



# 2022 REI SUMMARY

A report back on our REI Action Plan progress







# STAFF

Safety, Equity & Voice

Page 3



# CLIENTS

Health Outcomes,  
Resources & Voice

Page 4



# AGENCY

Strategy, Policies &  
Practice & Training

Page 5



# COMMUNITY

Advocacy, Engagement  
& Investment

Page 6

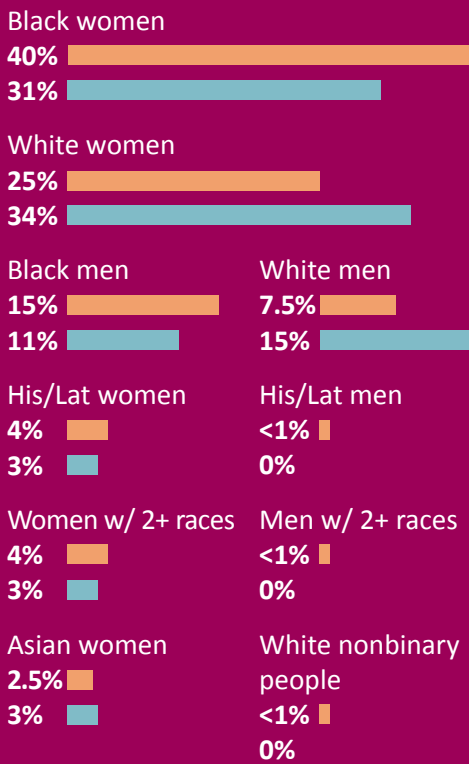


# STAFF

## Safety, Equity & Voice

### Demographics

- Staff (n=280)
- Managers and executives (n=65)



**70%** of student learners identify as BIPOC

### 2022 Voting Board Members

- 52% Female
- 43% BIPOC
- 30% Experience of homelessness

## Hiring, Retention & Advancement

- All new and revised job descriptions include the importance of racial equity and inclusion in our work
- 25% increase in Es/En staff members (15 total)
- 67% of staff promoted into supervisory positions were people of color (6/9)
- Review of job descriptions now ensures that educational requirements are appropriate

Five new MOUs with HBCU and PBI for student learners:



1. Howard University School of Social Work
2. Howard University OTA Program
3. Coppin State School of Social Work
4. All State Career-Medical Externship Program
5. CCBC OTA Program

## Inclusive Decision-making Processes

- Relaunch of Performance Improvement initiative “Pebble in Shoe”
- Monthly REI Staff Committee Meetings

## Pay Equity

- Roll out of Pay Transparency
- Contracted for first Pay Equity study (to ensure equitable pay among staff in similar positions)
- Tiered health insurance costs based on staff pay rates

## Health & Safety

- Launch of staff Affinity Groups:
  - Black Men in Healthcare
  - TAG: TTRPG Affinity Group
  - White Women in Social Justice
- Launch of Heritage Months and Days of Significance programming
- Introduced two client memorials specifically for staff (April, August) to mourn and reflect upon clients who died
- Introduction of first Patient Safety Week
- Creation of staff benefits guide in Spanish





# CLIENTS

## Health Outcomes, Resources & Voice

### Demographics



42% Women



44% Black/  
African American



37% Hispanic/  
Latino/a/e



37% Best served  
in a language other  
than English



56% Uninsured

## Health Outcomes

- Hired our first REI Health Specialist
- Created a monthly Performance Improvement Health Disparities Dashboard
- Discontinued use of race-based GFR (kidney marker lab)
- Improved diabetes treatment and care for Spanish-speaking clients
- Introduced Health at Every Size framework and **WAIT tool**

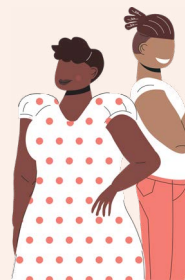
Before you make a recommendation based on weight...

**W** What else is there to consider?

**A** Acknowledge your anti-fat biases

**I** Inquire about habits, lifestyle, barriers & facilitators to health

**T** Tailor your follow-up plan to individual needs & circumstances



## Access to care and resources

- Began partnership with University of Maryland Dental School, providing dental referrals for kids without insurance
- Added syringe services to our mobile clinic in Baltimore City



## Center client voice

- Launched a real-time client survey with monthly aggregation and distribution of data by provider
- Introduced "Pass the Mic" quarterly newsletter series focused on client-driven narrative



**"No one knows what you've been through; instead they make up a story about who you are."**

**Woodrow McCoy**





# AGENCY

## Strategy, Policies & Practice & Training

“When you take on a feat such as becoming a racially equitable institution, it comes with growing pains, it comes with resistance, it comes with discomfort. We all benefit from the status quo in some way, myself included.”

Arie Hayre-Somuah,  
REI Health Specialist



## Strategy

- 2022-2025 Strategic Plan designed with deliberate use of REI lens—from consultant selection to centering client and staff voices
- Launched REI Departmental goals and tracking

**New mission statement placing racial equity at the forefront of our work:**

We work to end homelessness through racially equitable health care, housing and advocacy in partnership with those of us who have experienced it.



## Policies/Practices

- Introduced standard policy & procedure review questions
- New lactation accommodation policy & procedure
- Agency decision to celebrate Juneteenth as a paid holiday
- Introduced consistent use of REI-related questions in our hiring process

## Staff Training in REI

- 5 agency-wide trainings on REI, goal-setting and heritage months
- 2 trainings added to New Hire Orientation: Health Equity and Introduction to Racial Equity & Inclusion
- 9 Department-facilitated trainings on topics including Introduction to REI, Health at Every Size, Housing Anti-Discrimination Laws and Tools and Behavioral Health
- 6 Storytelling and Racial Equity Sessions
- Quarterly one-on-one REI Training and Technical Assistance with Department Directors
- 20+ external REI Trainings & Conferences attended by staff \*
- 26 supervisors completed The Management Center Supervisory Training Program



# COMMUNITY

Advocacy, Engagement & Investment

“Access to health care is, without question, one of the most urgent issues facing the Black and brown immigrant community.”

Kony Serrano Portillo,  
Research and Policy Analyst at CASA



## Advocacy

- Renewal and 50% expansion of Medicaid supportive housing waiver, including 100 additional households in Baltimore City
- Passage of the Healthy Babies Equity Act in partnership with CASA of Maryland
- Passage of full Adult Dental Medicaid Benefit in partnership with the Maryland Dental Action Coalition

“This means access to oral exams, fillings, extractions, root canals, cleanings and more when the expansion goes into effect on January 1, 2023!”



Parita Patel, Dental Director

## Community Engagement

- Hosted two Community of Practice sessions
  - Addressing Environmental Injustice: Race and the Built Environment
  - Addressing Disinvestment, Gentrifications and Displacement
- Introduced Pay-What-You-Can tickets to expand access to our signature fundraising event, The Chocolate Affair





# APPENDIX

## Trainings

### Agency-Wide Trainings

- All-Staff In-Service REI training with [Nikki Akparewa, RN, MPH, MSN](#)
- REI Lunch & Learn Sessions
  - [Overview of the REI Staff Committee & Introduction to Members](#)
  - [Agency Top 14 Goals & Goal-Setting through an REI Lens](#)
  - [Juneteenth & Pride with three short films & discussion](#)
  - [Hispanic Heritage Month: Hispanic, Latino & Latinx; Intersectional Identities: Afro-Latinidad](#)

### External Trainings

- Staff
  - Intersectional Allyship for Racial Justice: A Workshop for White Allies (in the Equity Center)
  - Miscommunications in Communications: White Supremacy & Health Literacy
  - Awake-to-Woke-to-Work (Equity in the Center)
  - Latino Mental Health Conference and Symposium (CentroSOL)
  - Helping Clients Navigate Grief and Loss, Racial and Generational Trauma - Evidence-based Somatic Intervention for BIPOC Clients
  - Implicit Bias-Clinical & Ethical Considerations
  - 2nd Annual African-Centered Social Work Symposium: Reimagining Liberation
  - Awakening Possibilities: Ancestral and Cultural Expressions of Grief and Resilience
  - More than Fragility: A Deep Dive into Understanding & Dismantling Whiteness
  - Black and Ethical considerations for African American youth
  - Decolonizing Therapy for Black Folks
  - Annual Harm Reduction Conference
- Executive Team
  - New Thinking on Population Health and Health Equity (NCQA Quality Talks)
  - The Roots of Health Inequity series (NACCHO)
  - “Decolonizing Therapy for Black Folks” (Kindred Wellness)—13 hours
  - “Providing Inclusive Respectful Care to your Gender Questioning, Transgender, and Non-Binary Clients” (Clearly Clinical)
  - “For Managers: Equitable Hiring” (The Management Center)
  - “Lifting Latinx: A Primer about Working Effectively with Hispanic and Latino Populations” (Clearly Clinical)
  - Facing Race: A National Conference
  - National Health Care for the Homeless Council Justice, Equity, Diversity & Inclusion Training