



Mass General Brigham



# Equity, Inclusion & Belonging Strategic Plan

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Radiology

2024

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## Introduction

Mass General Brigham Radiology is committed to implementing a Collaborative Equity, Inclusion & Belonging Strategic Plan across the entire Radiology enterprise. This initiative draws inspiration from the DEI framework established for Mass General Radiology in 2017. The new Equity, Inclusion & Belonging (EIB) strategic plan, set to commence on October 1, 2024, aims to expand and integrate efforts across a single, integrated radiology department. The intent of this work is to continue evolving and remain responsive to current and emerging needs for our workforce and our patients. Through the pillars of clinical care, education, research, innovation, we aim to collaborate as one MGB Radiology working together to improve patient outcomes for every patient.

## Scope

This strategy encompasses the MGB Radiology sites, including the Brigham and Women's Hospital (BWH), Massachusetts General Hospital (MGH), and the affiliated institutions that constitute

the Enterprise Service Group - Radiology and Community Radiology. By creating a cohesive EIB plan across MGB Radiology, we aim to foster a sense of belonging among our patients and our Radiology workforce by ensuring that we remain responsive to the specific needs of the diverse communities served across the system, while maintaining consistency and alignment across our integrated entities.

## Vision (Updated from 2018)

By 2029, MGB Radiology aims to remain a leading institution focused on fostering an inclusive care environment that delivers the best health outcomes for all patients and supports a sense of belonging for our workforce. We envision an integrated radiology department that harnesses MGB's integration to prioritize the well-being of our employees and collaboratively deliver innovative, patient-centered, equitable focused on improving health outcomes care for all. We will successfully achieve this aim by ensuring that everyone is aligned with the organization's mission, vision, and strategic plans.

## Process

In early 2024, we embarked on a thoughtful and structured process of repositioning our EIB strategy for MGB Radiology. After reviewing multiple consulting firms, we selected Chartis Healthcare due to its deep expertise and strategic approach and their ongoing involvement in the MGB Cancer Center strategy. Over the course of three planning meetings with Chartis, we planned to bring together our leaders across MGB Radiology to craft a strategy that aligns with our goals and reflects the complexities of a highly-matrixed diverse healthcare environment.

The process officially began with our first, in-person group retreat on June 10, 2024 at MGB Assembly Row. This retreat brought together leaders across the MGB Radiology sites (BWH, MGH and ESG). During this retreat, Chartis presented national DEI trends, including emerging challenges related to the United States Supreme Court decision on Affirmative Action. These presentations helped us recognize the broader context within which our EIB strategy would need to operate and how to best reposition and evolve our foundational work to remain nimble to the rapidly changing national and institutional environment. This retreat was pivotal in setting the direction of our equity, inclusion and belonging initiatives moving forward, as it underscored the urgency and evolution of this work as an integrated MGB Radiology department that is focused on delivering the best outcomes for our patients and our workforce at all levels.

Following the retreat, Chartis conducted a series of detailed reviews, interviews, and surveys across MGB Radiology, engaging leaders, residents, and staff to ensure that all voices were heard. The feedback collected was comprehensive, capturing input across key areas such as psychological safety, recruitment and retention, learning and development, research and scholarship, and community engagement. Chartis synthesized this input into a set of thoughtful recommendations, emphasizing areas such as cultural humility, mentorship, and the development of inclusive practices across all MGB Radiology sites. We used these recommendations to define our goal areas and delineate our next steps.

On August 20, 2024, we held a follow-up virtual retreat (via Zoom) with more participants across MGB Radiology. This session involved a deep dive into the key themes identified in the previous stages and provided space for small group discussions that aimed to further delineate prioritization and refinement of our goals, objectives, and tactics. By incorporating voices across diverse role groups within MGB Radiology, including directors, chairs, research and clinical faculty, and trainees, we ensured that our strategic plan was both inclusive and reflective of the diverse experiences within our department.

Through this diligent and collaborative process, we now have five clearly defined goal areas, each with prioritized objectives and tactical plans. These five areas include: 1) Psychological Safety, 2) Community Engagement, 3) Research and Scholarship, 4) Learning and Development, and 5) Recruitment and Retention.

The EIB strategic plan we have developed together as one MGB Radiology is responsive to the evolving internal environment and to the external pressures posed by a rapidly shifting national landscape. This arduous yet rewarding process, marked by retreats, surveys, interviews, and thoughtful feedback, has led us to a strategic framework that will guide the evolution and maturity of equity, inclusion, belonging and engagement efforts moving forward. We now have a comprehensive plan that is both actionable and sustainable, ensuring that we are building a culture of belonging that will drive organizational excellence and innovation across the entire MGB Radiology enterprise.

## Scope

- **Goal Area:** Outcome-oriented statements intended to guide and measure the organization's future success.
- **Supporting Objective:** Clarification of direction, describing what the organization wants to have happen.
- **Tactics:** Actionable and measurable initiatives, programs, projects, or directives necessary to achieve the objectives.

## Prioritization of Objectives

- **Short Term (ST)** = Must begin objective in next fiscal year (12 months).
- **Long Term (LT)** = Plans to implement objectives in the subsequent fiscal year and beyond.
- **Just Do It (JDI)** = Begin or continue objectives already underway with a low implementation effort and high impact.

## Guiding Principles

To successfully develop and implement a strategic plan within the MGB healthcare system undergoing a transformational process, the guiding principles of this work will be System Integration and Alignment with MGB's equity, engagement, inclusion, and belonging goals. These guiding principles will be integrated into the fabric of every aspect of the strategy and the implementation of the plan.

### Guiding Principle: System Integration

#### *Objectives:*

- Establish regular interdisciplinary team meetings and cross-departmental projects to break down silos and promote collaboration, ensuring all teams are aligned with equity, engagement, inclusion, and belonging goals.
- Create mentorship programs, leadership development opportunities, and targeted initiatives to support and advance women and members of historically underserved groups.
- Introduce structured feedback channels and regular EIB progress reviews to continuously assess and improve integration efforts and address any emerging issues experienced by our workforce.
- Develop a unified dashboard with key performance metrics that can be stratified by site, function, leader and patient population, among others, that will be shared with a governing committee to drive accountability.

### Guiding Principle: Alignment with Mass General Brigham Strategy on Equity, Engagement, Inclusion & Belonging

#### *Objectives:*

- Establish robust communication channels and regular inter-departmental meetings to facilitate the sharing of best practices and progress on objectives.
- Conduct a thorough assessment of resource allocation and ensure equitable distribution to all areas within MGB Radiology to uniformly support our community health efforts.
- Create a leadership team structure with workgroup committees responsible for overseeing and coordinating initiatives across MGB Radiology, ensuring alignment with system-wide goals and proactively addressing health disparities.

# Five Short-term Objectives Chosen by Group During Virtual Retreat, August 20, 2024

Psychological Safety	Community Engagement	Research and Scholarship	Learning and Development	Recruitment and Retention
<p><b>Establish</b> a streamlined process for HR to promptly address employee feedback on psychological safety and belonging issues, ensuring timely and transparent communication to build trust.</p>	<p><b>Integrate</b> new standards for disability access across all community engagement efforts, ensuring facilities and services are accessible.</p>	<p><b>Regularly communicate</b> progress on internal EIB efforts and research diversification to engender trust and demonstrate respect by closing the loop and keeping stakeholders informed.</p>	<p><b>Introduce</b> training sessions on cultural humility, enabling leaders and staff to engage respectfully and effectively with demographically diverse populations.</p>	<p><b>Establish</b> mentorship and career development programs, specifically for women and women of color, and create support networks within the organization to address unique challenges faced by these intersecting diversity dimensions within AMCs.</p>
<p><b>Redesign</b> the employee survey and exit interview processes to be more comprehensive, with actionable follow-up plans to address identified issues and improve retention.</p>	<p><b>Provide</b> ongoing training for staff on culturally appropriate care practices, enabling them to better serve diverse populations with sensitivity and respect. Monitor and measure performance through disaggregating patient experience data.</p>	<p><b>Partner</b> with diverse community organizations to recruit racially, ethnically, and culturally diverse research participants, ensuring studies reflect the broader population.</p>	<p><b>Develop</b> a comprehensive leadership training program focused on building inclusive leadership competencies, fostering inclusive environments, promoting equity, inclusion, and belonging, and advancing effective team dynamics to maximize the intended impact of integration.</p>	<p><b>Conduct</b> training across MGB Radiology, focusing on the importance of inclusivity, belonging, and the benefits of diversity. Ensure visible commitment from leadership to foster an inclusive environment.</p>
<p><b>Develop</b> and implement policies to protect employees from retaliation, encouraging a culture where concerns can be raised safely and constructively.</p>	<p><b>Establish</b> partnerships with local organizations representing various community demographics to better understand and address their specific healthcare needs, promoting trust, and engagement</p>	<p><b>Introduce</b> community trust-building initiatives, such as town hall meetings and forums, to engage directly with both patients and community members to learn from and address historical mistrust.</p>	<p><b>Provide</b> training on microaggressions and interpreting nonverbal behaviors and equip staff with the skills to recognize microaggressions and address discomfort, thereby fostering a more inclusive and supportive atmosphere.</p>	<p><b>Develop</b> a comprehensive recruitment package relative to peer institutions that includes relocation support and takes into consideration Boston's high cost of living. Create an onboarding process that highlights local cultural diversity and communities.</p>
<p><b>Conduct</b> regular EIB-focused feedback sessions with faculty, staff, and learners to proactively address belonging, trust, and communication issues, fostering a more inclusive environment.</p>	<p><b>Build and implement</b> programs to provide a broader range of screenings beyond cancer, ensuring diverse communities have access to comprehensive healthcare diagnostic and screening services.</p>	<p><b>Implement</b> a mentorship program that connects trainees with research opportunities, guided by experienced faculty to foster participation and growth.</p>	<p><b>Conduct</b> regular workshops to address implicit bias, promoting awareness and strategies for mitigating its impact within the workplace.</p>	<p><b>Implement</b> regular check-ins and feedback mechanisms for trainees to ensure their voices are heard and concerns addressed. Establish a zero-tolerance policy for retaliation.</p>



## Goals and Objectives: 2024-2029

The following outlines the five major goal areas for MGB Radiology with the aim of implementing them with a phased approach in the upcoming years.

### Goal Area 1: Psychological Safety

#### *Objectives:*

- Establish a streamlined process for HR to promptly address employee feedback on psychological safety and belonging issues, ensuring timely and transparent communication to build trust.
- Redesign the employee survey and exit interview processes to be more comprehensive, with actionable follow-up plans to address identified issues and improve retention.
- Develop and implement policies to protect employees from retaliation, encouraging a culture where concerns can be raised safely and constructively.
- Conduct regular EIB-focused feedback sessions with faculty, staff, and learners to proactively address belonging, trust, and communication issues, fostering a more inclusive environment.

## Goal Area 2: Community Engagement

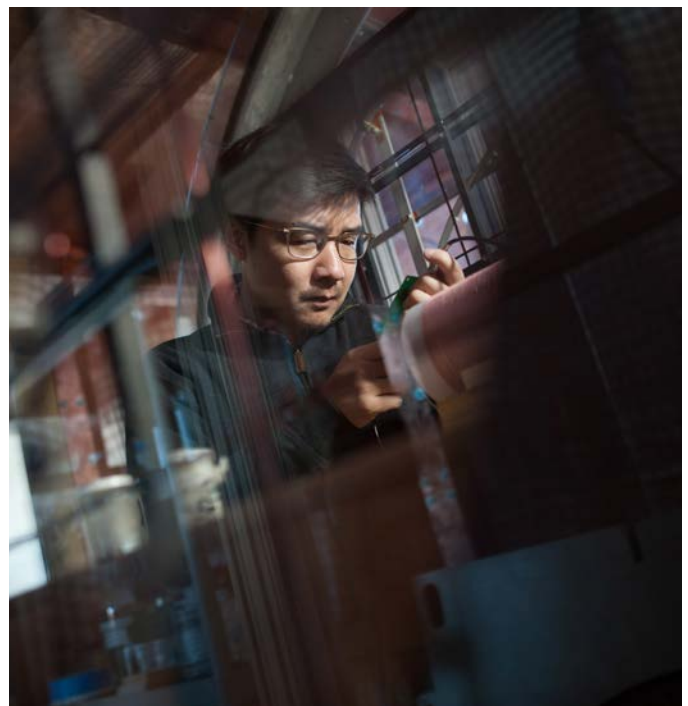
### Objectives:

- Build and implement programs to provide a broader range of screenings beyond cancer, ensuring diverse communities have access to comprehensive healthcare diagnostic and screening services.
- Integrate new standards for disability access across all community engagement efforts, ensuring facilities and services are accessible.
- Provide ongoing training for staff on culturally appropriate care practices, enabling them to better serve diverse populations with sensitivity and respect. Monitor and measure performance through disaggregating patient experience data.
- Establish partnerships with local organizations representing various community demographics to better understand and address their specific healthcare needs, promoting trust and engagement.

## Goal Area 3: Research and Scholarship

### Objectives:

- Implement a mentorship program that connects trainees with research opportunities, guided by experienced faculty to foster participation and growth.
- Introduce community trust-building initiatives, such as town hall meetings and forums, to engage directly with both patients and community members to learn from and address historical mistrust.
- Partner with diverse community organizations to recruit racially, ethnically, and culturally diverse research participants, ensuring studies reflect the broader population.
- Regularly communicate progress on internal EIB efforts and research diversification to engender trust and demonstrate respect by closing the loop and keeping stakeholders informed.



Goal Area 4: Learning & Development

Objectives:

- Develop a comprehensive leadership training program focused on building inclusive leadership competencies, fostering inclusive environments, promoting equity, inclusion, and belonging, and advancing effective team dynamics to maximize the intended impact of integration.
- Conduct regular workshops to address implicit bias, promoting awareness and strategies for mitigating its impact within the workplace.
- Introduce training sessions on cultural humility, enabling leaders and staff to engage respectfully and effectively with demographically diverse populations.
- Provide training on microaggressions and interpreting nonverbal behaviors and equip staff with the skills to recognize microaggressions and address discomfort, thereby fostering a more inclusive and supportive atmosphere.

Goal Area 5: Recruitment & Retention

Objectives:

- Develop a comprehensive recruitment package relative to peer institutions that includes relocation support and takes into consideration Boston’s high cost of living. Create an onboarding process that highlights local cultural diversity and communities.
- Establish mentorship and career development programs, specifically for women and women of color, and create support networks within the organization to address unique challenges faced by these intersecting diversity dimensions within AMCs.
- Implement regular check-ins and feedback mechanisms for trainees to ensure their voices are heard and concerns addressed. Establish a zero-tolerance policy for retaliation.
- Conduct training across MGB Radiology, focusing on the importance of inclusivity, belonging, and the benefits of diversity. Ensure visible commitment from leadership to foster an inclusive environment.

Prioritization of Objectives

Five Short-term Objectives Chosen by Group During Virtual Retreat, August 20, 2024

Psychological Safety	Community Engagement	Research and Scholarship	Learning and Development	Recruitment and Retention
Redesign the employee survey and exit interview processes to be more comprehensive, with actionable follow-up plans to address identified issues and improve retention	Integrate new standards for disability access across all community engagement efforts, ensuring facilities and services are accessible	Regularly communicate progress on internal EIB efforts and research diversification to engender trust and demonstrate respect by closing the loop and keeping stakeholders informed	Introduce training sessions on cultural humility, enabling leaders and staff to engage respectfully and effectively with demographically diverse populations	Establish mentorship and career development programs, specifically for women and women of color, and create support networks within the organization to address unique challenges faced by these intersecting diversity dimensions within AMCs

## Vision for Strategic Plan Implementation

Our mission is to ensure sustainability and success of the strategic plan by seamlessly incorporating the plan's priority goals into the existing radiology pillars of clinical operations, research and education, faculty affairs, workforce development, and innovation. To achieve the successful implementation of our vision of a radiology department that prioritizes workforce well-being and delivers innovative, patient-centered, equitable care, we will:

- **Foster a Collaborative Environment** across MGB Radiology that enhances patient care and improves operational efficiency.
- **Invest in Workforce Development** and provide ongoing training and education to empower our Radiology workforce with the skills to deliver high-quality, patient-centered care.
- **Prioritize Employee Well-being** by implementing policies and programs that support wellness for our Radiology workforce.
- **Leverage Innovation** by incorporating novel tools to streamline workflows, improve patient outcomes, and enhance the overall patient experience.
- **Ensure Equitable Access to Care** through strategies that proactively address disparities in access to radiology services and health outcomes.
- **Continuously Measure and Improve** our progress toward achieving our vision and pivot as needed to ensure we achieve our strategic plan goals together.



Lung Screening Program at Colaborativa Health Fair 2024



# Implementation Plan Process: Year 1

To implement the objectives and tactics by September 2025, it is crucial to establish a structured, phased approach that will guide our teams through the process.

## 1. Reaffirm Leadership and Structure

- **Team Leaders:** Because the team leaders played an integral role in guiding the groups to create tactics, they will continue to lead the implementation. They are already familiar with the nuances of the objectives and can build on momentum they created.
- **Form Implementation Teams:** Each team leader will head an implementation team, composed of members who have specific roles related to each objective. They will consider adding stakeholders from outside the original groups to offer fresh perspectives and provide support during implementation.
- **Assign Responsibilities:** Each team will clearly define roles and responsibilities, ensuring a point person for each tactic.

## 2. Establish Clear Timelines and Milestones

### Phase 1: Fall 2024 – Initial Set-Up and Planning

- **September 2024:** Meet with team leaders to finalize the structure, assign responsibilities, and confirm team members.
- **October 2024:** Begin detailed team planning, identifying the resources needed (people, budget, training).
- **November 2024:** Set up systems to monitor progress (regular check-ins, dashboards, or a project management tool).

### Phase 2: Winter 2024/Spring 2025 – Pilot and Testing

- **December 2024 – January 2025:** Conduct small-scale pilot initiatives or simulations for high-impact tactics to gather feedback and refine processes.
- **February – March 2025:** Full-scale planning for rollout.

### Phase 3: Summer 2025 – Full Implementation

- **April – June 2025:** Begin broad implementation across individual Radiology departments.
- **July – August 2025:** Ensure training programs, mentorship, recruitment initiatives, and other elements of the five short-term objectives are operational.

### Phase 4: September 2025 – Finalize & Report

- **September 2025:** Review outcomes, report on progress, select next objective for implementation, and adjust implementation for following fiscal year as necessary.

This process will continue during the subsequent years (2026-2029) as we continue with the implementation of additional objectives by Goal Area.

## Implementation Plan Post-Year 1 (2026-2029):

Following the initial year, implementation efforts will expand to address additional objectives across specific goal areas, structured in a measurable and results-driven framework. Building on the foundation and momentum of Year 1, the leadership structure will remain integral, with team leaders continuing to oversee their respective implementation teams. These teams will revisit and potentially expand their composition to incorporate new stakeholders, bringing fresh perspectives and support for ongoing initiatives. Clear responsibilities will remain defined within each team to maintain accountability, ensuring that each tactic has a designated point person. The phased approach will continue, with measurable timelines and milestones set for each goal, ensuring alignment with broader strategic objectives and enabling the organization to track and assess progress accurately. Annual reviews will assess outcomes, refine tactics, and prioritize new objectives for subsequent years. Key assumptions guiding this ongoing implementation process include anticipated strategic factors such as evolving funding landscapes, rising expectations for transparency in healthcare costs, and significant advancements in artificial intelligence. MGB Radiology will also address constraints related to physical space and reimbursement changes, while adapting to pressures from federal and local legislation. This forward-looking approach will help the organization continuously recalibrate and refine its strategic plan, driving measurable and meaningful progress in line with evolving needs and expectations within the radiology landscape.



## Assumptions about the Future 2024-2029 (Updated from 2017)

To make progress toward an envisioned future, an organization must constantly anticipate the strategic factors likely to affect its ability to succeed and to assess the implications of those factors. This process of building foresight about the future will assist MGB Radiology to constantly recalibrate its view of the relevant future, a basis upon which to update the strategic plan.

- Integration across Mass General Brigham will continue.
- There may be a reduction in external funding for research.
- There will be increased expectation to deliver diagnostic answers faster.
- MGB Radiology sites will continue to have physical space limitations.
- There will be increased expectations for greater transparency of healthcare costs.
- There will continue to be reductions in reimbursement for radiology services.
- There will be continued consolidation of healthcare providers at a national and local level.
- The growth in Artificial Intelligence will continue to transform radiology.
- Federal legislation will fundamentally influence reimbursement of radiology services.
- There will be greater local legislative pressures, including tiered payments in MA.
- There will be increased focus on data-driven Equity Improvement and Community Health.
- Molecular Imaging and Theranostics will become mainstream in oncologic care.
- There will be a greater need to harness data science in precision health.

