



Momentum

Milestones Toward Progress
in Moments to Movement

In the summer of 2020, Duke Health identified racism as a public health crisis and formally committed to creating a community that is stronger, healthier, and more just. We call this work Moments to Movement to signify turning moments of reflection into a movement for change.

In our first moments, we saw Solidarity Walks and calls for change from our leaders. These grew into brave and safe spaces to share truths and open discussion, like our panel series on racism and social injustice, Conversations with Colleagues, and an honest reckoning with our history. In a step toward unity and demonstrable commitment, our frontline team members inspired us to begin wearing and displaying symbols in support of Black lives and against systemic racism. To understand our current state, we sought the voices of our team members through data analysis and extensive focus groups. Along the way, we formed work groups and made plans for accountability. Now, we're doing the work, investing in the infrastructure and programs we need to bring real change to life. Read on to revisit some key milestones in our progress to date.



Awakening

May 25, 2020

A 46-year-old Black man, George Floyd, was murdered by a white police officer in Minneapolis. His senseless and brutal death inspires global outrage and impassioned calls for change.

June 5, 2020

Duke Raleigh Hospital holds a **Peace Vigil and Solidarity Walk** to stand against systemic racism. That same week, Duke's other hospitals and clinics hold similar events, and thousands of team members take part.

Conversation

June 2020

"Real Conversations at Work" offers resources to help our team members become more comfortable talking about difficult topics—creating more constructive dialogue.

A **panel discussion series** debuts, interviewing Black men and women, clinicians, and allies about racism, social injustice, and health inequities.

July 2020

Duke social workers launch a **"Conversations with Colleagues"** series dedicated to racial justice. The popular program allows team members to support each other as they talk about many tough topics, from systemic racism to rising violence against Asian Americans and Pacific Islanders.

Speaking Out

August 2020

A group of four front-line team members at Duke University Hospital design **Black Lives Matter badge reels** that are made available across Duke Health. Duke also offers anti-racism lapel pins as an additional form of wearable support for humanity.

To move forward, we must reckon with our history. **Retrospectives like *Duke Hospital's History: A Conversation About Race and Memory* and *Forgotten Voices: Confronting Duke Hospital's Racial Past*** helped us take a hard look at our own participation in racism.

January 2021

Black faculty in the School of Medicine speak out about their experiences and the specific actions needed to dismantle racism.

May 11, 2021

Duke Health makes a **public pledge** to stand for health equity and against racism. The pledge is mailed to the homes of all 31,000 team members, posted to our web site, and placed in key locations around our campuses.



June 2020

Chancellor Eugene Washington, MD, MPH, MSc, reaches out to the Duke Health family in a message entitled **Life Is Precious**. Soon after, he observes **Juneteenth**, a traditional commemoration of the end of slavery, which would become a federal holiday one year later. The chancellor also calls upon all Duke Health entities to deliver concrete **plans for action** that will take us **onward, upward, and beyond**.



Building and Creating

June 2020

Duke University Health System (DUHS) launches a **Moments to Movement curriculum** to help our leaders become more comfortable talking about race and better prepared to fight inequity. To date, more than 1,500 leaders have taken part in its various courses.

October 2020

DUHS, the School of Medicine, and the School of Nursing share their **multiyear plans for change** in a series of town hall gatherings. Work groups are formed to fulfill their charges and begin the process of deep, lasting change.

Taking Action

2020-2021

As COVID-19 disproportionately affects people of color, Duke works with community organizations to promote **equitable access to vaccines**. Efforts include pop-up vaccination clinics, proactively reaching out to patients without Duke MyChart and email accounts, translating vaccination materials, and interpreting services at vaccine sites.

February 2021

Duke forms the **Collaborative to Advance Clinical Health Equity (CACHE)** to eliminate inequities in clinical care and reduce social barriers to a healthy life. The group seeks to redesign the care delivery system at the population level, starting with five areas: maternal morbidity, infant mortality, hypertension, colorectal cancer screening, and heart failure.



Listening and Learning

May 25, 2021

Duke Health releases a documentary on the first year of Moments to Movement, asking team members what changes they've seen in year one and what they hope to see in future. Across each area of Duke Health, team members participate in **Standing Together in Peace for All** to reflect on progress and prepare for the work to come.

February – June 2021

DUHS partners with the consulting firm Korn Ferry to assess the state of diversity, equity, and inclusion at DUHS and the Private Diagnostic Clinic (PDC). The project analyzed data to understand the movement of talent through the organization, and held 96 focus groups for our team members to share their stories, experiences, and perspectives. The news is disheartening and signals the need for radical change.

September 2021

DUHS creates **TABLE** (Talking About the Black Leader Experience) to support our Black/African American leaders in becoming more empowered leaders within Duke Health.

What's next

In the months to come, we'll be deepening our own understanding of diversity, equity and inclusion. We'll review our HR policies and practices to make sure they afford equity and are just. We'll develop strong accountability standards, with zero tolerance for racism within our walls. We'll establish behavioral standards all across Duke Health, focused on a single value: respect for one another. And we'll build new communication paths to make it easier for all team members to share their voices. Together, we will create a place where everyone feels seen, heard, and valued, and where all of us can thrive.

Expanding

March 2021



Moments to Movement is broadened to incorporate **all aspects of diversity and inclusion**. We observe month-long celebrations for Diversity, Women's History, Asian American and Pacific Islanders, Hispanic and Latino Heritage, and Pride. The panel discussion series that began in 2020 continues, featuring members of these communities.

New affinity groups continue to form.

Diversity, Equity and Inclusion (DE&I) leaders from across Duke Health begin meeting monthly to share, collaborate, and bring greater consistency to DE&I efforts across entities.

October 2021

Juneteenth is added to Duke's holiday schedule.

December 2021

DUHS shares the **findings from our focus groups** and data analysis on diversity, equity, and inclusion. Health system leaders are asked to reflect on what those stories tell us, understand the need for change, and commit to next steps.



To learn more, visit corporate.dukehealth.org/m2m