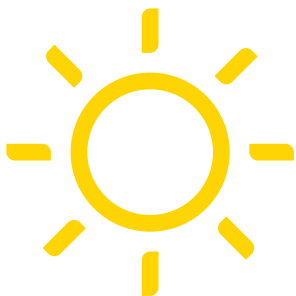




IN THE VILLAGE

One Global Village.
Many Local Neighborhoods.
Everyone Belongs.



Content sourced from teammates across the Village by Team Mosaic. Have a question or want to get involved? Search our page on [VillageWeb](#) or email us at TeamMosaic@davita.com.

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Welcome

At DaVita, we strive to be a community first and a company second. We want all teammates to experience DaVita as “a place where I belong.”

According to Maslow’s Hierarchy of Needs (right), belonging is a universal desire - every one of us has a powerful need to belong.

Why are we focused on *belonging* instead of *inclusion*? This is an intentional shift. Inclusion can make it seem like there are insiders and outsiders and that the outsiders must be “included.” In our Village, everyone is an insider and everyone belongs.

Our approach to Diversity & Belonging (D&B) is intentionally different. Instead of a centralized function led by a single leader championing D&B, we are focused on enabling all leaders to foster D&B within their teams. We will do this by embedding D&B into existing programs and by providing tools and resources like this book to positively impact our teammates.

The following pages include ideas, activities and resources that we’ve sourced directly from teammates to help you connect with your team and increase your teammates’ sense of belonging. We’ll continue to update the digital version of this playbook. I encourage you to visit the D&B VillageWeb page for more resources.

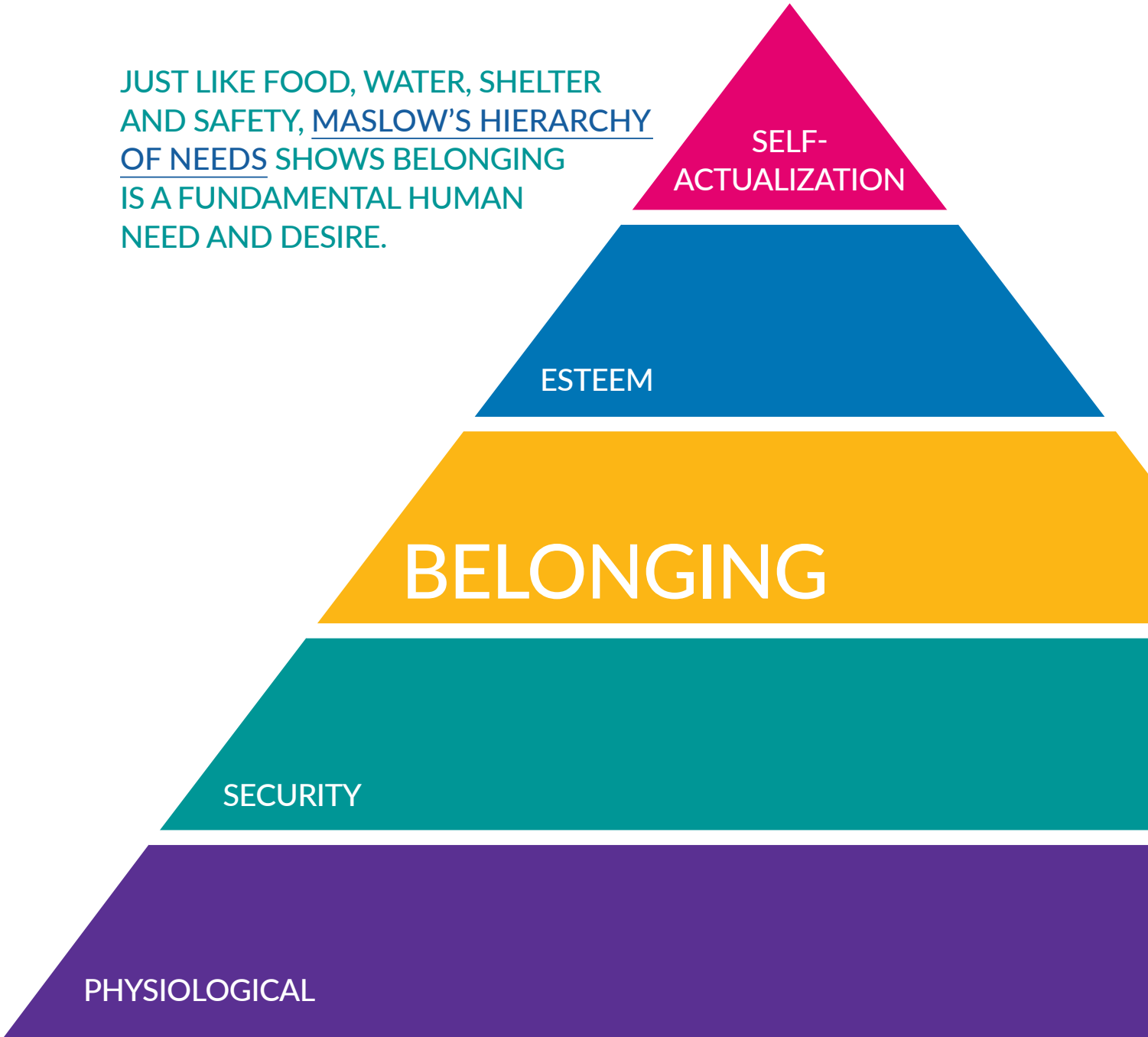
One for All!



Kenny Gardner
Chief People Officer



JUST LIKE FOOD, WATER, SHELTER AND SAFETY, MASLOW’S HIERARCHY OF NEEDS SHOWS BELONGING IS A FUNDAMENTAL HUMAN NEED AND DESIRE.



Team Activities Summary

Use the activities below with your teammates during a Homeroom or team meeting.



ACTIVITY 1: Welcoming New Teammates, part 1 and 2

[Page 23, 24](#) | 5 min.

Brainstorm with your team: What are we willing to do as a team to welcome new teammates? Challenge each of your teammates to find one thing they have in common with a new teammate.



ACTIVITY 2: A Time You Felt Like You Didn't Belong

[Page 24](#) | 10 min.

Share with your team: Tell us about a time when you felt like you didn't belong. How did that make you feel? Tell us about a time when you felt like you did belong. How did that make you feel?



ACTIVITY 3: Creating Belonging on Our Team

[Page 25](#) | 10 min.

Brainstorm with your team: What are we currently doing to create belonging on our team? What else could we be doing to create more belonging on our team?



ACTIVITY 4: Creating Connections

[Page 28, 29](#) | 15 min.

Creating connections with each other at work helps us develop as a cohesive team. Use this Homeroom Lesson to help your team practice the Creating Connections communication method with each other.



ACTIVITY 5: I Belong at DaVita Because...

[Page 34](#) | 10 min.

I belong at DaVita because: Have each of your teammates fill in this sentence, then post the responses on your bulletin board or in your break room.



ACTIVITY 6: Team Potluck

[Page 36](#) | 30 min.

Host a potluck with your team. Have teammates bring in a food that is special to them. Consider using this as an opportunity to get to know your teammates better.



ACTIVITY 7: Soliciting Input

[Page 37](#) | 5 min.

Seek out feedback or opinions from teammates whom you don't hear from often. Consider asking for their feedback in private as they may be uncomfortable sharing in a group setting.



ACTIVITY 8: The Circle of Trust

[Page 42](#) | 20 min.

Print and do this exercise with your team to learn more about who matters to you and why.

How Diversity & Belonging Fit In

Did you know? Our People Strategy has three pillars and Diversity & Belonging, just like The DaVita Way, is a wrap-around because it is embedded into everything we do. See below for how teammates will experience Diversity & Belonging in our Village and click to learn more about our [People Strategy](#).

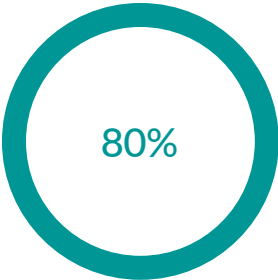


Diversity involves attracting, hiring and developing teammates in order to sustain diversity at all levels of our Village.

Belonging reflects the day-to-day teammate experience of being accepted and is embedded in everything we do.



Belonging is Essential for Engaging and Retaining Teammates



Say belonging is important when choosing an employer



Would leave their current organization for one that emphasizes belonging or have already left

BELONGING HELPS US ACHIEVE BETTER BUSINESS OUTCOMES

Organizations with a strong focus on belonging are:

2x as likely to meet or exceed financial targets

6x more likely to be innovative and agile

3x as likely to be high-performing

8x more likely to achieve better business outcomes

Unleashing the Power of Inclusion, Deloitte, 2017.
The Diversity & Inclusion Revolution. Eight Powerful Truths, Deloitte, 2016.



Diverse Organizations Have Better Financial Performance



Companies in the top 25% for executive team gender diversity were 21% more likely to see above-average profitability than companies in the bottom 25%.



Companies in the top 25% for executive team ethnic diversity were 33% more likely to see above-average profitability when compared to companies in the bottom 25%.

Delivering Through Diversity, McKinsey, 2017.



“Now that I feel like I belong, I come to work more positive, more excited. I know it’s going to be an easy day because I have my teammates to support me.”

Tanya Garcia, PCT

Our External Engagement

Below are a few examples demonstrating our commitment to D&B, from sharing data on our efforts to champion gender equality to being recognized for achieving our goal to have a 50% diverse Board of Directors.

CEO **ACT!ON** FOR DIVERSITY & INCLUSION

One of 550+ CEOs publicly pledging to:

- Create trusting environments
- Implement unconscious bias training
- Share best practices

Women in S&P 500 Companies, Catalyst, 2019.



Participated in Bloomberg's Gender-Equality Index for the second year in a row

- 77% women organization
- 74% women in middle management
- 46% women in senior management

(compared to 40% best in class, *Catalyst*)



To learn more about the recognition DaVita has received, go to careers.davita.com/awards

D&B Operating Model

It takes a Village to create belonging. Our D&B operating model imparts leadership accountability and allows teammates to have a voice.



Executive Belonging Council

Sets overall D&B goals/objectives



Executive Sponsors

Provides strategic guidance and leadership to Executive Belonging Council, Steering Committee and Team Mosaic



Team Mosaic

Executes on D&B strategy



Steering Committee & Belonging Advisory Board

Steering Committee champions D&B efforts across the Village

Teammate Belonging Advisory Board provides feedback to Steering Committee and Team Mosaic





Increasing Teammates' Sense of Belonging

Why Belonging
New Teammates
Your Team
Creating Connections

Why Belonging

Think of the last time you were in a room full of strangers. How did you feel?

When we are the “outsider,” it triggers our brain to release cortisol, the stress hormone, which results in our body having a negative, physical reaction. On the flip side, when we feel like we belong, our brains feel safe, releasing oxytocin and increasing our happiness and sense of well-being.

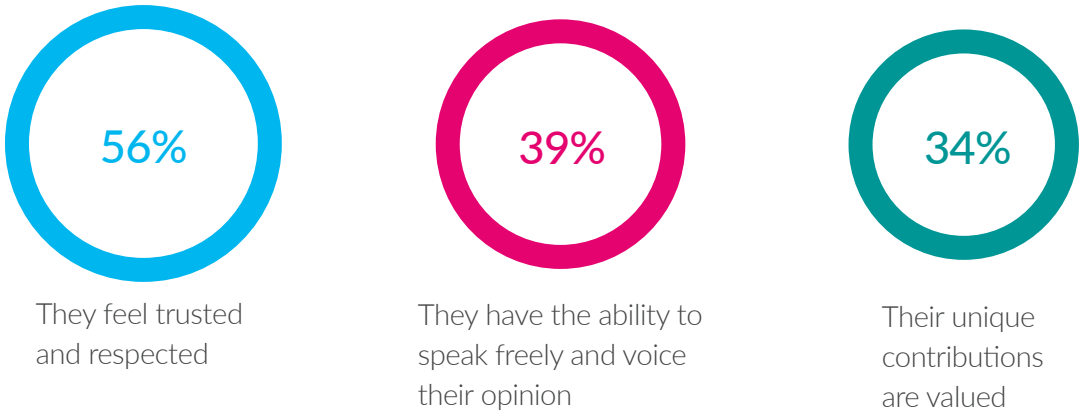
The Importance of Being Social, Scientific American, 2012.



Unleash Teammate Potential

When people feel like they belong, they are more productive, motivated and engaged, as well as 3.5 times more likely to contribute to their full, innovative potential.

People feel they belong most at work when:



EY Explores Belonging in the Workplace, with new Belonging Barometer Study, Ernst & Young, 2018.

“It’s so crazy to think about how much doubt I had when I started. DaVita has changed my whole outlook on what is possible – I’m even thinking about going to nursing school!”

Samanta Welton, PCT

FAs Share How to Recognize if Teammates Don't Feel Like They Belong

Some of these clues may not be applicable, depending on the culture of your teammate (e.g., avoiding eye contact is more common outside of the U.S.).

BODY LANGUAGE

Slouched shoulders or shrinking body may indicate a lack of confidence and comfort.

LACK OF EMOTION

Monotone responses or forced attempts to appear happy.

LACK OF ENGAGEMENT

Not participating in Homeroom discussions or team activities.

QUIETNESS

Some people are naturally more quiet than others, but a new teammate not asking any questions may feel uncomfortable doing so.

OVER-APOLOGIZING

New teammates with low confidence may genuinely feel like anything that goes wrong is their fault.

AVOIDING EYE CONTACT

In most countries, looking around or down may be a sign that a new teammate isn't comfortable or confident in the situation.

OTHER IDEAS

Teammates Tell Us How to Help Them Feel Like They Belong



FAs Share How Their Teams Create a Special Place for New Teammates

Consider asking teammates to:

- CALL AND WELCOME** the new teammate before their first day
- ACT AS A BUDDY** to show the new teammate the ropes
- EAT LUNCH** with the new teammate during their first week
- INTRODUCE THEMSELVES** and find something they have in common
- INTRODUCE THE NEW TEAMMATE TO PATIENTS**
- CHECK IN** to see how they're doing



Write Down How You Create a Special Place for New Teammates

Who has joined your team within the last three months?

Are any new teammates working when you aren't usually in the office? Do you have any remote teammates?

How can you and the team welcome these new teammates?

Who on your team can act as a buddy (beyond preceptor)?

“A little encouragement can go a long way. I'm precepting for a new teammate who wanted to quit after her first week. I've been there, and I know how that feels. So I've been calling her on her off days to make sure she knows how much we want her here and to make her feel truly welcome.”

Samanta Welton, PCT

FAs Share How They Create Belonging on Their Teams

Many of the things you do on a daily, weekly or monthly basis can help improve belonging for your teammates.



SHOW TEAMMATES THEIR WORK HAS MEANING

Tie individual contributions to larger clinic goals (e.g., when a project milestone is reached, when a patient has a CVC taken out, or when a patient gets a transplant).



IDENTIFY A SHARED PURPOSE

Share clinic goals with your team and help them understand how their work positively impacts patient lives.



RECOGNIZE RESULTS

Acknowledge team effort when any results are released (e.g., DQI, a project milestone, or after a teammate has a tough conversation with a patient or teammate).



SOLICIT INPUT

Ask teammates for ideas and feedback at Homerooms, during 1:1 conversations, and when implementing a new process.



FOSTER TEAM

Make time for your team to connect and spend time together on a personal level, encouraging teammates to be themselves. This could be something small like asking how their weekend went or asking about their friends and family.



CELEBRATE SUCCESSES AND MOMENTS TOGETHER

Nothing feels better than a team celebration, whether it be for a teammate's birthday, a holiday a DaVita anniversary, or a special patient moment.

TEAM ACTIVITY 1

Welcoming New Teammates, part 1



During a Homeroom or team meeting, brainstorm ways to welcome new teammates – ask them what they are willing to do to make new teammates feel like they belong.



“It’s amazing the impact that one FA can have. My FA not only helped me feel accepted, but like I had a voice that was valuable enough to be heard.”

Bethany Johnson, PCT

TEAM ACTIVITY 1

Welcoming New Teammates, part 2



The next time you have a new teammate start on your team, encourage each of your teammates to find one thing they have in common with the new teammate. Use your next Homeroom or team meeting to share what you have in common with each other.

TEAM ACTIVITY 2

A Time You Felt Like You Didn't Belong



We can all remember a time when we felt like we didn't belong. Maybe we were new to a team or just moved to a new city. To help us connect to the Heart, let's share our experiences.

In a Homeroom or team meeting, break into pairs and have teammates share their stories about belonging. Consider sharing your story with your teammates before you ask them to share with each other.

1. Tell us about a time when you felt like you didn't belong. How did that make you feel?
2. Tell us about a time when you felt like you did belong. How did that make you feel?

TEAM ACTIVITY 3

Creating Belonging on Our Team



We all play a role in creating belonging on our teams. Use the questions below in a Homeroom or team meeting to solicit ideas for how to create more belonging on your team.

1. What are we currently doing to create belonging on our team?
2. What else could we be doing to create more belonging on our team?



Creating Connections

We can increase teammates’ sense of belonging by creating connections, especially during times of disagreement. Use the steps below to create effective connections with your teammates.

STATE YOUR OBSERVATION OF THE SITUATION WITHOUT EVALUATING OR JUDGING

Must be factual, specific, bound to the present, and without generalizations (always, never).

SHARE HOW YOU ARE FEELING

This must be specific to your internal feelings and focused on you.

EXPRESS YOUR NEED OR DESIRE

Identify what you need in this moment.

MAKE A REQUEST

Make a specific request positively, speaking kindly, but firmly and clearly, without emotion.



Creating Connections Activity

Use this space to write down how you will talk to another teammate about something you need to address.

SITUATION: _____

PRACTICE YOUR CONNECTION

Observation _____

Feeling _____

Need _____

Request _____

EXAMPLE: TEAMMATE SHOWING UP LATE

Observation *I noticed you were late to your shift three times over the past two weeks without notice.*

Feeling *I'm feeling stressed because we are short staffed and risk not being able to open on time for our patients.*

Need *I need you to be on time and to let me know in advance if you need to change or adjust your shift.*

Request **Are you willing to** *come to work on time and let me know if a conflict comes up in advance?*



TEAM ACTIVITY 4

Homeroom Lesson

Creating Connections

Reference this page during a Homeroom or team meeting.

1. SHARE BACKGROUND WITH YOUR TEAM, SUCH AS:

I'd like to share a communication technique with you today to help us create connections in our day to day interactions, at work and even at home.

[Or, I practiced a technique for creating connections at Villagewide that we can use in our day to day interactions, at work and even at home.]

I'm excited to share this method with you because I need us to communicate effectively with each other, especially during difficult days.

[Add specific examples that may be relevant to your team.]

Would you be willing to practice it with each other?

2. EXPLAIN THE TECHNIQUE USING AN EXAMPLE: (next page)

When we communicate, we have an opportunity to:

- **Thoughtfully Express:** Our **Observations, Feelings, Needs, Requests** and
- **Empathetically Listen:** To speaker's **Observations, Feelings, Needs, Request** and restate for understanding

Whether we're frustrated with a situation or need to ask for help, this is a helpful way to approach a request without accusing or blaming the person you're speaking with.

Here's how each step could play out:

- **Observation:** Must be factual, specific, bound to the present, and without generalizations (always, never).
I saw you talking to Mr. Smith today and it seems like he really trusts you because he was asking for your advice.
- **Feeling:** This must be specific to your internal feelings and focused on you.
I'm feeling discouraged that I don't have the same connection with him yet and he's in my pod.
- **Need:** Identify what you need in this moment.
I need some tips on how to build trust with my patients.
- **Request:** Make a specific request positively, speaking kindly, but firmly and clearly, without emotion.
Would you be willing to share how you build relationships with patients?

The listener could then restate for understanding: *"It sounds like seeing me talk to Mr. Smith made you feel discouraged because you're still working on building trust with your patients. You need ideas on how to build trust with your patients and I'm definitely willing to help."*

3. ASK THE TEAM TO PRACTICE:

Option 1: Role play a conversation a teammate needs to have in pairs

Option 2: Ask for volunteers to share a situation and practice stating their Observation/Feeling/Need/Request with the group

USE THIS COMMUNICATION METHOD WHEN

- You need someone to teach you something
- You need someone to change a behavior
- You want someone to empathize with how their actions impact you or others
- You need to have a difficult conversation with another teammate, patient, or outside of work

Creating Connections: Words for Observations

Observations are best shared without evaluation or judgment. Below are some examples of how we can reframe observations without including a judgment or evaluation.

EVALUATION

It's way too late to be making so much noise —————> It's 2:00 a.m. and I hear your stereo playing

JUDGMENTS

You're rude —————> When you walked in, I didn't hear you say hello to me

COMPARISON

He has it easier than me —————> I don't see you in the office as frequently as I am

SUPERLATIVES

She's the fastest runner —————> I saw her win first place in a race

When we make evaluations, judgments, comparisons or use superlatives, we are usually expressing an unmet need. It's a signal that something you value is not happening. By reframing to a pure observation, we can start a dialogue without blaming or criticizing.

[Can We Talk?](#) Erik Erhardt, 2014.

Creating Connections: Words to Express Feelings

Sharing your feelings shows vulnerability. Use these words when completing the sentence, "This makes me feel..."

FEELINGS WHEN NEEDS ARE FULFILLED

- Amazed
- Comfortable
- Confident
- Eager
- Energetic
- Fulfilled
- Happy
- Hopeful
- Inspired
- Intrigued
- Joyous
- Moved
- Optimistic
- Proud
- Relieved
- Stimulated
- Surprised
- Thankful
- Touched
- Trustful



FEELINGS WHEN NEEDS ARE NOT FULFILLED

- Angry
- Annoyed
- Concerned
- Confused
- Disappointed
- Discouraged
- Distressed
- Embarrassed
- Frustrated
- Helpless
- Hopeless
- Impatient
- Irritated
- Lonely
- Nervous
- Overwhelmed
- Puzzled
- Reluctant
- Sad
- Uncomfortable



[Can We Talk?](#) Erik Erhardt, 2014.

Creating Connections: Words to Express a Need

When we understand the needs of another person, it creates a shared experience. Use these words when completing the sentence, “I need...”

AUTONOMY

Choosing dreams/goals/values
Choosing plans for fulfilling one’s dreams, goals, values

CELEBRATION

Celebrating life and dreams fulfilled
Celebrating losses: loved ones, dreams, etc. (mourning)

INTERDEPENDENCE

Acceptance
Appreciation
Community
Connection
Emotional Safety
Empathy
Honesty
Love
Reassurance
Respect
Support
Trust
Understanding

INTEGRITY

Authenticity
Creativity
Meaning
Self-worth

SPIRITUAL COMMUNION

Beauty
Harmony
Inspiration
Order
Peace

PHYSICAL NURTURANCE

Air, water, food
Movement, exercise, touch
Protection from life-threatening forms of life: viruses, bacteria, insects, predatory animals
Rest, shelter

PLAY

Fun
Laughter

Can We Talk? Erik Erhardt, 2014.

Creating Connections: Words for Requests

Disarm another in potential disagreements by making a specific request using positive, clear language. Focus on what will meet your needs.

WOULD YOU BE WILLING TO... ?*
HEY, ARE YOU UP FOR...?
WHAT DO YOU THINK OF...?

*The phrase “would you be willing to” is particularly effective in phrasing requests. We can help others trust that we are requesting, not demanding, by indicating that we would only want the person to comply if he or she can do so willingly.

Can We Talk? Erik Erhardt, 2014.



“I was so happy my team was patient with me when I first started. This sense of team extends to how we support our patients. We all work together to ensure that our patients are safe and receive the best treatment possible.”

Jennifer Brandt, RN

TEAM ACTIVITY 5

I Belong at DaVita Because...



Using postcards or a piece of paper, ask teammates to fill in the blank, “I belong at DaVita because...” Consider posting them on your bulletin board or in the break room for everyone to see.



Teammates from Wild West Region 3

Sustaining Diversity in the Village

- Layers of Diversity
- Unconscious Bias
- Diverse Hiring Practices

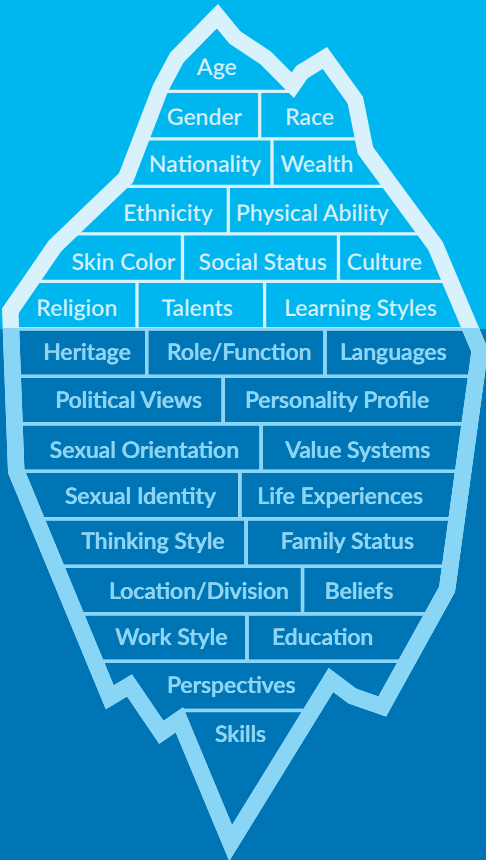


Layers of Diversity

Diversity is about so much more than the things we perceive about others externally. Each of these dimensions contributes to our unique perspective.

Waterline of Visibility

How much do your teammates know about you that is below the waterline?



TEAM ACTIVITY 6 Potluck



Want to get to know your teammates better? Consider hosting a potluck and ask teammates to bring in food to share. Ask why they brought that specific dish. Some ideas for potluck themes:

- Heritage/culture
- Favorite food
- Best dish the teammate can cook

TEAM ACTIVITY 7 Soliciting Input



If you notice one or two teammates always speak up and offer their opinions, ask for the opinions of those whom you don't hear from often. Consider asking for their feedback in private if they may be uncomfortable sharing in a group setting.

Unconscious Bias DID YOU KNOW?

We receive 11 million pieces of information every moment. We can only consciously process 40.

Solve this riddle: A father and his son are involved in a horrific car crash and the father died at the scene. The son was taken to a nearby hospital and was rushed into the operating room. Upon seeing the patient, the surgeon pulled away and said, "I can't operate on this boy, he's my son!"

How can this be?

Have you worked out the answer yet? How long did it take?

The answer is that the surgeon is the boy's mother. This is an example of how unconscious bias works.

99%
of thoughts
are
unconscious



The Limbic System

The amygdala is an almond-shaped part of the brain that processes decision-making and emotional responses (including fear, anxiety and joy).

Because we receive so much information every moment, our brains must quickly choose what to focus on. This survival instinct allows us to unconsciously categorize things and people faster than our conscious brain can.

This result often includes biases of some kind that we did not consciously “think.” Our brain automatically filters the massive amount of information we experience.

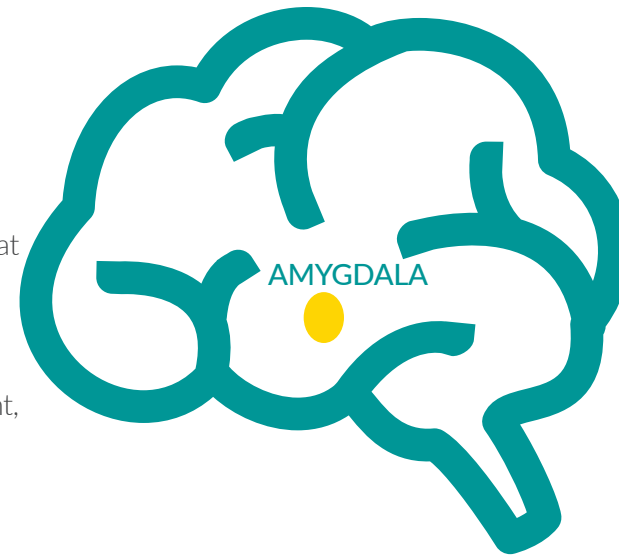
FOR EXAMPLE, YOU ONLY NEED TO BE BURNED BY A FLAME ONCE TO DEVELOP A QUICK, INSTINCTUAL REACTION TO FIRE.

As we experience more of the world, we process information more efficiently and unconsciously. Over time, our brains rapidly categorize people as “like me” or “not like me,” as “insiders” or “outsiders.”

In addition to this quick categorization, our conscious brain often supports or rationalizes ideas and feelings from our unconscious brain.

For example, if you’re a dog person and you’re on a date with someone who you find out is a cat person, you’ll most likely have an unconscious, negative reaction. Then your conscious brain will be looking for any sign that this person is a crazy cat person.

[Understanding Bias and the Brain](#), Korn Ferry Institute, 2015.



“I demonstrate that I am there for my team. They know that they are not alone – that we’ve got this, together.”

Kelsey Behner, RN

Implicit Biases

Here are a few of the implicit biases that can affect us when interacting with teammates or interviewing candidates.

AFFINITY BIAS

Tendency to prefer people like us.

HALO EFFECT

Tendency to think everything good about a person because we like them.

HORN EFFECT

The opposite of the Halo effect, both of which are largely based on first impressions.

CONTRAST EFFECT

Rating a candidate much higher than you normally would alone after comparing them to previous candidates.

CONFIRMATION BIAS

Tendency to search for information that confirms your pre-existing beliefs.

ANCHORING BIAS

Tendency to rely on the first piece of information you receive rather than continuing to evaluate through seeking multiple sources of information.

PERCEPTION BIAS

Tendency to stereotype certain groups without being able to make objective decisions about them.

[Here is How Bias Can Affect Recruitment in Your Organization](#), Forbes, 2018.

So How Do We Deal With Our Biases?



[Unconscious Bias](#), Tanmay Vora, 2018.

TEAM ACTIVITY 8

The Circle of Trust



Print this paper from the Team Mosaic [VillageWeb](#) page. Fold over all rows except the Trusted 5 and ask teammates to write down the people they really trust who aren't family. Then, unfold the paper and place a tick mark in every box where the person is like them (e.g., if the teammate is a woman and one of their Trusted 5 is also a woman, place a tick mark).

DISCUSSION QUESTIONS:

- If you're willing to share, what did you learn about who matters to you and why do you think that is?
- What opportunities do you have at work to be with and listen to people whose experiences and opinions are very different than yours?
- What do we do to make it safe for people to share their opinions and/or disagree? What else can we do to make it safer?

“Not only do I get support from my teammates, but I feel like they care. It's like a work relationship but also a personal one, and that means so much to me and my family.”

Charlene De Minds, PCT

TRUSTED 5					
Introvert or Extrovert					
Gender					
Age					
Education					
Ethnicity					
Sexual Orientation					
Disability					



Unconscious Bias Resources

For more resources on unconscious bias, search our page on the VillageWeb. Here are some examples of the materials we have online.



COGNITIVE BIAS EXAMPLE IN ACTION VIDEO (1:22 MIN.)

Video examples of cognitive biases and perception tests



COGNITIVE BIAS CHEAT SHEET

Groups our biases into 20 mental strategies humans use for very specific reasons



LIST OF COGNITIVE BIASES

Over 175 cognitive biases and explanations



THE INVISIBLE GORILLA

Book by Christopher Chabris and Daniel Simons



BLINDSPOT

Book by Mahzarin Banaji and Anthony Greenwald



QUIET

Book by Susan Cain



Diverse Hiring Practices

As a Village, we will always hire and promote the most qualified candidate. We are exploring evidence-based practices to increase diversity. By casting a wider net and having more targeted outreach to diverse candidates (gender, ethnicity, skillset, background, health care experience, etc.), we increase our chances of having greater choice in selection and promoting equal opportunity.

SOURCES

Objective: Diversify your sourcing tactics

- Referral programs
- Alumni networks
- Community organizations
- Local colleges and universities
- Job fairs
- LinkedIn and other online sites
- Webcasts and podcasts

CANDIDATES*

Objective: Identify where there are gaps on your team. Could your team benefit from:

- A new teammate who is an introvert/extrovert, or who is more analytical?
- Different perspectives from men/women and other ethnicities?
- A teammate with a completely different background and skillset than you’ve previously hired?

INTERVIEWERS

Objective: Have diverse perspectives represented in interviews

- A broad range of perspectives will help you hire the best candidate
- Consider the different perspectives that a peer, direct report, and manager may have
- Consider including a balance of men and women and including ethnically diverse teammates in your interview panel

PARTNER WITH YOUR RECRUITER AND PEOPLE SERVICES MANAGER TO THOUGHT PARTNER ON HOW TO INCORPORATE THESE PRACTICES FOR YOUR NEXT OPEN POSITION.

*DaVita’s policy is to treat all applicants and teammates in a fair and non-discriminatory manner without regard to race, religion, color, national origin, citizenship, sex, gender identity/expression, sexual orientation, veteran status, age, pregnancy and disability, genetic information, or any other status or characteristic protected by applicable federal or state law or regulation. This applies to all forms of employment decisions, including, but not limited to, recruiting, hiring, training, compensation and promotion of all persons, in every job classification.

Resources

Frequently Asked Questions
Our Approach to D&B
People Strategy



FAQs

Sourced from teammates across the Village.

1. I WANT TO KNOW MORE ABOUT WHAT'S GOING ON WITH D&B - WHERE CAN I GO TO GET UPDATES?

Head to the Team Mosaic [VillageWeb](#) page to learn more about what we're doing. Check out the CASP (Create a Special Place) section of the DaVita Daily News for our monthly Team Spotlight and other news.

2. I AM PASSIONATE ABOUT D&B - HOW CAN I GET INVOLVED?

Email TeamMosaic@davita.com for belonging exercises you can do with your team, to share your passion about a specific topic, or for an opportunity to provide feedback on materials we are developing to share with the rest of the Village.

3 WHAT IS DAVITA'S STRATEGY ON D&B?

Our goal is to embed Diversity & Belonging into everything we do in our Village, so that, like the DaVita Way, it becomes part of who we are. Diversity is embedded in our recruiting and talent development strategy and operations. This includes how we source candidates, who is on the interview panel, and how we cultivate and develop our future leaders. Belonging is embedded in how teammates experience their workplace and team. This includes day-to-day experiences for teammates in our clinics and offices, how we onboard and train new teammates as well as how we develop those teammates in their first year and beyond.

4. ARE WE PROVIDING ANY UNCONSCIOUS BIAS TRAINING?

For an introduction to unconscious bias, click [here](#). In December 2018, Javier Rodriguez, our CEO, signed the [CEO Action Pledge for Diversity & Inclusion](#). As part of that pledge, we committed to sharing unconscious bias training with our teammates and plan to do so in 2019 and 2020.

5. WHAT PROGRAMS OR PROCESSES ARE IN PLACE TO HELP PROMOTE DIVERSITY?

We are very diverse as a Village overall (77% women and 50% ethnically diverse) and while our leadership is diverse in many ways, we recognize that it could be more diverse. We are implementing diverse hiring practices including sourcing (where we source candidates from) and recruiting (including working toward diverse interview panels and candidate slates for some positions) to sustain leadership diversity in our Village. Additionally, our robust portfolio of career development programs promotes equal opportunity creation for our inherently diverse organization. Examples of programs that provide opportunities for teammates to thrive in their careers:

- **Bridge to Your Dreams:** Fully-funded tuition and support for patient care technicians to become DaVita nurses upon successful completion of the program
- **THRIVE:** Development program to put nurses on trajectory to become field operators
- **Foresters:** Continuous talent and career pipeline for facility administrators to become regional operations directors

We recognize that we cannot promote and sustain diversity without creating a sense of belonging for our teammates of all backgrounds. Consequently, we are embedding belonging practices into existing programs and providing tools and resources like this book to positively impact our teammates.

Our operating model ensures that our leadership team has visibility and alignment with our D&B objectives and outcomes in the same way that any other major effort is managed in the Village. Our operating model includes:

- **Executive Belonging Council** (CEO, CPO, CLO, SVP Revenue Operations and two Field Palmer leaders): Responsible for setting the overall vision and objectives
- **Executive Sponsors** (two Field Palmer leaders): Provide strategic guidance and leadership to Executive Belonging Council and Steering Committee
- **Steering Committee** (Field and Atlas leaders) **and Advisory Board** (Field and Atlas TMs): Strategy and execution for embedding D&B into existing processes and programs
- **Team Mosaic** (cross-functional capability): Execution engine supporting Steering Committee, Advisory Board, Executive Sponsors and Executive Belonging Council

6. WHY DOESN'T DAVITA HAVE EMPLOYEE RESOURCE GROUPS FOR WOMEN, LGBTQ, ETHNIC OR OTHER GROUPS?

We are committed to ensuring that everyone in our Village has an equal opportunity to participate in programs aimed to foster diversity and belonging. One challenge with traditional Employee Resource Groups (ERGs) is that they can be very headquarters-focused and lack a way for teammates who aren't in the same geography to connect. Due to the nature of our geographically diverse teammate population, we are investigating ways for all teammates to connect across all geographies at scale, including virtual platforms.

7. SOME TEAMMATES SAY THAT DAVITA REWARDS EXTROVERSION OVER INTROVERSION; IS THIS THE CASE AND HOW CAN WE ADDRESS IT?

Researchers estimate that 50-74% of the world population are extroverts ([source](#)). Therefore, the world has a predisposition toward extroversion. Susan Cain's book, [Quiet](#), describes this phenomenon well. Our Village population is not much different than the rest of the world. Part of our intention with belonging is to arm people with resources so they can be more self-aware and overcome our larger cultural biases and preferences that influence our behaviors.

8. HOW DO WE PLAN TO HOLD LEADERS ACCOUNTABLE FOR DIVERSITY AND BELONGING?

We have very specific goals around both diversity and belonging. For diversity, our focus is on implementing diverse candidate slates and interview panels for select roles at the leadership level, which is where we have the greatest opportunity. For belonging, our focus is on embedding belonging practices into key programs in partnership with teams such as Wisdom

(for DaVita University content) and Clinical Education (for Preceptor Training). We are committed to sharing quarterly updates and tracking outcomes with our Executive Belonging Council (comprised of our CEO, CPO, CLO, SVP, and two Field Palmer leaders). The Executive Belonging Council will hold leadership accountable to achieving our goals.

Have a question or want to get involved? Search our page on [VillageWeb](#) or email us at TeamMosaic@davita.com.

Online Resources

Additional FAQs

Common D&B Terms List

Links to research/publications on D&B

Team Activities

Teammate videos on belonging



Our Approach to D&B Intentionally Differs from Traditional Methods

“Before I came to DaVita, I used to sit in my car every morning before work, dreading walking in the door. Since becoming a teammate, that stress has all but disappeared. I enjoy my work, my patients, and my teammates. Also, I firmly believe in the mission that DaVita stands for: To give life.”

Jessica Elliott, RN

HISTORICAL D&I APPROACH

Chief Diversity Officer (CDO) leads all D&I efforts

Employee Resource Groups (ERG) are key to create belonging

Mandatory stand-alone ‘diversity training’ led by Diversity leaders

WHAT WE’RE DOING



Engage senior leaders to drive accountability

Leverage teammate talent across diverse spectrums



All teammates are enabled to champion D&B

Consider virtual network to enable teammates to connect across geographies



Embed D&B into existing training (e.g. DVU programs, Clinical education)

Team Mosaic to partner cross-functionally for select training (e.g., unconscious bias)

WHY?

Studies show CDO role limits leadership accountability
Studies suggest no statistically significant evidence CDO role alone drives diversity results
Executive Belonging Council and D&B Operating Model (page 13) drive leadership accountability

Traditional ERGs may unintentionally exclude teammates who aren’t members and can create silos, limiting dialogue
Traditional ERGs tend to support a single geography; our goal is to embed D&B across all geographies

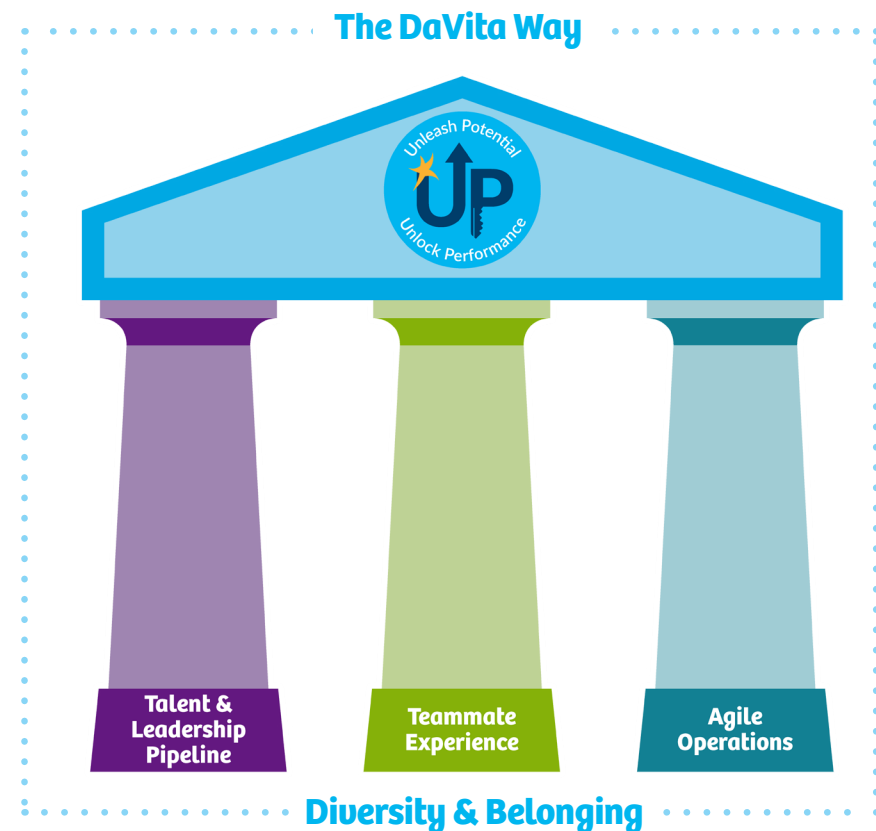
Studies indicate belonging should be a fundamental aspect of the teammate experience

[The Impact of Chief Diversity Officers on Diverse Faculty Hiring](#), National Bureau of Economic Research, 2018.
[Why Diversity Programs Fail](#), Harvard Business Review, 2016.
[Most Diversity Training Ineffective, Study Says](#), Washington Post, 2008.
[Diversity Efforts Fall Short Unless Employees Feel That They Belong](#), Harvard Business Review, 2016.



People Strategy

Our vision is to unleash teammate potential to unlock Village performance, creating a special place to work where The DaVita Way is alive and well.



With The DaVita Way and Diversity & Belonging as a wrap-around, embedded into everything we do, our strategy to unleash teammate potential includes:

- Building a proactive **Talent & Leadership Pipeline**
- Driving retention through **Teammate Experience**
- Fulfilling performance excellence through **Agile People Operations**

“People will forget what you said,
people will forget what you did,
but people will never forget
how you made them feel.”

- Maya Angelou

