

**1. INTERNAL
ORGANIZATIONAL
CULTURE**

TWI Cultural Humility 2023 Plan

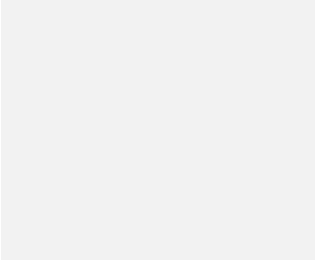
- Implement strategies to reduce power imbalances
 - Set and execute annual calendar for supervision and leadership feedback and implementation of trainings to support improvements
 - Better utilization of new organization structures (Clinical Management Team, Supervisor's Circle, Leadership Circle, SACCH) to bring up and resolve issues across agency
 - Clarify policies and assure there is consistency and all members of the team have equitable access to their effective implementation.
- Strengthen internal communications mechanisms
 - Cascading communications to assure all groups have access to updated information and input and clarity on decisions across agency
- Continue Critical Self Reflection and Group Learning related to Anti-racism, culturally responsive care, safe zone trainings, etc.
 - Staff: January Safe Zone Training, Field Trips, continued small groups for Racial Healing Handbook
 - Board (see next bullet)
 - Volunteers and Facilitators: Set expectations for onboarding and continued opportunities for learning
- Develop and implement metrics for BOD learning and growth
 - Complete Racial Healing Handbook and choose next learning opportunities
 - Review Belonging Survey questions from 2021 and confirm survey plans for 2023
 - Consider other metrics and accountability for Board
- Continue to support peer support mechanisms and employee resource groups and respond to needs of staff to increase wellbeing throughout the team.

- **2. CLIENT IMPACT**

- **3. POLICY AND OPERATIONS**

- **4. COMMUNITY ENGAGEMENT**

- Increase collection of client demographic data from 50% to 80% of all clients served – Work with Programs Manager on Resilience Program Data
- Expand end of program (social support and mind/body) survey to include data on sense of inclusion and belonging within groups – work with Programs Manager
- Develop and promote LGBTQ+ offerings, recruit facilitator – Consider a named program similar to Sister Circle and increased staffing/coordination Updating language on website for LGBTQ+
- Consider how to increase our capacity to provide services to individuals with disabilities
- Continue to prioritize and support Bienestar and Sister Circle clients’ unique needs – Focus groups/community survey to assess needs and increased marketing to assure high participation in offerings
- Clarify affirming provider competencies
- Collect and examine disaggregated data; identify the internal and external inequities and plan for action and change that includes how success will be measured – work with Programs Manager on this goal.
- Review agency commitment statement – through SACCH and Cultural Humility Committee
- Develop and implement CH, D&I, and belonging survey for staff – work with Ebony Walden to choose tool and implementation plan.
- Review and refine employee handbook and contracts to reflect institutional commitments to CH. Finalize with Office Administrator.
- Define and optimize partnerships with DEI consultants; training and analytics – Confirm goals for contract work with Ebony Walden, Dr. Eli Coston, Matthew Freeman, Indhira Ufofia and SJ Langer this year. Also had training by Dr. Ken Hardy for all staff.
- Review/Refine internal policies to assure they fully support cultural humility values and priorities – Work with SACCH to implement.
- Curate and promote virtual resource library – Decide if and how this resource will be updated at least annually.
- Recruit and compensate community facilitators – Programs Manager continues to prioritize diverse facilitators and volunteers.
- Establish & support community conversation circle – How best to proceed with this goal?

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- Continue to prioritize our Education and Outreach efforts to reach most marginalized community groups.
 - Include diverse community input in 2024 Strategic Planning Processes.
 - Consider diversity and inclusion in Girls' Day Out and other fundraising efforts.