



Race Conversations: Executive Briefing

United Against Racism 2021

Interactive Participant Guide

This facilitated virtual classroom session will help executives and senior leaders wrestle with the challenges they face personally when talking about and addressing race and racism.



Mass General Brigham

Definitions



Diversity:

Diversity includes all the ways that individuals and organizations are unique and different from each other. Mass General Brigham recognizes and celebrates the rich dimensions of diversity, whether these dimensions are inherent or acquired.

Equity:

Organization Equity means that throughout Mass General Brigham everyone has a fair and just opportunity: hiring, promotions, development.

Health Equity means that everyone should have a fair opportunity to attain their full health potential and that no one should be disadvantaged from achieving this potential.

Inclusion:

We acknowledge and engage differences in a deliberate and meaningful way with our employees and patients. We actively involve patients in their care and employees are heard, valued, and have an equal chance to contribute and grow.

Racism	Internalized	Interpersonal	Institutional	Systemic
<p>A system of advantage based on race (David Wellman).</p> <p>© Southern Jamaica Plain Health Center (SJPHC)</p>	<p>The set of private beliefs, prejudices, and ideas that individuals have about the superiority of whites and the inferiority of People of Color. Among People of Color, it manifests as internalized racial oppression. Among whites, it manifests an internalized racial superiority.</p>	<p>The expression of racism between individuals. These are interactions occurring between individuals that often take place in the form of harassing, racial slurs, or telling of racial jokes.</p>	<p>Discriminatory treatment, unfair policies and practices, and inequitable opportunities and impacts within organizations and institutions, based on race.</p>	<p>Racial bias across institutions and society over time. It's the cumulative and compounded effects of an array or factors such as public policies, institutional practices, cultural representations, and other norms that work in various, often reinforcing, ways to perpetuate racial inequity.</p>

Underrepresented People of Color (URPoC): at Mass General Brigham, refers to African American/Blacks, Latinx, Asian/Pacific Islander and Native Americans/Indigenous People.

Reflections & Breakouts

RACE IDENTITY

Individual reflection

Race Identity:

What was that like for you to share your racial identity with the group?

Reflections & Breakouts

BLM:

Take a moment to capture your initial thoughts feelings and emotions about Black Lives Matter.

BLM

Individual reflection

Debrief notes

Reflections & Breakouts

MGB BLM

MGB BLM:

Personally, what does BLM mean to you? What are your feelings and reactions to the discussion around race and racism so far?

Individual reflection

Breakout notes

Debrief notes

Reflections & Breakouts

DO YOU KNOW

Do You Know:

Take a few minutes to write down your reactions, thoughts and feelings to the "Do You Know" video.

Individual reflection

Debrief notes

Head, Heart & Hands



Heart (Feelings):

- What is your story of how racism adversely impacts you and people of color?
- What does it mean to you? What does it mean to others targeted by racism?

Head (Thoughts):

- What information demonstrates that people of color and white people are having different lived experiences within our organization as employees and patients?

Hands (Action):

- How will you boldly and confidently be a better anti-racist leader who advances racial equity at Mass General Brigham?

2021 & 2022 Mass General Brigham System Goals – Measurement Discussion

United Against Racism – Workplace Focus	Year 1 Goal	Year 2 Goal
<p>For clinical and administrative leaders of people & teams with a title of Director and above</p> <ul style="list-style-type: none"> • Improve diversity of our leadership team (Clinical and administrative leaders of people & teams with a title of Director and above) 	<p>Increase the diversity of the Directors and above by 10%. (Specifically, URPOC: Black, Latinx, or Native American hires)</p> <p>Increase Board Diversity by 2%</p>	<p>Will update the Year 2 goal, once the analysis is complete</p>
<ul style="list-style-type: none"> • Ensure search committees are diverse (The approach for faculty searches will be finalized in the next several weeks) 	<p>33% women 33% ethnically/ racially diverse</p>	<p>33% women 33% ethnically/racially diverse</p>
<ul style="list-style-type: none"> • Require final candidate pool is diverse 	<p>At least 1 candidate of the final slate of candidates is Black, Latino, or Native American</p>	<p>At least 1 candidate of the final slate of candidates is Black, Latino, or Native American</p>
<p>Design and execute United Against Racism education for senior 500 leaders and 78,000 employees</p>	<p>80% of identified leaders 20% of Staff</p>	<p>20% of identified leaders 80% remaining staff</p>

United Against Racism (UAR) Actions

Review the following accountability actions and select one to two that you would like to commit to on the Commitment tab.

Workforce Equity

UAR Actions:

- **HIRING:** Build relationships with URPOC to include on your Search Committees and Search Panels to recruit and hire diverse talent.
- **DEMOGRAPHIC ANALYSIS:** Partner with your HRBP to do a demographic analysis of your workforce. Determine where URPOC are represented and underrepresented especially in management and leadership positions.
- **PIPELINE DEVELOPMENT:** Establish an intentional process of talent management for people of color.
- **CULTURE & CLIMATE:**
 - Practice inclusive behaviors in meetings and interactions with others (see workbook) Molly Cairns-Perspective Taking.
 - Include URPOC in your decision-making processes.
- **SYSTEMIC INTERVENTIONS:** Examine policies and practices that advance whiteness and disadvantage POC.

Community Health & Health Equity

UAR Actions:

- **EQUITY IN ALL PROGRAMS:** As you build new or evaluate existing programs and processes, examine what groups (e.g. racial/ethnic groups) are most disadvantaged or advantaged? Are all individuals able to access and achieve good outcomes as a result of this program?
- **PATIENT AND COMMUNITY INPUT:** As you build new or evaluate existing programs and processes, are stakeholders from different racial/ethnic or community groups meaningfully involved in the development of the proposal?
- **ANALYTICS:** Develop and monitor key metrics stratified by race and other domains of equity.

Commitment

What bold and intentional actions will you take to be a better anti-racist leader?

	Enter 1-2 accountability actions below
<p>Leadership Responsibility</p> <p>What is your Leadership Responsibility?</p>	
<p>Accountability</p> <p>How will you know that you are accomplishing your commitment and being successful? How will you keep yourself accountable?</p>	
<p>Commitment</p> <p>What daily commitments can you make to promote racial equity?</p>	

Additional Resources to Support UAR Goal Attainment

Continue your learning and encourage your team members to participate in the required courses below along with the UAR Open Enrollment courses.

Inclusive Workplace Education

Educational opportunities for our Mass General Brigham Workforce

- DE&I Steppingstones.
- Ending Racism: Everyone's Responsibility.
- Common Ground.

Pathways to increase diversity in our Mass General Brigham director level and above leadership positions:

Diverse and Inclusive Hiring

Introducing new Search Panel & Committee Processes, Behavior-Based Interviewing along finalist guidelines.

Diversifying Leadership: Pipeline Development and Promotion

Mass General Brigham Talent Management processes to identify, develop, promote and diversify leadership.



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