

Diversity, Equity, and Inclusion Proposal

Prepared for:
National Coalition for Hospice and Palliative Care

Prepared by:



EbonyWalden Consulting
Facilitating Change



About EWC Consulting

Founded in 2017, Ebony Walden Consulting is a Richmond, Virginia based firm that offers consulting services focused on diversity, equity, and inclusion. We offer training, facilitation, coaching, and strategic guidance to non-profits who aim to create a more equitable and inclusive organizational culture, and for those who seek to use an equity lens in their work in the community. Based on our team members' experience in the field, EWC assembles the best mix of talented and experienced consultants based on the unique needs of each client. Bios of our team are attached to this proposal.

Our Approach

Our approach is to **build a relationship** with each client to fully understand their mission, culture, and unique needs. We do not offer a one-size-fits-all approach, but tailor everything we offer to ensure the best possible results for our clients.

We take a **wholistic** approach to our work, recognizing the importance of individual change, strengthening interpersonal relationships, as well as looking at how the system is functioning through policies, culture, and power dynamics. A focus solely on any one of these will not create the kind of lasting change necessary to create greater equity and inclusion.

For this project in particular we believe an **adaptive approach** is best, recognizing that learning will occur along the way, and effectiveness will be reached through flexibility, mutual learning, and change, not through the rigid application of a predetermined process. To that end, this proposal seeks to explain our philosophy and general approach to the work without predetermining every step of the way. We have attempted to predict hours and cost to provide some stability while leaving flexibility for change as needed.

The Project

The National Coalition for Hospice and Palliative Care is a small non-profit organization with a coalition represents the 13 national professional organizations dedicated to advancing the delivery of high-quality hospice and palliative care to all those who need it. The coalition has had several conversations about the need to focus both internally and externally on issues related to diversity, equity and inclusion for patients, members of the inter-disciplinary field and within our Coalition Member organizations. The Board would like to focus 2021 on some more deliberate, strategic and meaningful ways to explore, clarify and outline their DEI goals and strategies.

In order to effectively achieve these goals, it is imperative that the leadership team is able to discuss and interrogate issues of race, diversity, equity and inclusion and members of the organization are bought in and able to share their own thoughts, perspectives, and ideas for

www.ebonywalden.com

P: +1-434-962-9446



change. And given the difference in lived experiences, knowledge of the issues, and experience navigating these potentially divisive conversations, it is important to create meaningful opportunities for engagement and learning for everyone. With these goals in mind, Ebony Walden Consulting proposes the following:

1. Project Launch Meeting

To begin our work together, EWC will spend 60 minutes with leadership to clarify desired goals and outcomes for the process and discuss important background information, expectations, group dynamics, deliverables and other considerations. This time will help us shape and schedule the next steps for the process. This meeting can be with a smaller team, full senior leadership or coalition board/members.

2. Leadership & Membership Retreats

In order to set this initiative off on solid footing, EWC will facilitate (2) 2-3-hour sessions with the coalition leadership. Descriptions follow:

Leadership DEI workshop – the goal of this session will be to ensure that the Leadership Team and/or members has an opportunity to discuss race and racism, learn DEI language and concepts. Additionally, we will provide a facilitated opportunity to align DEI efforts with organizational values. There will be time to discuss the strength, weaknesses and challenges as an organization and EWC will offer some initial thoughts and recommendations.

Developing Racial Equity Lens & Strategy Sessions – Depending on the outcomes of the initial session, this could be meetings to help leadership delve deeper into learning about best practices in DEI organizational development, how to do their work through a racial equity lens and/or a strategy session for how the organization wants to move forward. The goal is to develop some goals and strategies for the organization moving forward.

3. Additional Leadership Support

Additional strategy meetings and leadership team support of up to 6 hours (inclusive of preparation and planning) are included in this proposal. This can be either coaching or advisory to the executive director, additional meetings with the board, staff or membership. This would also include preparation of any pre-meeting or post meeting materials, work, readings or tools.

Moving Forward Together

Typical recommendations and organizational interventions

This proposal does not include the implementation phase, the following description is to give you an idea of the kinds of recommendations you can anticipate.

www.ebonywalden.com

P: +1-434-962-9446



It is impossible to predict, at this point in time, what kinds of interventions will be needed in order to move the organization closer to its goals of greater diversity, equity and inclusion. Those will emerge as we begin to engage with staff and the DEI committee about the current and desired state of the organization. Typically, however, we find the following kinds of interventions most useful:

Coaching

Anyone in a position of authority must take responsibility for how their leadership supports or undermines the organizational culture. This is a profoundly difficult undertaking, and coaching should be made available in order to support people as they integrate new skills and new awareness into their work. We cannot expect people to do challenging, adaptive work without support and guidance. Coaching, while not to be confused with professional therapy, can also provide support for people who find the journey towards greater diversity, equity, and inclusion personally or professionally challenging.

Training

Training offers an opportunity for all staff to:

1. Understand the vision of the organizational culture changes being undertaken
2. Ensure shared understanding and language or core concepts
3. Learn new skills and tools to integrate these changes into their roles and interactions
4. Build capacity within the organization, both for doing the work and for continuing the work after consultants have left.

Training is not sufficient to create organizational change, but it is necessary. Without it change becomes difficult as there is no shared forum for discussion and dissemination of knowledge about the organizational culture change.

A list of current popular training modules is attached in an appendix for reference, not necessarily as current recommendations.

Equity Action Planning

We are able to help our clients map out a longer-term strategy to approach their internal and external work toward advancing racial equity. We can design and facilitate strategy work sessions with the DEI committee, staff and/or the board to develop goals and strategies toward advancing the organization's long-term DEI work. This can include deep dive sessions to develop clear tactics based on the identified goals and strategies as well as helping to develop an action plan to advance the organization's efforts and identity and pursue learning opportunities.

Initial Timeline



An initial three-month timeline indicating task completion goal from start of work:

Task	Completion Timeline
Project launch/planning meeting	Within 4 weeks of contract execution
Leadership Retreat # 1	May
Leadership Retreat # 2	August/September
DEI Support/Additional Sessions	April - October
Next Steps Determined	TBD

This timeline is projected. We understand this to be adaptive work, requiring continuous learning and integration. If selected to work with you, a first step would be to finalize a suitable work plan during the project launch meeting. It is important to note that the change process needs to be responsive and organic to the organization.

The Project

Task	Cost
Leadership Retreats (2)	\$1,800 each
Client meetings and strategy sessions (6 hours of consulting time for up to two-facilitators)	\$2,400
Total Proposed Cost	\$6,000

Our calculations for the price are based on our standard rates for this work, \$200/hour per facilitator/consultant. Any hours in addition to what is outlined in his contract will be charged at \$200 an hour per consultant.

Payment is expected in 3 installments

\$2,000 at Contract Execution

\$2,000 After completion of the first leadership retreat.

\$2,000 At completion of strategy sessions.



Our Team

Ebony Walden



Ebony Walden is a consultant and facilitator with over a decade of experience working to transform communities. Ebony is the Founder and Principal Consultant at Ebony Walden Consulting (EWC), an urban strategy firm based in Richmond, Virginia. At EWC, she works with a wide range of organizations to design and facilitate meetings, workshops, strategic plans and community engagement processes that explore race, equity and the creation of more just and inclusive communities. Before founding EWC, Ebony worked in local government and for non-profit organizations dedicated to citywide and neighborhood level revitalization.

Currently, Ebony is an adjunct professor at Virginia Commonwealth University where she teaches Diversity, Equity and Inclusion in the City. She is also on the faculty of Initiative of Change's Community Trustbuilding Fellowship, a program that develops the capacity of community leaders to overcome divisions of race and politics.

Matthew Freeman



Matthew's passion for racial equity and social justice has led him across the United States and overseas, helping people connect across differences and begin to address the challenges that divide them. Matthew has worked with members of Congress, the Federal Reserve system, as well as organizations of all sizes, from Fortune 500's to small non-profits. With degrees in biology with an environmental studies focus and in the humanities, Matthew appreciates the opportunities to bring that diverse educational background to bear on challenging community problems. He is the author of *Overcoming Bias: Building Authentic Relationships Across Differences*.



Sample Training Offerings

Every training that we offer is highly interactive, ensuring adequate time for discussion, application, and building the capacity of participants to engage in challenging dialogue with each other.

Unconscious Bias: Understanding the latest research on how our brain wiring relies on mental shortcuts, and how these unconscious impulses impact our behaviors in ways that perpetuate disparities and inequity. Focuses on knowledge, tools, and strategies for interrupting individual bias, as well as dialogue about how to implement anti-bias strategies organization-wide.

Diversity and Inclusion 101: D&I are words thrown around in many workplaces without adequate shared understanding. This training explores the many varieties of identities and experiences that make up our communities, and blends education on various terms like race, ethnicity, sex, gender, etc., with opportunities for self-reflection and dialogue on what matters most to each of us, and how to foster greater inclusion in our communities.

Equity 101: An introduction to the concept of equity, this workshop focuses on moving beyond diversity and inclusion to a focus on creating equitable outcomes. Participants learn both what equity is and how to apply an equity lens to their work.

Understanding Race: An introduction to race- its meaning, history, and how it functions in modern society. What does race mean, how is it different from ethnicity, and why are we still talking about it? This workshop explores these questions, and looks at how race has been constructed as a hierarchy of human value, privileging whiteness in many ways.

How to be an Ally: How do you effectively work on a social justice issue that doesn't impact you directly? There is a unique challenge for allies in navigating the conundrums involved in allyship, for example, when do you speak up for others, and when do you step back to allow others a voice? This workshop offers a path forward for allies, focusing on providing a developmental path, tools, and skills to be more effective in the fraught role of an ally.

Conflict Resolution (Microaggressions): A focus on the tools needed to help groups more effectively navigate awkward or challenging conversations. This workshop focuses particularly on microaggressions, and the challenging task of navigating conversations of unintended slights and othering. Participants will learn how to spot and interrupt microaggressions effectively, with an eye towards creating greater inclusion within the organization, protecting people from the impact of harmful statements, and non-judgmentally educating offenders and others.

Enneagram personality: Explore this ancient tool of nine personality types, useful both for personal growth and a deeper understanding of inter-personal and team dynamics

Custom trainings can be collaboratively developed with clients as needed.

