

EQUITY, DIVERSITY, AND INCLUSION ACTION PLAN DEVELOPMENT SUMMARY

Family
Resource
Center
Association

August 2021

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Equity, Diversity, and Inclusion Action Plan Development

August 2021

Overview of the Process



The first step in the Equity, Diversity, and Inclusion (EDI) action plan development process was crafting an EDI Commitment statement. In February 2021, the Center for Public Health Practice (CPHP) partnered with the Family Resource Center Association (FRCA) and member Family Resource Centers (FRCs) to craft an EDI commitment statement and common language. The purpose of these efforts was to help identify common ground and ease in using these terms in our exchanges, along with a shared call to action. The following is the FRCA commitment statement and call to action, see Appendix for the common terminology.

Equity, Diversity, and Inclusion, Commitment Statement

Our equity, diversity, and inclusion mission is to build an engaged and representative FRCA Network that recognizes the importance of social, economic, health, language, and racial justice. We strive to promote diversity and equity– and to be a model of inclusive excellence. We will support our EDI development and sustainability efforts by providing technical assistance, identifying needs, training, advocacy, resources, partnership opportunities, and ongoing evaluation.

Equity, Diversity, Inclusion Call to Action:

To ensure FRCA is an inclusive Network dedicated to developing policies, practice, and procedures that progress justice, the following is our plan to advance EDI:

- Pursue deliberate efforts to ensure that FRCA is a place where differences are welcomed, perspectives are affirmed, and our network fosters a sense of belonging.
- Offer continuous EDI professional development and capacity building sessions for FRCA Network.
- Sharing tools and resources to the FRCA Network.
- Recruit and retain a diverse FRCA Network.

- Recognize, address, and eradicate all forms of organizational and network inequities.
- Continue to develop and enact equitable policies, practices, and procedures.
- Integrate EDI throughout the organizational culture and day-to-day operations.
- Continuous assessment and evaluation of EDI efforts. Leverage our partnerships, relationships, and resources to promote equity and justice.

EDI Plan Development Learning Sessions and Technical Assistance

The second step in the process was EDI Plan Development learning sessions. In March 2021, CPHP offered an EDI plan development session for the FRCA network. Participants learned tips and strategies for developing SMARTIE goals and received an EDI Action Plan template. Based on outcomes from the EDI assessment, CPHP recommended that FRCA focus on the following four EDI priority areas:

- FRCA will use data-driven practices to support the organization's progress toward health equity.
- Strengthen Organizational Commitments to EDI by focusing on transparency and accountability in our EDI efforts.
- Transform DEI culture through an EDI lens by building equity, diversity, and inclusion competencies.
- Support presence of EDI-related trainings and EDI performance goals

Recognizing that FRCs are at various stages of their EDI journey, organizations had the option to identify priorities beyond CPHP's recommended focus areas. The only requirement was a justification of the significance of the selected priority to their organization.

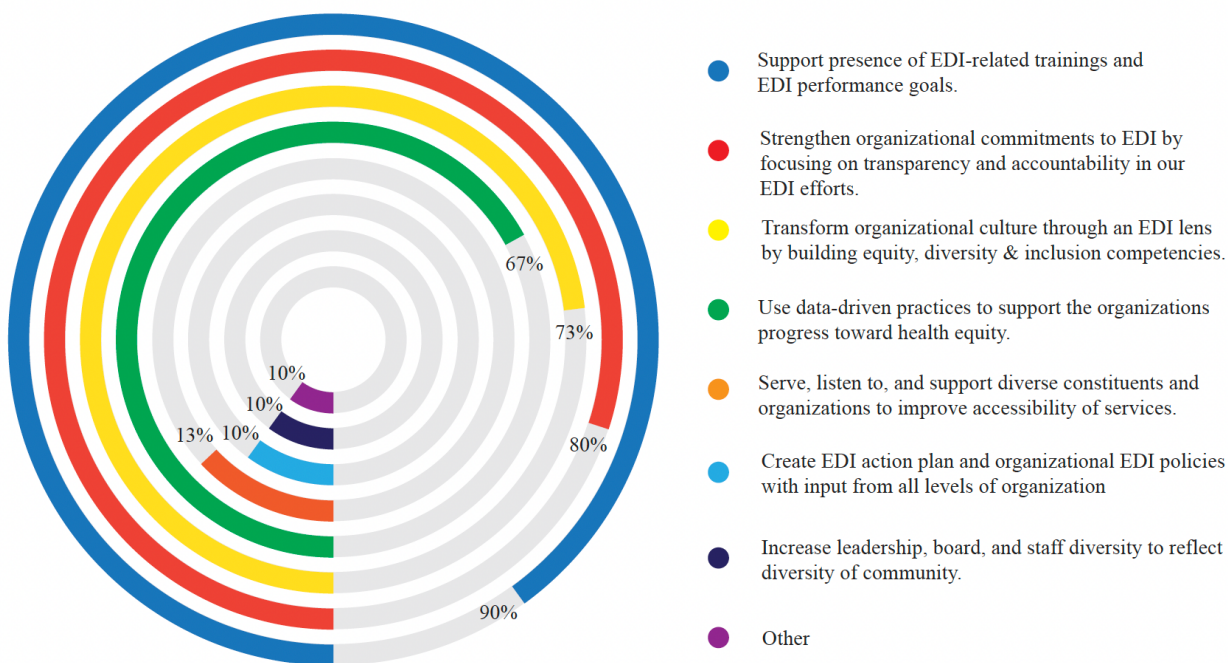
Afterward, the CPHP offered virtual EDI action plan development group technical assistance sessions for the FRCA network. In May 2021, FRCA and many of the FRCs submitted drafts of their action plans, which the CPHP reviewed and offered organization specific feedback.

Analysis of FRCs EDI Plans

Upon completion of the FRCA network action plan development, final plans were submitted, the last step of the process was synthesizing data from all action plans. The CPHP reviewed all of the EDI plans submitted from FRCA and 29 FRCs. A thematic analysis was conducted on priorities, goals, and activities. The following section highlights the findings.

The FRCA network’s top four EDI action plan priorities were: 1) Support presence of EDI-related trainings and EDI performance goals; 2) Strengthen organizational commitments to EDI by focusing on transparency and accountability in our EDI efforts; 3) Transform organizational culture through an EDI lens by building equity, diversity & inclusion competencies (73%); and 4) Use data-driven practices to support the organizations progress toward health equity (67%). Figure 1 is The Family Resource Center EDI Plan Priorities Chart shows the percentage of plans including each priority area.

Figure 1. Family Resource Centers Equity, Diversity, and Inclusion Plan Priorities
(% of plans including each priority)



Additionally, the FRCA and FRCs identified several activities to advance their EDI priorities. The following table is a breakdown of activities by themes.

Table 1. FRCA and FRCs EDI Activities

Theme	Activities
Create EDI Action Plan that can be assessed and updated over time	Create EDI team that represents diversity of staff and community
	Create individual and organizational EDI goals
	Include EDI goals in organization's mission statement
	Develop, strengthen, and disseminate EDI common language
	Dedicate time and organizational space to EDI efforts, for example regular staff meetings will include discussion on EDI efforts and/or staff support groups
	Collect notes and data from EDI meetings
	Get sustainable funding sources for EDI initiatives
	Create organizational plan for data collection and evaluation of EDI data
	Assess and evaluate EDI efforts to update EDI goals over time

Collaborate with and learn from FRCA members and other organizations or experts working on EDI initiatives	Contract with EDI consultant/expert
	Research and review EDI metrics used by other organizations
	Select, modify existing, or create new EDI metric(s)
	Research and review other organizations' EDI efforts and initiatives
	Facilitate mentorship opportunities within or across different organizations

Analyze staff and board member diversity compared to community served	Gather data on workplace diversity
	Gather data on job applicant diversity
	Gather data on community demographics and needs
	Track recruitment, retention, career advancement, and salary metrics for employees with EDI lens

Review and assess staff, polices, processes, and practices with EDI lens	Conduct baseline internal assessment(s) of EDI knowledge, practices, and gaps
	Conduct follow-up internal assessment(s) of EDI knowledge, practices, gaps, and progress over time
	Assess organization's strengths and areas of growth concerning EDI efforts over time
	Assess work environment (physical space, online presence, etc.) with an EDI lens
	Include EDI metrics in community and participant surveys
	Create feedback opportunities for staff on EDI efforts, for example an anonymous survey, weekly staff meetings, mid-annual reviews
	Create feedback opportunities for community members and clients/participants on EDI efforts, for example, an anonymous survey offered on the website, via email, or through text messages
	Update staff review policies, processes, and practices with an EDI lens, for example, include EDI performance goal in annual staff assessment
	Include EDI performance goals in annual organization assessment
	Include leadership and board members accountability for EDI efforts
	Provide the opportunity for new hires to evaluate EDI goals and principles
	Review current job postings and research ways to expand the reach of job postings

Disseminate data and reports on EDI efforts, providing the opportunity to receive feedback	Share EDI efforts, successes, and challenges internally with staff and board members
	Share EDI efforts, successes, and challenges with community members and clients
	Share EDI-related professional development opportunities with staff and board members
	Share baseline and follow-up assessment(s) of EDI knowledge, practices, gaps, and progress with staff
	Get feedback from key internal stakeholders on EDI efforts
	Get feedback from key external stakeholders on EDI efforts

	Research and select EDI and bias trainings
	Analyze EDI assessments to create training recommendations
	Create EDI training schedule
	Add EDI and bias trainings to onboarding of new hires

Increase EDI and bias trainings for staff and leadership	Create training opportunities for program stakeholders and community members
	Create accountability incentives and/or requirements to increase staff, management, board of directors, and volunteer participation in EDI trainings
	Train staff and leadership on how to interrupt microaggressions
	Create professional development opportunities in EDI initiatives
	Create feedback opportunities for staff and volunteers on EDI trainings and professional development opportunities
	Offer staff book club to create space for further learning opportunities and discussions
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Use EDI data and assessments to update or change organization's policies, programs, and practices	Update hiring policies, practices, and requirements, for example list all job postings and salaries, and include translation service
	Update board appointment and interviewing policies and practices with an EDI lens
	Update recognized religious, spiritual, and cultural holidays and celebrations to increase staff awareness of diverse cultural practices
	Use EDI data to update or change advancement and leadership training opportunities for staff
	Update employee exit interview practices to include EDI metrics
	Update work environment (physical office space and online platforms) to ensure accessibility, representation, inclusion, and comfort
	Hire diverse staff and board, representative of communities served and location
	Update pay scale, for example include additional pay opportunities for bilingual employees, pay interns, ensure equitable "living wage"
	Update HR policies to include discrimination complaints and consequences, for example zero-tolerance policy
	Update lobby and advocacy materials with EDI lens
	Add EDI mission statement, common language, values to employee handbook
	Make volunteer and employee content and resources more accessible (i.e., employee handbook in braille, website in English and Spanish)

Expand outreach to diverse community members	Identify and mitigate barriers to accessing services (times of day, locations, days of week)
	Implement EDI efforts across programs
	Regularly evaluate EDI progress, limitations, implementation, and effectiveness
	Update forward-facing content with EDI lens (i.e., marketing for programs in English and Spanish, making visual content more representative and inclusive)
	Establish and facilitate community focus groups to improve outreach, programming, and services
	Collaborate with other organizations on expanding outreach to diverse community members
	Address structural barriers that prevent folks from accessing services
	Audit and update data collection metrics on community experiences and perspectives, with EDI lens

Recommendations

FRCA has an excellent opportunity through its partnerships and member networks to support FRCs as they transition from EDI action plan development to implementation (action). The goal of FRCA, over fiscal year 2022, is to implement sustainable policies and procedures that embed ongoing EDI training, growth, and leadership opportunities among the FRCA Network in alignment with the People Strategy of the 2020-2022 Strategic Plan. Here are a few suggestions of ideas for moving forward:

- Health Equity Committee-FRCA convened a health equity committee consisting of FRCA and FRC members. The health equity committee should work in conjunction with FRCA to identify ongoing EDI training and action plan advancement needs.
- Establish Peer Learning Networks-FRCA may consider creating peer learning groups that meet monthly, consisting of members from the FRCA network. The focus of peer learning groups is to come together for learning and support on topics of interest derived from EDI action plan activities (e.g., data-driven practice models, transparency, and accountability in leadership). Consider hosting shared learning sessions where different FRCs can discuss what they are learning, what's working, and what are their challenges. So often individuals with the responsibility of promoting EDI within their organization are working in isolation, which leads to fatigue. Peer learning networks provide support through education and collaboration.
- Online EDI Portal- FRCA may consider launching an EDI virtual portal that provides FRCs access to curated trainings, which are sessions that are developed by reputable training sites. The portal can also include resources (e.g., videos, articles, handouts) and recordings of EDI webinars and learning sessions.
- Develop best practices that all FRCs can access. Example areas could include: Board education, Board recruitment, community engagement, policy audits, developing staff EDI performance objectives. These best practices could be stored on the EDI portal for easy access.
- Identify a process and topics for training across FRCs. Since most FRCs want to train staff and/or Board members, a common effort and shared costs would be most efficient.
- Continue to use the EDI assessment results to identify areas for improvement and to inform next iterations of action plans.

All the efforts listed above support continuous EDI learning and development.

Appendix

FRCA Equity, Diversity, and Inclusion Terms and Statement

To align FRCA equity, diversity, and inclusion (EDI) efforts, we are crafting a common language and commitment statement

Common Language

Equity—Recognizing the existence of barriers – reproduced by an individual, group, and institutional actions, that prevent the full participation of some. The FRCA, through our member network, works to identify and dismantle these barriers and rebuild with an equity mindset. We are committed to allocating resources, programs, and opportunities for the communities we serve to remedy imbalances. This is done by creating opportunities for underrepresented and underserved populations to have equal access to member network services and contribute to our agencies.

Diversity— Celebrates and affirms the value of each individual and group. We recognize and respect that people affiliate with multiple and intersecting identities and those identities can be fluid and shift over time. Therefore, our definition of diversity will also continue to evolve. Diversity refers to the varied characteristics of the FRCA network, member centers, and the communities we serve. These characteristics include our backgrounds, lived experiences, talents, perspectives, educational attainment, and identity (e.g., race, age, sexual orientation, gender identity and expression, religion/spirituality, ability), and other aspects of our cultural/sociodemographic backgrounds.

Inclusion—Ensures the FRCA network, member centers, and the communities we serve with different identities feel valued, respected, supported, and welcomed within a given setting (e.g., work environment or community). It's about focusing on every individual's needs and ensuring the right conditions are in place for each person to achieve their potential, to promote and sustain a sense of belonging.

Health equity—The attainment of the highest level of health for all people. Achieving health equity requires valuing everyone with focused and ongoing societal efforts to address avoidable inequities, historical and contemporary injustices, fear of healthcare systems, and the elimination of health and healthcare disparities (Healthy People, 2020).

Inclusive excellence—Ensures the success of FRCA is dependent on the inclusion of the rich diversity of FRCs, FRCA staff and leadership, Board, and the communities we serve. The allocation of resources to embed EDI into core aspects of the FRCA:

- FRCA Leadership and Board priorities (e.g., strategic planning, overall governance, and financial support)
- Quality improvement initiatives (e.g., network evaluations, data collection, and analysis)

- Organizational culture (e.g., shared beliefs, values, expectations, and norms)
- Day to day operations (e.g., policies, practices, and procedures)

Sense of belonging— is the emotional feeling of belonging or connectedness to a social, cultural, professional, or other types of group or a community (Hurtado & Carter, 1997).

Language Justice—Respecting every individual’s fundamental language rights—to be able to communicate, understand, and be understood in the language in which they prefer and feel most articulate and powerful (Payton, Noguez Mercado, Uliasz, 2020).

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References

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