

Strategic Commitment to Diversity, Equity & Inclusion (DEI)

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Session Objectives

In this session participants will:

- Learn about common pitfalls of diversity, equity and inclusion (DEI) work.
- Explore how to use a strategic approach to overcoming common DEI operational pitfalls.
- Navigate their own DEI roadmap using LifePoint's lessons learned.

Session Overview

During this session

- hear about LifePoint Health's strategic commitment to diversity, equity and inclusion (DEI)
- hear about the factors that led LifePoint down this path, progress made thus far and what LifePoint intends to do next.
- hear about LifePoint's learnings, specifically suggestions about what to do, and what not to do.

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LifePoint by the Numbers



87

Hospital
Campuses

35+

Outpatient
Centers

50+

Post-Acute
Service Providers

3,800+

Employed Providers



8,000+

Affiliated Providers



8.5 M+

Patient Encounters



29

States

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LifePoint Health's DEI Journey

- In 2020, the deaths of Breonna Taylor followed by George Floyd deeply impacted the LifePoint Executive team. They made a commitment to diversity, equity and inclusion (DEI).
- The intent was to do it right even if that meant taking it slow. We had to overcome the urge to quickly roll something out.
- Using the same intentional approach LifePoint uses to rollout any major initiative, we began our DEI journey.

LifePoint Health's DEI Journey

- Phase I: Summer/Fall 2020.
 - DEI steering committee created. Multiple workshops completed.
- Phase II:
 - Organizational assessment partner search : November - December 2020.
 - Seven-month organizational assessment launched December 2020.
 - Creation of chief diversity officer role January 2021.
 - Spring 2021 onwards: DEI strategic plan & framework developed. Organizational socialization and DEI work underway.
- Phase III:
 - Final organizational assessment report will be received August 2021.
 - DEI initiative fully underway.

A Strategic Approach To DEI

- DEI work has been around a long time. Unfortunately, there are many examples where things have not gone well or have had little/no impact.
- There are common themes about the kind of work that must take place to impact diversity, equity and inclusion: The WHAT.
- But that does not make getting started any easier.
- LifePoint wanted to be strategic about The HOW as well as the what.
- The rest of the session outlines common DEI pitfalls, and how LifePoint has navigated each. Sharing our learnings will hopefully help you on your DEI journey.

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Common DEI Pitfalls. And Ways To Navigate Them.

Pitfall: Lack of Executive Engagement

- Thankfully not an issue for LifePoint. LifePoint's CEO was deeply moved by the events of 2020.
- CEO inspired Executive Team, and is personally involved in DEI efforts.

Items for reflection:

- Which of your Executives is your key DEI champion?
- If you don't have an Executive champion, how will you develop one? Perhaps invite external execs to speak to your execs?
- Use ROI of DEI as an influence lever: enhanced recruitment, retention, and employee engagement plus decreased turnover.

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Common DEI Pitfalls. And Ways To Navigate Them.

Pitfall: No assigned DEI leader. Or DEI work is outsourced.

- LifePoint started with a steering committee, then segued to a newly created DEI leadership role.
- Of significance, the role reports to the CHRO and CEO.

Items for reflection:

- “Attention is the currency of leadership*”. Without an assigned leader how will results be driven?
- If you have a committee/council driving DEI efforts, who is the DEI spokesperson?
- If outsourced, how will DEI work get embedded into your culture?

**Quote from Ronald A. Heifetz*

Common DEI Pitfalls. And Ways To Navigate Them.

Pitfall: Assigned DEI leader is not a senior leader.

- This role is highly dependent on influence. The DEI leader needs maximum leverage ability.
- LifePoint created a senior DEI leadership position reporting directly to the CHRO and CEO.

Items for reflection:

- If your DEI leader is not a senior leader, how are you trying to influence your Execs? Perhaps invite other execs to speak to your execs?

Common DEI Pitfalls. And Ways To Navigate Them.

Pitfall: Executives and assigned DEI leader have not done their own personal work.

- LifePoint execs and DEI steering committee participated in 3 intense, facilitated workshops.

Items for reflection:

- Without personal work, DEI work will become a check-the-box exercise. If your organization has yet to do this kind of personal work, which leaders should be involved?

Common DEI Pitfalls. And Ways To Navigate Them.

Pitfall: “Borrowing” another firm’s DEI plan. And not conducting a baseline organizational assessment.

- Steering committee had consensus that plan had to match LifePoint culture, beginning with an organizational assessment.
- LifePoint established DEI priorities early on.

Items for reflection:

- What works for one firm may not work for yours. How does your DEI plan match your culture?
- Without an organizational assessment, how will you know what would aid diversity or inclusion in your firm?
- An assessment will ease the question of where to begin your DEI journey.

Common DEI Pitfalls. And Ways To Navigate Them.

Pitfall: DEI plan established at the top without engaging others.

- LifePoint has used multiple means to get employee input about our DEI plan: focused interviews, listening sessions, assessment survey, office hours, SharePoint site, ongoing newsletter updates.

Items for reflection:

- How are you planning to hear your employee voice?
- How might you need to modify modes of listening to accommodate different locations, different shifts, different times zones, and differing technological ability, etc.?

Common DEI Pitfalls. And Ways To Navigate Them.

Pitfall: Not expecting resistance. Or lack of interest in this work.

- LifePoint has been strategic in DEI messaging from CEO (signals importance), specific and ongoing DEI communications (keeps it top of mind); and bringing in different speakers (brings different voices/perspectives).
- Org. assessment was an opportunity to raise buy-in and interest.
- DEI goals will be tied to specific metrics.

Items for reflection:

- Treat DEI work as you would any organizational change effort. There must be active and ongoing work. This is not a one-and-done effort (unless you just want to check the box).

Common DEI Pitfalls. And Ways To Navigate Them.

Pitfall: Using training alone to implement DEI work.

- LifePoint is using an organizational development approach to DEI. Training is but one component of that approach.

Items for reflection:

- DEI work will likely require at least some change in employee behavior. One-off training sessions rarely change behavior.
- Treat DEI work as you would any organizational change effort. There must be active and ongoing work. This cannot be a one-and-done effort to have lasting impact.
- Use metrics to track progress and enhance accountability.

Common DEI Pitfalls. And Ways To Navigate Them.

Pitfall: Being tactical vs. strategic with DEI work.

- LifePoint has developed a strategic framework to position its DEI priorities, and efforts.

Items for reflection:

- Diversity, equity and inclusion are immense topics each on their own. Combine them and the problem seems overwhelming. How do you plan to make DEI more manageable?
- What are your DEI priorities, and how do they dovetail with your organizational priorities?

Closing Thoughts

- During this sessions you heard about common pitfalls of diversity, equity and inclusion (DEI) work. And learned what LifePoint has done to commit to a strategic approach to navigate such pitfalls.
- You heard about LifePoint's learnings, specifically suggestions about what to do, and what not to do.
- Diversity, equity and inclusion is very important work. It deserves a strategic commitment.

Thank You!