



2023

Insights on Equity

OCHIN



OCHIN’s annual Insights on Equity Report has transitioned from calendar year to fiscal year reporting to align with other organizational reporting activities.

To accommodate this change in reporting periods and further OCHIN’s commitment to clear, consistent, and actionable DEIB data management, all comparisons in the 2023 OCHIN Equity Report refer only to OCHIN’s 2023 fiscal year (FY23) from September 1, 2022 to August 31, 2023.

Integral to the work we at OCHIN do with our members to create a more connected, just and equitable health care system are our efforts to become a more actively inclusive, diverse, and equitable organization. In 2023, OCHIN continued our learning journey to nurture our culture of belonging as we worked to stand for health and well-being for everyone.

While a virtual work environment such as ours brings flexibility, we also recognize that fostering connection, increasing understanding, and building trust in a remote workplace require dedicated focus and deeper intentionality. To strengthen trust, we purposefully encouraged the exchange of personal stories of self among our staff. Team members learn more about each other through this mindful sharing, and expand their understanding of the rich range of identities, backgrounds, and experiences we all bring to our work together.

In addition, we continued to prioritize these critical elements of an inclusive culture through leadership training and development as well as new programs designed in partnership with our staff. At the heart of these efforts is an understanding and belief that to be an organization that champions equitable, whole-patient care, we must respect and honor the whole OCHINite.

In a challenging business environment, we also made strong progress this year towards creating greater and more equitable opportunity for today’s health IT workforce. Our efforts to open access to and deliver key HIT training programs, advance pay equity within our organization, and build on the success of our innovative internship program all contributed to OCHIN’s forward momentum.

As we move ahead, we will continue to foster diversity, equity, and inclusion in our choices, decisions, and acts of kindness. By doing so, we hope to strengthen the vitality of the health care workforce today and tomorrow.

LisaMarie May, SWP, MBA
Vice President, People & Culture, OCHIN

Empowering diverse perspectives

“From day one of my internship, **OCHIN** provided an **incredible environment for me to learn and grow**. The willingness of OCHINites to always lend a helping hand was both comforting and empowering to me.”

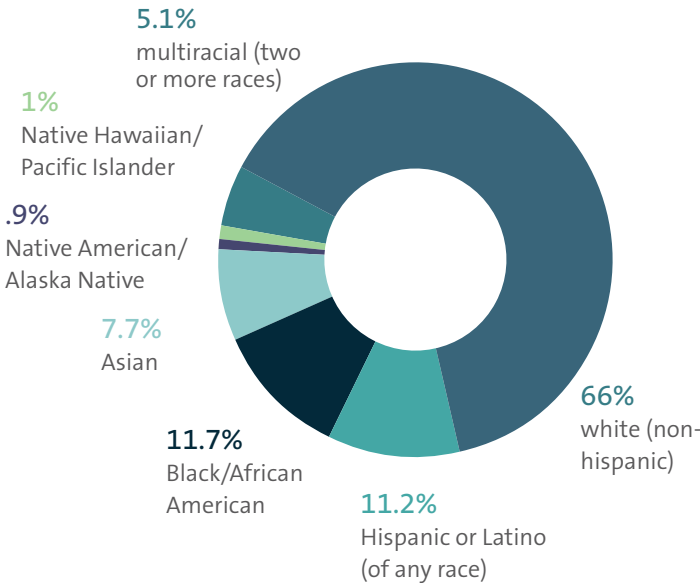
—Josh Mahr
Account Management Coordinator
and former business development intern, OCHIN

Workforce representation

Hiring at OCHIN proceeded at a measured pace throughout 2023, with a focus in key operational and technical areas to support and advance OCHIN’s entry into supporting acute care delivery. This year, we grew our workforce by nearly 9.3%, from 962 to 1,051 staff members across 49 states, Washington, D.C., and five time zones.

The racial and ethnic diversity of OCHIN’s workforce also grew, increasing by 0.6%. Overall, 34% of OCHIN employees identify as part of an underrepresented group. In fiscal year 2023, we continued to expand outreach through targeted efforts, partnerships, and collaborations to attract a diverse range of candidates, and 36.6% of new employees identified with an underrepresented group. The most significant growth was seen for staff members identifying as Black/African American, who were 18.3% of all hires in 2023.

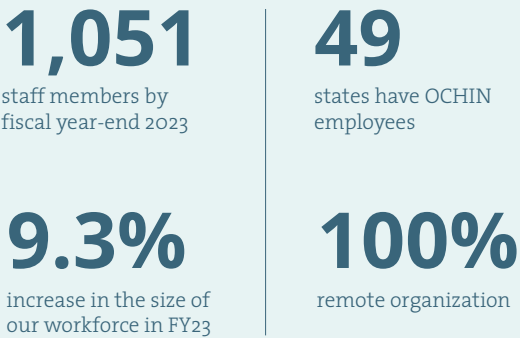
Representation: FY23 staff*



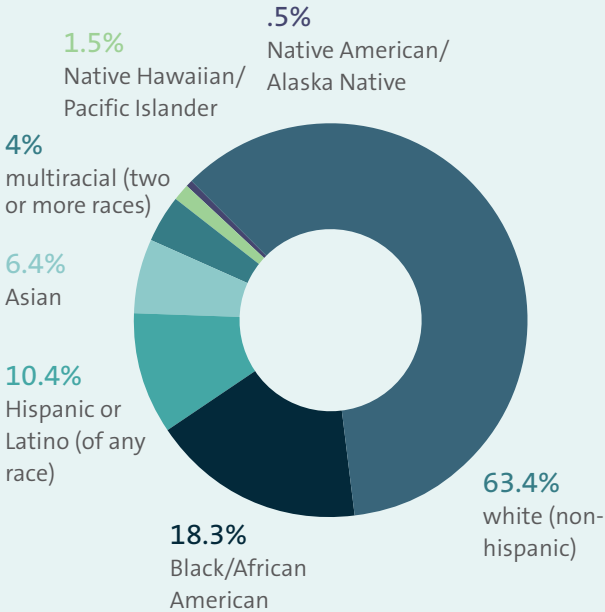
While we continue to gain ground, we see areas that require our concerted focus. For example, underrepresented staff comprised 33.6% of all departures in fiscal year 2023. This points to a need to continue threading equity into our strategies to enhance our employee experience, from onboarding to skills and leader training to professional development.

*Note: Totals may not add up to 100% due to staff identifying with more than one race/ethnicity group

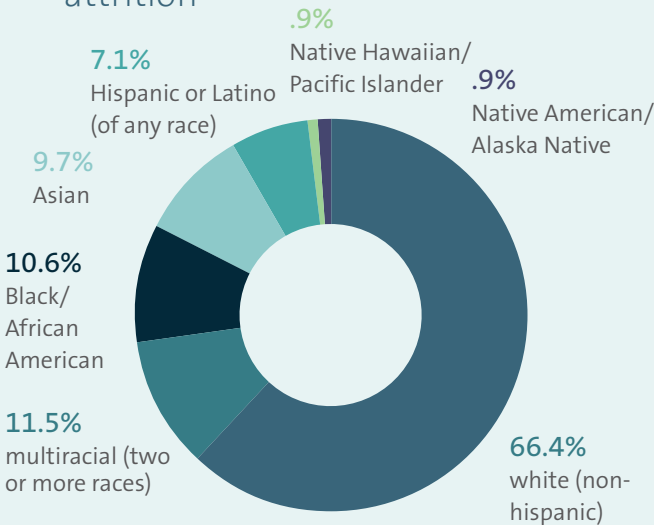
Our national workforce



Representation: FY23 hires*



Representation: Workforce attrition*





Self-reported data

The percentage of OCHIN staff identifying as veterans was 2.2% in fiscal year 2023 (an increase of 0.2% from the start of the period). Out of all self-reported veterans at OCHIN, 17.4% are managers and 2.8% are staff hired during the fiscal year.

Staff who identify as having a disability represented 3.2% of OCHIN’s workforce (an increase of 0.9% from the beginning of the period).

Nurturing talent: OCHIN’s internship program

An investment in our next generation of innovators and leaders, the internship program at OCHIN recruits students from high school, college, and technical programs that reflect our members’ communities. Our program demonstrates pathways for creating living wage job opportunities for a new and more diverse health IT workforce.

Of the 44 interns on OCHIN’s staff in fiscal year 2023, 72.7% identified with underrepresented groups. Further, 6 interns—or 13.6%—were hired into full-time equivalent (FTE) roles by the end of the year, with 33.3% identifying as Asian, Black/African American, or Hispanic or Latino, and 66.7% identifying as female.

FY23 internships by the numbers

44	72.7%	65.9%	13.6%
interns at OCHIN during FY23	of interns identified with underrepresented groups	of interns identified as female	of interns were promoted to full-time equivalent roles

Strengthening our community

*“As a co-lead of the UNIDOS Employee Resource Group (ERG), the journey has been nothing short of transformative ...
Together, we’ve built a tight-knit community that uplifts, supports, and celebrates one another.”*

—Jazmin Vazquez

Application Analyst and UNIDOS ERG leader, OCHIN

Building a system of support and belonging

At OCHIN, we want all employees to feel recognized, valued, and welcomed, honoring each person for their individuality, secure in their differences, and supported in being their true selves. We believe that to achieve these aims, we must continue to enable a more mindful and inclusive culture rooted in our values and shaped by continual improvement. In 2023, efforts to this end included:



Implementing a collaborative model among our employee resource groups that supported new ways for our workforce to deepen their collective knowledge of and connection to diverse identities and experiences.



Creating new educational opportunities to expand cultural awareness and cross-cultural communication.



Equipping leaders with equity data and insights to inform strategies for recruitment, onboarding, and retention across teams.

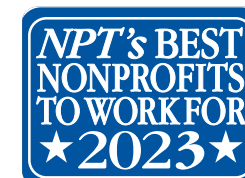


Developing and delivering performance coaching training for leaders, managers, and colleagues to enable consistent, two-way discussions that help nurture and recognize OCHIN values in daily business decisions and actions.

*“Joining ERGs at OCHIN has given me the community I have always wanted at work. The ERGs give me the space to bring **my whole self to work each day** and, as a bonus, share it with those around me.”*

—Ashley Temuri

Product Engineer and APIDA ERG leader, OCHIN



Equity

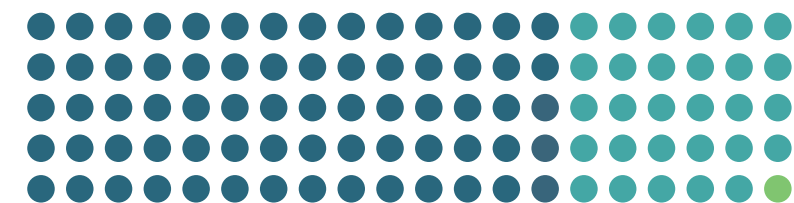
in all its dimensions

“OCHIN is focused on innovating to support a network serving one of the most diverse patient populations in the nation. We must reflect who we serve so we meet their needs. Assembling an inclusive and representative team of leaders makes us smarter and better equipped to drive our mission.”

— **Sylvia Trujillo**
Senior Director of Policy and Advocacy, OCHIN

Gender representation at OCHIN

Since our founding in 2000, OCHIN has been led by a female CEO, and providing equitable opportunities for women in technical and other roles in which females are underrepresented is a distinguishing facet of our culture. At fiscal year-end 2023, women comprised 70.3% of OCHIN’s workforce. We see additional opportunities for focus on strategies to increase representation among people who identify with a gender different than assigned at birth, currently 1% of our total staff.



70.3%
female

28.6%
male

1%
gender different than
assigned at birth



Focus on equal pay

Adjustments to OCHIN’s pay, recruitment, and retention strategies lead to advances in pay equity, as evidenced by higher overall averages for underrepresented staff in professional roles when compared to white men in similar roles. Relative to white men, women professionals earned \$0.93 on the dollar, up from \$0.84 at the beginning of fiscal year 2023.

This ratio was stable throughout the year but, to drive improvement, work needs to be done to support the career path of women and underrepresented staff looking to move into more technical and higher-paying roles within OCHIN.



Diversity in leadership

OCHIN remains committed to widening representation across our leadership roles. In fiscal year 2023, women made up 68.5% of our managers, directors, and executives. This majority outpaces the tech sector as a whole, where the share of women in leadership positions is at 28%*

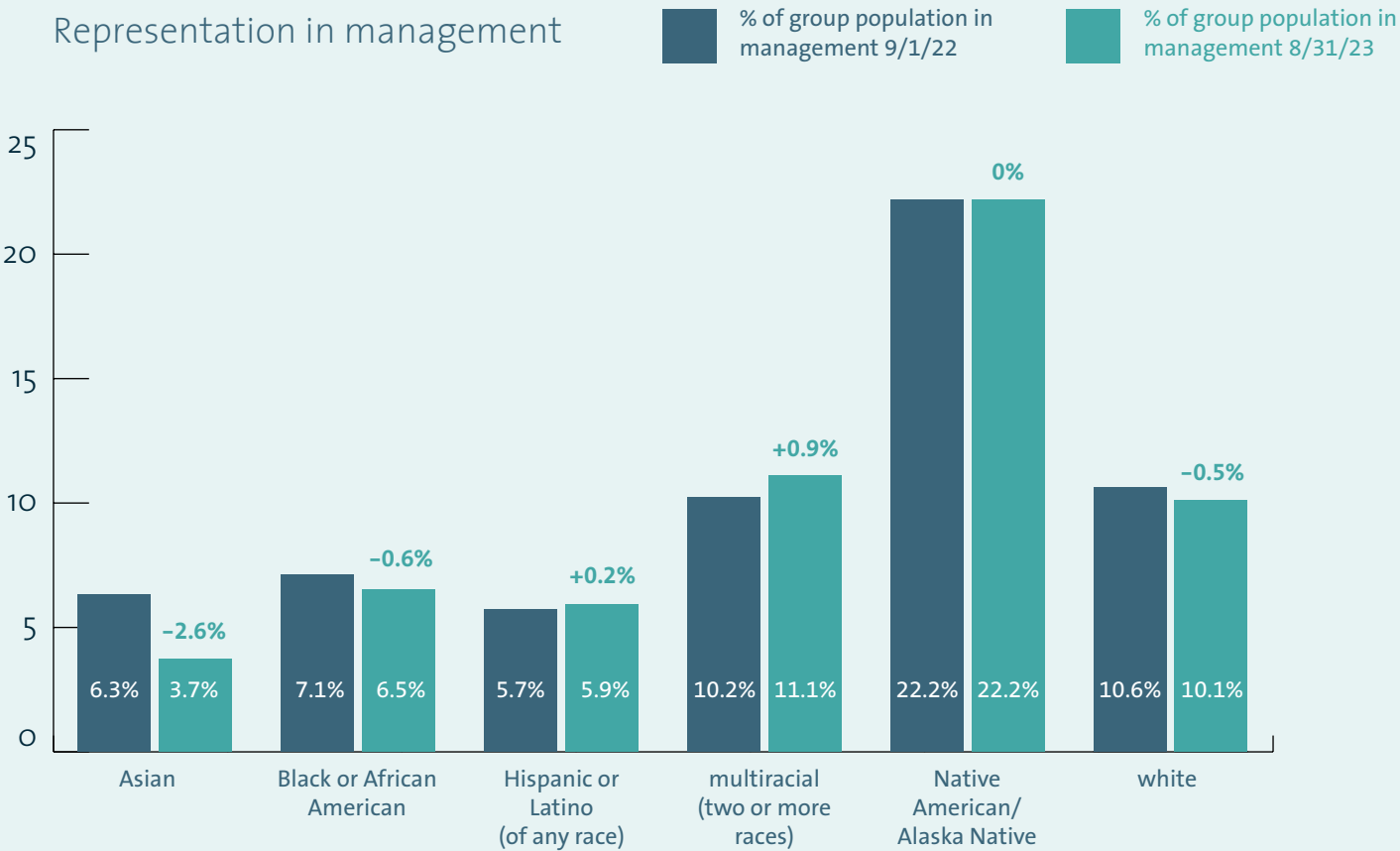
At the end of 2023, 8.8% of OCHIN staff overall held management roles, a decrease of 0.7% from the start of the period. Looking closely at the data, the change is attributed to the increase in staff in non-management positions rather than in management. However, the decrease in leaders who identify as Asian is an exception and bears further analysis.

*<https://www.ddiworld.com/global-leadership-forecast-2023>

	First/mid-level managers			Professional			Administrative		
	FEMALE	MALE	ALL GENDERS	FEMALE	MALE	ALL GENDERS	FEMALE	MALE	ALL GENDERS
Asian	\$1.08	\$ -	\$1.08	\$0.96	\$1.16	\$1.02	\$0.97	\$1.08	\$0.98
Black or African American	\$0.94	\$0.95	\$0.95	\$0.92	\$0.88	\$0.91	\$0.92	\$1.13	\$0.94
Hispanic or Latino (of any race)	\$0.95	\$0.94	\$0.95	\$0.87	\$0.95	\$0.89	\$0.95	\$0.87	\$0.94
multiracial (two or more races)	\$0.99	\$1.19	\$1.03	\$0.92	\$0.84	\$0.90	\$1.00	\$1.05	\$1.01
Native American/ Alaska Native	\$1.09	\$ -	\$1.09	\$0.81	\$0.81	\$0.81	\$0.96	\$0.98	\$0.99
Native Hawaiian/ Pacific Islander	\$0.94	\$ -	\$0.94	\$0.84	\$0.92	\$0.90	\$1.32	\$1.19	\$1.14
white	\$0.99	\$1.00	\$1.00	\$0.93	\$1.00	\$0.96	\$1.00	\$1.00	\$1.00
All races/ethnicities	\$0.98	\$1.00	\$0.99	\$0.93	\$0.99	\$0.95	\$0.98	\$1.00	\$0.98

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



Note: Native Hawaiian/Pacific Islander representation in management was 0% in FY23.





Our path forward

As our journey moves forward, we are keenly aware of the role trust plays in fostering a workplace where inclusion, diversity, and belonging are synonymous with who we are, not just how we work. We see building on our achievements and prioritizing areas where more progress is needed as our path forward. We will continue to deepen our understanding of the diversity of our workforce and devote time and energy to programs and strategies that foster trust and connectedness in a virtual and inclusive workplace. We will further our efforts to increase representation, attract and retain diverse talent, and broaden avenues of opportunity for all at OCHIN and for those outside our organization seeking to contribute to the health care field. Our future steps remain rooted in the belief that to build a more connected, just, and equitable health care system, we must ensure we are championing equity from within our own organization.

We are committed to advancing this essential work.




OCHIN

Cover images:


Photos of human connection, which is fundamental to building trust and a sense of belonging.

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