Equity, Diversity, Inclusion and Accessibility (EDIA) Action Plan
2021-2025

Report Update:
June 30, 2023

COLORADO
Health Disparities & Equity, Diversity, Inclusion & Accessibility Program

Department of Health Care
Policy & Financing

Contents

Land Acknowledgement

We would like to acknowledge that what is now Colorado includes the lands of the Ute, Arapaho, Cheyenne, Diné (di-NAY), Lakota, Apache, Puebloan nations, and many Tribes, and that the sovereign tribal governments of the Ute Mountain Ute and the Southern Ute Indian Tribes still reside in this state. These tribes are the original stewards of these natural areas. We want to take a moment to honor and respect these original stewards of the environment and their relationship with the land.

*Learn more about territory acknowledgement*

Our Commitment to Support Equity, Diversity, Inclusion & Accessibility

We, the Colorado Department of Health Care Policy and Financing (HCPF), are committed to the belief, practice, and execution of equity, diversity, inclusion, and accessibility (EDIA). We welcome and include all people, regardless of their race, ethnicity, socioeconomic status, gender identity, gender expression, sexual identity, sexual orientation, place of origin, languages spoken, age, disability, religion, political affiliation, veteran status, or other protected statuses. We recognize and honor the value-based characteristics, identities and perspectives from groups and populations that experience historical and present-day marginalization and underrepresentation. By incorporating the intersectionality of diverse voices, we strengthen our mission and vision, by continuing to build an organization where everyone matters. As an accountability mechanism, HCPF welcomes and requests ongoing feedback from colleagues, the community, and will provide frequent report outs on metrics outlined in our EDIA action plan.

This long-term commitment actively leverages the following efforts and initiatives:

- Executive leadership sponsorship and advocacy
- Promote allyship and support for staff and the community we serve
- Support the practice of truth-telling as a pathway to healing and restorative justice through:
  - Naming and recognizing the importance of reconciliation
  - Trust-building
  - Language access
  - Cultural responsiveness
  - Ongoing community and stakeholder engagement
- Build digital accessibility to ensure people with disabilities have access to web-based and other digital content
- Use equitable hiring practices with the goal of increasing diversity in total workforce, supervisory, and leadership roles
- Perform transparent and equitable pay and promotional practices
- Support for learning and development efforts to include EDIA-related topics around racial justice, social justice, disability justice and health equity
- Support interagency partnerships and collaboration to ensure ongoing statewide efforts to build equity in Colorado
- Embed EDIA values into HCPF operations, policy and practices - through design, implementation, and sustainability beyond 2026
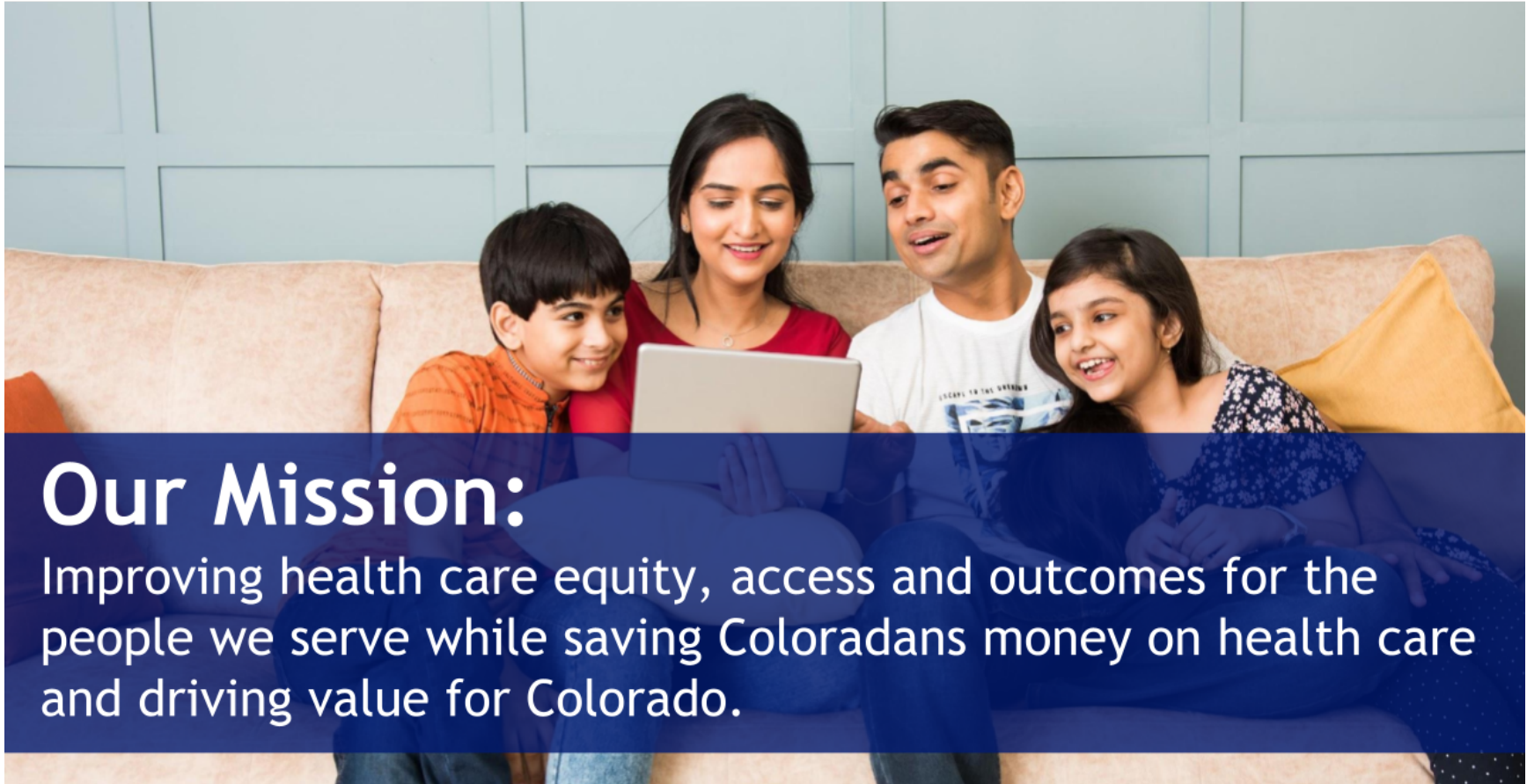
Our Mission:

Improving health care equity, access and outcomes for the people we serve while saving Coloradans money on health care and driving value for Colorado.

COLORADO
Department of Health Care
Policy & Financing

Executive Summary

Governor Polis' landmark Executive Order (EO) D 2020 175 empowered state departments to prioritize the operationalization of equity, diversity and inclusion (EDI) efforts in hiring, retention and promotion.[1] The Colorado Department of Health Care Policy & Financing (HCPF) actualized the order by revising our mission statement; making significant investments in EDI across HCPF; creating the Health Disparities and Equity, Diversity and Inclusion Officer position as part of executive leadership to champion EDI at HCPF and efforts to identify and facilitate the development of solutions for health care disparities; and incorporating EDI into the fabric of HCPF's human resources, learning and development, communications, policies and programs.

Equity, Diversity, Inclusion & Accessibility (EDIA) is a top priority at HCPF. HCPF's 2021-2025 EDIA Action Plan demonstrates our commitment to embed equity into our daily business practices. Our five-year plan includes five main areas of focus for HCPF's EDIA work:

- Diversify Leadership
- Member Experience and Community Engagement
- Policy and Program
- Accessibility and Inclusive Communication
- Hiring, Retention and Employee Satisfaction

Since July 1, 2021, HCPF has made significant investments in EDIA across HCPF and established the leadership, structure, practices and foundational language and education to support advancing HCPF EDIA goals as well as embedding EDIA into our work. As a result, HCPF made progress in all five focus areas. Foundational work included adopting evidence-based practices in hiring and retention, compensation, career advancement, training, communications accessibility and more. Our progress to date is summarized in the next section below.

We are pleased to report that HCPF staff have felt this investment and expressed support for the HCPF's comprehensive efforts to raise awareness, educate staff and leadership, and increase EDIA throughout and beyond HCPF. In our December 2022 *Understanding EDIA Cultural Climate and Workforce Survey*, 458 respondents (64% of staff) shared:

- **94.7%** of staff respondents support EDIA efforts
- **83.6%** of respondents apply EDIA principles into their daily job duties
- **74.3%** of respondents feel like they belong
- **73.2%** of respondents feel like they can be their authentic selves
- **65.1%** of respondents believe the actual culture of the organization matches how the organization describes it

---

[1] D 2020-175: Directing the Department of Personnel and Administration to Lead State Action on Equity, Diversity, and Inclusion for the State of Colorado

As we enter year three of our plan, there is still work to be done. As you will see below, we plan to realize EDIA improvements, specifically to:

- Increase HCPF's total workforce racial and ethnic diversity
- Increase racial and ethnic diversity in supervisor roles
- Increase racial and ethnic diversity in leadership roles
- Launch and support Affinity Groups (Employee Resource Groups)
- Maintain staff engagement and support in EDIA efforts
- Launch and support Office-Level EDIA Action Plans
- Increase HCPF's Accessibility Maturity Level from "Launch" stage to "Integrate" and eventually "Optimize" stages

EDIA Progress Made in Years 1-2

In alignment with EO D 2020 175, Colorado House Bill 21-1110 and the direction of the Colorado Department of Personnel & Administration, this five-year action plan highlights HCPF's immediate and long-term commitment to enhance our footprint in ensuring that our daily practices meet the needs of our workforce and the members we serve.

Addressing health disparities and focusing on equitable employment and advancement are critical to enhancing

Note: This five-year action plan includes existing and future work products, initiatives, policies and programs in alignment with Executive Order D 20 175. Our approach to this report will highlight past work, while leveraging current and new concepts. Our ultimate goal is twofold: In order to realize our vision for a Colorado for All, we must first invest in, support, and enhance the lives of our employees so they can rise and thrive. We also must learn from the diverse communities within our workforce in order to reduce health disparities for the people we serve.

HCPF's commitment to EDIA is expansive and robust. Our goal to embed equity, diversity, inclusion and accessibility into the DNA of our organization is a key priority and will continue to evolve for years to come.

programs and services offered by HCPF. As such, HCPF has ensured that its Human Resources operations align with the Universal Policy EDI in State Employment[2] as of November 2020.

We have also made intentional and strategic changes to embed EDIA into the fabric of our organization. We took the bold step to update our mission statement to include health equity:

> *Improving health care equity and outcomes for the people we serve while driving value and affordability for Colorado and*

---

[2] Universal Policy: Equity, Diversity, and Inclusion in State Employment

Coloradans.[3]

In addition to changing our mission statement, HCPF added a sixth pillar or strategic priority to incorporate EDIA. Specifically, alongside our existing strategic pillars of Member Health, Care Access, Operational Excellence & Customer Service, Health First Colorado Value, and Affordability Leadership, we added: Employee Engagement & Satisfaction. This sixth strategic priority includes investments in EDIA.

Key accomplishments from state fiscal years (FYs) 2021-22 and 2022-23 include, but are not limited to:

Foundational Infrastructure:
- Hired an EDI Officer who is responsible for crafting the strategic priorities and milestones to improve health equity and reduce disparities in care. The EDI Officer leads the development and implementation of proactive solutions to address health care disparities as well as the EDIA strategic plan, initiatives, goals and measurements.
- Established an employee-led and HCPF-wide EDIA Core Committee advisory body of HCPF staff from various offices. HCPF has thoughtfully ensured that the demographic composition of the core committee reflects the demographic composition of Health First Colorado membership. More than 80 HCPF staff are actively participating in our EDIA Subcommittees: Health Inequities, Education, Special Events and Recognition, and Recruitment and Hiring Practices.
- Launched 4 employee affinity groups to support inclusion as employee resource groups. These groups include Age/Ageism, Black/African American, LGBTQIA2S+ and People with Disabilities and Mental Illness. Affinity Groups come together as a form of mentorship, support, career building, and a mechanism to address health disparities that impact their communities.
- Created an executive director report out at every monthly All-Staff meeting that includes health equity and EDIA initiatives, while increasing EDIA and health equity specific topics at these meetings to embed this perspective into our HCPF culture and values.
- Hosted more than 100 EDIA-related events attended by hundreds of HCPF staff to increase awareness, education and to drive cultural change and values inside our organization. These events featured presentations, such as tribal members who are descendants of the Sand Creek Massacre, Black History Month, Women's History Month, Asians in Colorado, Cinco de Mayo, gender affirming sessions and so much more.
- Launched a quarterly staff EDIA newsletter to advance health equity and internal EDIA efforts.
- Created 2023/24 specific HCPF EDIA goals to keep us focused on driving EDIA outcomes and results.

---

[3] HCPF About Us Webpage

Diversify Leadership:
- The new Health Disparities and Equity, Diversity and Inclusion Officer is part of executive leadership to champion EDI and efforts to identify and facilitate the development of solutions for health care disparities.
- Identified four employees who applied for the Emerging Leaders of Color (ELC) Fellowship Program. Sponsored by the National Academy for State Health Policy (NASHP); Eduardo Orduño was accepted as 1 of 10 fellows (out of 162 applicants nationwide)! This staff member will help shape more equitable systems and policies.
- Created robust and evidence-based hiring and recruitment practices to support diversity among leadership.
- Provided ongoing coaching and development for current and new supervisors and leaders to support equity, diversity, inclusion and accessibility application to roles and staff engagement.
- Launched the EDIA for Managers Coaching Series to support cultural awareness.
- In addition, we are offering optional EDIA coaching to supervisors and managers to further our collective commitment in embedding equity, diversity, and inclusion into HCPF's daily operations and culture. To date, over 20 supervisors and managers have received the EDIA coaching.

Member Experience and Community Engagement:

- Made a joint Equity Proclamation with Governor Polis, the Behavioral Health Administration and other state departments on May 1, 2022.
- Communicated often that we offer staff up to 18 paid volunteer hours per fiscal year to support community service activities and events.
- Actively participated in inter-agency collaboration across state departments in support of EDIA alignment.
- Hosted more than 25 events with community partners to help train our staff on important health and EDIA-related topics.

Policy and Program:
- 99.5% of staff completed the Department of Personnel and Administration (DPA) mandatory EDI Training.
- Organized staff "listening sessions" on racial equity attended by HCPF leadership.
- Hired an EDI Consultant Firm, Maktub Limitless, LLC, who is helping us build out our footprint to embed and sustain EDI within HCPF's infrastructure, culture and daily practices.
- Launched the first-of-its-kind Health Equity Plan to address health disparities. Focusing on vaccinations, maternity and perinatal health, behavioral health and prevention, we will work with our Regional Accountable Entities (RAEs), Managed Care Organizations (MCOs) and Child Health Plan *Plus* (CHP+) partners to advance health equity for the members we serve.

COLORADO
Department of Health Care
Policy & Financing

Accessibility & Inclusive Communication:

- Ensured alignment with Accessibility for All Colorado House Bill 21-1110[4,5], which mandates that we strengthen the protections against the discrimination of any person with disabilities. We are making strides to be in full compliance by 2024, as required; an implementation workgroup composed of cross-office program managers, legal, compliance and information technology staff currently meets weekly to ensure continued progress.
- Hired an Accessibility Technology Specialist.
- Added a new HCPF-specific EDIA Core Competency for FY 2022-23.

Hiring, Retention & Employee Satisfaction:

- Completed over 100 compensation reviews as part of our retention and EDIA efforts.
- Expanded our Ambassador Program to support new hire relationship building.
- Conducted an internal career fair.

- Integrated the EDIA checklist within our new employee onboarding practices.
- Implemented an EDIA tuition reimbursement fund, which covers up to 50% of costs related to training, course work, or professional development, up to $1,500 and benefit up to 10 HCPF staff.
- Broadened our reach where we post jobs to increase the diversity of applicants.
- Standardized our new employee Onboarding/Offboarding Processes, which included New Hire Onboarding Day One Experience.
- Developed a pipeline for new hires to be paired with EDIA Ambassadors to support their first-year success.

We are incredibly proud of these accomplishments to date that have helped to lay a foundation capable of driving powerful, measurable and systemic advancements in EDIA. Our action plan below describes how we will build on this foundation to make desired improvements in key areas.

EDIA Action Plan: Year 3 Summary

Building on the important foundation we have laid for advancing EDIA within HCPF, for FY 2023-24, HCPF plans to prioritize the following seven EDIA goals. To support these goals, we plan to explore and improve data collection and reporting mechanisms as well employ a number of evidence-based strategies, summarized in the below table.

---

[4] HB21-1110

[5] SB23-244

EDIA Goals and Strategies		Current %*	Target / Goal
1	Increase **total workforce racial and ethnic diversity** from 33% to 35% by June 30, 2024 **Strategies:** ● Focus on retention strategies to retain staff of color ● Address the wage disparity by increasing pay for staff of color who make less than $50k to $50k or above by conducting individual equity analyses ● Explore a new policy that specific classifications have a pay plan upon hiring ● Use skills-based hiring practices ● Improve talent acquisition sourcing for recruitment and hiring by investing in and utilizing the Findem Talent Acquisition Tool to prioritize diversity and strengthen recruitment efforts, or another similar tool ● Provide resources for ongoing recruitment and hiring practices ● Increase HCPF presence at community job fairs, job posting boards, and talent sourcing ● Conduct regular reports via HR Dashboard and Findem Tool to identify hiring trends ● Recruit veterans and work with Veterans Affairs/CDLE ● Leverage EDIA Hiring and Recruitment Practices Subcommittee for recommendations and strategies for inclusive outcomes ● Measure workforce diversity stratified by race and ethnicity compared to the Denver metro area demographics, with the goal to match its diversity	33%	35%
2	Increase **racial and ethnic diversity in supervisor roles** from 21% to 23% by June 30, 2024 **Strategies:** ● Enhance succession planning for internal promotions ● Host internal job fairs ● Promote shadowing and mentorship opportunities ● Generate regular reports to analyze demographic data	21%	23%
3	Increase **racial and ethnic diversity in leadership roles** from 18% to 20% by June 30, 2024 (ELT/SET)	18%	20%

COLORADO
Department of Health Care
Policy & Financing

EDIA Goals and Strategies	Current %*	Target / Goal
Strategies: ● Identify, mentor and support emerging leaders ● Promote SET engagement and focus on achieving this goal		
4 Launch and support 3 new **Affinity Groups** (Employee Resource Groups) by June 30, 2024 **Strategies:** ● Promote affinity groups at all staff, EDIA quarterly meetings, and SharePoint website to raise staff awareness and support and encourage staff to get involved ● Ensure each affinity group is sponsored by a HCPF executive leader ● Continue to identify opportunities for additional affinity groups and support launching and maintaining them	4	7
5 Maintain **staff engagement and support** in EDIA efforts, as measured by increasing the *Understanding EDIA Cultural Climate and Workforce Survey* response rate **Strategies:** ● Host events for staff on a variety of topics to continuously support EDIA ● Provide training and learning opportunities for staff on EDIA ● Identify leaders in the community to facilitate lunch and learns and webinars for staff ● Conduct staff surveys for the additional 200+ new staff that were onboarded in the last 2 years	94.7%	90.0%
6 Launch and support at least 5 **Office-Level EDIA Action Plans** by June 30, 2024 **Strategies:** ● Work with Office Directors and Direct Reports to identify actionable activities that drive internal and external EDIA-related efforts ● Once identified, set specific measurable targets and track progress ● Run no less than 5 Equity Lab workshop and innovations of HCPF's 10 Offices (at least one project or initiative per the 5 selected office) to sustain EDIA lens for decision-making	5	10

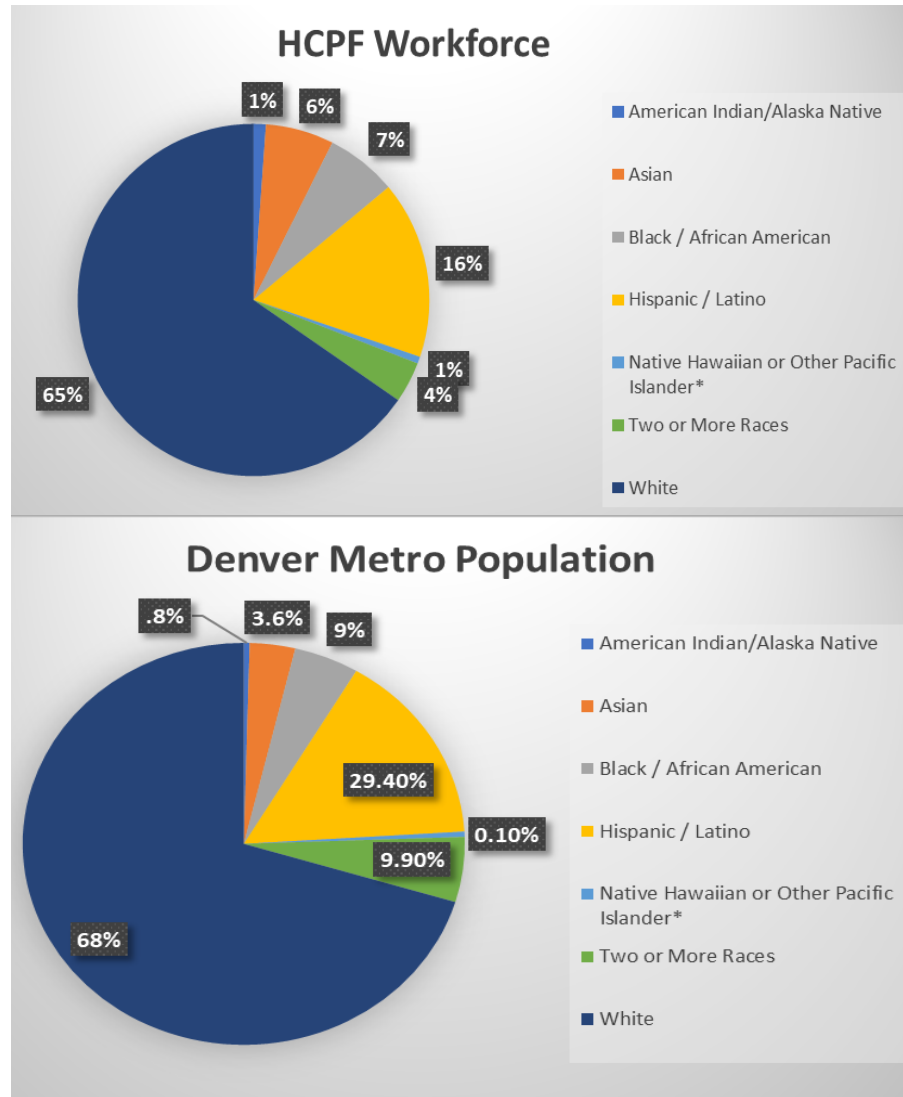| EDIA Goals and Strategies	Current %*	Target / Goal
7 Increase HCPF's **Accessibility Maturity Level** from "Launch" stage to "Integrate" and eventually "Optimize" stages ([source](#)) by June 30, 2024 **Strategies:** ● Perform bi-annual website maintenance including updating and promoting templates and style guides ● Ensure accessibility language is added into boilerplate contract language (ADA compliance), with particular focus and compliance with contracts with digital accessibility deliverables and soliciting vendor aid ● Establish remediation and prioritization operating procedures to prepare for digital accessibility compliance by 2024, and establish protocols and plans for ongoing compliance beyond 2024 ● Continue to implement the Accessibility Program and HB21-1110 Workgroup ● Prepare websites and applications for compliance with Web Content Accessibility Guidelines (WCAG 2.1) by 2024	30%	50%

Appendix

Workforce Demographics

HCPF is committed to increasing [values-based identities](#)[6] and diversity of our workforce. We have made this a key priority for our HR Director and EDI Officer to develop innovative strategies and best practices to ensure we overcome historical racial, ethnic and other biases and inequities to encourage a diverse workforce and management. We are working hard to create a work environment that gives equal access to career development and promotional opportunities. Tracking of succession planning, mentoring emerging leaders, and monitoring movement from total workforce, supervisor and leadership positions remain priority areas.

---

[6] Values-based identities as defined by Maktub Limitless, LLC (HCPF EDI Consultants) as personal beliefs, morals, culture, attitudes, values, principles and religious beliefs

COLORADO
Department of Health Care
Policy & Financing

Our workforce compared to the Denver metro area demographics is below. As you can see, our workforce largely reflects Denver metro area demographics. There are opportunities to increase representation within our workforce of people who identify as Black / African American, Hispanic / Latino, two or more races:

HCPF Workforce

- American Indian/Alaska Native
- Asian
- Black / African American
- Hispanic / Latino
- Native Hawaiian or Other Pacific Islander*
- Two or More Races
- White

1% 6% 7% 16% 1% 4% 65%

Denver Metro Population

- American Indian/Alaska Native
- Asian
- Black / African American
- Hispanic / Latino
- Native Hawaiian or Other Pacific Islander*
- Two or More Races
- White

.8% 3.6% 9% 29.40% 0.10% 9.90% 68%

COLORADO
Department of Health Care
Policy & Financing

Denver Data, based on July 1, 2022, Population demographic estimates via Census.gov

As of April 1, 2023, our current race/ethnicity, gender, age, veterans and disability demographics are as follows per our Human Resources Data Warehouse (HRDW), which includes a total of 797 FTE:

Race Diversity Overview of Total Workforce Profile FY 2022-23

Race Category	Total Workforce	Supervisor / Manager	Executive Leadership Team (ELT) Level Classification or Higher
American Indian/Alaska Native	1.1% (9)	1.1% (2)	0% (0)
Asian	6.3% (50)	3.7% (7)	2.3% (1)
Black / African American	6.5% (52)	6.8% (13)	6.8% (3)
Hispanic / Latino	16.3% (130)	6.8% (13)	6.8% (3)
Native Hawaiian or Other Pacific Islander*	0.6% (5)	1.1% (2)	0% (0)
Two or More Races	3.7% (30)	1.1% (2)	2.3% (1)
White	65.3% (521)	79.4% (149)	81.8% (36)

Gender Diversity Overview of Total Workforce Profile FY 2022

Gender Category	Total Workforce	Supervisor / Manager	Executive Leadership Team (ELT) Level Classification or Higher
Male	27.9%	34% (64)	43% (19)

COLORADO
Department of Health Care
Policy & Financing

Female	71.6%	66% (124)	57% (25)
X	.05%	0%	0%

Age Diversity Overview of Total Workforce Profile FY 2022

Age Category	Total Workforce	Supervisor / Manager	Executive Leadership Team (ELT) Level Classification or Higher
> 25	1.8%	0% (0)	0% (0)
25-34	24.5%	10.7% (21)	0% (0)
35-44	35.2%	44.9% (88)	43.2% (19)
45-49	13.7%	17.3% (34)	15.9% (7)
50+	24.8%	27% (53)	40.9% (18)

Veterans in Total Workforce Profile FY 2022

Category	Percentage	Supervisor / Manager	Executive Leadership Team (ELT) Level Classification or Higher
Veterans at HCPF	0.25% (2)	0% (0)	0.2% (1)

HCPF will continue to review employee profiles and surveys to collect updated data, specific to veteran status, and will revise total percentage, supervisor/manager and ELT classification or higher on a regular basis.

COLORADO
Department of Health Care
Policy & Financing

Disability Status in Total Workforce Profile FY 2022

Category	Percentage	Supervisor / Manager	Executive Leadership Team (ELT) Level Classification or Higher
Disability Status	TBD*	TBD*	TBD*

Note: HCPF is working on stratifying internal data sources to pull this and will report in FY 2023. 21.4% of respondents that took the optional 2023 HCPF Workforce and Cultural Climate survey self-identified as a person with a disability (this includes neurodivergent, physical, mental/cognitive disability) information

**Note: Increasing representation from American Indian/Alaska Native, Asian, Black/African American, Hispanic/Latino, Native Hawaiian or Other Pacific Islander, people with disabilities, LGBTQIA2S+ and veterans is a long-term commitment, and requires aggressive and robust recruitment sourcing tools, up-to-date data, marketing and retention efforts.

Learning and Development

Progress	Training/Curriculum Summary	Audience	Attendance Goal	Provider	Report Freq.	Implementation Year (in state fiscal years SFY)				
						'22	'23	'24	'25	'26
Year 1 Completed	Required plain language for staff, contractors and partners that are responsible for any level of member communications and clearing communications in the formal eClearance process. Plain language meets people where they are, is intended to improve health care access and outcomes, and is tailored for all readers but especially low literacy readers,	Staff who create, edit or oversee member communication	As needed	HCPF	Annual	X				

COLORADO
Department of Health Care
Policy & Financing

Progress	Training/Curriculum Summary	Audience	Attendance Goal	Provider	Report Freq.	Implementation Year (in state fiscal years SFY)				
						'22	'23	'24	'25	'26
	who are often dyslexic and/or experience socioeconomic health disparities									
Year 1 Completed	Inclusive Hiring. Participants will gain strategies and skills to build job descriptions and conduct behavior-based interviews that will promote and enable an inclusive workforce.	Hiring Managers, HR staff	100%	HCPF	Annual	X				
Year 2 Completed	Implicit bias. Increase awareness of implicit bias and strategies for counteracting implicit bias to improve work, relationships and the organization.	All Staff	100%	HCPF	Annual	X				
Year 2 Completed Year 3 In Progress	EDIA Coaching Session Series. Reinforcing key concepts, terminology, and practical application of EDIA principles for leaders outlined in EDIA for Supervisors Modules 1-4; exploring new ways of approaching workplace situations/ scenarios; cross agency information sharing and lifting lessons learned from peers championing EDIA across HCPF	Managers	100%	HCPF	Annual	X	X	X	X	X

COLORADO
Department of Health Care
Policy & Financing

Progress	Training/Curriculum Summary	Audience	Attendance Goal	Provider	Report Freq.	Implementation Year (in state fiscal years SFY)				
						'22	'23	'24	'25	'26
Year 2 Completed Year 3 In Progress	Health Equity Presentations	All Staff	100%	EDI Officer, Sr. Health Equity Specialist	Annual	X	X	X	X	X
Year 2 Completed	Voices for Racial Justice. Connecting through community and historical injustices towards reconciliation	EDIA Core Committee	100%	Voices for Racial Justice	One-time	X				
Year 2 Completed	Provide introduction to HB 21-1110[7] presentation to all staff for knowledge and ways to ensure members and staff receive accessible services	All Staff	100%	HCPF	Annual	X				
Year 3 In Progress	EDIA Lunch 'n' Learns. The internal EDIA Committee hosts monthly lunch and learn sessions to introduce staff to concepts such as health equity, disability justice, accessibility and BIPOC awareness months to embed understanding and acceptance.	All Staff	100%	HCPF/Guest Speakers	Monthly	X	X	X	X	X
Year 3 Completed	Develop Psychological Safety Curriculum	All Staff	Optional	Maktub Limitless, LLC	Annual			x		

---

[7] Intro to Accessibility

Progress	Training/Curriculum Summary	Audience	Attendance Goal	Provider	Report Freq.	Implementation Year (in state fiscal years SFY)				
						'22	'23	'24	'25	'26
Year 3 In Progress	Continue to offer Mindfulness Training (Cognitive Behavioral Therapy) to staff	All Staff	50 staff cohort	Maktub Limitless, LLC	Annual		X			
Year 3 In Progress	Tier I and II pathway opportunities to incorporate EDIA principles into daily practice and functions of work identify gaps and recommendations for future efforts	All Staff	Optional	Linkedin Learning	Annual		X			
Year 3 Completed	Advancing Health Care Equity for People with Disabilities	All Staff	Optional	EDIA Committee	Annual		X			

Equity Framework and Decision-Making Tool

The following section highlights the equity framework and decision-making process HCPF utilizes for all program, policy and initiatives.

Brainstorm The 5 I's of Equity, Diversity, Inclusion & Accessibility	
What is the...	**Description/Details**
Innovation	Introduce new ideas and methods for target populations to close health disparity gaps
Intent	Our goals, purpose and aims are clear and in good faith

COLORADO
Department of Health Care
Policy & Financing

Interaction	Engage members and partners (key stakeholders) from the beginning
Impact	Discuss intended and unintended consequences
Implementation	Create a plan that is inclusive, accessible and transparent for all members

Apply Equity Lens Questions			
Questions 1-5		**Questions 6-10**	
1	How are people from different underserved groups affected by this issue?	6	How can those most adversely affected by the issue be actively involved in solving it?
2	What does the data tell us? What is missing from the data?	7	How will the proposed policy, practice or decision be perceived by each group?
3	If this policy is adopted, who is burdened most and who benefits most?	8	A) If funding is involved, how do we ensure equitable distribution of resources across geographic areas? B) How do we ensure that the funding needed to resolve the issue is prioritized against mandates from the feds, regulation, audits, etc.?
4	If this policy is adopted, what are the health inequities, barriers or negative outcomes involved in the problem being examined?	9	Historically, how has our use of data impacted disenfranchised communities we seek to serve? How does this decision address this?
5	How can we ensure that this policy results in inclusive, equitable and accessible solutions?	10	What must we do differently to center equity?

Questions adapted from Annie E. Casey Racial Equity Toolkit

Office-Level Activities

The following section highlights office-level initiatives related to equity, diversity, inclusion and accessibility efforts. Offices will be encouraged to develop operational EDIA action plans by June 30, 2025. Focus areas include, but are not limited to:

- Leadership
- Member Experience and Community Engagement

COLORADO
Department of Health Care
Policy & Financing

- Policy and Program (Includes procurement and budgeting)
- Accessibility & Inclusive Communication
- Hiring, Retention & Employee Satisfaction

Office	Description	EDIA Category
Executive Director's Office	- HCPF-wide leadership, setting EDIA is a priority - Implementing 5 Year EDIA Action Plan - People & Culture Work to support employee satisfaction - Human Resources Hiring, Recruitment and Retention - Alignment with Executive Order 22 015 Skills-based hiring by June 30, 2024 - Supporting Learning and Development opportunities for all staff - Facilities and building operations in compliance with ADA	Leadership Membership ExperiencePolicy & Program Hiring, Retention & Employee Satisfaction
Office of Community Living	- ADA Accessibility Oversight 63 American Rescue Plan Act Projects ran through equity lens - Public Awareness Campaign - Direct Care Workforce Equity Lab Pilot (Home-based and Community Services ARPA Program) - People with Disabilities Equity Study - EDIA Review of Case Managers eLearning modules - EDIA Skill Development with Staff	Membership Experience Leadership Policy & Program Accessibility & Inclusive Communication
Cost Control & Quality Improvement Office	- Implementing Health Equity Plan with a focus on immunizations (e.g., COVID-19), maternity and perinatal care, behavioral health and prevention 1st and 2nd Annual Maternity Reporting - Data, quality, research, and clinical services aligned with equity lens best practices - CCQI Staff Highlights for new and existing staff to build inclusivity and team culture	Membership Experience Hiring, Retention & Employee Satisfaction

COLORADO
Department of Health Care
Policy & Financing

Finance Office	- Alignment with OSPB Budget requests with equity lens - SOP Modernization and Accessibility - Inclusive Design Division Presentation - Completed Foundations of EDI Modules - Supporting licensures for hiring sourcing of diverse candidates - CFO meets with all 158 staff via 1:1 sessions, and implement ways to implement ideas - Monthly office hours and team building activities to build office culture and team building (virtual brown bag lunches)	Policy & Program Accessibility & Inclusive Communication Leadership
Health Information Office	- HB21-1110 Accessibility for All governance workgroup for people with disabilities - Expanding job postings to recruit diverse candidates (and explore skills-based hiring concepts) - EDI For Managers Training - Writing business requirements, running tests, and ensuring equity is applied across programming - Working with procurement to include EDIA language in contracts - Working with Procurement to develop language for ranking scorecards for vendor submissions with EDIA language - Change Management Process (ADKAR) to be more inclusive - New HR liaison assisting with EDIA and hiring (where jobs are posted, verbiage used, education) - Business Analyst and Project Manager System Change Requirements training with an EDIA lens	Leadership Membership Experience Accessibility & Inclusive Communication
Health Policy Office	- Applying equity lens for Medicaid program for potential improvements - Prioritizing policy change to improve maternal health equity	Leadership Policy & Program

COLORADO
Department of Health Care
Policy & Financing

	• Gender-Affirming Care Policy Update • CHP Leadership EDIA Activities and incorporation of health equity report in CHP+ MCO reports • Hosting EDIA-related conversations within team meetings	
Medicaid and CHP+ Behavioral Health Initiatives and Coverage (BHIC) Office	• Created office value statement as a process for inclusivity • Completed accessibility standards overview • BHIC Community Day at Denver Metro Caring • Working to improve across systems for underserved populations including individuals that are unhoused and involved in the criminal justice system • Reducing reliance on law enforcement for crisis response	Leadership Accessibility & Inclusive Communication Policy & Program
Medicaid Operations Office (MOO)	∉ Skills-based hiring practices ∉ Succession planning and staff development ∉ Specific career path and development plans ∉ 'Blind' Interview process ∉ Skill Assessments feed individualized learning plans ∉ Public Health Emergency Unwind ∉ Incorporated member testing (including accessibility) into mobile app System Development Life Cycle (SDLC) ∉ Reviewing and member-testing letters for plain language in coordination with PCA and Program Areas ∉ Standardizing and updating eligibility letterhead and branding ∉ SOP for Member Communications and Translation ∉ SOP for Member Engagement & Incentives ∉ Hiring native Spanish bilingual speakers ∉ Recruiting Community Based Organizations (CBOs) and Ambassadors who are native Spanish- and Vietnamese-speaking bilingual community leaders to engage Health First Colorado members in their communities to improve	Membership Experience Leadership

	member communications, services and programs ∉ Sending text, email and push messages to members whose renewals are due or a health care coverage decision was made.	
Pharmacy Office	● Implemented EDIA principles into hiring and our design of interview questions. ● Modified recruitment techniques for the P&T Committee and DUR Board pharmacist and physician members with the goal of fostering diversity among the pool of applicants. ● Gender-Affirming care policy review ● ADA accessibility review of systems	Hiring, Retention & Employee Satisfaction Policy & Program
Policy & Communications Office (PCA)	● Communication branding, plain language training and translation services in collaboration with MOO ● Develop language access criteria and standards ● Monthly PCA Coffee to build community ● Continuous Coverage Unwind	Leadership Membership Experience Accessibility & Inclusive Communication

EDIA Core Committee, Subcommittees and Affinity Group Activities

The following section highlights specific activities and events hosted and facilitated by staff across HCPF. These groups help to advance EDIA efforts, and include members of the EDIA Core Committee, Subcommittees: EDI Education Focus, Health Inequities, HR Hiring and Recruitment Practices, and Special Events & Recognition. Affinity Groups are formally recognized colleague resource groups designed to cultivate an inclusive environment where team members from distinctive backgrounds, who live diverse lifestyles and possess unique abilities, converge their insight and cultural experiences. As of April 1, 2023, we have launched the Age/Ageism, Black/African American, LGBTQIA2S+ (Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, Asexual, Two-Spirit) and People with Disabilities and Mental Illness Affinity Groups.

● Quarterly EDIA All Staff Meetings that averages 250+ attendees
● Quarterly EDIA Champions
● Monthly Lunch & Learns
● Advancing Health Equity for People with Disabilities Webinar

COLORADO
Department of Health Care
Policy & Financing

- Colorado Voices: Colorado Indian Boarding Schools Documentary and Panel Discussion
- Sand Creek Massacre Documentary and Panel Discussion
- Joint Juneteenth Celebration and Event with Department of Safety and Transportation
- Americans with Disabilities Act (ADA) 30th Anniversary Virtual Event
- LGTBQIA2S+ CSEAP and Critical Incidents event
- LGBTQIA2S+ and Out Boulder Colorado Training
- LGBTQIA2S+ Health Outcomes Training with One Colorado
- Pride Month planning and educational opportunities
- Middle Eastern and North African (MENA) Heritage Month
- Black Maternal Health Week
- Toxic: A Black Woman's Story Film Documentary
- Holocaust Remembrance Day
- Women's History Month events and recognition
- Black History Month events and recognition
- Puerto Rican Bomba Workshop
- Sponsored staff to attend the Latinas LEAD Power Summit
- Interview and discussion with Local leaders (Rep Leslie Herod, Cleo Parker Robinson and Carlotta Walls LaNier)
- History of five points and Redlining in Denver
- Rising Antisemitism in Our Community with Scott Levin
- Asians in Colorado Lunch and Learn with Dr. William Wei
- Art, Health and Healing Poetry Set with Colorado Poet Laureate, Bobby LeFebre
- EDIA Book Club

Budgetary Impacts

The following section highlights budgetary impacts of the HCPF EDIA plan including actual, requested, or projected impacts. Please include any EDO allocations of budget or personal services to support EDI. This document provides OSPB's EDI lens for budget requests.

COLORADO
Department of Health Care
Policy & Financing

Allocation	Description	Status
Health Disparities and Equity, Diversity & Inclusion Officer (1.0 FTE)	Responsibilities involve crafting the strategic priorities and milestones to improve health equity and reduce disparities in care across the populations served by HCPF through HCPF programs, through agile partnership, recommendations and guidance across counties, local governments, members, medical assistance sites, care providers, vendor partners and consumer advocates.	Funded
Senior Health Equity Specialist (1.0 FTE)	This staff member will be responsible for supporting health equity work in the Cost Control & Quality Improvement (CCQI) offices work to measure, analyze, and recommend program initiatives to reduce health inequity in Health First Colorado members. This staff will also support the execution of the HCPF Health Equity Plan as well as performance evaluation, and EDI efforts.	Funded
Technology Accessibility Specialist (1.0 FTE)	This staff member would provide the specialized experience required to ensure that HCPF websites and content are in compliance with state and federal regulations, guidelines, and standards that ensure access to individuals with disabilities.	Funded
EDIA Line Item	EDO Operating Budget Allocation - Annual fiscal line item budget for EDIA-related trainings, events and operations	Funded
EDIA Tuition Reimbursement Fund	Colorado Health Foundation One-Time Grant	Funded
Ambassadors Program	Colorado Health Foundation One-Time Grant	Funded
EDIA Consultant	FY 2021-25	Funded

Allocation	Description	Status
HCPF Hiring and Recruitment Strategies	EDO Operating Budget Allocation – Line item budget to support diversifying recruitment and hiring strategies and marketing for job postings across the state	Funded

Additional Resources

- Executive Order

- Universal Policy

- DHR EDI Resource Page

- Office of Health Equity

- Honoring All Languages to Advance Equity

- HCPF Health Equity

- Colorado Equity Alliance & tools

- Government Alliance on Race and Equity (GARE) (HCPF has been a member since 2021)

- Accessibility Law for Colorado State and Local Government (OIT resource for all state agencies)

- Guide to Accessible Services (OIT accessibility resource)

- State of Colorado Accessibility Statement

- Section 504 of the Rehabilitation Act of 1973 Title II of the Americans with Disabilities Act