



Transforming ... It's Relational

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Overview - HCA

Who are we?



What do we do?



What are we learning?



What are we missing?

- It isn't working consistently or well - and we know it.
- What are the snags?
- ASKING and LISTENING to what partners and others are telling us?
- What does data tell us?
- What are others doing and how?
- Willing to learn and practice?

Examples of Relational Challenges with (Internship) Recruitment & Diversity

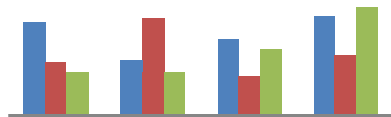
- “Order-Taking” Recruitment vs. Talent Management
- Values - inconsistently promoted
- What engagement?
- Leadership not leveraged enough
- Limited pipeline & partners
- Disparate Learning Environment
- Reputation but NO brand
- “Connection gaps”
- Diffused culture
- Belonging and Genuineness

HCA's Diversity & Inclusion Plan Approach

Traditional Diversity Approach

Goal: Workforce Targets – its more about the numbers

One dimensional



- ☐ Recruitment/Retention
 - ☐ People of Color
 - ☐ Veterans/Disabled vets
 - ☐ People with disabilities
 - ☐ Assisted employment
- ☐ Required Training
- ☐ Ad Hoc Requirements and Events

HCA D & I Plan Approach

Goal: It's about our values, our culture; it's just how we do business

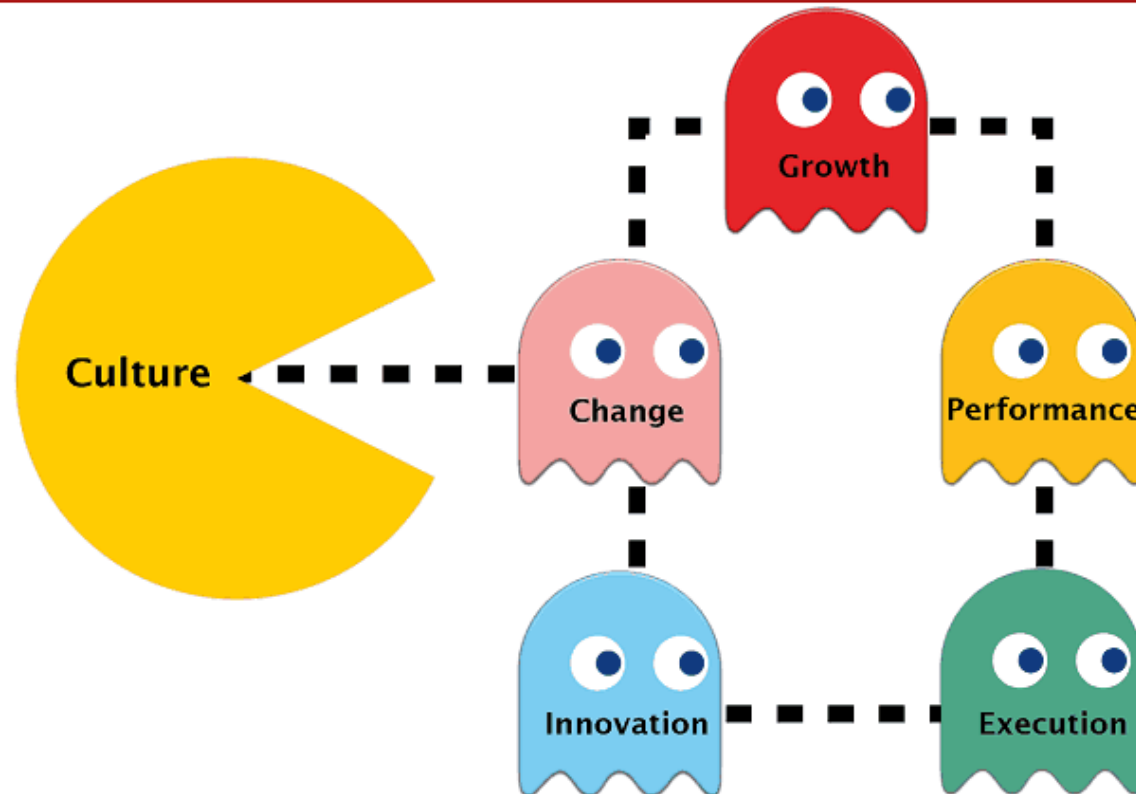
Multi-dimensional

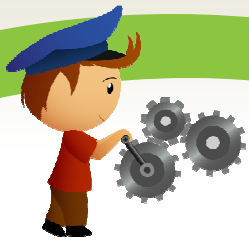


- ☐ Diversity awareness and practice
- ☐ Workforce engagement
- ☐ Inclusion practices and culture
- ☐ Diversity business driver performance and outcomes
- ☐ Impact of diversity and competency training
- ☐ Diversity activities and events
- ☐ Other framework/plan component measures

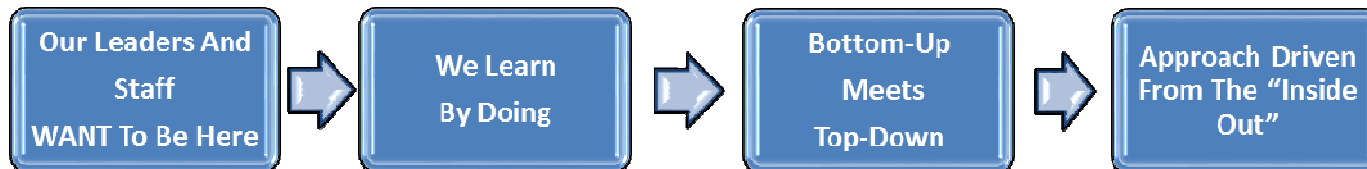
Our Bedrock - Organizational Culture & Values

Organizational culture eats strategy for
breakfast, lunch and dinner





HCA Culture Building Blocks



- ❖ Our Values: They are our bedrock – they drive the **WHY** of what we do
- ❖ Culture & Legacy: HCA leaders & staff practice values that drive us to accomplish visionary tasks
- ❖ Leverage our HCA values, culture, characteristics as fundamental building blocks

1. Our Leaders & Staff WANT to be Here

- As an employer of choice we attract and retains a talented workforce.
- We are known for our inclusive workforce that helps shape policies, programs and services we administer.

2. We Learn by Doing

- We are always learning; practicing acceptance & inclusion to be more culturally competent.
- We tirelessly provide our customers outstanding service by practicing what we learn.

3. Bottom-Up Meets Top-Down

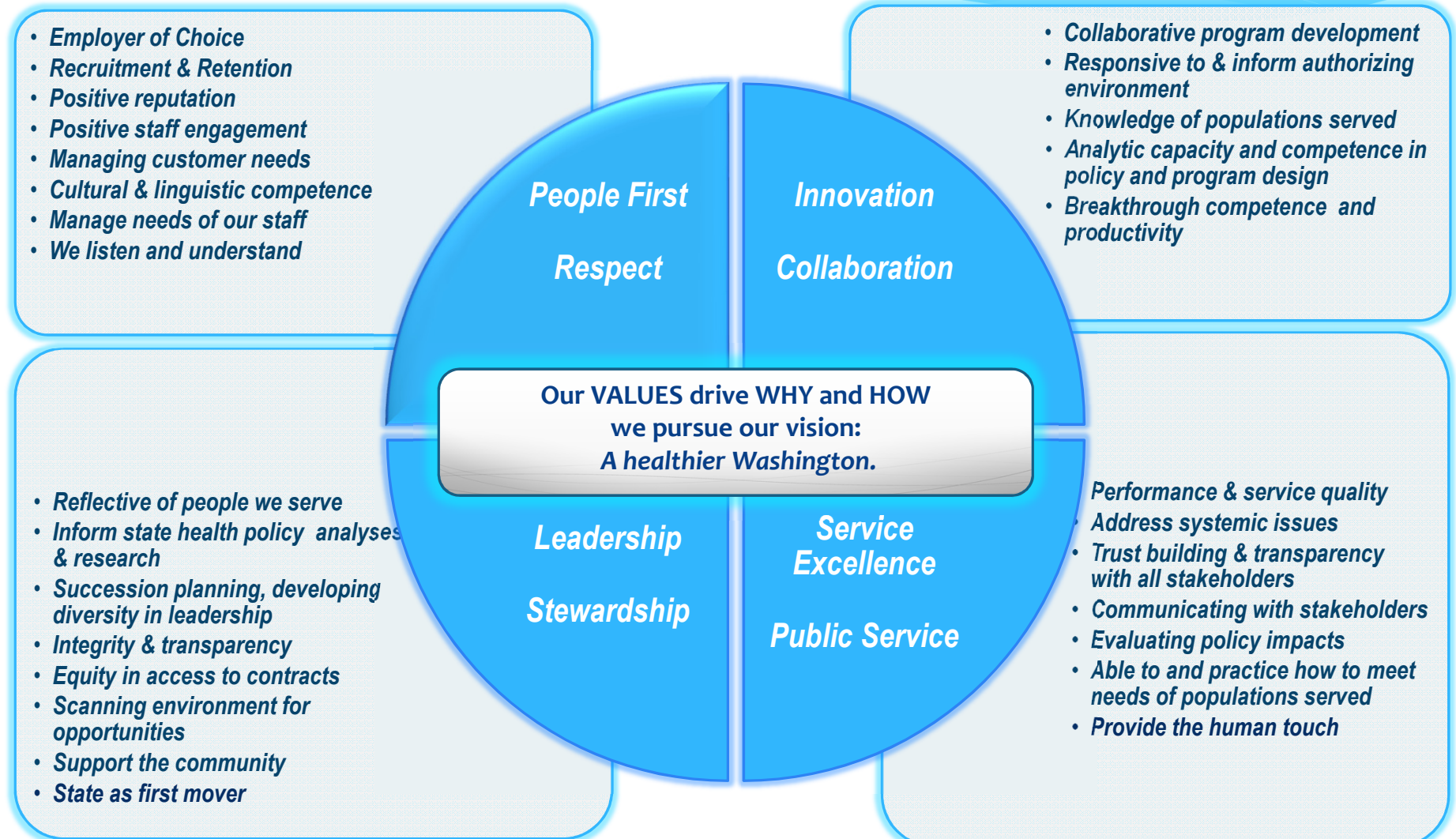
- Bottom Up - HCA staff helps develop our diversity and inclusion work and activities.
- Top Down – Leaders provide guidance, resources/support to synergize bottom up efforts.

4. Our approach is driven from the “inside out”

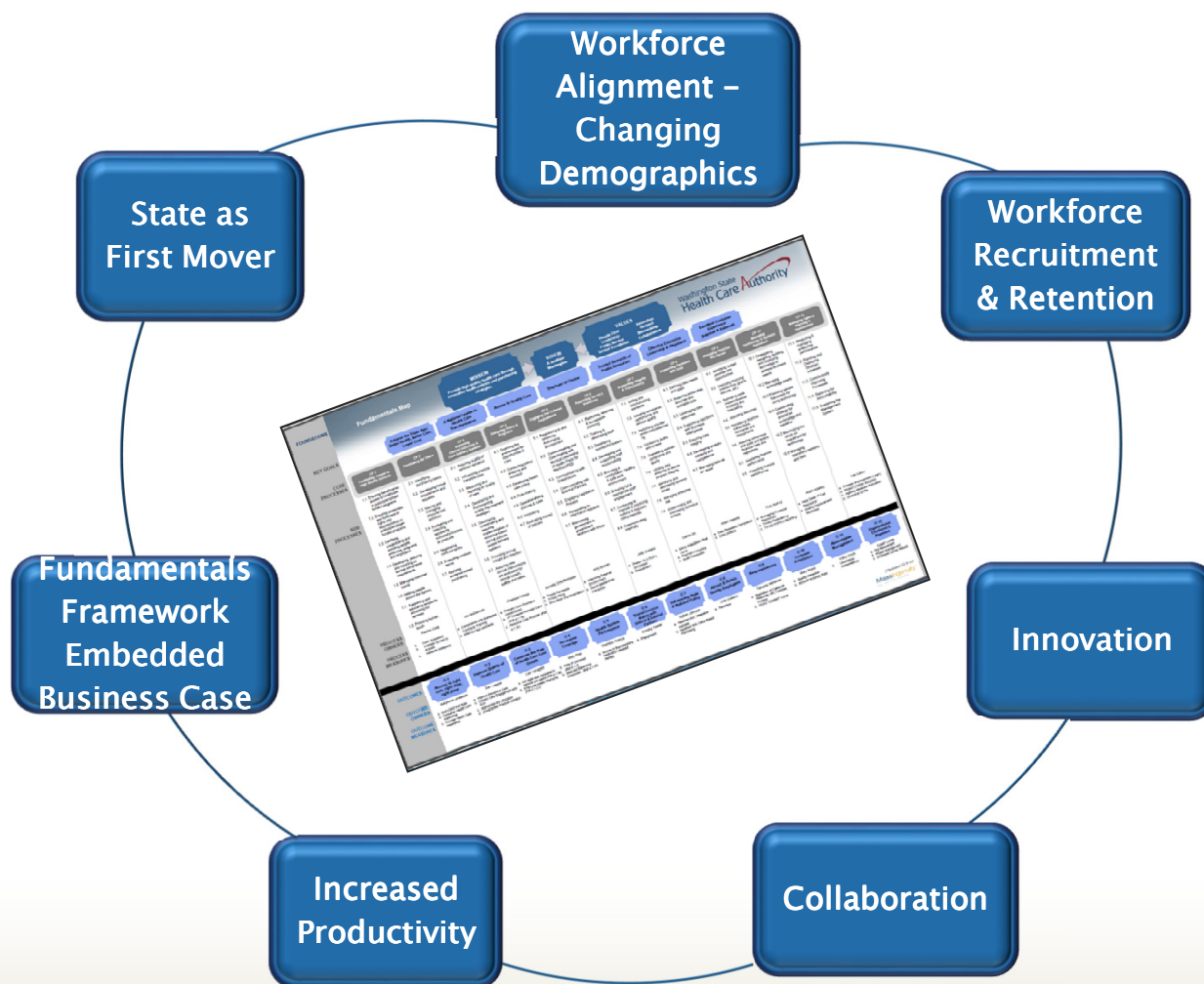
- OUR HCA values define what we believe - WHY we do things.
- Our foundations are from **intentional** self-directed jump-starting

HCA MISSION:

Provide high quality health care through innovative health policies & purchasing strategies



Diversity & Inclusion Business Case Drivers Supporting the HCA Mission



HCA Diversity and Inclusion Plan Overview

Diversity & Inclusion Vision Statement:

"We are an inclusive organization and our diverse workforce contributes to HCA's vision of a healthier Washington."

Goals:

- Build and sustain a diverse, high performing workforce that reflects all segments of society and the people we serve.
- Empower and equip our workforce with the skills and knowledge to provide outstanding service delivery and culturally competent programs
- Foster a respectful and caring HCA community that embraces diversity and values each employee's contributions.

Proposed D & I Activities (CY 2017)

January - New Year

February – Black History Recognition

March – Women's History Recognition

April – Open House / Diversity Celebration

May – Asian-American & Pacific Islander Heritage Recognition

June LGBTQ Pride Recognition

July HCA Veterans/Families & Freedom Celebration

August – HCA Generations Recognition & Appreciation

September – Hispanic Heritage Recognition

October – Disability Employment Awareness

November – American Indian, Alaska Native and Native Hawaiian Heritage Recognition

Open House – Around the World at HCA, Ethnic Food and Traditions



Health Care Authority D & I Plan Framework Components

1. Leadership, Accountability and Plan Coordination
2. Diversity and Inclusion Kitchen Cabinet (Diversity Council)
3. Workforce and Program Assessment
4. Diversity and Inclusion Training
5. Employee Resource Groups
6. External Diversity Learning and Practice
7. Measurement of Success
8. Diversity Awareness and Events
9. Diversity & Inclusion Communications
10. Internship Programs
11. Safe Space Resources
12. Update the Plan

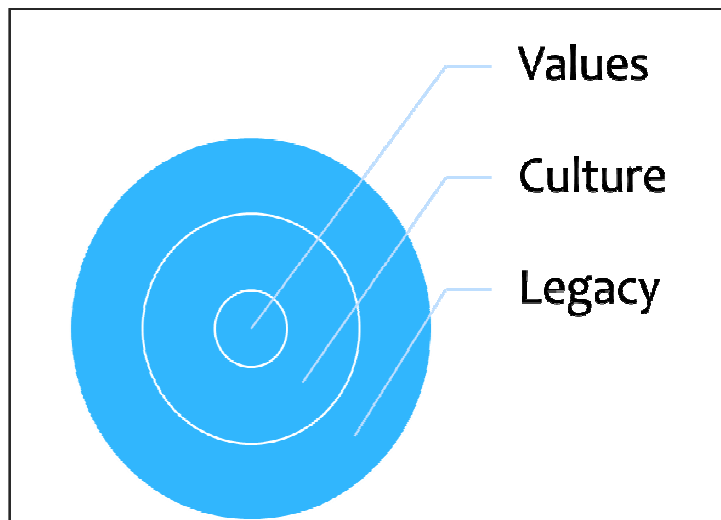


Examples of (Internship) Recruitment & Diversity Relational Transformation

- (Relational) Talent management and engagement
- More deliberate pipeline creation – high value partners
- Planning, create “THE great experience” job descriptions & environment
- Branding - Tell the story internally/externally
- Recognize and promote the transformative culture
- Build up & reinforce values
- Community of practice
- Leadership buy-in and support, and role models

Beyond the Numbers

Driven by the WHY & WHO We Are



D & I Learning & Practice Approach

Create Space

Mutual Framework

Build and Create
Awareness

Agree on Ground Rules

Facilitate Space –
Promote Climate

Engagement

Coaching & Mentoring

Collective Relevance

Co –Construction

Discovery & Diffusion

Safe Practice

Assessment & Feedback

Type of Learning or
Practice & Frequency

Business Case Impact

Competency

Innovation

Questions?



More Information:

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