

Diversity, Opportunity, and Inclusion

2024 Agency Goals

Department of Health Professions

2024 AGENCY DOI GOALS

Agency Goal 1

Achieve greater diversity in leadership positions (pay band 5 and higher)

Agency Goal 2

Offer in-house training opportunities to promote succession planning and professional growth and development.

Agency Goal 3

Support mentoring opportunities by partnering agency leaders with interested staff to provide coaching, counseling, and feedback on career development to promote state career advancement.

Instructions

Align agency specific goals and objectives with COVA DOI Plan goals and objectives. These goals will be the foundation for the 2024 agency report to the Governor.



2023 Accomplishments: Department of Health Professions (DHP)

Plan Goal 1: Access & Success

Objective 1

Continue to improve hiring processes and increase access to potential applicants from diverse populations.

- a. Expand sources for recruiting diverse talent: DHP uses Handshake; researched Historically Black Colleges and Universities (HBCU), but found fees associated with recruitment advertisements to be cost prohibitive; currently send recruitments to the HBCU alumni association.
- b. Continue to utilize the “Alternative Hiring Process” for people with disabilities: The agency continues to promote and utilize the Alternative Hiring Process.
- c. Utilize interview panels that include members of diverse backgrounds and perspectives: Consistent with state policy, the agency requires its interview panels to reflect members of diverse backgrounds to include race, gender, disability, and veteran status.

Objective 2

Continue to retain and promote a diverse workforce.

- a. During onboarding, ensure new employees are made aware and understand the agency’s inclusive principles and practices: Nine onboarding sessions were completed in 2023. The agency COO and the agency Director participates in the onboarding. Agency administrators provide information on DOI to new employees.
- b. Promote training and development opportunities to all levels of staff; enable staff to participate in programs that are designed for professions growth: DHP has a robust training schedule. Trainings are offered to internal and field staff as appropriate. The 2023 training opportunities were the following:

Training	2023 Date (# of Attendees)	Method of Delivery
Onboarding	1/18 (6); 2/15 (7); 3/21 (4); 4/12 (3); 5/16(8); 6/14 (4); 8/15 (6); 9/12 (3); 10/12 (5)	In person
Active Shooter Preparedness and Response Training	2/9 (57); 10/17 (83)	In person
All Staff Training	4/25 (320)	In person
CPR, AED, and Narcan Administration	5/24 (35)	In person
Medical Cannabis Programs	1/17 (35)	In person and virtual
All about Administrative Proceedings Division	7/11 (53)	In person and virtual
Enforcement Overview	7/10 (62)	In person and virtual

General Assembly Update	4/13 (76)	In person and virtual
Health Practitioners' Monitoring Program	5/4 (41)	In person and virtual
Healthcare Workforce Data Center Overview	5/10 (52)	In person and virtual
Using the Cardinal System	7/18 (84)	In person and virtual
Understanding Your Paycheck	8/21 (74)	In person and virtual
Virginia's Prescription Monitoring Program	5/9 (53)	In person and virtual
DHRM Mandatory Learning Center Training	February: Civility in the Workplace April: Civilian Response to Active Shooter Events June: Grievance Procedure July: VA State Employee Safety & Disaster Awareness September: Terrorism & Security Awareness Orientation December: Alcohol & Other Drugs	Online self-paced
KnowB4 Training (VITA)	October and November	Online self-paced
Data Custodian		Virtual
Records Retention and Destruction by Library of Virginia	9/19 (32)	In person and recorded
7 Types of Rest by CommonHealth	1/31 (XX)	Virtual
Shake Your Sugar Habit by CommonHealth	9/21 (XX)	Virtual

- c. Ensure accessibility for diverse needs including but not limited access, digital access, and access for individuals with disabilities: Accommodations are provided when requested and approved.
- d. Collect employee feedback from multiple sources, including surveys, exit interviews, grievances, and hotline investigations and address validated concerns: DHP's workforce is surveyed annually regarding training and professional development interests. The results from the survey are used to develop an annual training plan for agency personnel.

Plan Goal 2: Welcoming and Respectful Culture

Create and sustain a culture that welcomes and embraces diverse opinions, independent thinking, and respectful interactions to deliver optimal results for the organization and its customers.

Objective 1

Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.

- a. Provide employees with disabilities the necessary accommodations for them to be successful: Consistent with state policy and the Americans with Disabilities Act, employees are afforded the opportunity to request reasonable accommodations from DHP to perform the essential functions of their jobs. Employees are also afforded the opportunity to request workplace accommodations. Both requests are administered by Human Resources and require receipt of medical certification by the employee's treating physician if applicable.
- b. Promote respect of all individuals and provide clear expectations for collegial interactions and compliance with the Civility in the Workplace Policy: DHP ensures that employees take DHRM mandatory training related to Civility in the Workplace. All staff are encouraged to engage in collegial interactions. Alleged and potential violations of state policy 2.35, Civility in the Workplace are filed with and investigated by agency leadership and Human Resources as necessary. DHP leadership prepared signage that included statements of DOI positivity to encourage a supportive and respectful work environment which are posted throughout the office building.
- c. Encourage cross-collaboration and rotational assignments among employees to enrich the employee experience, promote education and growth, foster diversity of thought, and inspire innovative solutions: DHP employees are encouraged to participate on various agency workgroups and committees. Several of the committees/workgroups such as Bonus Review Committee, Licensing Workgroup, Discipline Workgroup, Paperless Workgroup, and Strategic Planning include a cross-section of employees at various levels fostering diversity of thought to promote effective and innovative solutions.
- d. Offer events that recognize, value, and honor diversity and independent thinking: An annual All Staff Training is conducted that includes inspirational speakers that promote collegial interaction in diverse populations.

Objective 2

Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.

- a. Promote productive methods of conflict resolution through mediation, counseling, and training in respect for free speech and expression: Issues requiring mediation and escalated conflict resolution are facilitated by the Division of Employee Dispute Resolution, Department of Human Resource Management. DHP Human Resources will recommend and participate in facilitated conversations for agency personnel. Human Resources educates employees regarding their grievance rights and facilitates grievances through the various steps up to the agency director.
- b. Promptly address inappropriate workplace behavior: Agency leadership serve as the first point of contact for managing workplace behaviors and performance. Human Resources promptly responds to and assists agency leadership navigate employee relations issues.

Human Resources provides consultation, coaching, and technical support to managers to resolve employee misconduct.

- c. Promptly address concerns and complaints through a standard process that is consistently followed. Agency leadership escalates issues of employee misconduct to Human Resources for assistance, consultation, and policy interpretation.

Plan Goal 3: State Agency DOI Infrastructure & Training

Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state employees. Agencies report annually on DOI goals and accomplishments.

Objective 1

Continue to amplify opportunities to advance the goals outlined in this framework.

- a. Incorporate the DOI plan into the agency's strategic plan and reporting efforts: The agency's 2022-2024 Strategic Plan references efforts to routinely monitor pay, hiring, disciplinary, and grievance information to ensure that our practices support federal, state, and agency goals and objectives related to sound workforce management. Agency efforts continue to diversify the overall employee population.
- b. Design processes to openly share DOI resources and best practices across agencies and units: The agency's DEI Council offered virtual meetings to encourage participation by a cross-section of employees. In addition, the agency maintains a catalogue of DEI resources to include a suggested reading and video list, feedback submission form, and documents related to meetings and minutes.

Objective 2

Continue to create structures and processes of accountability to increase organizational effectiveness with the Department of Human Resource Management.

- a. Institute systems of assessment, reporting, accountability, and continuous improvement to optimize the realization of the agency's and/or department's goals: The DHP Executive Leadership holds monthly meetings and minutes are posted and accessible to all employees. Workgroups are convened to ensure continuous improvement to meet the agency's strategic goals and objectives.
- b. Align DOI responsibilities and tasks with other human resources functions and provide a point of contact within the agency's leadership team or human resources department to this office. The Chief Operating Officer and the Director of Human Resources serve as points of contact within the Department of Health Professions.
- c. Engage agency leaders and key stakeholders in reviewing and analyzing reports to identify achievements as well as opportunities for improvement. Quarterly and monthly reviews that highlight initiatives and achievements are provided to Secretary level personnel.
- d. Review and assess internal policies and procedures throughout the agency and/or department to identify opportunities to further organizational excellence: The agency

director, chief operating officer, director of legislative and regulatory affairs manages all policies. Additionally, HR director regularly review HR policies. Feedback is solicited from a cross-section of employees as needed.

Objective 3

Continue to provide training and educational workshops available to all employees.

- a. Offer training and educational workshops for skills training, leadership development, and career advancement: Please see 2023 training schedule provided under Goal 1, Objective 2b.
- b. Develop talent management programs such as mentorships, succession planning, and coaching programs with the assistance of professional organizations and institutions of higher education: Employees are encouraged to mentor other employees through agency trainings and individual interactions. Managers and supervisors are encouraged to attend programs offered through Virginia Commonwealth University's Performance Management Group. The agency has engaged a professional organization to review functionality within the agency's units to develop efficiency measures. This organization's process will help all level of employees develop or enhance problem-solving skills. The agency offers paid internships and advertises these opportunities through institutions of higher education.
- c. Ensure training programs are available to all employees, including through multiple modes of facilitation (e.g., classroom, virtual, online self-paced): Please see 2023 training schedule provided under Goal 1, Objective 2b.
- d. Increase training opportunities: Please see 2023 training schedule provided under Goal 1, Objective 2b. The list of training opportunities was reviewed in 2022 with additions made for 2023.