

# Diversity & Inclusion



IT'S HOW MEDICINE  
SHOULD BE

**Rush University Medical Center will be a diverse and inclusive patient care, educational, research and community service institution of the highest caliber.**

As evidenced by:

- A commitment to diversity as a valued component of our organizational strategy
- A dedication to achieving a workforce, faculty, and student body that is reflective of the communities, patients and region we serve, and is demonstrated through the behaviors of the entire organization
- A culture of excellence that fosters an environment of equality and respect for those who work at Rush, those whom we care for, those whom we educate, those who benefit from the scientific advances we achieve, and those with whom we interact in our surrounding communities

# D & I Governance Structure

## Executive Leadership Council (ELC)

- Integrate D&I with organizational strategy
- Monitor D&I performance
- Provide resources

## Executive Sponsor (Peter Butler)

- Establish alignment with ELC priorities
- Provide advice, counsel and resources to DLC
- Ensure organization-wide cascading of the D&I strategy

## Diversity Leadership Council (DLC)

- Develop the D&I strategy and monitor performance
- Define and drive the organization cultural change necessary to achieve strategy
- Leverage resources and understand strategy risks

## University D&I/Management Steering Committees

- Refine and cascade goals, strategy drivers and action plans
- Drive accountabilities
- Create measures of success

## Strategy Owners

- Finalize the metric and action plans for each strategy
- Lead the implementation of each strategic driver
- Update metrics and action plans quarterly

## *Driving Business Results (examples)*

Proactive use of diversity and inclusion leads to:

- Increased market share across diverse markets
- Increased cultural awareness to positively impact patient safety
- Maximization of all workforce talent and intellectual capital
- Greater access to scientific and technological talent
- Enhanced attraction, development and retention efforts
- Enhanced the business acumen across all employee groups
- Assurance that all employees feel attached to RUMC and are able to contribute fully
- Enhanced team dynamics and team effectiveness

# OUR STRATEGY APPROACH

*Strategy is developed “top down” and implemented “bottom up”.*



*Strategies for Alignment, Performance and Results©*

**Objective** – The mandate or mission. What the organization needs and wants to fulfill. Objectives should be fairly obvious and simple. (Words)

**Goals** – The specific results needed to achieve objectives. Goals should be specific, measurable, actionable, realistic, time-bound. (Numbers/Dates)

**Strategic Drivers** – How the organization will achieve its goals. Strategies must require us to make specific decisions or they are not strategies. (Words)

**Metrics** – How the organization will know that the strategies are working and thus achieving predetermined goals. Metrics serve as the basis for measuring success.

**Action Plans** – Specific steps to be taken for each strategy with deadline dates and person responsible for execution.

# Long-Term Goals

- The Rush University faculty and leadership will be reflective of the patients, students and other communities they serve
- The Rush University culture will promote the values of diversity, access and inclusion
- Ensure the enrollment, retention and professional development of URM students entering Rush University is at or above that of available URM college graduates in biological science programs in the U.S.
- Achieve and maintain gender representation at Director level and above that reflects the diversity of Rush's patient population and talent availability
- Achieve and maintain ethnic representation at Director level and above that reflects the diversity of Rush's patient population and talent availability
- Establish an organization that continues to distinguish itself as being the place for those with disabilities to work, as evidenced by the percentage of the workforce self-identifying as disabled

# Keys to Our Progress

- Utilized a broad cross-section of leadership to develop strategy content
- The comprehensive D&I strategy addresses demographic, cultural and engagement progress
- Diversity Leadership Council (DLC) provides oversight and quarterly monitoring of metrics and action plans
- Key stakeholders have assumed accountability for implementing the strategic drivers
- DLC provides engagement, training and recognition for strategic driver owners
- Quarterly reviews keep the D&I strategy in focus with scorecards and reports
- Executive leadership leads the D&I efforts and integrated D&I performance into its compensation plan



- Senior Executive Leadership
- Link to Business Strategy
- Integration with HR and Office of Equal Opportunity
- Workplace Equities
- Employee Involvement and Engagement
- Organization Learning and Education
- Internal and External Communications
- Ongoing Measurement and Review

# Sample D & I Performance Scorecard

## Performance Scorecard For All Strategies By Balanced Scorecard Perspective

## COMPANY Diversity Strategy

Strategy	Metric	Owner	Cost	Priority	Attained Performance to Metrics					Performance to Action Plans		Likelihood of Success	
					Target	Q1	Q2	Q3	Q4	% Attained	Status		% Positive
<b>Leadership</b>													
Enhance the ability of highly talented diverse managers and above to assimilate into the culture and be successful	Turnover rate of diverse candidates in Director or Sr Director roles is at or below majority turnover rate (8% turnover or 92% retention)	Employee 1	\$3,500	Medium	92	87.5	91.8	91.8		100%	Ahead of Target	86%	Excellent
Develop an internal pipeline of diverse talent capable of moving into director level and above roles	Five diverse leaders considered 'ready now' for senior leadership positions	Employee 2	\$0	Medium	5	1.5	8.2	8.2		1640%	Ahead of Target	100%	Excellent
Develop an external pipeline of diverse talent capable of moving into director level and above roles	One minority candidate for every director-level position requiring external search	Employee 2	\$0	High	1	2	2	2		200%	Ahead of Target	92%	Excellent
Increase the hiring of external and promoting of internal highly talented diverse candidates	Ensure that a minimum of 6 ethnic diverse candidates are net hired/promoted annually in 2009, 2010 and 2011 incrementally	Employee 2	\$120,000	Medium	6	3	3	4		67%	Ahead of Target	94%	Excellent
<b>Associates</b>													
Reinforce commitment to diversity with associates through communications	100% completion of communication action plans	Employee 3	\$0	Medium	100	25	33	88		85%	Ahead of Target	100%	Excellent
Engage associates with the implementation of diversity strategy through communication and education	2500 associates engaged annually on the diversity strategy	Employee 3	\$5,000	Medium	2500	0	1012	2700		108%	Ahead of Target	93%	Excellent
Provide comprehensive D&I training and learning to build awareness and competency around D&I	100% of the workforce receives appropriate education and learning relative to D&I	Employee 3	\$31,550	Low	100	89	89	92		92%	On Target	75%	Excellent
Integrate D&I with Human Resource policies and practices	Review 100% of policies and procedures to ensure that full integration of D&I is realized	Employee 3	\$0	High	100	74	158	158		158%	Ahead of Target	100%	Excellent

