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DIVERSITY, EQUITY AND INCLUSION

A Plan for Action

UCHealth is committed to the values of respect, fairness, compassion and understanding. When we are caring for patients, supporting each other or helping our communities, we seek to do so with the respect and kindness we all deserve.

Promoting a safe, healthy environment that is free from bias is essential to the teamwork that leads to improving our patients' lives. Every one of us should expect and be committed to an environment of mutual respect for one another, our patients and the communities we serve. Our diversity and the differing perspectives we bring to one another enables us to better serve our diverse communities and empower our patients and families to live extraordinary lives.

Our diversity, equity and inclusion plan outlines the specific actions we are taking in order to ensure a positive, healthy and productive environment. These actions live within our strategic pillars of experience, performance, accessibility and innovation. This plan will evolve as we learn from one another and from our patients.

Our goal is to ensure that everyone at UCHealth is committed to achieving our mission of improving lives each and every day, for every single person. Thank you for joining us in this important work.

Elizabeth Concordia, CEO

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MISSION
VISION
VALUES

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OUR MISSION

We improve lives.
In big ways through learning, healing and discovery.

In small, personal ways through human connection.

But in all ways, we improve lives.

OUR VISION

From health care to health.

OUR VALUES

PATIENTS FIRST
Show respect, dignity and compassion. Be present and mindful. Connect in meaningful ways, both big and small. Build trust to build relationships.

INTEGRITY
Respect diversity and demonstrate inclusion. Be honest, authentic and real. Own your actions and outcomes. Treat others the way they want to be treated. Promote a fair and just culture.
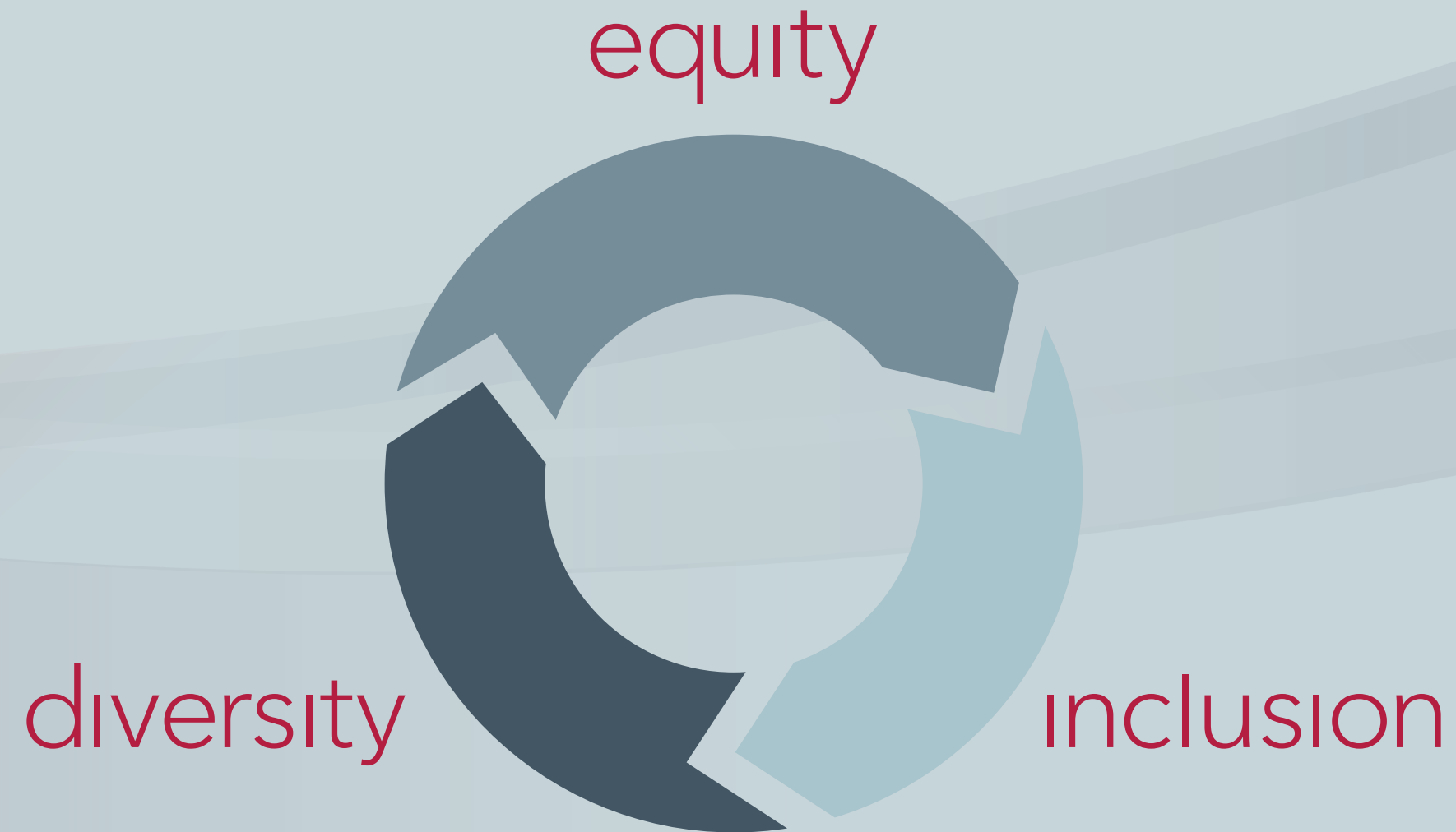
EXCELLENCE
Demonstrate respect by listening to understand. Provide exceptional care and service no matter what. Innovate for improvement. Take care of yourself so you can take care of others.

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OUR LANGUAGE

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equity

diversity

inclusion

DIVERSITY
Describes the full range of differences and similarities—both visible and invisible—of people in our organization. These can be based in race, gender and gender expression, age, veteran status, ability, communication style and more. At UCHealth, our patients and our communities benefit from the differing backgrounds, perspectives, skills and abilities of our team members.

EQUITY
Seeks to ensure fairness, impartiality and equality of opportunity for all. At UCHealth, we acknowledge that advantages and barriers exist for our team members and patients. We make a commitment to addressing and correcting inequities to remove those barriers.

INCLUSION
Authentically bringing all individuals and groups into processes, activities and decision- and policy-making in ways that share power, diversity of thought and commit to equity.

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OUR ACTION PLAN

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Our action plan is based on specific objectives for three key groups:
our people, our patients and our community. By focusing on these areas
together, we will ensure that UCHealth provides a caring, compassionate
and accountable environment for everyone.

OUR PEOPLE

OUR PATIENTS

OUR COMMUNITY

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UCHealth is committed to a culture and work environment where all our team members can be their authentic selves, be respected, feel a sense of belonging, practice allyship and feel physically and psychologically safe. Diversity among all team members, providers, leaders and board members will reflect the patients and communities we serve, with kindness and fairness being at the forefront for all.

ACTION STEPS
Starts now:

- Incorporate diversity, equity and inclusion (DEI) as a core component of UCHealth's strategic plan.
- Establish regional UCHealth inclusion committees.
- Promote a shared language for role modeling an inclusive and welcoming workplace.
- Identify key actions and barriers to know, move and grow more diverse talent.
- Expand leadership and board positions with a focus on more diverse representation.
- To honor civil rights and equity, UCHealth recognizes Martin Luther King Jr. Day as an official UCHealth holiday.
- Recruit a UCHealth chief diversity officer.

Expected outcomes:

- Establish talent acquisition processes to increase diversity in both internal and external hires in leadership positions—leadership defined as manager and above.
- Inclusion committees established in each region with one system-wide inclusion advisory committee—first meeting in February 2021 and a meeting cadence established by July 1, 2021.
- Environment of mutual respect—implement core DEI curriculum by July 1, 2021.
- Implement a DEI dashboard to measure key performance indicators by July 1, 2021.

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ACTION STEPS
In the next 12 months:

- Launch environment of mutual respect resources, accessible to all staff, providers and partners on multiple platforms.

- Champion diversity, equity and inclusion as a core component of our strategic plan.

- Enhance the chief diversity officer position to collaborate with CEO, CHRO and other C-suite members.

- Create and communicate a DEI scorecard to be accessible by all team members.

- Create a recruitment and development strategy to increase diversity across the system.

- Post entry-level compensation for all UCHealth positions and educate leaders on pay practices, ensuring that all pay is appropriate and equitable based on diversity and gender— including talent reviews, promotion rates and hiring.

- Recommend and monitor policies that promote equitable working environments free from discrimination and harassment.

- Continue to host listening sessions with C-suite leadership.

- Offer educational resources to increase cultural, emotional and diversity intelligence.

- Update diversity calendar with internal DEI events and activities.

- Partner with engagement and retention teams to recognize and celebrate DEI at UCHealth.

- Showcase our diversity and inclusion of our team members living extraordinary lives on the Source.

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Seek to achieve equity in care and an inclusive environment for patients regardless of age, race, ethnicity, country of origin, language, religion, spiritual practice, sexual orientation, gender identity or expression, disability or socioeconomic status. Continue to prioritize access to health care and a positive experience for all our patients.

ACTION STEPS

Starts now:

- Research and identify health care disparities experienced by specific groups of patients.

- Deliver resources to address patients' social determinants of health such as social, cultural and economic barriers.

- Support or expand clinical services that provide specific services and care to underserved patient groups.

- Partner with community leaders to identify resources to help mitigate negative social determinants of health experienced by our patients.

- Enhance training to promote a respectful and engaging environment that delivers high-quality outcomes to patients regardless of their differences.

Expected outcomes:

- Incorporate improvement in agreed upon equity measures into system quality goals.

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ACTION STEPS

In the next 12 months:

- Appoint a medical director of health equity.

- Create a structure to actively seek, understand and address sources of bias in clinical care.

- Engage clinical leadership to evaluate and address disparities in clinical outcomes.

- Continue to hold provider listening sessions across all regions prioritizing patient outcomes and access.

- Work with patient experience teams to evaluate and address disparities in patients' experiences.

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Elevating community organizations and launching UCHealth programs to improve health equity and access to health care for all in Colorado while addressing social determinants of health and other health needs in our communities. Continue to serve as a steward of the community through dialogue, investment and partnership.

ACTION STEPS

Starts now:

- Support diverse suppliers and local businesses.

- Partner with community-focused organizations to focus on social determinants of health and other health needs in our communities.

- Incorporate DEI in community partnership committees as well as recommended guidelines for community partnerships.

- Contribute to overall health of underserved communities through ongoing community health benefit programs and initiatives.

- Expand behavioral health resources and access to reach communities in need.

Expected outcomes:

- Establish a process to increase diverse suppliers and local businesses, especially women-, minority-, veteran- and differently abled-owned businesses, including food vendors.

- Identify opportunities for employee participation in nonprofit organization events (participation, volunteerism, UCHealth representation).

- Increase UCHealth event sponsorship programs and initiatives that recognize and support diverse communities and cultures.

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ACTION STEPS
In the next 12 months:

- Identify, prioritize and participate in events that focus on diversity, health equity and inclusion initiatives.

- Participate in local government initiatives to improve health equity of Coloradans.

- Continue expanding our virtual behavioral health program, as well as behavioral health resources for our primary and specialty care clinics, hospitals and emergency departments. Over the long term, build and open an inpatient behavioral health unit at University of Colorado Hospital and expand services at Mountain Crest.

- Increase community volunteer opportunities for DEI-related causes and initiatives for employees.

- Evaluate opportunities for large-scale health screenings, assessments and/or vaccine administration with a focus on diverse and underserved communities.

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A
FIRM
COMMITMENT

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The first line of our mission statement is unequivocal: "We improve lives." And while that certainly illustrates a profound dedication to our patients, every single person within our entire organization should believe that this statement also represents our promise to them and to the communities we serve.

By cultivating an inclusive culture that respects and celebrates differences and commonalities alike, we will continue to live up to that promise every single day. We welcome and encourage diversity of thought, enabling us to better serve our patients, our co-workers, our providers and our partners.

And empowering everyone to live their most extraordinary lives.

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KEY TERMS

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The following pages contain definitions of common terms you may hear in reference to diversity, equity and inclusion.

ALLYSHIP
The intentional and consistent practice of supporting members of a marginalized or mistreated group to which one does not belong.

ANTIRACISM
The conscious decision to make frequent, consistent and equitable choices to be conscious about race and racism and take actions to end racial inequalities in our daily lives.

BELONGING
The innate human desire to be part of something larger than us.
(Brené Brown, PhD)

BIPOC
Acronym for Black, Indigenous and People of Color, a term used to unite people of color while acknowledging the marginalization that Black and Indigenous people face.

DISCRIMINATION
The unequal treatment of individuals based on their identity, including race, ethnicity, gender, sexual orientation, language, culture, religion, mental and physical ability, social class or immigration status. Also includes differences in values, abilities, interests and experiences.

MICRO AGGRESSION
A slight snub or insult that communicates hostile, derogatory or negative messages. A comment or action that subtly and often unconsciously or unintentionally expresses a prejudiced attitude toward a member of a marginalized group.
(Dr. Derald Wing Sue, Columbia University)

PRIVILEGE
Unearned access to resources (social power) only readily available to some individuals as a result of their social group.

RACE
A social construct that artificially divides individuals into distinct groups based on characteristics such as physical appearance (particularly skin color), ancestral heritage, cultural affiliation or history, ethnic classification, and/or the social, economic, and political needs of a society at a given period of time. Scientists agree that there is no biological or genetic basis for racial categories.

RACIAL EQUITY
Racial equity is the condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, how one fares. When this term is used, the term may imply that racial equity is one part of racial justice, and thus also includes work to address the root causes of inequities, not just their manifestations. This includes the elimination of policies, practices, attitudes and cultural messages that reinforce differential outcomes by race or fail to eliminate them.

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RACISM

The belief that a particular race is superior or inferior to another, that a person's social and moral traits are predetermined by their inborn biological characteristics. Racism is racial prejudice plus power. It is the intentional or unintentional use of power to isolate, separate and exploit others. Racism confers certain privileges on and defends the dominant group, which in turn, sustains and perpetuates racism. Racism can manifest in individual, interpersonal, institutional, and structural racism and together form a system, which is often referred to as "systemic racism."

SOCIAL JUSTICE

The action(s) intended to create genuine equality, fairness and respect among peoples.

UNCONSCIOUS BIAS (IMPLICIT BIAS)

Social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing. Biases are formed around a wide range of traits and characteristics including gender identity, ethnicity, appearance, socioeconomic status and much more.

UPSTANDER

To be an upstander means not standing by when inappropriate or malicious behavior occurs. An upstander takes action to make it right.

VOICE

Having the possibility of challenging, influencing or expressing an objection to an event, process or outcome.

WHITE FRAGILITY

Discomfort and defensiveness on the part of a white person when confronted by information about racial inequality and injustice.

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QUESTIONS?
COMMENTS?
CONCERNS?

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