

Equity, Diversity, Inclusion and Accessibility (EDIA) Report 2023-2024



COLORADO

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

Department of Health Care
Policy & Financing

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. 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, we welcome and request ongoing feedback from colleagues and the community, and will provide frequent reporting 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.

Year 3 Executive Summary (2023 - 2024)

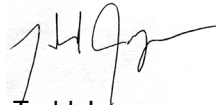
HCPF's commitment to equity in the workplace is central to cultivating an inclusive environment that creates an opportunity for all HCPF employees to rise and thrive while advancing HCPF's ability to improve health equity for the people we cover through HCPF safety net coverage programs. Since the signing of Governor Jared Polis' [Executive Order D 20 175](#), HCPF has initiated several policies that prioritize equity, diversity, inclusion and accessibility (EDIA) at all levels, fostering a sense of belonging, value, acceptance, and respect among employees. This annual report will highlight 5 of 7 milestones completed, and other updates from our [5 Year EDIA Action plan](#), with the following accomplishments to promote and accelerate EDIA efforts from 2023-2024:

- 10 offices have a total of **39** Department Goals and WIGs related to EDIA for the 2024-2025 fiscal year.
- Onboarded an **inaugural intern** to support our Health Disparities and EDIA Program.
- **41** new hires have been paired with an EDIA Champion for their first year onboarding experience since February 2023.
- To date, our program has completed over **175+** document reviews, trainings, workshops and activities since 2020.
- Support for emerging leaders by launching a **mentorship program**, which went live February 2024.
- In follow-up to HCPF's success in closing wage disparities for people making under \$40k, and then \$50k, HCPF is now working to **close wage disparities** with focus on employees making less than \$60k annually, intended to address disparities for employees of color.
- **30** staff completed Restorative Practice and Liberatory Design training with Circle Corps.
- **85** staff have attended the ARPA EDIA training so far, facilitated by StandUp.
- **99** staff completed Mindfulness 101 and 201 Training facilitated by Maktub Limitless.
- HCPF's current Accessibility Checklist from OIT: **66% Integration**.
- **30** staff have been identified to form HCPF's Culture Team, to develop a culture playbook and drive meaningful change.

Thank you to our incredible staff for all you do and joining our collective commitment to equity, diversity, inclusion and accessibility.

Seeking equity together,


Kim Bimestefer
Executive Director


Todd Jorgensen
Chief of Staff


Alicia Smith
HR Director


Aaron Green
Equity, Diversity & Inclusion (EDI) Officer

Overview of HCPF Projects and Initiatives

Executive Leadership Listening Sessions

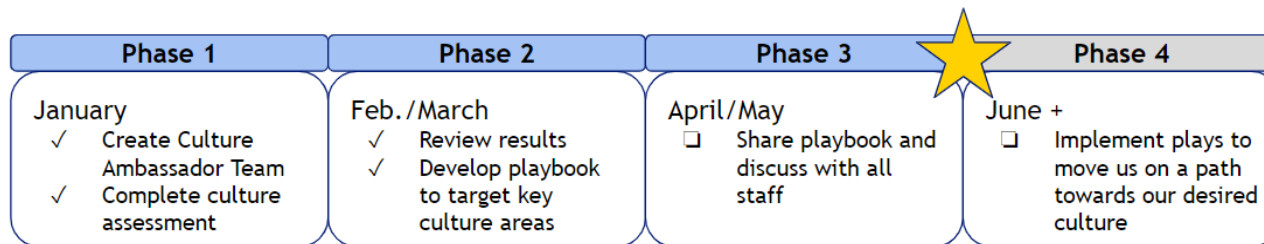
As our department continues to accelerate equity, diversity, inclusion and accessibility, executive leadership plays a vital role in championing our efforts. Therefore, we hosted two listening and discovery sessions specifically with ELT in February and March 2024. These sessions were facilitated by our EDIA Consultants, Maktub Limitless, and feedback will be generated in a leadership action plan to further set goals and expectations that encompasses opportunities to deepen learning, partnership and growth.

Wage Disparity

Led by Human Resources, HCPF has gone from 119 full time employees making less than \$60k in May, to 59 as of February 2024. We impacted these numbers by implementing developmental pay plans and conducting equity reviews, which resulted in a notable decrease in wage disparity for HCPF employees of color. This resulted in an overall decrease from 38 employees of color to 26 employees of color under \$60k.

Culture Project

HCPF is nurturing a workplace culture of belonging where staff can comfortably present themselves as a HCPF employee at work as their true and authentic self. Creating a positive, safe, welcoming culture is vital to HCPF's success in achieving strategies, goals, and projects. We are working with Propel, a contractor who specializes in culture work, to create a playbook of priorities that will support us in achieving our culture goals. 67% of staff completed the initial Culture Assessment and a team of 30 employees, representing a diverse cross-section of HCPF, analyzed assessment results to identify key processes, systems, and behaviors to either reinforce or shift as we move closer to our ideal culture. We expect to begin implementing culture projects by June 2024. We then plan to establish a baseline in certain culture measures, and measure year-to-year progress through mechanisms such as an annual departmental engagement survey. HCPF will also plan to leverage DPA's statewide employee engagement survey to inform next steps.



Mentorship Program

In collaboration with Learning & Development, we are in the initial planning stages of launching our pilot program this spring and plan to formally launch later this summer. We have obtained individuals interested in being mentors and mentees for our pilot program. HCPF has procured the Qooper mentorship software to facilitate the organization and management of the mentorship program, including assisting in matching mentors and mentees, scheduling sessions, and tracking progress.

Findem Talent Sourcing Tool & Strategy

The following section highlights specific updates from the Findem Talent Sourcing Tool from August 2023 - April 1, 2024:

The Department set and achieved the following recruitment goal: Increase workforce diversity from 33% to 35% by June 20, 2024. By leveraging recruitment tool best practices such as attribute-based diversity sourcing, recruitment, and marketing, we will create a robust, aggressive, culturally-responsive and proactive recruitment lever, to support the prioritization of diverse candidates in HCPF’s talent acquisition pipeline. One lead strategy was to identify and procure the [Findem, Talent Sourcing Accelerator](#) as a vendor. Through this tool, the Human Resources Talent Acquisition team was able to identify 135 diverse people across Colorado. Next steps include continuing to align with Executive Order D 2022 015¹ for Skills-based hiring to increase and expand workforce diversity, seek feedback from newly formed Affinity Groups, and ongoing use of DPA and HCPF demographic dashboards.

¹ <https://drive.google.com/file/d/1sQLdihrVs9LaAfsxHW-xxITY8EKvNvCg/view>

Accessibility

The following section highlights pertaining to accessibility and compliance with HB21-1110. The project team has collaborated with the Learning & Development Team to assign the OIT Digital Accessibility Fundamentals training to HCPF staff to ensure staff have adequate knowledge of accessibility fundamentals. In January 2024, the team connected with the Contract Management Community of Practice to request that contract managers at HCPF begin collecting conformance reports, often called Voluntary Product Accessibility Templates (VPATs), from their vendors and to review the existing contract language for specifically outlined accessibility requirements. Additionally, the team has developed tools and resources for staff to learn how to successfully integrate accessibility features into their digital assets. The team is currently working with executive leadership on a plan to identify and organize the totality of our digital assets which require an accessibility review and possible remediation. Crucial positions of the Digital Accessibility Unit are still being filled as of February 2024, such as the Accessibility Compliance Officer and Accessibility Program Manager, and we expect these roles to execute necessary compliance activities for HCPF for the foreseeable future.

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 July 2022, we have launched 6 employee affinity groups: the Age/Ageism, Black/African American, Caregivers and Parents, LGBTQIA2S+ (Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, Asexual, Two-Spirit), People with Disabilities and Mental Illness, and Women Focus Affinity Groups. Emerging groups include Hispanic/Latinx and Asian American Pacific Islander.

The following events and activities have taken place since April 1, 2023:

- Asians in Colorado Lunch and Learn with Dr. William Wei
- Art, Health and Healing Poetry Set with Colorado Poet Laureate, Bobby LeFebre
- Host booth at Hispanic Sazon Food Festival
- EDIA Book Club hosted an event honoring the ADA by screening the Netflix Documentary Crip Camp

- AgeWise Colorado Lunch and Learn, hosted by Age/Ageism Affinity Group
- All Staff Disability Survey, created by People with Disabilities and Mental Illness Affinity Group
- Restorative Practices and Liberatory Design 5-part series with Circle Corps
- Stamped from the Beginning - Black History Month event hosted by Black Affinity Group
- The Power of Black Women Summit, booth hosted by Black Affinity Group
- African American Health Expo by Center for African American Health, Booth hosted by Black Affinity Group
- Retirement, SSA, Medicare and PERA - What You Need to Know, Hosted by Age/Ageism Affinity Group
- The Power of Black Women Summit, booth hosted by Black Affinity Group
- Introduction to Documentation Accessibility Lunch and Learn, facilitated by MSF&W
- Women Focus Affinity Group hosted the documentary screening of 9to5, in celebration of Women's History Month

New: EDIA Community of Practice, starting July 2024

Our goal is to continue to maximize the energy, passion, and action of the work our 4 subcommittees have done since July 2020, and ensure we continue to galvanize the extraordinary achievements into the fabric of our daily operations across HCPF. Therefore, Maktub Limitless, HCPF's EDIA consultants have been tasked with helping to facilitate listening sessions with staff during April, May and June to build the Community of Practice charter. This new space will meet bimonthly (every 2 months for 1 hour), and is open to all HCPF staff.

EDIA Tuition Reimbursement Fund Activities

The following section highlights specific activities and events funded by the EDIA Tuition Reimbursement Grant, made possible by the Colorado Health Foundation.

- Inclusive Leadership Certification
- Amache: The Principled Politician (Book)
- Latino Community Foundation Educational Event
- IAP2's Fundamentals of Public Participation Training
- Certified Professional in Healthcare Quality Exam
- EDIA Book Club
- Denver Pride Festival Booth
- Juneteenth Music Festival Booth

- Dragon Boat Festival Booth
- Summer events t-shirts and swag for community activities
- Black Affinity Group Official Function Catered Lunch
- Latina's Lead Power Summit
- Martin Luther King, Jr. Bill Pickett National Western Rodeo Event
- TOXIC: Black Maternal Health (Case Western Reserve University) Movie Screening
- Latino Leadership Institute Fellowship

Next Steps

To review additional progress, priorities and milestones, we invite you to visit [Appendix A: Year 4 Priorities](#) and [Appendix B: Key Measures and Milestones \(Historical\)](#). For questions related to this report, contact Aaron Green, EDI Officer at Aaron.Green@state.co.us. To learn more about EDIA at HCPF, please visit our [website](#).

Appendix A: EDIA Action Plan: Year 4 Priorities

For SFY 2024-25, HCPF plans to continue to prioritize the following key performance measures and focus areas:

Key Measures & Milestones for SFY 24-25		
<ol style="list-style-type: none"> 1) Increase leadership diversity from 18% to 21% by June 30, 2025. 2) Increase leadership position recruitment pool candidate diversity by 10%, as measured by gender, race/ethnicity, disability, and veteran status, by June 30, 2025 <p>*Leadership, as defined as a member of Executive Leadership Team or Senior Executive Team</p>	<ol style="list-style-type: none"> 1) Maintain workforce diversity at or above 35% by June 30, 2025 2) Increase recruitment pool candidate diversity by 10%, as measured by race/ethnicity, gender, disability and veteran status by June 30, 2025. 3) Continue to implement skills based hiring practices by June 30, 2025 4) Leverage recommendations from Culture Team and Culture Playbook by June 30, 2025 	<ol style="list-style-type: none"> 1) Maintain and support a minimum of 6 Affinity Groups (Employee Resource Groups) by June 30, 2025 2) Increase staff engagement and support in EDIA efforts from 94.7% to 95% through implementing EDIA initiatives and strategies by June 30, 2025. 3) Continue to actively support employee retention by promoting a culture of hiring from within (e.g. increasing internal promotions across the department) by June 30, 2025 4) Comply with HB21-1110 by July 1, 2024 - Prepare HCPF websites and applications for compliance with WCAG 2.2 AA guidelines beyond 2025

Key Focus Areas for SFY 24-25

<p>Diversify Leadership</p> <ul style="list-style-type: none"> ● Launch employee mentoring program ● Obtain Executive Sponsorship for Affinity Groups ● Create network of EDIA Champions across HCPF ● Obtain Executive Sponsorship for HCPF-wide accessibility training and implementation 	<p>Member Experience and Community Engagement</p> <ul style="list-style-type: none"> ● Continue community conversations, town halls, and forums with diverse communities ● Establish new connections and partnerships with community leaders, organizations ● Actively participate on the Statewide Interagency Engagement & Outreach Group <ul style="list-style-type: none"> ○ Annual reminder that HCPF gives 18 admin hours for volunteering opportunities
<p>Policy and Programs (includes procurement and budgeting)</p> <ul style="list-style-type: none"> ● Apply EDIA lens across all programs ● Offer Equity Labs for innovation and opportunity ● Ensure EDIA and health equity are a key part of and fully integrated into the annual department goal-setting process ● EDIA Team to support, consult, train and review policy and programs ● Include EDIA Core Competencies into end-of-year performance evaluations (effective 2022/2023) 	<p>Learning and Development</p> <ul style="list-style-type: none"> ● Complete EDIA 101 for All Staff (Mandatory training) ● Launch EDIA for Leaders 102 Module (1 hour) ● Encourage staff to complete the 7 EDIA for Employees LinkedIn Learning Modules ● Recruit a diverse set of staff to participate in the Medicaid Academy ● Increase accountability for staff through self-assessment (utilizing the Harvard School of Education DEIB Self-Assessment - optional)
<p>Accessibility & Communications</p> <ul style="list-style-type: none"> ● HB21-1110 Governance Workgroup/Subcommittees to reach compliance by 2024 and establish protocols for ongoing compliance beyond 2024. 	<p>Hiring, Retention & Employee Satisfaction</p> <ul style="list-style-type: none"> ● Align with Executive Order D 2022 015² for Skills-based hiring to increase and expand workforce diversity ● Support the development of newly formed Affinity Groups

² <https://drive.google.com/file/d/1sQLdihrVs9LaAfsxHW-xxITY8EKvNvCg/view>

- Continue to develop and implement Accessibility Program Charter and RACI Template (Responsible, Accountable, Consulted and Informed)
- Leverage communications branding that includes language justice, plain language, facilitating inclusive meetings, and creating accessible meeting materials.

- Work closely with 3rd party vendor to develop HCPF culture and values playbook by June 30, 2024
- Identify additional workstreams from EDIA Cultural Climate and Workforce Survey
- Increase recruitment efforts for diverse candidate pools
- Explore EDIA Fellows Program to include Culture/Values




Appendix B: Key Measures and Milestones (Historical)


As an accountability measure, the Department has established 7 key process and performance measures as part of our 5 year EDIA action plan. These measures and milestones will be used to, track and monitor, and roll over for SFY24-25. Targets will help identify current state, and outcomes, to achieve by next fiscal year, or roll over into the next year. Line #3: Increase total workforce diversity values will roll over into supervisory (#1) and leadership (#2) priorities starting FY24. Targets and milestones will roll over year over year, and once completed, will establish new baselines as appropriate.



Overall Tactic/Strategy: In order to achieve key measures and milestones, the Department will leverage the following:

- Skills-based hiring practices
- Identify, mentor and support emerging leaders
- Affinity groups (colleague resource groups)
- Improve talent acquisition sourcing for recruitment and hiring
- Explore and improve data collection and reporting mechanisms

With particular focus on values-based identities, the above mechanisms will help bolster those efforts by **up to 2% in each category** by June 30, 2026 (measures #1, #2, and #3). This plan will better support all of our staff and build ladders of opportunities to create a workplace where everyone belongs. The Department will continue to support hiring and retention of special populations, and adjust measures and milestones once we are able to collect more robust data.

Legend: Complete  In Process  Pending 

Measure / Milestone (As of 4/23/2024)		Current %	Target / Goal
1	<p>Increase total workforce racial and ethnic diversity from 33% to 35% by June 30, 2024 </p> <p>Strategies:</p> <ul style="list-style-type: none"> • 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 • Partner with DPA’s Statewide Equity Office on HCPF specific demographic dashboard data 	35.6%	35%

2	<p>Increase racial and ethnic diversity in supervisor roles from 21% to 23% by June 30, 2025 </p> <p>Strategies:</p> <ul style="list-style-type: none"> • Enhance succession planning for internal promotions • Host internal job fairs • Promote shadowing and mentorship opportunities • Generate regular reports to analyze demographic data 	25.4%	23%
3	<p>Increase racial and ethnic diversity in leadership roles from 18% to 20% by June 30, 2025 (ELT/SET) </p> <p>Strategies:</p> <ul style="list-style-type: none"> • Identify, mentor and support emerging leaders • Promote SET engagement and focus on achieving this goal 	19%	20%
4	<p>Launch and support 3 new Affinity Groups (Employee Resource Groups) by June 30, 2025 </p> <p>Strategies:</p> <ul style="list-style-type: none"> • 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 	6	6

5	<p>Increase staff engagement and support in EDIA efforts, as measured by increasing the Understanding EDIA Cultural Climate and Workforce Survey response rate 🚀</p> <p>Strategies:</p> <ul style="list-style-type: none"> • 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%	95%
6	<p>Launch and support at least 5 Office-Level EDIA Action Plans by June 30, 2024 ✅</p> <p>Strategies:</p> <ul style="list-style-type: none"> • 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 	10	5
7	<p>Increase HCPF’s Accessibility Maturity Level from “Launch” stage to “Integrate” by June 30, 2024 (Current Stage as of 4/1/24: Integrate) ✅</p> <p>Strategies:</p> <ul style="list-style-type: none"> • 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 	66%	50%

	<ul style="list-style-type: none">• Establish steps to eventually enter “Optimize” stages (source) after June 30, 2024• Prepare websites and applications for compliance with Web Content Accessibility Guidelines (WCAG 2.2) by 2024 and establish protocols and plans for ongoing compliance beyond 2024		
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