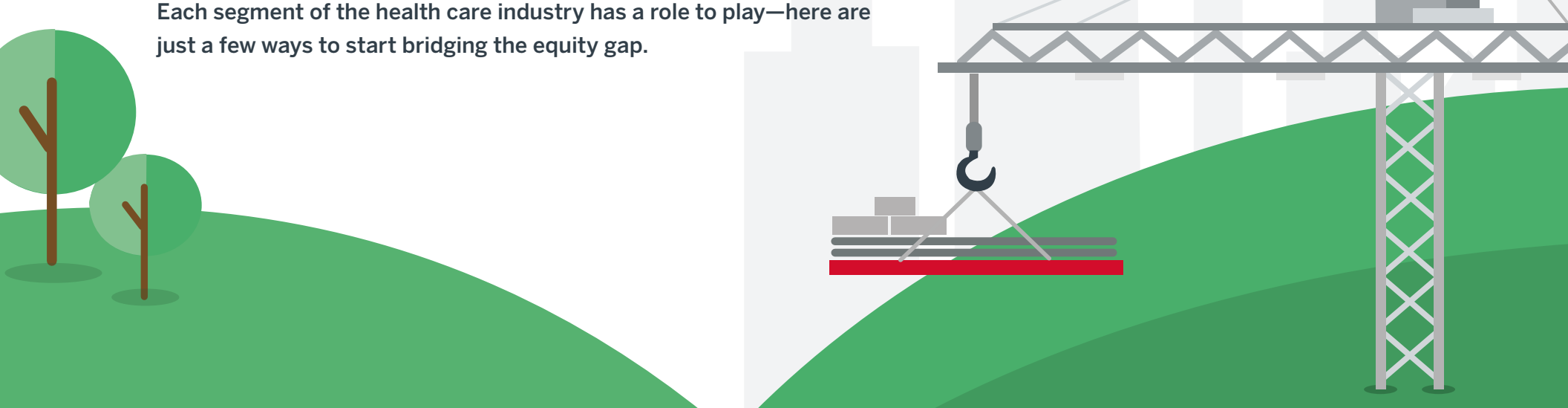


3 pillars of an equitable health care organization

To make meaningful progress on health equity, leaders must ground their actions in three comprehensive and interconnecting pillars. Each segment of the health care industry has a role to play—here are just a few ways to start bridging the equity gap.



Establish diverse representation, equitable processes, and an inclusive culture across **all levels of your workforce**.

- Staff at all levels, including business leaders, should represent the community across all domains of diversity.
- HR leaders must redesign talent management processes by focusing on historically marginalized employees, including with salary adjustments, equitable mentorship, and advancement opportunities.
- Executives should equip staff and leaders to embrace discomfort and hold each other accountable for creating a culture where all employees feel included, respected, and valued.



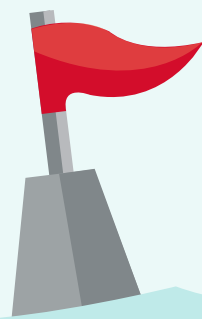
Guarantee equitable **patient outcomes**, regardless of your function in the industry.

- Providers need to meet patients' individual physical, behavioral, and social needs with cultural humility.
- Health plans should provide coverage for social care as a part of benefits packages and segment initiatives to focus on underserved populations.
- Other industry players must ensure that inputs of care delivery reflect diversity of patient need (e.g., in clinical trials) and overcome barriers to medication adherence (e.g., reducing drug costs, improving access to digital tools).



Address **community-wide root causes** of inequity, namely intergenerational poverty and racism.

- Leaders should partner with community-based organizations, local businesses, government, and industry stakeholders to sustainably address the adverse social determinants of health.
- Organizations need to serve as anchor institutions and uplift the economic strength of the community by hiring locally, paying fair wages, and contracting with people of color and/or women-owned vendors.
- Government affairs leaders must advocate for policies that mitigate existing disparities and create new solutions to support equity at the local, state, and federal levels.



Progress will stall when leaders fail to...

- Strike a balance between valuing equity as both a **moral imperative** and a **business priority**
- Commit to **complete, public transparency** around both wins and losses
- Lead with **vulnerability** as individuals and as a business

Steps to accelerate equity at your organization

- Bring as much **strategic rigor** to health equity as any other initiative.
- Move past passion projects and short-term wins to address **long-term root causes**.
- Allocate **ample resources** to equity efforts while embedding equity **into all parts** of the organization.
- Tie equity to all staff and leadership goals including **compensation and performance**.
- Expand partnerships **beyond community-based organizations** to stakeholders across the industry, including competitors.
- Ensure the organization and partners are **accountable for progress** within the workforce, patient outcomes, and the communities served.

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