



Racial Health
Equity *Progress
Report*

Racial Health Equity Progress Report Playbook

From Data to Action

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Introduction

This playbook is meant to guide your organization to strategic action after completion of the Racial Health Equity Progress Report. The tools and resources within this playbook will enable your team to:

1. Reflect upon your data from the progress report
2. Focus on tangible best practices your organization can operationalize
3. Outline a plan to execute those best practices within your organization
4. Commit to action through an “equity charter”

Your organization should first complete the Racial Health Equity Progress Report, which can be found on the Innovative Learning Hub at equity.dotankdo.com. Once completed, you will receive your data analytics report by email and also find it under the ‘Data Analytics’ tab in the hub. You will then be ready to implement the steps outlined in this playbook, and emerge with a clear plan for the next steps your organization will take on its equity journey.

The Racial Health Equity Progress Report

In response to the disparate COVID-19 infection and death rates in Black and Latino/a/x communities, in April of 2020, the City of Chicago convened West Side United, community leaders, and healthcare providers to form the Racial Equity Rapid Response Team (RERRT). Following the murder of George Floyd, 40 Chicago healthcare providers published a transformative statement declaring racism a public health crisis. That statement was the genesis of a movement which has led to the creation of the Racial Health Equity Progress Report (Progress Report), an assessment for healthcare providers committed to working together as an ecosystem to overcome systemic racism and health care disparities.

The Progress Report is a critical part of this effort. Recognizing that progress and improvement require measurement and accountability, hospitals, health systems and other providers need a tool to assess their performance in addressing racial disparities in their provision of health care.

In 2021, the Illinois Health and Hospital Association (IHA) launched the Progress Report to hospitals and health systems across the state with more than 150 hospitals completing the assessment in its first three years. Then, thanks to a 2022 grant from the Commonwealth Fund, RUSH University Medical Center is helping test and validate the Progress Report on a national scale with co-investigators, David Ansell, MD, MPH, senior vice president for community health equity at RUSH, and Brenda Battle, RN, BSN, MBA, senior vice president for community health transformation at UChicago Medicine.

The Progress Report is a long-term accountability tool to document progress toward achieving racial health equity. It is meant to promote collective improvement, not to drive competition. It provides for a baseline self-assessment and then an opportunity for healthcare providers to measure progress, assess their implementation of key strategies, understand provider and community assets in racial equity work, and identify areas of improvement.

By working together, hospitals and health systems have the opportunity to dismantle systemic racism in a way that no individual organization can achieve alone. The Progress Report aims to highlight the important progress that organizations have already made as well as the work ahead. Therefore, we urge every hospital and health system to complete the Progress Report on an annual basis.



Structure of the Progress Report

The Progress Report focuses on four areas within an institution: its people, its patients, its organization, and its community.

Our People

'Our People' challenges organizations to look in the mirror and evaluate their own boards, leadership teams and employees. This domain explores how diverse, equitable and inclusive representation is from the top down.

Themes: board and leadership team demographics, employee engagement in diversity, equity and inclusion (DEI) training (i.e., anti-racism, implicit bias, cultural competency), and pay equity.

Studies show that higher perceptions of diversity and inclusion are positively correlated with employee engagement. Ensuring diversity within the board, leadership and staff enhances inclusion, improves provider-patient communication, and increases accessibility, ultimately mitigating health disparities. Our challenge is to move beyond "checkbox diversity" and ensure meaningful organizational changes and engagement.

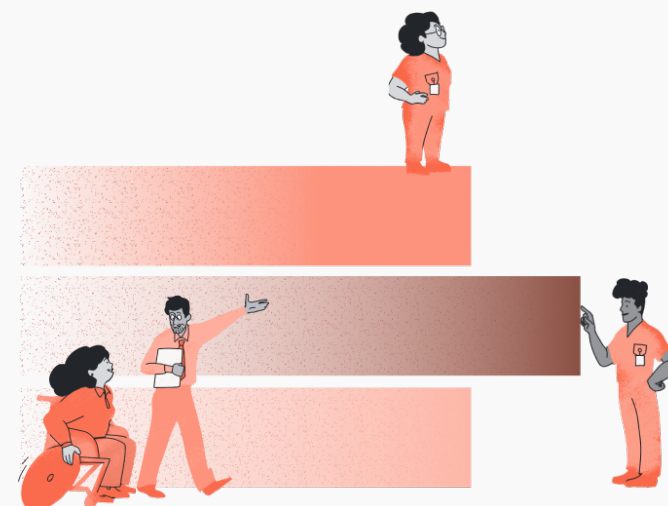


Our Organization

'Our Organization' emphasizes the internal strategies, policies and practices that are important to advancing health equity. Spotlighted here is our data and analytic focus on health equity metrics like race, ethnicity and language (REaL), sexual orientation and gender identity (SOGI), and social determinants of health (SDoH).

Themes: internal policy and strategy, trainings, and REaL, SOGI and SDoH data collection

Utilizing different tools and trainings help organizations better understand and engage with patient populations that experience barriers to health access and care. Collecting self-reported REaL, SOGI, and SDoH data is vital for identifying and reporting inequities in care. Informed by the data, providers can better serve their patient populations and implement needed services or programs. Adequate staff training and data protections are essential given the sensitivity of these topics.



Our Patients

'Our Patients' acknowledges those we serve and asks if we have a strong understanding of who we are serving, and what clinical inequities exist across our patient populations within our communities.

Themes: patient experience, patient safety, clinical inequities, and access

Evaluating the current patient experience, patient safety and health outcomes can unveil underlying disparities and help to drive care improvement projects. This domain highlights the importance of focusing on inequitable outcomes through demographic breakdowns of our patient population, charity care policies, language and literacy access processes, and to what extent we are assessing and analyzing patient experience by demographic groups.



Our Community

'Our Community' asks if we are working with community based organizations and other stakeholders in our communities, as improving health equity has to be done with the community – not to the community.

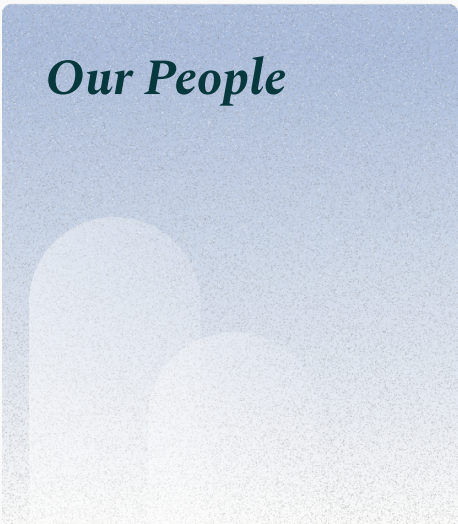

Themes: community engagement and collaboration

Community involvement in healthcare enhances care possibilities by fostering collaboration with diverse stakeholders, health professionals, and service users. This strategic approach enables officials to understand community needs and facilitate targeted healthcare planning and implementation for specific populations. Prioritizing people in healthcare efforts builds lasting engagement and strengthens health systems.



Focus Areas

These focus areas align with the themes across the four domains of the Progress Report – all focus areas are reflective of at least one question asked within the Progress Report.

<i>Domain</i>	<i>Key Composite Metric</i>	<i>Focus Area</i>
<p><i>Our People</i></p> 	<p>Metric 1: Board, Management & Workforce resemble our community</p> <p>Metric 2: Patient Demographics</p> <p>Metric 3: Diversity and Inclusion Training in our Workforce</p>	<ul style="list-style-type: none"> • Board diversity • Senior leadership diversity • Organizational staff diversity • Cultural Responsiveness Training • Anti-Racism Training • Implicit and Explicit Bias Reduction Training
<p><i>Our Organization</i></p> 	<p>Metric 4: Leadership and Organizational Practices to Advance Racial Equity</p>	<ul style="list-style-type: none"> • Racial equity inclusion in strategic plan • Anti-Racism inclusion in strategic plan • Community engagement in strategic plan • Employee engagement data stratified by Race, Ethnicity and Language data. • Policy focuses on patient access, rights, and payment • Policy focus on employee recruitment, promotion, retention, compensation and benefits • Policy focus on contracting and purchasing • Pay equity analysis • Equity Key Performance Indicators • Dedicated DEI Resourcing

Domain

Key Composite Metric

Focus Area



Metric 5: Patient Assessment

- Collection, auditing, and integration of Race Ethnicity and Language data
- Collection, auditing, and integration of Sexual Orientation Gender Identity data
- Collection, auditing, and integration of Social Determinants of Health data

Metric 6: Patient Supports for Social Determinants of Health

- Interpretation services
- Access to care

Metric 7: Quality Improvement Practices

- Demographic data quality audit
- Stratifying health outcomes by race
- Patient experience data
- Patient engagement data

Metric 8: Access to Free and Discounted Care

- Charity care



Metric 9: Investment in the Community

- Supplier diversity
- Local purchasing
- Local hiring and pathways
- Community investment
- Partnering with community-based organizations on disparities projects

Metric 10: Partnerships with Patients and Community

- Multidisciplinary action planning

This Playbook

This playbook will move your organization to action. It contains the human-centered design scaffolding needed to translate your data from the Progress Report into tangible next steps. The playbook outlines a process that will enable your organization to reflect upon your data, focus on tangible best practices, outline a plan to execute those best practices, and commit to action through an equity charter.



Reflect

- *Analyze your data*



Focus

- *Identify Focus Areas*
- *Focus Area Assessment*



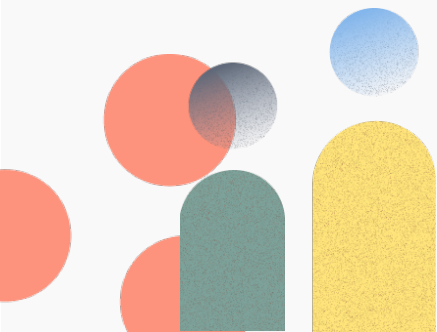
Plan

- *Equity Improvement Canvas*
- *Matrix Diagram*
- *Equity Gameplan*



Commit

- *Complete your Equity Charter*



Human-Centered Design Approach

This playbook capitalizes on the strengths of utilizing human-centered design tools to drive improvement. We have developed a suite of Improvement Canvases specifically tailored to drive improvement in the equity space. Utilizing these canvases to design and execute your organization's equity journey will ensure that:

1. Your organization is engaging all important stakeholders in the process and giving them a voice.
2. You are applying strategic rigor as you analyze your data, pick a focus area, and operationalize your plan.



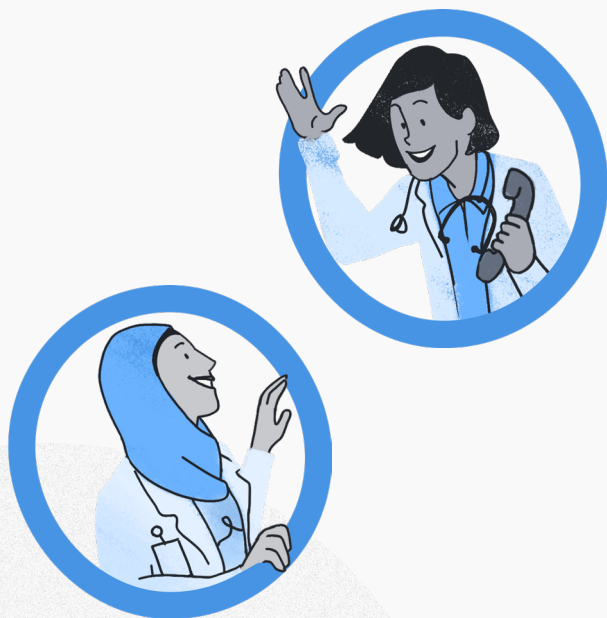
These activities are designed to be completed with interdisciplinary teams, representing as many stakeholders as possible. We refer to canvases as “simple tools to hold complex conversations” – they are meant to inspire discussion, ideation, and to provide space to capture the contents of the conversation.

All canvases can be printed and completed in-person with sharpies and post-its, or completed digitally using tools like Mural, a digital whiteboard space. We suggest scheduling 60-minute sessions for teams to complete canvas activities, and use this process as a catalyst to kickstart your strategic planning.

Reflect

The aim of this section is to reflect on your data analytics from the Progress Report. This will enable you to gain a holistic picture of the data and gain a sense of where your organization stands within each foundational component of the Progress Report.

1. Reflect on your organization's data analytics (referring to the Data Analytics Guidance Document)
2. Socialize your data analytics with your broader team

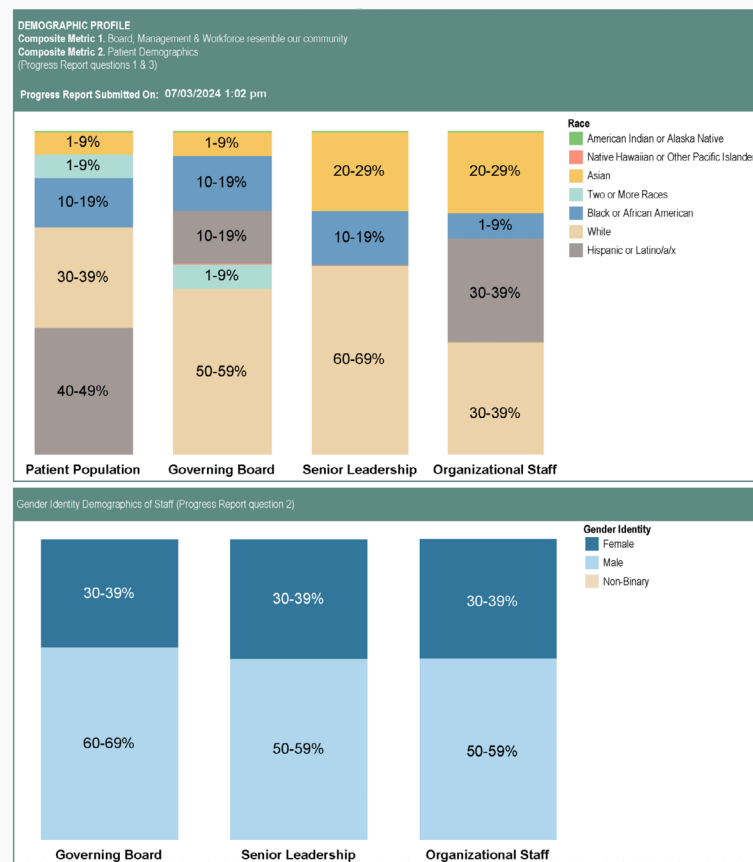


Your Data Analytics

Once your organization completes the Progress Report you will receive data analytics, giving you a sense of where your greatest areas of opportunity are.

Use your data to evaluate your own organization, potential areas for improvement, and how you compare to organizations across the country that submitted a Progress Report.

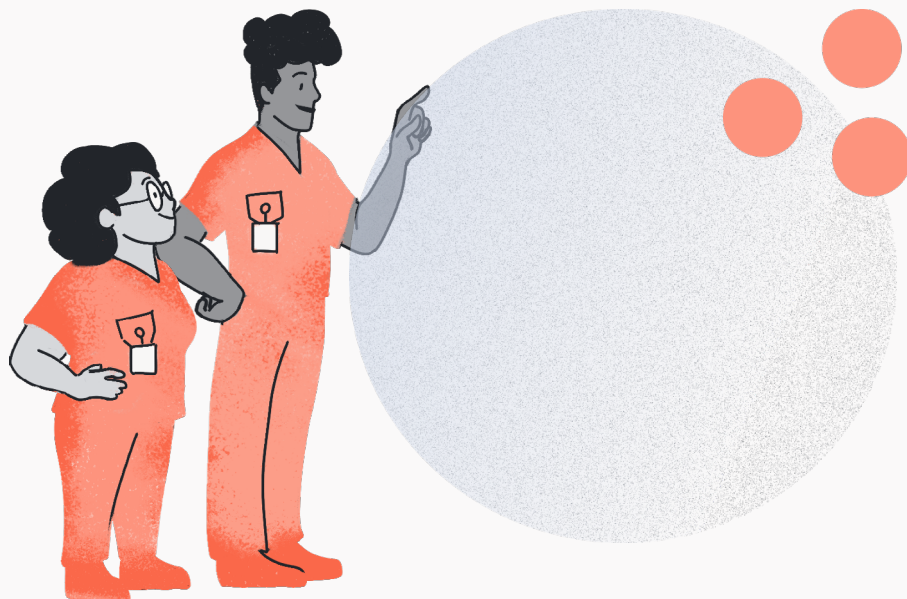
Sample Progress Report Data Analytics



Focus

The aim of this section is to identify focus areas that your organization would like to act on.

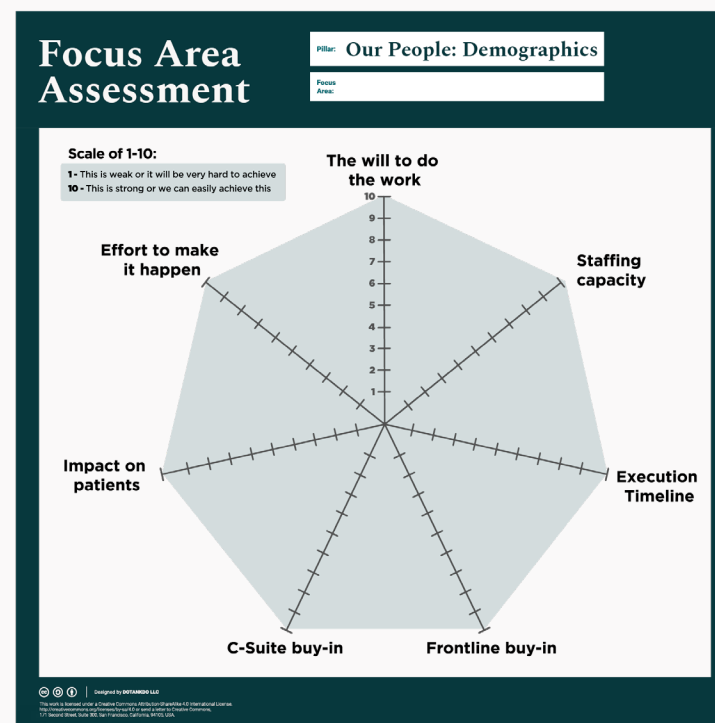
1. Under each section you will find hyperlinks to resources on best practices. Use these resources to see how these best practices are being deployed in the field.
2. Once you have identified a Focus Area, work through the Focus Assessment to determine your readiness to tackle that particular focus area.



Focus Area Assessment

Once you have reflected on your data and determined a focus area, it is time to assess that focus area before jumping into planning mode. This is a critical process which often is glossed over before projects launch. The purpose of the Focus Area Assessment is to vet the focus area your team has identified for feasibility, impact and buy-in.

After conducting a Focus Area Assessment, you may find that your initial focus area is not feasible due to a lack of necessary resources, buy-in, or patient impact. A secondary focus area may need to be explored using the same assessment. This tool is meant to assist your team in thinking through the organizational supports and barriers you may encounter prior to moving a team to action on a specific focus area.



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✓ Plan

The aim of this section is to work through each of the three human-centered design canvases for the focus areas you chose. These canvases will enable you to build the roadmap to action, outlining how you will operationalize the work.

1. Work through each of the three human-centered design canvases in order to assess how your organization can move to action on the focus areas you chose.
2. **Equity Improvement Canvas**
This canvas is the most comprehensive of all the improvement canvases and will help you map out the specifics of what your team is trying to accomplish.
3. **Matrix Diagram**
Using your Equity Improvement Canvas, take the change ideas you identified, and plug them into the left side of the Matrix Diagram. Once plugged in, the diagram then challenges your team to ask a series of questions for each idea.
4. **Equity Gameplan**
The Equity Gameplan Canvas will assist your team in taking the knowledge you have gathered so far and through this process operationalizing it into concrete actionable steps over a period of time.

Equity Improvement Canvas:

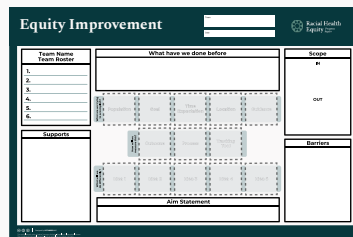
This canvas is the most critical comprehensive of the suite of implementation materials. This is where you map out the specifics around what your team is trying to accomplish, how you will measure your progress, and what tangible action steps you will take to achieve your aim.

Matrix Diagram Canvas:

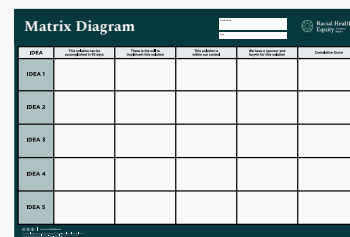
Now that you have identified your focus area, assessed it for readiness and feasibility, and mapped out your improvement journey, it's time to choose what idea you are going to execute first. Don't overthink this Matrix Diagram. Its main purpose is to simply reach consensus on what idea you want to execute out of the gate. We all know it is going to take more than one idea and one set of action items to move the ball on the equity front, but this Matrix Diagram will give your team a chance to prioritize the ideas that need to be executed first. You may find that you need to complete a series of Matrix Diagram Canvases as your project evolves over time.

Equity Gameplan Canvas:

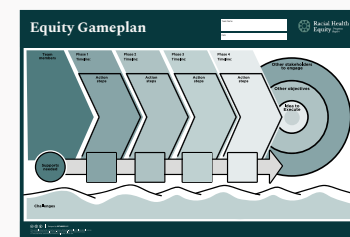
The Equity Gameplan Canvas will assist your team in taking the knowledge you have gathered so far and translating it into concrete actionable steps over a period of time. This canvas will assist your team with building your implementation plans by articulating action steps, supports needed, challenges, and timeline. Ultimately, this canvas will help spur thinking and create a step-by-step plan to to achieve project goals in a timely and feasible manner.



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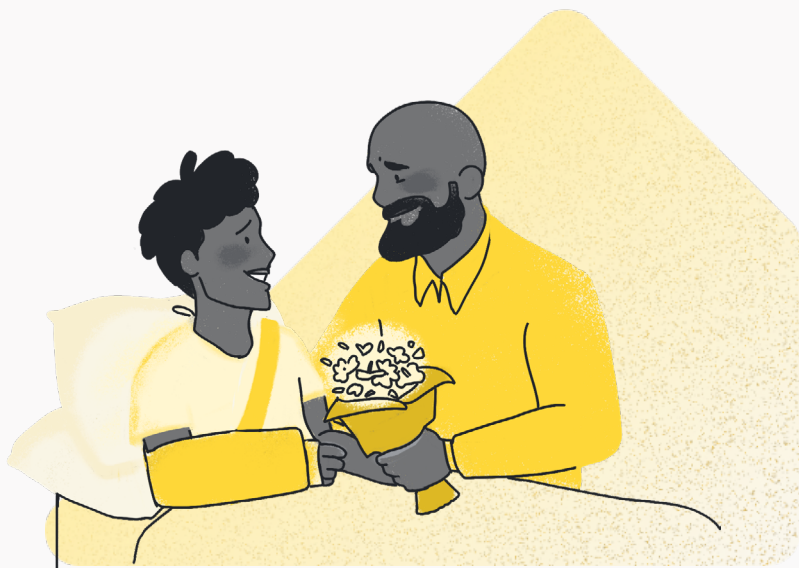
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Commit

The aim of this section is to commit your team to action. Using the information from the completed canvases your organization can complete a comprehensive Equity Charter. The charter outlines the steps your organization will take to implement a health equity initiative.

1. Now that you have worked through the process you are ready to commit to action.
2. We encourage you to execute an equity charter for each component of the Progress Report domain: (Organizational Demographics, Our People, Our Organization, Our Patients, Our Community)

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Equity Charter

This project charter clarifies expectations among the team and establishes the project's aim, measures, goals, change ideas, scope, stakeholders, and the process that will be used to monitor and report progress.

Domain

Focus Area

What are we trying to accomplish?

Aim Statement

How are we going to measure this?

Outcome Measures

Current

Target

Process Measures

Current

Target

Tracking tool(s): How are you going to track and measure progress?

What changes will we make?

Change Ideas

Score /20

Supports

Barriers

In-Scope

Out of Scope

Team

Executive Sponsors

Team Members

Thank You

Thank you for your dedication to the work of pursuing racial health equity and your commitment to the process embodied in this document. The Racial Health Equity Progress Report team is proud to partner with organizations that understand the importance of this effort and are willing to measure their progress and improvement over time. We are eager to hear how you use the tools, learn from the plans you craft, and see the advancements you make in the communities you serve. Please reach out with any feedback, comments, or questions for our team. We look forward to being engaged partners on the journey.

For more information, visit [Equity.dotankdo.com](https://equity.dotankdo.com) or email equity@dotankdo.com

