

RISE to
HEALTH
COALITION

Health Care Organizations

Actions & Activities Resources

Tools and Resources

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Introduction to the Health Care Organizations Actions and Activities

The Rise to Health Coalition Health Care Organizations Pillar Actions is 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. These pillar actions are based on specific assets and levers to enact change. These actions will also help identify gaps where further investment is needed, including but not limited: to addressing gaps in knowledge, research, improvement practices, policies, standards, incentives, measures, and evaluation.

Each action 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. These activities are informed by the four Coalition impact areas and principles for truth, racial healing, and transformation. A full overview of the Rise to Health Coalition, guiding values, the actions and activities and how to engage is available [here](#).

While this tools and resource document is not an exhaustive compilation of health equity resources, we hope it serves as a valuable reference as you progress in advancing health equity within your organization.

Commit to Acting for Equity

We are all at different stages of learning, understanding, and taking action to address inequities in health care. Understanding and publicly committing to equity as a core mission of your work in health care is a critical first step toward building a community of aligned people and organizations. In taking this step, you are also committing to take action in at least one or more categories.

Category: Commit to Acting for Equity		
<p>Actions: Commit to taking at least one action from each action category:</p> <ul style="list-style-type: none"> • Get Grounded in History and Your Local Context • Identify Opportunities for Improvement • Make Equity a Strategic Priority • Take Initiative with Others • Align, Invest, and Advocate for Thriving Communities 		
Activity	Resource	Description
<p>“Starter” or Tier I Activity: Sign up for the Rise to Health Coalition on the website: www.RiseToHealthEquity.org</p>	<p>Rise to Health Coalition Website</p>	<p>Website to learn more about activities of the five Rise to Health Coalition Pillars, access resources, and JOIN to receive information about upcoming shared learning opportunities.</p>
	<p>Navigating Pushback to Equity Work</p>	<p>Tool describing how to respond to common types of pushback to health equity work. (Source: Rise to Health)</p>

Get Grounded in History and Your Local Context

This process includes intentional efforts to build a strong and shared foundation for health equity work in your organization. This includes:

- Understanding and sharing the history of inequities and racism in your organization and local context to center conversations and learning around consistent language, frameworks, assumptions, values, and norms to support their pursuit of equity.
- Recognizing the history of racism and other forms of oppression in your organization and acknowledging specific harms emerging from this history.
- Identifying the risks for causing unintentional harms despite good intentions.

Category: 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.

Activity	Resource	Description
<ul style="list-style-type: none"> • “Starter” or Tier I Activity: Provide educational and professional development opportunities that equip health care professionals to advance racial justice and health equity • “Starter” or Tier I Activity: Examine and identify historical and contemporary examples of inequitable harms in national, local, and organizational policies and practices, including reviewing organizational archives • Tier II Activity (6 mos): Identify the ways in which the organization has advanced social justice 	IHI TA 104: Building Skills for Anti-Racism Work: Supporting the Journey of Hearts, Minds, and Action	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)
	National Health Equity Grand Rounds	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)
	The Groundwater Approach: Building a practical understanding of structural racism	Report detailing an analytical framework explaining the nature of racism as it currently exists in the United States. (Source: The Groundwater Institute)
	Training and the Culture of Learning	Toolkit that focuses on training and education strategies and approaches to encourage cultural humility and overcome implicit bias. (Source: IFDHE)

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- **Tier II Activity (6 mos):** Survey staff to learn how your organization’s physical spaces promote well-being (e.g., reconsider who is pictured, accessibility of your infrastructure, etc).
- **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

[Understanding the Four Levels of Racism in Healthcare](#)

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)

Identify Opportunities for Improvement

This step creates an opportunity to understand where to begin to act by exploring how inequities occur in your context in the present moment. Ensure your effort is informed by available data and/or the lived experiences of people and communities being harmed.

Category: Identify Opportunities for Improvement		
<p>Actions:</p> <ul style="list-style-type: none"> Collect and stratify key clinical data, measures, and indicators by relevant sociodemographic factors (e.g., Race, Ethnicity, Language, and Disability (REaLD) and Sexual Orientation or Gender Identity (SOGI) to identify inequities Gather qualitative data (e.g., individual and community experiences) to understand the full scope and context of inequities 		
Activity	Resource	Description
<ul style="list-style-type: none"> “Starter” or Tier I Activity: Stratify key quality, safety, patient experience, and other patient-reported outcome data and indicators by relevant sociodemographic factors (e.g., REaLD and SOGI) to systematically identify harmful variation in health care delivery and outcomes “Starter” or Tier I Activity: Add an equity prompt to all harm-event reporting systems (e.g., patient safety/sentinel events) to increase detection of inequities 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 	Health Equity, Diversity & Inclusion Measures for Hospitals and Health System Dashboards	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)
	Collecting Sexual Orientation and Gender Identity (SO/GI) Data In Electronic Health Records	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)
	PRAPARE Implementation & Action Toolkit	Toolkit designed to provide users with resources, best practices, and lessons learned guiding implementation, data collection, and responses to social determinant needs. (Source: NACHC)
	Data-Driven Care Delivery - Data Collection, Stratification and Use	Toolkits highlight four compelling strategies (foundational pillars) to prioritize health equity. (Source: IFDHE)
	Mass Quality Measure Health Equity Data Standards	Document that highlights important considerations for the implementation of data standards. (Source: Massachusetts EOHHHS)
	Resource of Health Equity-related Data Definitions, Standards, & Stratification Practices	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

<ul style="list-style-type: none"> • 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 		with CMS when collecting, stratifying, and/or analyzing health equity-related data. (Source: CMS)
	Integrating Equity Into Harm Event Data Collection and Tracking	Video resource (excerpt) covering an approach to integrating equity into harm event data collection, tracking and reporting. (Source: AMA)
	Equity Case Review: Contributing Factors, Actions, and Case Resolution	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)
	Bridging Research, Accurate Information & Dialogue (BRAID)	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)
	Population Health Guide for Undertaking a Three-Part Data Review	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)
	Engaging People with Lived Experience of Inequities: Community Transformation Tools	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)

Make Equity a Strategic Priority

Senior management articulates a vision for equity and acts on this vision by building equity into all high-level decision-making.

- Incorporate explicit equity goals into strategic and financial plans, align performance incentives to these goals, and ensure dedicated resources (e.g., financial, staffing, informational) to achieve these goals.
- Identify and use specific and measurable short- and long-term goals for equity to track progress and impact

Category: 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

Activity	Resource	Description
<ul style="list-style-type: none"> • “Starter” or Tier I Activity: For C-suite leaders: know your workforce (equity) data 	Advancing Health Equity Strategies for a Resource-Constrained Health Care Environment	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)
<ul style="list-style-type: none"> • “Starter” or Tier I Activity: Set and align performance incentives to organizational equity goals 	Building the Business Case for Health Equity Investment: Strategies to Secure Sustainable Support	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)
<ul style="list-style-type: none"> • Tier II Activity (6 mos): Assess the organization’s budget model and ensure it will advance health equity 	How Boards Can Prioritize Health Equity	Brief providing a guidance for hospital boards to prioritize and integrate health equity into their governance and operations. (Source: AHA)
<ul style="list-style-type: none"> • 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 	Resources for the Anchor Mission	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)
<ul style="list-style-type: none"> • Tier II Activity (6 mos): Identify and engage key community-based 	Five Health Care Sector Activities to Integrate Social Care	Publication describes five mutually complementary categories of activities that health systems can adopt to

<p>organizations as partners for planning and implementing initiatives designed to address social and structural drivers of health</p> <ul style="list-style-type: none"> • Tier III Activity (12+ mos): Adopt hiring, retention, career advancement, compensation, and mediation policies and processes to build and sustain a diverse workforce • Tier III Activity (12+ mos): Commit to paying all employees and contractors a living wage • Tier III Activity (12+ mos): Ensure senior leadership and board membership reflects the diversity of the community served by your 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 		strengthen integration (Source: The National Academies Press/NASEM)
	Diversity and Inclusion in Leadership and Governance	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)
	Building an All-Inclusive Organization	Toolkit providing resources to support health centers in their journey to achieving a more diverse, equitable, and inclusive workforce. (Source: STAR ² Center)
	Strategies to Diversify the Health Care Workforce	Webinar offering a high-level summary of new research on pathway programs that aim to diversify the health care workforce. (Source: Urban Institute)
	Why Improving Low-Wage Health Care Jobs Is Critical for Health Equity	Article discusses improving low-wage health care jobs is essential to health equity by addressing systemic forms of oppression at all organizational levels. (Source: AMA Journal of Ethics)
	Living Wage Calculator	Access the MIT living wage calculator to see what the living wage is in different communities in the U.S. (Source: MIT)
	Advancing Health Equity through APMs	Guidance for equity-centered design and implementation of APMs with collaboration from payers, health systems, CBOs, individuals and communities. (Source: HCP LAN)
	Racial Equity Impact Assessment Toolkit	Toolkit that provides systematic examination of how different racial and ethnic groups will likely be affected by a proposed action or decision. (Source: Race Forward)

Take Initiative with Others

Once you and/or your organization are grounded in your local history of racism and other forms of oppression, have identified opportunities for improvement, and have used this data to develop a strategic plan in partnership with people and communities with lived experience, it is time to take action to redress these past or ongoing harms.

- Select one or more Coalition actions to engage in.
- Share about your promising or novel work to contribute to our collective understanding.

Category: Take Initiative with Others		
Actions: <ul style="list-style-type: none"> • Apply the Healing ARC (Acknowledge, Redress, Closure) framework to address identified inequities • Systematically embed equity into the process, structure, and operations of all hospital activities (e.g., clinical, quality and safety, research) 		
Activity	Resource	Description
<ul style="list-style-type: none"> • “Starter” or Tier I activity: Use the Healing ARC framework: <ul style="list-style-type: none"> • Acknowledge: Talk to patients/community members affected by inequities to understand their strengths, opportunities, challenges, barriers, and needs and transparently share data • Redress: Design and test interventions to close inequitable gaps; use quality improvement (QI) methods to test and evaluate impact of interventions; if a social determinant is exacerbating the observed inequity, build partnerships to address the social and structural drivers of health (SSDOH) 	Healing ARC	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 Healing Arc for Hospital Inequities	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)
	REPAIR Framework for Racial Healing	Five-part framework framing how institutions can implement long-term, sustainable community-institution solidarity for racial healing. (Source: Build Healthy Places Network)
	Organizational Trustworthiness in Health Care: Quality Improvement at the Speed of Trust	Blog post outlining an argument about the important of organizational trust for QI efforts and an outline of the Organizational

<ul style="list-style-type: none"> • Closure: Share results and learning with the affected patients/community members to determine if success has been achieved and ensure sustainability • Starter” or Tier I Activity: 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 equity into the process, structure, and operations of all organization activities (e.g., clinical, quality and safety, research) • Tier II Activity (6 mos): Invest in accessible and plain-language communications, language interpretation and translation services • 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 		Trustworthiness in Healthcare Framework based on the Healing ARC. (Source: IHI)
	Equity Informed High-Reliability Modules: Integrating Equity Into Harm Event Reporting	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)
	The Health Equity Roadmap	The Health Equity Roadmap is a framework to help hospitals and health care systems chart their own paths toward transformation. (Source: IFDHE)
	The Racial Equity in Healthcare Progress Report	Learn about the history & validation of the Progress Report, complete a progress report for your organization, and get connected to your peers as you work to further racial health equity. (Source: RUSH University Medical Center)
	Equity and Performance Improvement: A Novel Toolkit That Makes Using an Equity Lens the Default	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)
	Health Equity Impact Tool	Tool designed to benchmark state health agencies’ work impacts on 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

<p>that equip them to advance racial justice and health equity</p> <ul style="list-style-type: none"> • 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 		goals for advancing health equity. (Source: Robert Wood Johnson Foundation)
	Health Equity Gap Analysis	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)
	Guide to Person-Centered Communication	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)
	An Implementation Checklist for National CLAS Standards	Checklist of implementation practices lists successful CLAS-related organizational activities, includes worksheets to plan CLAS activities.
	Three Ways to Advance Health Equity Through Research	Blog post discussing expansion of traditional research approaches to include more perspectives, ideas, and methodologies. (Source: RWJF)
	An Introduction to the Community Health Needs Assessment (CHNA)	Provides an overview of the CHNA and explains how CHNAs help identify and address needs of the community. (Source: Community Commons)

Align, Invest, and Advocate for Thriving Communities

Advocate for, and adopt, strategies that align organizational interests with those of local and diverse communities.

Category: Align, Invest, and Advocate for Thriving Communities		
<p>Actions:</p> <ul style="list-style-type: none"> • 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 		
Activity	Resource	Description
<ul style="list-style-type: none"> • “Starter” or Tier I Activity: Align organizational priorities with those of community partners • “Starter” or Tier I Activity: Make organization data on senior leadership diversity publicly available and easily accessible • 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 	Community Partnerships: Strategies to Accelerate Health Equity	<p>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)</p>
	A Playbook for Fostering Hospital-Community Partnerships to Build a Culture of Health	<p>Playbook that outlines initial steps for building partnerships and provides tools and strategies for creating and sustaining effective partnerships. (Source: Health Research & Educational Trust)</p>
	Anchor Mission Playbook	<p>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)</p>
	Rural Community Engagement Resource Guide	<p>This resource guide provides rural health care leaders a variety of toolkits, strategies, and information to help initiate, improve, and inspire community engagement strategies that support value. (Source: Rural Health Value)</p>
	Community Health Assessment Toolkit	<p>Toolkit that outlines the Community Health Assessment process and offers supplements for additional insights on engaging select populations at every stage of the CHA</p>

<ul style="list-style-type: none"> • 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, payer) between people cared for by the organization and the relevant community that organization serves (the neighborhood, city, state or region) 		process. (Source: ACHI -AHA Community Health Improvement)
	Five Mechanisms of External Accountability for Health Equity.	Blog Series: This is part one in a series on the Five Mechanisms of External Accountability for Health Equity. (Source: Health Begins)
	Building Diverse Community Based Coalitions	This guiding tool offers what is important to take into account in our efforts to building diverse community-based coalitions. (Source: The Praxis Project)
	The Return on Investment (ROI) Calculator for Healthcare Partnerships to Address Social Needs	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)
	Building Coalitions to Promote Health Equity: A Toolkit for Action	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)