



DIVERSITY, EQUITY AND INCLUSION



A Pivotal Moment

We have reached a tipping point for racial justice. The COVID-19 pandemic has highlighted drastic inequities in health that are based on race, ethnicity and income, and recent racial injustices across the country underscore how far we still have to go in providing an equitable and safe world for all.

As a place whose mission is to care for, help and heal, Mass General believes it is our responsibility to do everything we can to promote diversity, inclusion and equity in our workplace, our communities and our nation. These core values are reflected in our credo and boundaries and in our diversity statement, which appears at left. This urgent, momentous time calls for us to move boldly from aspirations to rigorous, accountable and transparent action. Now is the time to amplify our efforts and ensure we are providing a safe and equitable environment for everyone.



“Diversity is the richness of human differences. Inclusion is when everyone feels connected, valued and engaged. We believe that because of diversity we excel; through inclusion we respect; focused on equity we serve, heal, educate and innovate.”

Mass General Diversity, Equity and Inclusion Statement

Uniquely Positioned for Impact

Mass General formalized its workforce diversity efforts in 1992 when it established the Center for Diversity and Inclusion (CDI). One of the first academic hospital-based centers in the country, the CDI is dedicated to supporting the growing number of students and trainees from backgrounds underrepresented in medicine in becoming future faculty leaders, while increasing the cultural competency of Mass General physicians.

In 2005, Mass General created its Disparities Solutions Center (DSC), which aims to move beyond research to action by developing and disseminating models for identifying and addressing racial and ethnic disparities in health care nationally, regionally and locally. In 2019, the hospital appointed Joseph Betancourt, MD, MPH, founding director of the DSC, as its inaugural vice president and chief inclusion officer. Dr. Betancourt led CDI team members and others in implementing a hospital-wide diversity and inclusion strategic plan that is focused on increasing the diversity of our workforce; fostering an environment that is welcoming to all patients, families, visitors and trainees; and identifying and eliminating disparities in health based on race, ethnicity and income.

Most recently, Mass General rose to the challenge when the COVID-19 pandemic revealed significantly disproportionate infection rates and negative impacts among underserved communities. We rapidly formed the Equity and Community Health COVID Response team, which worked closely with the city of Chelsea and other surrounding communities to address the pandemic.

These efforts have been effective in moving us forward, but we know there is more to do. Indeed, our work in diversity, inclusion and equity will never be truly finished. Mass General is committed to doing more to reach a stronger, just and tolerant nation for all.

Bold Breakthroughs. Compassionate Care. Revolutionary Results.

Our Vision

We recently created the MGH Structural Equity 10-Point Plan, a roadmap focused on how the hospital can intentionally address structural and overt racism within and outside of our walls. Our vision is to have diverse talent across the hospital working in a supportive environment, trained to deliver high-quality care, while engaging in research in partnership with diverse patients and communities. This plan was built upon feedback from key stakeholders, hospital leadership and the Mass General community. The goals of this plan are to:

- » **Conduct Policy and Practice Reviews to Identify and Reconcile Structural Racism.** Our goal is to create a deliberate process to identify policies and practices that, through structural racism, have a disproportionate impact on minority patients and employees, and reconcile them.
- » **Create a Reporting and Reconciliation Plan for Incidents of Discrimination/Racism.** We seek to develop a more comprehensive reporting system for discriminatory and racist behaviors, along with policies and processes to effectively reconcile these issues in a culturally competent way.
- » **Develop a Training Pathway on Racism and Associated Factors.** All at Mass General must be knowledgeable about the impact of racism on health, well-being and health care, and have actionable tools to assure their behaviors are equitable, just and anti-racist. We will develop an innovative, comprehensive learning pathway that provides continuous training tailored to meet each employee's responsibilities.
- » **Assure Equity in Access to and Delivery of Clinical Care.** We aim to improve access to care and identify and eliminate all racial and ethnic health care disparities, while delivering high-quality, timely, effective, compassionate, culturally competent care to all who enter our doors.
- » **Eliminate Racialized Science and Medicine.** Our focus is to identify and eliminate all forms of racialized science and medicine that inform current clinical care standards, guidelines and processes.
- » **Assure a Living Wage, Educational Development and Access to Care.** Our goal is to address these health inequalities among our employees by creating a living wage indexed to Boston, expanding funding for educational development and guaranteeing affordable health insurance at MGH.
- » **Commit to Diversity and Equal Representation.** We aim to increase the representation of minorities in all areas across Mass General, through the use of goals, timelines, accountability, transparency and programs supporting pipeline development, recruitment and retention.
- » **Assure an Environment of Safety, Equity and Trust in Security.** We will work with MGH Police and Security to identify new opportunities—including training and metrics—to assure an environment of safety, equity, trust and transparency.
- » **Deploy an Equity, Anti-Racism and Inclusion Campaign.** We seek to develop a multimodal campaign that demonstrates and visibly communicates our commitment to equity, equality and anti-racism, and assures our environment is welcoming to all.
- » **Engage and Invest in an Anti-Racism Advocacy Agenda.** Our goal is to work in partnership with Mass General Brigham and organizations locally and nationally to leverage our platform and thought leadership in an advocacy agenda against racism everywhere.



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Hospital leadership has committed significant resources to launch and advance this transformational plan. With your philanthropic support, we can scale these efforts and set in motion a process that will forever change Mass General for the better, while also demonstrating our broader commitment to social justice and equity, at this critical time in our history. We hope that you will partner with us on this opportunity to transform our hospital, the health of our communities and beyond.

FOR MORE INFORMATION, please contact Kathleen Sheehan at ksheehan15@mg.harvard.edu or (617) 724-7353.



DIVERSITY, EQUITY AND INCLUSION: OPPORTUNITIES TO INVEST

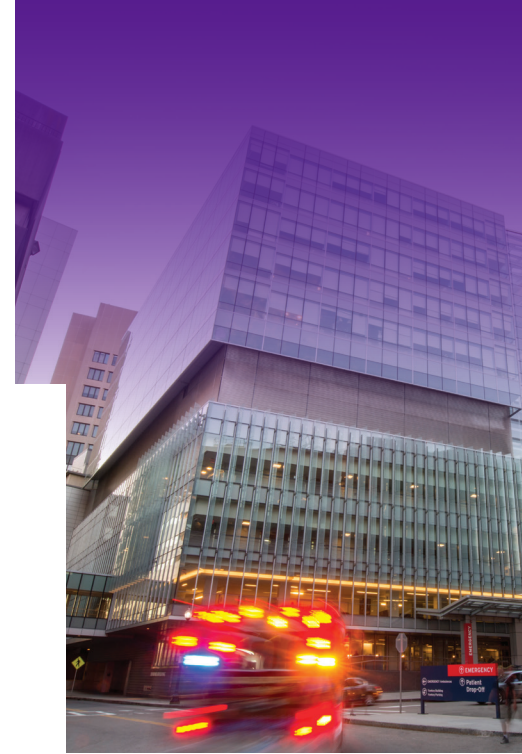

PEOPLE
INFRASTRUCTURE
PROGRAMS

Mass General's Board of Trustees recently approved a \$28 million investment to launch the MGH Structural Equity 10-Point Plan, a roadmap focused on how the hospital can intentionally address structural and overt racism within and outside of our walls. This initial support will allow us to launch these important initiatives. However, we must make further unprecedented investments in our training, research and programs to ensure we achieve our ultimate goal of equity for all of our employees and patients, regardless of their race, ethnicity or socioeconomic status.

The following investment opportunities are some of the tangible ways that philanthropy can help realize this vision:

- » **Comprehensive Training:** Our goal is for all Mass General employees to be more aware of and better skilled in their actions around diversity, equity and inclusion. We will develop an innovative, comprehensive learning pathway that provides continuous training tailored to meet each employee's responsibilities and that is focused on the impact of racism on health, well-being and health care. We envision a first-of-its-kind training program in which employees can experiment with modalities, experiencing a true movement of heart and mind, and that serves as an ongoing resource to them. Ultimately, this cutting-edge approach to diversity, equity and inclusion training could be leveraged into an even more robust national model.
- » **Targeted Clinical Care and Medical Research:** We seek to fund research directly focused on addressing and preventing diseases and illnesses that largely affect individuals of color, including sickle cell disease and organ transplant. Mass General's efforts will center on longer-term discoveries through research and innovation and on addressing more immediate needs, like providing patient navigators to help guide patients through the complex process of receiving an organ transplant. Our overall goal is to examine and address disparities throughout the health care continuum, and create measurable outcomes that bridge the gap in access to equitable, quality health care.
- » **Equity Innovation Laboratory:** Mass General aims to establish an Equity Innovation Laboratory in which faculty and staff can apply for microgrants on disparities-focused research and other projects. These efforts will foster collaboration among our faculty and staff and help to identify disruptive, creative ideas focused on improving digital health disparities, including closing the significant gap in access to the internet and other technologies. Our nationally renowned Disparities Solutions Center will manage the innovation lab.

Bold Breakthroughs. Compassionate Care. Revolutionary Results.



- » **Pipeline Programs:** Mass General seeks to strengthen its efforts to engage K-12, college and graduate students and young adults in pursuing health care professions, building the pipeline for a more diverse, equitable and inclusive scientific workforce. These efforts include providing internships and other educational experiences within a wide range of the hospital's research programs, clinical departments, patient care services and administration. Among these initiatives, the Summer Research Trainee Program for college and graduate students, and the Mass General Youth Scholars within our Center for Community Health Improvement, help students develop academic, life and career skills that will expand and enhance their educational and career pathway in health care.
- » **Diversity, Equity and Inclusion Research:** We seek philanthropic funding to support diversity across Mass General's research enterprise—from supporting diversity among researchers and topics of study, to engaging the community in clinical trials to ensure we are developing prevention and treatment strategies that address the health and well-being of the diverse patients we serve. These vital efforts will help achieve broader health equity in the city of Boston and throughout the state of Massachusetts and beyond.
- » **Recruitment and Retention:** We aim to create a Mass General Diversity, Equity and Inclusion Recruitment and Retention Fund to help cover loans and housing costs for clinicians, nurses, residents and other staff. This central fund will mitigate the expensive housing costs in the Boston area, which have become one of the biggest recruiting barriers in Boston. We also look to invest in initiatives that create opportunities for career advancement.
- » **Disparities Solutions Center:** We will expand our programming within Mass General's nationally renowned Disparities Solutions Center, including its Disparities Leadership Program, and expand its expertise in data analytics around quality and safety.
- » **Creating Inclusive Spaces:** We want our built environment to uplift and reflect our commitment to diversity, equity and inclusion. We will support rotating art exhibits featuring community artists in public spaces and events to recognize and celebrate significant milestones.

JOIN US

Philanthropy will play an integral role in ensuring we are providing the training, research and programming needed to achieve our diversity, equity and inclusion goals.

FOR MORE INFORMATION, please contact Kathy Sheehan at ksheehan15@mgh.harvard.edu or (617) 724-7353.