



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

LEADERSHIP
ACCELERATOR

MGB-UAR-IPG-01MAR21

Definitions

Diversity

Diversity includes all the ways that individuals and organizations are unique and different from each other. MGB 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.

NOTES

Reflections & Breakouts



Individual reflection

Activity one questions:

- What are your feelings and reactions to the discussion around race so far?

- Personally, what does BLM mean to you?

- How are you leading and impacting others during this call for greater race equity?

Breakout notes

Debrief notes

Reflections & Breakouts



Activity two questions:

- What are your feelings and reactions after seeing and hearing this data?

- How have you witnessed or observed these types of racism playing out at MGB with your employees and patients?

- How can you be better at addressing various forms of racism and their impact on our MGB patients and employees?

Individual reflection

Breakout notes


Debrief notes

Reflections & Breakouts

Activity three questions:

Write down the initials of 2 people who are racially different from you at work.

- Someone with whom you have a positive relationship and why.
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- Someone with whom you want to improve your relationship and why.



Individual reflection

Breakout notes

Debrief notes

Reflections & Breakouts



Activity four questions:

Inclusion scale exercise

- Where have you placed each on the Inclusion Scale?

- What can you do differently to move people up the scale toward greater appreciation?

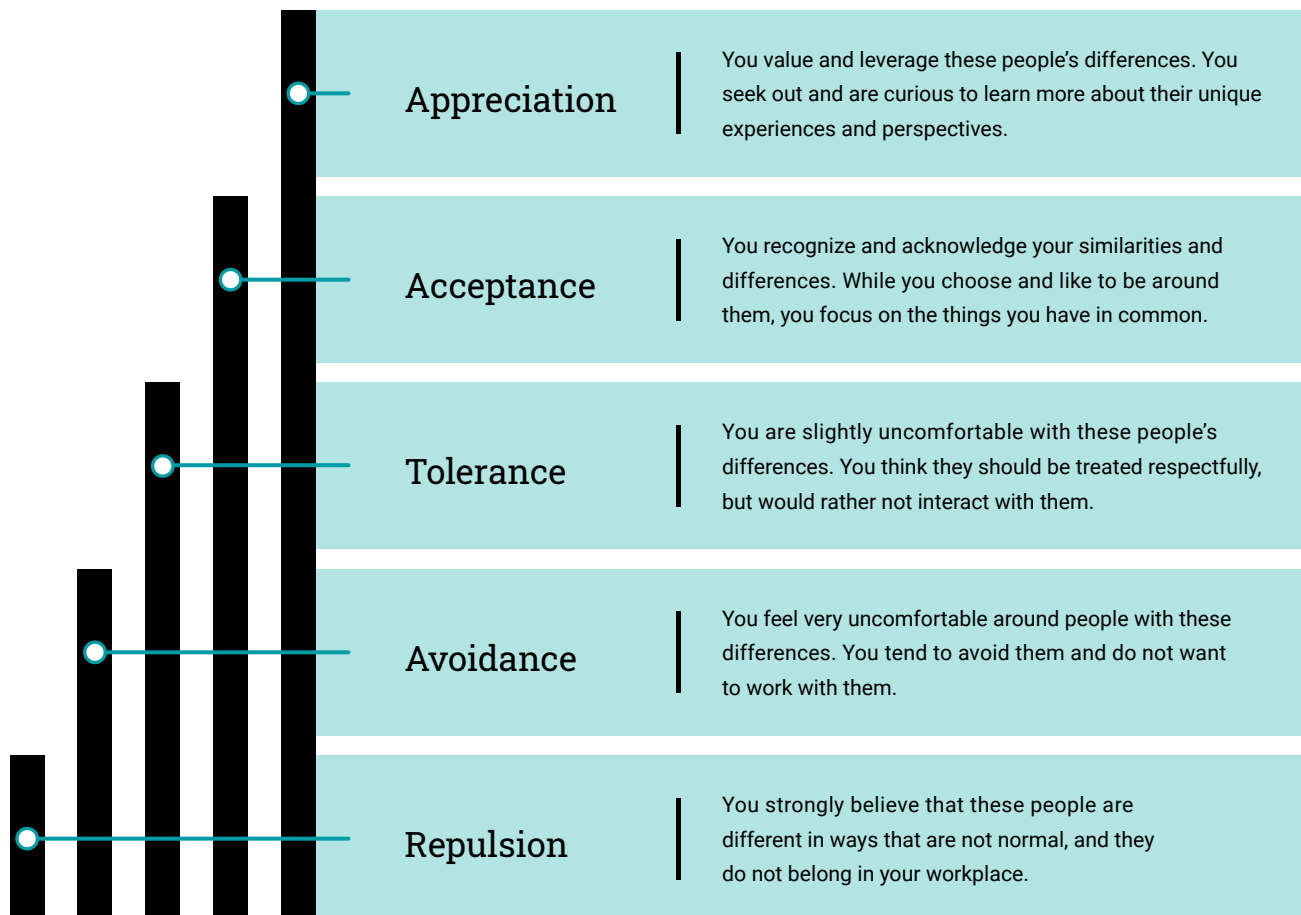
- Connect the Inclusion Scale and the Did You Know data: How might behaviors and attitudes toward People of Color relate to the racial inequality in our system and how People of Color are treated at work?

Individual reflection

Breakout notes

Debrief notes

Inclusion Scale



Notes

Commitment

What actions will you take?

Accountability actions:

Select 1-2 of the below actions to complete the table.

- **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.



Workforce Equity	
<p style="text-align: center;">Leadership Responsibility</p> <p>What is your Leadership Responsibility?</p>	
<p style="text-align: center;">Accountability</p> <p>How will you hold yourself and others accountable?</p>	
<p style="text-align: center;">Commitment</p> <p>What daily commitments can you make to promote racial equity?</p>	

Commitment

What actions will you take?

Accountability actions:

Select 1-2 of the below actions to complete the table.

- **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.



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Commitment



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2021 & 2022 MGB 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>

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 MGB Workforce

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

Pathways to increase diversity in our MGB 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

MGB Talent Management processes to identify, develop, promote and diversify leadership.



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