**Objective:** Establish Business Diversity as a corporate-wide priority contributing to revenue and membership growth and in alignment with the company’s mission.

### Making the Case

Significant opportunity based on (1) composition of diverse membership vs. local market, (2) expected growth of minority-owned businesses and (3) health disparities resulting in avoidable medical cost.

**1. Diverse Membership Comparison**

<table>
<thead>
<tr>
<th>Minority-owned</th>
<th>THP</th>
<th>Competitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>White-owned</td>
<td>77,300</td>
<td>77,300</td>
</tr>
<tr>
<td>Minority-owned</td>
<td>12,400</td>
<td>18,300</td>
</tr>
</tbody>
</table>

- 270K Members; $2.2B in Revenue; Avoidable Medical Cost

**2. Minority-Owned Businesses**

- Average size of minority-owned business is 6 employees
- Minority-Owned, 12,400

**3. Health Equity**

THP Commercial population showed disparities in:

- Adolescent Well Care Visits for African-Americans and Hispanics
- Colorectal and Breast Cancer Screening for African-Americans

### Establishing a Plan of Action

The Business Diversity strategy cuts across all products and builds diversity into the fabric of every core function and level of the organization.

#### Ideal State Framework

**Vision:**
Tufts Health Plan is recognized as the health plan of choice in all communities.

#### Phased Approach

**Phase I:**
Dedicated investments and resources in a diverse community and existing ‘majority-minority’ employer.

**Phase II:**
Directive from the President to establish plans to capture the Business Diversity opportunity.

### Achievements and Highlights

- Senior Leadership Support and Directives from the President
- External Partners (Community and Business)

### Primary Challenges

- Governance Structure
- Prioritization of Resources