

Leadership

How does the *vision* or *mission* of the organization mention, support or encourage diversity? How diverse is the *board*? How diverse is the *top management or leadership*? Does the organization support minority vendors and suppliers, including *minority-owned business enterprises and women-owned business enterprises*? How is diversity involved in the organization's *long-term planning*? Has the organization implemented any *innovative initiatives* in regards to diversity? Do you have any *partnerships* with other organizations that promote diversity? How do you plan to *improve the diversity* in your company?

Encouraging diversity is a core commitment at Community Health Network, and that commitment is emphasized from the highest levels of leadership and embodied in the network's *mission* and *long-term business planning*. Execution of the network's diversity plan is a strategic initiative every year, approved by board-level leadership for broad implementation across the entire organization.

The support of leadership is evident in many places, including participation in the Mayor's Celebration of Diversity Award events. Community's delegation to awards luncheons have included the network CEO, presidents of all of the network's Indianapolis hospitals and other business units, along with a contingent of vice presidents and directors plus many members of the diversity council. All turn out as a visible show of interest in and support of Community's diversity mission.

A similar high-level delegation takes part each year in the network's activities at Indiana Black Expo. Community's team of volunteers at its 2008 Habitat for Humanity build included the CEO, hospital presidents and other high-

Community's *vision* of workforce diversity

At Community Health Network, diversity is an important part of delivering an exceptional experience for patients and employees—enhancing the quality of care we provide and enriching the workplace experience we create. We value inclusiveness and celebrate differences through awareness, interaction, and acceptance of all... embracing diversity is at the heart of our Community.

level leadership. And all network leaders are expected to take leadership roles and board positions in community organizations, including many that promote the well-being of central Indiana's diverse communities. CEO Bill Corley is in charge of a citywide effort to improve the quality of education at Indianapolis Public Schools. Other high-level executives are deeply involved in literacy education, support for those with mental illnesses and other disabilities, promotion of the arts in the inner city and many other worthwhile causes.

● Diversity is, in fact, reflected in the organization's leadership itself, both on Community *boards* and in

top management and leadership positions. Women and minorities enjoy strong representation among network leaders, including the presidencies of two of the network's five hospitals, CEOs of Community Home Health Services and Community Business Innovations, and a high percentage of the network's vice president roles. Three women serve on the Community Health Network board of directors, and women lead its quality of care committee and its governance committee. The board is growing this representation further as positions become available—

in fact, one of the chief objectives adopted by the governance committee is diversity. (*See additional information in the supplemental materials*).

● Among Community's numerous *innovative initiatives* for supporting diversity is the network's Diversity Champions program, created to identify, train and encourage additional diversity representatives at each of the numerous Community locations. The program kicked off in 2007, with approximately 65 "champions" identi-



fied at the outset.

Together, the champions focus on awareness, interaction and acceptance of all—and ensure that all employees are aware of how much Community values the differences that its people bring to the network as well as the influence that they have on the organization and employee relationships with patients and families.

Another innovation through which the network's commitment to diversity manifests itself is the process used to evaluate employee performance. As part of Community's employee diversity training—which all employees are required to complete—participants are taught how to use their knowledge and understanding of diversity in order to make better decisions, and their annual employee performance appraisal includes measurement of just how well they have achieved this goal. Thus, support of diversity is one of the measures through which an employee's annual pay increase is determined.

- In an effort to promote diversity with Community and in the community at-large, the network continually seeks **partnerships** with outside organizations. Examples include a partnership with the Center for Leadership Development that will offer educational and internship opportunities for minority youth interested in health care career paths. In addition, Project SEARCH, which provides skill-development opportunities at Community for Indianapolis Public School students with disabilities, is a partnership that links the network with Easter Seals Crossroads, IPS, the state Office of Vocational Rehabilitation, and the Indiana Institute on Disability and Community.

Community supports minority vendors, suppliers

Community has established a good faith commitment to support **women- and minority-owned business enterprises** in its procurement activities. Detailed vendor information including W/MBE status is captured through the network's Vendor Profile. At present, Community has an established criterion of 25 percent for W/MBE participation for goods and services, and has established a 30 percent criterion for W/MBE participation for construction.

Network Purchasing employs a W/MBE coordinator whose responsibilities include tracking of first- and second-tier supplier diversity participants. Funds spent with first-tier vendors range from hundreds of dollars up to \$3.4 million in contract awards.

Community Health Network, as a member of the VHA Novation group purchasing organization, procures a significant percentage of its products and services through VHA-contracted vendors. VHA established its Novation Supplier Diversity Program in 1999 and has enabled diverse suppliers to sell more than \$165 million in supplies and services to hospitals including Community Health Network.

The network has stepped up its efforts with primary vendors to identify second-tier W/MBE procurement opportunities. For example, Community's office supply vendor is identifying product substitutions that allow the network to more effectively support W/MBEs. Additionally, the network's distributor, Owens & Minor, has a diversity initiative.

In addition, employees have access to special language-line phones that provide 24-hour links to interpreters fluent in virtually every major language. Even the signage used to guide visitors around Community facilities is showing increased sensitivity to the needs of those with limited English skills or literacy.

Another avenue of support for diversity is the National Association of Health Services Executives, a non-profit association of black health care executives created to promote the advancement and development of black health care leaders as well as improve the quality of health care services rendered to minority and underserved communities. Anita Harden, president of Community Hospital East, is a founding member and immediate past president of the Indianapolis chapter, and network purchasing director Sheryl Joyner is president-elect.

- Community leadership has pursued numerous initiatives to **improve diversity** within the the network, in terms of the service it provides diverse patient communities and the ways in which employees embrace diversity and enhance employee understanding of cultural differences. For example, the network in 2008 began offering access to Culture Vision software that gives employees across the network instant access to a wealth of information about different global cultures—information that is helpful in understanding the needs of patients of other cultures.

The network employs full-time interpreters to facilitate better communication with non-English-speaking patients and families, and to provide conversational foreign-language instruction for other network employees.