

Appendix: Racial Equity Program Data Readiness Assessment

This appendix is part of the Racial Equity Data Road Map.

Benchmark 1 – Data capacity

Phase	Pre-foundational	Foundational	Aspirational
Definition	Program does not have capacity or support to analyze data.	Program has access to staff who can analyze racial equity data.	Program has dedicated staff that can analyze data to be used in program monitoring and decision making while centering racial equity.
Transition Strategy	Characteristics of Transition Strategies, by Phase		
Ensure data access & use	Program does not have access or use data to inform program processes and decision-making.	Program uses data to inform program processes and decision-making.	Program uses data to ensure that strategies and policies it implements or supports are created while centering racial equity.
Analyze data for racial equity	Program routinely analyzes aggregate race and ethnicity data.	Program routinely disaggregates and analyzes data by race and ethnicity.	Contextual language that is explicit about structural racism is routinely included in data dissemination products.
Analytic staff provides support to translate data findings	Program does not have analytic staff to support data analysis.	Program has analytic staff to analyze and interpret data.	Analytic staff center racial equity all aspects of data analysis, program monitoring, and decision making.
Dedicate time to explore racial inequities using data	Program does not dedicate time to explore racial inequities using data.	Racial inequities are explored using data but no formal structures, processes, or dedicated time is in place to do so.	Exploring racial inequities using data is included in analytic staff job description; staff receives supervisor support to explore racial inequities using data.

Transition resources

- [Robert Wood Johnson – A New Way to Talk about Social Determinants of Health](#)
- [Counting a Diverse Nation: Disaggregating Data on Race and Ethnicity to Advance a Culture of Health](#)
- [Conducting a Health Equity Data Analysis](#)

Benchmark 2 – Performance measurement

Phase	Pre-foundational	Foundational	Aspirational
Definition	Program does not have performance measures (PMs).	Program has PMs, but they are not timely and are not useful tools to identify areas of improvement.	Program reports on PMs in real time to identify areas of improvement while centering racial equity.
Transition Strategy	Characteristics of Transition Strategies, by Phase		
Align performance measures with program goals	Program does not have PMs, or program has PMs but they are not informed by program goals.	Program staff understands how to align PMs with program goals; PMs reflect program goals.	PMs are aligned with program goals; PMs identify areas for improvement related to program objectives; PMs explicitly address racial equity.
Ensure performance measures are SMARTIE	Program does not have PMs.	Program has PMs but they are not SMARTIE (specific, measurable, achievable, realistic, time-bound, inclusive, and equitable).	PMs are easily understood by and communicated to staff and partners; PMs are SMARTIE.
Set appropriate objectives for	Program does not have objectives for PMs, or objectives are inappropriate or misaligned with PMs and program goals.	Program staff understands how to set appropriate objectives for PMs;	Objectives are appropriate, aligned with corresponding racial equity PMs and

Phase	Pre-foundational	Foundational	Aspirational
performance measures		objectives are aligned with PMs and program goals.	program goals; staff know how to interpret objectives to inform improvement efforts.
Report on data in a timely manner and more than annually	Program does not have the capacity to report on data in a timely manner; program has no formal structures or processes to allow for timely data reporting.	A formal structure and process for data reporting is established; data are only reported on annually; program has limited capacity for data reporting.	Program has capacity to collect and report racial equity PM data; PMs are within scope of data accessible to program; program reports on data more than annually.

Transition resources

- Examples of DPH Programmatic Strategic Plans: [Strategic Plan for Asthma in Massachusetts 2022-2026](#); MA Bureau of Family Health and Nutrition Racial Equity and Family Engagement Strategic Plan
- [SMARTIE Goals Worksheet](#)

Benchmark 3 – Program collects high quality data to inform racial equity work

Phase	Pre-foundational	Foundational	Aspirational
Definition	Program does not collect individual level data to inform racial equity work.	Program has some individual level data to inform racial equity work that is not currently aligned with DPH standards.	Program collects and reports individual level data to inform racial equity work according to DPH standards.
Transition Strategy	Characteristics of Transition Strategies, by Phase		

Phase	Pre-foundational	Foundational	Aspirational
Train staff in how to collect high quality data in a sensitive way	Staff have not been trained in how and the importance of collecting data to inform racial equity work.	Some staff have been trained in how and the importance of collecting data to inform racial equity work.	Regular trainings and coaching are in place for all staff on how and the importance of collecting data to inform racial equity work.
Track missing data	Program does not regularly assess missing data.	Program has implemented focused strategies to reduce missing data.	Program has CQI process in place to reduce the amount of missing data.

Transition resources

- [Institute for Healthcare Improvement \(IHI\) Psychology of Change Framework](#)
- [Understanding and Managing Organizational Change: Implications for Public Health Management](#) (article)
- Alliance for Innovation on Maternal Health (AIM): [Reduction of Peripartum Racial/Ethnic Disparities Bundle](#)
- Institute for Healthcare Improvement [Run Chart Tool](#) (online resources)

Benchmark 4 – Program contextualizes data to inform racial equity work

Phase	Pre-foundational	Foundational	Aspirational
Definition	Program is not aware of what contextual data they need or where and how to access contextual data.	Program is aware of where and how to access contextual data, but has not used them to understand and address racial equity in their work.	Program contextualizes data using an upstream, structural framework to understand and improve outcomes in their program.
Transition Strategy	Characteristics of Transition Strategies, by Phase		

Phase	Pre-foundational	Foundational	Aspirational
Train staff	Program staff have attended racial equity training.	Program staff have not received additional training to contextualize data using an upstream, structural framework to understand and improve program outcomes.	Program staff receive ongoing training to continue contextualizing data using an upstream, structural framework to understand and improve program outcomes.
Define the context	Program is not aware of what contextual data are helpful to understand and address racial equity in their work.	Program is aware of what contextual data are helpful to understand and address racial equity in their work, but has not contextualized their data.	Program continuously assesses contextualizing data to understand and address racial equity in their work.
Identify quantitative and qualitative data sources	Program is not aware of quantitative or qualitative data sources available.	Program is aware of quantitative or qualitative data sources available.	Program uses quantitative and qualitative data sources to understand and address racial equity in their work.
Engage community partners	Program does not engage community partners.	Program collaborates with community partners in some aspects of program implementation or monitoring (e.g. advisory boards, needs assessments)	Program collaborates with community partners to understand and address racial equity in their work.

Transition resources

- [Racial Equity Institute](#) trainings
- [Community Health Needs Assessment](#)
- [Creating Healing Organizations](#)
- [Strengthening Partnerships: A Framework for Prenatal through Young Adulthood Family Engagement in Massachusetts](#)
- [Voices for Racial Justice Authentic Community Engagement: A Key to Racial Equity](#)

Benchmark 5 – Program implements a continuous quality improvement (CQI) process

Phase	Pre-foundational	Foundational	Aspirational
Definition	Program has no continuous quality improvement (CQI) process.	Program has informal or ad hoc CQI process.	CQI is thoroughly integrated in the program and a CQI team effectively uses improvement methods to address identified challenges.
Transition Strategy	Characteristics of Transition Strategies, by Phase		
Train staff	Staff has not received formal training in CQI.	Staff is trained to identify and implement CQI activities.	Program implements train-the-trainer and/or staff pursues ongoing training, professional development, and cultural changes for CQI practices.
Implement a CQI structure and process	Program does not have a CQI process or structure; program does not have the capacity or identified resources and knowledge to do so.	Program has a documented CQI process.	Program has an established CQI structure and formal CQI process that aligns with the program's key strategic goals.

Transition resources

- [Population Health Improvement Partners trainings and tools](#)
- [Institute for Healthcare Improvement](#)