

Joseph B. Hill

Moving Diversity, Inclusion and
Community Engagement Forward



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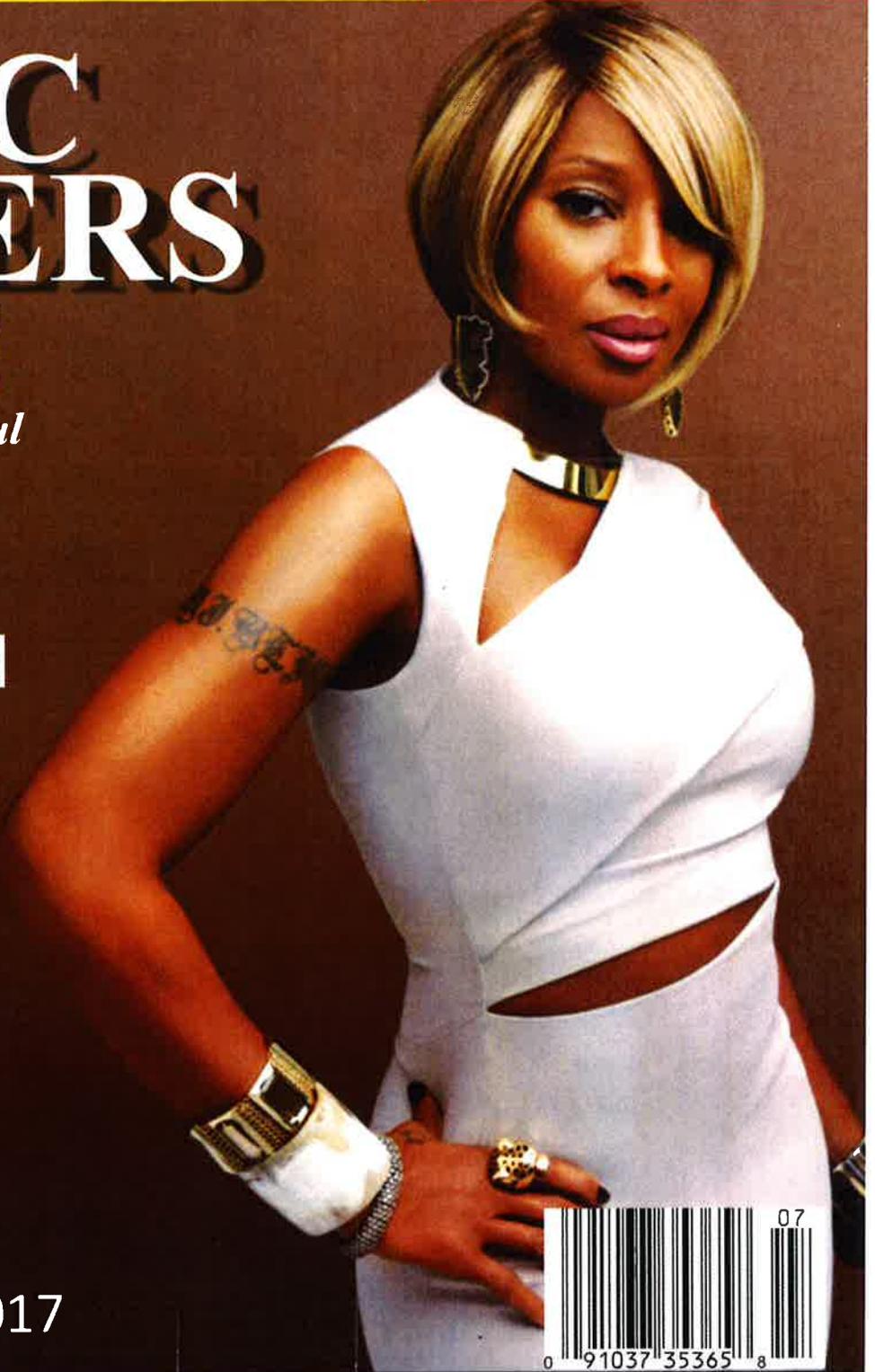
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Hill Promotes Diversity and Inclusion at Thomas Jefferson University

By Ayana Jones. Interview by Joseph Warkreh T-Toe

Charged with leading a transformative commitment to diversity, Joseph B. Hill is serving as the Senior Vice President and Chief Diversity Officer of Thomas Jefferson University and Jefferson Health. When he joined the institution in 2015, Jefferson's leadership team set out to redefine diversity and inclusion.

"The old dynamic around diversity was really focused on workforce, community branding and supplier diversity. But here with academic medicine, the focus has expanded to focus on health equity," Hill explained.

"I always say diversity is counting heads and inclusion is making heads count. So now it's about effectively putting them together, said Hill, who came to Jefferson from Froedtert Health, the clinical arm of the Medical College of Wisconsin.

"We are reimagining diversity and inclusion to promote and cultivate an inclusive environment that respects and celebrates the diversity of our patients, students, workforce and the communities we serve," he continued.

"We believe that a diverse and inclusive environment is fundamental to our mission for the achievement of equity in education and health."

The University was founded in 1824 as a private Health Sciences University based in Center City. Jefferson Health is the university's clinical arm. Hill established Jefferson's Office of Diversity, Inclusion and Community Engagement to be responsible for incorporating diversity and inclusion throughout the institution in both the clinical and academic areas.

"That means we're looking at our 23,000 employees – making sure we have a diverse workforce who reflect and serve the community – so regardless of who you are, when you walk in the door, you are going to be treated with dignity and respect," Hill stated.

The office seeks to engage minority- and women-owned businesses, giving them an opportunity to do business with Jefferson. They are also working to partner with churches and community-based organizations. Office staff members are conducting focus groups with diverse sectors such as African American, Asians, Hispanics, persons identifying as LGBTQ, and millennials to gain an understanding of how the community relates to the university and health system. Hill says Jefferson wants to grow its market in Philadelphia and to be regarded as the health and educational provider of choice.



Forming partnerships in Africa

Jefferson's impact has reached beyond the Philadelphia region to the continent of Africa. Through the Rwanda Health and Healing Project (RHHP) Jefferson students from the U.S. and Rwanda are exposed to health care practices across health systems, institutions and cultures.

According to Jefferson's website, to date Jefferson has hosted 24 Rwandan medical students as part of a two-month clinical experience during which students attend public health courses, complete observatory clinical rotations, work in the Clinical Skills Center and participate in clinical outreach activities.

To date, 85 Jefferson students have traveled to Rwanda as part of Jeff HEALTH (Helping East Africa Link to Health), a student-run organization and RHHP. Jefferson officials are currently considering a partnership with the University of Johannesburg (UJ). In April, Hill and other leaders visited the UJ to explore working with the institution after it receives approval to create a medical college in South Africa.

In 2016, SVP and Chief Diversity Officer, Hill and the President/CEO of the Thomas Jefferson University and Jefferson Health, Dr. Stephen K. Klasko, along with former UN Ambassador Andrew Young, Atlanta Mayor Kasim Reed; and other officials, visited South Africa. The trip was part of an effort to foster trade, investment and educational ties between the U.S. and South Africa.

Efforts to recruit minority students

The university is engaged in various initiatives to recruit underrepresented minority students to its medical school. This comes as the number of African American men attending medical school has steadily declined. A report from the Association of American Medical Colleges notes, that since 1978, the number of African American men graduating from college has risen, while the number of them going to medical school has dropped.

Jefferson has partnered with Sigma Pi Phi Fraternity, also known as the Boulé, to launch the Jackson Minton Scholarship for African American males attending Jefferson's Sidney Kimmel Medical College (SKMC). During the next five years, the African American fraternity seeks to raise \$1 million dollars for the scholarship fund, which will be matched by Jefferson. The scholarship is named after Boule' co-founders, Dr. Algernon B. Jackson and Dr. Henry Minton. Jackson has been recognized as Jefferson Medical College's first African American graduate. The term Boulé is another name for a Council of Chiefs, or the leading noblemen of the society. Individual members of the Boulé (and the fraternity) are known as Archons.

Jefferson has created a pipeline initiative called Step-Up, which focuses on Black and Latino undergraduate students who are interested in attending medical school.

During this summer program, participating students spend eight weeks on Jefferson's campus where they do clinical rotations, participate in mock interviews and prepare for the MCAT (Medical College Admission Test.) Jefferson hopes the students will apply to SKMC.

Jefferson also has a pipeline program with select Philadelphia elementary and middle school students to provide them an opportunity to visit the campus on Saturdays.

The university has formed a partnership with the United Negro College Fund to recruit students from historically Black colleges and universities to the medical school.



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tion activities for the state.

Smith Ellis previously led work at Lumina Foundation, the nation's largest foundation focused solely on higher education, to advance federal policy to increase attainment and to develop new postsecondary finance models, focusing on issues of affordability.

Prior to her work in philanthropy, Zakiya served as a senior advisor for Education at the White House Domestic Policy Council, where she was tasked with developing, informing, and promoting President Barack Obama's higher education policy. She also served in the Obama administration as a senior adviser at the U. S. Department of Education, where she developed programmatic, policy and budget solutions to respond to pressing challenges in college access, affordability, and completion.

Before transitioning to work as a political appointee, Dr. Ellis served as director of Government Relations for the advisory committee on Student Financial Assistance, where she authored reports on the efficacy of financial advising in college access programs, on community college trans-



fer and articulation, and on the ability of low- and moderate- income families to afford college more broadly.

Earlier in her career, Dr. Ellis worked directly with students in various capacities across the K-12 system, and her goal is to always bring those insights to her current work. She worked on staff in various capacities for Teach For America, helping to train new teachers, and for the federal GEAR UP program in East Boston, Massachusetts, providing college preparation and financial aid information to high school students. Ellis was introduced to federal policy as an intern on Capitol Hill with the Congressional Black Caucus Foundation, working for her former hometown Congresswoman.

Dr. Ellis has been featured on C-SPAN and Fox Business News, profiled in the *Chronicle of Higher Education* and *Diverse Issues in Higher Education* and was twice named to *Forbes Magazine 30 Under 30*. She recently completed a three-year term as an appointed member on the board of directors for the National Association for College Admission Counseling (NACAC).

Dr. Ellis holds a bachelor's degree in political science and secondary education from Vanderbilt University, a master's degree in education policy and management from the Harvard Graduate School of Education, and a doctor-

ate in higher education management from the University of Pennsylvania.

Sandra Bolden Cunningham

On November 6, 2007, Sandra B. Cunningham was elected to the New Jersey State Senate by the people of the 31st Legislative District, which is comprised of Bayonne and a portion of Jersey City. State Senator Sandra Cunningham holds the distinction of becoming the first woman elected to the State House from the 31st Legislative District. St. Sen. Sandra Cunningham is the widow of the late Glenn D. Cunningham, a distinguished statesman who was the mayor of Jersey City and the state senator of the 31st Legislative District. For nearly a decade, Sandra and Glenn Cunningham were visible community activists, who fought together courageously for their beloved community until his untimely death in 2004.

Today, St. Senator Cunningham continues the legacy she began with her husband. Cunningham is a vocal advocate of children and working families. She believes that quality education is the passport to achieving social equity. Furthermore, she believes that working families have a right to affordable health care, a fair and safe workplace, and property tax relief.

In addition, St. Sen. Cunningham

champions for a typically forgotten population — ex-offenders. She wholeheartedly believes in providing recently released offenders with a "second chance" to become contributing members of our society. She believes that removing obstacles to employment for people with criminal records pro-



vides economic and social opportunities to a large group of people living in New Jersey. To that point, she worked tirelessly with re-entry advocates and the business community to draft and introduce "The Opportunity to Compete" legislation, best known as "Ban the Box." This legislation protects employers from doing criminal background checks on prospective employees before giving them an interview and hopefully an opportunity to tell their story. "Ban the Box" in New Jersey received national attention after President Barack Obama mentioned it when he announced implementation of a similar program sponsored for the United States government. In her quest to offer opportunities to released offenders, St. Sen. Cunningham and Governor Chris Christie, collaborated on new expungement legislation that will make it easier for offenders to clean their



Jefferson congratulates

Joseph Hill

Senior Vice President and Chief Diversity Officer
Office of Diversity, Inclusion and Community Engagement

South Jersey Journal 2018 Honoree
Most Influential African Americans in New Jersey



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Mass Incarceration an AME Strategic Response to Mass Incarceration.” Nationally, he has represented the Social Action Commission of the AME Church in several capacities including, the United States Senate regarding solitary confinement and the House of Representatives for gun violence.

Rev. Boyer led the campaign in New Jersey to require racial impact statement legislation to counter racial disparities in criminal justice laws and practices. He is a leading prophetic voice in the campaign to abolish the war on drugs and the criminalization of Black people. He has been recognized as a game changer by the NAACP, a torch bearer by the ACLU, and a movement maker by NJ working families. He is married to Rosalee, and the couple has three children, Shaina, Kyle, and Jayden.

More than anything, The Rev. Boyer is passionate about the spiritual disciplines especially prayer and meditation. He rises early every morning to commune with God and seek guidance. His favorite scripture is Psalms 27:13, “*I would have lost heart, unless I had believed, that I would see the goodness of the Lord in the land of the living.*”

Joseph B. Hill

Since 2015, Joseph B. Hill has been chief diversity officer for Jefferson Health System. The position is a key leadership role, where he is responsible for leading an integration of diversity, equity and inclusion initiatives and practices to ensure excellence in education, research and patient care. Hill is known as a creative, accomplished leader in the health care industry, who is mindful of diversity and inclusion.

Prior to joining Jefferson, he worked at Froedtert Health, the clinical arm of the Medical College of Wisconsin,

where he developed a diversity and inclusion program that became an integral part of the health system's values, strategy and operational initiatives. Under his leadership, Froedtert's diversity and inclusion team was nationally recognized for supplier diversity and health care



equality. Hill also served as managing director of Diversity and Inclusion at the American Cancer Society in Atlanta.

A native of Buffalo, New York, Hill earned a B.A. from Virginia Union University, an M.A. from Howard University and a certificate in Diversity Management in Health Care (CDM) from Georgetown University and the Institute for Diversity in Health Management. He is often a speaker at national forums where he shares his insights and experience on the importance of diversity and strategic partnerships in both the for-profit and nonprofit sectors.

Hill is a volunteer and board member for Garden and Associates, LLC, Our Next Generation, Milwaukee Urban League and is on the advisory board of Usher's New Look Foundation.

Michellene Davis

As the executive vice president and chief corporate affairs officer for RWJBarnabas Health, Michellene Davis leads Social Impact and Community Investment across the System. She oversees the areas of Policy Development and Governmental and External Affairs, Healthy Living and Community and Employee Wellness and Engagement, and Global Health. She is the creator of the RWJBarnabas Health Women's Leadership Alliance and Institute for Corporate Internship. Davis helps to direct the strategic policy decisions of the system and strengthens the system's position with state and federal elected officials and agencies.

She joined Barnabas Health in 2009, and soon after was named executive vice president of Corporate Affairs, the first woman and first person of color to serve as an executive vice president in the Barnabas Health system's history.

In 2017, Davis was named to the top 10 on the NJBIZ Health Care Power 50, and to the 2017 Top 100 in Business, both lists on which she has been named previously. She has also been ranked by NJBIZ as the State of New Jersey's top lobbyist in the healthcare industry and by PolitickerNJ as one of the most politically powerful people in the State of New Jersey. Prior to her current position, Davis served in several high-ranking statewide political ap-

pointment positions.

Before joining Barnabas Health, Davis served as chief policy counsel to former New Jersey Governor Jon Corzine, the first African American to serve in the role, and Acting New Jersey State Treasurer. Prior to Treasury, Davis led the \$2.4 billion New Jersey Lottery as executive director and CEO and served as a senior policy advisor in the New Jersey Department of Health and Senior Services. Davis has a proven record of supporting women throughout her career and, while Acting State Treasurer of New Jersey founded the New Jersey Department of the Treasury's Office of Supplier Diversity and Division of Minority and Women Owned Businesses.



Davis is also active in her civic community. She serves as a member of the board of governors of Rowan University – Rutgers Camden; a member of the New Jersey Performing Arts Center Women's Board, a trustee of the New Jersey Women Lawyers Association; secretary to the board of the New Jersey Legislative Black Caucus Foundation; and president of the Executive Women of New Jersey. She also serves on the board of directors of the Caucus Educational Trust, and is a member of the Seton Hall Law School Diversity Council, the Association of Black Women Lawyers, the New Jersey State Bar Association, the Garden State Bar Association, the National Bar Association, the American Bar Association, and the Women's Political Caucus of New Jersey. Formerly, she served on the corporate advisory board of the Boys and Girls Club of New Jersey, and the board of trustees of Essex County College and Sacred Heart University in Connecticut.

Davis has received national and statewide recognition for her dedication and career accomplishments. Most recently, she received the 2016 Evangelina Menendez Trailblazer Award from U.S. Senator Robert Menendez, and was also the recipient of the 2016 Corporate Sector Award from the New Jersey Women Lawyers Association. Previously, she was named the 2015

LUPE Amiga of the Year, 2014 Business Advocate of the Year by the Statewide Hispanic Chamber of Commerce and selected as one of The Network Journal's 2014 Top 25 Most Influential Black Women in Business in the United States. She has been honored by numerous civic organizations.

She began her legal career as a trial litigator, is an honors graduate of Seton Hall University and holds a Juris Doctorate from Seton Hall School of Law

Dennis W. Pullin

Dennis W. Pullin is president and CEO of Virtua Health System, a non-profit healthcare organization in New Jersey, offering a full continuum of primary, preventative, wellness, acute and long-term care. He is a seasoned healthcare executive with operational and business development experience and has had leadership roles in hospitals, academic medical centers, physician group practices and private industry.

For Pullin, success will always begin with people. He always believed that he is just part of a larger purpose – to make a difference. He shares this vision with everyone in the organization and encourages them to realize the connection between what they do and why they are here – and that is championing an outstanding patient experience and dedicating their efforts to achieve healthier communities.

In 2018, Modern Healthcare recognized Pullin as one of the nation's Top 25 Minority Executives in Healthcare, and he was chosen as one of South Jersey Biz's Top CEOs/CFOs in 2017.

Pullin came to Virtua in 2017 from the Washington, D.C./Baltimore, MD area, where he had been president of MedStar Harbor Hospital and senior vice president of MedStar Health. Prior to leading MedStar Harbor, he was senior vice president and chief operating officer at MedStar Washington Hospital Center in Washington, DC. Harbor Hospital is a 259-bed hospital with more than 450 physicians and some 1,400-plus employees. In addition to his hospital responsibilities, Pullin has system responsibility for pharmacy, imaging, lab and pathology, behavioral health services and transportation. Prior to his appointment to this position in 2009, he was senior vice president and COO of MedStar Washington Hospital Center, a 926-bed acute care teaching and research hospital with 6,000 employees, annual admissions in

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MAGAZINE

SEPTEMBER 2018



Philadelphia's
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African
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10 People Under 40 To Watch
Movers & Shakers
Leaders
Salute to Leaders in Higher Education

Movers & Shakers

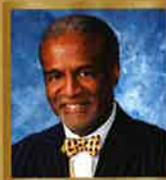
Movers and Shakers are people who make things happen in our region beyond their individual position or title.



Nolan Atkinson
Chief Diversity & Inclusion Officer, City of Philadelphia



Romona Riscoe Benson
Manager of Corporate Relations, PECO



A. Bruce Crawley
President, Millennium 3 Management



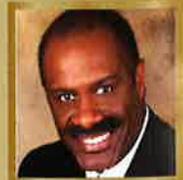
Allison Green
Senior Vice President, Chief Diversity Officer, Lincoln Financial Group



Ric Harris
President & General Manager, NBC 10 & Telemundo



Joseph B. Hill
Senior VP & Chief Diversity Officer, Thomas Jefferson University and Jefferson Health



Gregory Ingram
Presiding Prelate, First Episcopal District of the African Methodist Episcopal Church



Kelvin Jeremiah
President & CEO, Philadelphia Housing Authority



Kevin R. Johnson
Senior Pastor, Dare To Imagine



Willie Johnson
Founder & Chairman, PRWT Services Inc.



Jerry T. Jordan
President, Philadelphia Federation of Teachers



Obra Kernodle IV
Commissioner to the Pennsylvania Gaming Control Board



Keith Leaphart, MD
Board Chair, The Lenfest Foundation



Herbert H. Lusk II
Senior Pastor, Greater Exodus Baptist Church



Malik Majeed
President & CEO, PRWT Services Inc.



Sharmain Matlock-Turner
President & CEO, Greater Philadelphia Urban Affairs Coalition



Pete Matthews
President, AFSCME District Council 33



William B. Moore
Senior Pastor, Tenth Memorial Baptist Church



Henry Nicholas
President, National Union of Hospital & Healthcare Workers 1199C



Doug Oliver
Vice President of Communications, PECO



Samuel Patterson
Founder & CEO, TreCom Systems Group Inc.



Michael K. Pearson
President, Union Packaging LLC



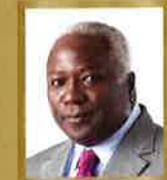
Nicole Pullen-Ross
Managing Director, Investment Management, Goldman Sachs



Charles W. Quann
Senior Pastor, Bethlehem Baptist Church



William Shaw
Senior Pastor, White Rock Baptist Church



Bernard Smalley
Attorney, Raynes McCarty



Evelyn Smalls
President & CEO, United Bank of Philadelphia



Denise Smyler
General Counsel, Office of Gov. Tom Wolf



Sam Staten Jr.
Business Manager, Laborers' International Union, Local 332



Clarena Tolson
Executive Director, Philadelphia Parking Authority



Alyn Waller
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Jewell Williams
Sheriff, City & County of Philadelphia



William L. Wilson
Principal, Synterra Ltd.



Dalila Wilson-Scott
Sr. VP, Community Investment, Pres. Comcast Foundation

Jefferson officials check out health care in S. Africa

Tribune Staff Report

Leaders from Thomas Jefferson University and Jefferson Health recently traveled to South Africa with Ambassador Andrew Young as part of a delegation to foster trade, investment and educational ties between the U.S. and South Africa.

The delegation, which traveled to Cape Town, Durban and Johannesburg, included two executives of Thomas Jefferson University and Jefferson Health, Stephen Klasko and Joseph B. Hill, as well as Atlanta Mayor Kasim Reed and other representatives from agencies.

"It was an honor to travel with Ambassador Young and meet with South African government and business leaders," said Klasko, the CEO of the health care provider. "Through continued dialogue and collaboration, we hope to enhance our bidirectional partnerships with health systems and universities in South Africa to leverage our respective strengths.

"Most importantly, Philadelphia and Jefferson in particular are beginning to get an international reputation for innovation in health care," he added.

"For example, we discussed with health officials how we could create a telehealth platform to reduce disparities between urban and rural areas in Durban," Klasko said. "We also looked at how we can leverage our recent grant



Ambassador Andrew Young, left, and Stephen K. Klasko, CEO of Thomas Jefferson University and Jefferson Health, were among the delegation that met with officials in South Africa. — PHOTO COURTESY OF THOMAS JEFFERSON UNIVERSITY



Thomas Jefferson University executives met with government officials and health care peers during visit to South Africa. — PHOTO COURTESY OF THOMAS JEFFERSON UNIVERSITY

from the Marcus Foundation on integrative and global health to investigate the merits of traditional African medicine."

During the trip, Klasko and Hill visited Chris Hani Baragwanath Hospital and the University of Johannesburg, Baragwanath which is the world's third largest hospital with 3,200 patient beds and more than 6,000 staff members at a site in the Soweto area of Johannesburg.

"There are many things that we can learn from our partners around the world and that they in turn can learn from us," said Hill, the senior vice president at Jefferson. "During our visit to Chris Hani Baragwanath Hospital, I was particularly struck by the quality [of]

care and attention paid to each patient by the staff there."

The two executives also participated in cultural events and meetings that included South African government and business leaders. Meetings were held with various government officials including Dr. Sibongiseni Maxwell Dhlomo, health minister for Kwazulu Natal Province; Ayanda Dlodlo, deputy minister for the nation's public service and administration; Naledi Pandor, minister of science and technology; and Qedani Dorothy Mahlangu, a member of the executive council the oversees the Gauteng Province, which includes Johannesburg.

Health systems turn to chief diversity officers to promote inclusive workforce

By [Maria Castellucci](#) | September 23, 2017

As the first chief diversity officer at Jefferson Health, Joseph Hill has big goals to transform the culture of the academic health system into one that's more inclusive.

Hill wants all 28,000 employees at the 13-hospital network based in Philadelphia to feel like their ideas are valued and they can contribute to improvements at the organization. He also hopes that all workers—no matter their race, gender, sexual orientation, age or ethnicity—feel accepted and comfortable despite their differences.

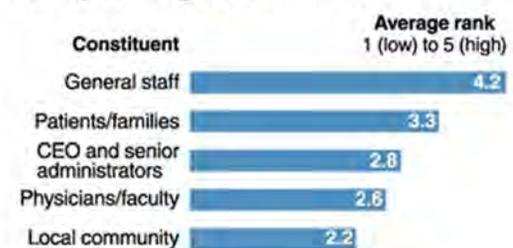
And—perhaps most importantly—he wants the employees at Jefferson Health to be as diverse as the population it serves. If the workforce represents the community, Jefferson can provide better care to its patients because it can leverage unique employee perspectives on meeting the needs and challenges of its service area, Hill said.

"If we are going to be seen as the provider of choice, we need to have an understanding of the community," he added.

Making diversity a strategic priority

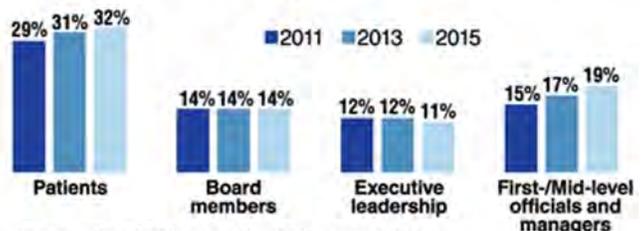
Hill is one of a growing number of executive suite officials dedicated to the promotion of diversity and inclusion at healthcare organizations. Hospitals and health systems are hiring chief diversity and inclusion officers to ensure the topics are a strategic priority from the C-suite down to front-line staff. Providers argue that as they care for a larger and more diverse patient population—both inside and outside the hospital setting—a diverse workforce will help them better care for patients.

Who healthcare chief diversity officers are spending their time with



Source: Witt/Kolfer survey report, "The Critical First Year: What New Chief Diversity Officers Need to Succeed."

Minority representation lagging diversity in management hospitals



Source: Institute for Diversity in Health Management, Health Research & Educational Trust

"We make it clear to our workforce that diversity is of high value to us," said Dr. Ronald Copeland, chief diversity and inclusion officer at Oakland, Calif.-based Kaiser Permanente. "It's not just a numbers game . . . we see value in our people and value the richness of their perspectives so they can become internal advisers and external ambassadors."

THE TAKEAWAY With health systems treating larger and more diverse patient populations, leaders are looking for managers focused on retaining a workforce that reflects the community.

The importance for healthcare organizations to have a chief diversity officer on board has grown in the past 10 years as health systems have expanded and their patient populations have become more diverse, said Tom Giella, chairman of healthcare services at executive search firm Korn Ferry. "Hospitals have morphed into health systems. . . . Because of that you are looking at a pool of patients that is geographically bigger," he said.

Shifting demographics

The U.S. population overall is also changing. In 2010, the number of residents age 5 and older speaking a language other than English at home had climbed 158% to 59.5 million from 23.1 million in 1980, according to the U.S. Census Bureau. By 2044, more than half the nation is expected to be made up of minority races or groups, according to a 2015 Census Bureau report.

Yet, statistics show healthcare isn't keeping pace with population changes. Minorities made up just 14% of hospital boards and only 11% of executive leadership positions in 2015, according to a [survey from the American Hospital Association's Institute for Diversity in Health Management](#). This disparity exists even though minorities represent roughly 30% to 35% of patients in hospitals.

"We live in a much more diverse country than we did 50-60 years ago," Giella said. "Organizations recognize they need to mimic the people they serve with their workforce."

At Kaiser, Copeland heads a concentrated effort to increase the racial and gender diversity of the system's executive leadership and staff to better reflect its patient population.

When new positions open at the organization, Kaiser leaders ensure a diverse pool of candidates are considered for the roles. Once employed at the organization, leaders make it clear that there are opportunities to advance, Copelan said.

Employees are also encouraged to share their ideas to improve care and the overall patient experience, which promotes an inclusive workplace culture. The systemwide initiative is called Speak Up.

In addition, educational courses are frequently provided to managers focused on how to



"If we are going to be seen as the provider choice, we need to have an understanding of the community." -- Joseph Hill, chief diversity officer at Jefferson Health

manage a diverse workforce and patient population.

The same AHA survey showed that 79% of hospitals educate all clinical staff during orientation about how to address the cultural and language differences of their patients.

Kaiser employees are also surveyed to share their preferred gender and ethnicity identification as well as how they perceive the workplace culture.

The efforts have helped Kaiser retain a diverse workforce. More than 60% of Kaiser's 208,000 employees are racial, ethnic or cultural minorities and more than 73% are women.

"Employees know their unique ideas are valued," Copeland said.

Helping retain talent

A chief diversity officer ensures the organization reflects the changing population and helps retain diverse new talent. They can even attract more prospective employees to the organization because it's a signal that an inclusive workplace is a priority, said Jennifer Bauer, a consultant at executive search firm Witt/Kieffer.

"An organization with a chief diversity officer shows a commitment to diversity," Bauer said. "There are individuals who will look to see if there is a chief diversity officer" when they apply for jobs.

In order to be effective, a chief diversity officer must have an understanding of the organization's culture and its patient population, Bauer said. "This is a role that accomplishes things through influence and relationships, not through authority, so it requires someone who is able to build strong relationships and communicate," she added.

Jefferson Health's Hill said he sometimes drives to different neighborhoods just to talk to people and get to know them better.

Experienced healthcare diversity officers can be hard to find, Korn Ferry's Giella said. The role is relatively new in healthcare so fewer professionals in the industry have the necessary background. Organizations will sometimes look outside of healthcare for diversity officer candidates in sectors such as education and government, he said. "It's a people-intensive role."

Depending on the size of the organization, salaries for chief diversity officers can range from \$170,000 to \$350,000, Bauer said. This is in line with other senior executives at healthcare organizations, which she said is essential to show the role's importance to the overall leadership team and strategic vision.

Gloria Goins, chief diversity officer at Bon Secours Health System based in Marriottsville, Md., spends much of her time ensuring employees leverage their unique differences to improve patient care. Bon Secours employs about 25,000 across its 19 hospitals.

One tactic is the use of employee resource groups, which bring together workers who share the same background or interests to come up with new initiatives and programs that target specific patient populations.

The health system serves a large veteran population in Virginia. The Bon Secours veteran resource group includes both employees who are veterans and those who are passionate about helping veterans get better healthcare.

Group members often travel to various communities to assist veterans, whether it's serving hot meals to the homeless or helping them locate housing.

"An integral part of who we are at Bon Secours is to provide culturally competent care," Goins said. "The idea is to really meet people where they are, and the ability to bridge across all kinds of cultures including age and religion."

Hill at Jefferson Health, who now has nine people on his team, held focus groups with patients to get a better sense of what they expect from their healthcare providers, and how they view Jefferson Health.

"People make assumptions, and a lot of the time those assumptions aren't true," Hill said.

The effort has helped Jefferson Health better target health disparities in local communities, particularly among the homeless and low-income populations.

Although the goals of chief diversity officers align with important overall strategic missions of healthcare organizations, it might still be hard to get buy-in and support for their efforts, Bauer at Witt/Kieffer said.

"I think the challenge for a chief diversity officer is that your work isn't directly attributable to market share or revenue . . . so you need to be able to develop a strategy to lobby for the resources and have conversations with the CEO around what types of resources are available," Bauer said.

Elizabeth Appling, chief diversity officer at Chattanooga, Tenn.-based Erlanger Health System, said it can be hard to keep diversity top-of-mind in the C-suite. To combat that, she's identified executive leaders who support her goals and will help sponsor them.

"Identifying ways to secure leadership buy-in is constant," she said.

Another challenge is that strategic goals take awhile to achieve so chief diversity officers need to practice patience. "The reality of it is when you do this work you recognize it is not a sprint, it is an ongoing rigorous process," Goins said.

Maria Castellucci

Maria Castellucci is a general assignment reporter covering spot news for Modern Healthcare's website and print edition. She writes about finances, acquisitions and other healthcare topics in markets across the country. Castellucci is a graduate of Columbia College Chicago and started working at Modern Healthcare in September 2015.

HealthLeaders

ANALYSIS

NOT JUST BUZZWORDS

BY [LENA J. WEINER](#) | OCTOBER 03, 2016

A chief diversity officer shares his top tips for making inclusion a vital, living value in every healthcare organization.

Culturally competent care and patient satisfaction are more important than ever, but how can healthcare leaders ensure staff actually live those values, rather than paying them lip service?

This is a challenge Joseph Hill, senior vice president and chief diversity officer at [Thomas Jefferson University Hospitals](#) in Philadelphia, faces daily.

"We don't want them to just be buzzwords," says Hill of diversity and inclusion.

In the 18 months Hill has held his job, he's created initiatives, speaker series, employee engagement surveys, and education focused on treating colleagues and patients with dignity and respect.

But what's most important, says Hill, is to truly live the values of diversity and inclusion in the hospital, and to make sure that everyone from the patients to hospital leadership feels valued, respected, and included.

Hill recently spoke with me his organization's efforts toward diversity and inclusion. The following transcript has been edited for brevity and clarity.

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Lena J. Weiner is an associate editor at HealthLeaders Media.

HealthLeaders

ANALYSIS

NOT JUST BUZZWORDS

BY [LENA J. WEINER](#) | OCTOBER 03, 2016

HealthLeaders Media: Why is it important to have a diverse workforce?

Joseph Hill: Your workforce needs to mirror your patient population. If you're going to be providing culturally competent care and treating people with dignity and respect, you need to have folks from your community working within your health system.

[3 Ways a CDO Can Help a Hospital Workforce](#)

HealthLeaders: What is the business case for diversity and inclusion?

Hill: People often ask, are diversity and inclusion really needed? What's the strategic focus?

The focus should be around workforce, workplace, marketplace, and community. Diversity and inclusion need to be thought of holistically—it's not just an HR function where you're counting heads; you're making heads count.

Many organizations see diversity and inclusion as an HR function, but it's important to realize that diversity and inclusion are part of the operation of the system—meaning that this theme impacts everything you do as an organization. It impacts the workforce and the workplace, but it also impacts the market perspective and the community.

HealthLeaders: How do you get executives onboard for diversity education?

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HealthLeaders

ANALYSIS

NOT JUST BUZZWORDS

BY [LENA J. WEINER](#) | OCTOBER 03, 2016

Hill: What I do is called an "executive briefing" on diversity and inclusion. I call it that because oftentimes, it's difficult to get executives to want to do training. But when you call it an executive briefing, it's easier to engage your execs and get them involved.

[Why Cultural Competency Matters in Hospitals](#)

HealthLeaders: What's the toughest issue you've had to tackle as a diversity officer?

Hill: We've seen different responses from our employees and members of our communities around the recent killings of young African American males. Unfortunately, one of our employees posted something on Facebook that was extremely negative and derogatory against African Americans.

Had we not handled the situation well, it could have blown up in our faces. But collectively, the diversity office, along with HR and the legal department, recognized that this was something we had to address.

We recognized that we would have to act swiftly, and that we would have to let that person go, because otherwise, it would have had a major impact on morale within our organization.

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Lena J. Weiner is an associate editor at HealthLeaders Media.

HealthLeaders

ANALYSIS

NOT JUST BUZZWORDS

BY [LENA J. WEINER](#) | OCTOBER 03, 2016

HealthLeaders: Can you give me an example of a time when having a diverse workforce was helpful?

Hill: The last organization I worked for was in a community with a large [Hmong population](#). At one time, a Hmong patient died, and there was an issue where the family and friends of that patient wanted to gather in the room just after the patient had passed away.

Some of our nurses didn't understand that, but we had staff who were part of the Hmong community who could explain to them why the whole family was going to be in the room at one time. That was a cultural dynamic that some of our nurses weren't aware of.

That's why it's important to have a diverse workforce. If you're going to be providing culturally competent care, you need an understanding of the dynamics within various cultures.

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Lena J. Weiner is an associate editor at HealthLeaders Media.



“Moving Diversity and Inclusion Forward
from Vision to Reality”

2010 – 2015

H&HN

HOSPITALS & HEALTH NETWORKS®

DIVERSITY ADVERSITY

Hospital executives seek out success stories after 'disappointing' progress diversifying leadership

Survey indicates that reworked efforts regarding diversity and disparities needed

Boosting diversity in the ranks of hospital management and on hospital boards is proving to be more difficult than expected, new survey results indicate.

Hospitals also could make better use of the extensive patient demographic data they collect to ensure that care is being provided equitably, according to the survey "Diversity and Disparities: A Benchmark Study of U.S. Hospitals in 2013."

The results are a sign that hospital executives need to re-evaluate what they're doing and figure out how to do better, says Richard de Filippi, chair of the board for the Institute for Diversity in Health Management, which produced the survey with the Health Research & Educational Trust, both of which are affiliates of the American Hospital Association. "To me, the results are disappointing," de Filippi says.

The survey results indicate that the percentage of minority hospital board members in 2013 remained unchanged from 2011 at 14 percent; likewise, the 12 percent of minorities in executive leadership positions was unchanged.

Minorities represented 31 percent of patients in 2013, according to the survey of about 1,100 hospitals.

While 95 to 97 percent of hospitals are collecting patient demographic data, just 22 percent have used the data to identify disparities in treatment or outcomes on clinical quality indicators, readmissions or core measures from the Centers for Medicare & Medicaid Services.

The issue is growing even more important as the industry shifts its focus to population health management. Government statistics indicate there are still large disparities in care based on access and quality measures.

Some hospital executives are achieving prog-



TAKE THE LEAD: Joseph Hill, chief diversity officer, Froedtert Health, says its diversity efforts benefit from being led by its CEO and president, Catherine Jacobson.

ress by getting a formal commitment from top management. Joseph Hill, vice president and chief diversity officer for Froedtert Health in Milwaukee, has organized an entire revamp of the health system's diversity and disparities effort since joining in 2010. Including top management on its newly formed diversity council was vital. "I knew that if we were going to have a successful diversity council, it would have to be led by our CEO and COO," Hill says. The system's hospital presidents sit on the council as well.

He says that too often at organizations, diversity teams are led by enthusiastic and pas-

sionate employees who have no easy way to enact change. Having top managers lead the efforts eliminates that problem.

In addition to the council, there are two other types of committees that Froedtert managers and staffers can join, with a subgroup of one of them acting as advisers on culture.

And because Froedtert's work regarding diversity and disparities is included in its main strategic plan, top managers are going to pay attention to it. "If you don't have anyone accountable, it's not going to move forward," Hill says

— PAUL BARR ●

Froedtert & The Medical College Newsroom

Back



Wednesday, September 11, 2013 - Involvement with R&B singer Usher's Foundation supports Froedtert Health's diversity and inclusion strategy

This summer, Froedtert Health expanded its involvement with Usher's New Look Foundation, an organization founded by the singer/factor to certify young people in four leadership pillars – talent, education, career and service – to ensure their success as leaders throughout the world. We recently participated in the New Look Foundation's "Mogul in Training" program by offering an internship to Jakayla Dills, a student at Tuskegee University. She is interested in becoming a physician.

Dills first learned about the New Look Foundation when she was in eighth grade. She was nominated for becoming part of this leadership development program by someone in the Boys and Girls Club site that she frequented. She has remained very active in New Look and was one of the youth who went to South Africa with Usher to share messages about youth leadership with youth.

For her internship, Dills was mentored by Kim Macclin, Educational Services manager, and supervised by Sharron Coffie, manager of Nursing Practice for Ambulatory Services.

In 2012, Froedtert Health provided grant money to the foundation to support New Look's Milwaukee chapter in an effort to enhance Milwaukee's efforts to raise high school graduation rates close achievement gaps among minority groups and increase enrollment in The Usher Foundation's four-year New Look Leadership Academy.

Joseph Hill, vice president and chief diversity officer for Froedtert Health, says, "As Froedtert Health continues to build its presence in diverse communities, we're pleased to have an opportunity to work with the New Look Foundation in developing tomorrow's leaders in the communities we serve." Hill is on the advisory committee for the Usher Foundation's Milwaukee Chapter. Others chapters include Atlanta, Los Angeles, Detroit and New York.

A recent *Milwaukee Business Journal* included a story about this program and featured a photo of Dills, Coffie and Cathy Jacobson, Froedtert Health president and CEO.



Jakayla Dills (far left) participated in an internship at Froedtert Health as part of Usher's New Look Foundation. Cathy Jacobson, Froedtert Health president and CEO (middle) is pictured with Sharron Coffie, manager of Nursing Practice for Ambulatory Services.

Chief Diversity Officers Assessment

The purpose of the Chief Diversity Officers Assessment was to create a platform that leverages the collective industry experience of tenured, professional, former and current Chief Diversity and Inclusion Officers (and others) to assess the Froedtert & Medical College of Wisconsin current and future Diversity and Inclusion Plan, strategies and tactics.

The Assessment was a one-day facilitated session that allowed 10 external diversity practitioners to review Froedtert's current Diversity and Inclusion Strategy. In doing so, Froedtert received impartial feedback on its diversity and inclusion strategy and provided an opportunity for Froedtert to enhance those initiatives.

Quotes



Frank McCloskey

Former VP of Diversity, Georgia Power

"It seems so logical to ask a team of professionals external to an organization to objectively review and make recommendations to executives which will advance that company's D&I efforts. Unfortunately, that is not the case. It seems the high majority of organizational leaders are threatened and unwilling to benefit from this invaluable perspective; it is perceived as being too risky. The fact that Froedtert leadership supported and was fully engaged in a process to do this, speaks volumes about their commitment to D&I and the long-term sustainability of their enterprise.

In my opinion, they are demonstrating high leadership competencies in an ever changing and complex business and healthcare environment."

"What Froedtert now has are strategic and practical recommendations that become their D&I roadmap for the next 3-5 years. Overtime, the work they have begun, are engaged and committed to will offer them a competitive advantage over other organizations who remain paralyzed to change."

"To know that organizational leaders are holding themselves accountable to implement the recommendations made, provides every member of the external review team a personal and professional sense of satisfaction."



Kevin L. Clayton

*President, Axxis Consulting
Former Chief Diversity Officer, United States Tennis Association*

"The Froedtert Health Leadership Team displayed remarkable courage, confidence and commitment to the CDO Assessment Forum. Courage by supporting a transparent process that by design was going to expose the good, the bad and ugly. Confidence in Joseph Hill and his D&I team to implement an unprecedented process. Commitment to actively participate in the process, to take real action steps and to hold themselves accountable for results of the findings."

"Froedtert has implemented plan for most of the 17 assessment recommendations. I was impressed that they seamlessly implemented the D&I data into existing systems and processes (e.g. HR, Supply Chain, etc.) so that the actions steps would not be perceived as an add on."

"I have spent over 30 years in business across multiple industries and The CDO Assessment Forum is groundbreaking, a first of it's kind. Other organizations have used external advisory boards but no one to date has implemented a D&I strategy scan that was exposed to a diverse panel of external D&I experts that included multiple industries, business partners and even potential competitors".



Froedtert and The Medical College of Wisconsin would like to extend a warm *GRACIAS* for attending the *Meet and Greet with Cathy Jacobson* on December 10th at the lovely home of Jose and Jeanne Olivieri.

Our goal of the Meet and Greet is to engage leaders in a conversation on how we can better serve the community.

Thank you for your commitment and continued support!



HAPPY
HOLIDAYS!





Froedtert and The Medical College of Wisconsin would like to extend a warm thank you for attending the *Meet and Greet with Cathy Jacobson* on July 24th at the lovely home of Thelma Sias and Steve Adams.

Our goal of the Meet and Greets is to engage leaders of our community in a conversation on how we can better serve you.

Thank you for your commitment and continued support!



Letter from president and CEO, continued

Values

Values are what are important to us as staff members. They are the common beliefs we share and are used to make decisions that guide our work and behaviors. To be effective, they need to be developed from the ground up. These cannot be imposed from the top.

Extensive input from throughout our organization shaped the final outcome. This included a dozen focus groups from across our organization that involved staff from support areas, clinical providers, physicians and our leadership teams.

Mission statements for each of our hospitals were reviewed for alignment to the Froedtert Health mission and vision statement. Groups reviewed the current values at each entity, discussed their meanings and which most represented Froedtert Health. Key themes from the groups were used to develop the final recommendations. Executive leaders at each hospital reviewed the feedback and made a final recommendation to the Froedtert Health Cabinet.

You will see the mission statement for the Froedtert & Medical College of Wisconsin Community Physicians is under development. Staff at the clinics reviewed and offered feedback on the Froedtert Health mission and values. In the next few months, as that organization is launched, they will go through a similar process to develop their own mission statement.

Your department leader will discuss the new missions and values and how you will use them to guide your work in your department over the next couple of months. Part of the May 6-18 Nurses/Hospital/Healthcare Weeks will focus on this as well, with an active staff campaign throughout the summer.

I'm very proud of the work you do and hope you agree our new statements accurately reflect our organization and motivate and inspire you as they do me.

Sincerely,



Cathy Jacobson,
President & CEO
Froedtert Health

See page 3 for creative poems, etc. from the recent LAND event for leaders and visit LAND skits to view videos. Stay tuned for details next month on how you can get involved during Nurses/Hospital/Healthcare Weeks and share your creative ideas!

What gets measured, gets done

By Joseph Hill, Froedtert Health Vice President and Chief Diversity Officer



Joseph Hill,
Froedtert Health Vice
President and Chief
Diversity Officer

The results from our 2013 Staff Engagement Survey are starting to unfold and we are excited to see how the diversity and inclusion initiatives that we implemented in the past year have impacted our Diversity Index Scores.

We monitor these scores alongside our performance metrics during our PE Forums and strive to drive these scores higher each year through strategic programs and initiatives. One of the responsibilities of the Diversity Action Teams at each entity is implementing actions to improve their diversity index scores. Through the hard work and dedication of our Diversity Action teams and our Inclusion Advocates, we have seen a steady increase in these scores over the two years that the Diversity Index has been in place. With the launch of Inclusion Advocate groups at Woodland Prime, Community Memorial Hospital and St. Joseph's Hospital this year, we can only expect the scores to continue to climb.

An outside perspective

Not only did we monitor and measure ourselves through internal surveys, we invited an external perspective as well.

Continued on page 4

ENTITY MISSION STATEMENTS, continued

**Froedtert Health
Froedtert Hospital**, in partnership with the Medical College of Wisconsin, advances the health of the communities we serve through exceptional care enhanced by innovation and discovery and teaches the next generation of health care professionals.

**Froedtert Health
Community Memorial
Hospital**, advances the health of the communities we serve through exceptional care enhanced by innovation and discovery.

**Froedtert Health
St. Joseph's Hospital**, advances the health of the communities we serve through exceptional care enhanced by innovation and discovery.

**Froedtert & The Medical
College of Wisconsin
Community Physicians**
(under development)

What gets measured, gets done, continued

In December, the Diversity and Inclusion Department conducted a groundbreaking Chief Diversity Officer Assessment which brought Diversity Executives from around the country to Froedtert Health to review our Diversity and Inclusion efforts. Our leadership fully participated in the evaluation process and welcomed the opportunity to have Froedtert Health's diversity efforts examined through an external lens. Cathy Jacobson remarked "I commend Joseph on his strategic and innovative efforts to help Froedtert Health's Diversity and Inclusion vision move forward. Allowing external diversity officers and health care professionals to assess and analyze the plans that have been put in place by the diversity department was very brave." Frank McCloskey, former vice president of Diversity at Georgia Power, commented that "it took five to six years for other organizations to do what Froedtert Health has done in less than three. Continued support by the leadership will help the organization thrive in a changing environment."

We received great feedback from the assessment participants and have already begun working to implement some of the recommendations made during the day-long session. One of the key recommendations from the assessment was to leverage the Dignity & Respect Campaign more broadly and to get our Inclusion Advocates more involved in keeping the momentum going. We have taken steps to implement this recommendation by working with the Medical College to expand the campaign to our physicians and have worked with our Inclusion Advocates to support the Dignity & Respect campaign as a key objective. The Inclusion Advocates have already begun planning great Dignity & Respect activities to occur throughout the year.

We recognize that we are fortunate to have such dedicated leaders and staff to help us drive our Diversity and Inclusion strategies and look forward to the continued partnership in taking our organization to the next level.

The Diversity Index is made up of a subset of seven questions from the Staff Engagement Survey that are indicators of the organization's diversity climate. These include:

- *Employees of diverse backgrounds work well together in this organization.*
- *This organization values employees from different backgrounds.*
- *This organization treats employees with respect.*
- *There is a climate of trust within my work unit.*
- *My ideas and suggestions are seriously considered.*
- *The person I report to treats me with respect.*
- *I am satisfied with the recognition I receive for doing a good job.*

Chief diversity officer assessment participants:

- VeLois Bowers, vice president, diversity and inclusion, Christus Health
- Danae Davis, CEO - Pearls for Teen Girls, former vice president, diversity, Kraft Foods
- John Dowell, retired chief diversity officer, Northwestern Mutual
- Craig Blassingame, Institute for Diversity in Health Management
- Frank McCloskey, retired vice president of diversity, Georgia Power
- Michelle Nettles, senior director of diversity and integrated talent management, MillerCoors
- Laura Reyes, executive, diversity and engagement, GE Healthcare
- Ree Stanley, retired chief diversity officer, American Cancer Society
- Thomas "Ken" Taylor, MD, MBA, North Miami Beach Medical Centers



The Diversity Council meets with the chief diversity officer assessment participants to discuss current activities.

DIVERSITY AND INCLUSION

Strategic Focus for new year

DIVERSITY & INCLUSION

UPDATE

The Diversity and Inclusion (D&I) Department kicks off four main initiatives: Dignity & Respect Campaign, Education Platform, Emerging Markets Initiative, and Supplier Diversity. All D&I initiatives are

aligned with Froedtert Health's strategic goals and the D&I strategic focus areas as listed below.

Please contact us with any questions, comments or concerns.



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The Dignity & Respect Campaign promotes inclusion and reinforces our strategic mission. The campaign is designed to join leaders and staff under the common notion that everyone deserves dignity and respect at Froedtert Health. It is a collaborative effort with the Diversity and Inclusion department, the Performance Excellence Communication and Standards committees and the Diversity Action teams at all entities. The Campaign launched in November 2011 across the system.

The Education Platform is in support of delivering culturally competent, exceptional patient care aligned with Froedtert Health's strategy, mission and values. This platform promotes cross department and entity collaboration, provides a common foundation for all Froedtert Health staff in the area of D&I, and supports process efficiency. The platform also directly impacts Froedtert Health's ability to distinguish itself in the marketplace as a health care leader.

The Emerging Markets Initiative launched in May 2011 as an effort to make concerted efforts to engage diverse communities. The initiative seeks to increase Froedtert Health's reputation, image and presence in emerging markets defined as Black/African-American, Latino/Hispanic, Asian, Native American, Generational and Lesbian, Gay, Bisexual and Transgender. A community engagement study, collaboration model and financial model are being created as part of the process.

The Supplier Diversity Initiative seeks to develop a supplier base that mirrors Froedtert Health's diverse constituency and community. A Supplier Diversity Council led by Jim Klauck, vice president of supply chain and pharmacy and Joel Prah, director of operations and logistics supply chain has been created.

FROEDTERT HEALTH NEWS



May 2011 | Vol.1 No.5

LETTER FROM JOSEPH HILL, CHIEF DIVERSITY OFFICER, FROEDTERT HEALTH

Diversity and Inclusion - A year in review and moving forward



Joseph Hill

A year after assuming the role of chief diversity officer for Froedtert Health I remain just as enthusiastic today as I was on March 27, 2010 about fortifying our company with a strategic diversity and inclusion initiative.

I told the *Milwaukee Business Journal* early in my tenure that I would be very strategic in addressing Diversity and Inclusion at Froedtert. I

first had to spend a few months getting acclimated to the organization while internally assessing where Froedtert Health was on diversity.

That methodical, thorough examination helped me to outline for leadership a robust and sustainable initiative that reflects the world we live in.

Based on my assessment, I recommended that we focus

our efforts on management structure, strategic planning, training and communication and community involvement. Management structure included building a diversity team, defining diversity and inclusion, creating a vision and mission for diversity, creating a diversity council for the system and

identifying senior leaders to be diversity and inclusion champions.

Strategic planning included developing a diversity strategic plan that was aligned with the strategic plan for the system. Training and communication consisted of creating a diversity education curriculum that meets our business needs. And the

recommendation for community was enhancing the Froedtert Health reputation in diverse communities.

So what have we accomplished in the last year? We now have a Froedtert Health Diversity and Inclusion Team that consists of Yvonne Brodsky, manager of Diversity Marketplace/

“Our ultimate goal is to create a culture where anyone and everyone who walks in our doors will be treated with equal dignity and respect – and receive the best health care in Southeast Wisconsin.”

Continued on Page 2

STAFF ENGAGEMENT

Froedtert Health staff engagement survey results

by John Pandl, Chief Learning Officer, Froedtert Health

Froedtert Health staff members were asked to share their opinions about staff satisfaction in an on-line survey in January and February of this year. A total of 6,035 or 70 percent of the staff completed the survey. This compares to 5,227 staff who completed the survey in 2010. The response rate at each site ranged from 66 to 79 percent.

The survey questions are grouped into four sections or domains: Commitment, Organization, Manager and Employee. Scores are provided for each domain. In three of the four domains, Froedtert Health’s average scores were above the national average.

Continued on Page 2

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[Froedtert Health performance scorecard](#)

[Patient satisfaction](#)

Froedtert Health staff engagement survey (continued)

Another grouping of questions is the 15 “Power items,” which are the questions that are the strongest drivers of commitment. Froedtert Health’s composite score for these items was also above the national average. All items on the survey had either the same or increased ratings as compared to 2010, with no items decreasing in their rating.

Many items on the survey had very high scores indicating the organizations strengths. These include caring about customers, providing high-quality care and service, pride in the organization, willingness to recommend to family or friends who need care, patient and employee safety. There was a significant movement of departmental work groups into the moderate and high performing categories and a reduction in the number of lower performing work groups.

Department leaders present the results for their site and department during the months of April and May. Action planning will start in May and continue through June. Senior leaders are reviewing the organization domain scores for actions that need an organizational response. The improvements accomplished system-wide are also the case at every site. The action plans that were developed and followed through on in most departments have had the greatest impact in the improved ratings. The survey results provide many opportunities to celebrate and continue what is working well and to identify actions to improve the working environment.

All of the Froedtert Health leaders thank the staff for taking the time to complete the survey and for their contributions to action plans in their departments. The survey is the primary measurements for the staff strategic priority. It is also one of the major measurements of whether Froedtert Health continues to be a workplace of choice in Southeastern Wisconsin.

Diversity and Inclusion strategic plan (continued)

Community, Monique Graham, manager of Diversity Workforce/Workplace and Robert Ramirez, Diversity project coordinator. The Diversity Council, led by our CEO Bill Petasnick, kicked-off 2011 by creating a definition of diversity, developing a diversity vision and mission statement and identifying strategic diversity goals. In addition, Kathy Bechtel, CNO Froedtert Hospital, Teri Lux, CNO at Community Memorial Hospital, Kathi Perlewitz, vice president of Marketing, Deb Lauenstein, director of Human Resources at St. Joseph’s and Randy Newman, administrator for the Froedtert Health Medical Group all volunteered to be the Diversity Champions for their entity and to serve on the Diversity Council.

And so, we are proud of the new *definition for Diversity and Inclusion* at Froedtert Health:

At Froedtert Health, diversity and inclusion is leveraging the individual uniqueness among people, cultures and systems that collectively empower us to drive innovation and deliver culturally competent care.

OUR VISION STATEMENT:

Froedtert Health is a leading health care organization in the areas of diversity and inclusion that exceeds the expectations of our patients and community through exceptional care.

OUR MISSION STATEMENT:

Froedtert Health fosters an inclusive environment where diversity is embraced to maximize outcomes and provide exceptional patient experiences.

In addition, the Diversity Advisors group at Froedtert Hospital was restructured, and we now have a cadre of more than 80 staff who are Inclusion Advocates (IAs). The Inclusion Advocates focus on three strategic areas; Empowering IAs to support and implement the Froedtert Health’s diversity and inclusion vision and mission, recruit and retain a diverse workforce and provide a culturally competent patient experience.

These important steps indicate that we have been quite busy. However, we still have a long way to go as we move our diversity and inclusion initiative forward. Our ultimate goal is to create a culture where anyone and everyone who walks in our doors will be treated with equal dignity and respect – and receive the best health care in Southeast Wisconsin.

I’m excited about the work that we’re currently doing and the work that we’ll be doing in the future. More than that, I’m confident that our efforts will advance Froedtert Health to be the model health system.



Joseph B. Hill
Chief Diversity Officer, Froedtert Health

DIVERSITY AND INCLUSION

A focus on diversity and inclusion: Q&A with Froedtert Health CEO Bill Petasnick

The following is a sample of some of the most asked questions regarding diversity and inclusion at Froedtert Health. Watch for additional Q&A's in future editions of Froedtert Health News.

Q. Where does your personal belief in diversity and inclusion come from? Was there a pivotal experience that helped shape your view?

It was a defining issue for those of us who grew up in the 1960s. The importance of this issue continues to be a driving force for me. I still want to achieve the ideals articulated in the civil rights era.

Q. How do you think Froedtert Health is doing in regard to diversity and inclusion?

We recognize that our workforce needs to reflect the patients and communities we serve. We strongly believe that having a diverse range of experiences, backgrounds, and perspectives within our staff will help us more effectively understand our patients.

We started the diversity journey at Froedtert Hospital a few years ago and more recently we have taken a system approach to diversity and inclusion from a workforce, workplace, marketplace, and community perspective. We are moving forward in the right direction – taking our vision and striving to make it a reality. Our journey is a marathon not

a sprint.

Q. What diversity and inclusion initiatives are planned for 2011-2012?

We recently created a diversity and inclusion strategic plan that is aligned with our system strategic plan. It focuses on six goals: patients, leaders, workforce, community, education and accountability. (Further information on the initiatives will follow in upcoming newsletters).

Q. What is Froedtert Health's commitment to minority suppliers? Is there a specific percentage or dollar target? How do you measure success?

Our goal is to develop and implement an overarching process that guarantees access to Minority- and Woman-owned Business Enterprises. The Supplier Diversity Program will be integrated into our existing purchasing system. The best in class model for health care organizations is a total spend of 16 percent of total purchases with Minority and Woman owned businesses. Our goal is to develop yearly targets that fit within our process and include gradual increments. Current efforts are focused on establishing a more accurate baseline



Joseph Hill, executive director and chief diversity officer with CEO Bill Petasnick

spend with diverse suppliers. We will then formalize goals to chart our progress.

Continued on page 2

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Q&A with Bill Petasnic: Diversity & Inclusion

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Mike Maschek, Director, Strategic Financial Planning

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Brewers Ticket Winners

Scorecard & HCAHPS

Diversity and inclusion Q&A continued from page 1.

Q. We understand the importance of diversity and inclusion efforts at Froedtert Hospital due to its history and location, in Milwaukee. But why is it important to our other entities?

Diversity and inclusion is more than the color of one's skin. It includes differences in perspectives, thinking, backgrounds, gender, sexual orientation, and generations, among many other characteristics.

As the demographics of our country, state and counties change and with five generations in our workforce, the importance of understanding one another and our patients (being culturally competent) is critical to our success.

Research shows that individuals who feel comfortable and valued at work bring their whole selves to work, which results in higher productivity and staff morale. Similarly, patients who feel comfortable and cared for based on their individual needs are more likely to continue seeking our medical services. Providing culturally competent care is a critical part of providing an exceptional patient experience, where provider and patient are working in partnership. This also results in better patient outcomes.

Diversity and inclusion at Froedtert Health is leveraging the individual uniqueness among people to drive innovation and deliver culturally competent care. It's beyond just race and gender.

Q. How do you see diversity and inclusion driving business results? In other words, is diversity and inclusion simply the right thing to do or does it impact our contribution margin?

Our commitment to diversity and inclusion is essential to the success of

our health care system. Our goal is to provide culturally competent care to each patient who walks through our doors. It is important for us to treat each patient the way he or she wants to be treated instead of treating him or her the way we want to be treated. By delivering culturally competent care, compliance with recommended treatment improves as do clinical outcomes.

I also recognize that attracting, retaining, and developing top talent from diverse backgrounds and cultivating a culture of inclusion within our workforce is essential to creating the innovation needed to successfully fulfill our mission.

Q. How does diversity and inclusion fit within our growth strategy?

As our system grows, we need a culturally competent staff to work together in order to understand each patient through his or her eyes and provide an exceptional experience.

The diversity and inclusion department is charged with developing a system-wide diversity strategy that encompasses alignment of goals and objectives across entities, metrics to measure progress, and methods to increase cultural competency among staff. They will also assist us as we increase multicultural marketing efforts and outreach to diverse communities.

Q. What resources are allocated to diversity and inclusion?

Froedtert Health is committed to diversity and inclusion efforts. We brought in Joseph Hill as our first Chief Diversity Officer in March of 2010. Joseph has a team of three: Yvonne

Brodsky, Monique Graham and Robert Ramerez. The diversity and inclusion department focuses on four areas: workforce, workplace, community and marketplace.

Q. What role do you play in the system-wide Diversity Council?

I chair the Diversity Council. The Diversity Council provides broad oversight and direction for the system's diversity and inclusion goals. The Council is made up of Dennis Pollard, John Zorbini, Cathy Buck, Michael Laird, Joseph Hill, Teri Lux, Kathi Perlewitz, Kathy Bechtel, Deb Lauenstein, Randy Newman, Dr. Alonzo Walker.

Q. How are decisions about diversity made in our organization?

We have a Diversity Council that is made up of senior leaders from each entity. These senior leaders then work with their sites Diversity Action Teams to achieve the goals and priorities set by the Council.



For more information on the Diversity Council and Entity Action Teams, please visit the diversity & inclusion intranet page: [http://intranet.fchhome.com/Froedtert/Areas/Diversity and Inclusion/Diversity+Council+and+Action+Teams.htm](http://intranet.fchhome.com/Froedtert/Areas/Diversity%20and%20Inclusion/Diversity+Council+and+Action+Teams.htm).

FROEDTERT HOSPITAL INCLUSION ADVOCATES QUARTERLY MEETING - DECEMBER 4, 2012



Culturally competent care is an integral part of who we are

Inclusion Advocates continue efforts for culturally competent work care at Froedtert

BY YVONNE BRODSKY & MISSY BLEICHWEHL, 2011-2012 INCLUSION ADVOCATE CO-CHAIRS ON BEHALF OF THE INCLUSION ADVOCATE CORE TEAM

The Inclusion Advocates 4th Quarter 2012 Communication Sheet is available for staff to share or post in their area.



work accomplished by the Inclusion Advocates in regard to Diversity and Inclusion this past quarter. A printable version can be found in the flyers section of the Weekly Forum or on Scout under Departments/Diversity

The Inclusion Advocates 2012 4th Quarter Communication Sheet is available for staff to share or post in their area. The sheet reflects some of the great

and Inclusion and then go to the "What's New" column.

As part of the strategic plan developed by the Inclusion Advocates, one of our objectives is to provide formal, quarterly updates on our progress, wins and barriers. The Inclusion Advocate Communication Sheet shows project highlights of our four teams (Communication team, Patient team, Education team and Workforce team).

We currently have 86 Inclusion Advocates representing many departments at Froedtert Hospital. However there are many areas that do

not have representation. Is there an Inclusion Advocate in your department? We're looking for staff passionate about fostering an inclusive work place and environment for our staff and patients.

For more information on the Inclusion Advocates or the opportunity for an Inclusion Advocate to represent your area please see the application and information on the Inclusion Advocate Scout site or contact the new co-chairs for 2013-2014, Dionna Gavin (dgavin@froedterthealth.org) or Shary Tran (shary.tran@froedterthealth.org).

WEEKLY FORUM

SERVICE | QUALITY | STAFF | GROWTH | FINANCE

June 8, 2012



First Annual Diversity Nurses Summit of Greater Milwaukee at the Frontier Airlines Center sponsored by Froedtert Health, on May 19

BY JOANN LOMAX, MHA BSN RN PAAC, NURSE LIAISON

On May 19, three diverse nursing organizations held their first collaborative summit. They are all affiliates of the National Coalition of Ethnic Minority Nurses Association and include the National Black Nurses Association, Inc., Asian American/Pacific Islander Nurses Association, Inc. and Asian American/Pacific Islander Nurses Association, Inc. The overall goal was to bring together nurses from varied cultural backgrounds to share and learn from each other. This experience allowed a cadre of ethnic nurses to reflect on how diversity, advocacy for cultural competence and access impacts national health care. Other topics included robust discussions centered on promotion of the professional and educational advancement of ethnic nurses, minority consumer education, health policy and health research.



Presidents left to right: Maria Salomon-Yumang, JoAnn Lomax and Teri Vega-Stromberg

[Continued on page 2](#)

Upcoming Events

HR Updates*

June 12
7:30-8:30 a.m.
Helfaer Auditorium

*See the Flyers section for more information on the HR Updates

Tosa Tonight Summer Concert Series*

June 20 -
Four Guyz in Dinner Jackets and
The Russo Brothers

July 11 -
5 Card Studs and The
Differentials

July 25 -
I'm Not A Pilot and Sammy
Llanas

August 15 -
Irish Fest Preview - Slide and
Enter the Haggis

August 29 -
Calli Dollinger & The Dusters
and Rebecca Loebe

*Sponsored by Froedtert & The Medical College of Wisconsin. See Page 2 for details about the Tosa Tonight Summer Concert Series.

In This Issue:

[Save the dates! Tosa Tonight Summer Concert Series announced](#)

[Service Story of the Quarter](#)

[Graduate School of Biomedical Sciences: Open House for all Master Degrees and Graduate Certificate Programs](#)

Froedtert Hospital Foundation elects new officers, board members

Froedtert HOSPITAL FOUNDATION

The Froedtert Hospital Foundation board of directors recently elected two new officers and two new board members. "These are successful people with

strong connections throughout the greater Milwaukee community," said Froedtert Hospital Foundation Vice President and Executive Director Nora Sale. "I'm confident they will help us tell the story of philanthropy at Froedtert Hospital and provide guidance in our fundraising work."

[Continued on page 2](#)



Froedtert Health will advance the well-being of the individuals and communities it serves through innovative community-academic partnerships; excellence in care and service; progressive medical research and education; and relationships that respect and respond to the unique needs of others. Have news or info for this publication? E-mail your news items to the Outlook public folder called "Weekly Forum." News items must be received by 4 p.m. on Tuesdays for publication in that Friday's issue.

Save the dates! Tosa Tonight Summer Concert Series announced

Froedtert & The Medical College of Wisconsin is a proud sponsor of the Tosa Tonight 2012 Summer Concert Series. These free events take place in the Rotary Performance Pavilion on the corner of 68th and State Streets in Wauwatosa. Opening acts start at 6 p.m., with main acts at 7:30 p.m. Concerts are held rain or shine, but may be cancelled due to lightning or severe weather.

This season's lineup includes:

- June 20 - The Russo Brothers – 6 p.m. and Four Guyz in Dinner Jackets - 7:30 p.m.
- July 11 - The Differentials – 6 p.m. and Five Card Studs - 7:30 p.m.
- July 25 - Sammy Llanas – 6 p.m. and I'm Not A Pilot - 7:30 p.m.
- August 15 - Enter the Haggis – 6 p.m. and Irish Fest Foundation presents an Irish Fest Preview - Slide - 7:30 p.m.
- August 29 - Rebecca Loebe – 6 p.m. and Maxie's and Blues Egg Present - Calli Dollinger & The Dusters - 7:30 p.m.

To view more about the upcoming concerts, view <http://tosatonight.com/schedule.html> or see the Flyers section.

What is Tosa Tonight?

Funds raised from food and beverage purchases at the Tosa Tonight events benefit the on-going non-profit operation of the Rotary Performance Pavilion and future Tosa Tonight concerts. The mission of Tosa Tonight is to grow a stronger sense of community through entertainment, while also helping to raise money and heighten awareness for the expanding Hart Park and more specifically, the ongoing operation and future improvements of the Rotary Performance Pavilion.

Froedtert Hospital Foundation Elects new officers, board members (Continued)

New officers are Bruce Block, partner/shareholder of Reinhart Boerner VanDeuren; and David Marcus, managing partner of Marcus Investments, LLC. Block will serve as chairman of the board and Marcus as vice chairman of the board. New board members are Edward T. "Teddy" Werner, senior director of business operations for the Milwaukee Brewers Baseball Club; and Roger Thrun, president of WHR Group; Inc.

The Froedtert Hospital Foundation supports Froedtert Hospital, through philanthropy, in achieving its full potential as a nationally recognized academic medical center known for patient-centered care, innovation, high-quality staff, teaching and clinical research.

Service Story of the Quarter

Congratulations to Kathleen Parker from Surgery, for receiving the Service Story of the Quarter award for Jan.-March 2012! The Service Story of the Quarter is selected by the Reward & Recognition Committee from all of the Extra Miler nominations received for that quarter. Kathleen was recognized with a \$25 gift card to Pick N' Save and a traveling plaque which will stay with her until the next quarter. Way to go Kathleen!

To read Kathleen's story turn to page 5 and read the Extra Miler: Service Story of the Quarter.

First Annual Diversity Nurses Summit (Continued)

Having a number of organizations and nursing students in attendance greatly enhanced the discussion and discovery of similarities and differences of various topics being addressed. There are more than 350,000 minority nurses in the National Coalition of Ethnic Minority Nurses Association and the Milwaukee Chapter of the National Black Nurses Association was proud to have been the catalyst to this historic event.

Local presidents are: JoAnn Lomax, MHA, BSN, RN, PAAPC, Maria Salomon-Yumang, BSN, RN and Teri Vega-Stromberg, MSN, RN, ACPHN, AOCN respectively. Summit committee included Marilyn Mallari, RN, MHA, MPH, Sharron Coffie, MS, RN, CNS-BC, Minnie Paab, BSN, RN, Mary Ann Mosley, MPH, BSN, RN, Theresa Cole, BSN, RN and Gloria Rhone, MSN, RN.

My sincere thanks to the Froedtert Hospital Diversity and Inclusion department's Vice President/Chief Diversity Officer, Joseph Hill, as his department continues to support minority recruitment and retention efforts.

FROEDTERT HEALTH

Dignity and Respect Campaign launches in October

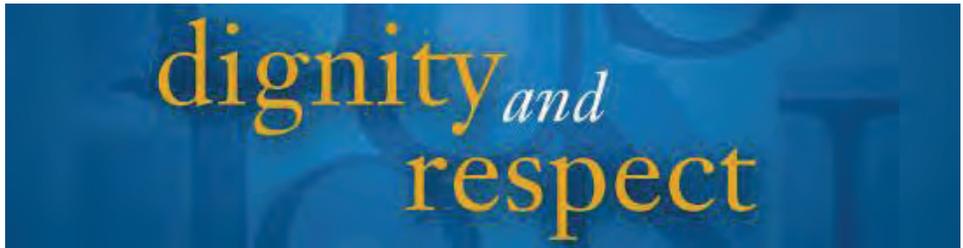
By Monique Graham, Diversity and Inclusion Manager, Froedtert Health

In mid-October the Diversity and Inclusion department, in collaboration with the Performance Excellence Communication and Standards teams and the Diversity Action teams at all entities, will launch the beginning of a Dignity and Respect Campaign across the Froedtert Health system that will continue through 2012.

The campaign is designed to join leaders and staff under the common notion that everyone deserves dignity and respect at Froedtert Health. Dignity and Respect are crucial to building and sustaining an environment in which everyone feels included, valued and appreciated. Sometimes it's the smallest things that have the biggest impact.

Origins of the Idea

In November of 2008, The Center for Inclusion at University of Pittsburgh (Pa.) Medical Center (UPMC) first introduced the Dignity and Respect initiative to their staff, in an effort to promote a culture of inclusion by encouraging behavioral and organizational change.



It began with a staff pledge and company-wide site visits to promote the initiative. Staff focus groups were conducted to obtain feedback on what they think inclusion looks and feels like.

The initiative later grew to include the City of Pittsburgh and over 50 community organizations joined efforts to promote dignity, respect and community unity in Pittsburgh. The Dignity & Respect Campaign was officially launched on Oct. 1, 2009.

Following that campaign, October began to nationally be recognized as Dignity and Respect Month. Later, the National Advisory Board was established to provide direction on expanding the campaign to the numerous organizations and cities joining the campaign from around the country.

Purpose of the Campaign

Froedtert Health is excited to launch its first Dignity and Respect campaign

across our organization. Its purpose is:

- To promote behaviors that represent dignity and respect of self and others
- Drive inclusion through collaboration, multicultural awareness and cultural competence
- Reinforce and compliment existing organizational inclusion efforts
- Share best practices related to national inclusion awareness and initiatives
- Provide tools, resources, and solutions to build unity and raise cultural competence and multicultural awareness

Look for more information in the coming months on how to take the Dignity and Respect pledge. Your pledge will support inclusion by treating colleagues and the members of our community with dignity and respect. Ensure inclusion is at the core of what we do at Froedtert Health every day.

Policy in place for new concealed carry law . . .

leased clinic locations, signs will be posted at suite or building entrances as appropriate. We plan to begin posting the signs during the week of Oct. 24. As always, if you have a safety concern,

contact Security; if your location does not have on-site security staff, call the local authorities.

Our partners on the Milwaukee

Regional Medical Center campus, including the Medical College of Wisconsin and Children's Hospital, are adopting similar measures, as are most health care organizations.

How to Become a CDO

Frank Kalman - 11/13/11

Gregory Jones' electrical engineering degree has come in handy in his role as director of diversity, inclusion and corporate staffing for Milwaukee-based financial services firm Northwestern Mutual. Jones said his job is not only to recruit and hire skilled, diverse employees, but to engineer and connect a vast corporate culture where diversity and inclusion share a seat in the boardroom with operational functions such as finance, accounting and marketing.

He has been given a tall task, one that has become part of an emerging profile for the chief diversity officer as a strategic, collaborative and business-savvy thinker who can effectively marry diversity with an organization's bottom-line business goals. The days when chief diversity officers (CDOs) were restricted to human resource concerns such as staffing are over. Today's corporate diversity leaders are filtering diversity initiatives into all levels of the organization, using them to build relationships and injecting associated benefits directly into the business.

"There is a migration from the chief diversity officer of 10 years ago, when things were primarily focused on diversity in the sense of race and gender, and purely the number of people that you have in particular roles," Jones said. "What chief diversity officers are trying to do more and more is to get a seat at the table in a different way."

Business is a core competency for an evolving breed of diversity executives. But as the CDO role continues to grow, defining the career path future CDOs might take is increasingly difficult. The challenge for potential diversity leaders is to design a career arc not just centered on diversity, but on a wide range of experiences that will provide the business arsenal required of today's successful CDOs. There is no one set path, which is why many of today's diversity leaders emerge not only from human resources, but from other core disciplines.

"[CDOs] are leveraging their roles to impact business," Jones said. "That is, working with the business leaders, not only to hire the right employees and deliver talent, but also to have a better understanding of diverse markets and some of the approaches around that. It's a maturing of the role."

Managing diversity, however, is often still rooted in hiring, which is why the technical nature of the post has largely remained in human resources. But today's CDOs often find that diversity and inclusion is not just about organizational talent, but also about how diversity is promoted in all aspects of the business, including marketing, product development, sales and operations. This broad scope makes it even more imperative that potential CDOs equip themselves with leadership skills and the ability to influence, as well as strong financial, marketing and sales acumen.

"Sometimes people think of diversity and inclusion as being soft," said Joseph Hill, vice president and chief diversity officer of Milwaukee-based health system Froedtert Health. "But you really have to look at it from a true business aspect. When you look at it from that perspective you have to be a salesman and an influencer ... You have to think of it as a revenue-generating opportunity."

"Diversity has moved beyond compliance and affirmative action," said Pamela Arnold, president of the American Institute for Managing Diversity Inc. (AIMD), a diversity leadership think tank based in Atlanta. "A successful CDO needs to understand the businesses and the business imperatives of an organization, and tie diversity and strategy into that."

An HR background, once a dominant CDO trait, may not carry the weight it used to — at least not initially. In fact, many of today's CDOs emerge from backgrounds such as marketing or operations and acquire HR skills as they go. Some even come from academia or the nonprofit side of business.

Take Jones' career path as an example. After a brief stint as an electrician in the U.S. Navy, he attended Tuskegee University and Stanford University, earning undergraduate and graduate degrees in electrical engineering. From there, he joined General Electric, doing design work on CT scanners and MRI machines before accepting a management job with the company. It was there Jones learned the significance people bring to a business, and where he first gained an interest in diversity. He advanced as a corporate recruiter of high-level executives, which allowed him to establish and develop an HR skill set. "I am an electrical engineer that's doing diversity work now," he said.

Steve Pemberton, the divisional vice president of diversity and inclusion and chief diversity officer at Deerfield, Ill.-based Walgreen Co., can relate. He began his path toward CDO not in HR but in higher education, as a dean of admissions at Boston College. "Certainly I don't come from an HR background," said Pemberton, who became the pharmacy chain's CDO in June and occupied the same post with Monster.com for the seven previous years. "Mine is more entrepreneurial in nature ... I think the skill set and the career path now could be any environment that requires you to think strategically."

The need for strategic thinking is what makes line of business experience so important, but for those looking to advance their careers in the diversity field, learning opportunities exist — they're just not as plentiful as some might hope. Cornell University, for instance, offers a diversity management certificate where individuals can gain in-depth knowledge of the issues impacting inclusion and develop some of the skills required of a CDO. However, the certificate doesn't include credit toward a degree, so some corporations may not view it as credibly as an advanced degree or comparable work experience.

That's where Georgetown University, in Washington, D.C., has stepped up. In 2008 the school began to offer one of the first master's degrees in diversity and inclusion management. The program offers recent college graduates and established diversity professionals the opportunity to learn the necessary skills and build credibility. "They [organizations] want to know what the value [of diversity and inclusion] is to the business," said Christopher J. Metzler, Georgetown's associate dean of human resources, who developed both the degree program and the certificate at Cornell. He said a postgraduate program in the field is where potential CDOs can learn to attack the issues facing CDOs today and to fuse diversity into business. The program currently holds 30 students.

Some CDOs and diversity leaders are not convinced these types of programs and certificates are required. "You hear about some of these diversity certificate programs that are offered, and I'm sure some of them are great," said Froedter's Hill. "But I really think that it's not [necessarily] about a certification program; it's about getting in and truly doing the work from the ground up."

Jones, of Northwestern Mutual, holds a similar view. "I think they are nice to have, but the credibility lies in your ability to get things done inside and outside your organization."

Diversity, like other areas of business, is based on relationships, and affinity groups and employee resource groups within an organization are one place for potential CDOs to start developing the ties that can teach the language and structure of business. But ultimately establishing a healthy and open relationship with top executives at an organization is the end goal. “Unsuccessful CDOs aren’t necessarily engaged in the spirit of collaboration internally,” said Pemberton. This is true on the executive level and within the middle management ranks of an organization, which is the heart and soul of any business.

“Far too often we see diversity being about the individual and not about the company, and as a result a lot of initiatives end up failing after that person leaves,” Pemberton said. “You’re really trying to create a structure and process that survives beyond you.”

Building productive relationships and leadership throughout all levels of an organization is an essential part of that, and one of the most important internal relationships is with the chief executive officer. “The CDO has to be able to connect to business leaders and understand why diversity is part of their business imperative,” said AIMD’s Arnold.

Creating networks of external partnerships with different ethnic and community organizations is another way to open new and profitable business channels for CDOs. It’s also a way to learn and begin new diversity initiatives to show other executives how diversity can provide value. Nonprofits such as Society for Human Resource Management and Catalyst, a diversity research group, are examples. “Definitely connect to those organizations in [the diversity] space; partner and collaborate so you’re always in tune to what’s happening now,” said Arnold.

Most important may be the networks that aspiring or current CDOs build with each other — especially when dealing with current issues evolving in the diversity and inclusion space. “You reach out to one of your peers and see how their organization is wrestling with it,” Pemberton said.

While the road to CDO isn’t clearly defined, opportunities abound. The paths successful CDOs have taken are varied, and the potential for new career inroads to arise is great. But as the field of diversity management — and the role of the CDO — continue to evolve, more professionals with backgrounds in core business disciplines will make their way to the CDO chair.

That business connection is part of what makes today’s CDOs successful and progressive. Career arcs reflect a much wider scope than the more traditional notion of the chief diversity officer, one rooted in HR and staffing. Because they are able to bring nontraditional skills to the CDO role, such as finance or electrical engineering, diversity executives are better able to contribute new thinking on how the role fits in an organization and in business.

Walgreen’s Pemberton said it’s the less defined, diverse and varied road that makes a CDO unique and successful; rarely will two CDOs follow the same career path, and that isn’t likely to change soon.

“It truly is a journey — that’s what you learn,” he said. “It’s the journey, not the destination.”

Global Business Advancing CDO Position

As businesses expand globally, corporate leaders will have to turn to diversity executives for guidance. This will build a new type of responsibility into the position, and CEOs will need to outline a business-oriented path to prepare CDOs for it.

“The focus is going to be about market share,” said Joseph Hill, vice president and chief diversity officer of Froedtert Health in Milwaukee. “It’s going to be more about engagement, about community.”

The skills this may require are still evolving, but a more robust business toolkit is the foundation. The need to compete in a global marketplace — particularly in new or emerging markets — will force more organizations to pay attention to how diversity and cultural intelligence play into their business, and developing a career arc that will shape exceptional global leadership traits will be essential. As globalism grows more pervasive in all aspects of an organization, chief executives will depend on the CDOs' expertise in and insights about new markets and cultures. This will demand not only an astute nose for management but for leadership. "There will always be a dotted line to HR because of the people component," said Pamela Arnold, president of the American Institute for Managing Diversity Inc. (AIMD), a diversity and leadership think tank. "But in terms of the next 10 years, we will see more of a direct connect to the CEO."

With more leadership responsibility comes new challenges, particularly in measuring success on a global scale and learning to deal with different forms of bias. CDO success will no longer rest on advantageous minority hiring or even promoting an inclusive workplace, though these remain important. The complexity and competitiveness of global concerns will require more CDOs to take the lead on key growth initiatives. "I may go out and hire 100 people, and I'm going to say that's my diversity goal, and that's it," said Gregory Jones, director of diversity and inclusion and corporate staffing at Northwestern Mutual, a financial services firm. "[But] it needs a longer-term view."

Globalization will require that CDOs learn to balance bias on a global scale, which will require skill in change management. "We hire in our own likeness as people," said Denice Kronau, chief diversity officer at international technology services company Siemens. "But there is a talent pool broader than just the people we see every day."

Working in Germany, where Siemens is based, Kronau has had to balance the organizational bias of hiring German talent, which is often easier to handle and sustain, with the need to bring in skilled workers from other areas of the world. "I insisted that my assistant come from India because I wanted my direct report to not just be the brightest German MBA student," she said. "I wanted them to understand that the world is changing."

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Shades of Gray

Natalie Morera - 7/10/11

The number of people identifying themselves as multiracial is rising, and CDOs are working to manage the complexity.

When Joseph B. Hill, chief diversity officer for Froedtert Health, a hospital system in southeast Wisconsin, and his team reached out to employees to participate in a local publication highlighting blacks in the workplace, something interesting happened.

The staff asked potential participants if they were comfortable identifying themselves as black, and one staff member declined because the individual had a multicultural background. In the future, Hill said the organization would have to be prepared to identify staff as multicultural, and it would be a best practice to continue to ask how employees wanted to be identified.

"This staff person in particular said that if there is a magazine that is highlighting multiculturalism, they would be happy to participate," he said.?

Hill's employee is one of about 9 million people now identifying themselves as multicultural or multiracial. Based on the 2010 census data released in March, 2.9 percent of the population chose to check off more than one race (Figure 1). This is a 32 percent increase from the 2000 Census data when the multiracial population was about 6.8 million, or 2.4 percent of the population.

In the 2010 census, there were a possible 57 combinations respondents could check off under race. Four combinations accounted for 75 percent of the total mixed-race population. The most common race combination was black and white at 1.8 million people, which is 20.4 percent of the total mixed-race population. About 19 percent chose white and "some other race." (Figure 2) Asian and white is the third most common racial pairing, followed by American Indian and white, and all of those numbers are reflected in the workforce.

Tracey Gray-Walker, senior vice president and chief diversity officer at AXA Equitable Life Insurance Co., said she first noticed an increase in multiracial representation last year while looking through internal reporting data.

"I have definitely encountered employees who have checked the multiple racial and ethnic identifiers in our internal information," Gray-Walker said. "That part of the value of diversity and inclusion for an organization is really recognizing that the people we have, have different ethnicities and racial identities. Being able to provide them with a venue where their differences are actually valued at the organizational level is really key."

As more employees began to identify themselves as multiple races, pharmaceutical company Boehringer Ingelheim began to make appropriate accommodations.

"From a multicultural perspective, or an ethnic perspective, it's important for us to understand that ethnicity identification is important for people," said Nancy J. Di Dia, the company's chief diversity officer. "We're recognizing that more and more people were checking off 'other' because there weren't appropriate boxes for them to identify. Once we got to two or more races, there were even some people who didn't feel that was close enough to a cultural ethnicity or cultural identity."

Further, Di Dia said more of those entering the workforce want to identify their multicultural ethnicity, whether it is through affiliation, diversity councils, marketing efforts or employee resource groups.

To accommodate that need, health benefits company WellPoint has seven associate resource groups based on ethnicity, gender, sexual orientation, age and veteran status. Linda Jimenez, chief diversity officer for WellPoint, said they all share one critical component.

“The requirement is not only that they serve the needs of their members but that they integrate with the business as well,” Jimenez said.?

For example, the Hispanic associate resource group, SOMOS, which is Spanish for “we are,” works closely with the company’s health equities and health disparities team as WellPoint evaluates different approaches to disease management and prevention. SOMOS also serves as a resource for advertising and marketing materials, or any materials that will be translated for consumers.?

The business value of the group is obvious, but Jimenez said when it comes to creating Hispanic and Latino groups there is no cookie-cutter approach. For example, Spanish dialects mean words can mean different things in different countries. Discussions about these differences can act as icebreakers to bring people together. Further, as employees with backgrounds from Chile, Puerto Rico, Mexico or Panama discuss what translated words mean to their cultural group, those nuances carry over into product development and other areas of the business.

“We’re able to have a great dialogue,” Jimenez said. “We are focus groups — cheap focus groups if you will — and very readily available for the organization to tap into.”

Gray-Walker said AXA employees have created eight employee resource groups in a two-year span. Initially the groups were generated based on common interests, but she said she won’t consider them a truly mature piece of the organization until they begin to cross-pollinate and collaborate.

“My vision would be to see our [Pan-Asian Resource Council] supporting an educational series around black Americans and our Hispanic group actually partnering with another group to do something around gay pride month,” Gray-Walker said. “That’s when you really will have hit a measure of maturation. You’re totally including people in a way that I would say is success.”

Including people is one of the primary goals for these types of groups, which is why Di Dia said she does not identify the company’s employee resource groups as affinity groups. This implies one must be of a certain affinity to belong. Employee resource groups are open to all.

“We do that purposefully so that our colleagues can understand some of the challenges that people in those particular groups have faced from either a career development perspective or just in terms of presence,” she said. “If you think of any workforce, the majority of the workforce is still Caucasian overall. These groups help leaders to really see what the challenges are and can also serve in a reverse mentoring way to help leaders understand what it’s like to walk in their shoes and what’s it like to be them.”

The groups’ purpose is not solely to serve employees, however; they also introduce leaders to new perspectives that can be used to drive business results.

Danielle Robinson, director of diversity and talent at Diageo North America, a beer, wine and spirits company, said the company considers diversity from more of an inclusion perspective. For instance, what group or belief system is not represented? Those underrepresented employees often contribute and create the most impact for the bottom line.

"We're not just talking about black and white, we're talking about green," Robinson said. She said that from a business aspect, business owners wouldn't just focus efforts in one area — they would expand. Internal workforce considerations related to race and levels of contribution are similar.

She foresees a growing marketing challenge as companies that execute ethnic marketing plans deal with increasing complexity. "You are marketing to a multicultural [group], and that can be defined in many ways. It could be Caucasian and African-American, African-American and Latino," Robinson said.

Further, to survive a company has to reflect the community it serves — one that is also growing in complexity. "We want people that reflect our communities where we live and work," Jimenez said. "We want them to look just like our marketplace, and more importantly we want them to think like our marketplace that we are serving so we can make sure we can address those needs appropriately."

Recognizing a person's race is important to a company's business, Hill said. By acknowledging that person's race, the ideas and perspectives they bring to the table are also being acknowledged. This keeps the company moving forward and comes into play as the organization evaluates different business ideas.

"I view race itself as just another difference that should be valued by all," Gray-Walker said.

Though Hill said affinity groups are a positive attribute that organizations should have, upon his arrival at Froedtert Health, he found the number of minority employees wasn't large enough to support different affinity groups without someone being left out. So he established an all-inclusive group, the Inclusion Advocates.

"We were brand-new on the diversity journey as a health system," Hill said. "So instead of just coming in the door right away and creating affinity groups I wanted to make sure I used the cadre of staff that was really interested in helping out."

The phrase diversity journey is telling. Inclusive workplaces are a sign of times. But as the U.S. population grows and the complexities of race grow with it, some chief diversity officers say that although the business world and society have come a long way, there are still miles to go.

Jimenez cites the presidential election of 2008 as one example of race being an issue. She said she's had people say that since there is now a black president diversity and inclusion can be put to rest. But when that election process is examined, she said age, gender and race were constant topics.

"I think [Attorney General] Eric Holder said it best when he said, 'We are definitely a nation of cowards because we don't talk enough about racial tensions.' I definitely think he was spot on with that," Jimenez said.

Robinson said she thinks people feel like they can talk about race more freely, but there is definitely a long way to go before it can be considered a post-racial society.

"It tells me I have a lot more work to do," Robinson said.

In the meantime racial complexity will continue to grow, and as Gray-Walker said, a post-racial society likely will present more possibilities in the workplace from a talent and business perspective.?

According to U.S. Census Bureau projections, all minority groups are projected to continue growing. By 2050, whites will make up 52.5 percent of the population as opposed to their current 63.7 percent total.

Hill said now various ethnicities and multiracial children are commonly seen in kindergarten classes. "They're going to be part of our workforce in the next 15 to 20 years," he said

Natalie Morera is an associate editor at Diversity Executive magazine. She can be reached at nmorera@diversity-executive.com.

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The Business of Diversity

Froedtert's Hill rolls up sleeves for diversity role

Premium content from The Business Journal by Tannette Johnson-Elie , Special to The Business Journal

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Realizing a need to better serve a growing ethnic population, Froedtert Hospital recently hired its first chief diversity officer.

The Wauwatosa-based health care provider has had a diversity steering committee led by its chief executive officer and senior leaders since 2001, but as the Froedtert system has grown and its minority patient population has increased, there was a need to bring someone on board to strengthen its diversity efforts.

Froedtert's selection for the new post is Joseph Hill, a Buffalo, N.Y., native now serving as the new chief diversity officer for Froedtert & Community Health of Wisconsin, a regional hospital system made up of Froedtert Hospital, Wauwatosa; Community Memorial Hospital, Menomonee Falls; St. Joseph's Hospital, West Bend; and West Bend Clinic.

Hill, who has worked in the diversity arena since the late 1990s, has been in his new position for nearly five months.

"I'm going to be very strategic in how we move diversity and inclusion forward," said Hill. "I'm willing to roll up my sleeves and make sure that I do what needs to be done to be successful."

In his new role, Hill will work to strengthen Froedtert's cultural competence training that began in 2009 and is required for all hospital staff, but mainly he says his top priority is to ensure that diversity is deeply rooted within the culture of Froedtert and entrenched in its way of doing business.

"My goal is to build a robust diversity and inclusion program," he said. "We want to be a culturally competent organization. That means making sure that everyone within our organization understands all the various aspects of the different cultures coming into our organization."

Cathy Buck, executive vice president of operations for Froedtert Hospital, said the health care organization wants to increase diversity within its work force and partner with diverse organizations to help close the health care gap. She said Hill is the ideal person to help Froedtert achieve such goals.

"He's a good cultural fit for this organization," said Buck. "He will work well with our staff and leadership across the system. He's a welcome addition to our team."

While Hill acknowledges that he will need to create buy-in from key stakeholders within Froedtert and the community, he believes one of his toughest challenges will be to build trust among minority groups, who research shows are more likely to distrust the health care system. The black community historically has been distrustful of the medical community. Such distrust was part of Hill's childhood experience in Buffalo.

"I remember my grandfather saying when he was ill that he didn't want to go in the hospital because he didn't want to be experimented on," said Hill, the youngest of five siblings to be reared by blue-collar parents. "I would rather not have doctors cutting on me," he would say."

By building a culture of inclusion within Froedtert, Hill hopes to dispel such negative perceptions about health care.

"I really want to make sure we're recruiting a diverse talent pool so that when patients start walking in the facility and they see people who are similar to them and have an understanding of their culture, it makes them feel more secure," he said.

That means approaching health care with the understanding that people from diverse backgrounds may have specific needs based on their culture, Hill said. For instance, he noted that many bilingual patients prefer to receive critical health care information in their language.

Diversity advocate

Hill, 45, is married and has a bachelor's degree in political science and history from Virginia Union University, and a master's in public history and Caribbean history from Howard University.

Before joining Froedtert & Community Health, Hill was managing director of diversity and inclusion for the American Cancer Society's home office in Atlanta for three years.

From 2005 to 2007, Hill served as senior diversity manager for AT&T Mobility (Cingular Wireless). In addition, he has held various roles related to diversity over the past 11 years, including an earlier stint as director of diversity initiatives for the American Cancer Society from 1999 to 2005.

Among those impressed with Hill's work in the diversity arena is Brenda McDuffie, president and CEO of the Buffalo Urban League.

"He's an advocate. He clearly understands what diversity is about," McDuffie said. "He understands business, but he's also passionate about people."

Hill's community consciousness came from his mother, a well-known activist in Buffalo's African-American community.

"My mother was a pillar in the Buffalo community," he said.

At a young age, Hill followed in his mother's footsteps and began volunteering in the community and worked on political campaigns. This paved the way for him to work as a congressional proctor from 1992 to 1995, developing and implementing training for 100 U.S. congressional pages.

After working in the nation's capital, Hill returned to his hometown and took a position that was instrumental in starting a community marketing and outreach program for hospice care in Buffalo. It proved to be a valuable learning experience for Hill.

"We did such a great job marketing hospice to the African-American and Latino communities, but we failed to build the internal capacity so once those patients started coming in they would be treated with dignity and respect," he said.

Now Hill hopes the lessons he learned about diversity and inclusion will be valuable to him as Froedtert's chief diversity officer.

"My ultimate goal is to create a culture where anyone who walks in the door here will be treated with dignity and respect," Hill said. "We want to be seen as the organization that provides exceptional care to all communities."



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Introduction of Panel: 6:00 p.m.

Panel Discussion: 6:05 - 7:45 p.m.

Audience Questions: 7:45-8:00 p.m.

Post Reception: 8:00 p.m.

Monday, January 11, 2010 6-8 p.m.

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Atlanta Life Financial Group
Co-Host



Pat Lottier
Atlanta Tribune: The Magazine
Co-Host

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Procurement Resources, Inc.
Moderator



Steve Bucherati
The Coca-Cola Company
Panelist



Michele Golden
Turner Broadcasting Sys. Inc.
Panelist



Joseph B. Hill
American Cancer Society
Panelist



Frank McCloskey
Georgia Power
Panelist



Christal Morris
Ernst & Young
Panelist



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2010 Diversity Roundtable Moderator and Panelists

MODERATOR



You've either seen or heard of **Reggie Williams** if you're involved in the field of supplier diversity, a term he coined in 1985. In demand as the pre-eminent source on this discipline, Williams appears on national PBS television and in almost all the trade journals, where he regularly publishes his column on minority purchasing. His firm, Procurement Resources, Inc., boasts an enviable national track record of success working with such Companies and Government Agencies as: NASA, IBM, State of Pennsylvania, the Coca-Cola Company, DaimlerChrysler, TBS, Coca-Cola Enterprises, AT&T, United Parcel Service and Scientific Atlanta. For more than 32 years, his company's specialized expertise has been focused solely on helping corporations to effectively implement supplier diversity strategies.

PANELISTS:



Steve Bucherati is the chief diversity officer for The Coca-Cola Company in Atlanta. Having developed and led the company's Workplace Fairness function since February, 2001, he assumed the additional responsibilities of leading its domestic Diversity function in 2005, with added responsibilities for the Company's global operations in 2007. In this role, Bucherati is responsible for leading diversity and fairness as a fully integrated part of The Coca-Cola Company's business strategy and all of its people strategies and programs. He just completed his term as Board Chair for the Equal Employment Advisory Council, where he still serves on the organization's Board of Directors.



Michele Golden is vice president of Talent Management for Turner Broadcasting System Inc. In this capacity, she is responsible for oversight of all Talent Management and Diversity initiatives. Golden previously served as executive director of Human Resources over entertainment networks, and was responsible for oversight of all human-resources field operations supporting the entertainment networks, Turner Sports and Atlanta Braves. She is certified by the Society for Human Resources as a Senior Professional in Human Resources, and also certified in the Benchmarks 360 instrument through the Center for Creative Leadership and in the Myers Briggs Type Instrument.



Joseph B. Hill is the managing director, Diversity and Inclusion at the National Home Office of the American Cancer Society in Atlanta. He is responsible for providing strategic direction, management and support for diversity and inclusion initiatives. Prior to his role at ACS, Hill was the senior manager of Diversity and Inclusion with AT&T Mobility (formerly Cingular Wireless) where he was responsible for providing key leadership in the design and implementation of corporate wide diversity initiatives for the largest wireless carrier in the United States. He also managed the Cingular Wireless Historical Black Colleges and University Campus Challenge and the strategic partnership with the National Urban League.



Frank McCloskey serves as vice president of Diversity for Georgia Power. In this position, he oversees the development and implementation of strategies that help sustain a culture of excellence through inclusion by improving leadership and work culture. McCloskey chairs the company's Affinity Group Review Board, and serves as a Company Review Officer, with binding decision authority to determine formal employee complaint cases through an alternative dispute resolution process. He is a past chair of the Atlanta Urban League, Leadership Atlanta, and the Korea-Southeast U.S. Chamber of Commerce. He is a member of various organizations including the Conference Board's Council of Diversity Executives, the Anti-Defamation League Southeast Region Board of Directors.

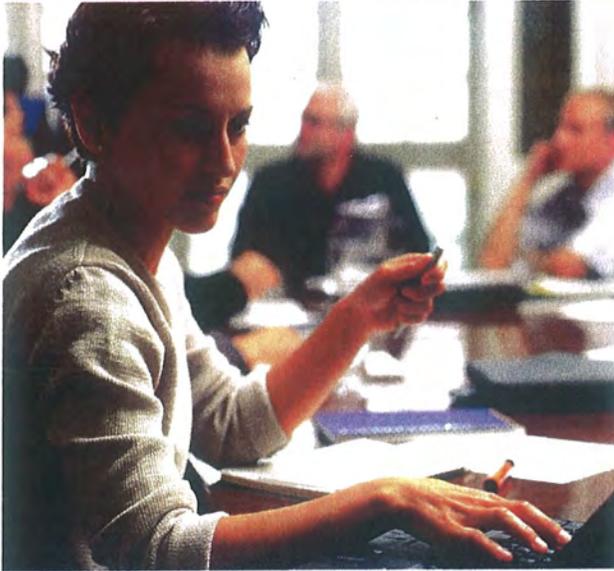


Christal L. Morris is director of Inclusiveness and Flexibility for Ernst & Young -- responsible for developing and implementing diversity and flexibility initiatives for over 2000 people located in 16 offices across the Southeast area. Her management portfolio includes managing the ethnic and gender professional resource networks; maintaining a culture of inclusiveness; enhancing the focus of flexibility; with the ultimate goal of ensuring Ernst & Young resources are best positioned to support its overall business strategies. Morris has extensive knowledge and experience in developing professional development programs for corporate personnel. She is a Board member with NC States Master of Accounting Diversity committee, and her community involvement includes volunteering the Atlanta Women's Foundation.

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Herman "Skip" Mason, Jr.

August 5, 2009

Dear Brother Joseph Hill,

On behalf of the brothers of Alpha Phi Alpha Fraternity, Inc., I want you to know how much we appreciate your participation in our recent convention in New Orleans, Louisiana.

Your presence helped us to make it a memorable convention and we are grateful that you took time out of your busy schedule to share with us.

We look forward to seeing you soon!

Fraternally,
Skip
Skip Mason
General President

*Thanks for your
work & support of our
fraternity. We are proud
to have this partnership
with the American
Cancer Society*

Alpha Phi Alpha Fraternity, Inc.®

Office of The General President

Feb.23,2009

Grand Lodge Knights of Pythias
Office of The Grand Treasurer

Mr. Joseph B. Hill
Director, Diversity and External Partnerships
250 Williams St.
Atlanta, Ga. 30303

Dear Mr. Hill:

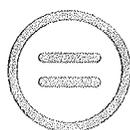
There were some awe inspiring moments during your speech at the Reception In honor of Dan Cowan our Supreme Chancellor.

The announcement that the American Cancer Society and the Knights of Pythias were going to partner to raise funds to further the continuation of research, treatment, assistance for temporary housing and education of the public was exciting. The demonstration of almost all of us being touched in our personal lives by this disease was an eye opening experience.

Thank you for coming to Los Angeles to speak to us. We look forward to a successful and long relationship. Enclosed is our check in the amount of \$4365.00, for what I hope will be just the beginning of more to come.

Fraternally


Mark B. Webber
Grand Treasurer



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August 25, 2009

Mr. Joseph B. Hill
Managing Director
Diversity and Inclusion
American Cancer Society
250 William Street
Atlanta, GA 30303

Dear Joseph:

We truly appreciate American Cancer Society's contribution of \$5000 to the National Urban League for sponsorship of its 2009 Annual Conference, including the Urban League Family Session & Breakfast. The conference was held at the McCormick Place Convention Center, in Chicago, Illinois, July 29-August 1.

This contribution demonstrates great understanding of your commitment to helping people help themselves, and will enable us to be an effective, thoughtful, and pragmatic advocate for equal opportunity.

Again, many thanks for your partnership and confidence.

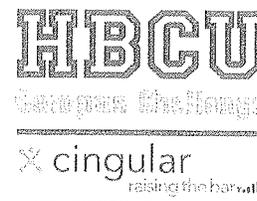
Sincerely,

Maria E. McFarlane
Senior Director, Sponsorships
Development Department



“Profitability and Performance
Enhancement through Diversity
Management and Inclusion”

2005 - 2007



Media Contact:

Maria Schnabel

(404) 236-6432 Phone

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**CINGULAR WIRELESS CREATES A BUSINESS SCHOOL MARKETING
COMPETITION FOR BLACK COLLEGES AND UNIVERSITIES**

ATLANTA, GA, November 30, 2006 – Cingular Wireless is creating a new, real-world opportunity for business school students at three of the nation’s most distinguished Historically Black Colleges and Universities (HBCUs) this Fall with a competition that pays off in more than just lessons learned.

In the first “Cingular Wireless HBCU Campus Challenge,” teams of business school students at Southern University in Baton Rouge, LA; North Carolina Central University in Durham, NC; and, Florida A&M University in Tallahassee, FL, are vying for scholarships, grants, and Cingular Wireless products. The challenge: create and implement new marketing strategies that effectively reach their peers and faculty on campus.

“The HBCU Campus Challenge is an opportunity for students to balance theory and reality, the competition challenges students to navigate the complexities of implementing their marketing proposal strategies,” says Bob Reed, vice president for diversity and inclusion at Cingular Wireless. “They are competing

academically against their peers at schools where they traditionally have had only athletic rivalries. On this playing field, however, they will be challenged to demonstrate a new form of teamwork, as well as individual creativity.”

The competition is among three student teams – juniors and seniors enrolled in business school – who design and implement campaigns on their respective campuses to create awareness and to market wireless communications technologies and products that are available through Cingular Wireless. Team strategies include a wide range of media, including websites dedicated to the competition. In January, Cingular Wireless will fly the competing teams to its Atlanta headquarters to present their proposals and results to a panel of senior level executives. Campaign coordinator Joseph Hill, regional manager of diversity and inclusion at Cingular Wireless, says judges will assess planning as well as oral and written communications during the presentations. They will also rank teams on marketing strategies that demonstrate innovation, generate consumer interest, and result in increased revenues.

“We are creating new ways of supporting black colleges and universities,” says Hill. “The Cingular Wireless HBCU Campus Challenge adds another level of excitement to learning and it helps students with finances through scholarships of up to \$2,500 per student. Also, a portion of any revenue generated through the sale of ring tones goes back to the universities. And, at Cingular, we’re always working on new ways to cultivate our pipeline of qualified minority candidates for employment. From our standpoint, it’s a win-win situation.”

The Cingular Wireless HBCU Campus Challenge is scheduled to be expanded to other colleges and universities next year.



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'Campus Challenge' Awards Students for Wireless Marketing [Archive](#)
Plans at their Colleges

Volume 7 Issue 9 [February 28, 2007]

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If recent performance is any indication, our wireless business may have helped launch the careers of 12 new marketing executives – who haven't even graduated from college yet.

The "Cingular/HBCU (Historically Black Colleges and Universities) Campus Challenge" let student teams from three universities plan, execute and present marketing strategies for our wireless products and services on their campuses.



The "Campus Challenge" let students plan, execute and present wireless marketing strategies. Sitting, from left: Courtney Peasant, Florida A&M (FAMU); Quvanda Curry, FAMU; Tiphany Easterling, Southern University; Enid Jessie, Southern; and Serena Lewis, N.C. Central University (NCCU). Standing, from left: Ayana Matthews, FAMU; Rasheed Ali, FAMU; Iyanya Ukpong, Southern; Joseph Hill, Manager – Diversity and Inclusion; Tia Bridges, Southern; Bob Reed, Vice President – Diversity and Inclusion; William Taylor, NCCU; LaTanya Sadler, NCCU; and Hakeem Mohammed, NCCU.

The teams completed the unique competition on Jan. 31 in Atlanta, presenting their projects to a panel of judges including Rick Bradley, Executive Vice

President – Human Resources (Wireless); Tricia Witt, Marketing Director – Southeast Region (Wireless) and Harold Jackson, CEO of the Jackson Heath Group, an Atlanta marketing and communications consulting firm.

The judges placed Florida A&M University (FAMU) first, Southern University second and North Carolina Central University (NCCU) third.

The students won scholarships, and each school received a grant.

"We were impressed with the creativity and business acumen of these students," Bradley said. "They more than met the challenge of this project, and I believe they have successful careers ahead of them."

This challenge had two primary goals: target high-growth youth and minority markets and identify the company as an "employer of choice."

"It was clear during their final presentations and from our observation of the on-campus activities that the students had aptitude for marketing, and that they were well-schooled in the basics of business," said Bob Reed, Vice President – Diversity and Inclusion. "They balanced theory and reality well, and met the challenge of navigating the complexities of implementing their marketing proposal strategies."

After the presentations, students, judges and executives held a roundtable discussion on our company's wireless marketing and advertising approach and Cingular's re-branding transition as the part of the new AT&T.

"The Campus Challenge was a great success for us and the students," said Pete Ritcher, CFO – Wireless. "We got great insight on how to better market our services to the youth and minority segments of the market. It felt good to see so much energy and excitement in the room. I look forward to participating again next year."

From Tailgating to T-shirts

The Diversity and Inclusion team, the Youth Marketing team and the Business Markets Group (BMG) within wireless launched the program in October.

Marketing ideas ranged from a tailgating party at a homecoming football game to a T-shirt decorating contest. The promotions encouraged students and faculty to visit "cingularsource" Web sites to make online purchases.

Revenue generated from the campus marketing at all three schools reached nearly \$7,000, with more than 380 downloadable products and services purchased online.

Youth Marketing helped the schools set up the Web sites and consulted with faculty advisors.

"We were excited to participate in this project," said Youth Marketing Director Mimi Chan. "These college competitors shared valuable ideas about what HBCU students want and how to reach them, all while developing their marketing skills. It is rare that we have the chance to help future executives such as these in laying the foundation for a brilliant career."

Another benefit for the students is that they now have the possibility of working within the BMG organization.

"We're always interested in new marketing ideas and new ways to reach our customers," said Kent Mathy, President – BMG. "The students have produced some great plans with a valuable inside look into this market. I'm excited to see that the program has uncovered new marketing talent among these students."

'An Eye-Opener'

The students said that the experience of working with corporate support and professional guidance gave them valuable insight.

"I had never worked on a group project like this before, and it was great," said Hakeem Mohammed, an NCCU senior. "I learned some valuable life lessons, too. There is no 'I' in team. Everyone plays a major part, and everyone on the team must play a part to help everyone else."

Ayana Matthews, a third-year MBA student at FAMU, said the project was an "an eye-opener."

"When things didn't go as planned, we had to learn to improvise," she said. "It's amazing how much we've learned, especially that team effort is important. We really appreciate you including our school and letting us develop our talent and experience in marketing."

All students agreed that the hands-on applications gave them a career head start.

"This was a wonderful practical application of what we've learned in the classroom," said Enid Jesse, a senior at Southern. "I hope this creates a lasting relationship between our school and your company. I can't wait to get out of school and apply what I've learned in the real world."

Youth Marketing Insights

Students in the "Campus Challenge" came up with some interesting ideas to enhance wireless marketing efforts.

Among their suggestions:

- Ringtones/Answer Tones definitely sell on campuses; offering more school fight songs would pay off.
- Students love PDAs; they want phone, e-mail and text messaging together.
- Seeing other students using cool new devices increases curiosity and the "I have to have that" factor.

Feedback

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