



OPTUM EDUCATION in collaboration with BETTER  
TOGETHER ALLY GROUP presents...

“Diversity, Health Equity and Cultural Responsibility, Where  
Are We Now?”

June 21, 2023

We have no actual or potential conflict of interest in relation to any product  
or service mentioned in this program or presentation.



# Better Together Ally Group

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Today's coordinators are in blue

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Robin Reed, UHG BH MD

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LaRhonda Jones, UHG SBH MD

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Nichole Bauknight-Boles, UHG BH MD

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Kathy Scott-Gurnell, former UHG BH MD

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Coleman Wheeler, UHG BH MD

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Laura Montgomery-Barefield, UHG BH MD

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Debra Katz, UHG BH MD

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Toya Clay, UHG BH MD

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Yusra Benhalim, UHG BH M

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Tara Hammond, UHG BH MD

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Sonya Jones, UHG BH M

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Minta Spain, UHG BH MD

## "Diversity, Health Equity and Cultural Responsibility, Where Are We Now?"

Welcome, CME and disclaimers .....	Larhonda Jones, Senior Behavioral Medical Director, Optum Enterprise Clinical Services
Introduction to Better Together Ally group.....	Robin Reed, Behavioral Medical Director, Optum Enterprise Clinical Services
Panelist 1 .....	Barbara Koch, Senior Vice President, United Health Group
Panelist 2 .....	Maia Lang, Vice President, Optum Administration and Strategy
Panelist 3 .....	Tanya Lewis-Walls, Senior Vice President, Optum Behavioral Solutions
Panelist 4 .....	Antonio Henry, Chief of Staff, Vice President UHG Global Diversity, Equity and Inclusion
Panelist 5 .....	Kenneth Poole, Chief Medical Officer, UHG Clinician and Provider Experience
Q and A .....	Robin Reed, Behavioral Medical Director, Optum Enterprise Clinical Services
Closing Remarks.....	Larhonda Jones, Senior Behavioral Medical Director, Optum Enterprise Clinical Services

# Barbara Koch

- Innovative, experienced, and collaborative leader, outside-in thinker, passionate about developing talent and leading teams, solving big social challenges, building trust, transparent communications, measuring impact and creating partnerships that advance health equity and improve social determinants of health
- B.A. In Journalism, University of St. Thomas, St. Paul, MN, life-long learner, book editor and writer
- Current role: SVP, Marketing & Engagement, The Office of Health Equity. Advancing health equity by engaging and inspiring people in our enterprise, creating connections, communications and tools that help support our enterprise health equity and ESG goals
- Past roles: Over 25 years of leading teams and innovation at national non-profits, corporate foundations, and CSR initiatives, with a specialty in partnership development, legacy giving programs, marketing, storytelling, and human capital development. Most recent role, my organization focused on food insecurity, hunger and improving nutrition in school food programs, public policy. (Previous careers: journalism & business growth)
- Raised and based in the Twin Cities of MN - global traveler
- Most important: I have two adult children and two Grandchildren. I am a Retired Blue Star Mom and proud Latina/Puerto Rican/Boricua. I am a "working daughter" to my 90-year-old Father and am also a [Doula](#). Passionate foodie, [Pickleballer](#). Dog Mom and mentor to emerging leaders
- Management Philosophy: Lead with Love, Make High Impact, Have Low Ego & Move at the Speed of Trust



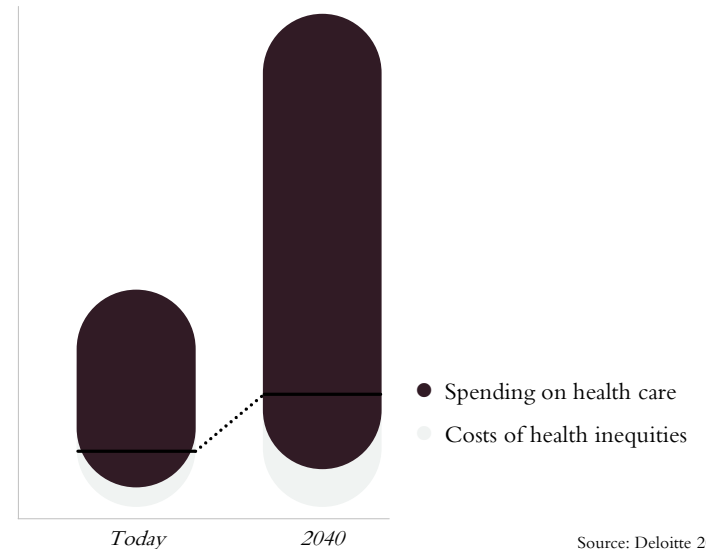
*Advancing  
Health Equity at  
UnitedHealth Group*



## *The cost of inequity in health care is rising.*

Research shows inequities currently cost the U.S. health care system approximately \$320 billion annually and could climb to \$1 trillion or more by 2040.

*The cost of health inequities will reach \$1 trillion by 2040 if not addressed*



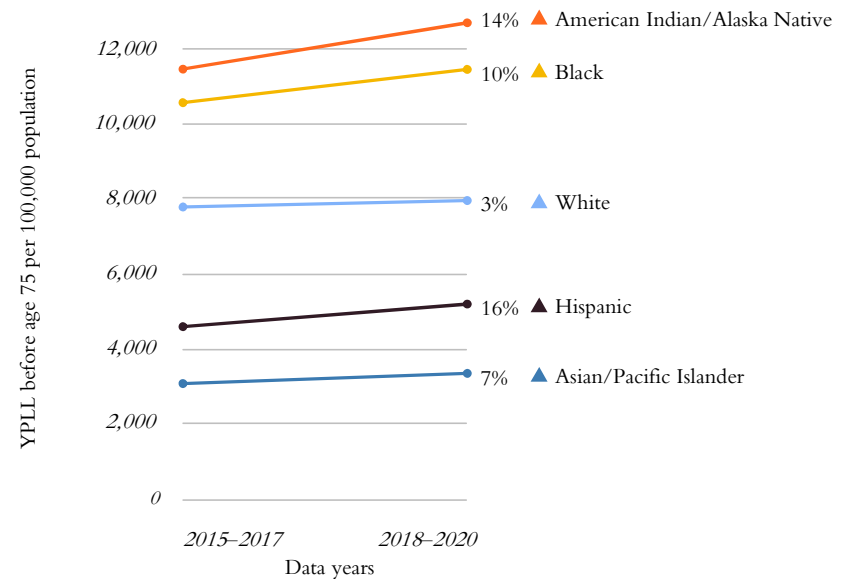
Source: Deloitte 2022

*But the human cost is immeasurable.*

The disparity in premature death rates continues to widen between racial and ethnic groups.

### **COVID-era impact by race/ethnicity**

*The premature death disparity between American Indian/Alaska Native and Asian/Pacific Islander populations widened.*



Source: CDC WONDER, Multiple Cause of Death Files, 2015-2017 and 2018-2020.

Note: All racial groups are non-Hispanic. Hispanic ethnicity includes members of all racial groups.

## *Our mission*

Our company is successful when it is able to improve access to affordable, high-quality care for everyone.

It is a priority reflected in our mission of helping people live healthier lives and helping make the health system work better for everyone.





## *Our priority areas of focus*



***Mortality and life expectancy***, with an emphasis on maternal care.



***Care access and affordability*** for rural and under-served populations.



***Socioeconomic challenges***, addressing social determinants of health and health literacy.



***Behavioral and mental health***, focused on the needs of youth, seniors, LGB+ communities and addressing substance use disorder.



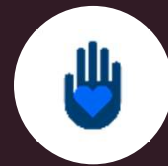
***Care experience and the workforce***, to help increase diversity in the health care workforce and reduce institutional bias in the delivery of care.



***Chronic condition management***, specifically asthma, hypertension, obesity, diabetes, sickle cell disease, breast cancer and colon cancer.

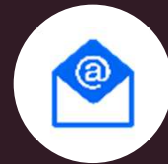
## *How you can help*

- Familiarize yourself with the toolkit
- Take the one-hour Health Equity Foundations course, presented by Optum Health Education
- Share examples of programs you are developing
- Request program support and technical assistance



### *Program support and technical assistance*

Available for product development and measurement strategies to gauge value.



*For support, contact us at*  
[OfficeofHealthEquity@uhg.com](mailto:OfficeofHealthEquity@uhg.com)

Thank you for your efforts to  
advance health equity for all.

UNITEDHEALTH GROUP

**Optum**

UnitedHealthcare



# Health Equity Evangelist, Optum

Joined Optum in 2021, lives with a rare chronic condition,  
passionate about patient centered, data driven innovation.

Maia Z. Laing, VP of Health Equity



# Optum Enterprise Health Equity (OEHE) Overview

- Goal is to embed and advance health equity across every aspect of Optum to improve impact to patients and drive value to the business



Optum is working to advance health equity by **hardwiring it into the way our businesses works.**



The Optum Enterprise Health Equity group is a cross-division team accelerating enterprise-wide health equity initiatives by developing an **interconnecting thread around data and infrastructure** that will allow us to drive **greater impact with our customers** and communities we serve, as well as **advance all our business needs.**



By aligning on strategic vision, collaborating to amplify collective impact, and investing at the level of the market leader, **we will be the health equity leader for our customers, community, and enterprise, and industry.**

How we will get there...

- **Aligning across Optum through infrastructure and innovation**



### Co-development of supporting capabilities

#### Infrastructure to support our broader efforts

- **Data:** strategy and capability to capture ethnicity, race, gender, etc.
- **People:** small team of dedicated resources to lead change, coordinate efforts across Optum, and track progress
- **Measurement:** centralized health equity trend dashboard and reporting
- **Enterprise tools and services:**
  - Health Equity market intelligence on innovations, regulatory changes, and clients
  - Improved multi-language tools
  - External-facing market collateral

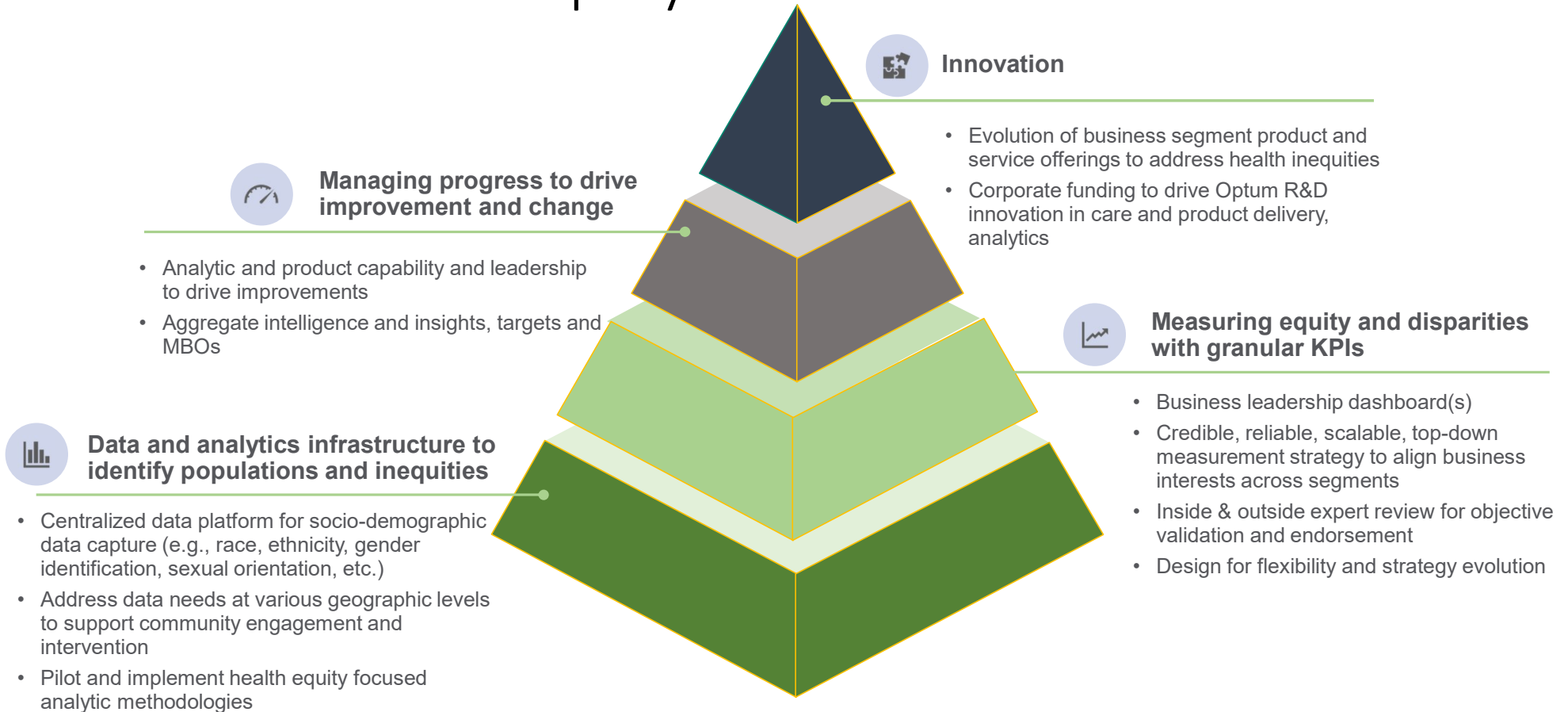


### Business collaboration on Health Equity efforts

#### Business & Optum level impact

- Funding to support highest impact efforts and capability developments over the course of several years
- Development of health equity products and services for clients to help sustain efforts
- **Cross-Optum collaborations**
  - E.g., Optum Rx, Optum Insight Life Sciences, and OptumCare reduce disparities in care by supporting pharma to recruit individuals in underserved populations for clinical trial participation
- **Business led efforts**
  - E.g., Optum Rx secure delivery of medications via alternative dispensing sites including church, community centers, kiosks, and grocery

# Data and analytics infrastructure to enable action on health equity





# OBHS Health Equity Strategy

Tanya Lewis-Walls

*June 21, 2023*





### Background

Born in Pittsburgh, PA; lived in PA my whole life; Oldest of 3 girls; Mom & Dad married 50 years



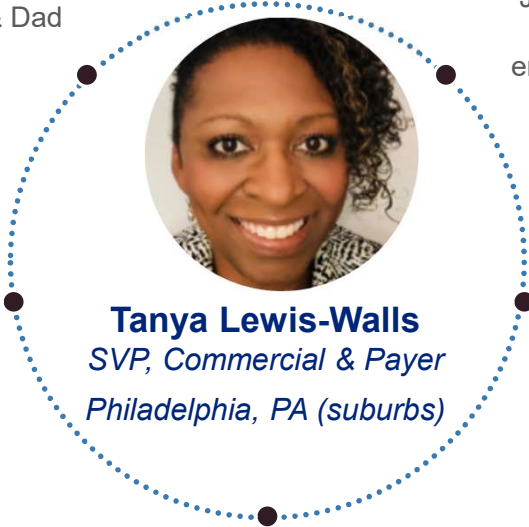
### Career Highlights

Just joined Behavioral Solutions; Been at UHG for 16 years; worked across the enterprise (UHC, UHG, Optum); Doctorate of Public Health (2013)



### Interests & Fun Facts

Traveling; love the beach, botanical gardens, being outdoors, movies, date nights, reading



**Tanya Lewis-Walls**  
*SVP, Commercial & Payer*  
*Philadelphia, PA (suburbs)*



### Family

Married for 20 years; 2 wonderful daughters Kennedy & Kira; oldest of 3 girls; Mom & Dad married for 50 years



### Strengths

Vision & Strategy Formation; Creative, Collaborative, Strong Communicator, Change Management



# OBHS Health Equity Strategy and Approach



## *Mission and Vision*

Health Equity is ingrained in the Optum Behavioral Health Solutions strategic priorities, and we have recently formalized the organization's commitment to these aims:

- 1 Clear, **phased strategy grounded in data** while pushing forward already known initiatives & improvements
- 2 Dedicated **governance structure** with committed resources
- 3 High-quality dashboards and data that allows OBHS to **evaluate key metrics** (e.g., time to care, quality of care, network adequacy) with health equity lens
- 4 Implement, measure, and **continuously improve**



**Health equity** means helping people live their healthiest lives by giving them the care and support they need to achieve optimal health.

This also means **eliminating inequalities**, or **unfair differences**, in how people **access and receive** health care.

# Optum Behavioral Health Solutions

## VISION / PURPOSE

To be the leader in behavioral health by advancing equitable access to care, holistic well-being, and integrated solutions

## DIFFERENTIATORS



**Comprehensive behavioral solutions** that address all levels of member/patient needs.



**Integrated solutioning and data** through coverage and care; all facets of health.



**Scale with local delivery** for unmatched reach in benefits and care delivery.



**Talent** with deep clinical expertise complemented by diverse market, analytical, and innovative experience.

## STRATEGIC PRIORITIES

### ★ Deliver a **seamless experience** for providers, partners, and the people we serve

- Improve speed to appropriate care through better navigation and increased provider availability
- Increase availability of equitable care solutions across conditions, severity levels, and geographies
- Eliminate pain points for people and providers

### ★ Deliver **quality care** and improved outcomes

- Measure, prove, and improve whole person value (equity, outcomes, experience, access, cost)
- Drive quality care and improve outcomes by expanding value-based models

### ★ Drive OBHS **integration and value** in partnership with broader Optum solutions

- Care delivery organic and inorganic expansion
- Enhance the value proposition to UHC and our external clients to drive growth
- Embed capabilities in broader Optum solutions

### ★ Support, elevate, and diversify **our people**

- Retain and recruit top talent
- Foster continued development
- Reduce burn out
- Maximize diversity and inclusion

### ★ Improve **performance** of **our core business**

- Continuously improve core business operations performance and cost
- Meet and exceed customer commitments
- Modernize technology
- Meet regulatory and compliance commitments

# Key OBHS health equity priorities

*To advance and gain momentum, specific Health Equity initiatives have been formally documented, reviewed with the BH leadership team and aligned to our key business priority categories.*



## *Seamless Experience*

- Develop a data action plan (member race/ethnicity data dashboards)
- Support specialized populations (youth, veterans, BIPOC, LGBTQ+)
- Deliver inclusive care, products & services



## *Quality Care*

- Devise approach to measure effectiveness of care, products & services with equity lens
- Still in early phases of measuring quality in OBHS overall



## *Integration & Value*

- When evaluating potential partners to fill gaps, consider health equity perspective
- Identify opportunities for MVPs/pilots to gather value-driven outcomes



## *Our People*

- Invest in diversity of our provider network – care delivery & emotional wellbeing
- Ensure OptumHealth unconscious bias training is available to Optum Behavioral Care



## *Core Business*

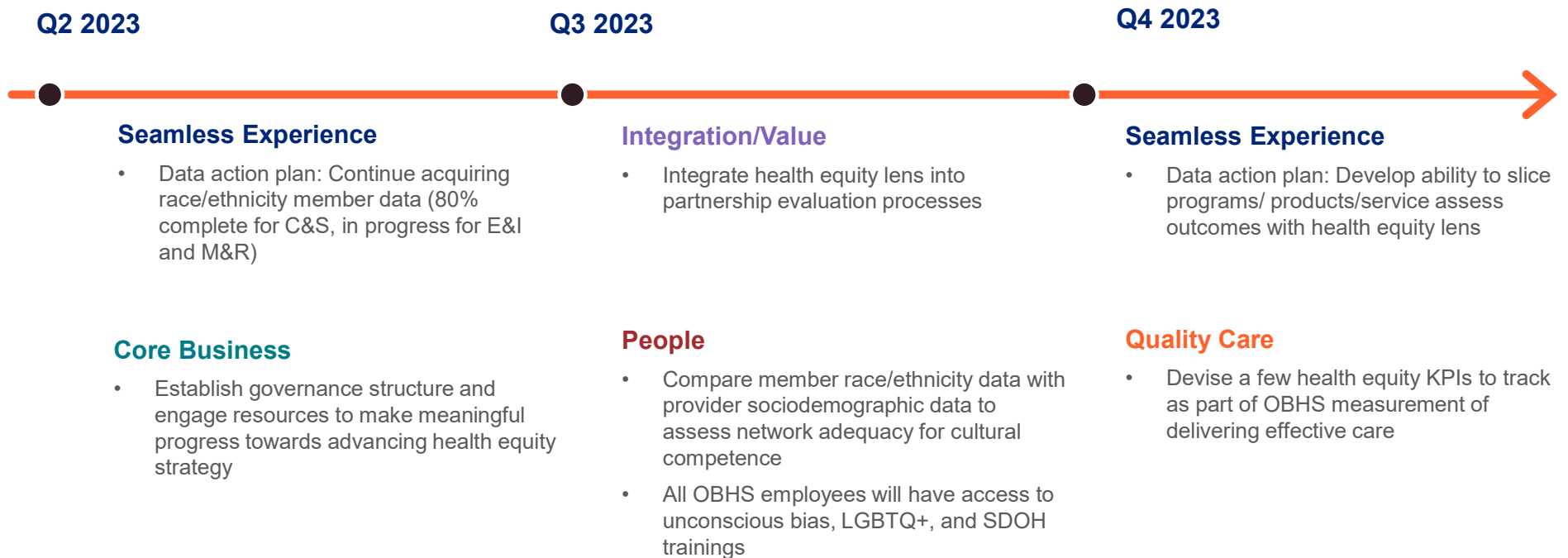
- Create governance structure with thoughtful representation to make meaningful progress
- Develop data infrastructure needed to measure success with health equity lens
- Incorporate HE review during Accelerate / product development

# Ongoing initiatives to advance health equity in OBHS

<i>Initiative</i>	<i>Health equity impact</i>	<i>Initiative</i>	<i>Health equity impact</i>
<i>Data cloud integration</i>	Focus on race/ethnicity member data	<i>Salt Lake County Medicaid Population Care Model</i>	Provides transportation, assertive community treatment (ACT teams,) outplacement funding, housing dev & coordination
<i>Optum Community Connector</i>	Social services platform powered by Aunt Bertha	<i>Operational Medical Behavioral Integration model of care</i>	More holistic approach to patient care by increasing internal ops focus with physical health & behavioral health within ECS
<i>Provider cultural competency training</i>	Voluntary BH provider cultural competency training	<i>LifeSolutions to UHC FI business – OBH in partnership with UHC E&amp;I</i>	Telephonic coaching program designed for medical & behavioral comorbidities
<i>Integrated BH Home C&amp;S</i>	Whole-person focused provider-led member engagement program aimed at meeting members where they are	<i>Recovery Record E&amp;I</i>	App/self-led tool that can be used in conjunction with people receiving treatment
<i>CHMC Community Partnerships C&amp;S, M&amp;R, some payer</i>	Partnering with local Community Mental Health Centers	<i>BH screening &amp; referral</i>	Enhancing/expanding how BH needs are evaluated by medical case management & disease management programs
<i>Member outreach programs C&amp;S</i>	Send partners list of members for community outreach	<i>NCQA accreditation designation C&amp;S</i>	First iteration of Health Equity accreditation
<i>Employee cultural competency training</i>	Voluntary training available to all OBHS employees including unconscious bias, LGBTQ+, SDOH		

Alignment to 2023 OBHS Priorities: **Seamless Experience** **Quality Care** **Integration/Value** **People** **Core Business**

# OBHS 2023 phased approach for advancing Health Equity



Alignment to 2023 OBHS Priorities: Seamless Experience Quality Care Integration/Value People Core Business

**Diversity  
Equity &  
Inclusion**

UNITEDHEALTH GROUP

# Meet Antonio Henry

My mission is to be a servant leader who improves the health and well-being of people and businesses throughout the world.

01

## Minnesota Made

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- MN has always been home
- Partner to Luke



02

## Lifelong Learner

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- Metropolitan State University & Concordia University
- Continue to seek new opportunities to grow as a professional
- Passionate about building connections and supporting others in their journey to “what’s next”

03

## Movement Matters

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- Group Fitness and Cycle Instructor
- Committed to personal health and well-being
- Seeker of travel and adventure



04

## Go Where You Grow

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- Began UHG journey in 2017
  - Chief of Staff, DEI
  - Sr. Director, Optum Talent Office
  - Director, Optum Marketing & Customer Experience Office
  - Assoc. Director Optum Operations

05

## Embrace Growth Opportunities

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- Began Vice President, Global Diversity, Equity & Inclusion
  - Organizational DEI Learning
  - Employee Engagement
  - Community Engagement & Social Impact





# Vision

## Our Vision

Our vision is to create an innovative culture where every team member is empowered to do their best work, where our diversity fuels our performance, and where we leverage our collective power to help people live healthier lives and make the health system work better for everyone.

Grounded in our core values, our DEI strategy enables us to retain and engage a more diverse workforce, drive a more inclusive workplace and fuel our growth in the marketplace.

To get there, we're focused on five main objectives :

- 1** **Increasing the diversity of our workforce**, especially among the senior levels of our organization.
- 2** **Understanding the lived experiences of our employees**, particularly where there are differences so that we can learn how to better support their work experience.
- 3** **Equipping and educating our leaders and our workforce** on how to create and contribute to an even more inclusive environment.
- 4** **Increasing psychological safety** by ensuring our leaders' and employees' behavior align to the company core values and organizational policies, processes and systems together create equity, belonging, and connection.
- 5** **Engaging and inspiring employees** to get involved and advance an innovative and inclusive culture to help us win in the market.

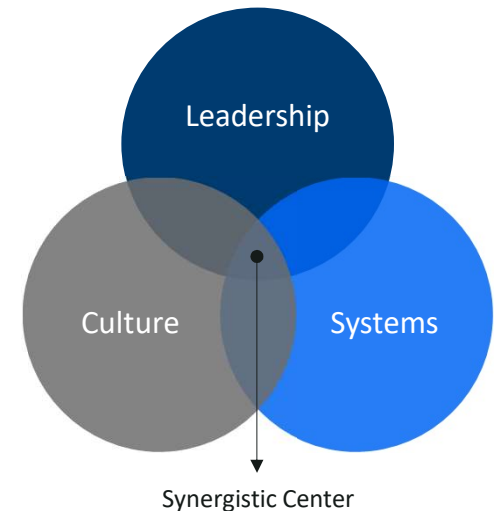
## Integrated Approach

By holistically integrating diversity, equity and inclusion (DEI) into our leadership, culture and systems, our DEI strategy is accelerated and anchored across our framework of people, workplace and marketplace.

**Leadership:** All leaders are accountable for creating and modeling an **inclusive workplace**.

**Culture:** We **value and embed diversity** into the fabric of our DNA.

**Systems:** Integrate DEI into the way we operate to ensure **equity and fairness**.



# Strategic Framework

Our DEI strategy is anchored on three key pillars: **People, Workplace and Marketplace.**

Foundational to our evolving journey is a culture of inclusion and belonging.



# Goals

## People

*Reflect the communities we serve.*

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- Position UHG as a progressive leader in DEI to attract, develop and retain diverse
- Partner with DEI recruiting to remove bias from role requirements, increase diverse slates and interviewers, and source partners through ERGs
- Embed robust strategies and accountability measures to increase diverse representation of leadership at all levels. (Aspirational Goals)
- Develop and build diverse pipelines of talent through tailored programs and strategies (Chief, external partnership programs, etc.)
- Expand the Executive sponsorship program to include all ELT leaders to reach an even larger group of talent

## Workplace

*Inclusive environment where everyone can do their best work.*

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- Improve and understand the employee experience of our diverse talent (DEI Employee Experience Research)
- Support leader advisory councils to advise on DEI strategies while serving as ambassadors of this work
- Expand and advance the ERG strategy to better align and integrate with our core DEI and business strategies
- Develop robust experiential DEI learning solutions to equip, educate and hold leaders and teams accountable for an inclusive environment. (LinkedIn Learning, Newsletters, & YMCA Immersive experience)
- Embed DEI solutions into Human Capital Management (HCM) systems and platforms to further improve transparency, equity and fairness
- Develop a psychological safety strategy focused on core organizational policies, processes and systems to support equity and belonging
- Reinforce our code of conduct policy to support no hate speech and/or bullying. (Yammer, ER process, cultural celebrations, etc.)
- Conduct an innovative lab to support the UHC organization.

## Marketplace

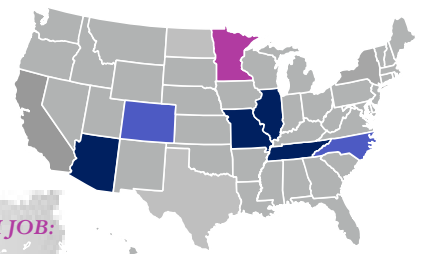
*Integrated DEI strategies that fuel our business.*

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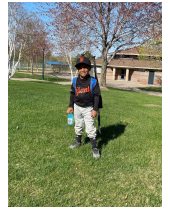
- Further embed diversity, equity and inclusion in our business processes and services (customer experience, supplier diversity, multicultural marketing, etc.)
- Advance health equity and racial justice initiatives
- Enhance and increase DEI strategic partner relationships to elevate our brand reputation. (National Partnerships)
- Build trust in our commitment to make progress in DEI through transparent communication, influencers and public actions

# Leader Snapshot

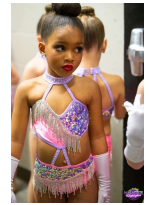
**Birthplace:** St. Louis, MO  
**Currently Live:** Minneapolis, MN  
**UHG Life:** Since June 2021



**Hello**  
 my name is  
**Kenny Poole**  
 Chief Medical Officer,  
 UHG Clinician & Provider Experience

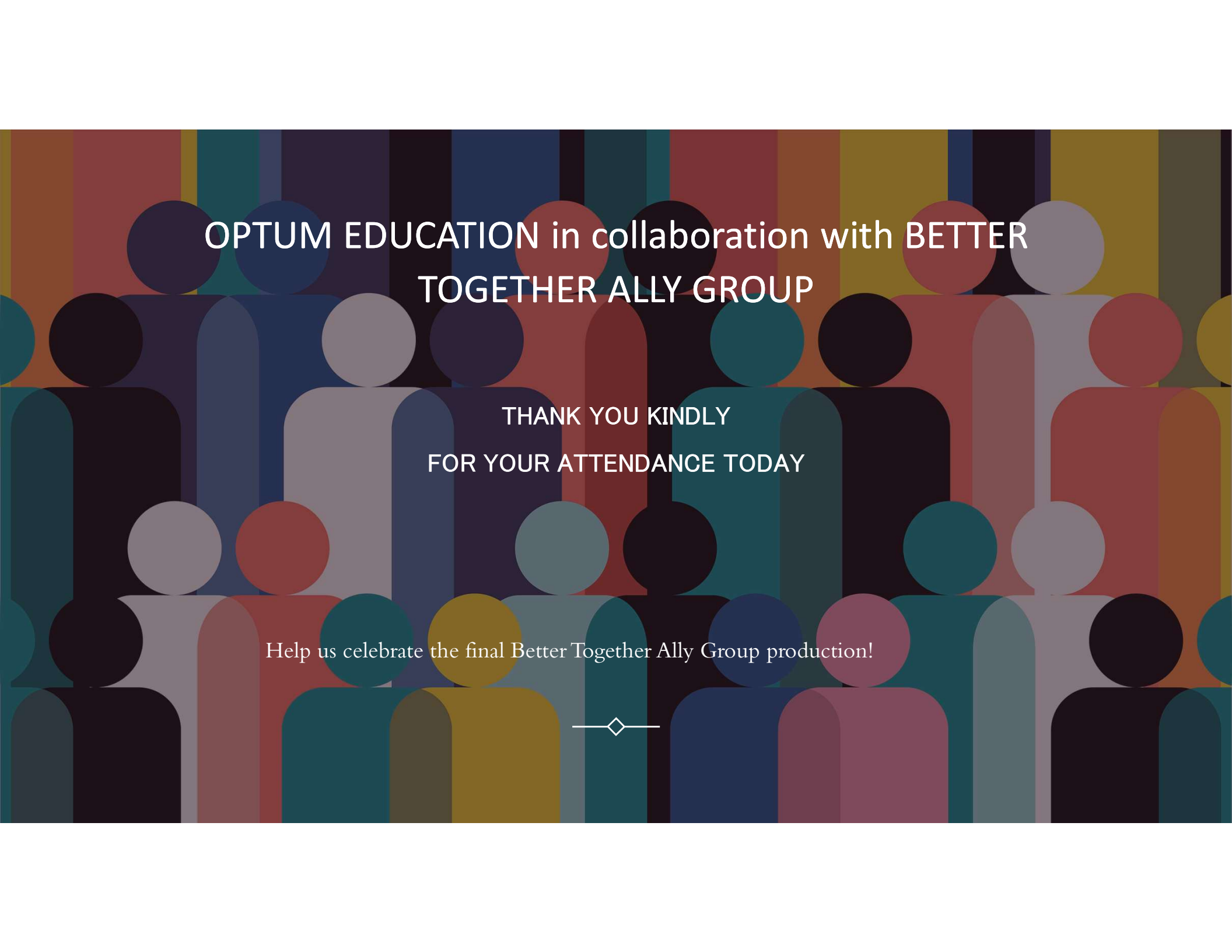


**MY CHILDHOOD DREAM JOB:**  
 STAND-UP COMIC  
**FAVORITE HOLIDAY:**  
 THANKSGIVING  
**FAVORITE FOOD:**  
 COOKIES



- Fun Facts:**
- Former high school quarterback turned youth football offensive coordinator
  - Wine & cigar aficionado
  - Loves music; plays saxophone

*The people who get on in this world are the people who get up and look for the circumstances they want and if they can't find them, make them. -George Bernard Shaw*

The background features a dense pattern of stylized human figures. Each figure is composed of a circular head and a rounded, rectangular body. The figures are rendered in a variety of colors, including shades of blue, teal, red, purple, and grey, creating a vibrant and diverse visual effect.

OPTUM EDUCATION in collaboration with BETTER  
TOGETHER ALLY GROUP

THANK YOU KINDLY  
FOR YOUR ATTENDANCE TODAY

Help us celebrate the final Better Together Ally Group production!

