



CATHOLIC HEALTHCARE PARTNERS CINCINNATI, OH

April 2004

Executive Summary:

Catholic Healthcare Partners, a large health care system based in the Midwest, is developing a comprehensive diversity and inclusion program to implement in all of the organization's regions. The organization began by defining diversity with a "diversity wheel," made up of 26 components in different layers, from personality in the center, to physical appearances such as age, race, and gender, to non-visual components such as education, religion, marital status, and income. The outermost layer of the wheel includes organizational factors such as work location and functional level.

Once the organization defined diversity, it implemented a three-phase cultural assessment process. The phases included performing personal individual profiles for randomly selected employees in each region, conducting focus groups, and doing a cultural audit survey. Catholic Healthcare Partners is currently completing the second and third phases of this process. Once completed, the organization will use the results to implement an organization-wide strategic plan addressing diversity and inclusion as an essential part of the system's business strategy to support its mission of compassionate care for all patients and an inclusive workplace for all employees.

Organization Size: Over 100 corporations, including 30 hospitals

Program/Initiative Description:

Diversity and Inclusion Program: Catholic Healthcare Partners is developing a comprehensive program to address the diversity and inclusion needs of its employees and patients. The organization began by viewing diversity in terms of similarities and differences between individuals, and defining diversity in a broad sense. Catholic Healthcare Partners then established a definition of diversity, with 26 components divided into a "diversity wheel" with many layers. The center of the wheel represents personality; the next level represents individual dimensions that tend to be visual, such as race, age and gender; the third section addresses components of an individual that may not be visual, such as educational background, religion, marital status, income, and work experience; the outer layer addresses organizational factors such as management status, work location, and functional level.

Once the definition of diversity was established, Catholic Healthcare Partners began to develop a business rationale for why diversity and inclusion are critical to the organization's success and how diversity impacts the organization's

bottom line. This organization is doing this through a comprehensive cultural assessment. The assessment, conducted with a diversity consulting firm, includes three main components:

- Personal individual profiles, focusing on employees' degree of commitment, their level of passion for diversity initiatives, and how diversity inclusion is played out in their lives in terms of practices and behaviors. A specific number of employees in each of Catholic Healthcare Partner's regions were chosen randomly by the consulting company, and the profiles were developed electronically.
- Implementation of focus groups in each of the organization's regions, utilizing existing diversity councils in regions with established diversity programs and establishing focus groups in regions without established diversity and inclusion initiatives.
- A cultural audit, where randomly selected employees in each region answer 20-25 questions related to diversity and inclusion, and submit their responses electronically to the consulting firm, which then compiles the confidential responses.

Once all three phases of the cultural assessment are complete, the organization will assemble the information and create a system-wide strategic plan. The strategic plan will focus on eight pre-established strategic areas: (1) leadership commitment; (2) recruitment and retention, career development, and advancement; (3) education and training; (4) culture and values; (5) communication; (6) associate involvement; (7) performance accountability and measurement, including specific metrics the organization already monitors; and (8) interaction with and working with the community.

Establishment of Program/Initiative: The initiative began in 2003.

Racial or Ethnic Disparities Problem the Program/Initiative Was Designed to Address: Catholic Healthcare Partners has a leadership academy at the system level for training senior-level leaders. As part of this experience, leaders are placed in action-learning groups where they are given goals to work toward. One of the recent goals was built around exploring what the organization could do to pay greater attention to diversity and inclusion. This initiative is based on preliminary research conducted by that project group.

Major Objectives

- Research and identify "who we are as a corporation and network of regions" with regard to diversity and inclusion.
- Identify best practices related to diversity and inclusion and share those with all of the organization's regions.
- Discover ways to grow stronger and improve in each of the eight predefined strategic areas.
- Experience positive outcomes in some of the metrics the organization already collects, such as patient satisfaction, retention, and separation rates.

Significant Results

- Results from the personal individual profiles conducted demonstrate employee knowledge and understanding of why diversity and inclusion are important and how they coincide with the organization's mission and values.
- Throughout this development stage, the organization has experienced a great deal of passion and commitment for diversity and inclusion among its employees.

External Partners in the Program/Initiative

- Global Lead Management Consulting, an international consulting group located in Cincinnati, OH.
- Many of Catholic Healthcare Partner's specific regions have their own diversity councils and are partnering with their local communities.

Limitations or Problems Encountered

- Understanding what's happening in practice in each region, and how to share best practices across regions, and establish consistent attention to practices across the region that represent the organization's diversity and inclusion goals.
- Wide variance in understanding at all levels and across all regions regarding the importance of diversity and inclusion as they relate to the bottom line.

Estimated Cost of the Program, To Date: The program is still in the development phase, but Catholic Healthcare Partner's leadership has made a significant commitment for the resources necessary to accomplish the program's goals.

Advice to Other Organizations That May Want to Start a Similar Program

- All initiatives must start from the top and have the necessary support.
- There must be genuine commitment to understanding the business impact of diversity and inclusion, and their potential to have a positive impact on the bottom line as well as on the level of service provided to customers.

Contact Name: Jan Donley, Ph.D.

Title: Corporate Director of Learning for Catholic Healthcare Partners

Email address: jldonley@health-partners.org

Telephone: (513) 639-2835

Fax: (513) 639-2855