



2023 REI SUMMARY

A report back on our REI Action Plan progress



STAFF

Safety, Equity & Voice

Page 3

CLIENTS

Health Outcomes,
Resources & Voice

Page 4

AGENCY

Strategy, Practices
& Training

Page 5

COMMUNITY

Advocacy, Engagement
& Investment

Page 6



stable family



STAFF

Safety, Equity & Voice

Demographics

■ Staff (n=292)
 ■ Managers and executives (n=59)

Black women
 43%
 27%

White women
 21%
 35.5%

Black men 15% 12%	White men 5% 13.5%
-------------------------	--------------------------

Hispanic/Latina women 5% 3%	Hispanic/Latino men 1% 2%
-----------------------------------	---------------------------------

Asian women 3% 3%	Asian men 1% 0%
-------------------------	-----------------------

Women with 2+ races 3% 3%	White nonbinary people 2% 0%
---------------------------------	------------------------------------

67% of clinical learners identify as BIPOC

2023 Voting Board Members (n=19)

42% Female
 47% BIPOC
 26% Experience of homelessness

Hiring, Retention & Advancement

- 20% increase in Es/En staff members (18 total)
- 50% of staff promoted into supervisory positions were people of color (6/12)
- 52% of staff promoted in any way were people of color (10/19)
- Shifted our Performance Evaluation process to focus on functional and leadership competencies
- Added success profile information to hiring assessment
- More intentional recruitment of BIPOC candidates
- Introduced 10 new part-time positions
- Added option to disclose race and ethnicity for all volunteers and clinical learners

Pay Equity

- Nonprofit HR, a Black-owned, woman-owned firm, conducted our first Pay Equity study
- Conducted Market Compensation Study
- Continued roll out of Pay Transparency
- Tiered health insurance costs based on staff pay rates and reducing the cost burden on single parents

Health & Safety

- 100% of staff completed a new annual training: *Culture of Civility: Creating a Harassment-Free Workplace*
- Changed vendor for short term disability and family medical leave to increase access and staff satisfaction
- Completed staff Affinity Groups pilot period
- Grew Heritage Months and Days of Significance program
- Closed HR-assigned incident reports within 10 business days
- Adjusted exit interview questions to capture feedback about discrimination

Voice

- 6 REI Staff Committee Meetings
- Better tracking of staff educational achievements
- Introduced recruitment video series, featuring staff insights
- Introduced “Day in the Life” quarterly newsletter series focused on **staff perspectives** on the ground



“I tell clients sometimes, just because you were street homeless at one point, you don’t deserve to be treated any differently.”

Cynthia Turner, Senior Peer Recovery Specialist



CLIENTS

Health Outcomes, Resources & Voice

Demographics



44% Women



47% Black/
African American



37% Hispanic/
Latine



36% Best served in a language other than English—with the majority being Spanish-speakers



43% Uninsured

Health Outcomes

- Worked with clients to better manage their chronic diseases, improving diabetes and hypertension control across Hispanic/Latine, Black and white clients.

Access to Care and Resources

- Introduced Patient Portal and live chat feature (273 clients enrolled in first 6 months)
- Added 24-7 digital screen facing the front porch to share clinic hours, services and community resources
- Launched TV content in Pediatric and Family Medical Clinic
- Partnered with Franklin Square Family Medicine Residency Program to offer exposure to shelter-based medical care
- Partnered with Baltimore Corps to provide additional support for pediatric/OB and Sojourner Place at Oliver clients
- Launched on-site OB program at Fallsway in partnership with Mercy Medical, with **140 pregnant people served**



“Improving access to prenatal and perinatal care is an equity issue. We are seeing out-of-state minors, people who cannot afford to pay for care and residentially-unstable immigrants denied access to full health insurance.”

Iris Leviner, MD, Senior Director of Medical

Center Client Voice

- Increased standard Home Starter Kit budget based on Consumer Relations Committee proposal
- Added client leader to New Hire Orientation
- Continued Pass the Mic article series, featuring 3 client stories
- Produced mini-documentary, “We are a Mirror of Love”, featuring **client-driven narratives**

“The kinder you are to people, the more you see instant change. And when people change they have the ability to assist other people in change.”



Albert Miller, Board Member and client



AGENCY

Strategy, Practices & Training

Staff feedback on the trainings...

"I need to do more work and engage in more of these types of trainings/conversations."

"I really liked this approachable and open discussion."

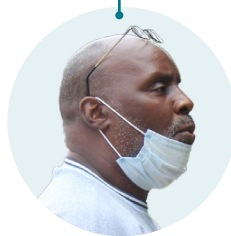
"I'm just starting out in this work...have this feeling of wanting to be well versed on [racism in health care] and being embarrassed that I'm not."

Strategy

- REI Departmental goals and tracking

Policies/Procedures

- Updated Bereavement Leave Policy, expanding definition of who is considered family
- Added flexibility to the Professional Development Policy, allowing staff to use PD in hours vs. days
- Implemented first **Client Compensation Policy**, driven by staff and clients



"It was about recognizing the work coming from those experiencing homelessness. I now receive a stipend for my role in the monthly New Hire Orientation where I talk about the advocacy work I do as a former person experiencing homelessness. Even though I have done and would continue doing this work without compensation, it indeed helps."

Marc Council, Consumer Relations Committee Chair

Staff Training in REI

- All-Staff In-Service on Trauma-Informed Care
- 7 Management Team REI sessions*
- 2 **Health at Every Size** trainings for 5 clinical departments
- 9 **Health Equity** trainings for 28 staff
- 10 department-facilitated trainings*
- Quarterly one-on-one REI Training and Technical Assistance with Department Directors
- 20 external REI Trainings & Conferences attended by staff*
- Introduction of the **wishbone diagram** in trainings and performance improvement

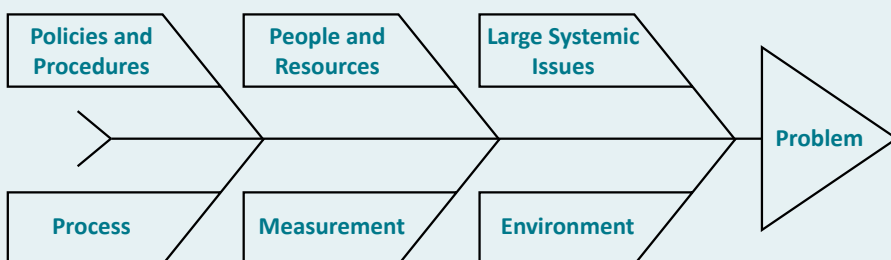
Wishbone Section

What could the future look like?

What is our dream scenario?

Root Cause Analysis

Primary and Secondary Causes



Effect

Problem



Click for the full 2023 legislative recap

COMMUNITY

Advocacy, Engagement & Investment

“We know that when trans people have supportive care, it makes a world of difference. To be able to see yourself and be seen by others is a life-changing health experience when that authentic connection is paired with real protections against discrimination and violence.”

Trans Rights Advocacy Coalition leadership

Advocacy

- Implemented Medicaid coverage of pregnant people regardless of immigration status
- Implemented Medicaid coverage of adult dental care
- Passed Medicaid coverage for gender-affirming care
- Expanded telehealth protections
- Reduced waiting periods for record expungement
- Automatic enrollment of 65,000 SNAP recipients into Medicaid
- \$2 million in rental assistance added to the FY2024 budget
- Workgroup to study [bias in social work licensure](#)

“There are so many qualified and competent Black and brown social workers that are not able to get licensure because of this culturally biased exam.”



Tammy Montague, LCSW-C, PhD, advocating for a moratorium on the Association of Social Work Boards exam

Community Engagement

- Hosted 2 community partners for [client workshops](#) and [community events](#)



Investment in the Community

- Established [HCH Real Estate Co.](#), a housing subsidiary to build affordable housing in Baltimore with a specific focus on individuals and families exiting homelessness



APPENDIX

Trainings

Department-led Training Topics

- REI Guiding Principles and Unconscious Bias
- REI Guiding Principles and Non-English Patients' Health Care Experience
- Substance Use Disorders and REI Considerations
- Slavery and/or Human Trafficking Prevention Month
- Women's History Month
- Mental Health Awareness Month
- Disability
- Recovery
- Incarceration Awareness and Mental health

Internal Management Team Trainings

- Working Groups: (1) Request for Proposals and Contract Selection & (2) Standard Operating Procedures
- Re-grounding in Plan Priorities & Accountability
- Working Groups: (1) Vendor Selection & (2) Stay Interviews
- Building Our Individual Identity Matrices & Ladder of Inference
- HCH Scenarios: What Happens When There is Diversity Without an Inclusive Culture
- Understanding the Scope & Depth of Workplace Violence
- Introduction & Redesign of REI Dashboard & Share-Outs

External Trainings

- Staff
 - 6 Crucial Steps to Decolonizing Your Therapy Practice
 - Building Racial Equity (Race Forward)
 - Certified Diversity and Inclusion Recruiter Training
 - Diversity and Multiculturalism
 - Equitable Hiring Course (The Management Center)
 - Ethics and Implicit Bias Training
 - Leading for Equity, Anti-racism, and Diversity
 - Managing to Change the World (The Management Center)
 - Me and White Supremacy Book Bundle
 - Medical Spanish Course
 - Project Management Course (The Management Center)
 - The Clinician's Guide to Micro Aggressions and Unconscious Bias
 - Using ACT to Address Racial Trauma
- Executive Team
 - American Organization for Nursing Leadership Conference
 - HFMA Maryland Inclusion and Equity in Healthcare Conference
 - Institute for Healthcare Improvement Chief Quality Officer Program (6 months)
 - Lynching in Maryland Conference, (Maryland Lynching Memorial Project)
 - National Association of Black Social Workers Conference
 - National HCH Council Justice, Equity, Diversity and Inclusion (JEDI) Training
 - Train-the-Trainers Facilitating Racial Equity Training (Race Forward)