

The background of the entire page is a close-up, high-speed photograph of water. It features several concentric ripples from droplets that have just hit the surface. Two prominent droplets are captured mid-fall, their forms elongated into teardrop shapes as they descend. The water's surface is a deep, vibrant blue, and the ripples create a textured, dynamic pattern across the frame.

# **2022 Insights on Diversity, Equity, Inclusion, and Belonging**

**OCHIN**



**At OCHIN, we believe that to effectively champion equity we must first embody it from within.**

That’s why in 2022 we made strides fostering a culture of belonging by introducing new organizational values—Learning, Heart, Belonging, and Impact—developed in partnership with our staff and rooted in our longstanding health equity mission. Our values inform our goals, guide our work, and connect us to the equitable future we strive to create.

Just as our OCHIN network members seek to deliver whole patient care, we seek to know, understand, and honor the wholeness of each individual OCHINite. This past year we focused on investing in the people and processes necessary to further our diversity, equity, inclusion and belonging (DEIB) goals now – and into the future.

By implementing strategies and tools that enable employees to self-report their intersectional identities, we are now better equipped to uncover areas where improvements can be made. Insights gleaned from nuanced and representative data help us better tune and diversify our hiring practices, support our employee retention, and pursue skills building to foster a workplace where belonging, diverse ideas, and authenticity are supported and valued. In a competitive and dynamic business environment, we continued to dedicate leadership roles and commit resources to integrate DEIB knowledge into all aspects of our culture and work.

I invite you to read more about our progress and future possibilities in the following 2022 DEIB Report.

**LisaMarie May, SWP, M.B.A.**

Vice President, People & Culture, OCHIN



# Honoring the whole OCHINite

## OCHIN Values: Heart

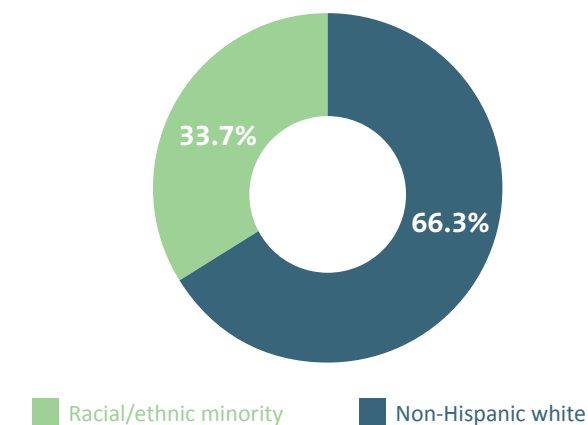
Our work calls on us to contribute with authenticity, compassion, and empathy. We speak our truth and demonstrate courage in all that we pursue. We believe that purpose, passion, and performance are intertwined, and we excel when we respect the dignity of each individual.

## Workforce representation

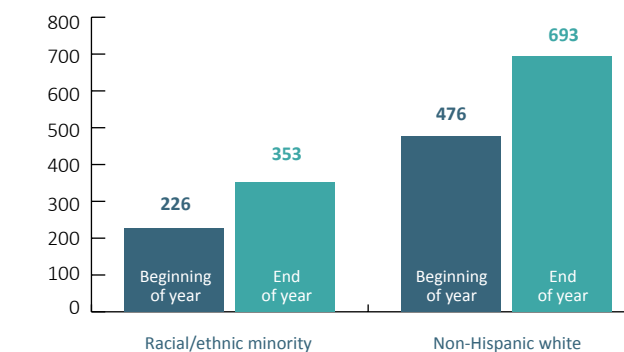
Amidst a rapidly changing and increasingly competitive employment market, OCHIN's workforce grew by 47% in 2022, from 715 to 1046 staff members, across 49 states and Washington, D.C., and five time zones.

As we grew, we increased the racial and ethnic diversity of OCHIN's workforce by 1.5%, with 33.7% of employees identifying as part of an underrepresented group. In 2022, 40% of new employees identified with an underrepresented group, as targeted efforts and partnerships broadened outreach and recruitment to ensure a diverse candidate pool. The most significant growth was seen for staff members identifying as Black / African American, who were 17.5% of all hires in 2022.

### 2022 workforce diversity



### Increasing diversity: staff growth



While this progress is notable, there also is much work to be done. For example, when we look at our staff attrition data, underrepresented staff comprised 47.4% of all departures in 2022, indicating a need for a continued focus on retention efforts, including DEIB programs, that support employee onboarding, relevant skills training, and managerial and leadership training to further nurture the employee experience.

## Our national workforce

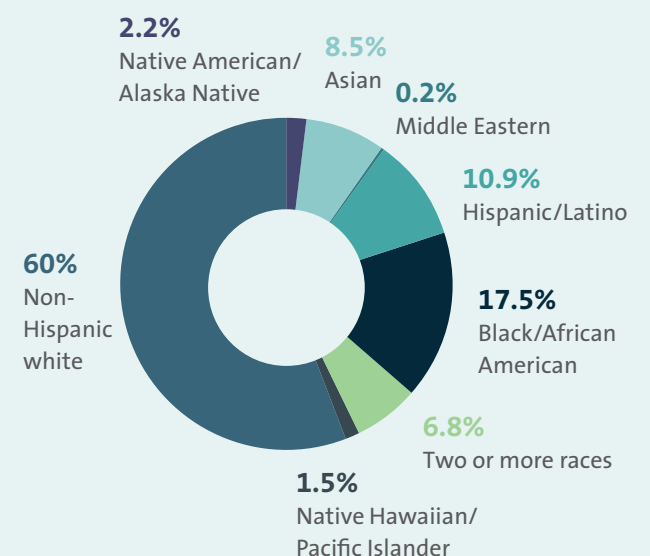
**1,046**  
staff members by  
year-end 2022

**49**  
states have OCHIN  
employees

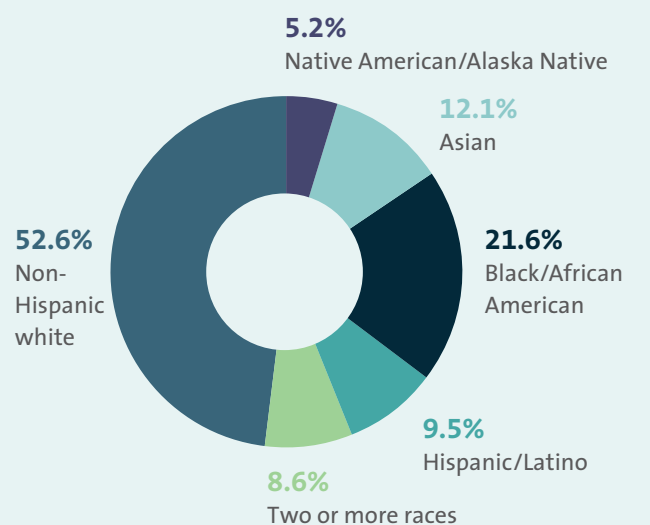
**47%**  
increase in  
the size of our  
workforce in 2022

**100%**  
remote workforce

### Representation: 2022 hires



### Representation: workforce attrition





## Growth in self-reported data

Our adoption of a more robust and integrated human resources information platform has made it easier for employees to safely and securely self-report demographic data, while delivering deeper organizational insights. Our 2022 data reveals an increase in the self-reporting of veteran and disability status. The percentage of OCHIN staff identifying as veterans rose to 2% in 2022, and people with disabilities reported status increased to 4.2% of OCHIN's workforce.

We see opportunities to make further gains in this area, encouraging more self-reporting by continuing to:

- Shape our work environment as a brave space.
- Follow best practices for requesting and protecting sensitive demographic information.
- Demonstrate the value of reporting through our new streamlined tool.

More granular data will enable our planned

initiatives to better understand sexual orientation and gender identity demographics and make enhanced insights available to our leaders.

## Internal promotions

Our data analysis on promotions and workforce mobility signals opportunity for further improvement. At OCHIN, 5.4% of underrepresented staff were promoted in 2022, compared to 8.1% of staff overall. Close examination of the data to better understand and eliminate barriers, continued enhancements to our performance coaching process, and implementing leadership performance measures tied to promotions are ways we are working to ensure equitable advancement for our employees.

## Spotlight: OCHIN internships

OCHIN's internship program invests in our next generation of talent and supports our goal of creating the world we want to live in by recruiting students from university, college, and technical programs that reflect in the communities our network members serve. The program also models approaches to build the health care workforce of the future.

Of the 74 interns on OCHIN's staff in 2022, 66% identified with underrepresented groups. Further, 13 interns—or 26.5%—were hired into full-time equivalent (FTE) roles by the end of the year, with 46.2% identifying as Asian, Black / African American, or Hispanic or Latino, and 61.5% identifying as female.

2022 internships by the numbers

**74**

interns at OCHIN during 2022

**66%**

of interns identified with underrepresented groups

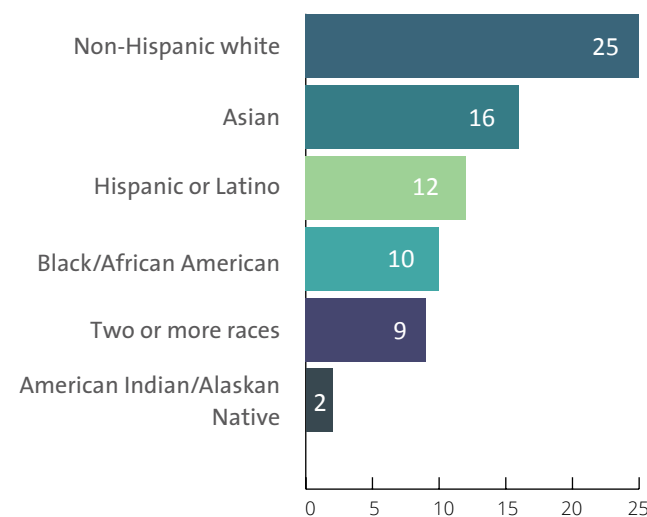
**62.2%**

of interns identified as female

**26.5%**

of interns were promoted to full-time equivalent roles

Demographics of all 2022 OCHIN interns by race/ethnicity



Out of 74 total interns, 46 identified as female and 28 identified as male.

*“As an intern, I realized I was not only expanding my professional skillset, but also connecting to a team that spearheads the movement to make health equity a reality. **OCHIN is the epitome of ‘walking the walk’** where treating OCHINites with respect and members with grace is just the beginning.”*

—Briana Salazar

EHR Operations clearinghouse enrollment coordinator, and former Population Health and Analytics master patient index intern, OCHIN



# Building a community of belonging

## *OCHIN Values: Belonging*

We welcome each person's need to feel seen, secure, supported, and understood, in our work and in our communities. We do this by building trusted relationships and by fostering a safe and inclusive environment. We appreciate one another for our diverse identities, experiences, perspectives, and contributions.

## **OCHIN's learning journey** to become a more actively inclusive and equitable organization

With DEIB at our core, we aim to create an environment that fosters a sense of belonging for all employees. We recognize that growing and enabling a more mindful and inclusive culture requires continuous improvement and learning, and our progress in 2022 points to the intentionality of these efforts:

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**Created a DEIB governance structure** to drive equity systematically across our organization.

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**Hired a DEIB Programs Director** to support strategic planning, enhance representation, and increase opportunities for advancement.

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**Developed an Equity Steering Committee** to inform OCHIN's second equity report and thread our mission, vision, and values—as well as DEIB—into strategic recommendations that build organizational transparency and accountability.

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**Support voluntary Employee Resource Groups** (ERGs), which connect underrepresented staff while fostering personal and career development.

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**Designed and implemented** weekly educational opportunities to expand cultural awareness.

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**Integrated inclusive culture training** at key professional touchpoints, for example, at onboarding and as part of leadership development.



*“I grew up believing that each generation should ‘bend the moral arc of the universe’ further toward justice (as MLK said). Thus far, the Equity Steering Committee has demonstrated the urgent commitment and serious work to bend that arc and close the gap in health care equity.”*

—**Charlise Lyles**  
Proposal manager and Equity Steering Committee member, OCHIN

*“Through our ERG we advocate for our community and engage with other ERGs in intersectional advocacy. **OCHIN's ERG program embraces the diversity that makes us powerful.**”*

—**Matthew Jones**  
Research analyst and Kehillah Employee Resource Group leader, OCHIN



# Advancing equity in all its dimensions

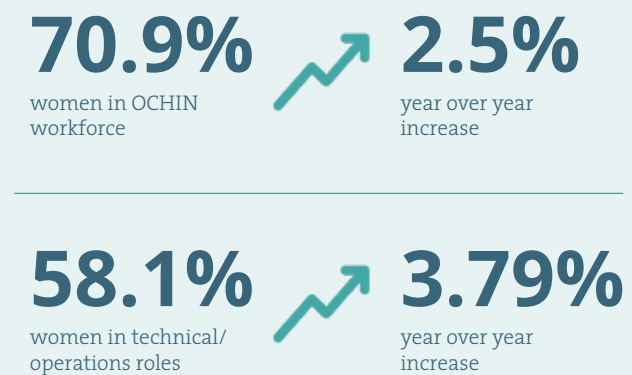
## *OCHIN Values: Learning*

We create an environment where knowledge sharing, experimentation, and continuous improvement are essential. We do this by being open and curious, seeking new ideas, and incorporating lessons learned. We create space for feedback and growth, and we share our learnings and experiences with others.

## Women in technical roles

Since our inception, OCHIN has been guided by a female CEO, and a hallmark of OCHIN's culture is the advancement of women in technical and other roles in which females are underrepresented. In 2022, women comprised 70.9% of OCHIN's workforce, an increase of 2.5% from 2021. Our majority women staff continues to be more than twice the technology industry standard. \* Of OCHIN employees identifying as female, 58.1% held technical/operations roles in 2022, up from 54.3% the previous year.

### Representation: Women at OCHIN



*"I came to OCHIN because I knew there was opportunity to move into a technical position, and I received support and guidance to make that move. I now get to leverage my entire skillset in my role."*

—Chris Raggio  
Preferred Technology Partners business analyst,  
OCHIN

\*Source: <https://www.zippia.com/advice/women-in-technology-statistics/>



Championing equal pay

In 2022, OCHIN increased gender, racial and ethnic diversity across all roles, which is foundational to advance long-lasting pay equity within the organization. Women managers\* of all races/ethnicities on average earned \$1 to \$1 men of all races/ethnicities earned in 2022. Moving forward, we will closely examine pay equity within current identities expressed by managers to uncover potential differences.

In administrative roles, women make more on average (\$1.07) than men (\$1). Moving forward, OCHIN is looking at opportunities to recruit and attract underrepresented people and men into these roles because we understand the imperative of balancing pay equity at all levels in a diverse and equitable workforce.

\*Includes supervisors, managers, and directors

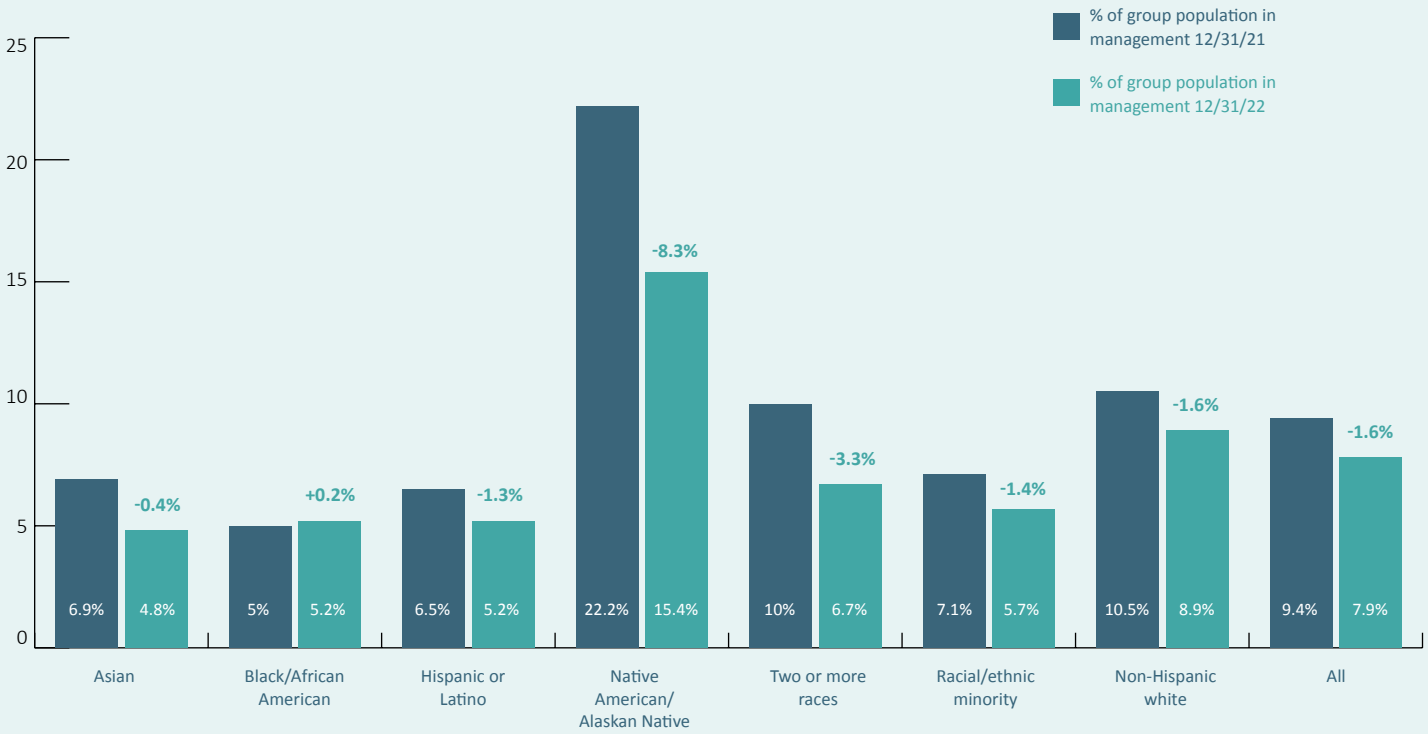
Diversity in leadership

As OCHIN evolves and grows, so does our commitment to expanding representation across our leadership roles. In 2022, women made up 69% of our managers, directors, and executives. There were 7.8% staff overall in leadership positions at the close of 2022, down from 9.4% at the beginning of the year, as we redrew workgroups to enable greater agility and collaboration across the organization. Comparable reductions were seen across demographic groups.

	First/mid-level managers			Professionals			Administrative		
	FEMALE	MALE	ALL GENDERS	FEMALE	MALE	ALL GENDERS	FEMALE	MALE	ALL GENDERS
Asian	\$1.01	\$ -	\$1.01	\$0.90	\$1.09	\$0.95	\$0.92	\$ -	\$0.92
Black/African American	\$0.95	\$1.02	\$0.97	\$0.85	\$0.93	\$0.87	\$1.06	\$ -	\$1.06
Hispanic or Latino	\$0.96	\$0.94	\$0.95	\$0.70	\$0.85	\$0.73	\$0.98	\$ -	\$0.98
Native American/Alaskan Native	\$ -	\$ -	\$ -	\$ 0.68	\$ 0.53	\$0.65	\$ -	\$ -	\$ -
Native Hawaiian or Other Pacific Islander	\$ -	\$ -	\$ -	\$ -	\$0.84	\$0.84	\$ -	\$ -	\$ -
Two or more races	\$ 1.02	\$1.20	\$1.06	\$0.82	\$0.80	\$0.81	\$0.93	\$ -	\$0.93
Non-Hispanic white	\$1.00	\$1.00	\$1.00	\$0.86	\$1.00	\$0.90	\$1.17	\$1.00	\$1.13
All races/ethnicities	\$1.00	\$1.00	\$1.00	\$0.84	\$0.98	\$0.88	\$1.07	\$1.00	\$1.06

The pay difference between white men and other groups is driven to a significant extent by highly paid, independent technical specialists who are disproportionately white men.

Representation in management



Native Hawaiian or Pacific Islander representation in management was 0% in 2022, unchanged from previous year.



*“Health equity begins at home. By furthering our DEIB goals within our organization, we begin to reflect the diversity of the communities we serve.*

***Diverse backgrounds and diverse experiences allow us to bring a broader perspective to our work and to better serve our members and the patient populations they care for.”***

—Julie Vails, MD, MBA  
Co-Chief Medical Officer, OCHIN

## Looking forward

As we move ahead, we continue to prioritize efforts that accelerate representation, create a welcoming culture, and open opportunities to ensure everyone at OCHIN thrives.

To do this we must continue to invest in areas that expand our understanding of the diversity and intersectionality of our national workforce. We must employ these deeper insights to find the most effective ways to support and retain our current talent as well as foster new skills and professional pathways to rebalance representation among OCHIN’s leadership. Further, we must continue to advance OCHIN’s health equity mission by ensuring our DEIB strategies are integral to how we act, allocate resources, and make decisions.

We look forward to building on the momentum we achieved this year to champion health equity from within.



# OCHIN

## Cover image:

The ripple effect of raindrops on water represents OCHIN's core value of Impact:

**We create positive change by inspiring and leading others. We do this through strong partnerships, thoughtful use of resources, and a clear path to the future. We pursue excellence in all that we do and are steadfast in our commitment to achieving outcomes that benefit the greater good.**



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