

Assessment of the 2024 RESOP Initiatives

Organizational Initiatives

There is an ongoing emphasis on enhancing staff capacity to incorporate DEI principles into their work by using staff-developed tools like our Equity Lens for strategic decisions. BEAM Team initiatives have included formalizing staff-led learning sessions and conducting two pulse surveys and a more comprehensive annual survey to gauge organizational culture and DEI practices. In addition, DEI goals have been integrated into professional assessments and updates are being made to the employee handbook and HR policies to ensure they align with the Fund's values and legal requirements.

At the board level, the investment committee is working on implementing socially responsible investment strategies that reflect its values, including continuing to screen out tobacco and considering an index fund that screens for other sectors like weapons. The board's ad hoc DEI committee has finalized its charter and role, emphasizing the integration of DEI in organizational processes and external partnerships. The new CDC Foundation scholarship, Voices Today for Change Tomorrow, in which Milbank has played a role, has enhanced visibility for Voices, and is an important source of new funding for the organization.

State Leadership Programs

The leadership programs have continued to maintain diverse participation that mirrors the U.S. demographic makeup, specifically considering race, ethnicity, political ideology, gender and sexual orientation, while enhancing leaders' capacity to manage depolarizing discussions and promote best practices for advancing health equity through inclusive recruitment, meeting culture, and program curriculum. Current cohorts were successful in recruiting a diverse class, maintaining close to 40% persons of color participation. Participants from LGBTQIA+ identifying communities were lower than in years past as was applications and cohort representation among men. Legislative and Republican participation increased slightly, though still slightly less than half of participants. Milbank State Leadership Network communications and briefings have focused on promoting depolarization and health equity discussions, and intentionally engaging speakers of color to engage participants in their perspectives and narratives.

Participants have spoken to the ways the DEI sessions have expanded their thinking and leadership program alumni of color, in particular, have appreciated the new alumni convenings as a way to maintain a supportive community.

A representative sample of alumni of the leadership programs were interviewed as part of the strategic planning process. The participants were all highly appreciative of their experience in the programs and particularly the ability of the programs to build their facilities in health equity conversations and work. Alumni have provided insight into how to maintain and emphasize

Milbank’s commitment to nonpartisanship and use it as an asset as we pursue our commitment to diversity, equity and inclusion in a polarized political environment.

Population Health Programs

The Making Care Primary (MCP) network of Medicaid agencies participating in the MCP demonstration, and the Primary Care Investment Network of state advocates and officials working to increase primary care spending, are ongoing projects with high levels of engagement. While strong primary care is associated with improved health equity, there hasn’t been a specific focus on racial equity in these networks.

The Peterson-Milbank Program for Sustainable Health Care has encouraged states to track the impact of high health care costs on consumers, and the Oregon Health Authority has issued a report on its consumer survey findings. States are not reporting on affordability by race or ethnicity, but the program is leveraging national surveys on medical debt, for example, that measure the burden of medical debt by race or ethnicity.

Communications Initiatives





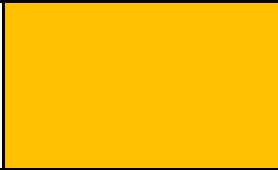



Around 20% of *Milbank Quarterly* articles and Opinions published in 2024 have been equity-focused, slightly short of meeting its goal for equity as one of four editorial areas of interest. Efforts are still underway to increase representation of racial and ethnic minority groups among *MQ* and *MMF* authors and *MQ* reviewers. Demographic self-reporting is an ongoing challenge. *MMF* came close to reaching its new goal for racial and ethnic representation among authors but fell slightly short of the 30% target.

MQ is consistently inviting at least one reviewer of color to review equity-related manuscripts but has not succeeded in maintaining a review from a person of color for these manuscripts. The *Quarterly* has added two scholars of color to its ranks of contributing opinion writers. The DEI style guide, primarily for use by *MMF* staff and authors, has been completed and shared with staff. An accessibility app and audio reader have been added to the website; there was some discussion about whether this ADA-oriented initiative was appropriately included in the 2024 RESOP.

2024 RESOP: Initiatives Status Summary

Organizational Initiatives	
<ul style="list-style-type: none">Build the capacity of staff to incorporate diversity, equity and inclusion into their work by applying our Equity Lens tool to strategic decisions; formalizing staff-led learning and discussion sessions guided by our Building Equity at Milbank (BEAM) staff workgroup; and incorporating DEI goals into professional assessments and individual development plans	

<ul style="list-style-type: none"> Implement a socially responsible investment strategy that is reflective of our organizational values 	
<ul style="list-style-type: none"> Codify Board DEI oversight responsibilities into Committee charters. The Board will oversee the Fund's work and role in fulfilling the Fund's commitment to an ongoing partnership with Voices for Our Fathers Legacy Foundation with direction from the Ad Hoc Committee on DEI Oversight 	
<ul style="list-style-type: none"> Continue to review and revise our human resources policies and procedures and vendor selection to promote diversity, equity, and inclusion 	
<ul style="list-style-type: none"> Continue our partnership with Voices for Our Fathers Legacy Foundation by collaborating with them on opportunities to share our joint story of "Harms and Healing," raising scholarship funds for descendants, and developing a memorial at Tuskegee University 	
<ul style="list-style-type: none"> Continue to include opportunities to share expressions of individual identity into our network management activities 	
<ul style="list-style-type: none"> Determine internal organization structure best suited to ongoing organization culture and accountability to advance the Fund's health equity commitment 	
Initiatives in state health policy leadership programs	
<ul style="list-style-type: none"> Maintain participation by members of racial and ethnic minority groups in our two state leadership program cohorts that is representative of the US population 	
<ul style="list-style-type: none"> Increase health policy leaders' capacity to facilitate depolarizing conversations to advance racial health equity work in states 	
<ul style="list-style-type: none"> Identify and promote best practices for programmatic interventions to promote health equity, recruiting consultants and faculty who are people of color, and ensuring that the strategies are relevant and applicable in environments in which it is challenging to advance this work 	
<ul style="list-style-type: none"> Increase participation among representatives of the communities we aim to serve, including underrepresented racial and ethnic minority communities, in Milbank State Leadership Network (MSLN) briefings and as authors of MSLN publications 	
Initiatives in population health programs	
<ul style="list-style-type: none"> Develop Medicaid's role in strengthening primary care by convening and supporting the Making Care Primary (MCP) Network of state Medicaid agencies 	

<ul style="list-style-type: none"> Continue to support the newly established Primary Care Investment Network of states that are involved in developing, proposing, passing, or implementing legislation to measure and/or increase primary care spending as a percentage of total spending 	
<ul style="list-style-type: none"> Promote states' focus on the impact of health care costs on health equity, including by supporting state communications focused on populations facing greater affordability challenges 	
<p>Communications Initiatives</p>	
<ul style="list-style-type: none"> Maintain health equity as one of four key area of editorial interest for <i>The Milbank Quarterly</i>, with at least 25% of published articles and opinions focused on health equity 	
<ul style="list-style-type: none"> Increase the percentage of <i>Milbank Quarterly</i> reviewers and authors, as well as Milbank Memorial Fund contributors, who are members of racial or ethnic minority groups 	
<ul style="list-style-type: none"> Implement methods for capturing self-identification of racial and ethnic identity by reviewers and authors in order to collect more accurate data regarding the percentage of individuals who are members of racial or ethnic minority groups 	
<ul style="list-style-type: none"> Maintain the practice of having at least one reviewer of equity-related manuscripts be a member of a racial or ethnic minority group 	
<ul style="list-style-type: none"> Additional one or two contributing writers are scholars of color 	
<ul style="list-style-type: none"> Update a diversity, equity, and inclusion style manual for both <i>The Milbank Quarterly</i> and the Milbank Memorial Fund 	
<ul style="list-style-type: none"> Continue a process to make the Milbank Memorial Fund website, including all new Milbank Memorial Fund publication PDFs, as well as Milbank virtual events, compliant with the Americans with Disabilities Act by, for example, using high-contrast colors and offering closed captioning 	