



Healthcare Organizations

# Activities and Resources

## Introduction to the Actions and Activities

The Rise to Health Coalition Healthcare Organization Pillar Actions are a **foundational set of practical actions for collective engagement, learning, and action for equity in health care** with a goal of increasing momentum and impact for equity in health care over time.

Each category includes a suggested set of specific and high-impact activities, which are divided into three tiers, representing starter level activities (Tier 1) for immediate action to more advanced activities (Tier 3) that may require additional time and planning.

A full overview of the Rise to Health Coalition, guiding values, the actions and activities and how to engage as a formal or informal participant is available [here](#).

Updated October 2024,

## 1. Commit to Acting for Equity

**Action:** Commit to taking at least one action from each category below:

- *Get Grounded in History and Your Local Context*
- *Identify Opportunities for Improvement*
- *Make Equity a Strategic Priority*
- *Taking Initiative with Others*
- *Align, Invest, and Advocate for Thriving Communities*

<b>“Starter” or Tier 1 Activities:</b>	<b>Resource</b>	<b>Description</b>
<b>Commit to taking at least one action from each Rise to Health category</b>	<a href="#">Rise to Health Coalition Website</a>	Website to learn more about activities of the five Rise to Health Pillars and to JOIN the Coalition to receive information about upcoming shared learning opportunities.
	<a href="#">Navigating Pushback to Equity Work</a>	Tool describing how to respond to common types of pushback to equity work such as “We’ve already done enough in terms of diversity” or “Our resources are too limited.” (Source: Rise to Health)

## 2. Get Grounded in History and Your Local Context

**Actions:**

- Facilitate increasing knowledge among all staff and board members about the history of racism and other forms of oppression (sexism, ableism, classism, ageism, xenophobia, anti-Semitism, etc.) at the national, local, and organizational levels
- Invest time in understanding your local community, including assets and strengths as well as challenges that community members experience.

<b>“Starter” or Tier 1 Activities</b>	<b>Resource</b>	<b>Description</b>
<p><b>Provide educational and professional development opportunities that equip health care professionals to advance racial justice and health equity</b></p> <p><b>Examine and identify historical and contemporary examples of inequitable harms in national, local, and organizational policies and practices, including reviewing organizational archives</b></p>	<a href="#">IHI TA 104: Building Skills for Anti-Racism Work: Supporting the Journey of Hearts, Minds, and Action</a>	Free online course for building skills and strategies to counter structural racism and improve health equity. Examines the ways racism and anti-racism operate in our organizations and systems. (Source: IHI)
	<a href="#">National Health Equity Grand Rounds</a>	Virtual event and video series highlighting historical and contemporary root causes of health inequities and amplifies strategies to advance health equity in the United States. (Source: AMA)
	<a href="#">The Groundwater Approach: Building a practical understanding of structural racism</a>	Report detailing an analytical framework explaining the nature of racism as it currently exists in the United States. (Source: The Groundwater Institute)
	<a href="#">Training and the Culture of Learning</a>	Toolkit that focuses on training and education strategies and approaches to encourage cultural humility and overcome implicit bias. (Source: IFDHE)
	<a href="#">Understanding the Four Levels of Racism in Healthcare</a>	Video unpacking how four levels of racism create systemic racial inequities in healthcare, using examples of the pulse oximeter and race-based clinical algorithms. (Source: Rise to Health)

**Addition activities in this category include:**

- Tier II Activity (6 mos): Identify the ways in which the organization has advanced social justice
- Tier II Activity (6 mos): Survey staff to learn how your organization’s physical spaces promote well-being (e.g., reconsider who is pictured, how accessible is your infrastructure)
- Tier III Activity (12+ mos): Write and publish a statement detailing the organization’s policies and practices that have caused harm and contributed to health inequities, accompanied by specific organizational commitments for redress

### 3. Identify Opportunities for Improvement

**Actions:**

- Collect and stratify key clinical data, measures, and indicators by relevant sociodemographic factors (e.g., REaLD and SOGI) to identify inequities
- Gather qualitative data (e.g., individual and community experiences) to understand the full scope and context of inequities

<b>“Starter” or Tier 1 Activities</b>	<b>Resource</b>	<b>Description</b>
<p><b>Stratify key quality, safety, patient experience, and other patient-reported outcome data, and indicators by relevant sociodemographic</b></p>	<a href="#">Health Equity, Diversity &amp; Inclusion Measures for Hospitals and Health System Dashboards</a>	Supporting tools and resources that feature briefs, guides, and toolkits to help hospitals and health systems make progress toward data collection, stratification, and use. (Source: IFDHE)
	<a href="#">Collecting Sexual Orientation and Gender Identity (SO/GI) Data In Electronic Health Records</a>	Toolkit summarizing incorporating SO/GI data collection into workflows, EHR, and QI techniques to improve care quality and communication. Staff engagement and education methods covered. (Source: Fenway Institute)

factors (e.g., REaL and SOGI) to systematically identify harmful variation in healthcare delivery and outcomes	<a href="#">PRAPARE Implementation &amp; Action Toolkit</a>	Toolkit designed to provide users with resources, best practices, and lessons learned guiding implementation, data collection, and responses to social determinant needs. (Source: NACHC)
	<a href="#">Data-Driven Care Delivery - Data Collection, Stratification and Use</a>	Toolkits highlight four compelling strategies (foundational pillars) to prioritize health equity. (Source: IFDHE)
	<a href="#">Mass Quality Measure Health Equity Data Standards</a>	Document that highlights important considerations for the implementation of data standards. (Source: Massachusetts EOHHS)
	<a href="#">Resource of Health Equity-related Data Definitions, Standards, &amp; Stratification Practices</a>	Document that serves as a technical resource that can be used by organizations and entities, such as providers, states, community organizations, and others, that wish to harmonize with CMS when collecting, stratifying, and/or analyzing health equity-related data. (Source: CMS)
Add an equity prompt to all harm-event reporting systems (e.g., patient safety/sentinel events) to increase detection of inequities	<a href="#">Integrating Equity Into Harm Event Data Collection and Tracking</a>	Video resource (excerpt) covering an approach to integrating equity into harm event data collection, tracking and reporting. (Source: AMA)
	<a href="#">Equity Informed High-Reliability Modules: Integrating Equity Into Harm Event Reporting</a>	Module providing an overview of integrating equity into harm reporting, part of an Equity-Informed High-Reliability learning series focused on advancing equity through five quality and safety focus areas. (Source: AMA)
	<a href="#">Equity Case Review: Contributing Factors, Actions, and Case Resolution</a>	Video describing one care team's analysis of contributing factors at the behavioral, personal, and systems levels, and implementation actions to address a harm event with an equity concern. (Source: AMA)
Tier II Activity (6 mos): Develop and use standard processes for partnering with marginalized communities to gather qualitative data about community strengths, opportunities, challenges, inequities, and needs to inform and guide priorities and foster accountability for impact	<a href="#">Bridging Research, Accurate Information &amp; Dialogue (BRAID)</a>	Evidence-based community engagement model developed in the Bronx where clinical researchers, healthcare professionals, and community members come together through conversation circles to address health inequities (Source: Braiders and Montefiore Medical Center)
	<a href="#">Population Health Guide for Undertaking a Three-Part Data Review</a>	Approach incorporating three sources of data to provide a more holistic view of the needs and assets of the patients and individuals in a chosen population, to then identify ways to meaningfully address population health needs. (Source: IHI)
	<a href="#">Engaging People with Lived Experience of Inequities: Community Transformation Tools</a>	Collection of resources, developed as part of the 100 Million Healthier Lives initiative, providing key information and tools to support communities and organizations to authentically engage people with lived experience in co-design and implementation efforts. (Source: IHI)

**Addition activities in this category include:**

- Tier II Activity (6 mos): Identify existing institutional-level contributors to inequitable patient access, such as insurance contracting decisions or capital expenditures for new clinical sites
- Tier II Activity (6 mos): Examine data comparing key sociodemographic factors (i.e., race, ethnicity, payor) between people cared for by the organization and the relevant community that organization serves (the neighborhood, city, state or region)
- Tier III Activity (12+ mos): Report on qualitative and disaggregated quantitative data to increase transparency and accountability for addressing identified inequities

- Tier III Activity (12+ mos): Collect gold standard REaLD/SOGI data for organizational leadership and staff at each stage of the career pathway, including hiring, retention, career advancement, and compensation, and make this publicly available

## 4. Make Equity a Strategic Priority

### Actions:

- Explicitly embed equity into organizational strategic, financial and resourcing goals and plans
- Build and sustain a diverse, inclusive and thriving health care workforce including senior leadership and boards

Actions	Resource	Description
Explicitly embed equity into organizational strategic, financial, and resourcing goals and plans	Making Equity a Strategic Priority: Actualizing Health Equity ( <i>Link coming soon</i> )	Video describing how to make equity a priority in your organization, from measurement, where to start, and the intersection with an organization's safety and quality strategy. (Source: Rise to Health and UChicago Medicine)
	<a href="#">Advancing Health Equity Strategies for a Resource-Constrained Health Care Environment</a>	Resource offering insights regarding the importance of advancing health equity efforts and questions for consideration that encourage discussions with decision makers to facilitate progress. (Source: IFDHE)
	<a href="#">Building the Business Case for Health Equity Investment: Strategies to Secure Sustainable Support</a>	Practical examples and practices that support a business case for health care organizations and professionals to pursue health equity initiatives that benefit individuals and communities they serve. (Source: Health Care Transformation Task Force)
	<a href="#">How Boards Can Prioritize Health Equity</a>	Brief providing a guidance for hospital boards to prioritize and integrate health equity into their governance and operations. (Source: AHA)
	<a href="#">Resources for the Anchor Mission</a>	Toolkit series developed accelerating building of community health into core healthcare business practices including inclusive hiring, impact purchasing, and place-based investing. (Source: Healthcare Anchor Network)
Build and sustain a diverse, inclusive, and thriving health care workforce, including senior leadership and boards	<a href="#">Diversity and Inclusion in Leadership and Governance</a>	Toolkit focusing on developing diversity and inclusion leadership strategies at the board level. It also encourages significant governance changes throughout health care organizations. (Source: IFDHE)
	<a href="#">Building an All-Inclusive Organization</a>	Toolkit providing resources to support health centers in their journey to achieving a more diverse, equitable, and inclusive workforce. (Source: STAR <sup>2</sup> Center)
	<a href="#">Strategies to Diversify the Health Care Workforce</a>	Webinar offering a high-level summary of new research on pathway programs that aim to diversify the health care workforce. (Source: Urban Institute)

### Addition activities in this category include:

- "Starter" or Tier I Activity: For C-suite leaders: know your workforce (equity) data
- "Starter" or Tier I Activity: Set and align performance incentives to organizational equity goals
- Tier II Activity (6 mos): Assess the organization's budget model and ensure it will advance health equity
- Tier II Activity (6 mos): Identify and engage key community-based organizations (AND PATIENTS) as partners for planning and implementing initiatives designed to address social and structural drivers of health
- Tier II Activity (6 mos): Develop goals, strategies, processes and policies (e.g., charters) to ensure leadership (e.g., board of directors, board committees) are representative of the full diversity of the community served by the organization

- Tier II Activity (6 mos): Create and/or revise incentives for staff, including the board and executive leadership, to meet organization’s goals for equity, including diversification of the workforce
- Tier III Activity (12+ mos): Ensure senior leadership and board membership reflects the diversity of the community served by your organization
- Tier III Activity (12+ mos): Commit to paying all employees and contractors a living wage
- Tier III Activity (12+ mos): Adopt hiring, retention, career advancement, compensation and mediation policies and processes to build and sustain a diverse workforce

## 5. Take Initiative with Others

### Actions:

- Apply the Healing ARC (Acknowledge, Redress, Closure) to address identified inequities
- Systematically embed equity into the process, structure, and operations of all organization activities (e.g., clinical, quality and safety, research)

“Starter” or Tier 1 Activities	Resource	Description
Use the Healing ARC	<a href="#">Healing ARC</a>	Framework (acknowledge, redress and closure) that shapes interventions to eliminate structural racism in healthcare systems and care facilities that contribute to racial and ethnic inequities in patient care. (Source: Healing ARC Campaign)
	<a href="#">A Healing Arc for Hospital Inequities</a>	Video describing the Healing ARC and an example of how the Healing ARC framework can be used to eliminate race-based algorithms in health care. (Source: AMA)
	<a href="#">REPAIR Framework for Racial Healing</a>	Five-part framework framing how institutions can implement long-term, sustainable community-institution solidarity for racial healing. (Source: Build Healthy Places Network)
	<a href="#">Organizational Trustworthiness in Health Care: Quality Improvement at the Speed of Trust</a>	Blog post outlining an argument about the important of organizational trust for QI efforts and an outline of the Organizational Trustworthiness in Healthcare Framework based on the Healing ARC. (Source: IHI)
Tier II activity: Systematically embed equity into the process, structure, and operations of all organization activities (e.g., clinical, quality and safety, research)	<a href="#">The Health Equity Roadmap</a>	The Health Equity Roadmap is a framework to help hospitals and health care systems chart their own paths toward transformation. (Source: IFDHE)
	<a href="#">The Racial Equity in Healthcare Progress Report</a>	Page providing contact information for how your organization can participate in the progress report national pilot, which would include a report detailing your organizations score and an implementation playbook. (Source: Rush University Medical Center)
	<a href="#">Equity and Performance Improvement: A Novel Toolkit That Makes Using an Equity Lens the Default</a>	Novel quality improvement (QI) toolkit developed by Montefiore Medical system that ingrains issues of diversity, equity, and inclusion (DEI) and SDOH into the Institute for Healthcare Improvement’s tools. (Source: Joint Commission Journal on Quality and Patient Safety)
	<a href="#">Health Equity Impact Tool</a>	Tool was designed to benchmark how state health agencies’ work impacts health equity and identify broad strategic equity goals which can be used to generate an action plan. Health systems, health plans, provider organizations, and others can also use this tool to identify goals for advancing health equity. (Source: Robert Wood Johnson Foundation)
	<a href="#">Health Equity Gap Analysis</a>	The following checklist assesses a hospital’s incorporation of health equity best practices as part of its overall operations. (Source: Healthcare Association of New York State)

Tier II Activity (6 mos): <b>Invest in accessible and plain-language communications, language interpretation and translation services</b>	Principles for Person-Centered Communication ( <i>Link coming soon</i> )	Short video outlining key principles for person-centered communication and examples of biased language and adapted language. (Source: Rise to Health and NACHC)
	<a href="#">Guide to Person-Centered Communication</a>	Guide for ensuring all forms of organizational communication (e.g., reports, emails, presentations, etc.) work to foster relationships built on mutual respect, acknowledgment, and appreciation for the diverse differences. (Source: NACHC)

**Addition activities in this category include:**

- Tier II Activity (6 mos): Address inequities identified through harm-event reporting using equity-informed high-reliability practices to drive system-level improvements
- Tier II Activity (6 mos): Systematically embed racial and health equity in research processes, practices and infrastructure at your organization
- Tier II Activity (6 mos): Actively participate in research designed to establish an evidence base that advances the understanding of the impact of social drivers, environmental influences and other underlying mechanisms that produce disparate health outcomes
- Tier II Activity (6 mos): Provide incentives for staff who engage in educational and professional development opportunities that equip them to advance racial justice and health equity
- Tier III Activity (12+ mos): Address organization-level contributors to inequitable access to health services
- Tier III Activity (12+ mos): Fulfill nonprofit hospitals' community benefit requirement by making meaningful improvements in access for those with public or no health insurance, such as increasing access to elective ambulatory clinical and ancillary services, non-emergent hospital diagnostic and outpatient services, and social services and home/community care upon discharge

## 6. Align, Invest, and Advocate for Thriving Communities

**Actions:**

- Address root causes of health inequities by leveraging unique organizational assets and strengths to address social and structural drivers of health outcomes
- Engage in collective advocacy to address root causes of health inequities
- Publicly share equity data and indicators for transparency and mutual accountability

<b>"Starter" or Tier 1 Activities</b>	<b>Resource</b>	<b>Description</b>
<b>Make organization data on senior leadership diversity publicly available and easily accessible</b>	<a href="#">Five Mechanisms of External Accountability for Health Equity.</a>	Blog Series: This is part one in a series on the Five Mechanisms of External Accountability for Health Equity. (Source: Health Begins)
<b>Align organizational priorities with those of community partners</b>	<a href="#">Community Partnerships: Strategies to Accelerate Health Equity</a>	This toolkit focuses on developing health care community partnership strategies that can help expand health care services, eliminate inequities and improve health equity. (Source: IFDHE and AHA)
	<a href="#">A Playbook for Fostering Hospital-Community Partnerships to Build a Culture of Health</a>	Playbook that outlines initial steps for building partnerships and provides tools and strategies for creating and sustaining effective partnerships. (Source: Health Research & Educational Trust)

	<a href="#">Anchor Mission Playbook</a>	The recommendations in this “playbook” set out to help hospitals and health systems accelerate their own efforts to drive institutional alignment with community needs. (Source: Rush University Medical Center and The Democracy Collaborative)
	<a href="#">Community Engagement Toolkit for Rural Hospitals</a>	This toolkit is aimed at helping leaders leverage their hospital’s strengths and resources to engage in a community dialogue about health and form sustainable community partnerships. (Source: Washington State Hospital Association)
	<a href="#">Community Health Assessment Toolkit</a>	Toolkit that outlines the Community Health Assessment process and offers supplements for additional insights on engaging select populations at every stage of the CHA process. (Source: ACHI -AHA Community Health Improvement)
<b>Advocate for reforms to address social and structural drivers of health at the national, state, and/or local levels</b>	<a href="#">Building Diverse Community Based Coalitions</a>	This guiding tool offers what is important to take into account in our efforts to building diverse community based coalitions, (Source: The Praxis Project)
	<a href="#">The Return on Investment (ROI) Calculator for Healthcare Partnerships to Address Social Needs</a>	This calculator is designed to help community-based organizations and healthcare organizations plan and develop sustainable partnerships to fund the delivery of social services. (Source: HealthBegins)
	<a href="#">Building Coalitions to Promote Health Equity: A Toolkit for Action</a>	This toolkit provides action-based strategies and concrete steps to help leaders address health inequities and advance health equity by building coalitions. Included are templates, guidance, and more. (Source: Future of Nursing Campaign for Action)

**Addition activities in this category include:**

- Tier II Activity (6 mos): Advocate for reforms to diversify the health care workforce
  - Tier II Activity (6 mos): Make investments that support thriving communities: hire locally and create career pathways to build wealth, invest in built environment and purchase locally to support marginalized people and businesses
  - Tier III Activity (12+ mos): Measure and publicly report results of investment in local community
  - Tier III Activity (12+ mos): Ensure equitable geographic distribution of new capital expenditures (e.g., ambulatory and specialty clinics, urgent cares, hospitals) to ensure that marginalized communities in your region have fair access to your services
  - Tier III Activity (12+ mos): Publish data comparing key sociodemographic factors (i.e., race, ethnicity, payor) between people cared for by the organization and the relevant community that organization serves (the neighborhood, city, state or region)
-