

Spectrum Health Inclusion Resource Group Guiding Principles

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About Inclusion Resource Groups at Spectrum Health

Inclusion Resource Groups (IRGs) are employee-led and are formed around common demographics, characteristics or shared interests. IRGs can also be called employee resource groups, business resource groups, employee diversity councils or employee affinity networks. IRGs are successful when they leverage the strength of their diversity to help the organization grow.

IRGs can have a powerful impact on our organization by:

- Attracting new business
- Playing a key role in supporting business initiatives
- Acting as a sound board for strategic inclusion initiatives
- Assisting with identifying areas of opportunities specific to the needs of a diverse community, both internally and externally
- Providing insight to multicultural marketing, while enhancing the health system reputation in the community
- Aiding in the professional development and growth of employees
- Serving as a means to foster an inclusive organizational culture

Alignment

IRGs are purposefully aligned with Spectrum Health’s vision, mission and key strategies. IRGs are supported and guided by the Inclusion & Diversity (I&D) team, and each group is connected to an executive champion. The I&D team and executive champion continually assess, support and reinforce organizational alignment.

IRGs are most effective when they focus on culture, commerce, career and community. This IRG model is based on the 4C Model established by Dr. Robert Rodriguez’s (shown here).



By focusing on **culture**, the IRG fosters a more inclusive work environment at Spectrum Health.

Examples of culture goals:

- Offer employees social networking opportunities
- Hold cultural education and awareness events
- Partner with other IRGs to co-host events
- Support human resources with recruitment efforts

By focusing on **commerce**, the IRG advances Spectrum Health's business objectives.

Examples of commerce goals:

- Connect with business units and departments to educate them on the IRG's purpose, goals and membership
- Provide strategic recommendations to increase market share within a customer segment
- Help improve the customer experience
- Participate in consumer focus groups
- Provide input into product/service development, testing and marketing
- Participate in marketing or business expos

By focusing on **career**, the IRG provides professional development opportunities for members.

Examples of career goals:

- Provide mentoring opportunities for members
- Offer events focused on development, business strategy and career networking
- Build external partnerships with leadership networks
- Hold professional development sessions
- Build relationships with senior executives

By focusing on **community**, the IRG strengthens Spectrum Health's brand reputation

Examples of community goals:

- Support volunteer efforts in the community (i.e. MLK Day, Veterans Day, Cinco De Mayo, PRIDE)
- Partner with the marketing or community relations teams for community initiatives
- Collaborate with external IRGs to further our reach into the community and build connections
- Join boards of community organizations (i.e. West Michigan Chamber of Commerce, Hispanic Chamber of Commerce, Industry Associations)

Structure

IRGs are jointly guided by a representative from the I&D team and an executive inclusion champion.

The I&D team is the primary point-of-contact for guidance and approvals for the IRG leaders. Approvals for budgets, events, communication pieces, requests for guidance/input, etc. are to be directed to the I&D team.

The executive inclusion champion is available to provide input and guidance on group initiatives and its strategic plan, and to help champion the group's initiatives throughout the organization. Specific details of the relationship between an individual IRG and their executive champion – frequency of meeting, preferred method of communication, etc. – is the result of an agreement between the IRG leaders and the champion.

Membership

All employees (hourly and salaried) are eligible to participate in any IRG. Managers may use discretion when allowing time away from work to attend IRG meetings or events. It is strongly encouraged that members be allowed to participate in IRG-related programs without using their paid-time-off.

Leadership

Each IRG is required to have the following roles:

- Chair: leads the overall group. Vice chair or co-chair can be considered.
- Budget lead: maintains the budget, records expenses and request payments
- Communications lead: organizes and develops communications for the group
- Metrics lead: ensures alignment of events and initiatives within the 4C's Model to the mission and key strategies of Spectrum Health

Other roles to be considered:

- Administrator: records and distributes meeting minutes; prepares correspondence
- Community lead: organizes and coordinates community events and activities
- Culture lead: manages attraction, retention and tracking of members
- Career lead: organizes and coordinates educational and development events, seminars, etc.
- Commerce lead: organizes and coordinates initiatives related to driving business results

Leadership terms

The term for chair (and vice chair or co-chair if applicable) is two years. These roles are to have a staggered conclusion in order to avoid a gap in leadership. This approach helps to maintain direction and aids the incoming chair. An outgoing chair can take on the role of chair-emeritus (advisor) for a one-year term in order to assist with the transition of the new leadership team member.

All other positions and committee assignments can be a one to two-year term, as decided by the IRG.

Leadership selection process

All employees of Spectrum Health are eligible to participate in any IRG and serve in a leadership role.

Measurement and accountability

IRGs are expected to continually monitor the effectiveness and alignment of their goals and initiatives. To do this effectively:

- IRGs will maintain a strategic plan outlining their work. The plan will include quantitative and qualitative metrics that will be reviewed by the executive champion and I&D team.
- IRG leadership will report out progress toward its strategic plans bi-annually (January and July) at the IRG Operational Review session coordinated by the I&D team. The audience of these reviews will include leaders from throughout the system, including executive inclusion champions, business line champions and immediate managers/supervisors of IRG leaders.

Inclusion Resource Group “Dos and Don’ts”

Inclusion Resource Groups DO	Inclusion Resource Groups DO NOT
<ul style="list-style-type: none"> ▪ Promote education, professional development and career planning ▪ Provide training and development programs that build forums for cross-organization collaboration and innovation ▪ Promote cross-cultural dialogue on issues related to inclusion ▪ Help members address work/life balance ▪ Support business opportunities ▪ Bring voice to issues of systemic concerns and may brainstorm solutions ▪ Serve as a resource to leadership and the I&D team ▪ Strengthen community connections ▪ Provide different perspectives ▪ Create connections between employees to make measurable contributions towards creating/sustaining a cultural of inclusion ▪ Partner with the I&D team to create action plans that reflect and support the purpose and strategic fit with Spectrum Health ▪ Commit resources to achieving tangible results aligned with strategic plans ▪ Deliver value by leveraging relationships with community and professional organizations ▪ Adhere to Spectrum Health’s Equal Employment Opportunity policy ▪ Adhere to Spectrum Health’s Values ▪ Adhere to Spectrum Health’s Code of Excellence 	<ul style="list-style-type: none"> ▪ Negotiate with management ▪ Advocate for individuals ▪ Operate outside organizational context ▪ Exclude employees from IRG ▪ Become spokespeople for official policies ▪ Make political endorsements or become involved in political activities on behalf of Spectrum Health ▪ Create insiders and outsiders ▪ Make decisions independent of appropriate organizational approval.

Starting an Inclusion Resource Group

Questions to consider if you would like to establish an IRG:

- *How will this IRG help drive the business of Spectrum Health?*
- *How will this IRG increase employee productivity?*
- *What is needed for this IRG to help employees feel engaged?*
- *How can this IRG help the organization understand the needs of your particular affinity group?*

Checklist to establish an IRG:

Draft an IRG Charter (sample included, see page 8) that includes: <ul style="list-style-type: none"> ▪ Needs statement ▪ Purpose statement ▪ Strategic fit ▪ Benefits of the IRG ▪ Name ▪ Structure 	<input type="checkbox"/>
Submit IRG Charter to Inclusion and Diversity team*	<input type="checkbox"/>

*All IRGs must complete a charter and receive approval of the executive inclusion champion team before implementing programs and qualifying for funding. Upon approval, an executive inclusion champion and/or business inclusion champion will be assigned.

Post approval, checklist to establish IRGs first year priorities:

Draft a strategic plan (sample included, see page 9)	<input type="checkbox"/>
Create a communication plan (sample included, see page 10)	<input type="checkbox"/>
Develop and submit a proposed budget plan (sample included, see page 11)* to I&D team	<input type="checkbox"/>

*Funding is at the discretion of Spectrum Health, with approval from the I&D team. Budgets will be reviewed on an annual basis and may be adjusted at any time. Tracking of all expenses is required by the IRG.

Sample charter template

Needs statement

Provide a brief paragraph summarizing the need of the IRG within Spectrum Health.

Example: Given the reality of the rapidly growing Hispanic/Latino population in the Spectrum Health service area, this group will serve as a connection between Spectrum Health and the many Hispanic/Latino communities; acting as an educational resource to current employees and strategically positioning Spectrum Health as the premier health care organization among Hispanics/Latinos in the communities.

Purpose statement

Provide a brief statement outlining the IRG's purpose and how the purpose aligns with the mission of Spectrum Health.

Example: To provide tools, services and education that foster growth and development to current employees enable all Spectrum teams to fulfill the mission of improving the health and visibility of the diverse Hispanic/Latino communities we serve.

Strategic fit statement

Provide a brief statement outlining the IRG's strategic fit and how the IRG aligns with the vision of Spectrum Health.

Example: To provide tools and services that better position Spectrum Health to be the national leader in providing culturally competent health care to the diverse Hispanic/Latino communities.

Benefits of the IRG

Provide at least two benefits of the IRG to Spectrum Health and members of the IRG.

Example:

- *To serve as a cultural bridge for Spectrum Health to engage the Hispanic/Latino communities. This group will position the organization to improve patient satisfaction, provide culturally competent care and become the provider of choice among Hispanic/Latinos in the Spectrum Health service area.*
- *The Hispanic/Latino Resource Group provides its members opportunities for career growth, increased engagement and collaboration as well as opportunities to assist Spectrum Health in providing innovative and nontraditional solutions.*

Proposed group name

List the IRG's Name

Structure and membership

Refer to Leadership section (page 5) for suggestions on developing the IRG structure and membership.

Sample strategic plan

A strategic plan is required to outline the purpose of the group in the form of a mission statement. It should also include agreed upon goals and action steps to achieve the goals.

Mission statement

Goal 1

Goal 2

Goal 3

Action Steps	Complete By	Budget	Individual or Team Responsible	Notes

Sample communications plan

Overview

Basic history/purpose of the project and communications need, may include:

- What is to be accomplished? Why is this change/project occurring?
Who is the governing/planning team?
- What historical information exists for consideration?

Objectives

Communications/project goals

What do we want to achieve with our audiences?

Audience(s)

Primary

- Who is directly affected by the project/change?

Secondary

- Who needs to be aware of the project/change but will not be directly affected?

Timeline

What are the key milestones/deadlines?

What needs to be communicated when?

Are there project phases?

Communications Approach

The overall communications strategy for evaluating and reaching identified audiences.

Without getting into tactics, looking broadly at when/how communications will occur based on timeline.

What other system/project considerations need to be evaluated with respect to this project/change?

What are we asking audiences to do? Is there a call to action?

Are the communications: Informational, transactional, educational or promotional?

What other system partners need to be included?

Challenges/Open Issues

What are the “unknowns” and/or expected/perceived resistance from audience?

Contingencies/risks?

Metrics/Feedback

What mechanisms need to be implemented to encourage feedback from audiences and encourage active listening? How will we know what we’ve reached our audiences?

Key Messages

Broad themes, big ideas, key talking points developed to ensure messages are used appropriate and consistently in communications.

What do we want audiences to know/do/feel?

Promotes reinforcement of concept/understanding, engagement/alignment with change/project.

Tactical Plan

Activity/Tactic	Audience	Date	Responsibility

Sample expense planning/tracking log

Budget Amount \$ _____

Timeline: ____/____/____ to ____/____/____

Date	Amount	Description	Culture, Community, Commerce, or Career