

# EQUITY WORKBOOK

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DEVELOPED BY: BETTER  
HEALTH TOGETHER



# DEFINITIONS

## HEALTH

**“A STATE OF COMPLETE PHYSICAL, MENTAL AND SOCIAL WELL-BEING AND NOT MERELY THE ABSENCE OF DISEASE OR INFIRMITY”**

## HEALTH EQUITY

**A STATE OF BEING WHERE EVERY PERSON HAS THE BEST CHANCE TO REACH THEIR FULL HEALTH POTENTIAL, REGARDLESS OF IDENTITY, ENVIRONMENT, OR EXPERIENCE. WE ACHIEVE HEALTH EQUITY WHEN INSTITUTIONS SUPPORT EVERY PERSON IN ACHIEVING THEIR INDIVIDUAL FULL HEALTH POTENTIAL, SO THAT NO PERSON EXPERIENCES NEGATIVE HEALTH OUTCOMES AS A RESULT OF IDENTITY, ENVIRONMENT, OR EXPERIENCES**

## HEALTH DISPARITY

**ANY DIFFERENCE IN HEALTH OUTCOMES BETWEEN TWO GROUPS OF PEOPLE**

## HEALTH INEQUITY

**ANY DIFFERENCE IN HEALTH OUTCOMES BETWEEN TWO GROUPS OF PEOPLE THAT IS IMMORAL OR UNJUST**

## CULTURAL APPROPRIATION

THE UNACKNOWLEDGED OR INAPPROPRIATE ADOPTION OF THE CUSTOMS, PRACTICES, IDEAS, ETC. OF ONE PEOPLE OR SOCIETY BY MEMBERS OF ANOTHER AND TYPICALLY MORE DOMINANT PEOPLE OR SOCIETY.

## IJEOMA OLUO, SO YOU WANT TO TALK ABOUT RACE

“IT DOESN'T SEEM FAIR ON THE SURFACE, THAT WE HAVE TO WAIT FOR A BETTER WORKED BEFORE WE CAN START BORROWING AND ADAPTING FROM OTHER CULTURES WITH ABANDON. AND IT DOES NOT SEEM FAIR TO THOSE WHO FEEL OTHERS CAN TAKE FROM WHITE CULTURE WITHOUT IT BEING LABELED APPROPRIATIVE. BUT, WHAT IS ACTUALLY NOT FAIR, IS THE EXPECTATION THAT A DOMINANT CULTURE CAN JUST TAKE AND ENJOY AND PROFIT FROM THE BEAUTY AND ART AND CREATION OF AN OPPRESSED CULTURE, WITHOUT TAKING ON ANY OF THE PAIN AND OPPRESSION PEOPLE OF THAT CULTURE HAD TO SURVIVE WHILE CREATING IT.”

## DOMINANT CULTURE

- CULTURE IS THE BELIEFS AND VALUES HELD BY ANY GROUP OF PEOPLE
- CULTURE DEFINES HOW A GROUP OF PEOPLE DEFINE WHAT IS NORMAL
- THE DOMINANT CULTURE REPRESENTS THE SOCIAL NORMS THAT GOVERN A GROUP WHERE MULTIPLE CULTURES ARE PRESENT
- IT MAY REFER TO A LANGUAGE, RELIGION/RITUAL, SOCIAL VALUE, AND/ OR SOCIAL CUSTOM

## INTERSECTIONALITY

**HUMAN IDENTITY IS DEFINED BY MANY DIFFERENT AND OVERLAPPING SOCIAL CATEGORIZATIONS - RACE, CLASS, GENDER, RELIGION, ETC.... INTERSECTIONALITY RECOGNIZES THAT ANY ONE OF THESE SOCIAL IDENTITIES SHAPES AND INFLUENCES OTHER SOCIAL IDENTITIES - AND SO ONE FORM OF OPPRESSION AND DISCRIMINATIONS SHAPES OTHER FORMS OF OPPRESSION AND DISCRIMINATION. INTERSECTIONALITY CHALLENGES US TO LOOK CRITICALLY ABOUT OUR DIFFERENT AND OVERLAPPING LAYERS OF PRIVILEGE AND RECOGNIZES THAT TO ACHIEVE HEALTH EQUITY WE MUST COMBAT ALL FORMS OF OPPRESSION.**

**EX: RACISM CAN BE SEXUALIZED, OR WOMEN'S OPPRESSION CAN BE RACIALIZED - AND THIS HAPPENS IN SUCH A WAY THAT IT BECOMES IMPOSSIBLE TO VIEW DIFFERENT OPPRESSIONS AS SEPARATE.**

### WHY ISN'T INTERSECTIONALITY MORE POPULAR?

**IJEOMA OLUO, SO YOU WANT TO TALK ABOUT RACE**

- IT SLOWS THINGS DOWN
- IT MAKES YOU FACE YOUR PRIVILEGE
- DECENTRALIZES PEOPLE WHO ARE USED TO BEING THE FOCUS OF THE MOVEMENT
- FORCES PEOPLE TO REALLY LISTEN TO EACH OTHER

### WHY ISN'T INTERSECTIONALITY MORE POPULAR?

**IJEOMA OLUO, SO YOU WANT TO TALK ABOUT RACE**

- COULD DIFFERENCES IN IDENTITIES BE IMPACTING THIS CONVERSATION?
- AM I LOOKING FOR WHAT I DON'T KNOW?
- AM I LISTENING TO PEOPLE WHO ARE DIFFERENT THAN ME?
- AM I SHIFTING POWER AWAY FROM THE MOST PRIVILEGED IN THE ROOM?

## MICROAGGRESSIONS/MACROAGGRESSIONS

- **MICRO: “REAL OR PERCEIVED EVERYDAY VERBAL, NONVERBAL AND ENVIRONMENTAL SLIGHTS, SNUBS OR INSULTS THAT COMMUNICATE NEGATIVE OR HOSTILE MESSAGES TO MARGINALIZED OR PERCEIVED MARGINALIZED PEOPLE”**
- **"LOOK DIFFERENT; YOUR ENGLISH IS SO GOOD" VIDEO**  
[CLICK HERE TO WATCH](#)
- **HOW MICROAGGRESSIONS ARE LIKE MOSQUITO BITES**  
[CLICK HERE TO WATCH](#)
- **MACRO: AN ACT OF RACISM TOWARDS EVERYONE OF THAT RACE**
- **MICROASSAULTS: CONSCIOUS AND INTENTIONAL DISCRIMINATORY ACTIONS: USING RACIAL SLURS OR JOKES, DISPLAYING WHITE SUPREMACIST SYMBOLS - SWASTIKAS, OR PREVENTING ONE'S SON OR DAUGHTER FROM DATING OUTSIDE OF THEIR RACE.**
- **MICROINSULTS: VERBAL, NONVERBAL, AND ENVIRONMENTAL COMMUNICATIONS THAT SUBTLY CONVEY RUDENESS AND INSENSITIVITY THAT DEMEAN A PERSON'S RACIAL HERITAGE OR IDENTITY. AN EXAMPLE IS AN EMPLOYEE WHO ASKS A CO-WORKER OF COLOR HOW HE/SHE GOT HIS/HER JOB, IMPLYING HE/SHE MAY HAVE LANDED IT THROUGH AN AFFIRMATIVE ACTION OR QUOTA SYSTEM.**
- **MICROINVALIDATIONS: COMMUNICATIONS THAT SUBTLY EXCLUDE NEGATE OR NULLIFY THE THOUGHTS, FEELINGS, OR EXPERIENTIAL REALITY OF A PERSON OF COLOR. FOR INSTANCE, WHITE PEOPLE OFTEN ASK LATINOS WHERE THEY WERE BORN, CONVEYING THE MESSAGE THAT THEY ARE PERPETUAL FOREIGNERS IN THEIR OWN LAND.**

## WHITE FRAGILITY

**DISCOMFORT AND DEFENSIVENESS ON THE PART OF A WHITE PERSON WHEN CONFRONTED BY INFORMATION ABOUT RACIAL INEQUALITY AND INJUSTICE.**

**DR. ROBIN DIANGELO: "...A STATE IN WHICH EVEN A MINIMUM AMOUNT OF RACIAL STRESS BECOMES INTOLERABLE, TRIGGERING A RANGE OF DEFENSIVE MOVES. THESE MOVES INCLUDE THE OUTWARD DISPLAY OF EMOTIONS SUCH AS ANGER, FEAR, AND GUILT, AND BEHAVIORS SUCH AS ARGUMENTATION, SILENCE, AND LEAVING THE STRESS INDUCING SITUATION. THESE BEHAVIORS, IN TURN, FUNCTION TO REINSTATE WHITE RACIAL EQUILIBRIUM AND PREVENT ANY MEANINGFUL CROSS-RACIAL DIALOGUE."**

### PRIVILEGE

- **A RIGHT, ADVANTAGE, OR IMMUNITY GRANTED OR AVAILABLE ONLY TO A PARTICULAR PERSON OR GROUP**
- **THINKING SOMETHING ISN'T A PROBLEM BECAUSE IT DOESN'T IMPACT YOU PERSONALLY**
- **WHAT PEOPLE DON'T HAVE TO THINK ABOUT AS THEY WALK THROUGH LIFE**



THE LONGER YOU SWIM  
IN A CULTURE, THE MORE  
INVISIBLE IT BECOMES

# COMMON LANGUAGE

## WHEN TALKING ABOUT EQUITY

WHEN ENGAGING IN YOUR OWN EQUITY JOURNEY WITH FAMILY, FRIENDS, OR CO WORKERS, IT IS IMPORTANT TO ESTABLISH COMMON LANGUAGE. NORMS AND GROUND RULES ARE EXAMPLES OF COMMON LANGUAGE THAT CAN BE A FOUNDATIONAL TOOL WHEN HAVING CONVERSATIONS ON EQUITY TOPICS. LISTED BELOW ARE BHT'S NORMS AND GROUND RULES THAT ARE USED THROUGHOUT OUR EQUITY JOURNEY.

### NORMS

- ASSUME GOOD INTENT
- DIALOGUE NOT DEBATE
- SPEAK FROM YOUR OWN EXPERIENCE, NOT ONE'S YOU HAVEN'T HAD
- ITS' OKAY IF WE DON'T KNOW HOW TO TALK ABOUT IT YET
- LET TRUST TAKE TIME

### GROUND RULES

- OUCH/OOPS
- USE "I" STATEMENTS
- GET THE RIGHT VOICE IN THE ROOM IF WE FIND OURSELVES ASSUMING/NOT KNOWING/SPEAKING ON BEHALF OF OTHERS
- WORK TOWARDS COMMON LANGUAGE (EQUITY VISION, "HOW TO TALK ABOUT IT")
- LEADERS TOUCH BASE ON SILENT/SILENCE PARTICIPANTS

# WHITE SUPREMACY CULTURE

BELOW IS A LIST OF THE CHARACTERISTICS OF WHITE SUPREMACY CULTURE FROM DISMANTLING RACISM: A WORKBOOK FOR SOCIAL CHANGE GROUPS, BY KENNETH JONES AND TEMA OKUN, CHANGEWORK, 2001

PERFECTIONISM

SENSE OF URGENCY

DEFENSIVENESS

QUANTITY OVER QUALITY

WORSHIP OF THE WRITTEN WORD

ONLY ONE RIGHT WAY

PATERNALISM

EITHER/OR THINKING

POWER HOARDING

FEAR OF OPEN CONFLICT

INDIVIDUALISM

PROGRESS IS BIGGER, MORE

OBJECTIVITY

RIGHT TO COMFORT

[CLICK HERE FOR DESCRIPTIONS/ANTIDOTES](#)



# DOMINANT CULTURE TABLE



## PERSONAL CULTURE

IS THE COLLECTION OF CULTURES THAT YOU BELONG TO AT A POINT IN TIME.

## INSTITUTIONAL CULTURE

IS COMMON IDEAS, VALUES, AND STANDARDS THAT PERMEATE THE EVERYDAY LIVES OF ITS MEMBERS, AND THAT ARE PERPETUATED BY INSTITUTIONAL INDOCTRINATION, ACTIONS, AND LEADERSHIP.

## DOMINANT CULTURE

THE DOMINANT CULTURE REPRESENTS THE SOCIAL NORMS THAT GOVERN A GROUP WHERE MULTIPLE CULTURES ARE PRESENT.

TO DETERMINE DOMINANT CULTURE OF ANY PLACE, ASK YOURSELF WHAT THE PEOPLE IN POWER USUALLY LOOK LIKE AND HOW THEY USUALLY BEHAVE.



# PEOPLE'S ACKNOWLEDGMENT

## WHAT ARE LAND/PEOPLE ACKNOWLEDGMENTS:

- AT NATIVE GATHERINGS, IT IS CUSTOMARY WHEN INTRODUCING OURSELVES, TO DO IT IN A WAY THAT REPRESENTS OUR TRIBE/BAND, FAMILY, AND COMMUNITY RATHER THAN FOCUSING ON OURSELVES AS AN INDIVIDUAL.
- TRADITIONAL INTRODUCTIONS INCLUDE WHERE WE ARE FROM AND WHO OUR FAMILY IS. OUR BELIEF IS THAT PLACE IS IMPORTANT AND WE GIVE THANKS/PRAYERS FOR LAND, LIFE, AND RESOURCES, BUT "WHO" WE ARE IS WHAT TIES US TO THE LAND. GROWING UP, THIS INSTILLED A SENSE OF BELONGING IN ME.
- INDIGENOUS PEOPLE HAVE LONG ACKNOWLEDGED EACH OTHER WITHIN THE TERRITORIES IN WHICH THEY LIVED AND TRAVELED.
- ACROSS THE SPOKANE URBAN AREA, THERE ARE OVER 300 TRIBES/NATIONS REPRESENTED WITHIN THE NEAR 14,000 ESTIMATED POPULATION.
- FOR THIS REASON, WE'VE DECIDED TO CALL OUR ACKNOWLEDGMENT, A PEOPLE ACKNOWLEDGMENT. IT'S NOT ABOUT THE LAND; IT'S ABOUT THE RELATIONSHIP WITH THE LAND THAT INDIGENOUS PEOPLE HAVE.

## WHY DO ACKNOWLEDGMENTS:

- 2008 CANADA TRUTH AND RECONCILIATION COMMISSION; DOCUMENTED HISTORY AND IMPACT OF ABUSE TOWARD FIRST NATIONS PEOPLES. THIS WORK IS SLOWLY BEING DONE IN THE US.
- COUNTERS THE 'DOCTRINE OF DISCOVERY', ACKNOWLEDGING THE TRUE STORY THAT INDIGENOUS PEOPLE WERE ALREADY HERE.
- OFFERS A NEEDED RECKONING
- IS A MINIMUM FIRST STEP WHEN ATTEMPTING TO BEGIN OR IMPROVE RELATIONSHIPS WITH TRIBES/TRIBAL ORGANIZATIONS

## CONTROVERSY OF ACKNOWLEDGMENTS:

- MANY TRIBAL AND NON-TRIBAL PEOPLE BELIEVE THAT IT TOKENIZES INDIGENOUS PEOPLE. ONE WAY TO AVOID TOKENISM IS FOLLOWING THE HOW-TO GUIDELINES BELOW.
- THERE'S ALSO A BELIEF THAT DOING ACKNOWLEDGEMENTS GIVES NON-WHITE PEOPLE/ENTITIES THE POWER TO ERASE WHITE GUILT.
- SOME THINK THAT WITHOUT A FULL TRIBAL HISTORY LESSON OR KNOWLEDGE, IT'S MEANINGLESS AND PATRONIZING

## WHO / WHEN SHOULD DO AN ACKNOWLEDGMENT:

- ALL SYSTEMS THAT WERE BUILT ON OPPRESSION SHOULD CONSIDER DOING AN ACKNOWLEDGMENT; HEALTH AND EDUCATION, ETC.
- THOSE SYSTEMS OR ORGANIZATION MUST BE DOING THE WORK OF ANTI-RACISM/OPPRESSION; WHO ARE WORKING TO UNTANGLE THE 'HISTORICAL KNOTS OF COLONIALISM'

### • CEREMONIES, PUBLIC EVENTS

- EXAMPLE: SPOKANE PUBLIC SCHOOL BOARD READS A PEOPLE'S ACKNOWLEDGEMENT AT THE BEGINNING OF EACH REGULAR SCHOOL BOARD MEETING. THE BOARD PASSED A RACIAL EQUITY RESOLUTION IN JUNE 2020, OUTLINING SPECIFIC ACTIONS TO BEGIN TO ADDRESS OPPRESSION WITHIN THE LARGE SCHOOL DISTRICT. ONLY UPON 'DOING' THE WORK, WOULD IT HAVE BEEN APPROPRIATE FOR THE BOARD TO INCLUDE THE ACKNOWLEDGEMENT.

## HOW TO DEVELOP AND CONDUCT AN ACKNOWLEDGMENT:

- ACKNOWLEDGMENTS SHOULD PROCEED REVIEW / MENTION OF NATIVE HISTORY - WHY YOU OR THE ORGANIZATION IS DOING IT.
- TALK ABOUT HOW YOUR PRACTICE OF DOING PEOPLE ACKNOWLEDGMENT WAS DEVELOPED
- IN A RESPECTFUL WAY; PEOPLE SHOULD PAY AS MUCH ATTENTION AS PLEDGE OF ALLEGIANCE, ETC.
- TO GENERATE CONVERSATION, QUESTIONS ABOUT INDIGENOUS PEOPLES AND HISTORY.
- DON'T USE WORDS THAT REDUCE COLONIZATION (WHICH IS AN ONGOING PROCESS), OR SHY AWAY FROM TERMINOLOGY THAT CALLS OUT VIOLENCE, ETC.
- ALWAYS INCLUDE A CALL TO ACTION; LEARNING, RACIAL JUSTICE.
- FOCUS ON THE INDIGENOUS PEOPLE
- COULD BE AS LONG OR SHORT AS NEEDED;
  - IDENTIFY WHERE YOU ARE; WHO WERE THE INDIGENOUS/ORIGINAL PEOPLE?
  - ARTICULATE; WHO / WHERE
  - SHOULD BE TOWARD THE WELCOME / INTRODUCTIONS
- WORK WITH YOUR LOCAL TRIBES OR TRIBAL ORGANIZATIONS.

# REFLECTION TOOLS

## PERSONAL IDENTIFY PROFILE:

SET ASIDE TIME FOR EITHER YOURSELF OR YOUR TEAM TO INDIVIDUALLY FILL OUT THE [SOCIAL IDENTITY PROFILE](#), AVAILABLE OPEN SOURCE ONLINE. REMEMBER, NO ONE SHOULD BE REQUIRED TO SHARE THE DETAILS OF THEIR PERSONAL WORKSHEET. DISCUSS AS A GROUP, SOME RECOMMENDED PROMPTS INCLUDE:

- WHAT ARE YOUR REACTIONS TO FILLING OUT THIS PROFILE?
- WHERE DO YOUR EARLIEST MEMORIES OF DIFFERENT FORMS OF IDENTITY COME FROM?
- ARE THERE SOME TYPES OF IDENTITY YOU THINK ABOUT MORE THAN OTHERS? WHY?
- HOW MAY THESE DIFFERENT TYPES OF IDENTITY HAVE INFLUENCED THE WORK YOU DO?

## IMPLICIT BIAS TEST:

- [CLICK HERE](#) TO TAKE THE IMPLICIT ASSOCIATION TEST
  - WERE YOU SURPRISED BY YOUR RESULTS? WHY OR WHY NOT?
  - WHERE DO YOU THINK THIS UNCONSCIOUS ASSOCIATION COMES FROM?
  - WHAT ARE THE POTENTIAL IMPACTS OF THIS BIAS?
  - WHAT COULD YOU DO TO HELP OVERCOME THE IMPACTS THIS BIAS?

## ADDITIONAL RESOURCES FOR DISCUSSION:

[CLICK HERE](#) FOR DIFFERENT TYPE OF IMPLICIT BIAS

## MICROAGGRESSION ACTIVITY:

[CLICK HERE](#) TO DO THE BREAKING PREJUDICE ACTIVITY.

## TALKING ABOUT RACE:

[CLICK HERE](#) FOR MORE RESOURCES ON RACE.

## RECOMMENDED QUESTIONS FOR DISCUSSION ON RACE

- WHERE DO YOUR EARLIEST MEMORIES OF RACE COME FROM?
- WHEN WAS THE FIRST TIME YOU HAD A TEACHER WHO WAS A DIFFERENT RACE THAN YOU?
- WHEN WAS THE FIRST TIME YOU REMEMBER READING A BOOK WHERE THE MAIN CHARACTER WAS A DIFFERENT RACE THAN YOU?

## SUGGESTED VIDEOS TO WATCH FOR REFLECTION

- HOUSING DISCRIMINATION IN SPOKANE [WATCH HERE](#)
- ELI SASLOW & DEREK BLACK; RISING OUT OF HATRED INTERVIEW [WATCH HERE](#)
- ALLY VS. CO-CONSPIRATOR [WATCH HERE](#)

# BLACK NATIONAL ANTHEM

WHEN WAS THE FIRST TIME YOU HEARD  
THIS? WHAT IS YOUR REFLECTION ON  
THE LYRICS?

LIFT EV'RY VOICE AND SING,  
'TIL EARTH AND HEAVEN RING,  
RING WITH THE HARMONIES OF LIBERTY;  
LET OUR REJOICING RISE  
HIGH AS THE LIST'NING SKIES,  
LET IT RESOUND LOUD AS THE ROLLING  
SEA.

SING A SONG FULL OF THE FAITH THAT  
THE DARK PAST HAS TAUGHT US,  
SING A SONG FULL OF THE HOPE THAT  
THE PRESENT HAS BROUGHT US;  
FACING THE RISING SUN OF OUR NEW  
DAY BEGUN,  
LET US MARCH ON 'TIL VICTORY IS  
WON.

STONY THE ROAD WE TROD,  
BITTER THE CHASTENING ROD,  
FELT IN THE DAYS WHEN HOPE UNBORN  
HAD DIED;

YET WITH A STEADY BEAT,  
HAVE NOT OUR WEARY FEET  
COME TO THE PLACE FOR WHICH OUR  
FATHERS SIGHED?  
WE HAVE COME OVER A WAY THAT WITH  
TEARS HAS BEEN WATERED,  
WE HAVE COME, TREADING OUR PATH  
THROUGH THE BLOOD OF THE  
SLAUGHTERED,

OUT FROM THE GLOOMY PAST,  
'TIL NOW WE STAND AT LAST  
WHERE THE WHITE GLEAM OF OUR  
BRIGHT STAR IS CAST.

GOD OF OUR WEARY YEARS,  
GOD OF OUR SILENT TEARS,  
THOU WHO HAS BROUGHT US THUS FAR  
ON THE WAY;  
THOU WHO HAS BY THY MIGHT  
LED US INTO THE LIGHT,  
KEEP US FOREVER IN THE PATH, WE  
PRAY.

LEST OUR FEET STRAY FROM THE  
PLACES, OUR GOD, WHERE WE MET THEE,  
LEST, OUR HEARTS DRUNK WITH THE  
WINE OF THE WORLD, WE FORGET THEE;  
SHADOWED BENEATH THY HAND,  
MAY WE FOREVER STAND,  
TRUE TO OUR GOD,  
TRUE TO OUR NATIVE LAND.

[CLICK HERE FOR HISTORY](#)

[CLICK HERE TO LISTEN](#)

# EVOLVING EQUITY JOURNEY

WE  
HAVE YET TO SEE AN ANTI-RACIST WORLD,  
BUT WE BELIEVE WE CAN BUILD ONE. WE DO  
NOT STRIVE FOR PERFECTION IN OUR EQUITY  
JOURNEY, BUT AN OPENNESS TO LEARN AND  
WILLINGNESS TO BE MOVED. WE WILL MAKE  
MISTAKES, AND THOSE MISTAKES WILL HELP  
US

GROW. WE STRIVE TO BUILD  
ACCOUNTABILITY IN OUR WORK THAT WILL  
PREVENT AND

REDUCE THE HARM TO THOSE WHO HAVE  
ALREADY BEEN IMPACTED BY OPPRESSION  
ALONG THE

WAY. WE OWE SO MUCH OF OUR LEARNING  
TO MEMBERS OF IMPACTED COMMUNITIES  
WHO HAVE

TAKEN ON A GREAT BURDEN IN SHARING  
THEIR EXPERIENCES OF OPPRESSION AND  
THEIR

TOOLS FOR LIBERATION IN  
ORDER FOR US

TO SEE HOW WE MUST DO BETTER. WE DO  
OUR BEST TO EXPRESS OUR COMMITMENT  
AS WE

KNOW HOW TO LIVE IT OUT TODAY,  
HOWEVER, OUR COMMITMENT TO ANTI-  
OPPRESSION

WORK IS EVOLVING AND HOW WE  
COMMUNICATE AND ACTIVATE OUR  
COMMITMENT TO THIS  
WORK WILL ALSO EVOLVE AND GROW.

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BETTER HEALTH TOGETHER