

Quick-Hitting Survey Diversity & Inclusion

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Executive Summary

Methodology

In November 2018, The Academy conducted a quantitative survey of Leading Health Systems regarding the top Diversity & Inclusion (D&I) role at their organization. Fifteen health system executives, including Chief Human Resource Officer (CHRO), Chief Inclusion Officer, VP of Talent and Change Management, and Director of Diversity and Inclusion responded. Respondents represent health systems with an average Net Patient Revenue (NPR) of \$4.1 billion that own or operate 176 hospitals with over 38,600 beds and approximately 1.9 million admissions per annum. This report reviews and summarizes the findings of the quantitative survey.

Key Findings

- Nearly all (94%) of responding health systems have a Chief Inclusion Officer, VP, Director, or other designated role responsible for coordinating and implementing Diversity & Inclusion strategy.
- The majority (60%) of D&I leaders report to the CEO, President, or CHRO at their health system.
- Primary areas of responsibility for this role include executing D&I strategy, education services, and workforce management. Health systems report sufficient resources and executive support as the primary challenges for the role.

Results

Among the largest health systems, nearly all (94%) respondents report having a Chief Officer, VP, Director, or other designated role responsible for coordinating and implementing D&I strategy. The titles of the top leaders performing this role include Chief Human Resources Officer, Chief Diversity Officer, Chief Inclusion Officer, Chief of Diversity, Inclusion, & Health Equity, VP of Talent Management, VP of Human Resources, VP of Center for Equity of Care and Inclusion, and Director of Diversity & Inclusion. Across responding health systems, the senior D&I role has existed for a median of 2 years (average: 2.5 years, range: less than 1 year—6 years). Only one health system reported the lack of a designated leader responsible for D&I strategy.

Top D&I leaders commonly report to the CEO/President (33%) or the CHRO (27%) at their health system. Other titles that D&I leaders report to include VP of HR Strategy, VP of Talent Development, and VP of Change Management.

Senior executives are primarily responsible for planning, developing, and leading the effective and efficient execution of D&I strategies for the health system. The role is typically responsible for D&I education, including organizing employee resource groups, as well as D&I training for all new hires covering topics such as unconscious bias and inclusivity messaging. Additionally, they are responsible for coordinating clinical education regarding health equity, system inclusivity messaging, community involvement initiatives, and ensuring the provision of culturally competent care. Other reported responsibilities include talent acquisition, performance management, succession planning, employee engagement, staff retention, and organizational development and learning.

Many health systems attribute the primary challenge to successful execution of D&I strategy to lack of resources, including funding, data analytics, talent, and executive support for programming. Other challenges include introducing accountability, building inclusivity strategy into new partnerships, negotiating relationships with HR and Learning functions, and staffing to effectively prioritize needs. Multiple health systems also reported challenges related to establishing effective employee resource groups with clear objectives, budgets, and sponsors.

FIGURE 1. WHAT IS THE TITLE OF THE SENIOR LEADER RESPONSIBLE FOR DIVERSITY & INCLUSION?

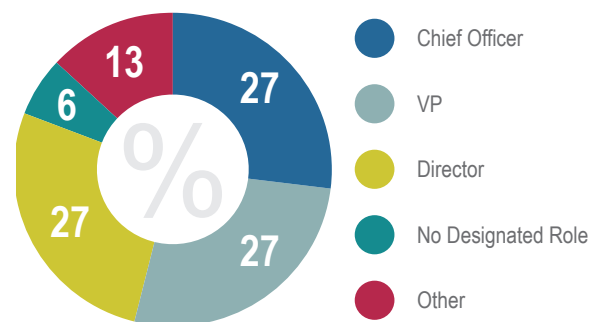


FIGURE 2. TO WHOM DOES YOUR SENIOR LEADER RESPONSIBLE FOR D&I REPORT TO?

