



Diversity, Equity, and Inclusion Strategic Plan

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For External Use

Centers for Medicare & Medicaid Services
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Executive Summary

The mission of the Centers for Medicare & Medicaid Services (CMS) is to serve the public as a trusted partner and steward, dedicated to advancing health equity, expanding coverage, and improving health outcomes. CMS' employees are at the core of this mission, and in order to support our employees as they work to fulfill this mission, we must ensure that they are able to achieve their highest level of job satisfaction, and that we address inconsistencies in their experiences at CMS, as well as in equitable access to opportunities.

This Diversity, Equity, and Inclusion (DEI) Strategic Plan, the first-ever for CMS, enhances current DEI initiatives and provides a more comprehensive and strategic focus on DEI to enable our organization to establish a more inclusive and equitable culture. The Strategic Plan outlines the specific goals and initiatives we believe will help us achieve our DEI vision and address key priority areas identified within a 2021 current state assessment and the 2019 Federal Employee Viewpoint Survey (FEVS). These goals are ambitious and will take time to achieve, but CMS is committed to this charge because the success of this Strategic Plan is integral to the success of the Agency's mission.

CMS leadership believes in the value of building and sustaining a diverse workforce at all levels of the Agency. Even more importantly, establishing a culture that promotes inclusivity, collaboration, and fairness is critical to ensuring that everyone, regardless of their identities and perspectives, feels a sense of belonging at CMS. The Office of Equal Opportunity and Civil Rights, in partnership with the Office of Human Capital and the Office of the Administrator, is leading this effort. However, we cannot succeed without involvement across every facet of CMS. It is therefore critical that CMS continues to engage with staff across every office, level, and location to realize our vision of becoming a fully inclusive organization.

CMS' DEI Vision

CMS aspires to create:

- a culture that values and recognizes our employees' unique identities and perspectives, which further our mission and enhance our culture;
- an environment that provides all employees with equitable access to opportunities for growth and development; and
- a workforce that reflects the communities we serve.

CMS' DEI Goals

To realize CMS' DEI Vision, we aim to accomplish the following strategic goals:

1. Invest in DEI Infrastructure
2. Embed Inclusion into the CMS Culture
3. Build DEI into Talent Processes
4. Transform CMS' DEI Analytics Capability
5. Equip Every Leader to be a DEI Champion

Goal 1: Invest in DEI Infrastructure

CMS has foundational DEI infrastructures in place, such as our Employee Resource Groups (ERG), to drive DEI efforts. However, we must invest more time and resources into DEI than we have in the past to achieve our DEI Vision. We will do this through the following priority areas:

- 1.1 Further define DEI for CMS**
- 1.2 Mature the DEI operating model**
- 1.3 Ensure an inclusive workplace for all employees**

Goal 2: Embed Inclusion into the CMS Culture

We want every employee to experience an inclusive culture, where they feel empowered to express professional opinions based on their individual identities and experiences. We will accomplish this through the following priority areas:

- 2.1 Build and reinforce DEI awareness across CMS**
- 2.2 Provide safe spaces for dialogue**
- 2.3 Implement a comprehensive DEI Learning and Development Strategy and Curriculum**

Goal 3: Build DEI into Talent Processes

CMS recognizes that more focus needs to be put on recruiting from diverse populations who have been historically underrepresented at CMS. Equally important, we must mitigate potential bias in talent acquisition, as well as management processes and policies, so that everyone has equitable access to opportunities to develop and grow during their time at CMS. We will accomplish this through the following priority areas:

- 3.1 Implement customized recruiting plans for underrepresented groups**
- 3.2 Mitigate bias and enhance equity in talent processes and policies**

Goal 4: Transform CMS' DEI Analytics Capability

To make gains in all areas of this Strategic Plan, we must be more transparent with the data we collect and analyze. We must also ensure that we are constantly infusing data into our DEI and organizational decision-making. We will accomplish this through the following priority areas:

- 4.1 Conduct additional DEI-related qualitative and quantitative analyses to inform DEI efforts**
- 4.2 Define DEI Objectives and Key Results (OKRs) and metrics for CMS, and establish mechanisms to track progress**
- 4.3 Report on DEI OKRs, metrics, and other data to increase transparency**

Goal 5: Equip Every Leader to be a DEI Champion

Role models for inclusive leadership behaviors exist at CMS, but we want all our leaders to be equipped as DEI Champions and to espouse the DEI values and behaviors that we define. We will accomplish this through the following priority areas:

- 5.1 Provide leaders and managers with the tools they need to succeed**
- 5.2 Hold leaders and managers accountable for DEI**