

2018 to
2020

Diversity & Inclusion Strategic Plan

Ohio Department of Health



The State of Ohio is an equal opportunity employer.

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2018-2020 DIVERSITY & INCLUSION STRATEGIC PLAN

Diversity & Inclusion Vision, Promise, and Mission

State of Ohio D&I Vision

The State of Ohio is an advanced diverse and inclusive culture, integrating diversity and inclusion into our people, processes, and products so we can provide all Ohioans excellent and efficient service.

Our D&I Promise

To ensure that the State of Ohio reaches an advanced diverse and inclusive culture, integrating diversity and inclusion into our people, processes, and products enabling us to provide all Ohioans excellence and efficient service, the Department of Administrative Services (DAS) and Ohio Department of Health (ODH) state the following:

DEPARTMENT OF ADMINISTRATIVE SERVICES (DAS)

To reach the State of Ohio's Diversity & Inclusion Vision, the Department of Administrative Services, including the Equal Opportunity Division and State of Ohio Equal Opportunity Coordinator, will:

- Promote an inclusive work-environment where all employees receive fair and equitable treatment, free from discrimination and harassment, by ensuring compliance and enforcement of Equal Employment Opportunity Law.
- Embrace and endorse principles of Diversity & Inclusion to ensure the State of Ohio best reflects, serves, values, and includes Ohio's diversity in our People, Processes, and Products.
- Support and grow procurement opportunities through collaboration to create cost-effective competition and increase business capacity for Ohio's diverse businesses, while supporting the growth of Ohio's jobs.
- Provide *Services, Support, and Solutions* to all State Agencies, including access, clear communication, guidance, collaboration, education, and dialogue to maximize effectiveness and impact of the D&I Strategic Plan and Initiatives.
- Adopt a holistic approach to D&I Strategy designed to encourage engagement across Agency barriers and promote a Statewide Campaign, engaging to both Agencies and Employees.
- Assist the Agency in reaching its fullest potential on the D&I Continuum by the end of 2020.

OHIO DEPARTMENT OF HEALTH (ODH)

To reach the State of Ohio's Diversity & Inclusion Vision, the Ohio Department of Health (ODH), will:

- Promote an inclusive work-environment where all employees receive fair and equitable treatment, free from discrimination and harassment, by ensuring compliance and enforcement of Equal Employment Opportunity Law.
- Embrace and endorse principles of Diversity & Inclusion to ensure the Agency best reflects, serves, values, and includes Ohio's diversity in our People, Processes, and Products.
- Support and grow procurement opportunities through collaboration to create cost-effective competition and increase business capacity for Ohio's diverse businesses, while supporting the growth of Ohio's jobs.
- Engage Management and Employees through strategic communication, initiatives, training, and inclusion into this Plan and its outcomes.
- Collaborate with Sister Agencies and DAS to develop the most effective and efficient Statewide D&I Campaign, assisting to break down barriers between Sister Agencies and Employees.
- Achieve Agency's fullest potential on the D&I Continuum by the end of 2020.

Agency Strategic Mission Statement

To protect and improve the health of all Ohioans by preventing disease, promoting good health and assuring access to quality care.

Agency D&I Mission Statement

Grow a diverse workforce and cultivate an inclusive environment where employees are fully engaged and empowered to deliver outstanding public health services to customers.

Agency D&I Continuum Goals

The Ohio Department of Health (ODH) has a goal of Compliance for 2018. ODH will submit a plan addendum to the State EEO Coordinator before January 1, 2019, to establish its 2020 goal and adjust sections contained within this plan to show strategy for continued growth on the State of Ohio's D&I Continuum.

Part 1: Our People & Culture



Section 1: Recruitment

Finding the talented and qualified people to join our team is always a top goal at the State. Recruitment to find people who can bring unique perspective to our organizational structure and thought process is Diversity Recruitment.

Diversity means variety. As humans, we are full of variety—some variety you can see and some you cannot. It is this variety that lets individuals approach problems differently, find unique solutions, and innovate our work products. All

human diversity is equally important and should be valued as an integral part of our workforce.

Agencies must continue to evaluate their employment needs, build relationships with populations to strategically improve diversity, develop and strength messaging to overcome recruitment barriers, and become an active participant in planning for professions of the future. Recruitment should also be viewed as a “Team Ohio” strategy, to better coordinate, utilize resources across to accomplish similar and targeted strategy across sister agencies.

For 2018, this section of the plan will focus on the diversity categories as defined by U.S. Equal Opportunity Commission and the requirements for the Ohio Affirmative Action Plans. As agencies become ready, other types of “diversity” will be introduced into the plan. After each Plan Review, this portion may be amended to adjust the agency selected goals.

Affirmative Action Plan Statement: This section is the Agency's Affirmative Action Plan and is intended to comply with Federal and Ohio law, policy, and procedure.

Statewide Value Statement: We will develop and implement strategy to identify and attract diverse individuals who will allow our agencies to better reflect the population of Ohio it serves, in the location of service, allowing the State of Ohio to remain a diverse, inclusive, and equal opportunity employer.

Agency's D&I Development Continuum Analysis

ODH seeks to remain compliant with all required EEO Law and Policy, including creating and maintaining its Affirmative Action Plan. It also seeks to develop and implement strategies representing growth on the continuum as it maintains compliance.

Mandatory Goals

Goal	Justification	Continuum Status Goal
Upon approval by DAS-EOD, ODH will create, implement, and measure its Affirmative Action Plan.	<p>As an Equal Employment Opportunity Employer, the State of Ohio has a vested interest in attracting, developing, and engaging the diversity of its workforce to provide better service to all of Ohio.</p> <p>The Agency is required to create, implement, and measure against an Affirmative Action Plan as required by 123:1-49-04, 05. The Agency D&I Matrix will contain specific and measurable strategy.</p>	Compliance

Section 2: Retention

Hiring and retaining our exception talent and diversity is a key factor in fulfillment of a full-scale D&I vision. Keeping and valuing employees helps to lessen a continual need for diversity recruitment. Meaning, the agency can have a greater impact on improving its diversity profiles and begin to utilize key resources to progress on the D&I Continuum.

Retention, under this section, looks at what employees need to best do the job hired to do. Employees who are not provided sufficient skill-development, communication, mentorship, acceptance, responsibility, trust, growth, value, and opportunity will leave before they become fully connected to the agency mission. They will also leave without sharing their own unique diversity, or engagement, which the agency sought out in the first place.

For agencies advancing on the D&I Continuum, this section should be coupled with an examination of agency process and policy, in Part 2, Section 1: Employee Focused Policy of this Plan.

For 2018, this section of the plan will focus on the diversity categories as defined by U.S. Equal Employment Opportunity Commission and the requirements for the Ohio Affirmative Action Plans. As agencies become ready, other types of “diversity” will be introduced into the plan. After each Plan Review, this portion may be amended to adjust the agency selected goals.

Affirmative Action Plan Statement: This section is the Agency’s Affirmative Action Plan and is intended to comply with Federal and Ohio law, policy, and procedure.

Statewide Value Statement: We will develop and implement strategy designed to progress, promote, and retain employees of diverse backgrounds allowing the State of Ohio to remain a diverse, inclusive, and equal opportunity employer and provide the best services to all Ohioans.

Agency's D&I Development Continuum Analysis

Insurance seeks to remain compliant with all required EEO Law and Policy, including creating and maintaining its Affirmative Action Plan. It also seeks to develop and implement strategies representing growth on the continuum as it maintains compliance.

Mandatory Goals

Goal	Justification	Continuum Status Goal
Upon approval by DAS-EOD, ODH will create, implement, and measure its Affirmative Action Plan.	<p>As an Equal Employment Opportunity Employer, the State of Ohio has a vested interest in attracting, developing, and engaging the diversity of its workforce to provide better service to all of Ohio.</p> <p>The Agency is required to create, implement, and measure against an Affirmative Action Plan as required by 123:1-49-04, 05. The Agency D&I Matrix will contain specific and measurable strategy.</p>	Compliance

Section 3: Engagement

Plan Note: For the 2018-2020 D&I Plan, ODH will not be working on this section. Growth in other sections of this Plan is essential to the success of this portion. ODH will revisit this section for its 2021-2023 Plan.

Only when employees feel valued and connected, will they truly engage. Employee engagement is critical to the agency's strategic utilization of diversity to further the agencies mission. This is how the agency can acquire, inspire, and include its employees to better serve. Engagement can take many forms, whether it be through formalized committees, surveys, or informal "huddle" sessions.

Engagement is not training, nor is it cultural competency—both of which are retention and should be discussed in Section 2. It is about understanding and extracting the additional value employee diversity brings to the agency and directly utilizing it to accomplish the agency mission. The key to engagement is developing this utilization strategy.

Statewide Value Statement: *We will develop and implement strategy designed to appropriately engage and include all employees' diversity to strengthen work-culture and promote agency business, allowing the State of Ohio to remain a diverse, inclusive, and equal opportunity employer and provide the best services to all Ohioans.*

Part 2: Our Policy & Process



Section 1: Employee Focused Policy

Our policy and procedures are not only important to how we operate, but how we recruit, retain, and engage employees. This section focuses on review and creation of “people” policies that impact Part 1 of this plan.

Most “people” policies will be within Human Resources, although you may find some in other areas not previously considered, such as Information Technology.

Under this section, Agencies will ensure its “people” policies address current needs, are reviewed under a lens of D&I to remove hidden barriers, and create additional policy to execute and enhance this plan.

For agencies advancing on the D&I Continuum, this section should be coupled with an examination of agency people strategic goals, in Part 1 of this Plan. For 2018, this section of the plan will focus on the ensure the agency has all required and updated policy under law and requirements for the Ohio Affirmative Action Plans.

Affirmative Action Plan Statement: This section is the Agency’s Affirmative Action Plan and is intended to comply with Federal and Ohio law, policy, and procedure.

Statewide Value Statement: We will develop and implement formal policy and processes that supports the State of Ohio as a diverse, inclusive, and equal opportunity employer, ensuring the State provides its best services to all Ohioans.

Statewide Value Statement: We will develop and implement strategy to identify existing barriers and solutions to overcoming barriers in policies, processes, and systems allowing the State of Ohio to remain a diverse, inclusive, and equal opportunity employer.

Agency’s D&I Development Continuum Analysis

ODH seeks to remain Compliant with all required EEO Law and Policy. It also seeks to develop and implement strategies representing growth on the continuum as it maintains compliance with legal requirements.

Mandatory Goals

Goal	Justification	Continuum Status
ODH will create, implement, and train on an Equal Employment Opportunity policy, including how to file internal violations with DAS-EOD	<p>The State of Ohio must comply with Federal and State Civil Rights and Employment Law to remain an Equal Employment Opportunity employer.</p> <p>The Agency is required to create and implement an Equal Opportunity Policy in accordance with O.A.C. 123:1-49-01, 03, 04, and Executive Order 2011-05K. The Agency D&I Matrix will contain specific and measurable strategy.</p>	Compliance
ODH will create, implement, and train on an Anti-Discrimination and Harassment Policy	<p>The State of Ohio must comply with Federal and State Civil Rights and Employment Law to remain an Equal Employment Opportunity employer.</p> <p>The Agency is required to create and implement an Anti-Discrimination and Harassment Policy in accordance with O.A.C. 123:1-49-01, 03, 04, and Executive Order 2011-05K. The Agency D&I Matrix will contain specific and measurable strategy.</p>	Compliance

Section 2: Formal Systems & Processes

Plan Note: For the 2018-2020 D&I Plan, ODH will not be working on this section. Growth in other sections of this Plan is essential to the success of this portion. ODH will revisit this section for its 2021-2023 Plan.

Once an Agency is ready to advance on the Continuum, this section will assist it in using D&I as a tool to identify and examine formalized processes and systems are created for full accessibility with minimal unintended barriers for users. Systems and processes include information technology, web-based programs, and internal formalized work-flow processes. Once identified, strategy can be developed and implemented to lower or eliminate barriers to encourage inclusive and equal access.

Statewide Value Statement: *We will develop and implement processes and systems that support the State of Ohio as a diverse, inclusive, and equal opportunity employer and to provide the best services to all Ohioans.*

Statewide Value Statement: *We will develop and implement strategy to identify existing barriers and solutions to overcoming barriers in policies, processes, and systems allowing the State of Ohio to remain a diverse, inclusive, and equal opportunity employer and to provide the best services to all Ohioans.*

Section 3: Informal Practice

Plan Note: For the 2018-2020 D&I Plan, ODH will not be working on this section. Growth in other sections of this Plan is essential to the success of this portion. ODH will revisit this section for its 2021-2023 Plan.

Once an Agency is ready to advance on the Continuum, this section will assist it in using D&I as a tool to examine informal work-flow processes and procedure (practices) for unintended barriers preventing an environment of inclusion and equality. Once identified, strategy can be developed and implemented to attempt to lower or eliminate barriers so all employees have inclusive and equal access.

Statewide Value Statement: *We will develop and implement work-flow processes that support the State of Ohio as a diverse, inclusive, and equal opportunity employer.*

Statewide Value Statement: *We will develop and implement strategy to identify existing barriers and solutions to overcoming barriers in policies, processes, and systems allowing the State of Ohio to remain a diverse, inclusive, and equal opportunity employer.*

Part 3: Our Products & Services



Section 1: Public Service

Plan Note: For the 2018-2020 D&I Plan, ODH will not be working on this section. Growth in other sections of this Plan is essential to the success of this portion. ODH will revisit this section for its 2021-2023 Plan.

Once an Agency is ready to advance on the Continuum, this section will assist it in providing the best public service to all Ohioans aligned with the State of Ohio strategic mission. It is important

that agencies work to include D&I within its public service models to ensure that services are not only culturally competent, but also have the intended impact to every Ohioan as designed.

This section will assist the agency to ensure its services and products are delivered with value to all Ohioans. This means that the agency will develop strategy to identify and explore the diversity of the people it serves, learn how to serve through culturally competent methods, and attempt to break down cultural barriers that may prevent government interaction with constituents, product delivery, or product creation.

Statewide Value Statement: *We will develop and implement strategy to ensure Ohioans of diverse backgrounds experience culturally competent services and products.*

Section 2: Accessibility

Plan Note: For the 2018-2020 D&I Plan, ODH will not be working on this section. Growth in other sections of this Plan is essential to the success of this portion. ODH will revisit this section for its 2021-2023 Plan.

Once an Agency is ready to advance on the Continuum, this section will assist it to ensure services and products are accessible to all Ohioans. Strategies that impact region and economic accessibility, translation and interpretation of products and website, and specialized programs for individuals with disabilities will be developed, tracked, and measured.

Statewide Value Statement: *We will develop and implement strategy to ensure all services or products offered are accessible to every Ohioan.*

Section 3: Inclusive & Strategic Innovations

Plan Note: For the 2018-2020 D&I Plan, ODH will not be working on this section. Growth in other sections of this Plan is essential to the success of this portion. ODH will revisit this section for its 2021-2023 Plan.

Once an Agency is ready to advance on the Continuum, this section will assist it in developing ways to encourage employees to contribute their individual diversity to innovate agency products and services. Employees may bring ideas, experiences, or needs that reflect different populations around Ohio, the same populations served by the agency. Strategic incorporation of internal diversity in business decisions may allow for more Ohioans to be served with better products.

Statewide Value Statement: *We will develop and implement strategy to include our employees' diversity to better service Ohio's diversity.*

Section 4: Procurement

As Ohio Government, we have made a strategic commitment to economic growth and opportunity for all Ohioans. This section will assist the agency in developing a more holistic strategy to not only maximize contracting opportunities, but assist with development and

growth of certification of minority-owned, women-owned and socially and economically disadvantaged businesses, and veteran-owned businesses that it seeks contracts. Utilization of D&I concepts will assist the agency in meeting its requirements under equal procurement opportunity standards for government contracting and is meant to serve as a supplement to existing contracting processes.

Statewide Value Statement: We will develop and implement strategy to encourage business development, growth, opportunity, and support for diverse businesses through our procurement policy and processes.

Agency's D&I Development Continuum Analysis

ODH seeks to remain Compliant with all required Law and Policy on procurement. It also seeks to develop and implement strategies representing growth on the continuum as it maintains compliance.

Mandatory Goal

Goal	Justification	Continuum Status
ODH will comply with Ohio law requiring setting aside purchases selected for competition only by Minority Business Enterprise (MBE) certified contractors.	<p>The State of Ohio developed the program because it recognized the need to encourage, nurture and support the growth of minority businesses to foster their development and increase the number of qualified competitors in the marketplace.</p> <p>Each agency shall set aside purchases equaling 15% of the estimated total value of agency purchases to be made for the current fiscal year, for competition by MBE certified business only, in compliance with R.C. 125.081. The Agency D&I Matrix will contain specific and measurable strategy.</p>	Compliance
ODH will comply with Ohio law requiring meeting the yearly contract dollar percentage procurement goal for the Encouraging Diversity, Growth and Equity (EDGE) program.	<p>The State of Ohio developed the program because it recognizes the need to encourage, nurture, and support the growth of economically and socially disadvantaged businesses to foster their development and increase the number of qualified competitors in the marketplace.</p> <p>Each agency must meet the EDGE yearly contract dollar percentage procurement goal, as set for by the Director of DAS, in compliance with O.A.C. 123:2-16-08, 09, 10, 11. The Agency D&I Matrix will contain specific and measurable strategy.</p>	Compliance

EDGE spending opportunities.		
We will host a "Meet and Greet" with EDGE vendors in 2019.	Hosting a "Meet and Greet" will enable our program and procurement staff to identify and interact with EDGE vendors who provide the goods and services that we utilize.	Competent
ODH will participate in DAS/EOD-sponsored business events in 2019 and 2020.	ODH appreciates the opportunity to participate in events that facilitate engagement with a diverse pool of vendors.	Competent

Signatures and Approval

The below signatures represent endorsement and adoption of the 2018-2020 Diversity & Inclusion Strategic Plan, which includes the 2018-2020 Affirmative Action Plan required under Ohio Administrative Code Chapter 123:1-49.

Agency Name: OHIO DEPARTMENT OF HEALTH

Shane C. Stewart, LRA
NAME, EEO Officer

June 29, 2018
Date

NAME, Title

Gaine Erickson, HCMA2
NAME, Human Resource Administrator

Date

6/29/18
Date

NAME, Title

[Signature]
NAME, Director

Date

6/29/18
Date

Department of Administrative Services:

JENNIFER ANNE ADAIR, EEO Program Manager, EOD

Date

PETER RENNER, Administrator, Office of Talent Management

Date

Signatures and Approval

The below signatures represent endorsement and adoption of the 2018-2020 Diversity & Inclusion Strategic Plan, which includes the 2018-2020 Affirmative Action Plan required under Ohio Administrative Code Chapter 123:1-49.

Ohio Department of Health:

NAME, EEO Officer

Date

NAME, Human Resource Administrator

Date

NAME, Director

Date

Department of Administrative Services:

JENNIFER ANNE ADAIR, EEO Program Manager, EOD

Date

PETER RENNER, Administrator, Office of Talent Management

Date

PAMELA OSBORNE, Acting-State EEO Coordinator, EOD

Date