



administration

MORRISON EQUITY AND INCLUSION POLICY

November 2017; Revised March 2018, EAC and Board of Directors endorsed January 2019

Morrison Child and Family Services' mission is to provide effective and responsive services for children and youth coping with adversity and trauma; while recognizing and respecting cultural differing needs.

I. OBJECTIVES OF THE MORRISON CHILD AND FAMILY SERVICES EQUITY AND INCLUSION POLICY

- A. The objective of the Morrison Child and Family Services ("Morrison") Equity and Inclusion Policy (this "Equity Policy" or "this policy") is to create an Anti-Racist organization by ensuring that racial identity doesn't determine or predict the quality of trauma informed care a child receives from Morrison Child and Family Services; thereby resulting in equitable outcomes for *all* clients and;
- B. Demonstrating Morrison's commitment to leadership in social equity by ensuring that Morrison's strategic goals, outcomes, programs, and initiatives advance social equity through internal business practices, robust community partnerships, and accountability measures.

II. ORGANIZATIONAL SCOPE

- A. The Equity Policy is a Morrison-wide policy.

III. DEFINITIONS

- A. Definitions for the terms in this policy include:
 - 1. Anti-Racist Multicultural Organization: An organization that has restructured all aspects of agency life to ensure full participation of People of Color, including their worldview, culture and lifestyles; implements structures, policies and practices with inclusive decision-making and other forms of power-sharing on all levels of the agency's life and work; and commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities.
 - 2. Equity: Equity is when everyone has access to opportunities necessary to satisfy essential needs, advance their well-being, and achieve their full potentialⁱ. Additionally, equity is the acknowledgement and belief that aspects of one's identity impact that person's access to resources and privileges, thereby

preventing a person from achieving their full potential. Equity work strives to remove the policies, practices, and attitudes that result in these differential outcomes.

Equity includes just access to opportunity, means, and treatment in areas such as health and healthcare, economic stability and affluence, unbiased and accessible education, and civil and political liberties. The distinction between equal and equitable treatment is that equality assumes we all start with the same access to resources and opportunities, and equity asks us to address the institutionalization of oppression, which causes a disbalance in social, educational, political and economic opportunity. Although we must strive for equality, we need to begin with equity in order to shift the scales.

Equity is the absence of avoidable or remediable differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically.ⁱⁱ

3. Communities of Color: People who self-identify as Black/African Americans, Latina/Latino/Hispanic Americans, Native Americans, Asian-Pacific Americans, Subcontinent Asian-Pacific Americans, and/or first-generation immigrant populations.

IV. POLICY CONTENT AND GUIDELINES

The objectives of this policy are pursued in two primary ways:

- A.** Manage all projects and programs in a manner which explicitly considers beneficiaries, addresses disparities, and supports equitable outcomes as further described in Section V. of this policy and the Administrative Procedures;
- B.** Ensure that Morrison’s internal business practices and external services embody antiracist strategies to increase diversity and social equity within Morrison and support partnership, transparency, and accountability with community stakeholders as further described in part VI. of this policy.

V. ACHIEVING ANTIRACIST AND INCLUSIVE OUTCOMES WITH MORRISON PROJECTS, PROGRAMS AND EXTERNAL SERVICES

Description: Morrison services and activities that impact the community (e.g., clinical, therapeutic, education and training, residential, development, public affairs and community engagement) will be evaluated from an equity perspective to (1) answer “who benefits?” (2) ensure that existing disparities are explicitly addressed, and (3) mitigate unintended consequences.

Practices: The following practices will inform Morrison projects and programs not addressed under section VI.:

- A. Antiracist and inclusive decision-making tools.** A Tool for Organizational Self-Assessment (*Related to Race Equity*)ⁱⁱⁱ shall be used to develop an “Equity Lens” that shall inform all clinical and therapeutic practices, education and training, residential and development to determine how to best address disparities, advance strategic equity objectives, and do not result in unintended consequences.
- B. Antiracist and inclusive outcomes.** This policy provides direction for the Morrison Equity Advisory Council (EAC) Action Plan; which is the instrument for

accomplishing antiracist and inclusive outcomes. This is further detailed under Section VII of this policy.

VI. BUILDING COMMUNITY PARTNERSHIPS AND INCREASING DIVERSITY AND TRANSPARENCY THROUGH ANTIRACIST TRANSFORMATION OF INTERNAL BUSINESS PRACTICES

Description: Morrison's internal business practices (e.g., administration, human resources, development, public affairs, community engagement) will strengthen the diversity and cultural competence of its staff, achieve meaningful public involvement for historically disadvantaged populations, and promote clinical and therapeutic care, education and training, and residential services to communities of color through the creation of antiracist and inclusive decision-making structures.

Practices: The following practices will inform internal Morrison processes:

- A. Institutionalizing Antiracist Staff Development.** Morrison shall maintain the Department of Equity, Inclusion, and Sanctuary ("E, I, &S Department"). The E, I, &S Department priorities are to develop and implement, in collaboration with the EAC as described under section VII, an agency-wide equity and inclusion program that is data informed and directed by equity assessment results which apprise appropriate policies, procedures and programs designed to leverage accountability for race equity outcomes. The E, I, &S Department shall be the equity and inclusion all-staff training resource, and provide subject matter advice, expertise and assistance to the EAC and Morrison department/program directors, vice-presidents and executive leadership. The Human Resources division, in collaboration with the E, I, &S Department, and with input from the EAC, will develop, adopt, and implement a specific and strategic plan to recruit, retain, promote and ensure a positive work environment for a staff authentically reflective of the local community.
- B. Engage Partners in Antiracist Work.** By expanding antiracist organizing and capacity building tools, Morrison shall engage the community in ways that allow for meaningful public involvement of those impacted or affected by projects, programs, and processes.
- C. Accountability and Governance.** Cultural competency and inclusionary practices that support the Morrison Strategic Plan and annual work plans will be integrated into employees' 90-day and annual performance evaluations.

VII. EMBODYING ANTIRACIST BEHAVIOR AND CREATING RESPONSIBILITY THROUGH A MORRISON EQUITY ADVISORY COUNCIL

Description: Morrison's Equity Advisory Council is hereby chartered by the Chief Executive Officer ("CEO") and endorsed by the Board to hold Morrison responsible for achieving the goals and objectives outlined in Sections V. through VI. above. To achieve these goals, the Council will (1) model antiracist decision-making structures and behavior, (2) make recommendations to dismantle institutional racism and improve Morrison's cultural competency, (3) and initiate courageous conversations that increase employee awareness to race, privilege, and inequity. The full scope, structure, and activities of the EAC are detailed in the attached draft Charter and Operating Bylaws. The EAC will submit its Action Plan to the CEO annually and will report regularly to the CEO and annually to the Board on the organization's progress in achieving the objectives of this policy. In addition, the CEO may direct the EAC to undertake analysis of specific

aspects of Morrison’s work and provide additional feedback on the adequacy of the organization’s efforts to further the objectives of this policy.

VIII. IMPLEMENTATION

The CEO is responsible, with input, to create and periodically update administrative policies or procedures to guide implementation of this policy (the “Administrative Procedures”).

ⁱ *The Portland Plan* (April 2012)

ⁱⁱ World Health Organization (WHO – 2006)

ⁱⁱⁱ Developed by Coalition for Communities of Color, October 2013, From the Eliminating Disparities in Child and Youth Success Collaborative