

REFLECTING, RE-ENVISIONING, AND REBUILDING: **Looking Back to Move Forward in our Equity Journey**

Still in our infancy as a merged affiliate, yet informed by over a century of institutional history, the second year of Planned Parenthood of Greater New York's equity transformation has been defined by moments of deconstructing, catalyzing and rebuilding, as we continue to meet and overcome challenges--both internal and external--to growing this crucial work.

With the ongoing backdrop of a devastating pandemic, and its disproportionate impact on Black and Brown communities, we have continued the challenging process of acknowledging the harm we have perpetuated as both a historically and presently white-dominant organization and worked to implement strategies to create and sustain change, in the face of COVID fatigue, and waning public attention and white allyship a year after the nationwide protests following George Floyd's murder. Over these past few years, we have worked to create a shared vocabulary and analysis using a "race+" equity framework, centering race explicitly but not exclusively, to reorient our systems that create inequitable outcomes, and repair relationships with staff, patients, and communities of color.

After making an organizational commitment, defining our approach and beginning to build an infrastructure that embedded equity considerations into our functional work, 2021 provided us with the opportunity to begin operationalizing the theoretical framework and build a praxis of responsibility and accountability to equity that is simultaneously diffused throughout our individual functional roles, our teams, and our systems.

Our present moment invites us to uphold our promise, refine our strategies and recommit to centering ourselves in our shared responsibility to keep equity at the heart of everything we do, in assurance of a more just and equitable PPGNY.





THE FOUNDATIONS OF OUR JOURNEY

The [organizational mission and vision](#) commit us to actively working toward being a multicultural, inclusive, and anti-racist organization where all community and staff thrive. Five goals animate this ongoing commitment as outlined in our Equity Action Plan, adopted in January 2020.

Learn more about the origins of our journey:

[Our 2020 Report](#)

[Our Statement of Commitment to Equitable Care](#)

Equity Action Plan Goals

1. Ensure PPGNY workforce, leadership, and Board reflect and respond to marginalized communities
2. Commit to organizational standards and practices centered on intersectional race equity
3. Provide equitable and inclusive health care to all
4. Build accountable relationships with communities of color
5. Use data to measure and drive progress on equity commitments

OUR EVOLVING APPROACH

In the start of 2021, our equity work had matured, the Equity & Learning Department had grown, and with it our ability to effectively expand into new areas of programming and practice, with deepened complexity and nuance.

Leadership changes, including in the Equity & Learning Department, required us to regroup and move forward by changing the way we communicate our work. An iteration of our prior approach, this new structure supports a clearer division of equity work and communicates the scope and trajectory of our equity transformation with clarity to better serve both internal and external stakeholders.

Our new approach focuses on 5 key areas the organization must address to live up to our commitments to race+ equity.

Leadership Development

Building capacity to champion change

Institutional Equity

Addressing internal disparities to create an equitable and inclusive organization

Communications & Engagement

Building relationships, increasing buy-in, and amplifying the work.

Health Equity

Support transformation of clinical model with equity at the center

Data & Assessment

Monitoring progress and ensuring accountability to equity goals

Deepening our focus on these 5 key areas supports an explicit division of equity work and communicates the scope and trajectory of our equity transformation with clarity to better serve both internal and external stakeholders.

OUR HOLISTIC MODEL

PPGNY utilizes a holistic, multi-pronged model with two interconnected approaches to each focus area.

Learning & Culture

Developing and deepening equity analysis through training, programs, and creating of brave spaces to confront inequity.



Equitable Systems

Operationalizing equity through the formation, adoption, and reinforcement of policies, protocols, and structural change.

OUR EQUITY TRANSFORMATION CONTINUED

We share our updated journey here to highlight the iterative nature of this work, showing that transformational change happens in different ways, trajectories, and at varying paces across the organization, becoming simultaneously broader and more refined as the work matures.

Our milestones increased in frequency, even as we grappled with the question: what do we consider a milestone in this work?

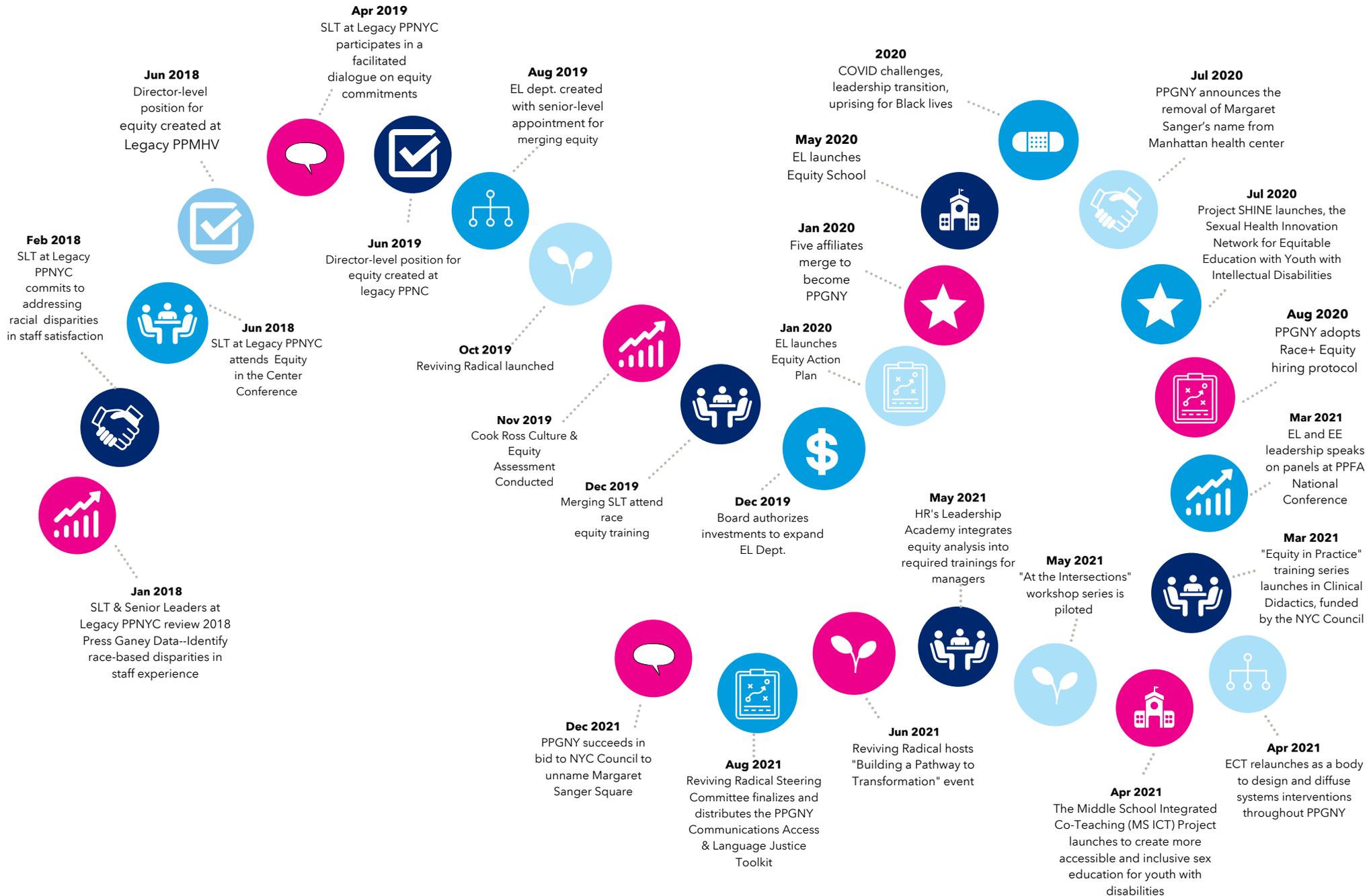
And how does our definition of a signpost along our journey shift and change, as the journey itself shifts and changes?



Building on our previous journey helps us see clearly that transformation is not linear nor easily defined, but multiplicative and ever evolving, in concert with the evolution of the people and institutions it touches.

For more information and details on our work in 2021, [please see the Appendices below.](#)

OUR EQUITY JOURNEY: A TIMELINE



REFLECTING ON OUR PAST & ENVISIONING OUR PATH

Equity is not a static location, but a constant practice; we continue to learn from and build on the strategies and lessons learned, as we grapple with uncomfortable truths and advance our equity transformation.

2021 was a year of diffusion, where our focus turned to maximizing our impact in the face of ongoing challenges related to COVID-19 and the continued strain on our workforce and organization. Drawing from movements characterized by collectivism and shared fates, our motto in 2021 became: we cannot do it alone. Relationships, partnerships and cross-departmental collaboration became key to advancing the normalization and permeation of race+ equity analysis throughout all areas of the organization. Requests for coaching, guidance and training from our Equity & Learning team—both within the organization and across the country—grew exponentially, supporting leaders and individual contributors alike in integrating equity into their day-to-day roles. Hiring managers, Human Resources, and Equity & Learning collaborated to streamline our hiring processes, reinforcing adherence to basic equity competencies for all PPGNY staff. Our largest cross-functional initiative, the Equity Core Team (ECT), matured into a new phase, where each group—representing multiple departments across every region of the Affiliate—worked to create and implement a systemic intervention to embed equity within their area of work.

Our focus on collective action and capacity-building for transformational change did not (and does not) end with our individual or collegial relationships, either; the institution's relationship with its workforce, patients and the communities it has harmed throughout its 100-year existence remain at the center of our equity journey. Continued efforts to create an affirming and safe PPGNY for both employees and patients expanded through refined talent management processes—strategic recruiting, collaborative hiring processes and team-level efforts to foster equitable and inclusive team cultures. These efforts embody our growing holistic approach in this area, upholding our commitment to continually increase the percentage of people of color in the organization and ensure all PPGNY employees demonstrate commitment and practice of our organizational values in everything they do. Care Convenings to repair harm within the institution—particularly for our staff members of color—were held to make space for collective processing and healing. This work was done in partnership with the Restore + Repair Workgroup to intentionally create an affirming environment to share stories, validate harm and impact and create conditions for repair, restoration, resilience and renewal.

With increased diffusion of the equity work throughout our organization, there must necessarily also be expansion. 2021 brought us into a phase of our journey where our foundations were already well-laid, and additional nuance could be introduced into our spaces, applying an



intersectional lens and praxis, addressing bias that exists at the intersections of multiple marginalized identities and race.

This has translated to an investment in our accessibility work, both internally and externally, as well as expansion of our training offerings with an intersectional approach. The Equity & Engagement Department launched [Project SHINE](#) in partnership with Research & Evaluation, continued [Reviving Radical's](#) commitments to our Community Mandates—including the creation of a Communications and Access Language Justice Toolkit—and formed an advisory council through The Middle School Integrated Co-Teaching (MS ICT) Project, which seeks to create more accessible and inclusive sex education for youth with disabilities.

The capstone of all our 2021 achievements came in December, when PPGNY succeeded in our bid to the New York City Council to remove Margaret Sanger's name from the square outside of PPGNY's Manhattan health center. In accordance with PPGNY's removal of the Sanger name from said health center in July of 2020 resulting from our Reviving Radical initiative, the square's unnamings is another example of PPGNY's public commitment to reckon with our legacy and our founder's harmful connections to the eugenics movement. It demonstrates a deliberate break from systemic racism and ableism and sends a message to our patients and staff that we are charting a new course forward towards a more equitable future.

Still, we face continued challenges. Our attempts at constructing internal infrastructure to create a unified organizational culture post-merger, inexorably linked to race + equity, exist in tandem with waning national discourse—and action—around anti-Black racism and solidarity. Our engagement in and commitment to actively anti-racist work can feel thwarted or threatened when concepts of equity are drastically less present in the collective public consciousness, as support for the Uprising for Black Lives has decreased since the summer of 2020.

In the face of this downward trend, our next step as an organization is to recommit to our investment in operationalizing race+ equity work by increasing accountability, moving towards transparency no matter how difficult, and striving for a Just Culture. For Planned Parenthood of Greater New York to experience a sustainable and meaningful equity transformation, each of us must recognize that we all have the capacity to be change agents with regards to this work. Engagement in anti-racist equity needs to happen on intrapersonal, interpersonal, institutional, and systemic levels; equity is both the responsibility of our organization and of the individuals within the organization. Transformational change may happen at a different pace for an employee than for the affiliate, and yet the journeys remain intertwined. Regardless of our functional roles, equity is foundational to all our jobs.



We are enormously appreciative of our many colleagues and community stakeholders who have been equity champions for our organization, and we are eager to continue moving forward together in this work in ways that deepen our ties and understanding; expand our methodology and center our most impacted colleagues, patients and stakeholders throughout 2022.

As our journey continues to pick up momentum, it is critical to highlight the role of shared fates. Equitable futures at PPGNY are about creating an understanding of collective responsibility to integrate and further this work as one organization. Our equity journey is not additional work, it is the work; the journey will move forward fully, and faster, but only when we all embrace a shared understanding that our fates are wrapped up together and bound by our collective vision of an equitable future for PPGNY.

This document was authored by the Equity & Learning Department and designed by Erika Keith, Director of User Experience & Design.

ACKNOWLEDGEMENTS

Thank you to the Equity & Learning team for undertaking the ongoing work of transformation towards a more equitable organization:

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We appreciate and acknowledge the work of former Chief Equity & Learning Officer, Fiona Kanagasingam and Chief Equity & Engagement Officer, Merle McGee that set PPGNY on this path; the Equity and Engagement Department for operationalizing this work in and with community; our Board and past and present leadership for continuing to champion this work; and many more staff, supporters, and community members for joining PPGNY on this journey.



APPENDIX A:

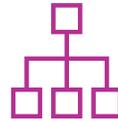
Equity School Course Offerings



Equity
Fundamentals



At the
Intersections



Managing for
Equity & Results

Additional Equity Learning Initiatives & Infrastructure



Regional DEI
Collectives



Race-based
Caucuses



Equity Core
Team



Board & Senior
Leader Training



Board Equity
Committee



Patient Experience
& Equity Taskforce



Equity
Proofing

Structural Initiatives to Advance Equity

- Hiring
- Talent management
- Compensation
- Communications development
- Financial decision-making
- Vendor management
- External Partnerships
- Protocols & policies related to clinical care

APPENDIX B: PROGRAMS & INITIATIVES OPERATIONALIZING RACE+ EQUITY

| Area of Focus | Program/Intervention | 2021 Highlights |
|------------------------|---|---|
| Leadership Development | <p>Managing for Equity and Results (MER) Building analysis and awareness of identity and its impact, managers learn to hire, build trust with and retain diverse, multicultural teams; shape and drive inclusive and equitable team cultures and lead their teams to identify and address racial and other systemic disparities in their functional areas.</p> | <ul style="list-style-type: none"> • 51 managers completed MER • MER integrated into Human Resources' Leadership Academy, embedding equity analysis into required training for all managers. |
| | <p>Hiring Training and Support Skill-building for hiring managers and interview panelists on how to assess competencies for the role; interview effectively and utilize hiring best practices to support recruitment and retention with an equity lens.</p> | <ul style="list-style-type: none"> • 125 hiring managers and panelists reached through "Equity in Hiring" • Rolled out a new, streamlined hiring rubric based on feedback from hiring managers. • Enhanced one-on-one support, coaching and customized small group training to further support adherence to hiring protocol. |
| Health Equity | <p>Clinical Didactics Clinical Didactics is a program focused on improving patient experience and outcomes through analysis- and skill-building for health center staff, specific to providing care with an equity lens in a PPGNY context.</p> | <ul style="list-style-type: none"> • Over 250 clinical and community-facing staff members reached with New York City Council-funded "Equity in Practice" series. • Provided learning across 3 dimensions of health equity: Outcomes, Access and Treatment, to support improvement of service provision in these areas. • Piloted additional training for clinical managers (Managing for Health Equity) attended by top leadership in Clinical Operations across regions. |
| | <p>Patient Experience & Equity Taskforce (PEET) Interdisciplinary taskforce comprised of leaders from Clinical Operations, Equity & Engagement, Research & Evaluation, Medical Leadership and Equity & Learning created to address issues impacting patient experience, particularly where racial or other bias is a factor.</p> | <ul style="list-style-type: none"> • PEET spearheaded creation of four policies related to Patient Experience and Equity, including policies for improved communication access and equitable protocols for patient accommodation and termination from services. • Led development and implementation of key infrastructure, including regular review of patient experience data and patient complaints, with an equity lens and quality improvement focus. • Taskforce doubled in size, with broad participation across departments and regions. |

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| <p>Institutional Equity</p> | <p>Access Workgroup Led by Equity & Engagement, the intra-agency Access Workgroup works to identify areas of strength and growth for the agency and develop and implement a plan to dismantle ableist practices, envisioning a PPGNY that is an accessible and equitable space in which all bodies and minds are valued and can thrive.</p> | <ul style="list-style-type: none"> • Launched in 2021; providing regular learning and discussion spaces for issues around ableism and disability justice. • Began development of PPGNY accessibility audit tool, to be disseminated in 2022. |
| | <p>Anti-Racist Caucuses Race-based affinity groups designed to create brave spaces to discuss experiences of racism, engage in healing practices and offer community support and care away from white dominant spaces and build individual and collective ability to recognize and confront internalized, interpersonal and systemic bias shaped by white supremacy culture, enhance awareness of anti-Black racism, Native erasure and implement cross-racial solidarity practices based on shared fates.</p> | <ul style="list-style-type: none"> • More than 50 staff participated in Anti-Racist Affinity Caucuses monthly. • Launched cross-caucus space for all Anti-Racist Caucus participants to build individual and collective ability to recognize and confront internalized, interpersonal and systemic bias. |
| | <p>At the Intersections (ATI) Intersectional LGBTQ+ cultural humility training designed to provide learning and strategies to address bias at the intersections of gender, sexuality and race. The training series grapples with the barriers that LGBTQ+ patients.</p> | <ul style="list-style-type: none"> • 36 staff participated in the "At the Intersections" pilot. |
| | <p>Equity Fundamentals (EF) A three-part, foundational 'race +' equity training-- including content and activities relevant to and supportive of the participants' interpersonal development--required of all new hires in the organization. Sessions conclude with prompts to facilitate the participants' ability to transition from learning to practice in their individual and team roles.</p> | <ul style="list-style-type: none"> • 122 staff reached through seven cohorts of "Equity Fundamentals." |
| | <p>Race+ Equity (RE) Chats Comprehensive and inclusive race+ equity conversations, bringing in expert panelists from across the country to speak directly to pressing issues related to equity at the intersections of identity, healthcare and justice movements.</p> | <ul style="list-style-type: none"> • Hosted two panel discussions on 'Race, Disability and Reproductive Justice' and 'Vaccine Hesitancy or Medical Racism?' • Partnered with nine expert panelists, averaging 96 participants per session |



Diversity, Equity, and Inclusion (DEI) Collectives

Monthly meeting space built around the Organizational Change Framework (visualize, normalize, organize, operationalize), attendees participate in group activities to examine and reflect on how they can best incorporate equity practices in their daily roles and demonstrate race+ equity competencies, using scenarios, videos, memes, prompts and group discussions.

- On average, 50 staff per month participated in DEI Collectives across all regions.
- Collaborated with several teams throughout PPGNY to share best practices and lessons learned from embedding equity into their work.

Equity Core Team (ECT)

The ECT is a cross-departmental initiative focused on coaching equity 'champions' in various functional areas toward operationalizing equity in their Departments, moving beyond analysis building, through phases of ideation, operationalization and ultimately implementation of systemic interventions with an equity lens.

- 25 equity 'champions' participated in monthly meetings and check-ins.
- Re-envisioned and relaunched new ECT structure, focused on implementing systemic interventions within each functional area.
- Representatives from Development, Board Affairs, Clinical, External Affairs, HR and Equity & Engagement identified equity related gaps in their functional areas, committed to a project goal, gathered resources and stakeholders, and developed solutions throughout the six-month cycle, learning skills and sharing best practices along the way.

Communications & Engagement

MS ICT Project

A collaboration between Education and Training (Equity and Engagement) and Research and Evaluation, the Middle School Integrated Co-Teaching (MS ICT) Project seeks to create more accessible and inclusive sex education for youth with disabilities.

- Formed an advisory council of self-advocates and professionals in disability field to support initiative and offer feedback
- Piloted Change Happens in four middle school ICT classrooms
- Developed two-session series for caregivers of youth with disabilities, set to be piloted in 2022

Project SHINE

Project SHINE (led by Equity and Engagement), the Sexual Health Innovation Network for Equitable Education with Youth with Intellectual Disabilities, is a three-year long initiative, that seeks to address inequities in sex education by developing an innovative sexual health tool for people with intellectual and developmental disabilities, ages 16-24.

- Utilizing Design Thinking strategies, SHINE members worked to develop and test aspects of an innovative "Accessibility Considerations" sexual health tool



Reviving Radical (RR)

Reviving Radical, led by Equity and Engagement, is a framework to guide our affiliate's journey as we reckon with Margaret Sanger's support for eugenics and the harmful impact of that decision on women of color, people with disabilities, and poor communities at the dawn of the birth control movement. RR provides an organizational approach to listening, learning, and transforming relationships within communities of color, and strives to center accountability for how Planned Parenthood of Greater New York shows up with and within communities of color.

- Hosted an event, "Building a Pathway to Transformation," to provide space to share progress made on the mandates set by community
- Hosted five Listening Sessions and a TGNC Wellness event to hear directly from community
- RR Steering Committee finalized a Communications Access and Language Justice Toolkit, available on the PPGNY intranet. Committee members are hosting presentations on the toolkit across the agency