

Leveraging DEI: Increasing Access & Opportunity

Presented By: Sady Fischer (she/her), Corporate Director of Diversity, Equity & Inclusion



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AGENDA

- Where to Start?
- Our Journey at Excellus
 - 2019 Highlights
 - 2020 Strategy
- Lessons Learned



Where to Start



The Poster on the Wall



What is Organizational Culture?



Where to Start?

For Companies & Individuals

- Awareness
 - Assess Readiness
 - Identify the Problems: What are the issues? The barriers?
- Define the Why and Educate
 - Why change?
 - Identify Solutions and Set Expectations
 - Educate
 - Engage Employees
- Implementation, Accountability & Action
 - Embed DEI into the fabric of the organization
- Evaluate
 - Define what success looks like and measure success
 - Assess and Adjust

For all leaders & employees:

- Start with Having the Conversation!
- Educate Yourself & Your Circles
- Speak Up & Get Involved
- Remember ALLYSHIP takes ACTION

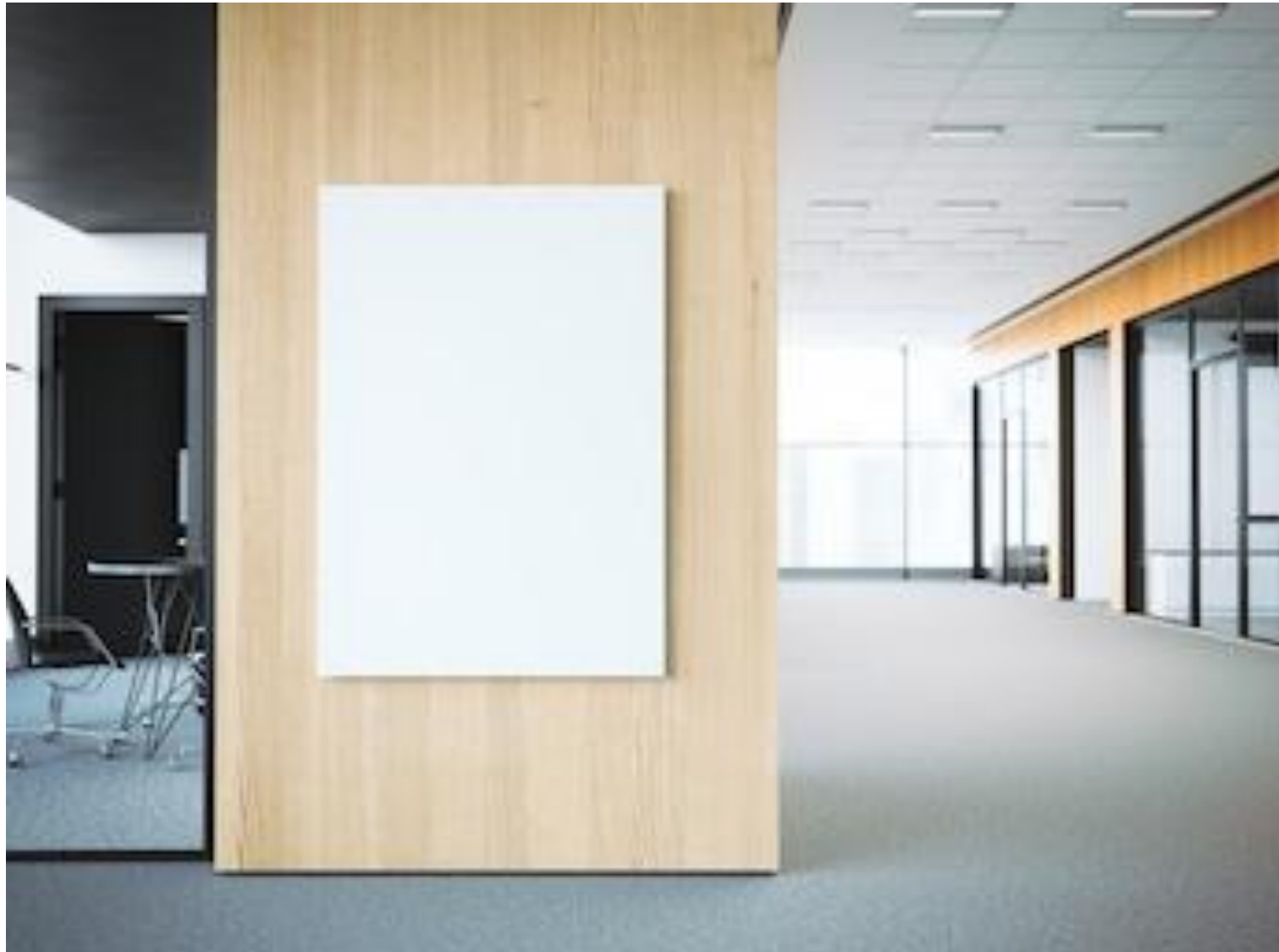
Our Journey at Excellus



2019 – Enhancing Our DEI Approach



The Poster on the Wall



2019: New Leadership, New Expectations & New Direction

New Leadership:

New Corporate Director, Sady Fischer, was appointed to lead the organization and its DEI Strategy (The Lifetime Healthcare Companies, includes Excellus BlueCross BlueShield, Univera Healthcare, Lifetime Benefit Solutions and MedAmerica)

New Expectations Defined by New Director:

Responsible: All Employees

Accountable: Director of Diversity, Equity & Inclusion in Partnership with the Health Plan's Executive Team (HPET)

It takes all of us!

New Direction Led by New Director:

- DEI is more than awareness and hiring. It's about intentionally imbedding these concepts into all that we do, including but not limited to policies, procedures, language, pay equity, etc.
- In short: Make it a part of the Culture of the Organization
- Added "Equity" and "Access" to our work
- Proposed a new "Diversity, Equity & Inclusion Strategy" for the Company

Our Corporate Commitment to DEI



Our Corporate Commitment to Diversity, Equity & Inclusion

Our company is committed to fostering an environment where inclusion, diversity, equity and access are explicitly recognized as fundamental parts of our organizational culture. We are committed to equitable treatment and the elimination of discrimination in all its forms at all organizational levels and throughout all programs and at every touch point of the employee and customer lifecycle.

We pledge to fulfill this commitment by being intentional about addressing and mitigating the impact of biases in all that we do, such as in hiring practices, promotions, and access to development opportunities. We are mindful of inclusion in our use of language, policies, and programs in order to level the playing field and create spaces for all people to feel valued, seen and empowered. Through our diverse and inclusive perspectives, we strive to create an environment of equity and access where everyone can reach their full potential.

I.D.E.A. MINDSET – *The Lens Through Which We Approach Our Work*

Applying an I.D.E.A. Mindset means we take a moment to pause and be intentional about asking important questions that relate back to how we embed inclusion, diversity, equity, and access into meeting our corporate mission. In order to make people in our communities healthier, we need to first understand who they are. To secure lives through access to high-quality, affordable health care, we need to address the social determinants of health, be champions of health equity and understand how our members access our services.

By being intentional in our approach, we become a more socially conscious organization with a focus on our impact rather than our intent. Remember, the best intentions may not always have the desired impact. I.D.E.A. means digging deeper, asking the tough questions and taking action to make everyone feel like they belong, ensuring all of our communities have access to the healthcare they deserve!

Our Commitment To How We Will Live Our Values

Apply an I.D.E.A. Mindset And Take Action



I.D.E.A.

Creating a more diverse, inclusive and equitable organization **takes action**. We must be intentional about our thoughts and actions, which includes examining our own biases and privileges. We must pause and be open to being uncomfortable.

I.D.E.A. Mindset and Actions



Inclusion

We want all customers to feel included and have a sense of belonging at every touch point.



Diversity

Representation Matters! We want our customers to see themselves reflected in all areas of our organization.



Equity

We want to level the playing field and provide all customers with what they need to reach their full potential.



Access

Acknowledgement of our customers unique needs and filling those needs through intentional action.

2019 Highlights

Initiatives Led by Sady Fischer, Director of Diversity, Equity & Inclusion



January

- Executive Buy-In to New DEI Strategy defined and led by New Director of DEI

March

- New Director of DEI assigned First Required Reading: "Waking up White: and Finding Myself in the Story of Race" by Debby Irving to the Health Plan's Executive Team

May 2019 Chris Booth All Leadership Meeting

- Rolled out definitions of Inclusion, Diversity, Equity and Access to over 400 leaders
- Introduced "I.D.E.A. Mindset"

June

- Launch of New Internal Website

July

- Lock Screen DEI Messages Launch

October

- Essential Habits: Applying Two Mindsets includes applying a customer-centric and I.D.E.A. mindset. (Launched August 8, 2019)

November

- Goal and Take Away Action to All Leaders: To align divisional goals to Inclusion, Diversity, Equity and Access for 2020

With an Intentional Focus on:

- Disability Inclusion
- LGBTQ+ Inclusion
- Racial Equity



We are proud to recognize National Disability Employment Awareness Month and to celebrate the many and varied contributions of employees with disabilities.

**For more, please see LifeTimes Online.*



Happy Hispanic Heritage Month!

We proudly recognize the contributions made by our Hispanic and Latinx communities, employees and members. We celebrate their heritage and culture with pride.

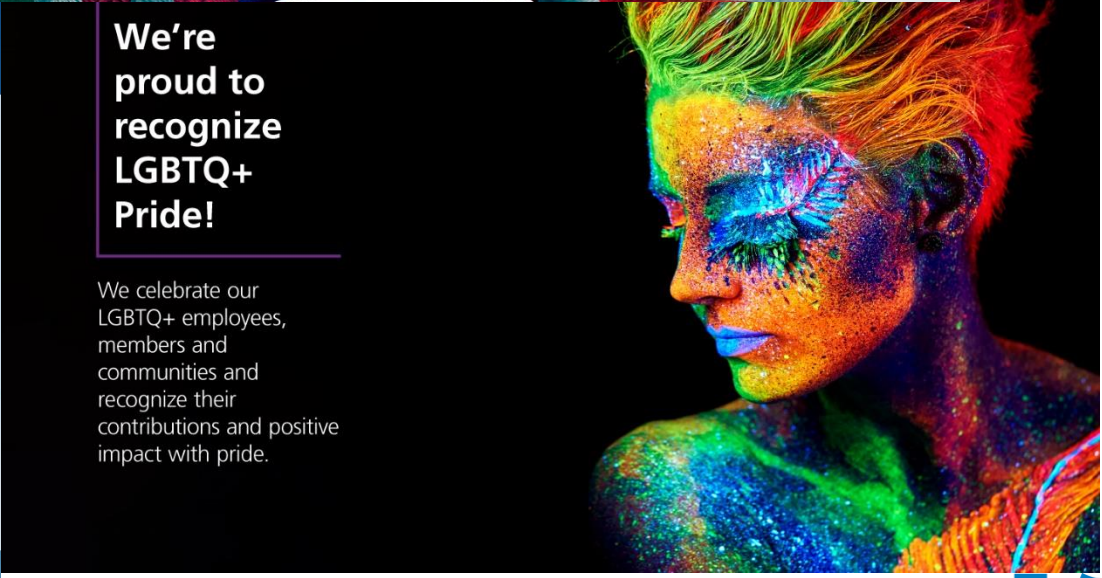
**For more, please see LifeTimes Online.*



Happy Native American Heritage Month!

We proudly recognize the contributions made by our Native American communities, employees and members. We celebrate indigenous heritage and culture with pride.

For more, go to LifeTimes Online at home.excellus.com



We're proud to recognize LGBTQ+ Pride!

We celebrate our LGBTQ+ employees, members and communities and recognize their contributions and positive impact with pride.

2020 DEI Strategy & Racial Equity Strategy



Corporate Diversity, Equity & Inclusion (DEI) Strategy

Led by Sady Fischer, Corporate Director of DEI



We are all accountable to our corporate commitment to DEI. It takes all of us!

Partners Include:

- Corporate & Regional Communications
- Human Capital Management
- Organizational Effectiveness
- Ethics & Compliance
- Supplier Diversity
- Community Investments & Partnerships
- Senior Leadership
- Employee Resource Groups
- Brand Strategy & Integrated Marketing
- All of You!

Enhanced Corporate Racial Equity Strategy

Taking Meaningful Action to be Anti-Racist

- Led by Sady Fischer, Corporate Director of Diversity, Equity & Inclusion



We are all accountable to our corporate commitment to DEI. It takes all of us!

Racial Equity Workgroup:

Led By: Sady Fischer as part of the Corporate Diversity, Equity & Inclusion Strategy

Workgroup Members & Partners Include:

- Corporate Communications (Led by Joy Auch)
- Regional Communications (Led By Melissa Klinko, Aida Byrnes, Kandis Fuller)
- Organizational Effectiveness (Led By Keri Mantegna & Roxy Greninger)
- Community Investments & Partnerships (Led By Holly Snow, Sharon Palmiter & Joseph Searles)
- Brand Strategy & Integrated Marketing (Led By Sondra Imperati & Julie Goonan)

The Talent Lifecycle



Talent Lifecycle



Attracting

Recognizing Bias

- Career websites
- Job descriptions
- Sourcing strategy
- External communications

Structural Strategies to Minimize Bias

- Review and improve career sites.
- Review job descriptions for problematic language.
- Engage in active sourcing to find candidates outside of the company's referral network.
- Support the careers of employees from underrepresented backgrounds.

Hiring

Recognizing Bias

- Resume review
- Interviews
- Candidate Evaluations

Structural Strategies to Minimize Bias

- Clearly articulate attributes for each role in advance.
- Define “culture add.”
- Design interview questions to identify these attributes.
- Create a rubric to assess answers to interview questions.

Development

Recognizing Bias

- Mentorship/Sponsorship
- Development Opportunities
- Performance Reviews and Promotions

Structural Strategies to Minimize Bias

- Add structure to formal processes like performance evaluations and promotions.
- Monitor for bias in performance and promotion processes.
- Create career-development programs for employees from underrepresented backgrounds.

Retaining

Recognizing Bias

- Creating a safe and comfortable environment.
- Rewards and recognition.
- Providing benefits that support underrepresented employees' needs.

Structural Strategies to Minimize Bias

- Survey employees.
- Monitor pay outcomes.
- Ensure that benefits are attractive to all employees.

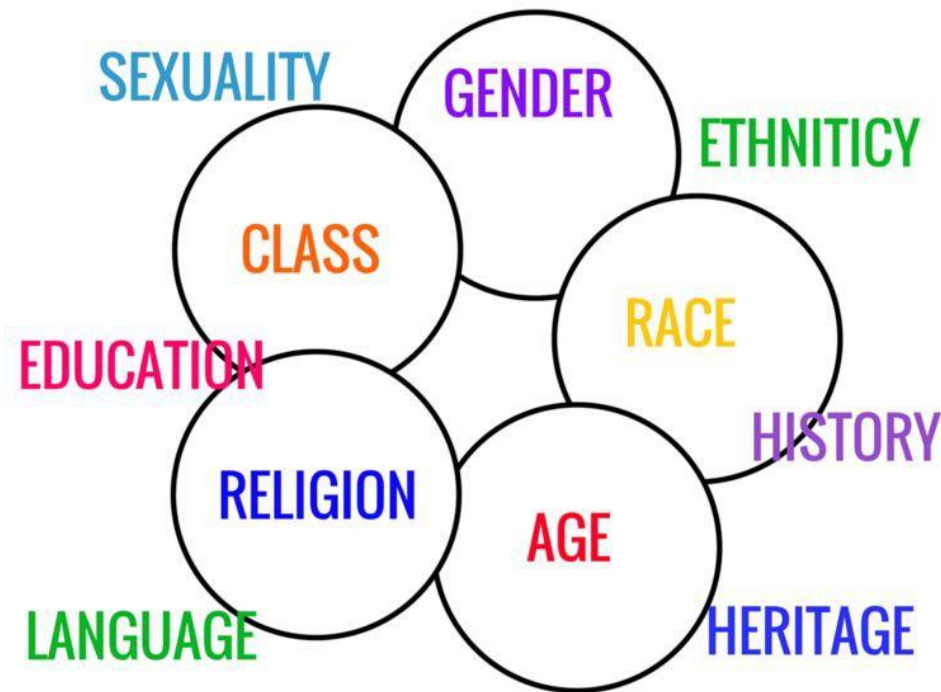
Where We Are Today

- Current Structure – OrgFx: DEI connected to L&OD, Culture, Organizational Change,
- Organizational Commitment: DEI is Strategic Priority
- Focused Response to Racial Equity
- Looking at Policy and Integration – Some of the results of the IDEA Mindset: Pronouns in Email Signatures, Contracting, Customer Care, Medical Policies
- Development of Dashboard and Metrics
- Development Pipeline
- Assessment and Updates to Policies & Processes to mitigate biases, including hiring practices, promotions, and more
- Increase Supplier Diversity
- Strategy reflects that it takes all of us. That's what the IDEA Mindset is about.

Taking an Intersectional Approach to DEI

- As we focus on DEI, we must also be intentional on how one identity intersects with other identities/experiences that have been systemically and socially marginalized and contribute to health inequities.

INTERSECTIONALITY



"overlapping or intersecting social identities and related systems of oppression, domination, or discrimination."

QUESTIONS?



THANK YOU

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