



From Words to Action: Organizational Accountability and Transformation

Institutional Antiracist Change in American Healthcare Organizations

WHY NOW

COVID-19 and the 2020 wave of racial justice demonstrations in the United States moved many healthcare organizations to enact antiracist change goals. Yet, many of these commitments lacked effective strategies and accountability mechanisms.

OVERVIEW

IARA conducted a one-year study of existing antiracist interventions in healthcare organizations and a review of authoritative evidence for institutional accountability.

KEY RESEARCH FINDINGS

IARA's pioneering case studies indicate five key organizational levers necessary to close racial disparities in healthcare outcomes and produce long-term sustainable institutional transformation:

- Buy-in and continued engagement from leadership
- A shared understanding and use of explicit language to define structural racism
- Effective organizational infrastructure
- Clearly defined metrics
- Building internal capacity and professional development

“Putting action before planning, as well as the lack of provision of a clear organizational framework, pose challenges for measuring progress and sustaining long-term impact to address institutional racism.”



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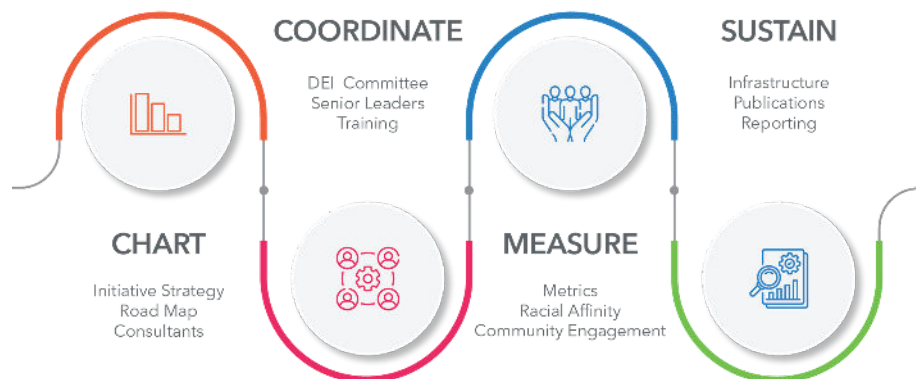
Study Sites

IARA’s qualitative analysis included key informant interviews at:

- Race to Justice initiative in the New York City Department of Health and Mental Hygiene
- Task Force to Address Racism at Mount Sinai Health System
- Racial Reconciliation and Healing program of the Southern Jamaica Plain Health Center

Framework for Accountability

Based on these findings, IARA developed an accountability compass for guiding healthcare organizations through effective levers of change. This framework includes a holistic, four-dimensional pathway with wide applicability across hospitals, public health agencies, and community health centers.



CASE STUDY SPOTLIGHT

Southern Jamaica Plain Health Center

Small-scale, community-health programs in Jamaica Plain had a demonstrably positive impact on the larger Mass General Brigham healthcare system in Boston. Doctors and medical staff who participated in RacialRec—a youth and peer learning project on racial justice and liberation—implemented clinical and departmental changes in the delivery of neurology and cardiology services.

DOWNLOAD AND READ THE REPORT



bit.ly/AntiracismHealthcare