



# MGB is United Against Racism: Building a Culture of DE&I in Finance

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1

## Agenda and Learning Objectives

### Agenda

- Introduction and About MGB
- United Against Racism (UAR) Strategy
- Finance DE&I Goals
- Q&A

### Learning Objectives

1. Understand drivers and key components of MGB's United Against Racism (UAR) strategy
2. Explain the MGB workforce equity objectives
3. Understand Finance specific DE&I goals, tools and roadmap



2

2

# Mass General Brigham Vision & Mission



For our patients, our people, and the community

**Vision**  
Where we want to go

Mass General Brigham is building the integrated academic healthcare system of the future with patients at the center

**Mission**  
Who we are

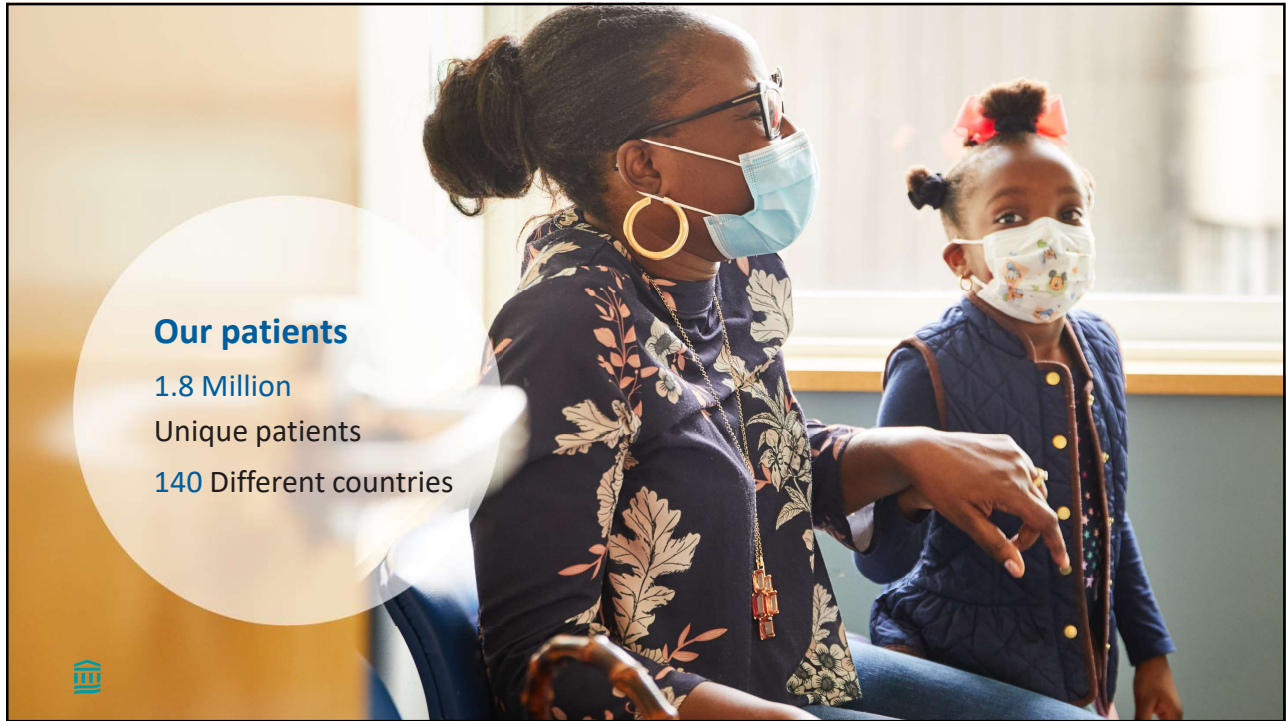
Patient care • Research & Innovation • Teaching • Community



3



4



**Our patients**

1.8 Million

Unique patients

140 Different countries



5



**Largest private  
employer  
in Massachusetts**

7,500 Physicians

15,020 Nurses

82,000 Employees



6



7



8

# Moving From Foundational to Transformational Change

United  
against  
racism

 Mass General Brigham

## Video Clip:

<https://youtu.be/NLFYRvJT-f0>

9

## Rationale: Understanding the Why

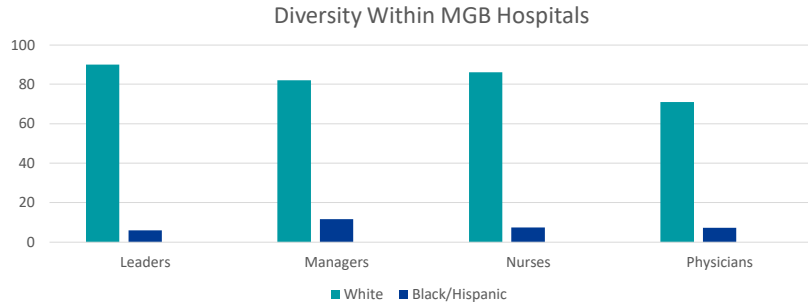
The racial crisis in America has required Mass General Brigham to ask who we are as an organization with regards to promoting racial equity. It has also required us to challenge the demographic composition of our Board representation and to be more diverse at senior levels of leadership.

- McKinsey declared that **30%** representation of diverse groups is needed for large-scale, sustainable change and equity and inclusion to occur.
- While Massachusetts is **24%** racially diverse, in the City of Boston, where MGH and BWH are located, there is **53%** racial diversity. Yet neither our leadership profile nor our patient population is reflective of our surrounding communities.
- Of the current 296 board seats across MGB, **18%** (52) are held by people of color (PoC)

10

## Rationale: Understanding the Why

- Across MGB
  - **90%** of leaders\*
  - **82%** of managers,
  - **86%** of nurses and
  - **71%** of physicians are White
- compared to:
- **6%**
  - **11.6%**
  - **7.4%**
  - **7.2%** respectively, for their Black and Hispanic counterparts combined.



- Employees of color at the professional levels within MGB experience higher exit rates: **17.8%** vs. **13.6%**. Women of color experience higher overall exit rates at **16.2%** 2% more than white women at **14.2%**.
- Employees of color often face a climate that does not reflect our aspiration of inclusivity. *“Year by year you stop caring. You become quiet and don’t say anything. You aren’t part of decisions.” (direct employee quote)*

11

## United Against Racism Strategic Plan

### Workforce Equity



### Health Equity

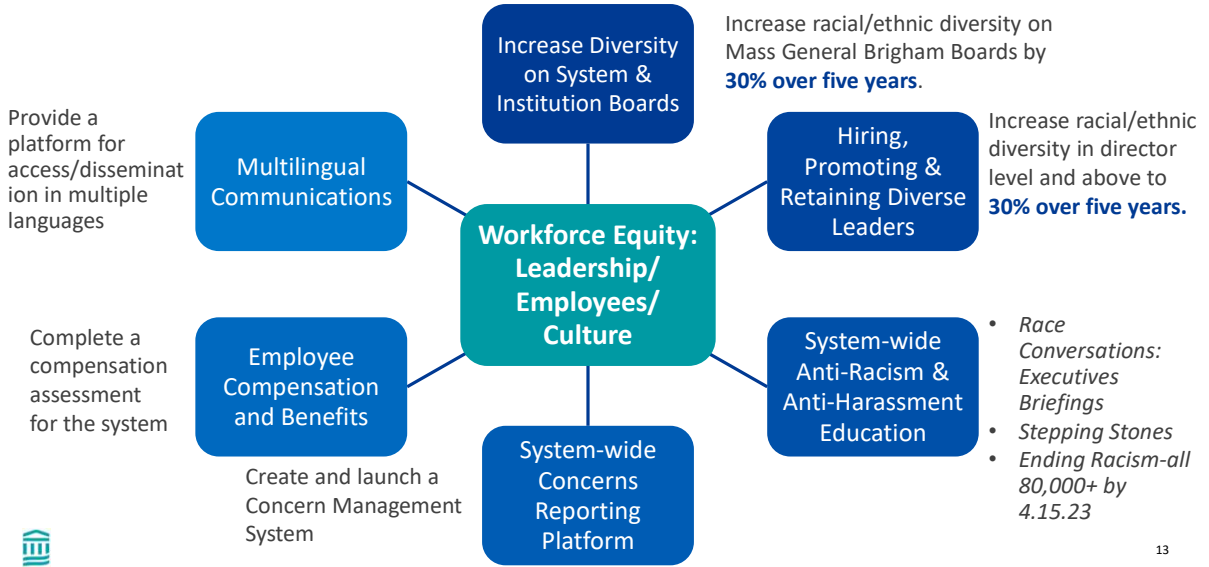


### Community Health

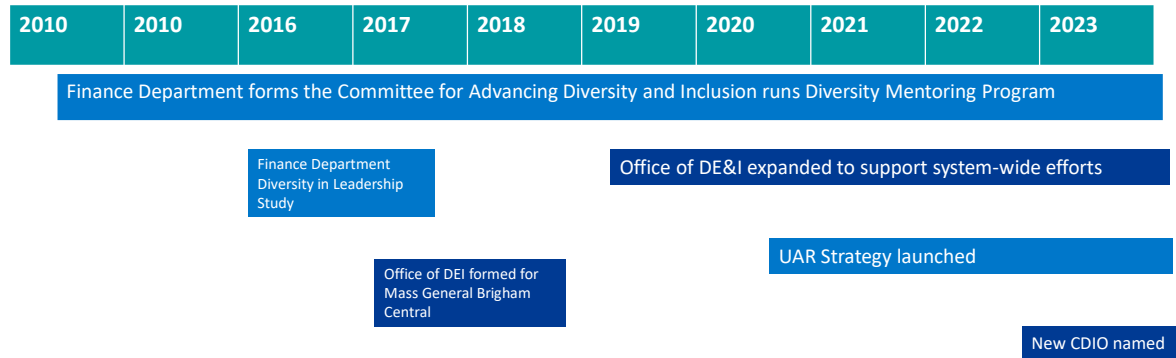


12

# Workforce Equity Objectives



## DE&I Timeline



15

15

## Finance DE&I Partnership

The Office of DE&I and Finance partner to:

- Build DE&I competencies throughout Finance
- Diversify and stabilize talent and talent pipelines
- Foster a culture of inclusion that enables Finance & Mass General Brigham to be an innovative health care system and employer of choice.



*We want to prioritize collaboration to further build an inclusive culture*



16

16



# Goals and Outcomes FY 2022 and beyond

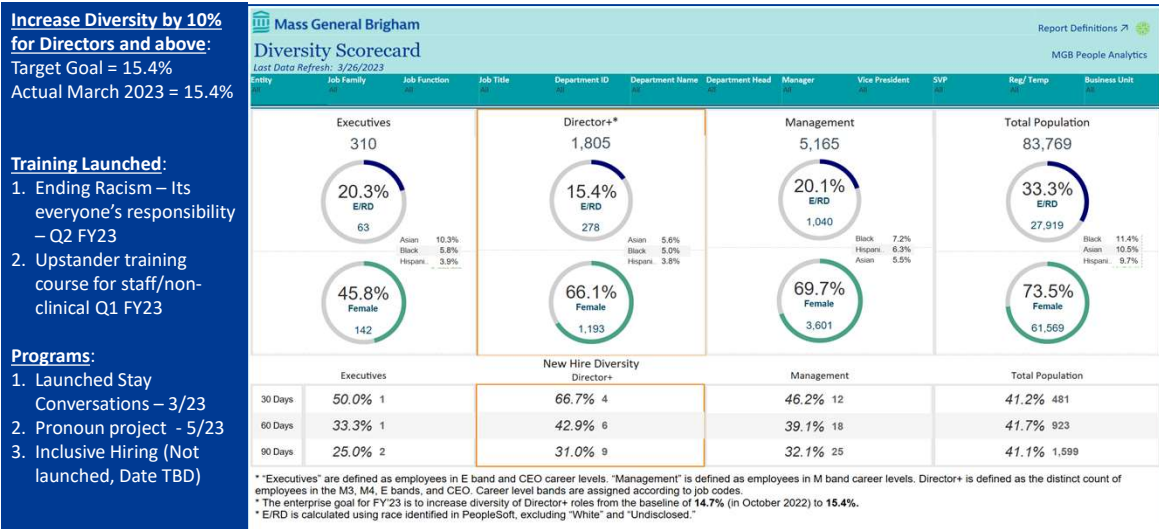
## Key Outcomes

Support Finance to meet goal of Increasing BIPOC (Black, Indigenous & People of Color) leaders at director level and above by 10% above baseline for FY 2022

1. Co-Create strategic implementation plan that builds DE&I competencies for all leaders, managers and HR business partners (HRBPs) through DE&I consultation, education/training, and partnership.
2. Integrate Finance and system-wide resources into DE&I goals and talent development for the department.
3. Build culture and climate of equity and inclusion that is prepared to build and retain a diverse workforce and integrate into Career Framework.



# Diverse leadership has increased by more than 10% YTD



## Finance DE&I ‘On the Ground’

### Individual Work

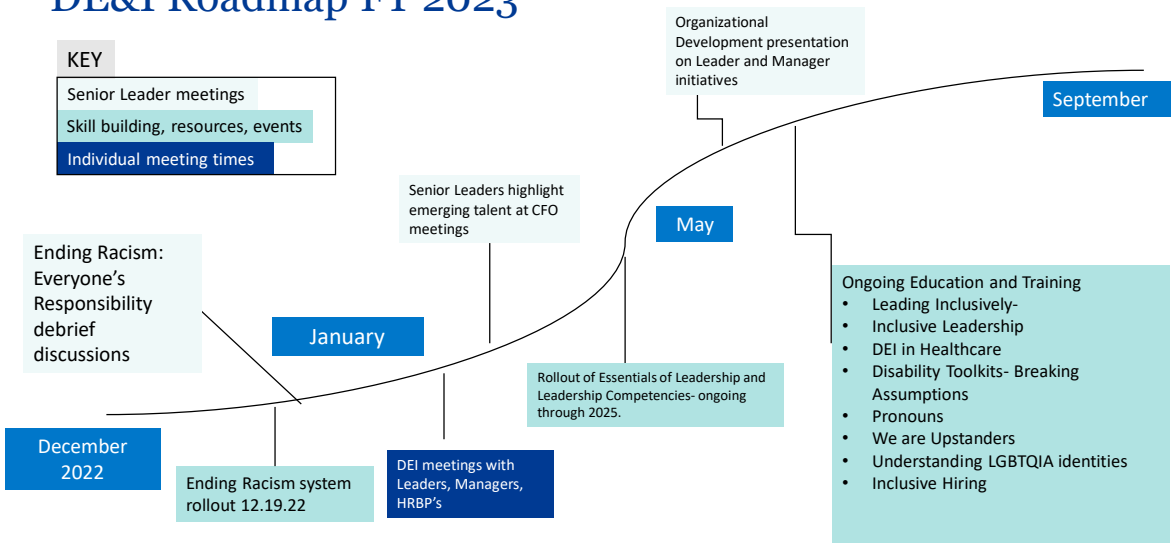
- Regular meetings with DE&I, HRBP’s to support the work between monthly meetings
- DE&I skill building through education, training , and consulting
- HRBPs and Managers partnering in learning and talent development

### Senior Finance Monthly Meetings

- Routine review of open positions in Finance
- DE&I Skill building and reflection- share the learnings, (i.e Race Conversations, Stepping Stones conversations.)
- Quarterly Discuss development of plan for diverse talent development, retention, pipeline, hiring to meet FY 2022 goal

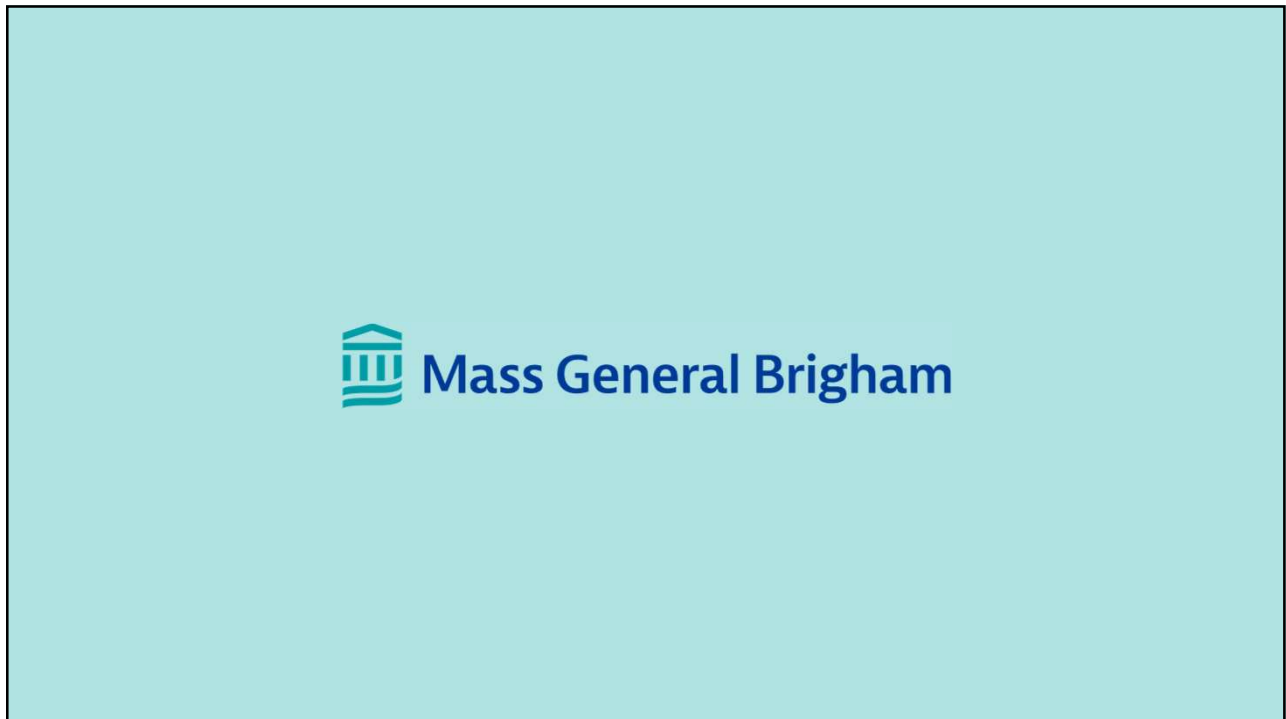


## DE&I Roadmap FY 2023





21



22