



# DBE Workshop & Golden Shovel Awards

February 13, 2019 | Kelly Noel- System Vice President Facilities

**AdvocateAuroraHealth™**



Advocate Health Care



Aurora Health Care®

# Supplier Diversity: Facilities and Construction

- It is a journey
- Improvements in economic health of community
- Alignment



# Our Purpose

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We help people live well.

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# Our Values

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## **Excellence**

We are a top performing health system in all that we do and continually find new and better ways to improve.

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## **Compassion**

We unselfishly care for others.

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## **Respect**

We treat people in a way that values their unique needs and preferences.

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# Why Supplier Diversity

- Changing Demographics
- U.S. Census Bureau estimates ethnic “minorities” comprise:
  - 39% of all Americans are an ethnic “minority”
  - 28% of all of Milwaukee County
  - 19% of all Wisconsin
  - Over 50% of Wisconsin population are women

# Taking Action



**Top 10**  
NOT-FOR-PROFIT  
HEALTH SYSTEM



**3,300+**  
EMPLOYED  
PHYSICIANS



**4,800+**  
ALIGNED PHYSICIAN  
PARTNERS



**27**  
HOSPITALS



**500**  
OUTPATIENT  
LOCATIONS



**70,000**  
EMPLOYEES



**2.7M**  
UNIQUE  
PATIENTS



**Nearly \$2B**  
COMMUNITY  
BENEFITS IN 2016\*

# How will we do better?

- The Way Forward

- Organizational metric for success
- Focus on developing & working with suppliers
- Raise the bar
- Workforce diversity and inclusion
- Strong partnership

- Our Board and Executive Leadership Team are aligned

- Right thing to do...Right for our business...Right for the communities we serve

# 2019 Report Card

## 2019 ADVOCATE AURORA HEALTH REPORT CARD

**OUR PURPOSE**

We help people live well.

**OUR VALUES**

EXCELLENCE. COMPASSION. RESPECT.

Strategy	Measure	Target	Result
Safety & Health Outcomes	Safety & Health Outcomes Score	100	
Consumer Experience	Patient Experience Score	100	
Operating Performance	Operating Margin	3.5%	
Growth	Total Revenue Growth (%)	4.6%*	
Culture & Enabling Capabilities	Team Member Engagement Score	100	
	Diversity & Inclusion Score	100	



# Measurement Approach

Measures: Definitions	Target Setting Methodology
<p><u>Racially diverse slates</u>: all open positions for supervisor and above roles have at least one person of color included on slate for hiring manager interview</p>	<p>Increased POC diverse slates at supervisor and above level to help close representation gap of POC compared to relevant labor market</p> <p>Min: 58% slates (23% improvement)            Target: 62% slates (31% improvement)            Max: 66% slates (40% improvement)</p>
<p>Team member retention: non management turnover reduction for team members of color</p>	<p>Increase diversity of management pipeline by retaining team members of color</p> <p>Min: 16.32% (reverse trend/no increase in turnover %)            Target: 15.82% (.5 percentage point reduction in turnover)            Max: 15.32% (1 percentage point reduction in turnover)</p>
<p>Patient experience: Care Transitions item from HCAHPS results for African American Patients</p>	<p>Closing the gap in perceptions of Care Transitions of African American patients relative to all patients</p> <p>Minimum = 43.9% top box (0.5% percentage point improvement)            Target = 45.1% top box (1.7% percentage point improvement)            Maximum = 46.3% top box (2.9% percentage point improvement)</p>
<p>Supplier Diversity: percent of overall spend in minority/women owned businesses</p>	<p>Improvement in diverse supplier spending annually for 3 years to reach 7.5% spend by 2021 (10% as stretch/maximum target by 2021)</p> <p>Min: 4% overall spend            Target: 5% overall spend            Max: 6% overall spend</p>



# Go-Forward Plans in Facilities & Construction

- Our System Plans for Supplier Diversity
  - Revise goals across Wisconsin and Illinois
    - Historically 15% in Wisconsin
  - Higher targets: We will manage this by county and target
    - Updated goals:
      - 2019-20%
      - 2020: 22.5%
      - 2021: 25%

# Go-Forward Plans in Facilities & Construction

- Requests for our Suppliers/Contractors
  - We will request quarterly workforce diversity updates
  - Innovative ideas for diverse supplier inclusion will be looked at favorably
  - We want true inclusion relationships, not “pass through” relationships
  - Growth of D&I is important to our future



**“The best way to predict  
the future is to create it”**