



COMMONWEALTH of VIRGINIA

Arne W. Owens
Director

Department of Health Professions
Perimeter Center
9960 Mayland Drive, Suite 300
Henrico, Virginia 23233-1463

www.dhp.virginia.gov
PHONE (804) 367- 4400

TO: The Honorable Glenn A. Youngkin, Governor
Members of the General Assembly

FROM: Arne W. Owens
Director, Virginia Department of Health Professions

DATE: July 7, 2025

RE: Department of Health Professions' assessment of impact of strategic plan pursuant to Virginia Code § 2.2-602(B).

This report is submitted in compliance with Virginia Code § 2.2-602(B), which requires:

Each agency [to] submit an annual report to the Governor and the General Assembly by July 1 of each year assessing the impact of the [comprehensive diversity, equity, and inclusion] strategic plan [required pursuant to Virginia Code § 2.2-602(B)] on the populations served by the agency and on the agency's workforce and budget.

Should you have questions about this report, please feel free to contact me at (804) 367-4648 or arne.owens@dhp.virginia.gov.

AO/EB
Enclosure

CC: The Honorable Janet Kelly, Secretary of Health and Human Resources

Preface

This report is submitted in compliance with Virginia Code § 2.2-602(B), which requires:

Each agency [to] submit an annual report to the Governor and the General Assembly by July 1 of each year assessing the impact of the [comprehensive diversity, equity, and inclusion] strategic plan [required pursuant to Virginia Code § 2.2-602(B)] on the populations served by the agency and on the agency's workforce and budget.

Contents

I.	Executive Summary	1
II.	The Department’s comprehensive diversity, opportunity, and inclusion strategic plan	2
A.	Plan Goal 1: Access & Success.....	2
1.	Objective 1: Continue to improve hiring processes and increase access to potential applicants from diverse populations.	2
2.	Objective 2: Continue to retain and promote a diverse workforce.	2
B.	Plan Goal 2: Welcoming and respectful culture	4
1.	Objective 1: Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.	4
2.	Objective 2: Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.....	5
C.	Plan Goal 3: State Agency DOI Infrastructure & Training	6
1.	Objective 1: Continue to amplify opportunities to advance the goals outlined in this framework.	6
2.	Objective 2: Continue to create structures and processes of accountability to increase organizational effectiveness with DHRM.....	6
3.	Objective 3: Continue to provide training and educational workshops available to all employees.	7
III.	Assessing the impact of the Department’s strategic plan.....	8

I. Executive Summary

The Department's strategic plan integrates diversity, equity, and inclusion – redesignated as diversity, opportunity, and inclusion (“DOI”) – goals into the agency's mission, operations, programs, and infrastructure to enhance equitable opportunities for the populations served by the agency and to foster an increasingly diverse, equitable, and inclusive workplace environment as required by Virginia Code § 2.2-602(B). A more in-depth view of the strategic plan follows.

As stated below, the impacts of the strategic plan on the populations served by the agency, licensees and regulants of the Department, is minimal. Additionally, the impacts on the Department's budget is minimal. Impacts on the Department's workforce are likely creation of a more diverse workforce.

II. The Department’s comprehensive diversity, opportunity, and inclusion strategic plan

Pursuant to Virginia Code § 2.2-602(B), the Department maintains the strategic plan described below.

A. Plan Goal 1: Access & Success

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

- Expand sources for recruiting diverse talent. DHP uses Handshake. The agency researched advertising positions with Historically Black Colleges and Universities (HBCU), but found fees associated with recruitment advertisements to be cost prohibitive.
- Continue to utilize the “Alternative Hiring Process” for people with disabilities. The agency continues to promote and utilize the Alternative Hiring Process.
- 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.

2. Objective 2: Continue to retain and promote a diverse workforce.

- During onboarding, ensure new employees are made aware of and understand the agency’s inclusive principles and practices. Eleven onboarding sessions were completed in 2024. The Operations Officer, Chief Operating Officer, and Agency Director of the Department participate in onboarding.
- Promote training and development opportunities to all levels of staff and enable staff to participate in programs that are designed for professional growth. The Department maintains a robust training schedule with trainings offered to internal and field staff as appropriate. The following training opportunities were offered in 2024:

Training	2023 Date (# of Attendees)	Method of Delivery
Onboarding	January (5); February (8); March 3 (4); April (11); May (7); June (6); August (6); September (8); October (7); November (7); December (5)	In person
HR Supervisory Updates with Q&A	01/30	Virtual and recorded

Stigma as a Psychodynamic Force	02/01	Virtual and recorded
DHP Media Relations	02/08	Virtual and recorded
Professional Writing and Email Etiquette	02/21 (30)	Virtual and recorded
Excel Part 1	02/26	In person
Excel Advanced	03/18	In person
Dealing with Challenging People	03/06 (50)	Virtual and recorded
New Board Member Training	03/26 (50+)	In person
New Communication Habits and Having Difficult Conversations (Supervisors and Managers only)	04/16 (50)	In person
All Staff Training	04/30 (300+)	In person
General Assembly Update	05/16	Virtual and recorded
Non-verbal Communication Skills	06/05 (15)	Virtual and recorded
Intergenerational Conflict in the Workplace	09/25 (30)	Virtual and recorded
Supervisory Development Training for Supervisors and Managers only	<u>July</u> : Leveraging My Strengths <u>August</u> : Understanding the Fundamentals of Project Management <u>September</u> : Navigating Generational Workplace Perspectives <u>October</u> : Strengthening Interpersonal Communication <u>November</u> : Fostering Team Cohesion <u>December</u> : Developing Capabilities in Ourselves and Others	Virtual and recorded
Enforcement Overview	May and December (4 days total)	In person and virtual
DHRM Mandatory Learning Center Training	February: Civility in the Workplace April: Civilian Response to Active Shooter Events June: Workplace Dispute Resolution Services Overview or MVP HR Policy & Law- Understanding the Grievance Procedure for Managers July: VA State Employee Safety & Disaster Awareness August: MVP Enhancing Employee Performance Curriculum and MVP	Online self-paced

	HR Policy & Law – Performance Management Curriculum September: VDEM Terrorism & Security Awareness Orientation December: MVP – Alcohol and Other Drugs Policy 1.05 or MVP Recognizing Drug and Alcohol Use in the Workplace	
KnowB4 Training (VITA)	Annually assigned	Online self-paced
Records Retention and Destruction by Library of Virginia	07/17	In person and recorded

- Ensure accessibility for diverse needs including but not limited to digital access and access for individuals with disabilities. Accommodations are provided when requested and approved.
- Collect employee feedback from multiple sources, including surveys, exit interviews, grievances, and hotline investigations and address validated concerns. The Department surveys its workforce regarding training and professional development interests and agency strengths and weaknesses. The results from surveys are used to develop an annual training plan for agency personnel and to assess areas needing improvement. Exit interviews are offered to employees and feedback is reviewed. Complaints are investigated and action taken as appropriate.

B. Plan Goal 2: Welcoming and respectful culture

The Department aims to 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.

1. Objective 1: Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.

- 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 the Department 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.
- Promote respect of all individuals and provide clear expectations for collegial interactions and compliance with the Civility in the Workplace Policy. The Department 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 DHRM Policy 2.35, Civility in the Workplace are filed with and investigated by agency leadership and Human Resources as necessary. Agency leadership prepared signage that included statements of DOI positivity to encourage a supportive and respectful work environment which are posted throughout the office building.

- 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. Department employees are encouraged to participate on various agency workgroups and committees. Several of the committees/workgroups such as the Bonus Review Committee, the Licensing Workgroup, the Discipline Workgroup, the Budgetary Efficiency Workgroup, the Integration Workgroup, and Strategic Planning include a cross-section of employees at various levels fostering diversity of thought to promote effective and innovative solutions.
- Offer events that recognize, value, and honor diversity and independent thinking. An annual All Staff Training is conducted that includes an inspirational speaker who promotes collegial interaction among the diverse employee population.

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

- 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 DHRM's Division of Employee Dispute Resolution. The Department's Human Resources Department 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.
- Promptly address inappropriate workplace behavior. Agency leadership serves 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.
- Promptly address concerns and complaints through a standard process that is consistently followed. Agency leadership, supervisors, managers, and employees escalate issues of alleged employee misconduct to Human Resources for assistance, consultation, investigation, and policy interpretation.

C. Plan Goal 3: State Agency DOI Infrastructure & Training

The Department aims to maintain a plan and infrastructure that continues to provide individualized skills training and career development for state employees. The Department, as a Commonwealth Executive Branch agency, reports annually on DOI goals and accomplishments.

1. Objective 1: Continue to amplify opportunities to advance the goals outlined in this framework.

- Incorporate the DOI plan into the agency's strategic plan and reporting efforts. The agency's 2024-2026 Strategic Plan references efforts to routinely monitor pay, hiring, disciplinary, and grievance information to ensure that agency practices support federal, state, and agency goals and objectives related to sound workforce management. Agency efforts continue to diversify the overall employee population.
- Design processes to openly share DOI resources and best practices across agencies and units. The agency maintains a catalogue of DOI resources to include a suggested reading and video list, feedback submission form, and documents related to meetings and minutes.

2. Objective 2: Continue to create structures and processes of accountability to increase organizational effectiveness with DHRM.

- Institute systems of assessment, reporting, accountability, and continuous improvement to optimize the realization of the Department's goals. The Department's Executive Leadership holds monthly meetings and minutes are posted and accessible to all employees. Workgroups with diverse stakeholders are convened to ensure continuous improvement to meet the agency's strategic goals and objectives.
- 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.
- 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.
- Review and assess internal policies and procedures throughout the Department to identify opportunities to further organizational excellence. The Agency Director, Chief Operating Officer, and Director of Legislative and Regulatory Affairs manage all policies.

Additionally, the Human Resources Director regularly reviews human resources policies. Feedback is solicited from a cross-section of employees as needed.

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

- Offer training and educational workshops for skills training, leadership development, and career advancement. Please see 2024 training schedule provided under Goal 1, Objective 2b.
- 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 training and individual interactions. Managers and supervisors are encouraged to attend programs offered through Virginia Commonwealth University's Performance Management Group. The agency offers paid internships and advertises these opportunities through institutions of higher education.
- Ensure training programs are available to all employees, including through multiple modes of facilitation (e.g., classroom, virtual, recorded, online self-paced). Please see 2024 training schedule provided under Goal 1, Objective 2b.
- Increase training opportunities. Please see 2024 training schedule provided under Goal 1, Objective 2b. The list of training opportunities was reviewed in 2024 with additions made for 2025.

III. Assessing the impact of the Department's strategic plan

The population served by the Department and its regulatory boards is comprised of holders of licenses, certificates, registrations, and permits. Impacts to those individuals and entities by the Department's strategic plan is minimal, if any impact exists. Similarly, the impact to the Department's budget is minimal.¹

The impact of the Department's strategic plan on the Department's workforce is the creation or expansion of a diverse workforce for the agency. A more diverse workforce improves morale by being inclusive. In addition, diversity, opportunity, and inclusion in all its forms, contributes to robust problem solving through assessing and/or incorporating differing viewpoints.

¹ The Department is a special fund agency and is solely supported by license and renewal fees. Va. Code § 54.1-113.