



**Boston Children's Hospital**  
300 Longwood Avenue, Mailstop, Boston, MA 02115  
617-355-6000 | bostonchildrens.org

## **Boston Children's Hospital's Declaration on Equity, Diversity and Inclusivity**

August 14, 2020

For more than 150 years, Boston Children's has embodied a culture of innovation and scientific discovery, dedicated to improving the lives of children and families. In support of that goal, we have taken pride in our commitment to providing a safe and welcoming environment, not only to those who come to us for care, but for all those who choose to join us in that mission.

The last several months have given us the opportunity to examine our commitment to what we need to do in making Boston Children's safe and welcoming for all. COVID-19 has shined a bright light on the troubling health disparities we know exist in the United States. Failure to address the tensions over racism and social injustice have boiled over into a national reckoning and it has become abundantly clear that we can, and *must*, do more to elevate equity, diversity and inclusivity as enterprise priorities, core to all we do. Furthermore, as members of the Boston community, we stand in partnership with the City of Boston, acknowledging that racism is indeed a public health crisis.

This is not an indictment of the work that so many at Boston Children's have done in these areas. Through the leadership of our Office of Faculty Development; the work of the Boston Children's Academy; the founding of the Office of Health Equity and Inclusion; the establishment of the Equity, Diversity and Inclusion Council; the work of our Spanish Team Collaborative, MLK Obervance Committee, LGBTQ and Friends, and the Asian-American and Pacific Islander Committee, and so many more, the banner has been held high and proudly for inclusion across Boston Children's for years. But the conversation needs to be a consistent part of our culture, not just when the rest of the nation is focused on it, or during certain times of the year.

*Equity, diversity, and inclusivity* cannot simply be themes that cut across our goals - they need to be deeply embedded in each of them. They need to be part of how we plan and strategize for the future. They need to be part of how we do our work, and the goals we work toward. As such, Boston Children's is committed to the following:

**Goal 1: Boston Children's Hospital is committed to being an inclusive environment that does not tolerate any form of racism, discrimination, or bias.**

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- *Commitment 1:* Working with the Offices of Human Resources, General Counsel, Faculty Development, Culture and Health Equity and Inclusion, we will define initiatives and programs that promote inclusivity, diversity and health equity.
- *Commitment 2:* We will enhance our existing reporting systems for incidents of racism, discrimination and bias, with a focus on timely response to violations of our policies and reconciliation plans where appropriate, based on the situation. This includes re-training of staff responsible for investigation and follow-up of incidents.

**Goal 2: Boston Children's Hospital is committed to recruiting, developing and retaining a diverse workforce.**

- *Commitment 1:* At the Board of Trustees, senior administrative, administrative, operational, patient care, and clinical faculty levels, plans for recruitment and metrics for success will be reviewed and incorporated into Boston Children's strategic goal structure. Increasing the numbers and advancement of underrepresented faculty in all Boston Children's departments and divisions will be a key performance indicator. This work will be a collaborative effort among Human Resources, the Office of Health Equity and Inclusion, the Department of Health Affairs, the Office of Faculty Development and the Boston Children's Academy.
- *Commitment 2:* Develop a pipeline for recruitment focused on diversity, working with high schools, colleges and Harvard Medical School, to engage, develop and encourage interest in medicine, nursing, research and other health careers; and develop a pipeline for recruitment focused on administrative careers to increase the diversity of the nonclinical workforce.
- *Commitment 3:* A new volunteer mentor program will be established, and employees will be encouraged to engage through schools and community organizations to inspire and cultivate the next generation of diverse leaders.

**Goal 3: Boston Children's Hospital is committed to eliminating structural racism from all policies, guidelines and practices.**

- *Commitment 1:* We will create a multidisciplinary task force and an intentional process to examine our policies / guidelines / practices to determine where structural racism exists and remove it from how we work at Boston Children's. This multidisciplinary team will be comprised of representation from Human Resources, the Office of Health Equity and Inclusion, the Office of Experience, Pediatrics and Pediatric

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Subspecialties, Nursing and Patient Care Operations, Facilities Planning, Network, the Office of General Counsel and the Program for Patient Safety and Quality, and will review professional roles across all levels of positions, pay equity, job descriptions, promotion processes, interview committees, and candidate sourcing, as well as purchasing policies and vendor relationships.

**Goal 4: Boston Children's Hospital is committed to developing and implementing a comprehensive and widely distributed education curriculum that provides consistent and longitudinal training on the impact of racism on child health, unconscious bias, bystander / upstander awareness, and the role of difficult conversations in culturally effective pediatric health care delivery.**

- *Commitment 1:* Through multiple venues, including facilitated discussions, webinars, seminars, Net-learnings, and Grand Rounds, promote dialogue, learning and discussion about racism and health equity, and their effects on our patients, families and communities, and those who work at Boston Children's. We're committed to creating an inclusive learning environment for all who work at Boston Children's (including our employees, staff, faculty, trainees and students).
- *Commitment 2:* Through a collaboration among the Office of Health Equity and Inclusion, and the Boston Children's Academy, we will launch an annual "Unconscious Bias and Bystander / Upstander Awareness and Empowerment" training this October. We are committed to training 100 percent of our staff during calendar year 2021.

**Goal 5: Boston Children's Hospital is committed to being a leader in eliminating child health disparities in our community and in our nation.**

- *Commitment 1:* As an Anchor Institution in the city of Boston, we re-commit to driving an expanded engagement of our hiring, purchasing and investment practices that help to drive economic mobility and security for marginalized communities and populations in the city.
- *Commitment 2:* We will also continue to support and advocate for policies and practices that promote health and health equity for children, with a special emphasis on children from historically marginalized groups. Our community mission has long emphasized the importance of social determinants of health - the environmental and behavioral conditions in which children are born and raised, that have long term impacts on their health status. We will work to expand broader internal hospital participation in this mission.



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**Goal 6: Boston Children's Hospital is committed to leading in the development, implementation and tracking of metrics for equity, diversity and inclusion.**

- *Commitment 1:* The Program for Patient Safety and Quality and the Office of Health Equity and Inclusion will work collaboratively to implement equity and quality metrics including those that are a part of Solutions for Patient Safety's Health Equity Leadership and Ambulatory Foundations Working Groups.
- *Commitment 2:* Chiefs, SVPs, VPs, Directors, and Nursing Leaders will create plans, numeric targets, timelines and detailed strategies for increasing diversity in their respective departments and divisions. A multidisciplinary team will regularly review the plans, timelines, progress and outcomes of equity, diversity and inclusion metrics, and make recommendations for further improvement.

**Boston Children's is committed to creating a culture so strong that we take our four-part mission to new heights; where all patients, families, clinicians, researchers, staff and communities feel empowered and supported. We are committed to working together to support health equity and promote anti-racist practices.**

Our vision is one where everyone who is a part of Boston Children's can see themselves as part of a community that's made stronger by our differences; where our direction and our priorities are guided by a wonderful variety of backgrounds, opinions, viewpoints and ideas. This is not merely an aspirational goal - something we'd *like* to do - but it must be part of our DNA, like safety, innovation and our commitment to making a better life for children everywhere.

Being a leader in equity for all is an attainable goal, and with your support and your dedication, it's a goal we will keep working toward until it's a reality.

Sincerely,

**Sandra L. Fenwick**

Chief Executive Officer

**Kevin B. Churchwell, MD**

President and Chief Operating Officer