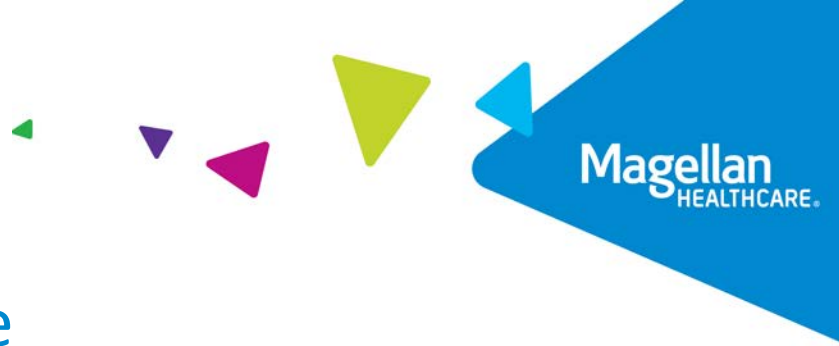


October 20, 2020



Magellan Healthcare

Diversity, Equity and Inclusion

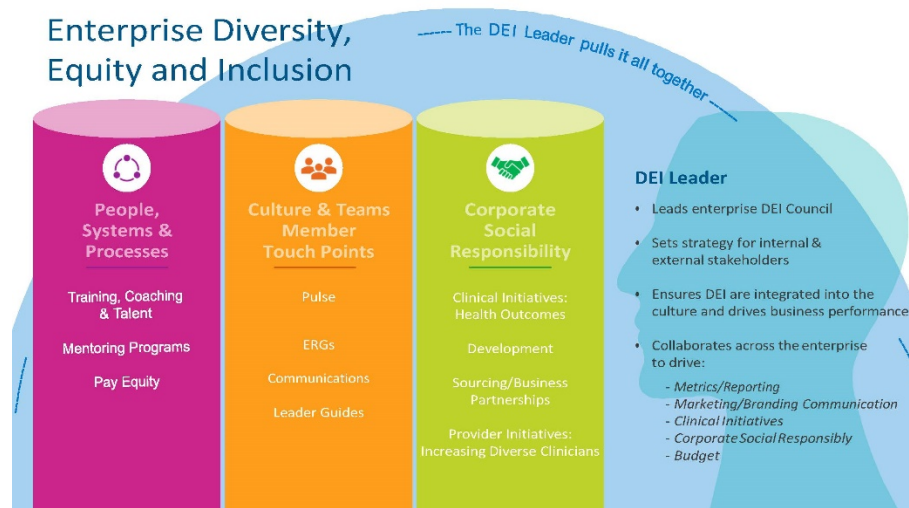
Introduction

The civil unrest of the past several months has led many organizations to look at their cultural competency and diversity, equity and inclusion (DEI) programs through a new lens. Companies are ensuring their approach to DEI is embedded in everything they do and expect their business partners to do the same. Magellan Healthcare has prepared this document in response to requests and questions from our employer clients. The document outlines:

- Our efforts within Magellan
- Support provided to clients to date
- How we provide access to culturally appropriate care
- Next steps

As a company with a long history of managing complex, specialty and behavioral health services across commercial and public sector markets, we play a leading role in bringing solutions that improve health equity within minority communities. Our organization possesses distinctive capabilities to lead in this area given how much we already do to help members, families and communities manage the burdens of mental health, stress and anxiety.

We're committed to seeing that Magellan remains a leader in helping Americans in this difficult time while modeling the behaviors necessary to move us all forward. Magellan remains focused on the valuable work we accomplish each day and the resulting positive impact we have on the people and the communities we serve. Our work to improve our individual and collective understanding of DEI, and the behaviors and structures to support them, are not negotiable.



Our workplace

Magellan has accelerated our work in advancing a diverse and inclusive workplace. Our strategy, reflected in the graphic above, includes a focus on:

People, Systems and Processes

- Ensuring DEI is part of all talent processes and programs at Magellan (hiring, development, compensation)
- Augmenting our annual required cultural competency training with more information for staff, addressing the diverse needs of our associates and the people we serve
- Establishing a Chief DEI Officer who will work with our CEO, leadership team and several employee groups to strengthen our DEI strategy

Culture and Team Member Touchpoints

- Working with DEI practice leaders at Korn Ferry to conduct an organizational assessment to continue our listening journey and to align our leadership around a common strategy
 - This includes conducting focus groups and interviews with underrepresented groups including Black/African American, Hispanic/Latino/LatinX, LGBTQ+, Asian/Pacific Islander, and Women to objectively assess how our organization is perceived by our diverse associates.
- Surveying our associates who have shared their personal hopes and fears, thoughts on our strategy and ideas for improving life at Magellan
- Building a consistent approach to for Employee Resource Groups at Magellan

Corporate Social Responsibility

- Furthering our focus with clinical and business leads to identify, promote, and communicate ways in which we are working to impact equality in healthcare services and outcomes

As we pursue our strategy, we have encouraged our leaders to address the events that have taken place in our country and communities head-on by holding effective conversations with our employees. Since June, managers have used our Magellan EAP resources to guide them through the discourse with their teams.

Client support

Although DEI services are not part of our current EAP offering, Magellan Healthcare's client support efforts have included resources that support diversity, inclusion and cultural competence, and we regularly adapt them to current events.

Manager Support

- Updated staff guidance on supporting managers and leaders during times of civil unrest, including:
 - Consulting how to approach and discuss sensitive situations with employees
 - Reminding managers to refer to their human resources and legal teams for assistance
 - Providing special support to managers who needed to help their employees yet were struggling themselves, enabling them to process their concerns

Critical Incident Response support

Our Critical Incident Response (CIR) team pivoted to support differently impacted groups, providing management, coping and resilience strategies to:

- Organizations whose workplaces were directly impacted by violence or looting
- Teams who needed education on how to manage conflict in the workplace
- Support groups where employees shared their reactions and perspectives

By late August, we had conducted 27 CIR events.

Materials

Our communications team not only worked with our CIR, training and coaching teams to ensure they had appropriate materials, but also published new tip sheets and other informational pieces:

- Coping with community unrest
- Coping with the death of a co-worker
- Five tips for listening with empathy
- Helping children cope after a traumatic event
- How to cope after a traumatic event
- How your EAP can help you cope with traumatic events
- How to help yourself and others through the grieving process

- Living with threats of violence
- Stress and resiliency
- Unconscious bias—what it is and how to overcome it
- For managers:
 - Critical incident response
 - Loss of a co-worker
 - For managers: Supporting employees during traumatic events

EAP-Specific and Company-Wide Campaigns

Magellan Healthcare conducts multi-faceted campaigns around several awareness months related to mental health. Woven into these campaigns is the theme that mental illness does not discriminate, and emotional needs differ among diverse populations.

- Empathy Awareness in October
- [Depression and Mental Health Screening Awareness](#) in September and October
- [Suicide Prevention Awareness](#) in September
- BIPOC Mental Health Awareness in July
- Stamp Out Stigma for Mental Health Awareness in May

Websites

Magellan Healthcare regularly revises our [Crisis Communications](#) and [Mind Your Mental Health](#) websites with information that can help people manage current events. In addition, our websites for your employees, [MagellanAscend.com](#) and [MagellanAssist.com](#), offer information on hundreds of topics. Our “What’s Trending” section of Magellan Ascend highlights such topics as community unrest and the awareness campaigns.

Blog Posts and Publications

- [Peer Support in the Workplace: Diversity, Inclusion and Integration](#)
- [BIPOC Mental Health Awareness](#)
- [How to Respond to Traumatic Events in the Workplace](#)

Events

- Virtual Youth Fests:
 - [Thriving Through Trauma, June 25, 2020](#)
 - [Black Mental Health Matters, July 23, 2020](#)
- Twitter Chat on Black, Indigenous and People of Color (BIPOC) Mental Health July 9, 2020 (see transcript [here](#))

Training

Each year, Magellan creates at least twelve new training courses for all employees, in addition to four new leader-specific courses. Topics are determined by client interest and current issues, and training materials are thoughtfully developed to appeal to diverse groups. The trainers we use reflect the people we serve; nearly 30% of our trainers are BIPOC. Our *Options in Training* catalog lists over 65 courses for employees and leadership.

The following courses are available as in-person training, live webinars and/or recorded videos. Leader-specific versions are available for some. Organizations should follow Federal, State and local laws and orders when requesting and conducting training.

DEI:

- Cultural Competence in the Workplace
- Human Appreciation: Cultural Awareness in the Workplace
- Successfully Navigating Challenging and Difficult Relationships
- Thriving in a Multigenerational Workforce
- Understanding and Managing Military Veteran Employees
- Cultivating Civility in Your Work Environment (coming in 2021)
- Fostering Understanding Between Veterans and Civilians for Workplace Success (coming in 2021)

Emotional support during these difficult times:

- Conquering Workplace Stress
- Coping and Supporting Others Through Grief
- Managing Anxiety and Worry During Uncertain Times
- Positively Maneuvering Change in the Workplace
- Tackling Life’s Challenges with Resilience and Grit

Providing access to culturally sensitive care

Magellan’s programs and processes embody our commitment to serving your employees in a sensitive manner.

Hiring

Within Magellan Health, we’re committed to advancing a diverse and inclusive workplace and are proud that our company's demographics demonstrate this commitment. Our workforce of approximately 10,000 associates is comprised of 75% female associates and 40% minority associates. Over the past 12 months, 64% our new hires at the manager level and above have been female, and 35% have been minority.

Sourcing

Magellan’s Strategic Sourcing department is committed to a comprehensive Supplier Diversity Program that ensures inclusion of diverse businesses in our competitive bidding process. Our Supplier Diversity Manager works continuously to expand Magellan’s network of resources, building relationships with local and national diverse businesses such as:

- Minority-owned businesses (MBE)
- Women-owned businesses (WBE)
- Veteran-owned businesses, including those run by veterans with disabilities
- Lesbian-, gay-, bisexual- or transgender-owned businesses (LGBTBE)
- Businesses owned by persons with disabilities
- Sheltered workshops
- Historically black colleges and universities

- HUBZone small businesses

Our goal is to make sure that our suppliers reflect the broad diversity of markets, customers and individuals we serve. In 2019, Magellan spent more than \$114.1 million with diverse-owned businesses, including \$81.7 million with MBEs and \$28.2 million with WBEs. Integrating these businesses directly into our regular supply chain and entire book of business allows us to direct the maximum spend possible to these companies.

Provider Network

Magellan is committed to maintaining a diverse provider network that reflects our customers' communities. We request diversity data from providers when we contract with them and during regular data integrity projects. Although most providers voluntarily give us cultural, ethnicity, gender, age and other information, we do not require it. We continually assess our network against U.S. Census data to ensure we meet the cultural needs of your employees.

A recent review of our provider data shows that we have ample diversity not only across our network, but also within each state. For example, in Georgia and North Carolina, two states with higher numbers of African Americans, our network is over 30% and 20% African American, respectively.

When we contract with new providers, we communicate our expectations as follows in our provider manual, which is considered part of our contract:

Magellan is committed to embracing the rich diversity of the people we serve. We believe in providing high-quality care to culturally, linguistically and ethnically diverse populations, as well as to those who live with disabilities such as visual and hearing impairment. All people entering the behavioral healthcare system must receive equitable and effective treatment in a respectful manner, recognizing individual spoken language(s), gender, and the role culture, as broadly defined, plays in a person's health and well-being. Magellan understands the value of a culturally competent workforce, inclusive of those living with disabilities.

Magellan staff is trained in cultural diversity and sensitivity, in order to refer members to providers who are appropriate to their needs and preferences. Magellan also provides cultural competency training, technical assistance and online resources to help providers enhance their provision of high-quality, culturally appropriate services. Magellan continually assesses network composition by actively recruiting, developing, retaining and monitoring a diverse provider network compatible with the member population.

Your responsibility is to:

- *Provide Magellan with information on languages you speak*
- *Provide Magellan with information about your practice specialties, including those developed to address the needs of diverse communities, broadly defined*

Magellan's responsibility is to:

- *Provide ongoing education to deliver competent services to people of all cultures, races, ethnic backgrounds, religions and those living with disabilities*
- *Provide access to language assistance, including Braille for the visually impaired, and bilingual staff and interpreter services to those with limited English proficiency, during all hours of operation at no cost to the consumer*
- *Provide easily understood member materials, available in the languages of the commonly encountered groups and/or groups represented in the service area*
- *Provide access to TDD/TTY services for the deaf community and those with hearing impairment*
- *Monitor gaps in services and other culture-specific provider service needs; when gaps are identified, Magellan will develop a provider recruitment plan and monitor its effectiveness*

We regularly offer information and support to our network providers so they can continue to develop their DEI awareness. Articles in our quarterly *Provider Focus* newsletter have included:

- How's your cultural competency?
- Conversion therapy is not OK; recognize biases and appreciate diversity for better member care
- Sharing your ethnic background and spoken languages helps improve members' access to care

Finally, our MagellanProvider.com website has a full page of [cultural competency resources](#) for our providers, including CLAS standards, policies and links to credible websites.

Connecting your employees with help

Magellan has several doors through which your employees may access care. Regardless of the entry point, they are given the opportunity to express their preferences for culturally diverse providers.

- On the phone:
 - When your employee calls in for help, our clinical associates first ask about key social determinants of health to understand the full scope of their needs. When we help someone find a provider, we ask pertinent diversity questions to filter the results (see below).
 - In the course of daily work, our care managers are attuned to members' needs and preferences for providers and other services.
- Online:
 - Provider search: Searchability by gender (including non-binary), ethnicity, language and ages treated
 - BetterHelp: Search questions include gender (including non-binary), age, sexual orientation, religion, culture/ethnicity

Next Steps

As outlined above, several new training courses are in development. In addition, we are:

- Assessing how DEI issues and related client concerns may shape how we can improve and tailor our offerings to help clients navigate and optimize performance in the evolving landscape
- Considering our internal DEI initiative findings as we enhance existing products, create new offerings and assess our network

As always, Magellan thanks you for the trust you put in us to serve your employees. We will continue to update you on new resources and programs as they become available. If you have any questions, please contact your account manager.