

## KEY 2021 INITIATIVES CONTINUED

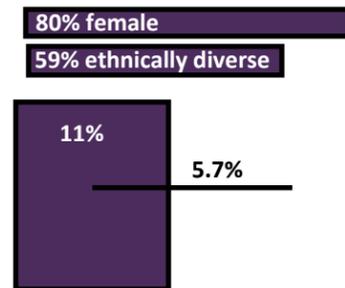
### DIVERSITY REPRESENTATION

CFI continues to increase diverse board membership and workforce, despite a challenging labor market. CFI has:

- Developed and executed a strategic sourcing and outreach plans that reaches a broader diverse population.
- Created a plan that will increase African American and Hispanic/Latino leadership and employment .

### DEMOGRAPHICS

- 80% female
- 59% ethnically diverse
- Increased employment of people with a disability to 11% vs. 5.7% benchmark



### CREATING AN INCLUSIVE CULTURE

#### WHAT'S GOING ON?

CFI partnered with its employee assistance program, FEI, to create a healthy and safe space to talk about sensitive and sometimes polarizing subjects.

Every quarter, CFI holds a virtual discussion, called What's Going On?, on race relations and other social issues.

Employees are encouraged to attend and openly discuss their feelings in a confidential environment, as it is a key element in achieving and advancing a diverse, inclusive, and culturally competent workplace.

The discussions help create an inclusive culture where respect, equity, and positive recognition of differences are cultivated, diverse voices are heard, and everyone feels valued.

As an organization, we continue to provide safe environments to share perspectives through each person's individual lens where participants can express and understand multiple viewpoints regarding recent events.



### LEADERSHIP CONFERENCES

#### WHAT DOES IT TAKE TO BE A LEADER IN TIMES LIKE THESE?

*"I will better identify my personal biases in order to better include those that have different approaches than me."*

#### LEADER REFLECTION

I WILL BE ABLE TO IMMEDIATELY USE WHAT I LEARNED:

**55%**

AGREE

**45%**

STRONGLY AGREE

WHAT I LEARNED WILL BE USEFUL IN PERFORMING MY JOB:

**48%**

AGREE

**52%**

STRONGLY AGREE



**CFI**

CENTERS FOR INDEPENDENCE

### 2021 DIVERSITY & INCLUSION ANNUAL REPORT

2020 W. Wells St., Milwaukee, WI 53233 | 414-937-2020 | [cfihope.org](http://cfihope.org)

**"CFI has always valued the different backgrounds and countries we come from where we have diverse cultures and beliefs. CFI has given us a platform to discuss social issues and express ourselves."**



Swathi Chilukuri | IT Senior Data Analyst

**"I think we have a diverse and culturally accepting work environment that allows for shared experiences to help our work in caring for those with diverse backgrounds."**

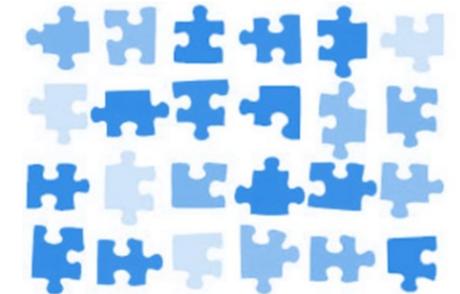


Charles Manning RN | Residential Nurse

**"I got a lot from these sessions. The biggest thing for me was having my team members of different races, ethnicities and backgrounds being open, receptive to hear about the African American struggle."**



Dionne Johnson | Receptionist



#### DIVERSITY:

Diversity is about representation or the make-up of an entity.



#### INCLUSION:

Inclusion is about how well the contributions, presence and perspectives of different groups of people are valued and integrated into an environment.

## VOICES OF inclusion

#### OUR MISSION

Partnering with people of all abilities to advance their TOTAL HEALTH.

#### OUR VISION

Healthy and hopeful COMMUNITIES.

#### OUR VALUES

Understanding PEOPLE  
LEADING Success  
Working TOGETHER

# MAKING PROGRESS: DRIVING CHANGE

We continue to make progress on our objective of creating a diverse, inclusive, and culturally competent organization that reflects the communities and clients we serve.

Throughout 2021, we deepened our workforce, workplace and community efforts focusing on leadership skills, continuing to improve representation, and strengthening our community relationships and partnerships to create solutions and advance equity. Consistent with the CFI values, sustaining an inclusive and culturally competent organization is about fairness, respect and valuing, belonging, and a safe and open culture that is empowering.

In early 2021, we launched diversity and cultural competence leadership behaviors and action plans and later in the year, hosted our first ever diversity leadership conference focused on inclusive and authentic leadership; core skills to lead a multi-cultural, multi-generational workforce. We also host regular scheduled "What's Going On?," sessions with staff to discuss race and other matters of concern in a safe and confidential environment.

The diversity of our staff, our leaders, and members of our Board of Directors continues to increase and be above benchmarks. However, we believe that diverse representation alone is insufficient. It is important that our diverse staff work within an inclusive culture.

Therefore, everyone is expected to participate in a minimum of two hours of annual diversity and inclusion training experiences and increase their cultural competence, as well as their ability to understand, appreciate and interact with people from cultures or belief systems different from their own. In 2021, 39% of staff went above and beyond the expectations seeking additional opportunities for learning, understanding and positive actions.



CFI is recognized as a collaborative community partner working with other non-profit providers and government agencies, often serving as the bridge that connects people to vital resources. In 2021 and beyond, CFI is intensifying those connections and adding linkages with key organizations and stakeholders to create solutions for a more inclusive and equitable community.

We will continue our efforts to listen, learn, lead, improve our cultural competence, and partner with the people we serve as well as advocate for communities in which we live and work.

We look forward to fostering change and being part of solutions toward building more healthy and hopeful communities of the future.

*Teri Zywicki*

**Teri Zywicki | CFI President And CEO**

*Al Hill Jr.*

**Al Hill Jr. | Senior Director of Diversity And Cultural Competence**

## CULTURAL COMPETENCY EXPERIENCES

All staff members are required to participate in two-hours of diversity experiences each year.

In 2021, 39% of staff went above and beyond the expectations seeking additional opportunities for learning, understanding, and inclusive decisions.

39%

## ENGAGEMENT SURVEY

We received feedback from staff through an inaugural national engagement survey, and we will use a cultural competence lens to focus on improvements.



The goal is to create an employee experience that fosters a sense of belonging and purpose for all.

## KEY 2021 INITIATIVES

### LEADERSHIP: What does it take to be a leader in times like these?

CFI leaders are accountable for implementing the organization's diversity and inclusion vision, setting goals, achieving results, and being a role model.

- Diversity Leadership Conference. CFI hosted our first-ever diversity leadership conference focused on inclusive and authentic leadership, reviewed core skills to lead a multi-cultural, multi-generational workforce, introduced concepts to remove bias from leadership decisions.
- What Does It Take to be a Leader in Times Like These? CFI and our employee assistance program presented unique program blending the service competencies of the EAP into CFI's diversity, inclusion and cultural programs to increase cultural competence among leaders.
- 10 Things That Leaders Should Do As Champions of Diversity. Provided a resource for leaders to review regularly to facilitate their growth.
- Leader Goal Setting. Established guidelines for each program and department to create specific goal to increasing diverse representation, more flexible workforce planning, and assessing client-base diversity needs

### COMMUNITY

Bridging resources to improve community equity and inclusion:

- Participated in the Racial Equity Ambassadors Program to gain insight into racial equity in Milwaukee County.
- Donated to Milwaukee Health Services Pipeline to Practice (P2P), a longitudinal mentoring program for American Descendants of Slavery high school and above students who want to become physicians.
- Joined National Association of Hispanic Nurses™ to increase awareness of the specific health care needs of the Hispanic population.
- Worked on the Milwaukee Health Department's Strategic Plan to advance the health of Milwaukee through an anti-racist framework and understand our greatest opportunities for community health.
- CEO Leadership Coalition nonprofit taking steps to dismantle structural racism in the community including diversifying boards and staff.



## 2021 HERITAGE MONTH PROGRAMS

**Black History Month; Following the Threads of Racial Disparities Across Systems**

**Women's History Panel of CFI women leaders journey**

**Asian Pacific Islanders Heritage Month Town Hall**

**ADA Anniversary: Blind Man With a Chainsaw Really?**

**Hispanic panel with YMCA and Hector Colon Story: From Boxing Ring to the Board Room**

**October — What's Going On?**

**November — National Indigenous Peoples Month featuring Mark Denning**

## EMPLOYEE RESOURCE GROUPS

**Network of African American Colleagues (NAC) supports the recruitment, retention and professional development of African Americans and other diverse employees.**

**Parents and Caregivers Together PACT) supports parents, grandparents, foster parents, and other caregivers to balance life and work.**

## FOCUS ON THE FUTURE 2021 AWARD

**CFI received an honorable mention in the Equity Category from the Milwaukee Metropolitan Association of Commerce.**

**The equity category recognizes companies addressing racial disparities through the attraction of a diverse workforce and cultivation of an inclusive workplace culture.**

**FOCUS ON THE FUTURE**

**HONORABLE MENTION**

## CFI DIVERSITY TEAM

**Gina Byfield  
Justin Hubbard  
Carson Maule**

**Ursula Flores  
Dawn Kondrek  
Michael Smith**