

Diversity, Equity & Inclusion ... Cinnaire's Journey

July 2019

Transforming Communities. Transforming Lives.



The WHY of Cinnaire

We have an unwavering belief that all people deserve the opportunities provided by living in healthy communities.

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Our Most Valuable Resource

In the work we do, in the communities we serve, Cinnaire has a keen awareness of the need for respect, inclusion, diversity, equity, and fairness. It's front and center in our WHY.

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Eyes Wide Open

Our eyes are wide open to our internal commitment to these values as well. Our people are our most valuable resource. We believe our workforce should reflect the communities we serve.

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Celebration of Our Differences

We embrace diversity and strive to create an environment where differences are celebrated, and all voices are heard. We could list all the differences and similarities that we embrace and protect, but it would be a very long list. To put it simply...

The Heart of Cinnaire...

No matter who or what we are because of birth, choice, or experience; no matter how we identify or what our affinities may be, we are accepted, accommodated, and validated by each other and by Cinnaire as an organization.

To say that we are stronger because of our differences is not an idle platitude. It is an inextricable part of our culture and we work hard to make sure we live up to it.

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Our Journey – Year 1 (2016)

- Recognition that our workforce did not reflect the communities we serve.
- President & CEO, along with Cinnaire's executive team, declared our commitment to diversity and inclusion as a strategic business objective.
- Board of Directors committed to efforts.
- All Employees completed DE&I perception survey developed by external consultant.



Our Journey – Year 2 (2017)

Launched DE&I strategy:

- Developed strategic goals based on results of perception survey.
- Goals communicated to board of directors.
- President & CEO communicated strategy to staff via several short videos (*Mark's Minute*).
- Formed DE&I Committee composed of a cross-section of all staff throughout our footprint.
- As first initiative, rolled out Cultural Competence session (facilitated by V. Randolph Brown Consulting) to executive team and board, followed by DE&I Committee, then all staff.



Our Journey – Year 3 (2018)

- DE&I Committee developed and implemented action plans for four strategic goals:
 1. Enhance and sustain hiring and retention practices that support diversity and inclusion.
 2. Build effective community awareness and mutual engagement.
 3. Provide organizational programs and initiatives that support diversity and promote inclusion.
 4. Develop and maintain a comprehensive communication platform.
- DE&I Committee participated in Unconscious Bias pilot session (facilitated by VRB Consulting), in advance of rollout to all staff.



Today (2019)

- Intercultural Development Inventory (IDI) survey completed by all staff; survey results presented to executive team and management team.
- IDI survey results to be presented to rest of staff in August.
- Leadership Steering Committee formed to advance strategy, develop ongoing action steps, initiatives.



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Best Practices

- Our board and executive team are deeply committed and invested in our progress.
- To date, 100% participation in all surveys and initiatives.
- Organizational systems, policies, programs have been audited and adapted to reflect and demonstrate our commitment to diversity, equity, and inclusion.
- DE&I strategy embedded in newly developed, five-year organizational strategic plan.



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Insights

- Impatience with slow progress.
- Aligning DE&I efforts with organizational systemic change.
- Staff initial concerns about organization commitment to and priority of this important work.
- Some concern around visible and sustainable leadership commitment to accelerate and advance diversity, equity and inclusion.
- The need to constantly evolve and enhance the process.
- The importance of providing adequate resources to support the efforts.



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