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A LETTER FROM OUR LEADERSHIP

National Health Foundation believes every person, regardless of who they are or where they live deserve an equal opportunity to be healthy. Achieving this requires a strong and steady focus on justice, equity, diversity, and inclusion (JEDI). Therefore, in April of 2019, NHF officially adopted JEDI as one of our core values. However, it is one thing to identify your values…it's quite another to live them.

NHF has been working hard to bring our value of Justice, Equity, Diversity and Inclusion into all aspects of our organization. It is a fundamental focus of our strategic plan, and efforts are underway to put this important value into practice in our day-to-day activities as a service provider, community organization, non-profit business and an employer.

In these next few pages you will read about the progress NHF has made to advance our JEDI work. But more importantly, we will share with you our plans for 2021 in NHF’s “Justice, Equity Diversity and Inclusion: The JEDI Guide to Getting Better”. Together, NHF’s Board of Directors, Leadership and Staff are committed:

- To hire, train, develop, retain, and promote a diverse and inclusive board and staff representative of the communities we serve,
- To develop a consistent culture across staff, guests, and program participants, improving satisfaction, engagement and inclusion,
- To have a keen understanding of the diverse communities we serve and their priority health and wellness issues,
- To set a solid example of JEDI practices in action in a non-profit business environment,
- To develop a consistent culture across staff, guests, and program participants, improving satisfaction, engagement and inclusion.

We are privileged to do the work we do. We are committed to fostering diverse perspectives and actively pursuing equity and justice in all aspects of our work. We have dedicated ourselves to creating inclusive environments where all individuals are encouraged to share their perspectives and experiences. We are proud of our successes and accomplishments, and we believe our best achievements lie ahead.

NHF Leadership Team

Kelly Bruno
President & CEO

Mia Arias
Chief Operating Officer

Danielle Cameron
Chief Strategy Officer

Tanya DeHoyos
Chief People Officer

Justice
Equity
Diversity &
Inclusion
Executive Summary

National Health Foundation's journey into Justice, Equity, Diversity and Inclusion (JEDI) started two years ago, when the National Healthcare for the Homeless Council (NHCHC) invited us to join a year-long Diversity, Equity and Inclusion (DEI) workgroup, granting us the opportunity to join a collaborative of organizations nationwide that offered new perspectives, teachings on best practices and opportunities for growth.

As part of the initial stages of this journey, we were tasked with completing an organizational assessment, which helped formally launch NHF's work into JEDI. By taking an introspective look at our policies and practices, we were able to identify key areas for growth and improvement, many of which we successfully addressed within our first year!

But there is still much work to be done. Our focus going into 2021 is to continue building on the foundational blocks we built over the last two years, to ensure that every NHF stakeholder ranging from employees, community members, hospital partners, board members and more, can continue growing, learning and leading with JEDI as a core value. This is the first year that we formally implement a progressive plan that holistically addresses JEDI in all areas of our work. As such, we recognize that our JEDI journey is ongoing and we are committed to continue growing and learning. This is only the beginning.

In the following pages, we have outlined what goals we hope to achieve in 2021 and hope that we can count on your support in accomplishing new JEDI milestones in the coming year.
**MISSION**

To improve the health under-resourced communities by taking action on the social determinants of health.

**VISION**

Our vision is that all people, regardless of who they are or where they live, can achieve their highest level of health.

**VALUES**

- **Health Equity:** Everyone, no matter who they are or where they live should have a fair and just opportunity to be as healthy as possible.
- **Justice, Diversity, Equity and Inclusion:** We believe that understanding the historic and current manifestations of racism and oppression will enable us to most effectively take action on the social determinants of health.
- **Empathy:** We believe in our ability to listen, reflect and put people’s experiences first, to better understand and support their health needs.
- **Our People:** Our employees are the heart of the organization and together we move our mission and vision forward.
- **Partnership:** We know we cannot work alone and to be successful we must create meaningful collaboration with like-minded organizations.
- **Community:** We recognize that the communities we serve are the experts in understanding what they need to be healthy and thrive.

**EQUITY STATEMENT**

National Health Foundation believes justice, equity, diversity, and inclusion is essential to accomplishing our mission and maximizing our impact. Understanding historical and current manifestations of racism and oppression will enable us to most effectively take action on the social determinants of health. As one of our six core values, JEDI will shape our governance, strategies, programs, operational activities, and advocacy efforts. We recognize the work of JEDI is a journey and our commitment is unwavering.

**EQUITY IN ALL INTERACTIONS**

NHF must ensure that equity efforts presented in this plan address all of our interactions and investments.
Work to Date/Timeline of Accomplishments

2017: Implemented unconscious bias hiring training for all staff members serving on interview panels. Behavioral interview question sets as the standard to eliminate opportunities for discrimination.

October 2018: NHF’s first Diversity and Inclusion training. Through BoardSource’s matrix identified specific needs for diversity on board of directors. Recruitment efforts became more focused.

January 2019: Joined NHCHC’s Collaborative for Diversity, Equity, and Inclusion.
January 2019: Completed Coalition of Communities of Color's Organizational Self-Assessment.

February 2019: Formed the DEI committee, now the JEDI Council, to serve as ambassadors for our people & move our equity work forward.

April 2019: JEDI is added as a core value to NHF’s six values.
April 2019: Determined JEDI as focus of 2019 board retreat and began planning.

May 2019: Began a JEDI Book Club, asking our managers to read White Privilege and/or Color of Law to have shared understanding of racism and its impact on our work.

June 2019: Shared via social media our JEDI Statement.

July 2019: JEDI demographic survey completed by all staff for the first time.
July 2019: Created the iGuide, an inclusive language guide as an onboarding tool to ensure that new staff had quick knowledge of inclusive workplace principles.

August 2019: Identified 5 priority areas informed through our Organizational Self-Assessment process.

September 2019: Through employee feedback, determined more open dialogue needed to happen, initiating the JEDI Roadshow, a full explanation of JEDI principles, meeting norms, our iGuide, and our priority areas. Also asked for additional nominations for staff interested in joining the JEDI Council, resulting in the addition of 2 new members.

September 2019: Board Retreat with JEDI focus facilitated by Board Source expert.

December 2019: JEDI library began, with individual libraries at each site beginning in Jan 2020.
**December 2019:** JEDI added as one of the pages in NHF’s monthly newsletter, The Stream. Serves as one of the communication avenues for staff to hear about the work being done in JEDI.

**January 2020:** First e-blast is distributed on behalf of JEDI to all staff in honor of Martin Luther King Jr. Day – the layout is developed with an educational component to share knowledge around MLK Day and information on upcoming events to celebrate MLK Day.

**February 2020:** JEDI logo is finalized and a formal e-mail is distributed to all staff in honor of Black History Month – this will serve as a regular template for sharing information on a monthly basis among all staff regarding thematic months (e.g. Hispanic Heritage Month, Women’s History Month) and important dates.

**March 2020:** NHF begins to move many out-sourced services and purchase to minority and woman-owned businesses; the impact of which will be reported in the 2020 impact report.

**April 2020:** JEDI distributes the annual staff demographic survey, which informs the organization’s engagement, retention, and development strategies.

**July 2020:** Through TinyPulse, NHF asks staff to rate the effectiveness of JEDI’s initiatives. The results indicated a positive 8.5/10 rating and opportunities for growth.
**Goals and Objectives for FY 2021**

After working through the assessment in 2020, we created a set of overarching goals that will shape NHF's work in justice, equity, diversity, and inclusion. These five goal areas give our work focus as we move forward.

<table>
<thead>
<tr>
<th>GOAL 1</th>
<th>To hire, train, develop, retain, and promote a diverse and inclusive board and staff representative of the communities we serve.</th>
</tr>
</thead>
<tbody>
<tr>
<td>OBJECTIVES</td>
<td></td>
</tr>
<tr>
<td>1.1 Invest in lower salaried employees through active employee development plans and develop career paths toward a racially equitable workforce.</td>
<td></td>
</tr>
<tr>
<td>1.2 Create HR metrics that track demographics, recruiting outcomes, retention, compensation, promotion outcomes intersectionally.</td>
<td></td>
</tr>
<tr>
<td>1.3 Develop a Restorative Justice Complaint Process for staff.</td>
<td></td>
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<tr>
<td>1.4 Conduct a board demographic survey.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GOAL 2</th>
<th>To develop a consistent culture across staff, guests, and program participants, improving satisfaction, engagement and inclusion.</th>
</tr>
</thead>
<tbody>
<tr>
<td>OBJECTIVES</td>
<td></td>
</tr>
<tr>
<td>2.1 Hold quarterly empowerment workshops for our employees, guests, and the community.</td>
<td></td>
</tr>
<tr>
<td>2.2 Standardize processes that ensure guests of different abilities are accommodated.</td>
<td></td>
</tr>
<tr>
<td>2.3 Vet and implement an employee donated vacation pool program.</td>
<td></td>
</tr>
<tr>
<td>2.4 Adopt inclusive meeting norms at all board and committee meetings.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GOAL 3</th>
<th>To have a keen understanding of the diverse communities we serve and their priority health and wellness issues.</th>
</tr>
</thead>
<tbody>
<tr>
<td>OBJECTIVES</td>
<td></td>
</tr>
<tr>
<td>3.1 Identify, join and actively participate in grassroots BIPOC coalitions that address JEDI-related city, county, state and federal legislation and policy efforts.</td>
<td></td>
</tr>
<tr>
<td>3.2 Develop a dedicated guest dashboard for JEDI with intersectional demographics.</td>
<td></td>
</tr>
</tbody>
</table>
GOAL 4

To set a solid example of JEDI practices in action in a non-profit business environment.

OBJECTIVES

4.1 Reserve 2 positions on NHF’s Board of Directors to be held by either individuals with lived experience or members of the identified communities we serve.
4.2 Research and explore options for the development of a Community Advisory Council, that would report to the Board of Directors.
4.3 Operationalize a process by which we measure the number of local, women and minority-owned businesses we contract with and the amount of money we invest.
4.4 Research and define an ethical investment strategy.

GOAL 5

To clearly communicate JEDI work to amplify efforts.

OBJECTIVES

5.1 Publicly announce JEDI’s stance regarding ongoing racial and social justice issues in our communities including opposition or support of events, policies and more.
5.2 Create a JEDI library of content that highlights staff, guests and community experiences at NHF.
5.3 Create a board external statement that demonstrates dedication to our JEDI value.
Appendix A: Organizational Readiness

In January 2019, NHF was invited to be a participant in National Health Care for the Homeless Council's DEI year-long workgroup, which provided resources and tips for engaging in organizational assessment and improvement. This began NHF’s formal work in this area and was the foundation for this plan. As a first step in this process, NHF conducted an organizational readiness survey, which is presented below.

<table>
<thead>
<tr>
<th>Organizational Characteristics:</th>
<th>Initial Score (Scale 1-4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Institutional commitment to addressing/eliminating racial and</td>
<td>2</td>
</tr>
<tr>
<td>ethnic inequities</td>
<td></td>
</tr>
<tr>
<td>2. Hiring to address racial and ethnic inequities, prioritizing</td>
<td>2</td>
</tr>
<tr>
<td>the hiring of employees who represent communities of color,</td>
<td></td>
</tr>
<tr>
<td>immigrant and refugees</td>
<td></td>
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<tr>
<td>3. Structure that supports authentic community partnerships that</td>
<td>3</td>
</tr>
<tr>
<td>are empowering and more fluid than hierarchical</td>
<td></td>
</tr>
<tr>
<td>4. Supporting staff to address racial and ethnic inequities</td>
<td>2</td>
</tr>
<tr>
<td>5. Inclusive and culturally-responsive internal communications</td>
<td>3</td>
</tr>
<tr>
<td>6. Institutional support for innovation to better meet the</td>
<td>4</td>
</tr>
<tr>
<td>organization’s mission</td>
<td></td>
</tr>
<tr>
<td>7. Creative use of categorized funds that (supporting programs/policies vital to or disproportionately needed by particular disadvantaged racial/ethnic communities)</td>
<td>3</td>
</tr>
<tr>
<td>8. Data and planning practices that are accessible to and, as</td>
<td>1</td>
</tr>
<tr>
<td>appropriate, driven by community stakeholders, incorporating</td>
<td></td>
</tr>
<tr>
<td>community narratives and experience</td>
<td></td>
</tr>
<tr>
<td>9. Effective and coordinated administrative processes</td>
<td>4</td>
</tr>
<tr>
<td>Workforce Competencies:</td>
<td></td>
</tr>
<tr>
<td>1. Knowledge of racial equity components (e.g. public policy</td>
<td>2.5</td>
</tr>
<tr>
<td>development, advocacy, data practices)</td>
<td></td>
</tr>
<tr>
<td>2. Understanding of the social, environmental and structural</td>
<td>3.5</td>
</tr>
<tr>
<td>determinants of racial and ethnic inequities</td>
<td></td>
</tr>
<tr>
<td>3. Knowledge of affected community (can be developed by building</td>
<td>3.5</td>
</tr>
<tr>
<td>and maintaining authentic relationships with communities of color,</td>
<td></td>
</tr>
<tr>
<td>analysis of community-driven data, etc.)</td>
<td></td>
</tr>
</tbody>
</table>

Reflections: If you notice that your answers tend toward the one and two range, we recommend that you next complete The First 20 Questions. If you notice that your answers tend toward the three and four range, we recommend that you next complete the entire Organizational Self-Assessment Tool.

Comments on Organizational Readiness Scores

Although the notes indicate that "if your answers tend toward the three and four range, we recommend that you next complete the entire Organizational Self-Assessment Tool," NHF staff conducting the assessment felt that the organization was still at an early stage in this process and in internally addressing these concepts.
After conducting the organizational readiness survey, which gave the NHF team a foundational concept of JEDI work and areas where NHF could make improvements, the team completed the first 20 questions of the Coalition of Communities of Color Organizational Assessment. This assessment pushed the team to think very critically about internal and external interactions, policies and practices and where there were opportunities for improvement. The following presents the results of that assessment in total, followed by a breakout of each area including reflections on opportunities.

### Appendix B: Organizational Assessment - 20 Qs

<table>
<thead>
<tr>
<th>Organizational Commitment, Leadership &amp; Governance</th>
<th>NHF’s Self Assessment</th>
<th>Committed to Metric?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has your organization made a public commitment to racial equity?</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Does your organization have a mission statement that incorporates racial equity?</td>
<td>N</td>
<td>N</td>
</tr>
<tr>
<td>Does your organization have an internal structure whose goal is to address issues of racial equity, for example an equity committee?</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Do you collect the racial, ethnic and linguistic makeup of your board?</td>
<td>Y</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Racial Equity Policies &amp; Implementation Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does your organization have a racial equity policy?</td>
</tr>
<tr>
<td>Does your organization have a written racial equity plan with clear actions, timelines, people responsible for each action, indicators of progress and processes for monitoring and evaluation?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organizational Climate, Culture &amp; Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does your organization visibly post materials in languages other than English?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service-Based Equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you collect racial, ethnic and linguistic data on your clients or constituents?</td>
</tr>
<tr>
<td>Do you provide language interpreter/translator services for people who speak languages other than English?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service-User Voice &amp; Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you collect data on service-user or constituent satisfaction with your organization regarding racial equity?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Workforce Composition &amp; Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
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<tr>
<td>-------------------------</td>
</tr>
<tr>
<td>Do you collect the racial, ethnic and linguistic makeup of your workforce?</td>
</tr>
<tr>
<td>Does your organization have written procedures to increase the recruitment, retention and promotion of people of color?</td>
</tr>
<tr>
<td>Does your organization have an internal structure or position dedicated to promoting workforce diversity?</td>
</tr>
<tr>
<td>Are racial equity and cultural competency training and capacity building made available to your workforce?</td>
</tr>
<tr>
<td><strong>Community Collaboration</strong></td>
</tr>
<tr>
<td>Does your organization have formal partnerships with organizations of color?</td>
</tr>
<tr>
<td>Does your organization allocate resources for engagement and outreach in communities of color?</td>
</tr>
<tr>
<td><strong>Resource Allocation &amp; Contracting Practices</strong></td>
</tr>
<tr>
<td>Does your organization have a Minority, Women &amp; Emerging Small Business (MWESB) policy?</td>
</tr>
<tr>
<td>Does your organization routinely collect data on MWESB utilization?</td>
</tr>
<tr>
<td><strong>Data, Metrics &amp; Continuous Quality Improvement</strong></td>
</tr>
<tr>
<td>Does your organization have a written policy or formal practice regarding the collection of race and ethnicity data?</td>
</tr>
<tr>
<td>Does your organization meet regularly with leaders from communities of color specifically to discuss racial equity within your organization?</td>
</tr>
</tbody>
</table>
Appendix C: Deep Dive Into Assessment Areas of Focus

(1) Organizational Commitment, Leadership & Governance

<table>
<thead>
<tr>
<th>NHF Assessment</th>
<th>Committed to Metric?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Has your organization made a public commitment to racial equity?</td>
<td>Y</td>
</tr>
<tr>
<td>1.2 Does your organization have a mission statement that incorporates racial equity?</td>
<td>N N</td>
</tr>
<tr>
<td>1.3 Does your organization have an internal structure whose goal is to address issues of racial equity, for example an equity committee?</td>
<td>Y</td>
</tr>
<tr>
<td>1.4 Do you collect the racial, ethnic, and linguistic makeup of your board?</td>
<td>Y</td>
</tr>
</tbody>
</table>

**ACHIEVED**

- Joined NHCHC's Collaborative for Diversity, Equity, and Inclusion. 1.1
- Completed bi-annual education of leadership team and annual education of Board of Directors on racial equity issues. 1.1
- Added Justice, Diversity, Equity and Inclusion (JEDI) as one of NHF’s six core values 1.1
- Formed the DEI committee (now the JEDI council), to serve as ambassadors for our people and address issues of racial equity. 1.3
- JEDI Council created a statement and shared it via social media and through external email communications. 1.1

**AREAS OF OPPORTUNITY**

- Include language that expresses our public commitment to racial equity into our social media, grant applications, and external communications 1.1
- Leadership to engage in more public communications about their self-education on racial equity issues. 1.1
- Complete a Board of Directors demographic survey that includes racial, ethnic and linguistic makeup. 1.4
(2) Racial Equity & Organizational Policies

<table>
<thead>
<tr>
<th>2.1 Does your organization have a racial equity policy?</th>
<th>NHF Assessment</th>
<th>Committed to Metric?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>Y</td>
</tr>
</tbody>
</table>

2.2 Does your organization have a written racial equity plan with clear actions, timelines, people responsible for each action, indicators of progress and processes for monitoring and evaluation?

**ACHIEVED**

- JEDI Council created a racial equity statement firmly attesting NHF’s commitment to racial equity. 2.1
- Completed Coalition of Communities of Color’s Organizational Self-Assessment to help inform racial equity plan. 2.2
- JEDI Council created written racial equity plan, identifying priorities designating council members to move equity work forward. 2.2

**AREAS OF OPPORTUNITY**

- Develop a racial equity policy. 2.1
- Inform and engage NHF team and board of directors in progress made through equity plan. 2.2
- Assess new priorities and actions to further NHF’s progress. 2.2
(3) Organizational Climate, Culture & Communications

<table>
<thead>
<tr>
<th>ACHIEVED</th>
</tr>
</thead>
</table>

- NHF posts in Spanish documents that are required by law to hang in common employee areas. 3.1
- Audited all posted materials and signage and determined what also needed to be presented in other languages. 3.1
- Audited all guest and employee materials and determined what should be presented in other languages. 3.1
- Developed guiding policies surrounding language & materials ensuring accessibility & inclusion for employees and guests. 3.1
- Developed social media policy, defining best practices for social media surrounding accessibility and inclusion. 3.1

<table>
<thead>
<tr>
<th>AREAS OF OPPORTUNITY</th>
</tr>
</thead>
</table>

- Determine through demographic data collected through intake process if materials should be translated into other languages. 3.1

(4) Service-Based Equity

<table>
<thead>
<tr>
<th>ACHIEVED</th>
</tr>
</thead>
</table>

- NHF launched a new recuperative care database that tracks substantial guest data including ethnicity. 4.1
- Contracted the services of an interpreter company that supports 100+ languages easily accessed through phone or iPad. 4.2
• There is a substantial opportunity to better evaluate the data collected through the recuperative care database including viewing outcomes through the lens of race and ethnicity. 4.1
• Consistently collect racial, ethnic, and linguistic data from constituents of all NHF’s programs. 4.1

(5) Service-User Influence

<table>
<thead>
<tr>
<th>5.1 Do you collect data on service-user or constituent satisfaction with your organization regarding racial equity?</th>
<th>NHF Assessment</th>
<th>Committed to Metric?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>Y</td>
</tr>
</tbody>
</table>

• Launched “Pulse for Good” at recuperative care locations. 5.1

• There is opportunity to collect this information from constituents of NHF’s other programs. 5.1
## (6) Workforce Composition & Quality

<table>
<thead>
<tr>
<th>6.1 Do you collect the racial, ethnic, and linguistic makeup of your workforce?</th>
<th>NHF Assessment</th>
<th>Committed to Metric?</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.2 Does your organization have written procedures to increase the recruitment, retention, and promotion of people of color?</td>
<td>N</td>
<td>Y</td>
</tr>
<tr>
<td>6.3 Does your organization have an internal structure or position dedicated to promoting workforce diversity?</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>6.4 Are racial equity and cultural competency training and capacity building made available to your workforce?</td>
<td>Y</td>
<td></td>
</tr>
</tbody>
</table>

### ACHIEVED

- Annual JEDI demographic survey completed by all staff. 6.1
- Revised behavioral interview question sets, and introduced the resume summary to the interview process to remove opportunities for bias. 6.2
- Clarification of JEDI Council duties set, naming Chief People Officer as driver of JEDI, with council serving as advisors with specific priorities. 6.3
- Implemented unconscious bias hiring training for all staff members serving on interview panels. 6.4
- Annual diversity and training presented to staff. 6.4
- Began a JEDI Book Club, asking our managers to read White Privilege and/or Color of Law to have shared understanding of racism and its impact on our work. 6.4
- JEDI library began, with individual libraries at each site beginning in Jan 2020. 6.4
- Created the iGuide, an inclusive language guide as an onboarding tool to ensure that new staff had quick knowledge of racial equity and inclusive workplace principles. 6.4
- Through employee feedback, determined more open dialogue was needed, initiating the JEDI Roadshow, a full discussion of JEDI principles, meeting norms, iGuide, and our priority areas. Also asked for additional nominations for staff interested in joining the JEDI Council, resulting in the addition of 2 new members. 6.4

### AREAS OF OPPORTUNITY

- Create an overarching written procedure of currently used best practices (recruitment & promotion) with retention strategies. 6.2
- Expand talent searches to ensure diverse sources. 6.3
(7) Community Collaboration

<table>
<thead>
<tr>
<th></th>
<th>NHF Assessment</th>
<th>Committed to Metric?</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1 Does your organization have formal partnerships with organizations of color?</td>
<td>N</td>
<td>Y</td>
</tr>
<tr>
<td>7.2 Does your organization allocate resources for engagement and outreach in communities of color?</td>
<td>Y</td>
<td></td>
</tr>
</tbody>
</table>

ACHIEVED

- A deliberate component of NHF’s new mission is to engage and support the activism of communities of color. 7.2

AREAS OF OPPORTUNITY

- NHF has been engaging in community outreach, leadership development and advocacy training with communities of color for the past several years. NHF is continually looking for new opportunities to grow this work. 7.1

(8) Resource Allocation & Contracting Practices

<table>
<thead>
<tr>
<th></th>
<th>NHF Assessment</th>
<th>Committed to Metric?</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1 Does your organization have a Minority, Women &amp; Emerging Small Business (MWESB) policy?</td>
<td>N</td>
<td>Y</td>
</tr>
<tr>
<td>8.2 Does your organization routinely collect data on MWESB utilization?</td>
<td>N</td>
<td>Y</td>
</tr>
</tbody>
</table>

ACHIEVED

- Identified MWESB as a priority area informed through our Organizational Self-Assessment process. 8.1
AERAES OF OPPORTUNITY

- NHF has begun to make purchasing decisions based on this concept but a formal policy to ensure consistency is needed. 8.1
- An audit in partnership with data collection will inform where we can make investment decisions with JEDI emphasis. 8.2

(9) Data Metrics & Continuous Quality Improvement

<table>
<thead>
<tr>
<th></th>
<th>NHF Assessment</th>
<th>Committed to Metric?</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.1 Does your organization have a written policy or formal practice regarding the collection of race and ethnicity data?</td>
<td>N</td>
<td>Y</td>
</tr>
<tr>
<td>9.2 Does your organization meet regularly with leaders from communities of color specifically to discuss racial equity within your organization?</td>
<td>N</td>
<td>Y</td>
</tr>
</tbody>
</table>

ACHIEVED

- JEDI Council created Equitable Data Policy. 9.1
- JEDI demographic survey completed by all staff for the first time and distributed to staff. 9.1

AERAES OF OPPORTUNITY

- Meet with leaders from communities of color to discuss racial equity within our organization. 9.2
Appendix D

Equitable Data Policy

National Health Foundation is committed to creating and fostering a culture of justice, equity, diversity and inclusion (JEDI).

This includes our policies regarding data collection practices. As we collect data regarding JEDI about our guests and staff, we will:

- Collect, track, and analyze data with the intent to inform program goals and advance racial equity.
- Collect data ethically, requiring consent and anonymity.
- Forms used to collect data will be concise, in clear language, give an explanation for the collection of data, including importance of providing a response, how the data will be used and how the information will remain secure.
- Ensure data can be analyzed disaggregately.
- Ensure that individuals can self-identify race and ethnicity, as well as designate multiple races and ethnicities. Ensure that individuals can self-identify gender.
- Data will be reviewed and analyzed by JEDI Council at minimum two times a year. (May, November)
- Data will be made accessible to staff & board annually, and publicly as appropriate.
Appendix E

JEDI Guidelines for Social Media and NHF Communications

NHF’s social media channels are the primary means of external communication to a multitude of audiences. That is why it is important that every post is curated with a lens of inclusivity. The guidelines below should serve as a reference point in developing content for social media and general communications and will continue to evolve as we learn and grow.

Language:
- Employ the use of inclusive language across all groups.
- Pronouns: Never assume an individual's pronoun unless they have specified or shared in advance. Stick with general pronouns (they/them/theirs) when in doubt or when the individual has specified the use of this pronoun to describe them.
- Gendered Terms: Avoid the use of gendered terms and swap for all-encompassing terms (e.g. mankind --> humankind, manpower --> people power)
- Racial/Ethnic Groups: When describing diverse communities affected by health and social inequities, preferred terminology is Black, Indigenous and People of Color (BIPOC) to ensure as many communities are accurately reflected.
- Disability or Prominent Life Circumstances: Avoid the use of “person-first” language that identifies individuals by a characteristic (e.g. homeless people, blind people, etc.). Focus on describing traits as experiences that do not define the individual or group (e.g. individuals experiencing blindness, homelessness, etc.)

Emojis & Icons:
- NHF staff represent various nationalities and ethnicities. As best practice, utilize the yellow emojis unless you include the use of all colored emojis on the same post.
- Use of derogatory emojis (e.g. middle finger emoji) are not permitted under any circumstances.

Images:
- When posting images of staff, ensure the inclusion of staff across all levels and departments – it is important to recognize the contributions of staff and work being done across the spectrum.
- Diversify the selection of images when posting recaps of events within the community or at NHF’s Recuperative Care centers – our goal is to illustrate the work done at our facilities and in the community.
- Always ensure you have consent to take pictures and share on social media.
- Alt Text: Include descriptions of images submitted over email, uploaded to blog posts or included in word documents. This provides text description for individuals who experience blindness or when a picture does not fully load.
Videos:
- Like images, when developing videos, ensure the inclusion and representation of diverse voices including but not limited to staff level, race, gender, age, sexual orientation, etc.
- Include text overlay on videos whenever possible. This provides an opportunity for individuals experiencing deafness to interact with the video content.

Resources & Sources:


How to Create Content and Social Programs That Support Diversity: https://www.cision.com/us/2018/10/create-diverse-content-program/
Appendix F

NHF JEDI Council Charter

NHF JEDI Purpose Statement:
National Health Foundation believes justice, equity, diversity, and inclusion is essential to accomplishing our mission and maximizing our impact. Understanding historical and current manifestations of racism and oppression will enable us to most effectively take action on the social determinants of health. As one of our six core values, JEDI will shape our governance, strategies, programs, operational activities, and advocacy efforts. We recognize the work of JEDI is a journey and our commitment is unwavering.

JEDI Council Purpose and Membership:
The Justice, Equity, Diversity & Inclusion Council (“JEDI” or “JEDI Council”) is a joint leadership and staff committee who have a significant role in the development of strategies with regards to justice, equity, diversity and inclusion at NHF. The purpose of this committee is to council and assist the Chief People Officer and the department of People and Culture on developing and promoting JEDI strategies. Further, each JEDI councilmember will act as a liaison to other non-council member staff and teams to answer JEDI questions, disperse JEDI information, and to listen for ideas and suggestions from staff for furthering JEDI initiatives. The ultimate goals of this Council is to: 1. Provide for the betterment of NHF’s culture so that every team member is provided with a holistic and inclusive professional and personal experience, and 2. To ensure NHF is culturally responsive to and representative of the communities it works with and within.

The JEDI Council will have a maximum of 10 members, with staff represented from each site or department. The Chief People Officer will schedule and plan JEDI Council meetings, which will occur monthly, with additional meetings as needed. The JEDI Council has a quorum of 60% of membership to ensure each department and enough diverse identities are represented.

JEDI Councilmember Roles & Responsibilities:

1. Participate in all JEDI meetings and events as your true and authentic self, bringing your lived experience and full identity to enhance discussions, activities, and decisions. Be willing to call-in and be called-in, responding humbly and with respect towards others’ experiences and “place in the work.” Be open to having uncomfortable conversations and admitting when you make a mistake. Teach and learn.

2. Serve as council to the Chief People Officer and Department of People and Culture on JEDI-related topics and issues.

3. Collaborate with other JEDI council members and NHF Leadership to write, adopt or revise the annual JEDI action plan.
4. Assist with reviewing, adjusting, or establishing organizational policies and procedures to ensure NHF is inclusive and equitable in all areas of work.

5. Support with providing updates and creating an annual report to NHF Leadership and staff on all aspects of JEDI activities (as noted in the JEDI Strategic Plan).

6. Serve in one of two levels of engagement with the Council.
   a. Attend monthly meetings, participate in JEDI review chats via Teams, and actively participate in JEDI-sponsored work engagement events/activities (estimated 3 hour time commitment per month).
   or
   b. Attend quarterly 1 on 1 Zoom meetings to advise on quarterly agenda items (estimated 2 hour time commitment per quarter).

7. Introduce and promote JEDI activities and initiatives within respective departments of work.

8. Solicit productive internal and external alliances to support and advance JEDI initiatives at NHF.

________________________________________
Staff Signature

________________________________________
Chief People Officer

Date

Date
Appendix G

Equitable Decision-Making Tool

1. What is the ultimate goal of this decision/policy?  
   *What are we trying to achieve? What’s the end goal?*

2. Has this decision/policy been discussed with the parties with whom it would affect?  
   *Ask a sample. Is this even wanted or necessary?*

3. Consider who will this decision/policy impact the most?  
   *Take the time to think about who benefits the most.*

4. If this causes disparate impact, what can be done to eliminate inequities?  
   *By making this decision, will a specific group of people have to bear the burden of it?*

5. What unintended consequences might arise out of this decision/policy?  
   *Consider the what ifs here. Worst case scenarios should be thought about.*

6. Is this decision/policy sustainable?  
   *Can this decision be supported for the future? If not, can a plan be put into place?*
Appendix H

2020 Staff Demographic Survey Results

Race/Ethnicity

- Latinx/o/a/Hispanic: 53.8%
- White: 17.3%
- Black/African: 15.4%
- Mutiracial: 7.7%
- Asian: 5.8%

Preferred Language of Communication

- English: 92%
- Spanish: 8%
2020 Staff Demographic Survey Results

Gender Identity

- Female: 75%
- Male: 25%

Gender Identity - Transgender

- No: 100%
2020 Staff Demographic Survey Results

**Sexual Orientation**
- Straight/Homosexual: 80%
- Lesbian/Gay/Homosexual: 8%
- Bisexual: 4%
- Prefer not to self-describe: 8%

**Ability/Disability Status**
- Learning Disability: 82%
- Mental Health Illness/Disorder: 10%
- Other: 2%
- Long-term Medical Illness: 4%
- I do not identify with or have an impairment: 82%