



2022 Racial Equity Statement of Purpose Commitment and Initiatives Assessment

We at the Milbank Memorial Fund achieved or made progress on the majority of the commitments and initiatives included in our Racial Equity Statement of Purpose in 2022.

2022 Commitments

In light of our obligations, we are committed to pursuing strategies in our own organization, our programming, and our publications that address ongoing health inequities among people of color in general and Black populations in particular.

Specifically, we have undertaken or committed to the following actions:

- Examining our history, and identifying, acknowledging, and developing means of remedying ways that the Fund contributed to the perpetuation of systemic racism and health disparities. This includes (1) documenting the nature and extent of the Fund's involvement in the USPHS syphilis study, past opportunities for the Fund to address this involvement, and the reasons for its action and inaction; (2) apologizing for our role in the USPHS syphilis study and acknowledging how the study reflected racist practices, harmed the men in the study and their descendants, and undermined the trustworthiness of the health care system for Black populations; (3) making material financial contributions to honor the legacies of the men who participated in the study; (4) building partnerships with the families of men in the study to help build a bridge from mistrust to trust; (5) commissioning an external audit of the Fund's history to identify other instances of racist and unethical activities; and (6) commissioning an external review of the Fund's governance practices.

- As part of our annual planning process, examining our programs, investments, governance, editorial processes, and publications through an equity lens, and developing and executing strategies to:
 - raise awareness and create urgency internally and externally around achieving health equity;
 - steward all our organizational assets — material, financial, reputational, and human — in ways that promote equity;
 - develop organizational competency and fluency around structural racism and the means of addressing it, including:
 - listening to and learning from others with expertise and lived experience in equity-related work
 - ensuring participation of representative perspectives and voices
 - increase demonstrably the racial and ethnic diversity of our staff, board, partners, editorial contributors, and networks;
 - build an internal organizational culture and means of convening networks of state health policy leaders in which everyone feels valued and respected;
 - establish measurable goals for these commitments and track and publish data points that will enable assessment of progress toward them; and
 - review and revise the selected strategies consistent with experience and lessons learned.

2022 Commitments Assessment. The Fund documented its involvement in the USPHS syphilis study at Tuskegee and Macon County, Alabama, by hiring historian Susan Reverby to examine the Fund’s role and its subsequent failure to apologize. The report, “An Opportunity of This Kind”: The Milbank Memorial Fund and the U.S. Public Health Service Study of Untreated Syphilis in Tuskegee, was published on the Milbank Memorial Fund website in April 2022. The Milbank president and then board chair apologized to Lillie Tyson Head and the Voices for Our Fathers Legacy Foundation (VFOFLF), an organization of descendants, in October 2021. Together the organizations hosted a public apology ceremony, in which Milbank President

Christopher F. Koller apologized to all those harmed by the study, in June 2022 at Tuskegee University. The event was attended by Milbank board and staff members and more than 50 descendants and other university and state and local officials. Milbank made a financial gift to VFOFLF and signed a formal partnership agreement. VFOFLF has jointly shared this story in a variety of venues, such as the ABIM Foundation Building Trust webinar series, the Centers for Disease Control and Prevention event Recognition, Remembrance, and Reflection: The Syphilis Study at Tuskegee and Macon County, Alabama, and Health Affairs Forefront.

The Fund has begun to apply a racial equity lens to its annual planning process through the creation of its second annual Racial Equity Statement of Purpose and has begun its journey to advance equity through its programs, governance, editorial processes, and publications, as well as its organizational culture. The Fund has not yet examined its finances through an equity lens. While it has increased the percentage of board members, leadership program cohorts, and authors who are people of color, it has not yet increased the proportion of staff who are people of color. This development of this assessment itself is an effort to review and reflect on our strategies.

2022 Initiatives

2022 Racial Equity Statement of Purpose Initiatives: Summary of Status

Organizational initiatives	
Reexamine our organizational mission, vision, and values	
Continue to explore and learn from our legacy regarding involvement with systemic racism	
Implement board diversity, equity, and inclusion training	
Implement revised governance policies as recommended by the external review	
Increase the number of board members who are people of color	
Review our human resources policies and procedures, and revise as necessary to promote diversity, equity, and inclusion	

Form a collaboration with an organization of descendants of men in the USPHS syphilis study for the purposes of promoting their work to build a more trustworthy US health care system	Green
Initiatives in state health policy leadership programs	Green
Set and attain goals to increase the proportion of people of color in our two state leadership program cohorts	Green
Embed health equity curricula within our state health policy leadership programs	Green
Convene a network of legislative and executive officials who have responsibility for diversity, equity, and inclusion in state governments	Red
Initiatives in population health programs	Green
Establish a network of state Medicaid agencies that are leading multipayer primary care transformation in their states, with a focus on improving primary care access for Medicaid enrollees of color	Green
Produce analyses assessing variations in access to primary care for Medicaid beneficiaries	Yellow
Support data analysis to illuminate inequities by race and income caused by the high cost of health care, and work with specific states to identify populations disproportionately affected by health care costs	Yellow
Convene philanthropies focused on aging to develop a shared commitment to improving health equity in aging	Yellow
Launch an initiative focused on how states can braid federal and state resources to improve the economic security and viability of the workforce that provides community-based long-term services and supports, with a focus on experiences of workers and care recipients of color	Green
Communications initiatives	Green

Make equity an additional area of editorial interest for <i>The Milbank Quarterly</i> and increase the percentage of articles and opinions that are equity-focused	
Increase the percentage of <i>Milbank Quarterly</i> reviewers and authors, as well as Milbank Memorial Fund contributors, who are people of color	
Create a diversity, equity, and inclusion style manual for both <i>The Milbank Quarterly</i> and the Milbank Memorial Fund	

Assessment of 2022 Initiatives

Organizationally, we revised our mission, vision, and values to reflect a commitment to equity. To continue to explore our legacy, we hired Patterson Belknap Webb & Tyler LLP to undertake a review of Milbank Memorial Fund activities from its origin to the present day to identify potentially unethical medical research activities — measured by current ethical standards — that the Fund may have supported or carried out. Their report is expected to be published in 2023.

The board held several diversity, equity, and inclusion sessions centered around the June 2022 public apology at Tuskegee University and has committed to ongoing training for 2023. We have added two new board members of color. The external reviewer’s governance recommendations are in the process of being implemented. So far, we have instituted term limits for the chair and begun rolling off board members who had been members under the previous procedures. We have also reduced the number of committees, charging the full board with oversight of programs, and are working toward creating a culture of transparency.

We are conducting a search process to hire a Director of Population Health and Health Equity Leadership, who will ensure that our programs address health equity. We have made several human resources changes, including revisions to the holiday schedule

and enhancements to the family leave policy. Finally, we have a partnership agreement with the Voices for Our Fathers Legacy Foundation.

Substantial progress was made in 2022 in state health policy leadership. Both leadership programs exceeded the goal to increase the proportion of people of color in the cohorts to 30% by creating new recruitment and referral pathways. For the Emerging Leaders Program and the Milbank Fellows Program, people of color comprised 70% or more of the respective cohorts. We have also built new health equity curricula into the programs, hiring expert speakers with lived experience, with the intent of advancing both administrative and programmatic practices to reduce disparities and promote equity. While we did not formally convene a network of legislative and executive officials who have responsibility for diversity, equity, and inclusion in state governments, the Milbank Fellows Program cohort includes many officials with statewide responsibility for diversity, equity, and inclusion work.

In our population health programs, we convened a new network of state Medicaid agency leaders and partners focused on multipayer primary care transformation in their states, with a focus on improving primary care access and quality for Medicaid enrollees of color. We have yet to produce analyses of Medicaid beneficiaries assessing variation in access to care, although we have published a series of case studies on strategies for improving access to primary care among underserved populations. As part of our health care cost growth target program, Milbank has provided a framework to state participants on how to address equity through their programs.

In the context of its participation in a group of seven philanthropies that make investments in healthy aging, Milbank staff presented to peers about the process of apologizing for Milbank's role in the U.S. Public Health Service syphilis study and the organization's focus on health equity.

To improve the economic security and viability of the workforce that provides community-based long-term services and supports, and with a focus on workers and

recipients of color, Milbank collaborated with the Center for Health Care Strategies on a state toolkit, [Direct Care Workforce Policy and Action Guide](#), and companion webinar.

In communications, *The Milbank Quarterly* successfully added health equity to the journal's areas of editorial interest and exceeded its target of 25% for equity-focused articles. In an effort to increase the percentage of authors and reviewers who are people of color, the journal's editors assessed the estimated percentage for 2022 and set a target for 2023 of 30%. The journal also instituted a policy of having at least one reviewer of equity-related manuscripts be a person of color. For Milbank Memorial Fund publications, the estimated percentage of authors of colors increased, and a target of 30% has been set for 2023. Finally, a diversity, equity, and inclusion style guide for *Milbank Quarterly* and Milbank Memorial Fund publications was developed and will be published in early 2023.