

Our Mission &

To improve the health and well-being of Virginians through access to high-quality health care coverage and services.



Service



Collaboration



Trust



Adaptability



**Problem
Solving**



VIRGINIA DEPARTMENT OF MEDICAL ASSISTANCE SERVICES (DMAS) DIVERSITY, OPPORTUNITY, AND INCLUSION REPORT 2025



CardinalCare
Virginia's Medicaid Program



In accordance to Executive Order 10, The Department of Medical Assistance Services (DMAS) is providing their Diversity, Opportunity and Inclusion report for 2025. The report shall provide a summary of progress towards 2024 initiatives that promote inclusive ideas, policies and practices for all workforce members.

Agency Goal 1: Access and Success

Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting.

Objective 1: Continue to improve hiring processes and increase access to potential applicants from diverse populations.

- In 2024, Virginia Medicaid proposed a new initiative called the DMAS Accelerator Program (DAP), an internship-focused talent channel to establish more presence in Markets of Opportunities. Goals for the internship program include: building a talent pipeline, preparing government leaders, and fostering strong relationships with institutions of higher education. To-date, DMAS has hosted a total of 22 interns from higher education institutions across the Commonwealth through four separate, 14-week cohorts. Of these 22, DMAS has hired 9 interns for part-time wage or classified positions. This represents a 41% hire rate, which surpasses expectations for the first year of this program. Due to its success, DMAS continues investing in the program and continuously improving on the intern development model. Currently, DMAS is hosting its largest-ever cohort with 9 summer interns.
- DMAS is focused on increasing the trust and engagement of our various stakeholder groups through increased online and social media presence. Through the increased public engagement, DMAS is also supporting recruitment of informed applicants who understand the mission and values of the agency.
- DMAS is also better able to respond to job market changes due to recent enhancements of monthly applicant demographic data analysis. This helps to ensure compliance with legal standards and adjust outreach strategies as needed.

Objective 2: Continue to retain and promote a diverse workforce

- Across FY2025, DMAS has achieved a 93% retention rate. The Agency continues to strive for above-benchmark retention goals through strategic engagement initiatives. As noted in DMAS 2024

The mission of the Virginia Medicaid agency is to improve the health and well-being of Virginians through access to high-quality health care coverage and services.

The Department of Medical Assistance Services (DMAS) administers Virginia's Medicaid and Children's Health Insurance Program (CHIP) programs for 1.9 million Virginians.

Members have access to primary and specialty health services, inpatient care, dental, behavioral health as well as addiction and recovery treatment services. In addition, Medicaid long-term services and supports enable thousands of Virginians to remain in their homes or to access residential and nursing home care.

Medicaid members historically have included children, pregnant individuals, parents and caretakers, older adults, and individuals with disabilities. In 2019, Virginia expanded the Medicaid eligibility rules to make health care coverage available to more than 600,000 low-income adults.

Medicaid and CHIP (known in Virginia as Family Access to Medical Insurance Security, or FAMIS) are jointly funded by Virginia and the federal government under Title XIX and Title XXI of the Social Security Act. Virginia generally receives a dollar-for-dollar federal spending match in the Medicaid program. Medicaid expansion qualifies the Commonwealth for a federal funding match of no less than 90% for newly eligible adults, generating cost savings that benefit the overall state budget.

DOI goals, there is a emphasis on robust onboarding practices including formal and informal mentoring structures, such as the DMAS PALs Partners in Agency Learning (PALs) program. This initiative matches incoming new hires with tenured employees to connect with them throughout their first 30 days of employment. The intent of the PALs is to be a non-supervisor point of contact to support onboarding and introduction to agency culture. This program has received overwhelmingly positive feedback from new hires. The most significant challenge has been establishing a sufficient pool of PAL volunteers.

- DMAS has mechanisms in place to obtain feedback during new hire first 90 days of employment with an emphasis on current employees who are recruited into a new role. DMAS also has an automated and in-person option for capturing workforce experience data from separating employees. This feedback indicates a strong commitment to the agency mission and values and has helped identify opportunities for improvement, such as the changes made to provide more transparency into the interactive employee relations process.

Agency 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.

- As proposed in the 2024 DOI plan, DMAS implemented regular community service opportunities for employees to connect with each other while giving back. DMAS organized 7 volunteer events across the year. Employees reported these opportunities to give back to organizations that also serve the populations we serve helped connect them with a sense of the importance of their work at DMAS .
- In an effort to continue supporting work-life balance – DMAS began offering organizational recognition leave in the month of the employee’s birthday. This has been so popular that DMAS leadership has renewed the program for its second year.
- Advancing the work of the DMAS Culture and Engagement Committee (CEC), an employee-led group with an Executive Board (nominated & voted for by the committee) that formed to promote positive workplace culture and inform agency leadership of opportunities for workforce engagement:
 - CEC has identified an increased focus on supporting workforce mental health and emotional intelligence to advance positive workplace culture. In response, DMAS has established the a Mental Health First Aid train the trainer pilot with DBHDS in calendar year 2025. DMAS now has 30 workforce members certified in the nationally recognized [Mental Health First Aid \(MHFA\)](#) curriculum, including two certified MHFA instructors that may now administer the training to others.

Objective 2: Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.

- As proposed in the DMAS DOI 2024 Plan, the Agency enhanced its Employee Relations Process through the following methods:
 - Updating Agency policy to increase transparency into the interactive employee relations process. Workforce feedback indicated they were unclear about what would happen when reporting a conflict or concern. The updated process documentation was published via policy for all workforce members versus primarily emphasizing employee relations education for

leaders. This has produced an added benefit of more expeditious resolutions due to the increased awareness from all parties.

- Automating employee relations documentation via DocuSign (with only those with confidentiality agreements to be able to see them) to ensure that complaints are addressed, documented, and resolved timely.
- Reviewing metrics from Employee Relations Reports to determine: the workforce areas with most frequent Employee Relations complaints; types of conflict reported; average time to resolve; and resolution types. The Agency has been able to use this analysis to provide strategic feedback and targeted professional development strategies to address areas with the most frequent complaints.

Agency 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

- DMAS implemented an infrastructure for strategically reviewing learning objectives and professional development plans during the annual Performance Evaluation Period. Employee and supervisor identified development goals are captured through an automated form in DocuSign and the Agency is now able to analyze the development goals in aggregate to determine how best to plan agency-wide professional development opportunities.

Objective 2: Continue to create structures and processes of accountability to increase organizational effectiveness with the Department of Human Resource Management.

- As proposed in the DMAS 2024 DOI Plan, the Agency has successfully established two separate “Best in Class” Retreats, bringing together leaders across the Health & Human Resources (HHR) Secretariat in the areas of human resources and strategic communications. These events provided leaders with an opportunity to hear from industry leaders external to state government on the global trends happening in their areas. The events also established connections and structure for ongoing collaboration and sharing of best practices across all HHR agencies.
- DMAS enhanced mandatory training monitoring to include targeted feedback prior to noncompliance with all trainings and workshops provided by DHRM.

Objective 3: Continue to provide training and educational workshops available to all employees.

- As proposed in the DMAS 2024 DOI Plan, the Agency prioritized the professional development and subject matter expertise of DMAS senior and mid-level leaders through a Medicaid Academy training program tailored to increase working knowledge of Medicaid policy and how to apply this knowledge to drive innovation. For this effort, DMAS engaged an organization called the Center for Health Care Strategies (CHCS), a nationally recognized entity in capacity building and leadership development for Medicaid organizations. CHCS created a year-long training program tailored to Virginia Medicaid for all DMAS Senior Advisors and Division Directors. The program began August 2024 and will conclude September 2025 with participants presenting innovation projects implementing the concepts learned through the program.