

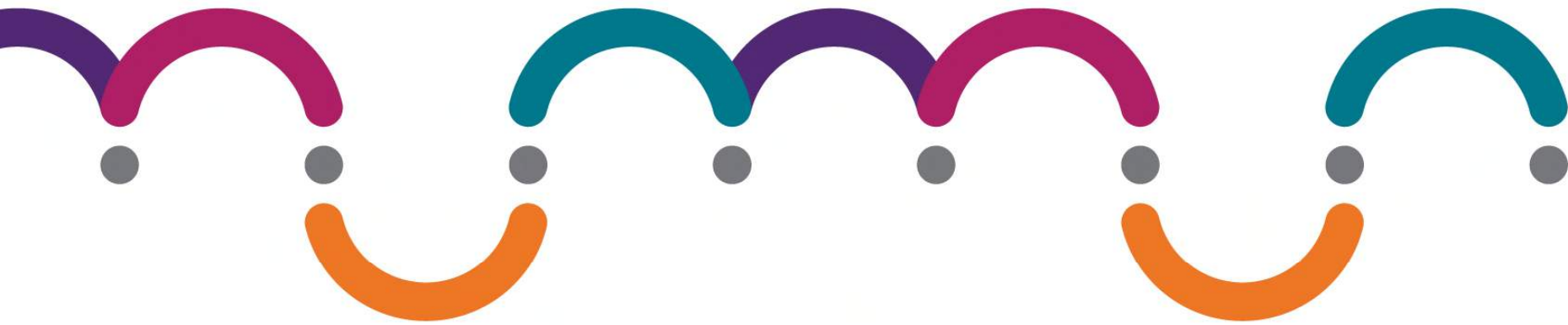
Bridging **the** **gap**

The Forum on Workplace Inclusion®
April 16–18, 2019

31st Annual Conference, Minneapolis Convention Center

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Learning Outcomes

1. Explore the role of your governance boards, executive leaders, as well as your middle managers in driving a culture of diversity and inclusion.
2. Discover ways to integrate new and existing diversity strategies that will intentionally grow your talent pipeline for diverse mid-level managers to move into executive level positions.
3. Assess the impact of meaningful interconnected D & I strategies on customer experience and talent acquisition, retention, and workforce engagement.



CHRISTUS Day 2019

CHRISTUS Health is comprised of more than

600
services & facilities

As one CHRISTUS we are

45,000 Associates
15,000 Physicians
6,000 Nurses



29,000
babies were born



Responded to
1.3 million
ER Visits



We operate in
4 U.S. States
and
7 states in Mexico,
Chile, & Colombia

Performed

98,000 Inpatient
Surgeries
and



149,000 Outpatient
Surgeries

1.8 million
Lives were touched
in 2018



Who is CHRISTUS Health?



Core Values



Dignity – Respect for the worth of every person, recognition and commitment to the value of diverse individuals and perspectives, and special concern for the poor and underserved.

Integrity – Honesty, justice and consistency in all relationships

Compassion – Service in a spirit of empathy, love, and concern

Excellence – High standards of service and performance

Stewardship – Wise and just use of our talents and resources in a collaborative manner



COMPASS 2020 DESTINATION POINTS



Leader Development & Associate Engagement

Leader Development

- Executive Minority Fellowship Program
- Minority Mentorship Program
- Women's Leadership Development Program
- Accent Bias Presentation to Governance Board
- Leadership & Associate Dialogue with Market Leaders
- Leadership & Ethics Academy
- Unconscious Bias Training for Leaders

Associate Engagement

- Internal Diversity Workshops
- Associate Engagement stratified by REL
- Special Celebrations: (i.e., MLK, Black History Month, National Minority Health Month, Hispanic Heritage Month)
- Diversity Leadership Award
- Diversity Dialogue Series
(Coming in April 2020)

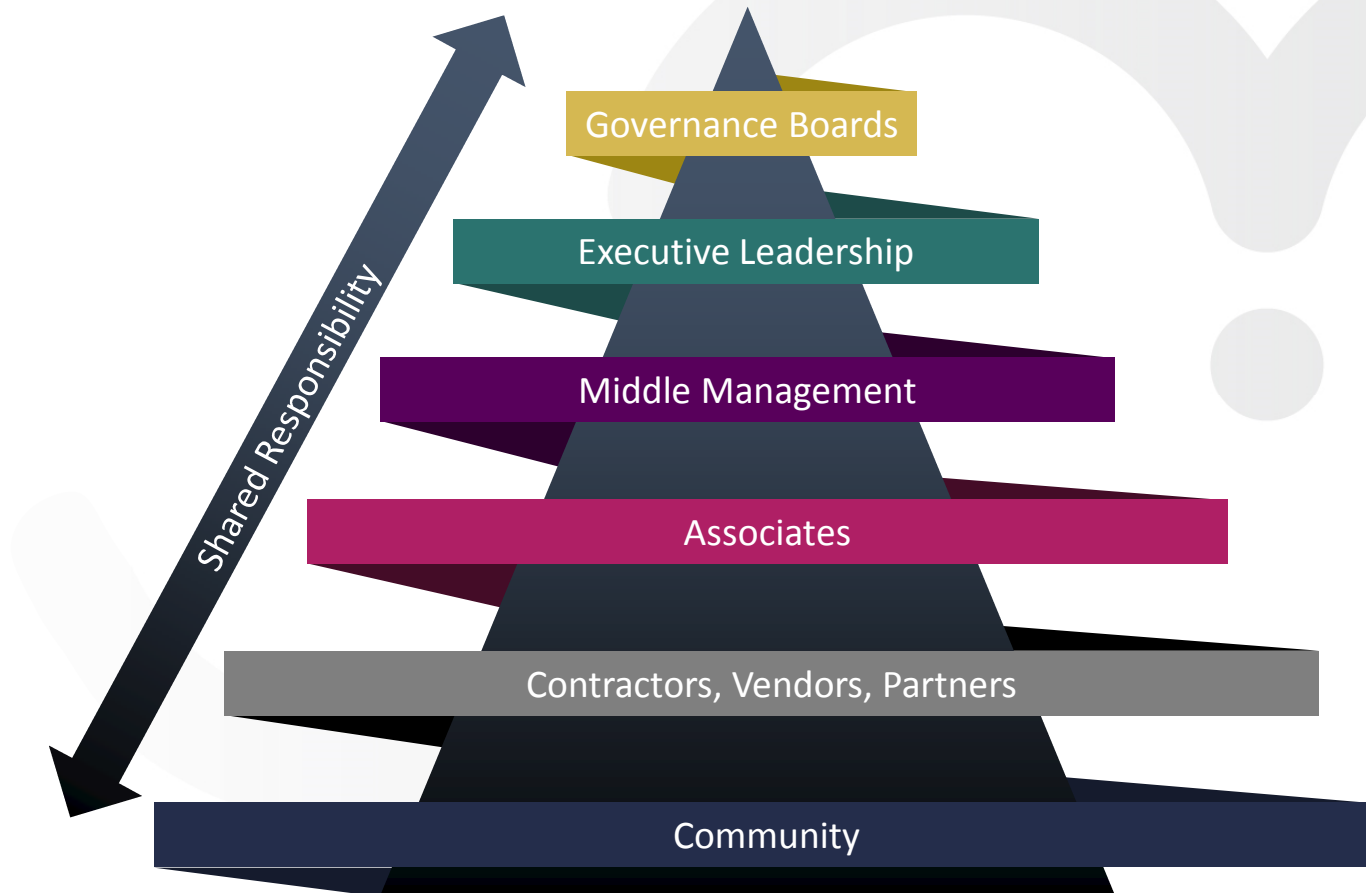
Other Interventions

- National Association of Latino Healthcare Executives
- National Association of Health Services Executives
- Mandatory Online Learning (i.e., Diversity in the Workplace, Culturally Competent Care, Language Access Services)

Creating a Culture of Diversity and Inclusion



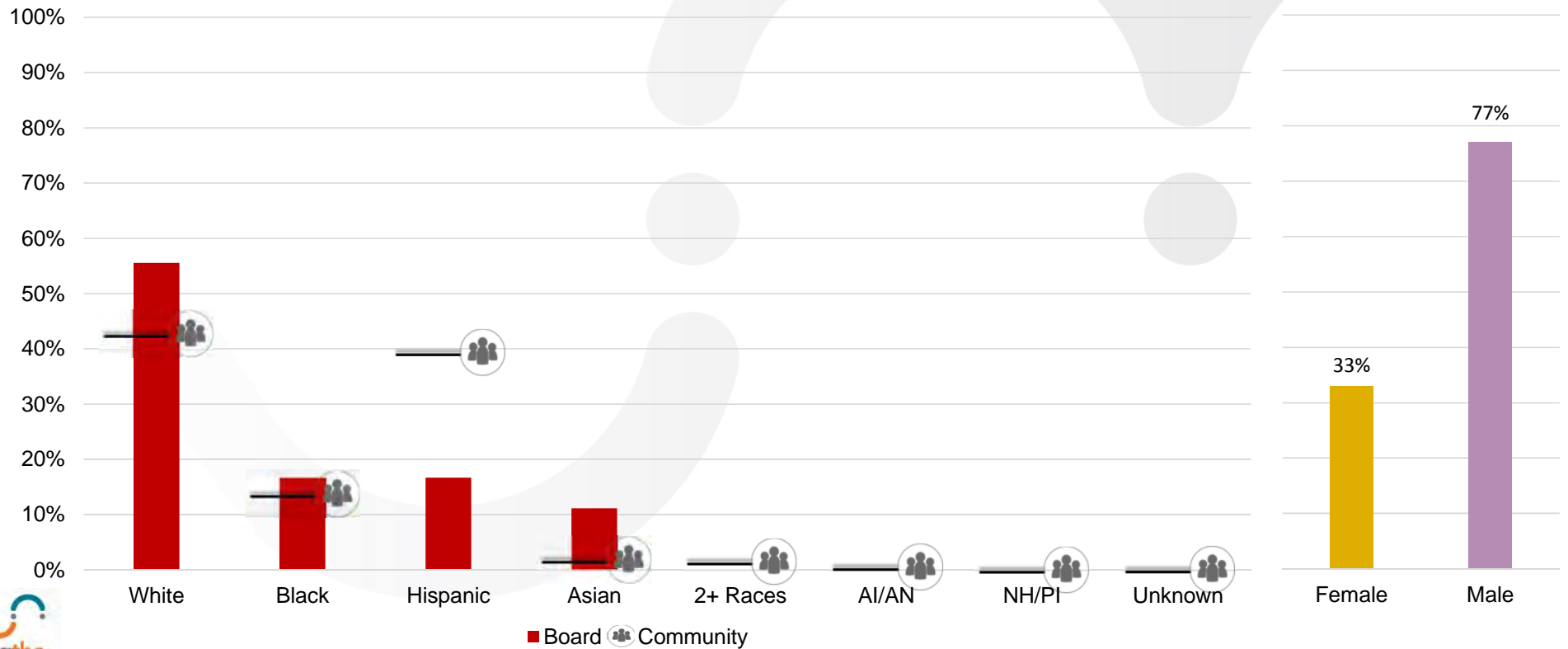
Who are the Stakeholders?



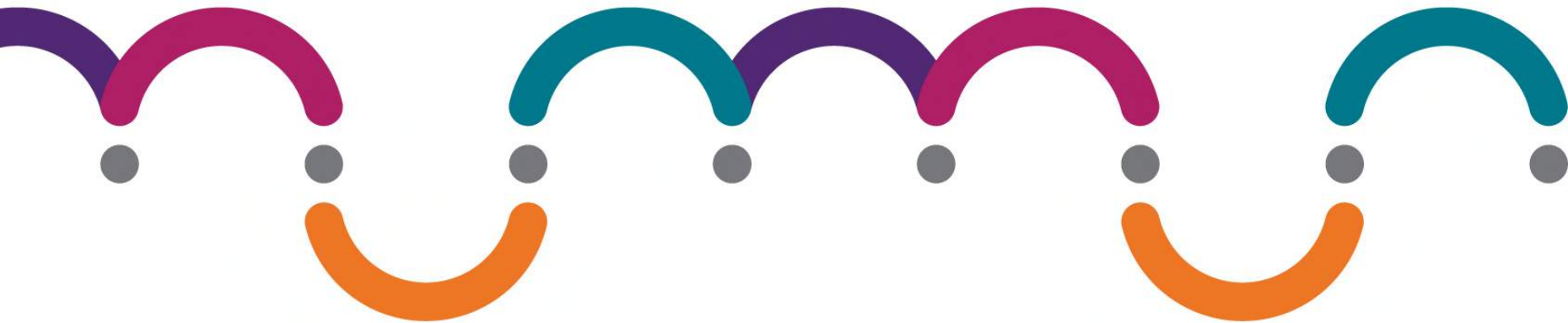
Diversity: Race/Ethnicity and Gender (All US Regions & Corporate)

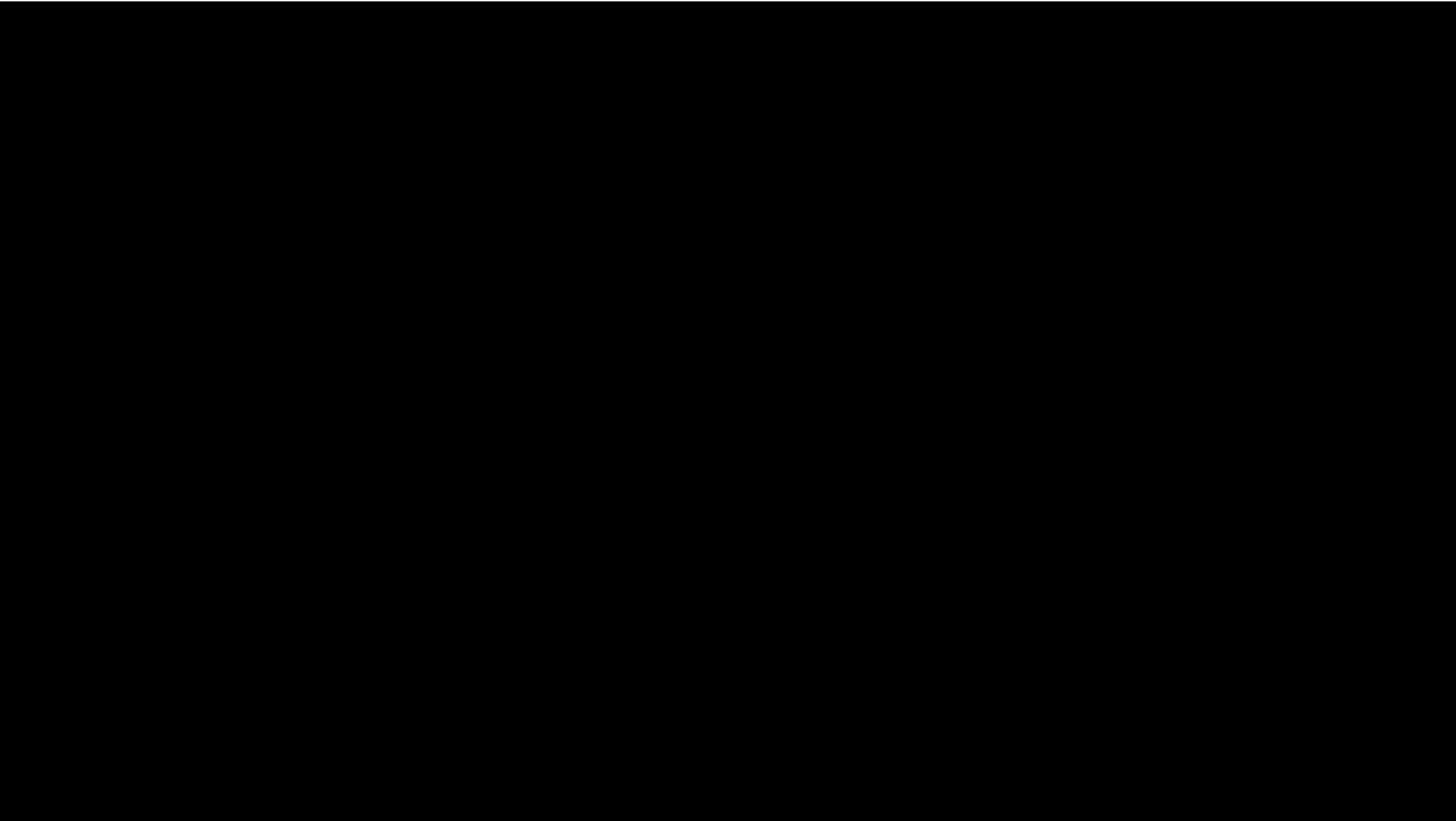
Diversity Representation at CHRISTUS of Communities Served

Board by Gender



Accountability through Organizational Goal Setting

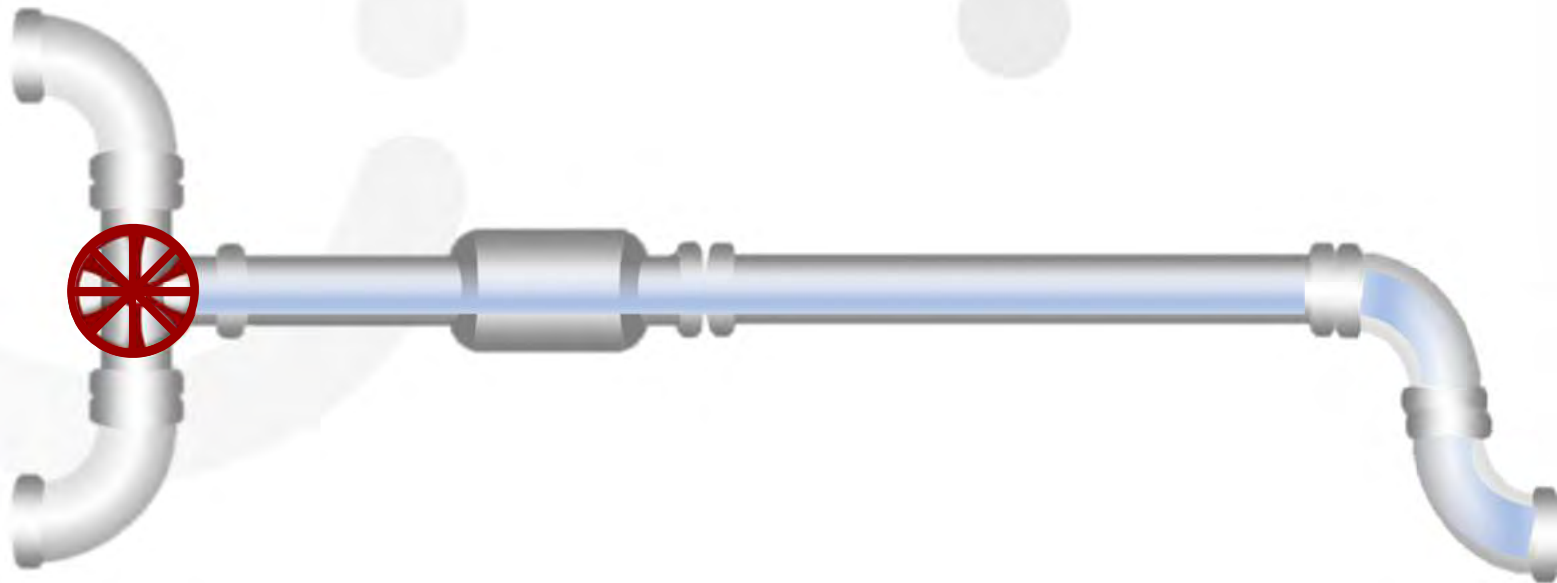




Leadership Workforce Diversity Internal Pipeline

US Ministries
*Number of African
American & Hispanic
Associates Mentee's*

International Ministries
*Number of Women
Associates Mentee's*



Target

All Ministry executives partner with Human Resources to expand the mentoring program and track formalized mentoring relationships to achieve a goal of 20% of all executives in a formal mentoring relationships with a minority associate.



Maximum

System achieves a gap reduction improving minority executive representation by end of FY2020:

- a. US Ministries Goal: 1.5% gap reduction in African American and Hispanic representation;
- b. International Ministries Goal: 3% gap reduction in women representation.



FY 2019 Leadership Diversity Metrics

To further our journey towards a culture of health equity, diversity and inclusion by improving leadership awareness on how “Unconscious Bias” plays a factor in decision-making.

Threshold:

- Senior team will participate in Unconscious Bias Training that will equip them with a common language that promotes inclusive behaviors

Target:

- US: 100% of all regions will dedicate a “Leadership Development Institute” or other leadership workshop for Unconscious Bias Training for all managers, directors and regional executives. This workshop will provide tools to our leaders for managing a diverse workforce and be more inclusive when creating opportunities for teams and projects.
- International Markets goal: Implement “Executive Fellowship Program” for women.

Maximum:

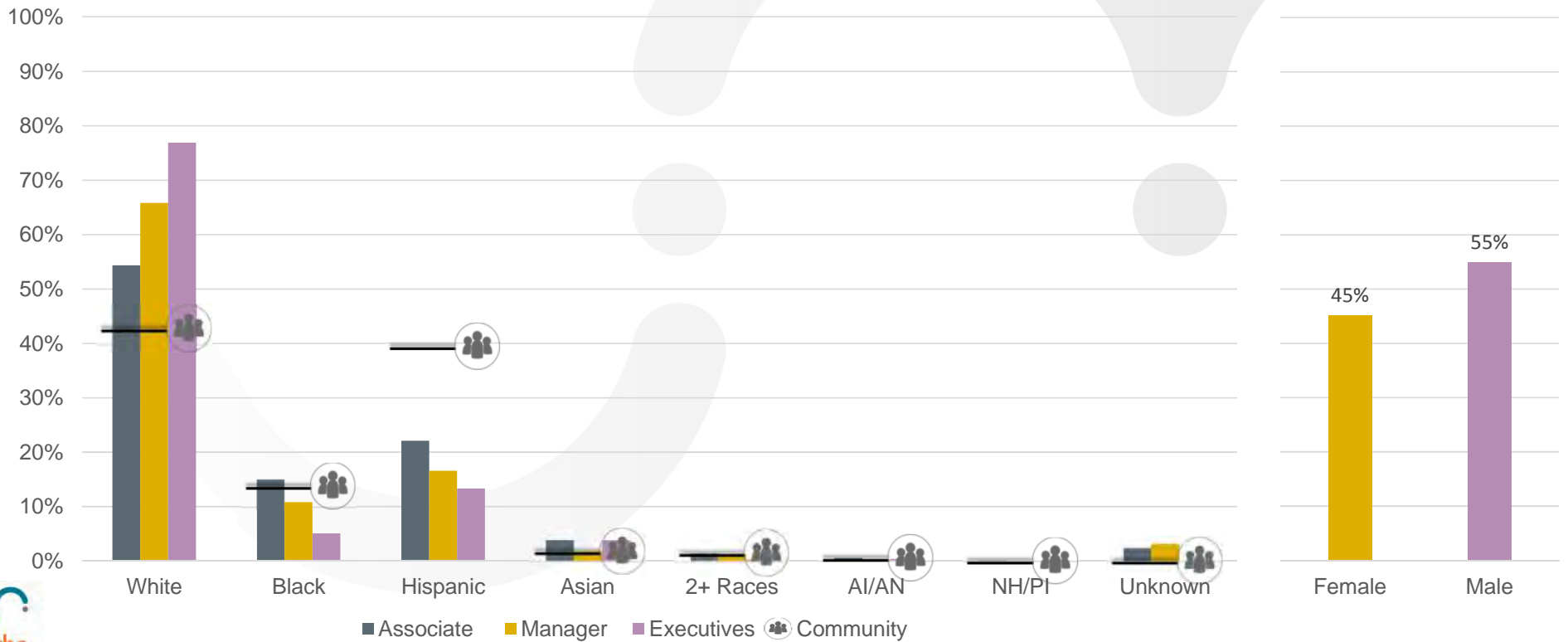
- System achieves a gap reduction improving minority executive representation by end of FY 2020:
- US Markets goal: 30% of all new executive leader positions will be filled with a minority candidate (African American or Hispanic)
- International Markets goal: 10% of new executive hires will be women.



Diversity: Race/Ethnicity and Gender (All US Regions & Corporate)

Diversity Representation at CHRISTUS of Communities Served

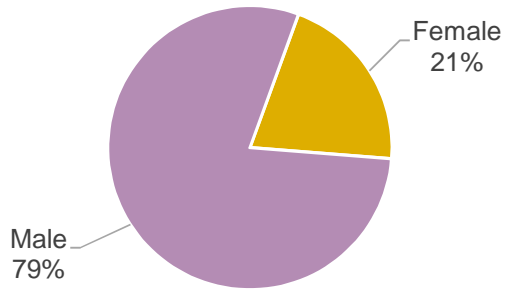
Executives by Gender



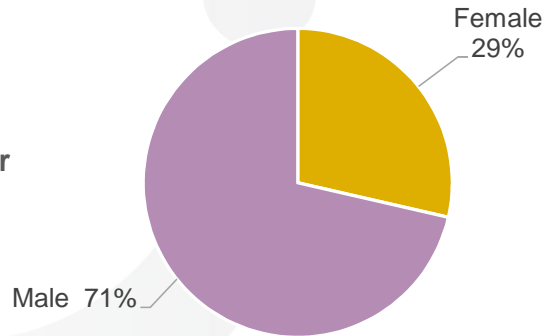
Diversity: Race/Ethnicity and Gender

LatAM - Mexico, Colombia & Chile

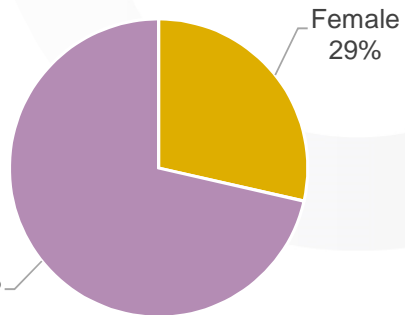
Mexico Executives by Gender



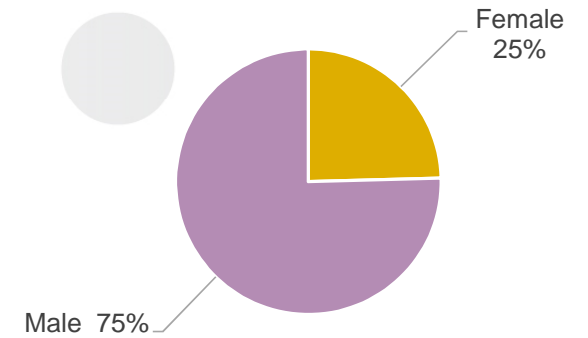
Chile Executives by Gender



Colombia Executives by Gender



Mexico, Colombia, Chile Executives by Gender





Diversity & Inclusion Leadership Award

This distinguished CHRISTUS Health award recognizes an exceptional individual who regularly demonstrates leadership and commitment to diversity by fostering an inclusive work environment that respects the dignity of every associate. We are looking for examples of outstanding individuals who have innovated, impressed and made a real difference in this area over the past twelve months; and who have championed the leadership behaviors set out in the criteria

Eligibility: Any team or manager of associates

Submission Deadline: Due 11:59 CT, March 30, 2018

	Grading Scale (1-10)	
	HEDI Council	CEO
Promotion or demonstration of the CHRISTUS core values and behaviors <i>Has the nominee acted with Dignity, Integrity, Compassion, Service, and Excellence?</i>		
Added value, in addition to normal duties <i>Has the nominee's achievement gone beyond their normal job role?</i>		
Working in partnership <i>Has the nominee introduced effective joint working arrangements that connect colleagues from multiple teams, departments or other internal or external organizations?</i>		
Innovative Impact <i>Has the nominee used creative approaches, resulting in measurable benefits? (i.e., workplace environment, patient experience, community impact)</i>		
Sustainability <i>Will the initiative/practice described leave a lasting legacy and can it be replicated across the ministries?</i>		
Total	___/50 pts	___/50 pts



Intentionally Growing your Talent Pipeline



The Team Doing the Work



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THIS IS US

45,179 Associates

35% of CHRISTUS executives will reach retirement age in 5 years



2%
Traditionalists
1922-1945

25%
Baby Boomers
1946-1964

38%
Generation X
1965-1979

37%
Generation Y
1980-2000

THIS IS US



45% of our entire workforce
is ethnically diverse

25% of CHRISTUS executives
are ethnically diverse

Executive Fellowship

Purpose:

Recognizing the need to represent the makeup of our diverse communities at our executive leadership level, the Executive Fellowship is designed to prepare ethnically diverse talent for executive roles.



CHA Tomorrow's Leaders Class of 2017

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Robust Learning Plan



- Two year experience
- Remain in current job
- Attend executive meetings at market and system
- Stipend of 5% each program year
- Learning plan for both market and system experience
- August, 2017 – August 2019

CHRISTUS Health

Learning Plan for Executive Fellowship

The fellow will be assigned to the local market 75% of the time and the other 25% will be for assignment on system-wide projects or learning

Educational Component or Experience	Key Competencies	Facilitator(s)	Completed
Cost/financial management: to include process redesign and process improvement	Business Insight, Decision Quality, and Strategic Mindset	Market Finance & Jerry Berlanga / Arturo Gonzalez	///
Labor productivity	Business Insight, Decision Quality, and Strategic Mindset	Matt Nealon	///
Legal and Regulatory requirements	Decision Quality and Strategic Mindset	Round Market Legal	///
Clinical Integration	Strategic Mindset and Drives Vision and Purpose	Round Market Clinical Integration & Sam Bagets	///
Quality			///
Physician alignment and medical staff relations	Strategic Mindset and Drives Engagement	Market CMO & Market CEO	///
CHRISTUS Experience	Drives Vision and Purpose	Susan Osborne	///
Patient flow and throughput management	Business Insight and Strategic Mindset	Facilities Presidents (at least 2) in Market	///
Mission, community benefit	Drives Vision and Purpose and Drives Engagement	Gerry Hesley & Corinne Francis	///
Advocacy	Strategic Mindset and Drives Vision and Purpose	Gabriela Saenz & attend Advocacy event	///
Strategy Management	Strategic Mindset and Decision Quality	Tina Barker & Keith Yezer	///
Network development and practice management	Instills Trust, Drives Engagement, and Courage	Peter Plantes - CPG	///
Human Resources and Talent Management	Instills Trust, Drives Engagement, and Courage	Round Market HR & TM	///
Marketing and Media	Strategic Mindset and Decision Quality	Round Market Marketing	///
Communicate to Influence Coaching and session	Communicates Effectively and Persuades	Nidia Garza & Decker Communications	///
Decision making and accountability structure such as month-end calls, capital committee decisions, regional boards and business development projects	Strategic Mindset, Courage, and Decision Quality	Market CEO & CEO Cabinet Meeting	///
Educational Component or Experience			Date Completed
Attend Senior Team Meetings			///
Attend 5-2 Board Meetings			///
Attend physician leadership meetings			///
Work with an executive on market project/initiative			///
Attend at least 1 CEO Cabinet Meeting			///
Attend at least 1 EC Meeting			///
Attend at least 1 CHRISTUS Health Board Meeting			///
Attend at least 1 Health Equity, Diversity & Inclusion Council Meeting			///
Attend annual NAHSE or NFLHF Conference			///
Attend Leadership Retreat and/or Governance Retreat			///
Attend 1 CFO Meeting			///
Attend at least 1 Clinical Leadership Group Meeting			///
Visit another market with cohort			///
Work on System Level cohort project as designated by Executive Sponsors			///
Service Activity			///
Presentation at Talent Management Program or other designated event			///



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Mentorship Program

"MENTORSHIP IS THE ART OF CREATING AND NURTURING LEADERS FOR TOMORROW"



Mentorship Program Overview

Description:

The CHRISTUS Mentorship Talent Development program is designed to develop, grow and potentialize talent within CHRISTUS Associates using the knowledge, experience and competencies from a Mentor in one year.

Objectives:

- To develop talent and emerging leaders
- To keep the knowledge in the organization
- To develop intra-organizational relationships

A Process of Dialogue:

Mentoring is based on a one-to-one interaction between two people: a mentor who assists the growth of a mentee.



2019 Mentee Development Plan (Sample)

Goal (Project or Competency)
To increase my understanding of key business metrics so I can be a more informed and effective leader, to develop better presentation skills, and to learn to deal with ambiguity.

Development Goals	Developmental Activities	Measures	Timeline	Resources/Support
Increase competency of business acumen.	Gain understanding of general financial reports by: 1. Meet for monthly review with finance. 2. Attend leadership class on finance. 3. Obtain ability to finish understand payroll info detail. Prepare summary.	Self Assessment. Feedback from supervisor.	Monthly. October - April.	Finance Department. Books. Experts. Articles.
Improve presentation skills by doing a better job of verbal and non-verbal presentation, adjusting to the audience, and becoming a stronger communication.	Evaluate and improve those that are perceived as skilled (name of person). Develop and deliver at least two presentations that are evaluated for effectiveness (Sept - Feb). Read book on presentation skills and provide summary to my mentor (by Dec).	Feedback from participants. Clarity of topic. Material delivered. The why/what/Book - present a summary to my mentor.	September - June.	Immediate feedback on presentations.
Improve my ability to succeed with tricky problems with no clear solution, dealing with ambiguity, getting comfortable with change.	Game: Economics. Intelligence Quotient activity (online). Maintain a diary - document when I address problems with no clear solutions and how I handled it.	Evaluation of diary and feedback from Mentor. Evaluation of diary and feedback from Supervisor. Evaluation of IQ with Mentor.	September - June.	Asking Mentor and how to provide me feedback.

Mentee: _____

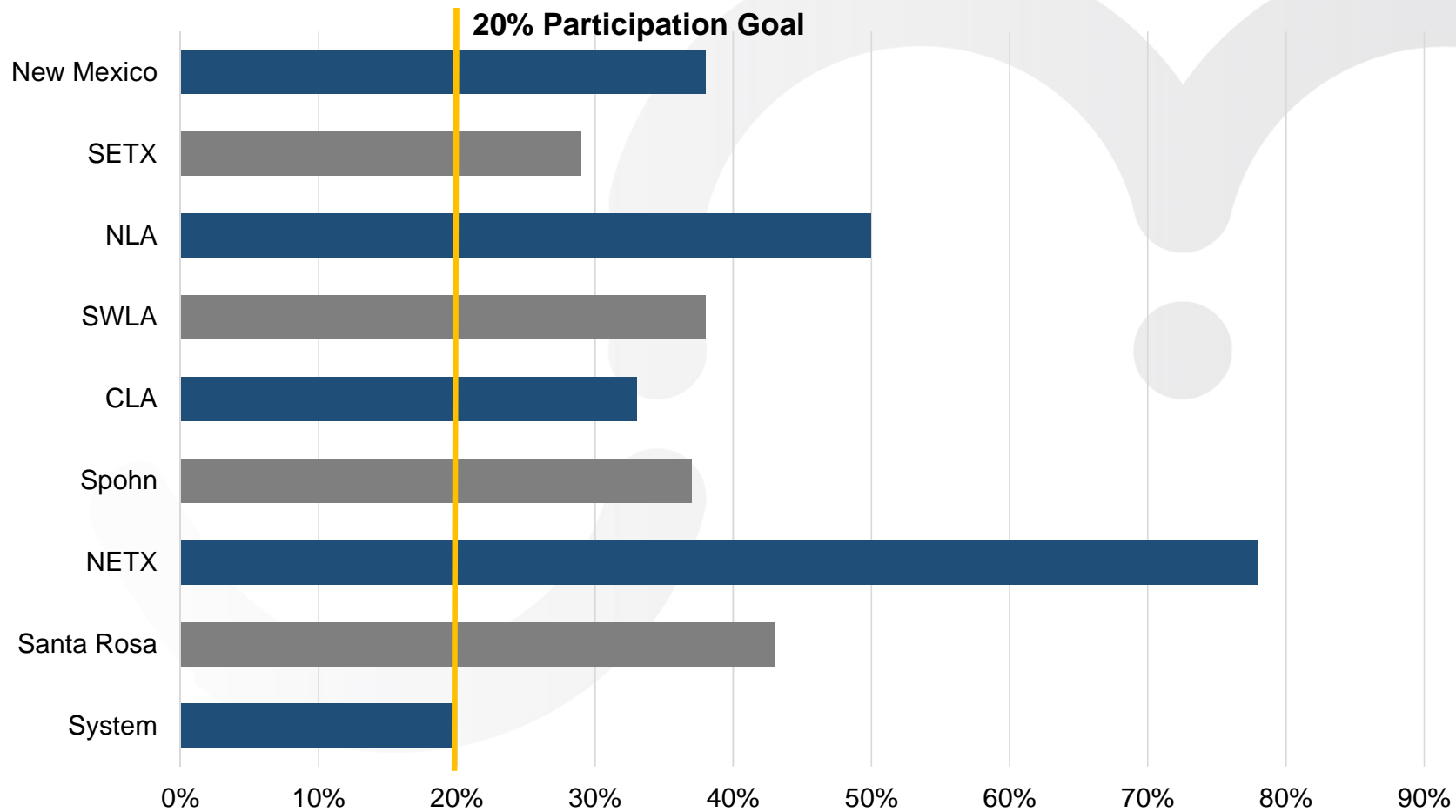
Mentor: _____

Date: _____

Date: _____

- Work with Mentor during first meeting
- Work on plan throughout the year
- Complete by November 2019

2018 Mentorship Program



Latin American Women's Development Program

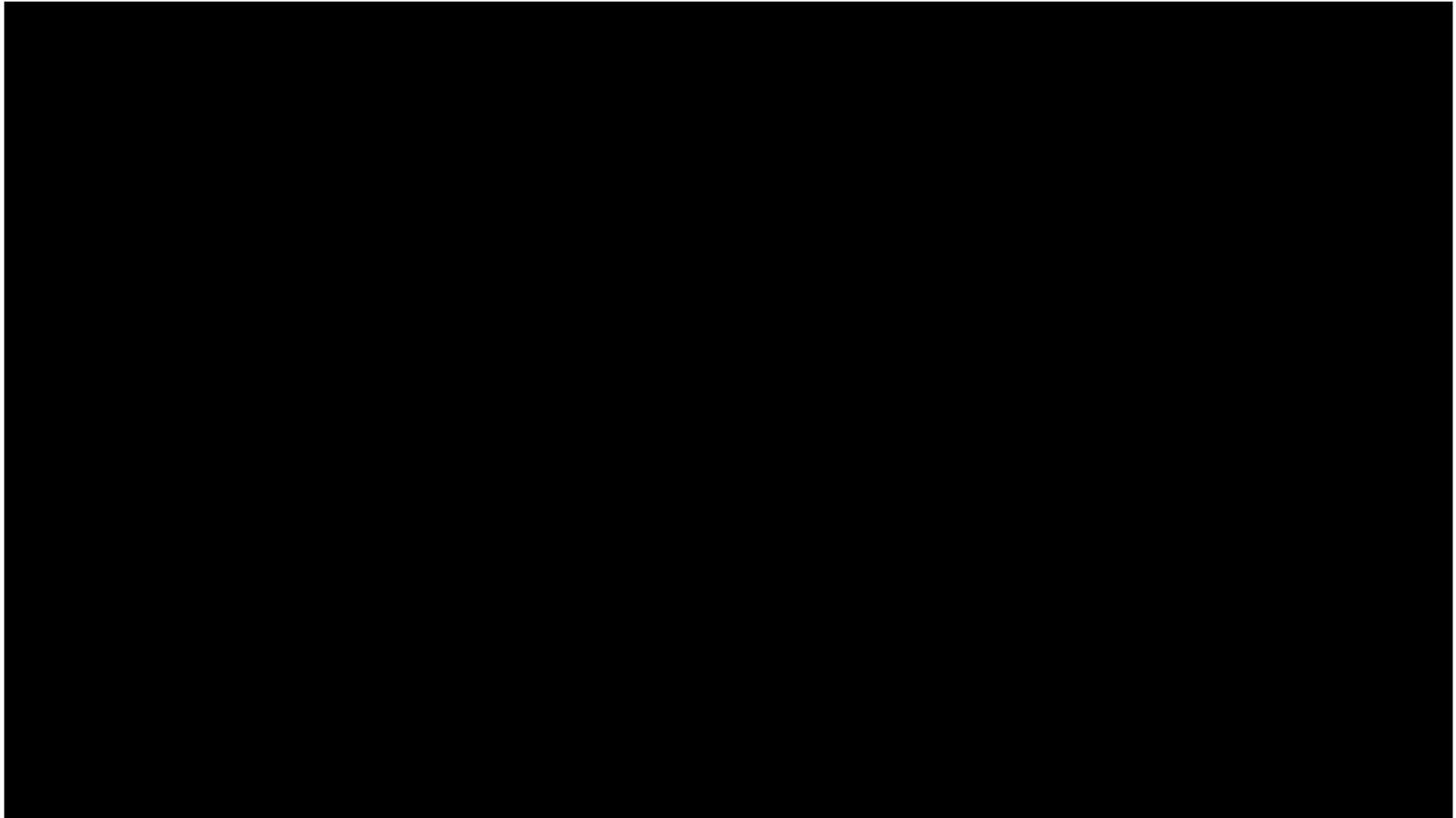
Purpose:

Strengthen women's leadership skills, their potential visible, and boost their growth within the institution to generate equal opportunities for our women partners.



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2019



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GENERATION 2019

CHRISTUS MUGUERZA



#	Name	Service units	Position (spa)	Position (eng)
1	Sandra Gómez Hernández	CMAE	Gerente Enfermería	Nurse Director
2	Clara Isabel Paez García	Corporativo	Gerente Calidad	Quality Director
3	Itzel Cazares Medina	CM Betania	Gerente Operativo	Operations Director
4	Alejandra Rocío Martínez	CM Saltillo	Gerente Recursos Humanos	Human Resources Director
5	Sandra García Ortiz	CM Reynosa	Gerente Enfermería	Nurse Director
6	Maria Lorena Peña Sánchez	Corporativo	Director Asuntos Jurídicos	Legal System Director
7	Norma Judith Loera Montoya	CM Del Parque	Gerente Marketing y Comercialización	Marketing and Commercial Director
8	Ana Melissa Armendariz Quiroga	CM AE	Gerente Administrativo	Administrative Director
9	Patricia Addarith Magaña Lozano	Esc. Enfermería	Director Escuela de Enfermería	Dean Nursing School
10	Monica Pamela Espinoza Velazquez	Corporativo	Subdirector Marketing y Comunicación	Marketing and Comunitacion Director
11	Nayieli Paloma Lopez Huguet	DSNH	Gerente Recursos Humanos	Human Resources Director
12	Silvia Beatriz Canto Celis	Corporativo	Director Misión	Mission, Ethics and Pastoral System Director
13	Sandra Patricia Rivera Benavides	CM Sur	Gerente Operativo	Operations Director

FEMALE LEADERSHIP PROGRAM (CHILE) (FIRST COHORT)

The objective of this program



Strengthen women's leadership skills, make their potential visible, and boost their growth within the institution to generate equal opportunities for our women partners.

- ✓ Foster a positive attitude and mentality to work on their barriers and the social construction of differences between the sexes (style of decision-making and leadership).
- ✓ Deliver strategic business to allow the effectively management of their teams.
- ✓ Able to advance in a leadership position

Who can participate in this program ?



- ✓ Tenure: 3 years or more
- ✓ High Potential: Box 4-9
- ✓ Performance Review shows high performance





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