

**RISE to**  
**HEALTH**  
COALITION

# Rise to Health Coalition:

Healthcare Organizations Learning Network

December 2023 – November 2024

Prospectus  
[risetohealthequity.org](https://risetohealthequity.org)

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## About Rise to Health: A National Coalition for Equity in Health Care

The Rise to Health Coalition is a national effort that brings individuals and organizations together through coordinated and collective action. Our vision is a transformed health care ecosystem where **all people** have the **power, circumstances**, and **resources** to achieve optimal health. Working across pillars (key audiences), the Coalition will unite people and organizations toward action and shared solutions for systemic change and structural impact.

The Coalition is being led by the Institute for Healthcare Improvement and the American Medical Association in collaboration with Race Forward, American Hospital Association, Groundwater Institute, National Association of Community Health Centers, PolicyLink, alongside a growing group of local and national partners.

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# Introduction

Health inequities are not inevitable or natural. The disparate health outcomes we see and experience are the result of ongoing and historical oppression and discrimination that have preserved practices and policies that lead to the systematic injustices in healthcare. These inequities are avoidable and unjust, and prevent organizations from achieving their mission and communities from thriving and reaching optimal health. In order to dismantle racism and other forms of oppression in healthcare, the Rise to Health Coalition will:

- **Build the capability of individuals and organizations** to explore embedded power structures and the historical context of structural and institutional racism that their roles and organizations have perpetuated
- **Surface, spread, and support the testing and implementation of system changes** to dismantle racist policies, practices, and clinical processes
- **Build capacity to partner with communities and individuals in ways that center marginalized voices** in both the understanding of the problem and the sustainable solutions

By applying improvement methods and tools, and learning together in a collaborative network, we can achieve more equitable care. The [Institute for Healthcare Improvement](#) (IHI) has more than 25 years of experience utilizing improvement science to improve health and health care, and we are committed to leveraging our unique skills and network of experts to improve equity and racial justice in partnership with health care organizations and communities. Persistent racial and social injustice remain the root cause of unfair outcomes and we must confront the inequities that pervade our systems with courage and commitment in order to support a thriving healthcare workforce and vibrant communities.



# Our Strategy

The Rise to Health Coalition will place racial justice at the heart of the work, seeking to advance equity and the anti-racism journeys of leaders, organizations, and systems. The Coalition will utilize collective action and coordination across 5 pillars (key audiences) to drive transformation and systemic change.

**What is our Vision?** Our vision is a transformed health care ecosystem where all people have the power, circumstances, and resources to achieve optimal health. To meaningfully advance toward our vision, the Coalition is designed to:

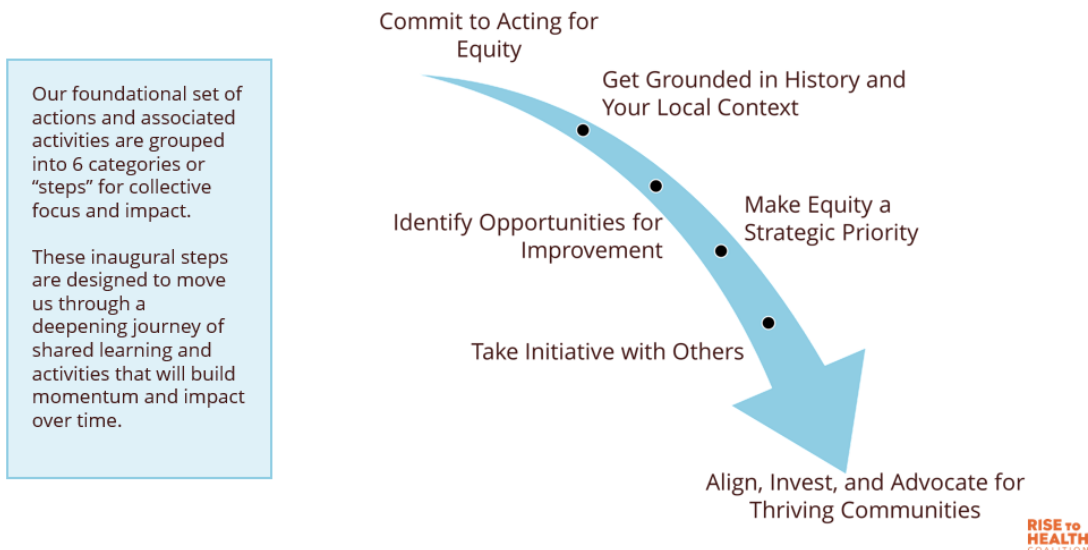
- **Mobilize and equip** individuals, health care organizations, and health care industry actors with concrete skills and tools;
- Sustainably change **mindsets and narrative** within health care, and;
- Influence and fundamentally change **policy, payment, education, standards, and practices.**

**What is our Impact?** To achieve our long-term vision, the committed actions will impact four areas:

 <p><b>Access:</b> Ensure that health care is inclusively designed for and equitably accessible to every individual and community.</p>	 <p><b>Workforce:</b> Build and sustain a diverse, inclusive, and thriving health care workforce equipped to advance racial justice and health equity for patients, communities, and staff.</p>
 <p><b>Quality &amp; Safety:</b> Redesign health care systems to reliably deliver equitable, high-quality, and safe care for every single individual and community, with a goal of eliminating unjust differential harms and improving care for all.</p>	 <p><b>Social &amp; Structural Drivers of Health:</b> Advance together to leverage our collective strengths, resources, and power to address structural and social drivers of health inequities.</p>

## Action & Activities: What are they?

### A Staged Journey for Collective and Coordinated Action



**What are the Pillar Actions?** 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 include common actions that apply to all health care sectors (i.e., audiences or “Pillars”), as well as actions unique to each Pillar based on the specific assets and/or levers of that audience to enact change. Taken together, these actions form a broad organizing framework for coordinating and aligning activity around high-impact practices within and across health care sectors. Critically, 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.

**What are the Pillar Activities?** An initial set of specific and high-impact activities carefully developed through an iterative process. These activities are informed by the four Coalition impact areas and principles for truth, racial healing, and transformation. In addition, they incorporate high-leverage actions from A Matter of Trust; Commitment to Act for Health Equity, and the In Full Health principles for advancing equitable opportunities in health innovation. Activities are broken 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. Additional activities may be added over time.

# Our Approach

In the Rise to Health Coalition Healthcare Organizations Learning Network, a large network of teams from across the nation will come together to learn the tools, build and practice the skills, and obtain a deep understanding of equity and racial justice to bring back to their organizations and communities. Learning Network teams will engage in a deep year-long learning experience centered on the Coalition actions:

- **Getting Grounded in History & Your Local Context:** Understanding and acknowledging their organization’s racial justice history within the US context
- **Making Equity a Strategic Priority:** Articulating a vision for equity and acting on this vision by building equity into all high-level decision-making.
- **Identify Opportunities for Improvement:** Exploring the current state of their organization’s data with an equity lens and identifying an inequity in their system and ways to improve them
- **Taking Initiative with Others:** After identifying opportunities for improvement, taking action to redress past or ongoing harms
- **Advocacy and Accountability for Thriving Communities:** Advocate for and adopt strategies that align organizational interests with those of local and diverse communities

These foundations will be built within regular learning and discussion-based calls, as well as suggested activities to help bring concepts to life. Participating teams will experience the benefit of a large group to network with, as well as opportunities for discussion, problem-solving, and relationship-building in small cohorts.

**All Network and Group Coaching Calls** Every month, teams will join a 1-2-hour Zoom call to hear from faculty and guest speakers, learn new tools, skills, and methods, and participate in action-oriented debriefs. The calls will also include time to practice and discuss in

small groups, as well as provide suggested activities to try at your organization after the call.

Healthcare Organization Learning Network	2023	2024										
	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov
Pre-work and Kick-Off Call	X	X										
Groundwater Institute Training			X									
All Network and Group Coaching Calls			X	X	X	X	X	X	X	X	X	X

## Who Should Participate?

The Healthcare Organizations Pillar is seeking health care organizations that:

- have the heart, motivation, and commitment to do racial justice and equity work;
- understand racism and intersecting forms of oppression as systems issues and recognize that work is required at the personal, team, and institutional levels to eradicate it;
- have existing partnerships with community-based organizations or the understanding that this is a critical strategy and the relationships need to be developed;
- have accessible and usable race, ethnicity, and preferred language (REAL) & SOGI data

The HCO Learning Network will provide participants at different stages of equity improvement with the targeted support they need. IHI and partners will:

- Build community and trust among participating organizations;
- Maintain a communication system among participants to support rapid learning, connections, and relationship building with like-minded organizations;
- Engage leading subject matter experts in equity, racial justice, and improvement science to support the participating organizations;
- Design and implement a messaging and dissemination plan to publicly highlight the learning and successes of the participating organizations;
- Leverage improvement methods and tools

## Submitting your Application

If your organization is interested in joining the Healthcare Organizations Learning network, a completed application and supporting letter from your CEO, Chief Medical Officer or Senior Leader must be submitted by December 18, 2023. The application can be found here: [Healthcare Organizations Learning Network Application](#).

You can reach out to the Healthcare Organizations Pillar with questions about the Learning Network, or the application process, at [healthequity@ihi.org](mailto:healthequity@ihi.org).