

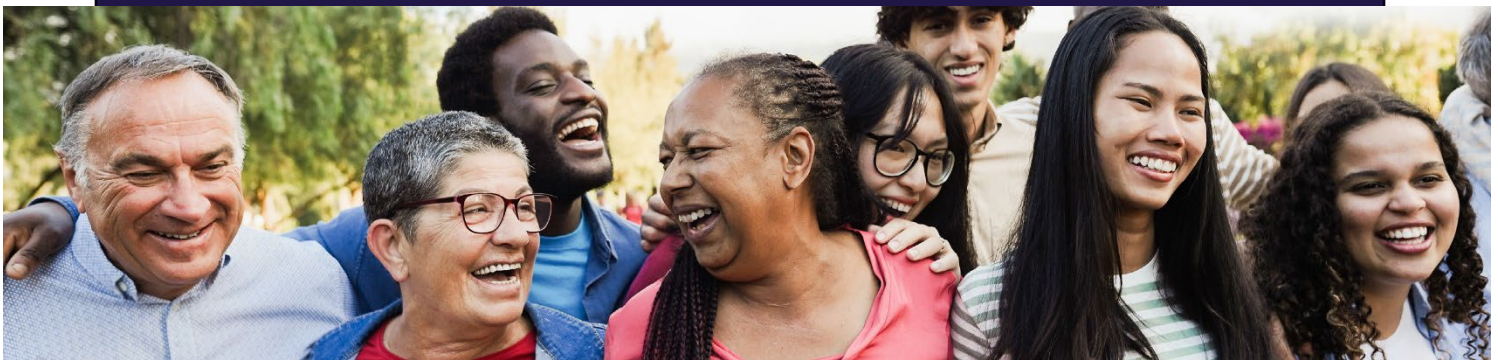
ROUNDTABLE ON POPULATION HEALTH AND IMPROVEMENT  
FUNDERS FORUM ON ACCOUNTABLE HEALTH

---

# State Approaches to Addressing Health-Related Social Needs: Webinar and Discussion

**May 23, 2024 | 1:30–3:00pm EST | Virtual**

ATTENDEE PACKET



## Table of Contents

Agenda	3
Roundtable on Population Health Roster	5
Biosketches of Speakers	7
Background Readings	9
Statement of Discrimination, Harassment, and Bullying	10
Diversity, Equity, and Inclusion Statement and Guiding Principles	11

# Agenda

**THURSDAY, MAY 23, 2023**

---

## Event Summary

States are increasingly engaged in a variety of approaches to address health-related social needs (HRSNs). With continued policy support from the Centers for Medicare & Medicaid Services (CMS), including new payment flexibilities and guidance for Medicaid and Children's Health Insurance Program (CHIP), several states are in the midst of planning and implementing direct payments from Medicaid and other payers to community-based organizations (CBOs). Other states are navigating more indirect approaches such as braiding and blending private and public sector funding streams. Regardless of the approach to paying for HRSN services, there is growing recognition that new multi-sector relationships, infrastructure, and capacity must be established to successfully scale and sustain these efforts. As a result, many states are looking to partnerships between intermediary or “backbone” organizations (e.g., accountable communities of health, public health institutes, community care hubs, and regional health hubs), health care providers, and health plans to facilitate the implementation of these efforts. This webinar, co-hosted by the Roundtable on Population Health Improvement and the Funders Forum on Accountable Health, will feature the latest progress and lessons learned from a range of states that are diverse in geography, political and policy climates, and their approaches to addressing HRSNs.

**1:30pm**

### Welcome and Introduction

- **Monica Valdes Lupi**, The Kresge Foundation, Member of the Roundtable on Population Health Improvement and the Funders Forum on Accountable Health

**1:40pm**

### Examples from the Field – States Laying a Foundation for Addressing HRSNs

- **Texas:** Highlighting the Non-Medical Needs of Pregnant Medicaid Beneficiaries via a Statewide MCO Non-Medical Drivers of Health (NMDOH) Learning Collaborative
  - **Shao-Chee Sim**, Executive Vice President for Health Policy, Research & Strategic Partnerships, Episcopal Health Foundation
  - **Salil V. Deshpande**, Chief Medical Officer, UnitedHealthcare Community Plan of Texas
  - **Joshua Fernelius**, Senior Manager, Population Health, Community Health Choice
- **Ohio:** Leveraging Managed Care in Population Health Investments
  - **Emily Campbell**, President and Chief Executive Officer, The Center for Community Solutions
  - **Brandy Davis**, Medicaid Policy Fellow, The Center for Community Solutions
  - **Angela Weaver**, Director of Regulatory Affairs, Ohio Association of Health Plans

State Approaches to Addressing Health-Related Social Needs:  
Webinar and Discussion

- **Rhode Island:** Engaging Community in Addressing HRSNs
  - **Christopher Ausura**, Director of Equity Operations, Rhode Island Department of Health
  - **Ana Novais**, Assistant Secretary, Executive Office of Health and Human Services in Rhode Island
- **Washington:** Medicaid and MCO Alignment to Pay for HRSN Services
  - **Liz Baxter**, CEO, North Sound Accountable Community of Health
  - **Alison Poulsen**, Executive Director, Better Health Together

**2:30pm**

**Federal Response**

- **Jessica Lee**, Acting Chief Medical Officer for the Center for Medicaid and Children's Health Insurance Program Services (CMCS)

**2:40pm**

**Discussion and Q&A**

- **Monica Valdes Lupi**

**2:55pm**

**Closing Remarks & Reflections**

- **Anne Morris Reid**, Policy Director, Funders Forum on Accountable Health

# Article I. Roundtable Roster

## Roundtable on Population Health Improvement

### Vision, Mission, and Roster

**Vision** | A thriving, healthful, and equitable society

**Mission** | In recognition that health and quality of life for all are shaped by interdependent historical and contemporary social, political, economic, environmental, genetic, behavioral, and health care factors, the Roundtable on Population Health Improvement exists to provoke and catalyze urgently needed multi-sector community engaged collaborative action.

---

## MEMBERS

**Ana V. Diez Roux, MD, PhD,  
MPH (co-chair)**

Dana and David Dornsife Dean  
and Distinguished University  
Professor of Epidemiology  
Dornsife School of Public Health  
Drexel University  
Philadelphia, PA

**Mary Pittman, DrPH (co-chair)**

Emerita President and CEO  
Public Health Institute

**Manal Aboelata, MPH**

Managing Director  
The California Endowment  
Los Angeles, CA

**Philip M. Alberti, PhD**

Senior Director, Health Equity  
Research and Policy  
Association of American Medical  
Colleges  
Washington, DC

**Debbie I. Chang, MPH**

President and CEO  
Blue Shield of California  
Foundation  
San Francisco, CA

**Marc N. Gourevitch, MD, MPH**

Professor and Chair  
Department of Population Health  
NYU Langone Health  
New York, NY

**Meg Guerin-Calvert, MPA**

Senior Managing Director and  
President, Center for  
Healthcare Economics and  
Policy  
FTI Consulting  
Washington, DC

**Hilary Heishman, MPH**

Senior Program Officer  
Robert Wood Johnson  
Foundation  
Princeton, NJ

**Dora Hughes, MD, MPH**

Senior Advisor, Center for  
Medicare and Medicaid  
Innovation  
Centers for Medicare and  
Medicaid Services  
U. S. Department of Health and  
Human Services  
Washington, DC

**Sheri Johnson, PhD**

Director, Population Health  
Institute  
Professor (CHS), Department of  
Population Health Sciences  
School of Medicine and Public  
Health  
University of Wisconsin-Madison  
Madison, WI

**Robert M. Kaplan, PhD**

Professor  
Center for Advanced Study in  
the Behavioral Sciences  
Stanford University  
Stanford, CA

**Milton J. Little, Jr., MA**

President  
United Way of Greater Atlanta  
Atlanta, GA

**Bobby Milstein, PhD, MPH**

Director  
ReThink Health  
Morristown, NJ

State Approaches to Addressing Health-Related Social Needs:  
Webinar and Discussion

**José T. Montero, MD, MHCDS**

Director, Office of Recipients  
Support and Coordination  
National Center for STLT Public  
Health Infrastructure and  
Workforce  
Centers for Disease Control and  
Prevention  
Atlanta, GA

**Willie (Billy) Oglesby, PhD**

Dean  
College of Population Health  
Jefferson University  
Philadelphia, PA

**Jason Purnell, PhD**

President  
James S. McDonnell Foundation  
Associate Professor  
Brown School  
Washington University in Saint  
Louis  
Saint Louis, MO

**Kosali Simon, PhD**

Herman B. Wells Endowed  
Professor  
Associate Vice Provost for  
Health Sciences  
Paul H. O'Neill School of Public  
and Environmental Affairs  
Indiana University  
Bloomington, IN

**Kara Odom Walker, MD, MPH,  
MSHS**

Senior Vice President and  
Chief Population Health Officer  
Nemours  
Washington, DC

**Terry Williams, MBA, Dip.  
Econ.**

Executive Vice President &  
Chief, Population,  
Corporate, & Government  
Affairs Officer  
Atrium Health  
Winston-Salem, NC

## Article II. Biosketches of Speakers

### Christopher J. Ausura

Christopher J. Ausura is the Director of Equity Operations at the Rhode Island Department of Health (RIDOH). Chris joined the public health field in 2011, and during his tenure in state service he has led numerous strategic equity initiatives on behalf of RIDOH and the Rhode Island Executive Office of Health and Human Services including leading RIDOH's Health Equity Institute, the development of Rhode Island's Health Equity Measures, and the integration social determinants and health equity into the State's Medicaid program. Currently, Chris leads efforts to scale and sustain the Health Equity Zone initiative, Rhode Island's flagship strategic initiative and a national model for advancing health equity and improving the social, environmental determinants of health. In his role, Chris has supported jurisdictions and states across the nation as an expert in the development, implementation, evaluation, and sustainability of place-based equity initiatives. Prior to joining public service, he worked for over a decade in the private sector with roles in insurance, real estate, and hospitality. Beyond his professional role, Chris spends his time contributing as a member of local boards and commissions and working with his family on their farm in Exeter, RI

---

### Liz Baxter, MPH

Liz Baxter, MPH is CEO of the North Sound ACH, which works to advance health, equity, social justice and wellbeing across five counties in the northwest corner of Washington, which sit on the traditional homelands of the Coast Salish people. Before joining the North Sound ACH, Liz was Executive Director of the Oregon Public Health Institute (OPHI), an Oregon nonprofit committed to building vibrant communities of health by advancing policies, plans and practices that address the root causes of Oregon's most pressing health concerns. Liz also spent seven years as Executive Director of We Can Do Better, an Oregon nonprofit founded with former Oregon Governor John Kitzhaber, an organization that believes small groups of people can have great impact and influence the state and national debates on health and health reform. Liz has spent her career in executive positions that build bridges between complex policy discussions and the public's desire to understand and weigh in on these issues. She often plays the role of "translator" of technical knowledge for those who don't live inside the policy world. Liz is an innovative disruptor of policies and strategies, working to create spaces where power is shared, especially by those who most often have not had the experience of influencing decision makers. Liz has her undergraduate degree in social work, two years of graduate study in gerontology and a Master in Public Health.

## **Emily Campbell, MA**

Emily Campbell, MA serves as the President and Chief Executive Officer for The Center for Community Solutions, a nonprofit nonpartisan policy and research think tank focused on improving health, social, and economic conditions. Campbell previously worked for a U.S. Congressman, and she has consulted with numerous nonprofits, foundations, and government agencies to provide data and public policy decision support. Her work on poverty has appeared in every major newspaper in Ohio and she has been interviewed by a wide variety of media outlets including The Economist, The New York Times, ESPN.com, MSNBC, and NPR. She is the immediate past Chair of the Board of Directors of The Literacy Cooperative and was named one of Cleveland's "Forty Under 40" by Crain's Cleveland Business. Campbell holds a Bachelor of Arts in Economics and a Master of Arts in Political Science from Case Western Reserve University.

---

## **Brandy Davis, JD, MPH**

Brandy Davis, JD, MPH serves as Fellow, Medicaid Policy at The Center for Community Solutions. In this role she directs the Center for Medicaid Policy and coordinates Community Solutions' Medicaid policy and research work. Davis has worked for health systems in both Louisiana and Greater Cleveland. As a Health Justice Intern at the National Health Law Program, Washington, D.C., she conducted legal research on Post-Adarand and Civil Rights claims under the 5th Amendment and the nondiscrimination provision of the Affordable Care Act to develop policy addressing health inequities. She also researched preventive health services and drafted a memo comparing Affordable Care Act Essential Health Benefits and Preventive Services Provisions. Davis has a Bachelor of Arts from Xavier University of Louisiana, a Master of Public Health, Health Policy and System Management from Louisiana State University Health Sciences Center, and a law degree from Cleveland State University College of Law.

---

## **Salil Deshpande, MD**

Salil Deshpande, MD has been with UnitedHealthcare for 17 years and for the past 11 years has served as Chief Medical Officer of the UnitedHealthcare Community Plan of Texas, a \$8 billion health plan with over 500,000 Medicaid, CHIP and dual-SNP members statewide. He leads clinical quality and affordability initiatives, facilitates design and implementation of alternative payment models for physicians, home health agencies, behavioral health clinics and other providers, and develops innovative strategies, including telehealth and community collaborations, for optimizing population health. Board certified in internal medicine, Dr. Deshpande is on the clinical faculty at Baylor College of Medicine, where he completed medical school and residency training. A native Houstonian, he received his undergraduate biology degree at the University of Southern California, and his MBA from the Wharton School at the University of Pennsylvania. Dr. Deshpande was appointed by Texas Governor Greg Abbott to the Statewide Health Coordinating Council and the Texas Health Services Authority, and he serves on Texas HHSC's Medical Care Advisory Committee and Drug Utilization Review Board.



### **Joshua Fernelius, MPH**

Joshua Fernelius, MPH has over a decade of experience across various sectors of healthcare including hospitals, health systems, public health agencies and most recently, in Managed Care. He holds a Bachelor of Science in Biology from Baylor University and a Master of Public Health in Epidemiology from the University of Texas School of Public Health. He is also a Certified Professional in Healthcare Quality by the National Association for Healthcare Quality and a Certified Lean Six Sigma Black Belt by Villanova University. In his current role, he is a champion of CHW initiatives that address non-medical drivers of health, and he leads in the development of cross-sector strategies to improve the health and well-being of over 260,000 Texas Medicaid recipients served by Community Health Choice, a local, non-profit MCO in the southeast region of the state.

---

### **Jessica Lee, MD, MSHP**

Jessica Lee, MD, MSHP is the acting Chief Medical Officer for Center for Medicaid and CHIP Services, where she leads the center's clinical strategy and portfolio in health-related social needs. Dr. Lee was previously the medical officer in the Division of Quality and Health Outcomes at CMCS, where she led initiatives in quality measures and quality improvement. Dr. Lee has deep expertise in clinical medicine and quality, and a background in health policy at the health system, state, and federal levels. She has served as a senior health policy analyst at the Government Accountability Office, focusing on payment policy and community benefits provided by nonprofit hospitals. She has conducted grant-funded research focused on the intersection of health care delivery systems and population health. Dr. Lee continues to care for patients as a practicing pulmonologist at the University of Pennsylvania and ICU physician at the Corporal Michael J. Crescenz VA Medical Center in Philadelphia.

---

### **Monica Valdes Lupi, JD, MPH**

Monica Valdes Lupi, JD, MPH brings more than 20 years of experience in public health to her role as managing director of The Kresge Foundation's Health Program. Valdes Lupi most recently served as senior fellow at the de Beaumont Foundation, where she advised and led its efforts to amplify and accelerate policy initiatives aimed at developing and advancing a health agenda on critical public health issues such as tobacco control, racial justice and health equity. Valdes Lupi was also a senior advisor to the CDC Foundation in its COVID-19 efforts. In this role, she guided activities aimed at quickly identifying and supporting critical gaps and needs among state and local health departments in their response and recovery activities. She also helped build and manage a team of regional advisors to expand the capacity of the foundation in its efforts to support health departments. Previously, she served as the executive director of the Boston Public Health Commission, the local health department for the City of Boston. Her portfolio included Boston Emergency Medical Services, the largest homeless services program in New England, school-based health centers and other critical public health services. Prior to her tenure at the Boston Public Health Commission, Valdes Lupi also served as the deputy commissioner for the Massachusetts Department of Public Health, where she led the day-to-day operations for an agency that included public health hospitals, several

regulatory bodies, and numerous public health programs. She also has experience working at the national level as the first chief program officer for Health Systems Transformation at the Association of State and Territorial Health Officials. Valdes Lupi led ASTHO's work on health equity, Medicaid and public health partnerships, government relations, state health policy, and public health informatics. She received her Juris Doctorate from the Dickinson School of Law, Master of Public Health from the Boston University School of Public Health, and bachelor's degree from Bryn Mawr College.

---

### **Anne Morris Reid, MPH**

Anne Morris Reid, MPH, Policy Director of the Funders Forum on Accountable Health project, is also Lecturer in the Health Policy and Management Department at the Milken Institute School of Public Health at The George Washington University. She began consulting with GWU in 2022 and staffed the Commonwealth Fund Commission on a National Public Health System; a more expansive Department role started in 2023. For over a decade, Reid served in a range of senior-level policy and leadership positions in the Legislative and Executive branches of the federal government, including Deputy Chief of Staff and Counselor to the Secretary at the U.S. Department of Health and Human Services (HHS), Chief of Staff in the U.S. Senate, and Professional Staff to the Energy and Commerce Committee. While Counselor to the Secretary, she developed and executed regulatory, legislative, public affairs, and budget strategy with a focus on the Centers for Disease Control and Prevention, Health Resources and Services Administration, and Substance Abuse and Mental Health Services Administration. On Capitol Hill, she contributed to the drafting and steering of workforce provisions during the development and implementation of the Affordable Care Act. She was later promoted to serve as the lead Energy and Commerce Democratic staffer handling hearings and legislative markups for a range of public health agencies and issues. Reid received her BA from Harvard College and MPH from the University of North Carolina at Chapel Hill.

---

### **Ana P. Novais, MA**

Ana P. Novais, MA holds a master degree in Clinical Psychology, UCLN, Belgium, and is a graduate from the Northeastern Public Health Leadership Institute, University of Albany, NY and Leadership RI. Ana has worked in Public Health for 30 years including 5 years in Africa (Cape Verde), 5 years in Portugal and for the past 20 years in the USA. Ana has worked for the RI Department of Health since 1998, first as an Education and Outreach Coordinator and as the Chief for the Office of Minority Health assuring the Department addresses the health needs of the racial and ethnic minority communities of RI. Since March 2006 as the Executive Director of Health for the Division of Community, Family Health and Equity, Ana has lead the department efforts to achieve the goal of health equity by focusing in the areas of Health Disparities and Access to Care, Chronic Care and Disease Management, Maternal and Child Health, Environmental Health, Health Promotion and Wellness; and by developing and implementing the "Rhode Island Health Equity Framework" a plan of action for achieving health equity at the state and at local level through the "Health Equity Zones" initiative. Since August 1, 2015 Ana's role was expanded to become the Executive Director of Health for the Department, charged with implementing the Department Strategic Priorities across all divisions and assuring that the Department

resources and operations are aligned with the strategic priorities. In 2020, after helping to lead Rhode Island's COVID-19 crisis, Ana was promoted to Assistant Secretary at the Executive Office of Health and Human Services.

---

### **Alison Poulsen**

Alison Poulsen is the Executive Director of Better Health Together. In June 2014, Alison moved from Seattle to lead the Better Health Together team of tenacious problem solvers committed to radically improving our region's health. Better Health Together is a community based nonprofit organization. Alison brings a wealth of executive level nonprofit leadership, corporate social responsibility and community engagement experience as key tools for creating sustainable community impact. Prior to moving to Spokane, she served as the Executive Director at WithinReach, positioning the organization for the "once in a generation" opportunity to implement the Affordable Care Act in Washington State. Over the past 20 years, Alison has also served as the Executive Director of four other Northwest nonprofit organizations—NPower NW, Seattle Works, VolunteerWorks and the Federal Way Chamber of Commerce. Alison currently serves as a board member of the Washington State School Employee Benefit Board, Health Sciences and Services Authority of Spokane County and the Washington 211 Board. When Alison isn't building community, she is part of a great family that includes Erik, two amazing kids, Barrett (age 18) and Claire (age 16) plus Dodge and Penny June (Australian Shepherd pups), six chickens and on occasion a flock of lambs. A transplant to Spokane, she loves Orange Theory, running, the Mariners and binge watching tv.

---

### **Shao-Chee Sim, PhD, MPA**

Shao-Chee Sim, PhD, MPA is the Episcopal Health Foundation's Executive Vice President for Health Policy, Research & Strategic Partnerships. He leads EHF's work in health policy analysis, research, planning and pilot projects to advance the strategic plan of the Foundation. Current priority areas include statewide health policy public opinion surveys, managed care organizations (MCO) strategies to address non-medical drivers of health, multi-sectoral community health collaboratives, health center payment reform, rural health care service delivery, and more. He currently serves on the Board of the Asian and Pacific Islander American Health Forum, National Rural Health Resource Center, on the advisory committee of the Texas Health and Human Services Commission's Value Based Payment and Quality Improvement Committee, and the Asian American Policy Review at Harvard's JFK School of Government. Dr. Sim earned his Master's degree in public administration from the JFK School of Government at Harvard University and a doctorate in public policy from the LBJ School of Public Affairs at the University of Texas at Austin. her BA from Harvard College and MPH from the University of North Carolina at Chapel Hill.

---

### **Angela Weaver**

Angela Weaver, is the Director of Regulatory Affairs at the Ohio Association of Health Plans. She is responsible for managing the OAHP Government Programs Committee

State Approaches to Addressing Health-Related Social Needs:  
Webinar and Discussion

and leads policy discussions and advocacy for OAHP members with various state agencies and stakeholder groups and assists with legislative and association activities. Angela joined OAHP in 2013 after serving as the Legislative Liaison for the Ohio Department of Medicaid and the Governor's Office of Health Transformation under the Governor Kasich Administration. Angela also served in various positions in the Ohio Senate for almost five years. She started her career on Cap Square as a Legislative Service Commission Fellow. Angela received her Bachelor of Arts in Political Science degree from Denison University. She resides in Gahanna, Ohio with her husband and daughter.

## **Article III. Recommended Readings**

1. [Health Related Social Needs – Medicare.gov](#)
2. [Connecting the Housing Sector and the Community Living Networks – Housing and Services Resource Center](#)
3. [Coverage of Health-Related Social Needs \(HRSN\) Services in Medicaid and the Children’s Health Insurance Program \(CHIP\) November 2023](#)
4. [HHS and HUD Announce Expanded Partnership and New Housing and Services Resource Center – HUD Exchange](#)
5. [Housing and Services Partnership Accelerator – Housing and Services Resource Center](#)
6. [1115 Waiver Demonstration: Update on Health Equity Regional Organizations \(HEROs\)](#)

## **Article IV. Preventing Discrimination, Harassment, and Bullying**

### **Expectations for Participants in NASEM Activities**

The National Academies of Sciences, Engineering, and Medicine (NASEM) are committed to the principles of diversity, integrity, civility, and respect in all of our activities. We look to you to be a partner in this commitment by helping us to maintain a professional and cordial environment. All forms of discrimination, harassment, and bullying are prohibited in any NASEM activity. This commitment applies to all participants in all settings and locations in which NASEM work and activities are conducted, including committee meetings, workshops, conferences, and other work and social functions where employees, volunteers, sponsors, vendors, or guests are present.

**Discrimination** is prejudicial treatment of individuals or groups of people based on their race, ethnicity, color, national origin, sex, sexual orientation, gender identity, age, religion, disability, veteran status, or any other characteristic protected by applicable laws.

**Sexual harassment** is unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature that creates an intimidating, hostile, or offensive environment.

**Other types of harassment** include any verbal or physical conduct directed at individuals or groups of people because of their race, ethnicity, color, national origin, sex, sexual orientation, gender identity, age, religion, disability, veteran status, or any other characteristic protected by applicable laws, that creates an intimidating, hostile, or offensive environment.

**Bullying** is unwelcome, aggressive behavior involving the use of influence, threat, intimidation, or coercion to dominate others in the professional environment.

#### **Section 4.01 REPORTING AND RESOLUTION**

Any violation of this policy should be reported. If you experience or witness discrimination, harassment, or bullying, you are encouraged to make your unease or disapproval known to the individual, if you are comfortable doing so. You are also urged to report any incident by:

- Filing a complaint with the Office of Human Resources at 202-334-3400, or
- Reporting the incident to an employee involved in the activity in which the member or volunteer is participating, who will then file a complaint with the Office of Human Resources.

Complaints should be filed as soon as possible after an incident. To ensure the prompt and thorough investigation of the complaint, the complainant should provide as much information as is possible, such as names, dates, locations, and steps taken. The Office of Human Resources will investigate the alleged violation in consultation with the Office of the General Counsel.

If an investigation results in a finding that an individual has committed a violation, NASEM will take the actions necessary to protect those involved in its activities from any future discrimination, harassment, or bullying, including in appropriate circumstances the removal of an individual from current NASEM activities and a ban on participation in future activities.

#### **Section 4.02 CONFIDENTIALITY**

Information contained in a complaint is kept confidential, and information is revealed only on a need-to-know basis. NASEM will not retaliate or tolerate retaliation against anyone who makes a good faith report of discrimination, harassment, or bullying.

## **Article V. Diversity, Equity, and Inclusion Statement and Guiding Principles**

We, the National Academies of Sciences, Engineering, and Medicine (the National Academies), value diversity among our staff, members, volunteers, partners, vendors, and audiences. We recognize that talent is broadly distributed in society and that many perspectives enhance the quality of our work and drive innovation and impact.

We pledge to cultivate a workplace culture and climate that promotes inclusion, belonging, accessibility, and anti-racism; upholds equity; and values the participation of all who are engaged in advancing our mission.[1] By embracing the values of diversity, equity, and inclusion in our programs, institutional policies and practices, and products, we will be able to better advise the nation on the most complex issues facing society and the world.

### **Guiding Principles:**

The following diversity, equity, and inclusion principles guide our work at the National Academies:

1. Integrate diverse perspectives and experiences into our programs, institutional policies and practices, and products.
2. Foster a culture of inclusion where all staff, members, and volunteers have full access to participation and feel welcomed, respected, valued, and a sense of belonging.
3. Approach scientific endeavors with a consideration of diversity, equity, and inclusion frameworks.
4. Cultivate mutually beneficial diverse partnerships and collaborations with a variety of communities, including, but not limited to, marginalized and underrepresented communities.

Our institutional strategy for putting these values and principles into practice are outlined in the National Academies DEI Action Plan, a comprehensive five-year plan that charts a path toward achieving our diversity, equity, and inclusion goals. The DEI Action Plan is one of many ways that we commit to systems of accountability and transparency to uphold these principles and allow for continuous learning and improvement.

*Updated June 7, 2018*