

## Chapter 1: Agency Administration

Contact: Health Equity Director Effective: September 5, 2023

Reference: [RCW 43.06D.040\(1\)\(e\)\(ii\)](#)  
[Washington State Pro-Equity Anti-Racism \(PEAR\) Plan & Playbook](#)  
[Executive Order 22-04: Implementing the State Pro-Equity Anti-Racism \(PEAR\) Plan and Playbook](#)  
[Executive Order 22-02: Achieving Equity in Washington State Government](#)  
[Executive Order 21-01 Affirming Washington State Business Resource Groups](#)  
[Executive Order 19-01: Veteran and Military Family Transition and Readiness Support](#)  
[Executive Order 17-01: Reaffirming Washington's Commitment to Tolerance, Diversity, and Inclusiveness](#)  
[Directive of the Governor 16-11: LGBTQ Inclusion and Safe Place Initiative](#)  
[Executive Order 13-02: Improving Employment Opportunities and Outcomes for People with Disabilities in State Government](#)  
[OFM DEI Glossary of Equity – Related Terms](#)  
[HCA Administrative Procedure 3-12-01, Harassment, Sexual Harassment, and Discrimination Complaints](#)  
[HCA Administrative Policy 1-36, Health Equity](#)

Forms Used: N/A

Applies to: All employees

Approved by:   
Administrative Services Director

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## **Pro-Equity Anti-Racism (PEAR) Implementation, Roles, & Responsibilities**

## PURPOSE

The Washington State Health Care Authority's (HCA) Pro-Equity Anti-Racism (PEAR) Implementation, Roles, and Responsibilities policy is intended to address requirements from the Governor's Office of Equity, as authorized pursuant to the Governor's Executive Order 22-04, Implementing the Washington Pro-Equity Anti-Racism (PEAR) Plan & Playbook. This policy articulates our intent and commitment to implementing a PEAR Strategy as instructed by the Office of Equity. We will establish and delegate authority to the PEAR Team, reporting directly to executive leadership, comprised of agency executive leaders, the agency equity director, employees, and external stakeholders, customers, partners, and experts for key business lines to assist the agency leadership in achieving the PEAR Plan goals.

This policy is also intended to help us as an organization and as individuals to strive toward the intent and goal of Executive Order 22-04 which declares that Washington will be an anti-racist state and committed to take actions that hold our state to that commitment through our implementation of HCA's PEAR Strategy.

Additionally, this policy articulates the expected roles and responsibilities needed to implement HCA's PEAR Strategy.

## BACKGROUND

The Office of Equity gathered the collective wisdom of thousands of community members, state employees, board and commission members, state employees, a host of partners across many sectors, and members of all branches of state government to co-create the state's inaugural five-year Washington State Pro-Equity Anti-Racism (PEAR) Plan & Playbook ("PEAR Plan & Playbook"), Washington's approach for achieving pro-equity and social justice across state government. The PEAR Plan & Playbook is designed to bridge opportunity gaps and reduce disparities so everyone in Washington flourishes and achieves their full potential.

The PEAR Plan & Playbook establishes a unified vision of equity for state government, mission, values, and goals, and contains a step-by-step playbook for developing, implementing, and embedding PEAR into every government action across state government. It reflects both how we do our daily work and who we are at our core – public servants with a shared desire for promoting equity, justice, access, and belonging for the people we serve and our colleagues who serve them.

The PEAR Equity Impact Review (EIR) framework describes a five-step process. The process blends numerical data and descriptive, community narrative data to inform agency planning, decision-making, and implementation. It is intended to drive actions that achieve equitable access to opportunities and resources that reduce disparities and improve equitable outcomes statewide. Conducting an EIR should be done prior to proposing changes to relevant agency policies, programs, and practices. Our people and environment are both healthy and flourish when we work with those experiencing inequities to ensure that everyone employed or served by state government is treated with fairness, dignity, honor, and respect.

The PEAR framework identifies priority investment in the 15 determinants of equity to achieve outcomes that benefit all tribes, communities, and employees of Washington's ecosystem, and calls for investing more of our state's resources "upstream" to address root causes where the

needs are greatest to ensure that individuals in underserved communities have their basic needs met long term in Washington's ecosystem.

Determinants of equity are the driving factors that impact the overall quality of life for all Washingtonians. The state has identified 15 determinants of equity:

economic justice	food systems	housing and home ownership
state and local practices	environment and natural resources	early childhood development
jobs and job training	community and public service	education
justice systems and laws	transportation and mobility	digital access
health and human services	community and economic development	digital literacy

Eliminating disparities in access, practices and procedures, quality of services, and programs in these 15 determinants of equity correlate to better outcomes for people and a Washington where all can thrive.

## DEFINITIONS

Anti-racism	A process of actively identifying and opposing racism. The goal of anti-racism is to challenge racism and actively change the policies, behaviors, and beliefs that perpetuate racist ideas and actions. Anti-racism is rooted in action. It is about taking steps to eliminate racism at the individual, institutional, and structural levels.
Diversity	Describes the presence of differences within a given setting, collective, or group. An individual is not diverse – a person is unique. Diversity is about a collective or a group and exists in relationship to others. A team, an organization, a family, a neighborhood, and a community can be diverse. A person can bring diversity of thought, experience, and traits (seen or unseen), to a team – and the person is still an individual.
Equity	The act of developing, strengthening, and supporting procedural and outcome fairness in systems, procedures, and resource distribution mechanisms to create equitable (not equal) opportunity for all people. Equity is distinct from equality, which refers to everyone having the same treatment without accounting for differing needs or circumstances. Equity has a focus on eliminating barriers that have prevented the full participation of historically and currently oppressed groups.
Equity lens	To evaluate the equitable impacts of an agency's policy or program through providing consideration for and not limited to race, ethnicity, creed, color, national origin, citizenship or immigration status, sex, sexual orientation, gender identity, religion, disabilities, income levels, education, residential locations, and language abilities.
Health equity	Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including

powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.

**Inclusion** Intentionally designed, active, and ongoing engagement with people that ensures opportunities and pathways for participation in all aspects of the group, organization, or community, including decision-making processes. Inclusion is not a natural consequence of diversity. There must be intentional and consistent efforts to create and sustain a participative environment. Inclusion refers to how groups show that people are valued as respected members of the group, team, organization, or community. Inclusion is often created through progressive, consistent actions to expand, include, and share.

**Social Justice** An analysis of how power, privilege, and oppression impact our experience of our social identities. “Full and equal participation of all groups in a society that is mutually shaped to meet their needs. Social justice includes a vision of society in which the distribution of resources is equitable” and all members of a space, community, or institution, or society are “physically and psychologically safe and secure.”<sup>1</sup>

## **POLICY REQUIREMENTS**

### **A. HCA Director**

HCA (like all state agencies) is charged with the implementation of Executive Order (EO) 22-04. Per EO 22-04, HCA’s director is responsible and accountable for achieving agency PEAR outcomes, and these duties include but are not limited to:

1. Develop, implement, and report on progress of the agency’s PEAR Strategic Action Plan.
2. Gather data, help to improve communications, update (or recommend, where required) policies, and educate employees about ways to create a PEAR culture.
3. Establish and delegate authority to the PEAR Team, which will report directly to executive leadership, and is comprised of agency executive leaders, the agency health equity director, employees, and external customers, partners, and experts for key business lines to assist the agency leader in achieving these goals.
4. Provide agency PEAR Team’s contact information to the Office of Equity.
5. Partner with individuals, groups, and communities impacted by agency programs or services to complete an initial EIR, to determine agency baseline.
6. Based on the results of the EIR, complete a PEAR Strategic Action Plan Template due to the Office of Equity; updated plans are due every year thereafter.
7. Implement agency PEAR Strategic Action Plans.

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<sup>1</sup> Adams, M et al. (2016). Teaching for Diversity and Social Justice. New York: Routledge. p. 1.

8. Prepare and submit a PEAR Annual Performance Report to the Office of Equity, and every year thereafter.
9. Utilize quarterly performance review process as best practice to monitor progress toward agency PEAR Strategic Action Plan goals.
10. Prepare and submit a response to reports published by the Office of Equity on the agency's PEAR Strategic Action Plan performance. The agency's response must include the agency's progress on performance, the agency's action plan to address areas for improvement and corrective action, and a timeline for the action plan per RCW 43.06D.040(1)(e)(ii).
11. Provide executive-level support and resources needed to fulfill requirements under this executive order.
12. Request and receive consultation, guidance, technical assistance, and training from the Office of Equity as needed to implement this executive order.

### **B. Additional ROLES & RESPONSIBILITIES**

In order to fulfill the implementation requirements as set forth above, the following roles shall have the following general or specific responsibilities:

1. Executive Sponsor (HCA Director or delegate)
  - a. Provide executive-level support and resources needed to fulfill requirements under this executive order.
  - b. Establish and delegate authority to the PEAR Team, which will report directly to executive leadership, comprised of agency executive leaders, the agency equity officer, employees, and external customers, partners, and experts for key business lines to assist the agency leader in achieving these goals.
2. Equity Director:
  - a. Oversee the development, implementation, and reporting on progress of the agency's PEAR Strategic Action Plan.
  - b. Request and receive consultation, guidance, technical assistance, and training from the Office of Equity as needed to implement this executive order.
  - c. Prepare and submit a response to reports published by the Office of Equity on the agency's PEAR Strategic Action Plan performance. The agency's response must include the agency's progress on performance, the agency's action plan to address areas for improvement and corrective action, and a timeline for the action plan per RCW 43.06D.040(1)(e)(ii).
  - d. Provide agency PEAR Team's contact information to the Office of Equity.
  - e. Prepare and submit a PEAR Annual Performance Report to the Office of Equity, and every year thereafter.
3. Director of the Employee Resources Division (ERD):
  - a. Support the equity director in developing, implementing, and reporting progress of the agency's PEAR Strategic Action Plan.

- b. Request and receive consultation, guidance, technical assistance, and training from the Office of Equity as needed to implement this executive order.
  - c. Gather data, help to improve communications, and update (or recommend, where required) policies, and educate employees about ways to create a PEAR culture.
  - d. Work with the equity director to prepare and submit a PEAR Annual Performance Report to the Office of Equity, and every year thereafter.
4. Senior Leadership Team:
- a. Provide executive-level support and resources needed to fulfill requirements under this executive order.
  - b. Support the equity director on developing, implementing, and reporting on progress of the agency's PEAR Strategic Action Plan.
  - c. Utilize quarterly performance review process as best practice to monitor progress toward agency PEAR Strategic Action Plan goals.
5. The PEAR Team supports the equity director on developing, implementing, and reporting on progress of the agency's PEAR Strategic Action Plan.
6. Health equity changemakers (all staff):
- a. Apply an equity lens to their work, which may include but is not limited to all analyses of core business and processes.
  - b. Start or continue their journey in awareness and understanding of health equity.
  - c. Take health equity and DEI-related trainings as assigned.