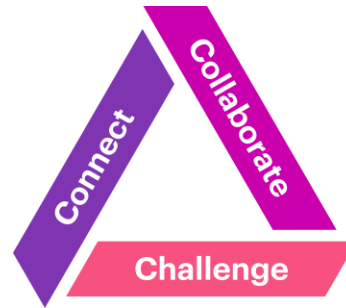


# From Belonging to Personalization - Maximizing the DEI Impact and Employee Engagement Through Digital Communication and Listening

Thursday, February 15  
10:30 a.m. – Noon



# Facilitators



**Annie Rzepecki**  
Senior Director, Employee Experience



**Ingrid Woolfolk**  
Senior Director, Employee Experience

# Agenda

1. Collective client view of DEI
2. Market trends
3. DEI Maturity curve
4. Best practices & sample work
5. Q&A and next steps



# What do you think about...

1. How has your company **delivered on public commitments** made over the past few years?
2. What are you **hearing from your employees** related to employee experience, employee communications, workforce representation, compensation, and so on?
3. What is your strategy/approach to benchmarking programs and policies benefit offerings? Are your Total Rewards programs properly aligned to market; and are they **aligned to market on the programs that employees care most about**?
4. Have you been considering **benefit equity** and if all employees have equal access to health, welfare and other benefits?
5. Have you been exploring **affordability** relative to cost of benefits versus salary, cost of living variances, and access to care, healthy food and safe transportation?



# Supporting DEI through benefits is in the top five priorities for employers — and all these key priorities have a DEI component



To what extent are the following **key priorities** of your healthcare strategy for your organization over the next two years?

- 1 **Manage healthcare plan total costs** **94%**
- 2 **Enhance mental health benefits and programs** **87%**
- 3 **Use health plan benefits for attracting and retaining talent** **82%**

**Address key clinical cost drivers** **75%**

**Align program offerings with corporate diversity, equity and inclusion goals** **68%**

**Enhance digital employee experience** **67%**

**Ensure health and wellbeing programs support remote workers** **66%**

Enhance programs and wellbeing activities to focus on health issues relevant to different family members 62%

Support members with COVID-19 or Long COVID 47%

Revisit health plan design to support low-income employees 38%

Align health plan with broader sustainability efforts or environmental, social and governance (ESG) goals 30%

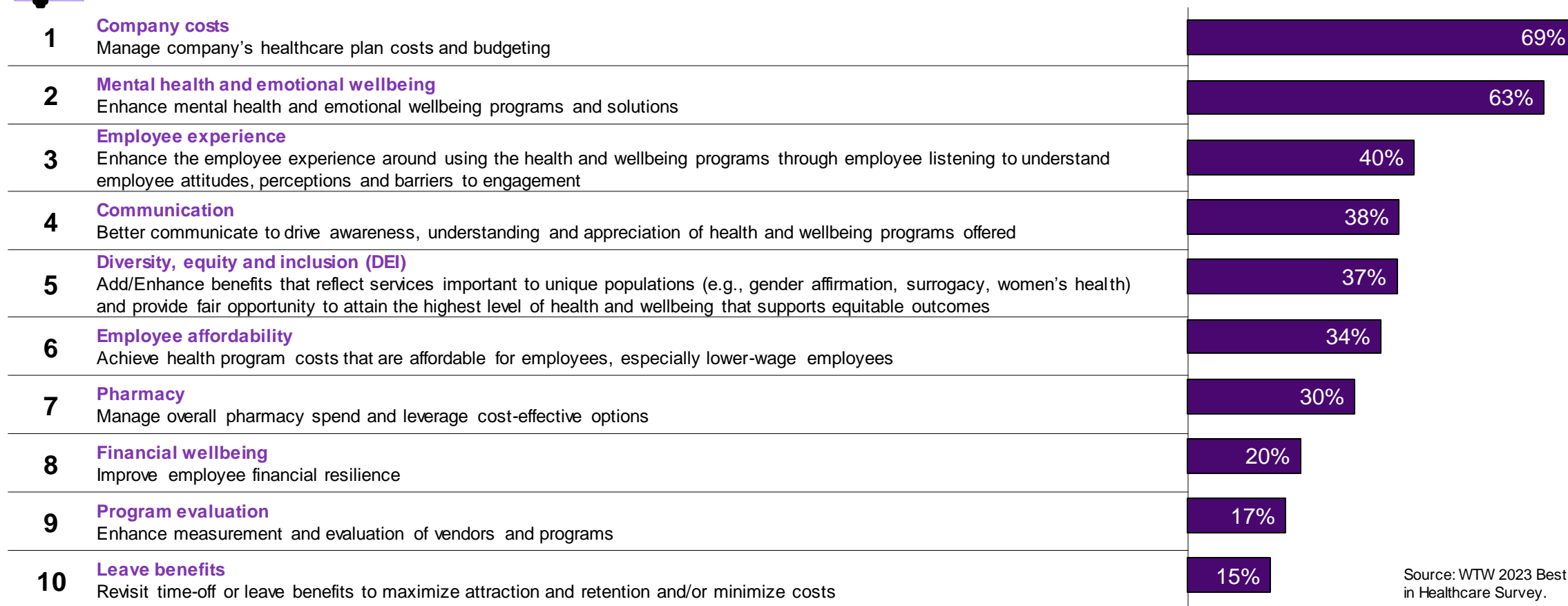
Align health and wellbeing programs to align with efforts to address climate change 16%

Note: Percentages indicate “To a great extent” or “To a very great extent.”  
Source: 2022 Emerging Trends in Healthcare Survey, U.S.

# Employee experience and DEI are key health and wellbeing priorities over the next three years



**What are your organization's top health and wellbeing priorities over the next three years?** *(Select at most the top five options.)*

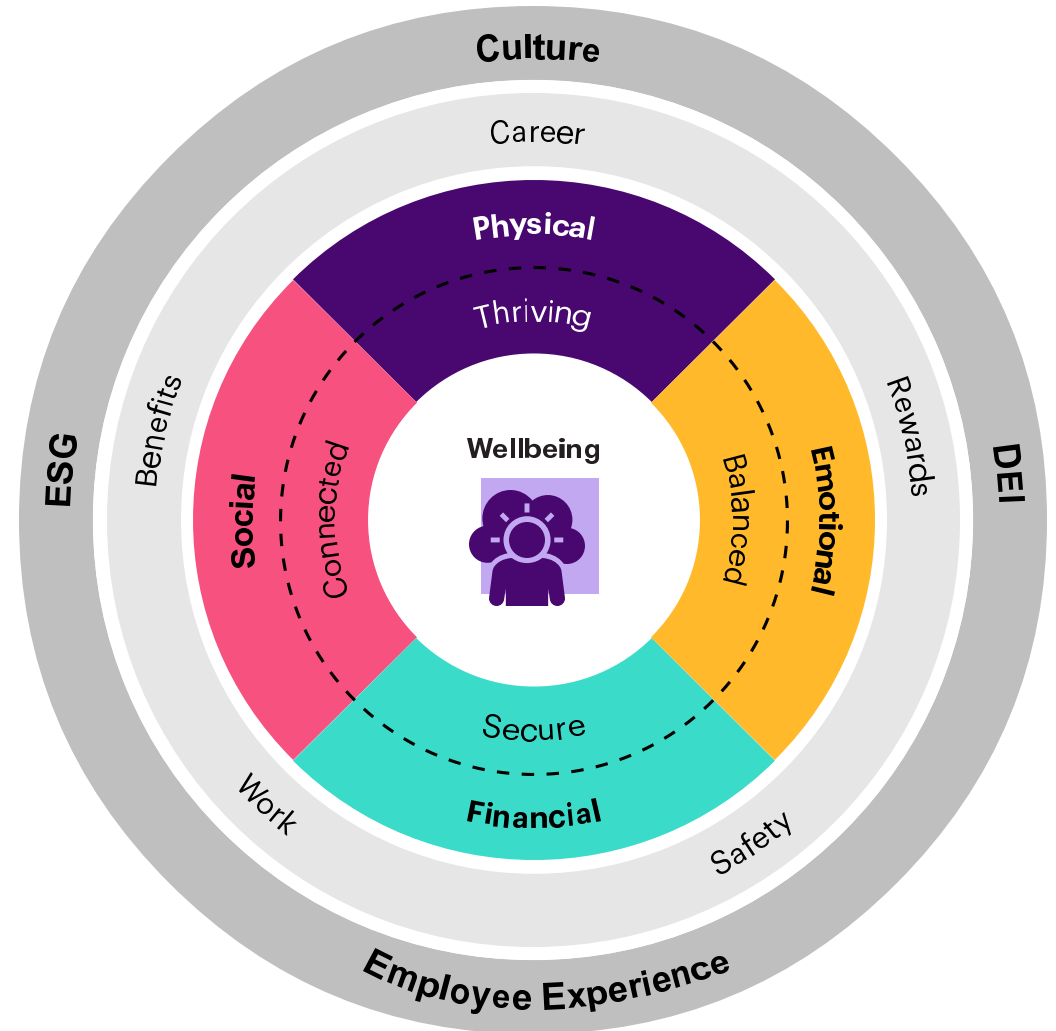


Source: WTW 2023 Best Practices in Healthcare Survey.

# An inclusive benefits program puts employee wellbeing at the center

## Wellbeing is...

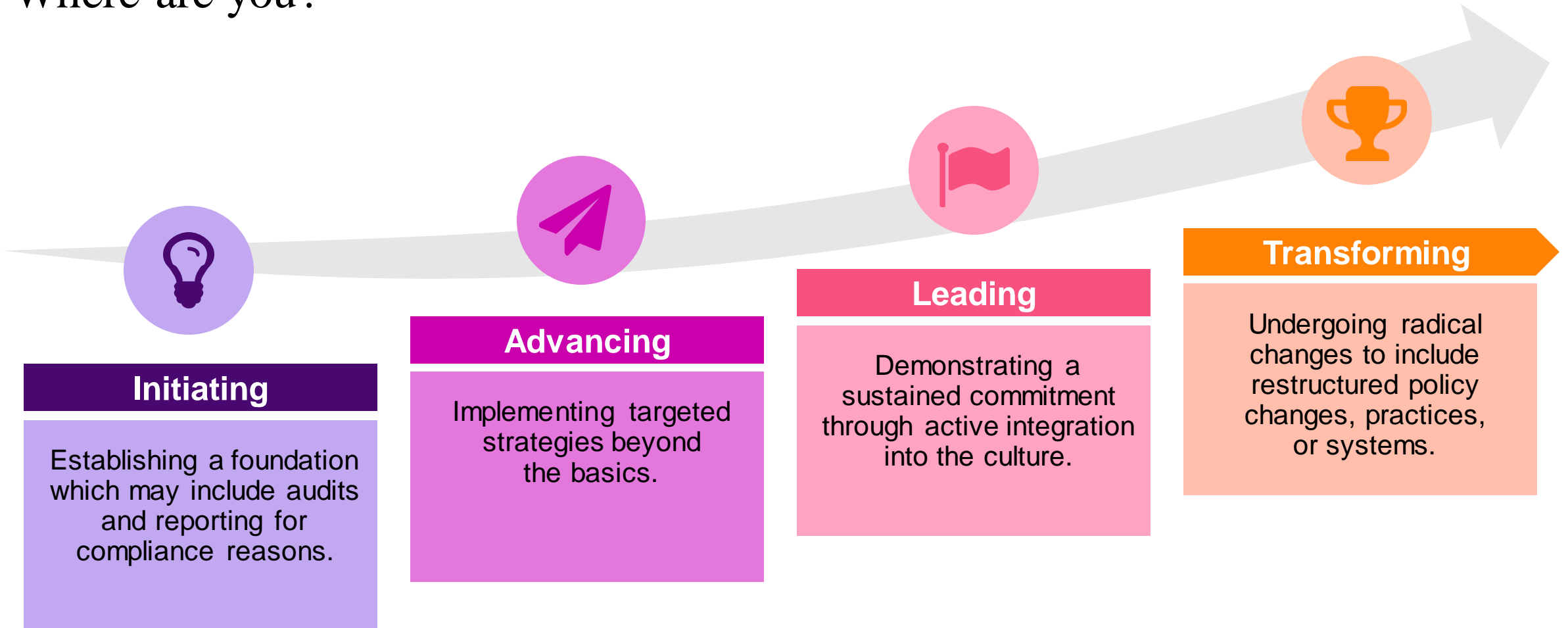
- A shared mindset with aligned behaviors, enabled through leaders and managers
- Made real through programs, policies and practices
- Accelerated through connections to Total Rewards, careers, benefits, and work and safety practices
- Embedded in the employee experience and reflective of corporate values



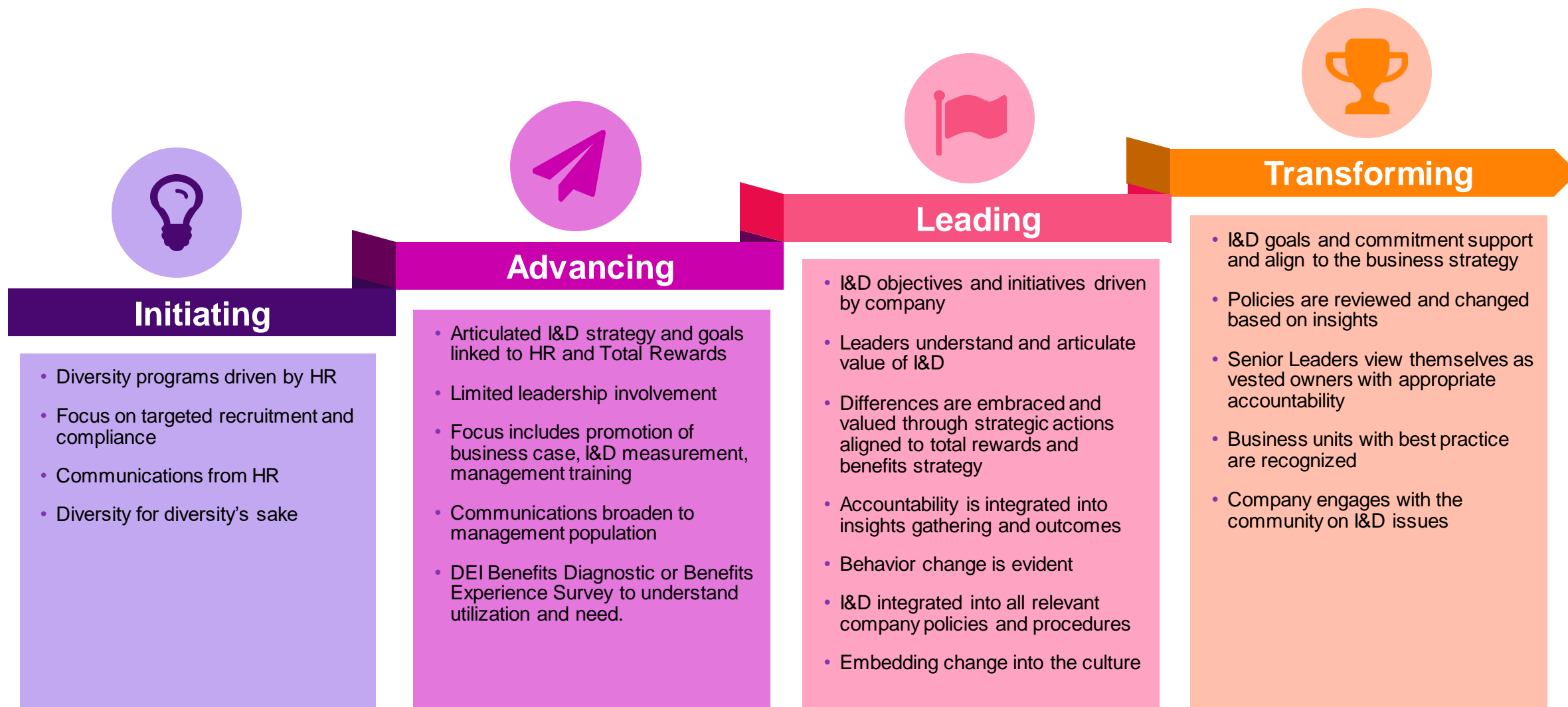


# Employers are on various stages along the DEI maturity curve

## Where are you?



# What are your plans to advance along the DEI maturity curve?





## Initiating

Establishing a foundation which may include audits and reporting for compliance reasons.



## Advancing

Implementing targeted strategies beyond the basics.



## Leading

Demonstrating a sustained commitment through active integration into the culture.



## Transforming

Undergoing radical changes to include restructured policy changes, practices, or systems.

# The Human Rights Campaign (HRC) Corporate Equality Index has implemented new requirements to drive inclusion



## In 2023, HRC is overhauling its typically consistent survey

- To keep up with emerging trends and healthcare considerations for the LGBTQ+ community
- No survey fielded in 2022 to accommodate this evolution



## A highlight of the new criteria

- Additional gender-affirming care procedures offered through benefits
- New category on family formation benefits with gender/spouse/DP parity focus
- Heightened emphasis on internal training and employer accountability
- Support of readily available benefits information for LGBTQ+ employees



## CEI requirements

- Information on plan benefits specific to family formation, transgender-inclusive healthcare, and HIV treatment/prevention, including:
- Benefits, services, and treatment offered
  - The process for using those benefits (such as preauthorization requirements)
  - Information on the appeals process, if applicable
  - Contact information for a benefits advocate or other relevant contact

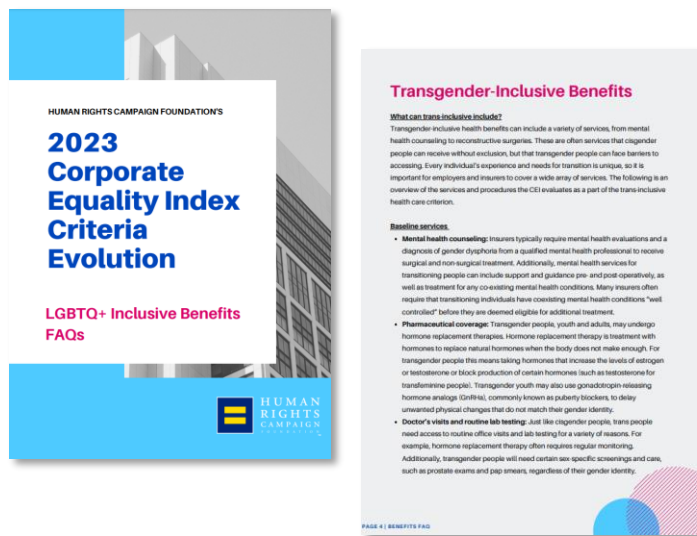
## LGBTQ+ Benefits Guide (5 points possible)

Upon hire and annually, a guide on plan benefits specific to family formation, transgender-inclusive healthcare, and HIV treatment/prevention must be provided to benefits-eligible employees.

# Corporate Equality Index resources

## Criteria to review

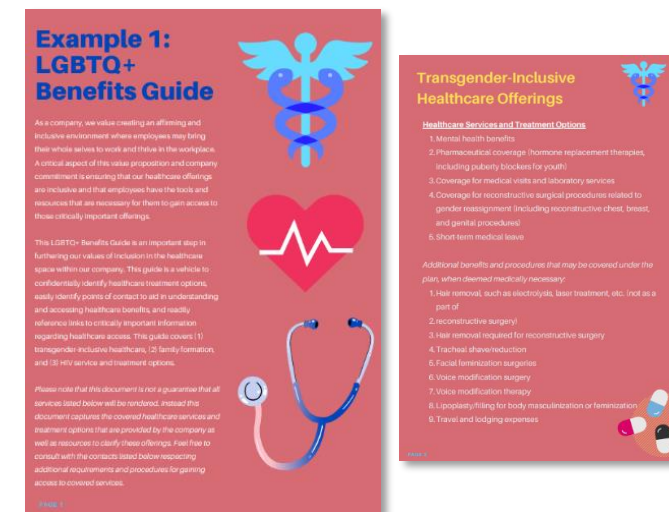
### Inclusive Benefits FAQ



### CEI Criteria Toolkit

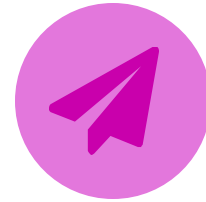


### Benefits Guide Samples



### Immediate information provided by HRC related to information CEI

- View the [CEI report](#) for 2022
- Check out the [2023 CEI Criteria Evolution: Toolkit and FAQ](#)
- Watch this recording of the [2023 CEI Criteria Informational Webinar](#) for more information about the next survey cycle
- For information about the current CEI criteria, review this [page](#)



## Advancing

Implementing targeted strategies beyond the basics.



### Initiating

Establishing a foundation which may include audits and reporting for compliance reasons.



### Leading

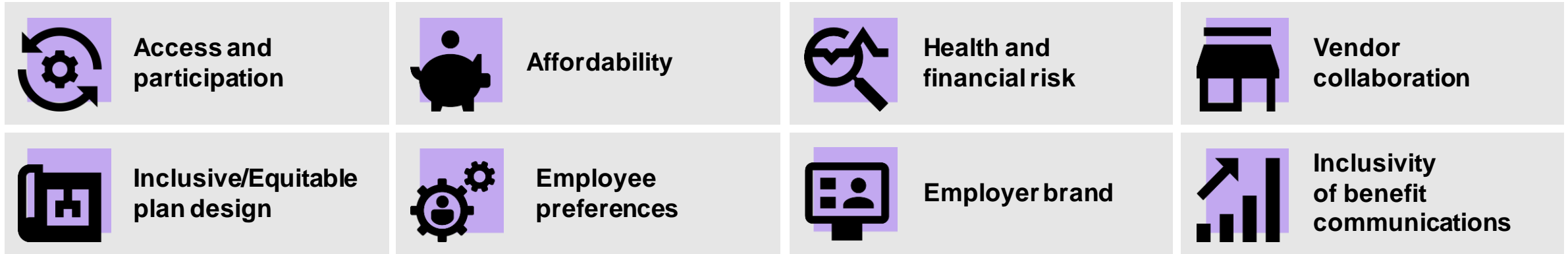
Demonstrating a sustained commitment through active integration into the culture.



### Transforming

Undergoing radical changes to include restructured policy changes, practices, or systems.

# Framework for reviewing benefits through a DEI lens



## Available data



## Potential populations of focus



# Core plan design provisions that are broadly inclusive

Focus on plan design rather than culture and broader EX

<p><b>Eligibility</b></p> <ul style="list-style-type: none"> <li>Cover same and opposite sex domestic partners for all benefits with documentation requirements aligned with marriage requirements</li> </ul>	<p><b>LGBT+</b></p> <ul style="list-style-type: none"> <li>Navigation support with inclusive provider network; baseline coverage with no exclusion for medically necessary care (medical visits or laboratory services, hormone replacement therapies (including youth puberty blockers), reconstructive surgical procedures (e.g., chest, breast, and genital procedures). Note: This is the HRC CEI baseline list. Additional essential benefits required for score of 100.</li> </ul>	<p><b>Family-forming and maternity</b></p> <ul style="list-style-type: none"> <li>Parity of benefits for fertility, surrogacy, cryopreservation, adoption, foster care. Offer benefits to any covered member regardless of sexual orientation or marital status</li> <li>Provide financial stipend for lactation support and doula.* Maternity management support with inclusive provider network</li> </ul>
<p><b>Neurodiverse</b></p> <ul style="list-style-type: none"> <li>Cover autism spectrum disorder services. Inclusive provider network navigation support</li> </ul>	<p><b>Mental health/Substance abuse</b></p> <ul style="list-style-type: none"> <li>Opioid and substance use program with prescribing limits (seven [7] days). Cover medication assisted treatment programs</li> <li>MHPAEA compliance (including consistent prior authorization requirements between MS and MH/SUD)</li> <li>Cover telebehavioral health and EAP (at least three [3] to five [5] visits with telephonic access)</li> </ul>	<p><b>Other physical</b></p> <ul style="list-style-type: none"> <li>Hepatitis C and HIV/AIDS drugs covered</li> <li>Wig coverage for permanent and/or short-term hair loss resulting from any illness, injury, or medical treatment</li> <li>Hearing aids: Provide \$1500 allowance per ear every three (3) years for all ages</li> <li>Dental: preventive visits — preventive evaluation and cleaning; standard number of cleanings a year. Offer or encourage employees to take advantage of mobile dental care</li> </ul>
<p><b>Disability plans</b></p> <ul style="list-style-type: none"> <li>Disability plan coverage with no exclusion or medical necessity requirement for transgender surgeries, no exclusion for war-related or self-inflicted injuries, and post-traumatic stress disorder (PTSD) treated the same as any other disability</li> </ul>	<p><b>Leaves of absence</b></p> <ul style="list-style-type: none"> <li>Flexible paid time off (PTO) and floating holidays (at least two), parental bonding leave (at least two [2] weeks), caregiving support benefits, bereavement leave for immediate and extended family, including parents of domestic partners and loss of an unborn child</li> </ul>	<p><b>Financial</b></p> <ul style="list-style-type: none"> <li>Non-elective component of retirement benefits</li> <li>Portfolio of health-related voluntary benefits as well as other products that support financial security (e.g., legal, ID theft protection, tuition reimbursement)</li> </ul>

\*Potential tax and administration implications to consider and include in ongoing compliance reviews.





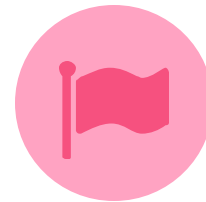
### Initiating

Establishing a foundation which may include audits and reporting for compliance reasons.



### Advancing

Implementing targeted strategies beyond the basics.



## Leading

Demonstrating a sustained commitment through active integration into the culture.



### Transforming

Undergoing radical changes to include restructured policy changes, practices, or systems.

# Interactive and online content

hrportal.ehr.com/northside-hospital/You-Belong

**you belong**

In Action and Our Stories | Guiding Conversations | Saying and Doing | Support and Self-care | HR & Resources

You Belong

Fueled by the power of **diversity**, we work hand in hand to forge an **equitable** workplace where all feel **welcome**, and where all belong. It's an integral part of our **culture of care. It's who we are at**

Diversity makes us stronger, smarter, and better equipped to deliver the best outcomes for our people, our patients, and our community.

We invite you to come along on this journey and continue to bring our culture of care, inclusiveness and belonging to life at Northside, every day.

[Learn more about the importance of belonging](#)

*Diversity*   *Equity*   *Inclusion*

**MY VOICE IS HEARD**

You Belong

Healthcare | Emotional support | **Benefits to start a family**

**Starting or growing your family**

We know that families come in all shapes and sizes and that everyone's journey through parenthood is different. We believe that benefits should connect you to the support you need when it matters most—and should help you care for those who matter most. Whether you're exploring fertility options, getting ready to adopt or bring a baby into your family, we've got you covered.

Fertility treatments

Adoption assistance

Surrogacy

**Everyday Experience**

Developing Talent and Shaping Culture at

As a manager, your leadership has a strong impact on the growth of our talented professionals and shaping our culture of care at Northside. The Learning and Development Department (LOD) is committed to ensuring you have the knowledge and resources you need to support this effort. On the Manager's Corner page on [hrportal.ehr.com](#), you now have access to Talent Development and Organizational Culture resources curated just for you!

Each month, you will see a new Leadership Spotlight, monthly Leadership Development articles, featured events and courses, and more. To access this new resource visit [HR > Tools & Resources > Manager's Corner](#) and select the purple Talent Development and Organizational Culture tile.

[Download the You Belong Playbook PDF for Leaders](#)

<p><b>Hiring</b></p> <p>Recruit the best talent and implement inclusive hiring practices.</p> <p><a href="#">Hiring</a></p>	<p><b>Onboarding</b></p> <p>Onboard new hires fairly, with equal career opportunities, to meet business goals.</p> <p><a href="#">Onboarding</a></p>	<p><b>Engagement &amp; Retention</b></p> <p>Build an environment that fosters inclusivity, leadership and retention.</p> <p><a href="#">Engagement &amp; Retention</a></p>
<b>Performance</b>	<b>Team Development</b>	<b>Reward &amp; Recognition</b>

# LGBTQ+ benefits guides

**Tools, Resources and Programs FOR LGBTQ+ U.S. ASSOCIATES AND ALLIES**

At **we are inspired by a core purpose:** What we do and how we do it matters everywhere. Our diverse workforce fuels our success, and we're proud to be a company that offers a safe, inclusive and dynamic environment that helps all our associates thrive both at work and at home.

Your total wellbeing is a priority for us, and we're committed to providing resources that support you in your life's journey and empower you to bring your whole self to work. This includes comprehensive, accessible programs and resources that meet the needs of all of our associates, which proudly includes our LGBTQ+ associates, such as:

- ACCESSIBLE AND EQUITABLE HEALTH CARE
- SUPPORT THROUGHOUT THE PARENTHOOD JOURNEY
- CIGNA'S HEALTHY PREGNANCIES, HEALTHY BABIES
- ADOPTION ASSISTANCE

## Health care for all

Ecolab is committed to eliminating any barriers as we work toward providing inclusive and equitable health care for all. **We include coverage for the gender-diverse community** (such as trans-inclusive benefits and gender-affirming surgeries), **HIV and PrEP coverage** as part of preventive care and **access to finding LGBTQ+ providers**. Your **Cigna OneGuide** can help refer you to the services you need, as well as inform you of any pre-authorizations or special requirements needed.

## Parenthood journey

At **we're proud to support our associates and their growing families.** We offer a wide range of **parent resources** | like **fertility coverage for both same- and opposite-sex couples, adoption and paid parental leave for both birth mothers and non-birth parents** (including spouses and domestic partners).

## Finding support

The EAP is here for associates and their families. At no cost, the EAP support includes: **advocates available 24/7 to provide resources, five in-person or virtual sessions with a counselor and more.** Cigna Confide also offers concierge services to help look at mental and physical health holistically. Visit **Cigna Confide's website** (employer ID: ecolab), **log in to the EAP** or call **1.800.900.3791** to learn more.



## Take PRIDE

**proudly supports PRIDE** - a **600+ associates** who are **lesbian, gay, bisexual, and transgender** allies of the LGBTQ+ community, **PRIDE and visibility within and beyond of contact between its members** and LGBTQ+ organizations. **Learn more** **INSIDE**



## Support @ work

To succeed together, we must foster a supportive workspace. **supports all LGBTQ+ associates** to offer resources such as **TransInclusive educational materials for** inclusive environment.



## Allyship

**is proud to be named a Best Workplace for LGBTQ+ Associates** by the Human Rights Campaign for **support and enhance our alliance, we encourage all LGBTQ+ associates** to take advantage of our Workday Learning Content. There you can find pre-recorded panels on topics like: **Introduction to the LGBTQ+ Community, LGBTQ+ Parenting, Gender Inclusion - Sharing Our Personal Pronouns, Inclusive Language - LGBTQ+.**

## Benefits to support LGBTQ+ colleagues

### Transgender support

The medical plans offered by Vizion cover many services related to gender affirming care. Coverage varies by medical plan carrier and is subject to medical necessity and the carrier's prior authorization requirements. Case managers are available through your carrier to support you through your care plan. Services may include:

- Mental health counseling
- Hormone Replacement Therapy (HRT)
- Gender confirmation surgery
- Sex-specific services like a hysterectomy or prostate exam

Gender affirming care may require prior authorization. Please have your doctor work with your medical plan to authorize your care plan. If you have any issues, or in the event of a denied benefit, please follow the appeals process, which can be found on Radius > Employee Life > Benefits > Medical.

### Gender confirmation surgery

The Vizion medical plans cover gender confirmation surgery (see page 8). Please review your plan selection and the associated out-of-pocket costs, deductibles and plan maximums.

### Considerations for employees

- If the surgery you are considering is for you, our employee, here are a few additional considerations:
- You are eligible for the short-term illness benefit if you need to take time off after undergoing surgery, including gender confirmation surgery. See page 29.
  - You may need to update your personal information after gender confirmation surgery. You can make these updates at any time in Workday or by contacting HR Central.
  - If your name changes, you should apply for a new Social Security card in your new name with the Social Security Administration. Then, submit a copy of your new card to HR Central.



Our EAP partner, Lyra, offers a variety of resources, such as LGBTQ+ friendly therapists, support groups and educational materials on topics including (but not limited to):

- Coping with rejection
- Depression and suicide
- Substance abuse
- Genderfluid and gender non-conforming children
- Parental support

See page 18 for more details.

Table of contents

2023 Benefits Guide | 14

# LGBTQ+ benefits guide considerations

## Format

**Confirm which format would resonate most with your people, e.g.:**

- ✓ 1-page highlights overview
- ✓ Multi-page pdf guide
- ✓ Intranet/Embark content and FAQs

***Discussion points:***

- ✓ Goals: Meet criteria or use opportunity to reinforce commitment to DEI
- ✓ Branding and graphic design needs

## Content

**Develop an inventory of benefits, programs, policies and resources that align to requirements**

***Discussion points:***

- ✓ Approach for acquiring program details
- ✓ Stakeholder reviews
- ✓ Socialization process
- ✓ Developing a launch communication (email, postcard, intranet banner, etc.)

## Ongoing

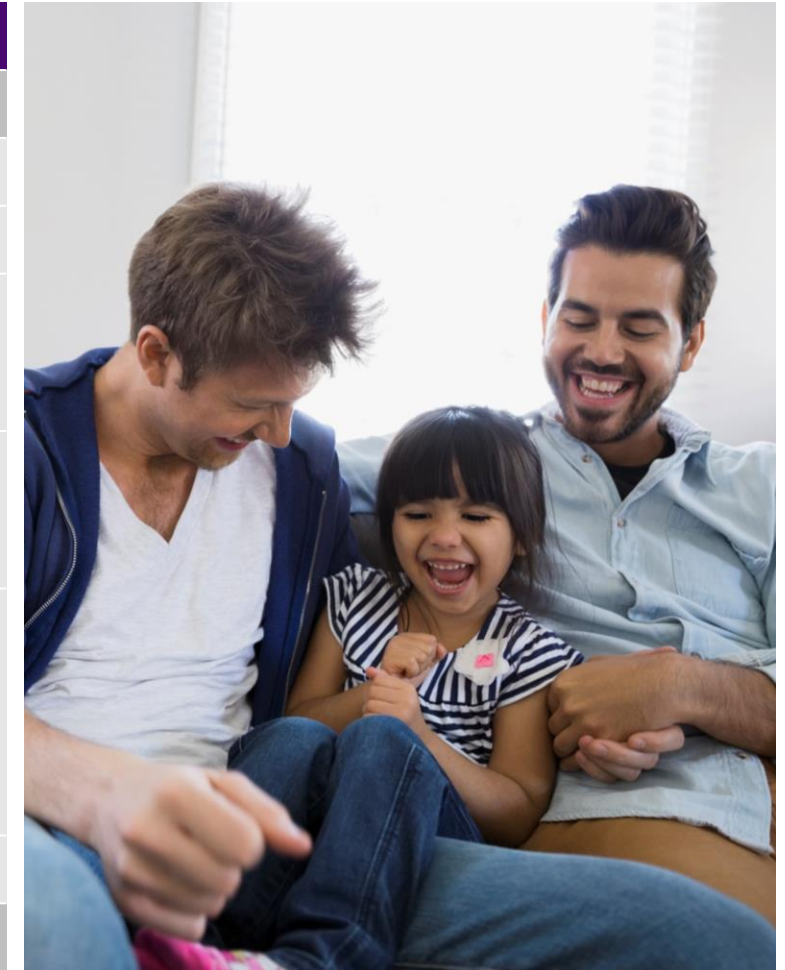
**Confirm approach for promoting the content for new hires and annually to active employees**

***Discussion points:***

- ✓ Targeted communications on an ongoing basis
- ✓ Confirm if digital content will suffice for ongoing needs

# Sample content outline for LGBTQ+ benefits guide

Page	Content
Cover	
Table of Contents	<ul style="list-style-type: none"> <li>• Overview of what's included</li> </ul>
Introduction	<ul style="list-style-type: none"> <li>• Our purpose and commitment to DEI</li> </ul>
Inclusive Healthcare	<ul style="list-style-type: none"> <li>• Trans-inclusive and gender affirmation benefits</li> <li>• HIV and PrEP coverage</li> <li>• Finding LGBTQ+ providers</li> </ul>
Paths to Parenthood	<ul style="list-style-type: none"> <li>• Family planning benefits</li> <li>• Adoption and surrogacy benefits</li> <li>• Paid parental leave</li> </ul>
Finding Support	<ul style="list-style-type: none"> <li>• Educational resources</li> <li>• EAP counselors</li> <li>• Legal plan benefits</li> <li>• Health advocate / concierge</li> <li>• Benefits center</li> </ul>
Showing Pride	<ul style="list-style-type: none"> <li>• Business Resource Groups / ERGs</li> </ul>
Back Cover	





### Initiating

Establishing a foundation which may include audits and reporting for compliance reasons.



### Advancing

Implementing targeted strategies beyond the basics.



### Leading

Demonstrating a sustained commitment through active integration into the culture.



## Transforming

Undergoing radical changes to include restructured policy changes, practices, or systems.

# The DEI vendor marketplace is evolving

## Carrier Solutions\*

Developing provider and network analytics, SDoH support

Cultural training, community-focused solutions and reporting capabilities evolving

Anthem 

 Cigna®

 UnitedHealthcare®

 aetna®

Ask WTW for selected DEI RFI responses from the national medical carriers

## Point Solutions\*

Developing areas of expertise and marketing them to both employees and organizations

Expert guided research and referrals to local resources, sometimes curated networks for care and support

joshin

Virtual coaching, digital programs, and personalized navigation for neurodivergence and disability

 OFCOLOR

Financial wellness platform centered around employees of color

violet

Cultural competence benchmarking and upskilling

FOLX

Healthcare benefits for the LGBTQIA+ community

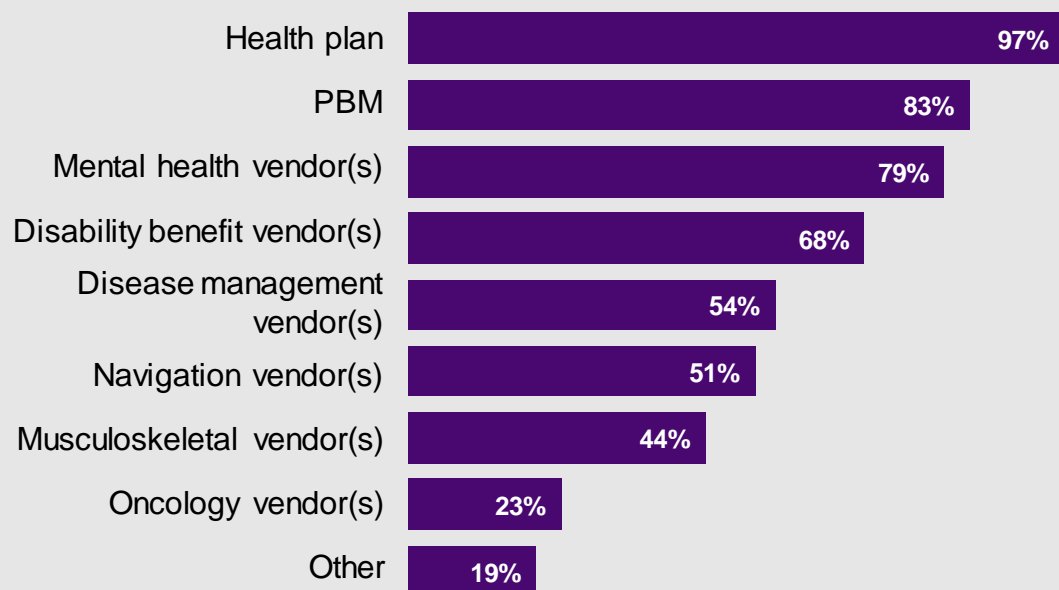
\*Representative list.

# Vendor summits are an opportunity to broaden the DEI conversation across all partnerships



Has your organization or is it planning to conduct a multi-vendor summit to bring together vendors to improve coordination and integration of approaches?

## Who attended or would attend the vendor summit?\* (N=136)



Note: \*Based on those have taken actions or plan or consider to conduct a multi-vendor summit. \*\*Based on all respondents. Source: WTW 2022 Best Practices in Healthcare Survey.



■ Action taken/Tactic used in 2022 ■ Planning for 2023 ■ Considering for 2024

## Key vendor questions from the DEI perspective

- What level of diverse representation exists among customer service associate and case managers?
- Do you provide multiple channels for members to contact representatives, including telephone, text messaging, voice recognition commands, web chat and other assistive technology?
- What type of disability and cultural awareness training is provided to CSRs?
- Can you provide reporting on network provider demographics such as age, race, ethnicity, languages spoken and disability?
- What demographics, experience and credentials of providers are included in the provider directory?
- Do care advocates assess individual or family social determinant of health (SDoH) insecurities during member onboarding?
- Do you have a database of community resources and programs for referrals for employees?
- Do members of underserved communities provide input on the design and execution of your solutions?



Me My Work **My Benefits** My Growth Manager HR

### ABC Benefits Overview

ABC offers a variety of benefits programs to support employees and their families. You can now view all the available benefits provided to you in on place! Please read our new [ABC Benefits Overview](#) knowledge article for easier access to information about each program.

<h4>Health &amp; Insurance</h4> <p>View my medical, dental, vision, plan summaries and other benefits</p> <p><a href="#">Go</a></p>	<h4>Spending &amp; Savings Accounts</h4> <p>View my flexible spending or health savings accounts</p> <p><a href="#">Go</a></p>	<h4>Savings Plan</h4> <p>Access my savings plan account information</p> <p><a href="#">Go</a></p>	<h4>Related Knowledge</h4> <ul style="list-style-type: none"> <li><a href="#">ABC Benefits Overview</a></li> <li><a href="#">Enhanced Academic and Sitter Services Support</a></li> <li><a href="#">Employee Assistance Program (EAP)</a></li> <li><a href="#">Flexible Work Options</a></li> <li><a href="#">Back-Up Care Program</a></li> </ul>
<h4>Stock</h4> <p>Purchase stocks or view account balance</p> <p><a href="#">More Info</a></p>	<h4>Tuition Reimbursement</h4> <p>Get reimbursed for eligible educational expenses</p> <p><a href="#">More Info</a> <a href="#">Go</a></p>	<h4>ABC Extras</h4> <p>Discover exclusive benefits to ABC employees</p> <p><a href="#">Go</a></p>	
<h4>Wellbeing and Other Resources</h4> <p>Physical, Mental, Financial, Legal and Family Care Resources</p> <p><a href="#">More Info</a></p>	<h4>Summary Plan Descriptions (SPD)</h4> <p>Review detailed benefit plan summaries</p> <p><a href="#">Go</a></p>	<h4>Your Retirement Journey</h4> <p>Review your retirement details</p> <p><a href="#">Go</a></p>	



Early Career

Mid-Career

Late Career

Ready to Retire

Resources for All Stages

# Your Retirement Journey

Bearum autem recum, voluptatem. Nemque nonsequat pra in endanimi, con re, esciust, erfernates.

Where are you on your Retirement Journey?



Click on an arrow to go to the corresponding section



# Next Steps

# Practical tips



## How can we build inclusion into our approach?

- Contextualize the current climate through active listening strategies
- Reflect individual concerns/priorities
- Be mindful of language used

## How can we craft messaging that will resonate?

- Create diverse employee personas that speak to your employee population and their diverse needs
- Consider whether additional employee segments are required (for example, by work situation, diversity group, geography, socio-economic placement)

## How can we deliver communications inclusively?

- Deploy a broad array of communication vehicles that are suited to the educational, informational and accessibility needs of your employees
- Leverage technology to offer consistency and continuity in messaging

## Does our design foster a diverse, inclusive experience?

- Imagery to represent multiple experiences (e.g., by featuring same-sex couples, mixed-race families)

## Do our communications comply with accessibility standards to ensure a positive experience for all people?

- Compliance with accessibility standards for print and digital media (e.g., color blindness)

# Bias in our language

We need to build awareness of how our language reflects bias. Here are some examples:

## Violence

pulling the trigger, target,  
biting the bullet

## Ableism

sanity check, crazy outliers, lame,  
depressing, no-brainer

## Gendered

pronouns, hysterical

## Race + Ethnicity

cakewalk, rule of thumb,  
blacklisting, native feature



# Resources to learn more

Gender → [writingcenter.unc.edu/tips-and-tools/gender-inclusive-language/](https://writingcenter.unc.edu/tips-and-tools/gender-inclusive-language/)

Writing style guide from Google → [developers.google.com/style/inclusive-documentation](https://developers.google.com/style/inclusive-documentation)

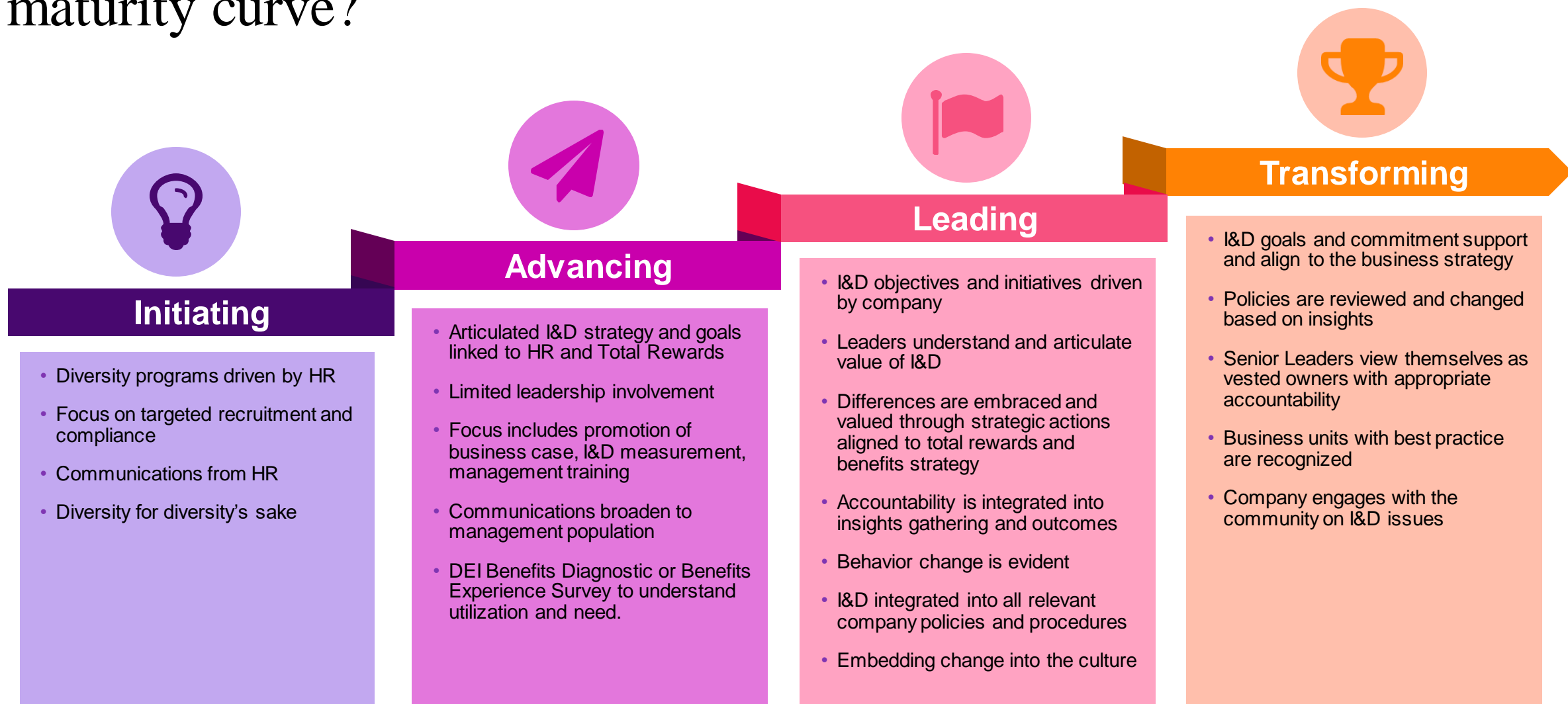
Violent terms → [hopeandsafety.org/learn-more/violent-language/](https://hopeandsafety.org/learn-more/violent-language/)

Bias-free communications → [academicaffairs.ucsd.edu/files/aps/adeo/Article\\_Guide\\_to\\_Bias-Free\\_Communications.pdf](https://academicaffairs.ucsd.edu/files/aps/adeo/Article_Guide_to_Bias-Free_Communications.pdf)

Offensive phrases → [Business Insider: Offensive phrases that people still use](https://www.businessinsider.com/offensive-phrases-people-still-use)

Race and ethnicity → [Babbel Magazine: Common racist words and phrases;](https://www.babbel.com/magazine/common-racist-words-and-phrases)  
[npr.org/sections/codeswitch/2013/10/21/239081586/the-racial-history-of-the-grandfather-clause](https://www.npr.org/sections/codeswitch/2013/10/21/239081586/the-racial-history-of-the-grandfather-clause)  
[medium.com/@nriley/words-matter-why-we-should-put-an-end-to-grandfathering-8b19efe08b6a](https://www.medium.com/@nriley/words-matter-why-we-should-put-an-end-to-grandfathering-8b19efe08b6a)

# Final Thoughts: What are your plans to advance along the DEI maturity curve?



Thank You!