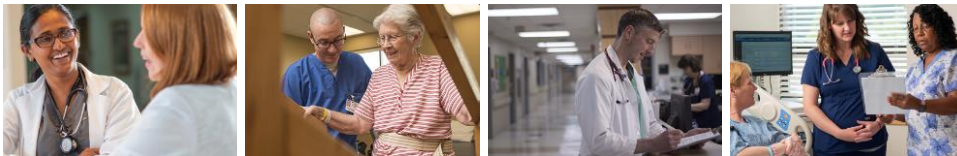


# Strategic Commitment to Diversity, Equity & Inclusion (DEI)

Vinitia Mathews, Ph.D.  
Chief Diversity & Patient Experience Officer



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## Session Objectives

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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.

3

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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

4

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## LifePoint Health's DEI Journey

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- 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

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- 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

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- 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.

7

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## Common DEI Pitfalls. And Ways To Navigate Them.

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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.

8

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## Common DEI Pitfalls. And Ways To Navigate Them.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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

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- 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!