

# Racial Equity and Inclusion Action Plan: Issues, Priorities and Actions

November, 2021



# Race Equity Work Group (REWG)

## Executive Team

- Kevin Lindamood, President & CEO
- Keiren Havens, Chief Strategy Officer
- Tolu Thomas, Chief Quality Officer
- Adrienne Trustman, Chief Medical Officer
- Gary Welch, Chief Financial Officer
- Lawanda Williams, Chief Behavioral Health Officer

## Board of Directors

- Chelsea K. Arthur, Chair
- Michael (MJ) Jackson, Chair, REI Subcommittee

## Staff REI Committee

- LaVeda Bacetti, Senior Director of Practice Operations
- Devante Blount, Security Manager
- Wynona China, Director of Health Informatics
- Adedoyin Eisape, REI Program Manager II
- Eva Hendrix, Case Manager
- Arianne Jennings, Behavioral Health Coordinator
- Eddie Martin, Jr., Senior Director of Equity & Engagement
- Malcolm Williams, Client Relations Coordinator



# Four Focus Areas



## Each item under the focus area has...

- **A priority level:** immediate, high, intermediate
- **More specific actions** and **accountable roles** or departments associated with them in the full REI Action Plan



# I. Staff Safety, Equity & Voice



## Focus Area 1: Staff Safety, Equity & Voice

Immediate	High Percentage of Staff of Color Feel the Effects of Discrimination in the Workplace and Have a Lack of Trust in the Agency
Immediate	Lack of Regular Training in Racial Bias, Harassment and Discrimination
Immediate	Hiring Practices Need to Become More Deliberate and Refined to Attract BIPOC Candidates and to Reach Equity in Staff Composition
Immediate	Retention and Advancement Opportunities Do Not Feel Adequate, Fair and Transparent to Staff
Immediate	Staff Do Not Feel Meaningfully Included in Decision-Making Processes That Affect Their Work (particularly BIPOC, “front line” staff)
Immediate	Staff Feel a Sense of Pay Inequity Across Gender and Within Role
Intermediate	Lack of Incorporation of REI into Personnel Policies



## 2. Client Care, Resources & Voice



## Focus Area 2: Client Care, Resources & Voice

High	May Be Missing Available Resources in the Community to Meet Specialty Needs for BIPOC Clients
High	Better Meet the Needs of Spanish-Speaking Clients
High	“Culture Of Respect” for Clients and Their Circumstances and Client Voice Can Be Strengthened
Intermediate	LGBTQIA+ Services Not Well Communicated Across Staff or Community
Intermediate	Staff Identify the Importance of Increased Visibility/Presence in Underserved Communities



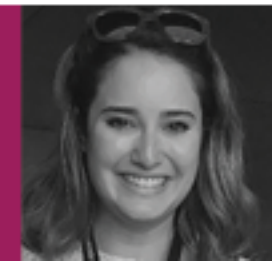


## 3. Staff Education, Training & Tools



## Focus Area 3: Staff Education, Training & Tools

High	Need for Staff Training in Racial Equity & Inclusion
High	Staff level of Self-Confidence in Cultural Humility is High, Which is Contradictory to Their Experience of the Workplace
Intermediate	Lack of Racial Equity Tools
Intermediate	Executive Leadership is Not Adequately Trained in REI and Intersectionality
Intermediate	Teamwork and Collaboration Need to be Strengthened in Recognition of Occupational Segregation



## 4. Community Responsibility



## Focus Area 4: Community Responsibility

High	Utilize REI Lens in Developing RFPs, Contracts and Other Formal Relationships with Third Parties
Intermediate	Need to Build Greater Awareness (and Ownership) about Our Current & Historical Space and Place as an Agency in the City and State Re: Structural & Institutional Racism and White Privilege



# Next Steps

- **11/18:** Staff Lunch & Learn Discussion
- Management Team:
  - Integration into Department and Organizational Annual Goals, incl. KPIs and Deliverable Dates (November-December)
  - Budget Planning 2022
- Board: Integration into Operations & Committees
- Management & Board: Integration with Strategic Plan (January-April, 2022)



**For more information about our approach to  
racial equity and inclusion:**

***[www.hchmd.org/rei](http://www.hchmd.org/rei)***



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