

OUR  
PEOPLE REPORT  
2022

THE children's health  
DIFFERENCE



Meet Zem Zem



“Our people power our mission. That’s been true since the very beginning. We honor this commitment by continually improving the experience of those we serve and those we serve alongside, by investing in our people today to ensure we meet the demands of tomorrow, and for generations to come.”

Kim Besse | President and Chief People Officer



# Something Bigger Than Ourselves

People join Children’s Health<sup>SM</sup> for one reason – to care for children. What they find is a family with the same calling – people who want to contribute to something bigger than themselves. Through times of triumph and challenge, we show up for our patients, their families, our communities and each other.

Together, we strive to create a brighter, healthier future for every child in North Texas – in every community, from every background. In order for our team members to deliver on this promise, we need to deliver on ours. That means:

**CULTIVATING** an environment where differences are celebrated and everyone belongs.

**PROVIDING** lifelong learning and the freedom to forge a career that changes lives.

**CARING** for the whole person so our people thrive in every aspect of their lives.

**RECOGNIZING** our team members for all they do to make life better for children.

We are the place where compassion, hope and innovation intersect, enabling us to solve problems no one else can. **Our Mission, Our People, Our Commitment** and **Our Well-being** serve as our blueprint, guiding us to expertly care for our teams and our communities.

THE children’s health  
DIFFERENCE

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

This is **The Children’s Health Difference**

Click to watch video



OUR  
PEOPLE  
REPORT  
2022

# Our Mission

Since our humble beginnings in 1913 as a baby camp, our mission has been clear – **to make life better for children** – and more than a century later, it continues to unite and inspire us. Our people bring our mission to life every day, in every interaction with patients and their families. That passion – combined with our drive to find new and innovative treatments, our commitment to lifting each other up, and our distinctive affiliation with The University of Texas Southwestern Medical Center – are transforming pediatric care.



**270,663**  
PATIENTS SEEN



**275,575**  
OUTPATIENT VISITS



**155,875**  
EMERGENCY ROOM  
VISITS



**22,180**  
SURGERIES



**601**  
LICENSED BEDS



**7,494**  
EMPLOYEES



## OUR PEOPLE REPORT 2022

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

THE children's health  
DIFFERENCE



Selfless Service



Passionate Advocacy



Commitment to Excellence



Unwavering Integrity

## Our Values

Our values are the building blocks of our culture. While the programs and resources we develop will continue to evolve through the years to meet the ever-changing needs of our patients, patient families, team members and communities, our values endure.

### SELFLESS SERVICE

**Serving others with an enthusiastic spirit**

Our patient care transcends the ordinary and exceeds expectations. Our team members treat each other, our patients and our patient families with kindness, humility and respect, and without judgement.

### PASSIONATE ADVOCACY

**Standing as champions for children**

Advocating for children is an essential part of fully realizing our mission. We act courageously on their behalf, educating our communities on their needs, while honoring different perspectives and expectations.

### COMMITMENT TO EXCELLENCE

**Driving innovation and quality care to maximize outcomes**

For more than a century, the medical advancements pioneered at Children's Health have helped children around the world, transforming possibilities into reality.

### UNWAVERING INTEGRITY

**Creating an environment of trust through honesty, transparency and authenticity**

When an organization cares for children, it's held to a higher standard – and it should be. Our team members share information, speak up with ideas and concerns, and hold themselves and others accountable.

Hear how our team members live our **Values**  
Click to watch video



Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

“Caring for our region’s children has never been more essential than it is now. Through the Joint Pediatric Enterprise, we are bringing together the best resources from Children’s Health and UT Southwestern, to drive more medical breakthroughs and deliver best-in-class care to more children closer to home.”



Dai Chung, M.D. | President, Chief Medical Officer, Joint Pediatric Enterprise

# Continuing our excellence and preparing for tomorrow

For more than 60 years, Children’s Health and UT Southwestern Medical Center have worked together to provide the highest quality pediatric care. In 2019, this partnership was strengthened further with the creation of the Joint Pediatric Enterprise, solidifying our promise to

deliver a brighter, healthier future for every child in North Texas and beyond. Leveraging our respective strengths will help transform the pediatric care experience through unrivaled, nationally recognized, academically backed patient care, research and education.



**Jorge A. Bezerra, M.D.**  
Pediatrician-in-Chief at Children’s Medical Center Dallas and Chair of the Department of Pediatrics at UT Southwestern Medical Center

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

THE children’s health DIFFERENCE

# Serving our community

Serving all the children of North Texas – not just the ones who walk through our doors – is at the core of who we are. That’s why we partner with community organizations to make sure the underserved in our communities have access to the assistance they need.

Serving our community also means advocating for those who are traditionally underrepresented in our region. Our Health Equity, Diversity and Inclusion Commission (HEDIC) focuses specifically on promoting an equitable environment in which our patients and their families have the opportunities to achieve their greatest potential. Learn more about HEDIC’s work in the [Our Commitment](#) section.



## OUR PEOPLE REPORT 2022

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

THE children’s health DIFFERENCE



**\$3.3M+**

IN CHARITY HEALTH CARE



**\$250M+**

IN COMMUNITY BENEFITS

2021 Data

### Beyond ABC sheds light on areas of greatest need

More than 100 years of caring for the children of North Texas has established Children’s Health as not only the region’s leading pediatric health care system, but a prominent authority and passionate advocate for the advancement of pediatric health throughout our communities. Since 1996, we’ve published the biennial **Beyond ABC** report to provide an in-depth look at the quality of life for children in Dallas, Collin, Cooke, Denton, Fannin and Grayson counties. This report creates actionable insights that move the needle on

the dimensions that shape children’s quality of life today and influence their opportunities for tomorrow: health, economic security, safety and education.

### A Foundation for hope

Kids can accomplish remarkable things with the right support. That’s where our Foundation comes in. The **Children’s Medical Center Foundation** works to raise funds to help Children’s Health continue to enhance comprehensive care, discover cures and improve health and wellness across our community – all to further our mission to make life better for children.



Through year-round fundraising and participation in events like **North Texas Giving Day** and our holiday campaign, **Bring the Magic**, the Foundation works with team members across the system to share their stories and the impact they have on Children's Health. Team members can get involved by **advocating**, **volunteering** and even **donating** through payroll deduction. Learn more about the Foundation at [give.childrens.com](https://give.childrens.com).

### **The Red Balloon League celebrates our everyday superheroes**

Everyone who works at Children's Health is a superhero, and together we form the league of extraordinary care - the **Red Balloon League**. From children and their families to team members and donors, the Red Balloon League provides hope and raises funds to support the mission of Children's Health.

We celebrate members of the Red Balloon League every April 28 - Cape Day (also known as National Superhero Day). Since all superheroes need capes, we add a special accessory to our celebrations. **Cape Day** honors our patient superheroes who fight courageously against illness and injury every day and the team members who help them. All proceeds from Cape Day help fund efforts for our patients, like enhancing critical patient and family support services, investing in lifesaving research and providing new equipment and supplies.



Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

THE children's health  
DIFFERENCE

# Our People

Children's Health is a special organization with a singular mission that requires extraordinary people. We are the best at what we do because our team members play a critical role in fulfilling our mission. From clinical to administrative, you'll meet people who have answered the call to serve - who have found their "why" at Children's Health.

In order to deliver a career experience that encourages personal growth and nurtures individual talent for all team members, we've designed our people strategy with **four key pillars**.



**Fostering our values and experience-based culture**



**Delivering innovative rewards and development programs**



**Championing well-being and belonging**



**Optimizing people systems and operations**



Meet Cornelia



These principles are woven through all our people programs, ensuring our team members have what they need to **build careers that change lives.**

## OUR PEOPLE REPORT 2022

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

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## Finding your purpose

People come to work at Children's Health because they are inspired by our mission. They stay because they see firsthand the connection their work has to that mission every day – the impact they can have on the lives of children and their families. This connection, as made evident through our annual employee survey, is one of the many reasons our team members are so committed to their work and to Children's Health.

**87<sup>th</sup>**  
**PERCENTILE**

The mission or purpose of my organization makes me feel my job is important.

2022 Gallup Survey  
(as compared to Gallup's  
Healthcare and Social Assistance  
Company Level Database)

Our Mission 2

Our People 7

## Attracting the best

It starts with bringing the best, most diverse people on board and empowering them to find their purpose in a place that celebrates who they are. Using an inclusive recruiting strategy and a generous employee referral bonus, we hire people who are not only talented at what they do, but who are passionate about our mission and embody our values.



PEOPLE HIRED

**1,118**  
2020

**1,383**  
2021

**2,331**  
2022

Our Commitment 18

Our Well-being 31

Our Awards 33

THE children's health  
DIFFERENCE





*“I came back to Children’s Health after nine months with another employer. I really missed the team I worked with and the connection to the patient families and the mission. There’s something special about walking the halls of the hospital and seeing the work that we support. Here, I live the mission every day.”*

Erin Weece | Senior Director Strategic Marketing Operations

## Welcoming back returning team members

Life’s circumstances can sometimes take people down a different path – a new opportunity, new priorities. After they leave, many of our team members realize they miss the purpose they had previously found at Children’s Health.

In those instances, our culture of caring, both for children and for each other, brings them back. In 2022, **we welcomed more than 450 team members back** to the Children’s Health family.



Meet Denise

Our Mission 2

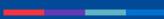
Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

THE children’s health  
DIFFERENCE



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## Celebrating our people

With everything our team members do for our patients and patient families, they deserve special recognition. That's why **RED - Recognizing Employee Dedication** - is all about them.

Throughout the year, our RED program puts the spotlight on our team members, helping us show our immense gratitude and appreciation. On a day-to-day level, we're able to provide one-on-one, individualized recognition with our RED Cart and RED Online, a comprehensive online recognition platform. Our special RED events, such as Paint the Park RED at Six Flags Over Texas, are shared celebrations, highlighting employee contributions to Children's Health and the lives of our patients.



## OUR PEOPLE REPORT 2022

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

Children's Health is at or above the 2021 PwC Hospital and Health System **75<sup>th</sup>** PERCENTILE benchmarks for:

Voluntary separation rate

Promotion rate

Internal hire rate: people leader positions

Management mobility rate

Racial/ethnic diverse management headcount percentage

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DIFFERENCE



# SPECIAL FEATURE NURSING AT CHILDREN'S HEALTH

“ At Children’s Health, we lead innovation by creating a culture where nurses are empowered to achieve excellence. Supported by a professional practice model of accountability, autonomy and authority, our nurses provide extraordinary specialized pediatric nursing care that results in nationally recognized quality and safety. Our nurses are truly the heart of our mission, making life better for children every day.”

Tammy R. Webb, Ph.D.(c), MSN, R.N., NE-BC | Executive Vice President, Chief Nursing Executive



Our nurses power our mission as partners and advisors

Each day, Children’s Health nurses in every corner of our system are redefining how we care for children, with a focus on empathy, leadership and innovation. By prioritizing professional development, scientific advancement and a culture of safety, our nurses thrive in their roles as caregivers, advocates, teachers, leaders and community partners – all leading to nationally recognized excellence.

### The right start with the right team

Nurses with more than one year of experience participate in PASS Academy, a two-part course assisting nurses from other organizations as they assimilate into Children’s Health and pediatric nursing. Nurses can also cross-train in additional clinical areas in order to build clinical skills and competencies.



OUR PEOPLE REPORT  
2022

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

THE children’s health DIFFERENCE



**NURSING  
MISSION  
STATEMENT**

To support the organizational mission **to make life better for children** by providing high-quality care based on strong commitments to practice, education, research, innovation and collaboration.

**Empowering through experience**

We recognize the power of development through clinical experiences. They not only enhance competencies and escalate skills, they build confidence, sharpen critical thinking, and further the importance of evidence-based practice and research skills.

The Associate Degree Nurse (ADN) Apprenticeship Program, launched in 2021, provides an opportunity for new graduate ADN nurses pursuing their bachelor's degree in nursing to work alongside our exceptional team. The 12-week bridge program offers participants a series of learning and work experiences, preparing them for the Nurse Residency Program.

**Learn from the best in our nationally ranked Nurse Residency Program**

For five years, the Children's Health Graduate Nurse Residency Program has been among only a select few within the nation's pediatric hospitals to achieve prestigious accreditation by the Commission on Collegiate Nursing Education (CCNE). It was also named fourth in the nation and best in Texas in a 2022 study from Vizient and the KU School of Nursing. With more than 20 tracks to choose from, including the float pool that allows participants to travel from unit to unit for a wider range of experiences, it's no wonder the year one retention rate is 96%.

*“ I first came to Children's Health as part of the JumpStart Internship program. I loved it so much, coming back was the only option for me when I graduated. I was hired into the Trauma ICU in 2008 and have been here ever since. This is where I continue to learn and grow every day. Children's Health isn't just a job to me - it's a way of life, it's home, it's where I want to stay. ”*



**Kelly Ford** | Team Lead, Pediatric ICU, Dallas

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

THE children's health  
DIFFERENCE

**Shared governance leads to better outcomes, culture of accountability**

Our nurses play a role in advancing not only patient care at Children's Health, but also the nursing profession. A key piece of both of these endeavors is clinical nurses participating in shared governance at the unit and system level. From clinical practice to quality and safety to inclusive professional development, shared governance at Children's Health ensures nurses have a voice in decisions that impact their nursing practice.



Meet Susan

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

Clinical Informatics Council (CIC)

Clinical Practice Council (CPC)

Evidence-Based Practice and Research Council (EBPRC)

Professional Development Council (PDC)

Quality and Safety Council (QSC)

**Nursing Strategic Plan**

Our nursing strategic plan, which contains goals and tactics that cascade from the overarching organizational strategy, is arranged into five sections:

- 1 Promoting and advancing the role of the nurse
- 2 Preparing the future nursing workforce
- 3 Transforming nursing practice
- 4 Advancing professional nursing excellence
- 5 Fostering a culture of clinical inquiry

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**NURSING VISION**

Inspired by our past to create our future through innovative and synergistic nursing practice, providing high-quality patient-family centered care and exceptional service through collaboration with all disciplines.

**Transformational leadership for a collaborative nursing practice**

Our nurses inspire and motivate their colleagues every day. We honor their inspiration by providing them with the support and leadership they need to continue to strive for better outcomes for our patients.

One example of this is the Chief Nurse Executive Advisory Cabinet, a primary source of direct communication between nurse executives and clinical nurses regarding the professional nursing practice environment. Cabinet members

advise nurse executives and evaluate the impact of decisions. This open channel has helped develop professional relationships across multiple roles and levels within the organization.

Our nurses drive patient outcomes at every interaction, so making sure every voice is heard is instrumental to everything we do at Children's Health. That's why from apprenticeships to structured onboarding to governance committees, our nurses play a critical role in the health of our organization, as well as the health of our patients.



Meet Alexis



To learn more about nursing at Children's Health, read our [2022 Nursing Annual Report](#).

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

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## 2022 Experience, Inclusion & Engagement Survey

compared to **Gallup's Healthcare**  
and **Social Assistance Company**  
Level Database

**83<sup>rd</sup>**

**PERCENTILE**

This last year, I have had  
opportunities at work to  
learn and grow.

**79<sup>th</sup>**

**PERCENTILE**

In the last six months,  
someone at work has talked  
to me about my progress.

**86<sup>th</sup>**

**PERCENTILE**

There is someone at work who  
encourages my development.

**86<sup>th</sup>**

**PERCENTILE**

Overall Company  
Engagement

## Owning your career

At Children's Health,  
we take seriously the  
responsibility to provide our  
team members with resources  
and support to empower them to  
own their career paths and further their  
lifelong learning. Team member feedback  
placed us in the top quartile in areas related  
to growth, development and progress.

### Learning and Leadership Institute

The Learning and Leadership Institute designs, develops and delivers education and training to meet the diverse needs of our team members in both clinical and non-clinical settings. It offers innovative methods, including experiential learning, structured formal training courses, simulations and online programs.

“*Development and learning are important parts of the team member experience and integral to our culture of continuous improvement. The Learning and Leadership Institute provides modern learning experiences to make learning and growth accessible to everyone, to empower knowledge sharing and to make learning a habit.*”

David Campbell | Chief Learning Officer



Meet Jennifer

## OUR PEOPLE REPORT 2022

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 32

Our Awards 34

THE children's health  
DIFFERENCE

Click on this icon  for more information



198,885

LEARNING HOURS COMPLETED IN 2022



ALMOST HALF OF OUR NURSES CERTIFIED IN CLINICAL SPECIALTIES

## Development opportunities for everyone

### ONBOARDING



A valued member of the team from day one

### ONLINE, ON-DEMAND LEARNING

Learning to meet every need - when, where and how our team members want it

### DIVERSITY, EQUITY & INCLUSION EDUCATION

A diverse, equitable and inclusive workplace built on curiosity, knowledge and understanding

### EDUCATION AND CERTIFICATION ASSISTANCE

Making growth and development possible outside our walls

### MENTOR PROGRAMS

Paying it forward to grow others

“I think it is so important to make our new nurses feel as comfortable as they can. I really enjoy being that go-to person to give advice, perspective and to ask anything and everything - I feel a sense of community and connection, and that helps me value my job even more.”

Lauren Procter | R.N.

“Lauren has been an amazing resource both during and after the mentorship program. I was so excited to be a part of the CRT group, but I was nervous about having new faces and dynamics with each new floor. Being able to connect with someone both inside and outside of work was just what I needed starting off as a new nurse!”

Hanna Boehm | R.N.



Hanna Boehm

Lauren Procter

OUR PEOPLE REPORT 2022

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

THE children's health DIFFERENCE

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ALMOST **72%** OF LEADERSHIP POSITIONS WERE FILLED BY INTERNAL CANDIDATES IN 2022

Targeted development programs meet specialized needs

#### TAILORED, ROLE-BASED LEARNING ASSIGNMENTS

Experiential learning that addresses specific needs

#### PIPELINE PROGRAMS

Empowering our team members with opportunities while building a robust pipeline of well-rounded talent and developing leaders

#### SIMULATION CENTERS FOR CLINICAL

Systemwide simulation for high-fidelity learning

#### LEADERSHIP DEVELOPMENT

Because great leaders are essential to a great organization



**33%**  
OF LEADERS HAD UPWARD OR LATERAL MOVES IN 2022



## OUR PEOPLE REPORT 2022

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

#### CAREER ADVISOR

A partner in our team members' career journey

“Many team members want more for their career journey but simply don't know where to start. I provide a safe starting point by making sure they know they're not alone in the process. I help them identify the right resources for them, both formal and informal, and facilitate introductions for networking - all to support their career development and mobility.”

Cindy Jones | Program Manager, Learning and Career Advising



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Careers that **change lives**

Click to watch video



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# Our **Commitment** to Diversity, Equity & Inclusion

Our commitment to Diversity, Equity & Inclusion means fostering a culture in which everyone can bring their whole self to work; where diverse backgrounds, cultures and ideas can flourish; and where our team members reflect and represent the patients we serve. We approach this work not as a project or standalone program, but as a priority that is integrated into every aspect of what we do.



Meet Duagleer

OUR  
PEOPLE  
REPORT  
2022

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

Meet Dr. Tate



## How we define DE&I at Children's Health



DIVERSITY



EQUITY



INCLUSION



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“Diversity, Equity and Inclusion are more than buzz words for us. When strategically integrated into every aspect of what we do, DE&I becomes a catalyst for increased revenue, spurs innovation and creates a competitive advantage for our organization. At Children’s Health, we are leveraging DE&I best practices, employee voices and community partnerships to create a culture where every patient, every team member and every community feels welcomed, valued and respected.”

**Tina Bowers** | Vice President and Chief Diversity & Inclusion Officer  
 Named one of the Top 100 Diversity Officers in the U.S. by the National Diversity Council



## DE&I Strategic Priorities

Our DE&I strategic priorities are the building blocks for our work in this area, and they are integrated into every aspect of what we do.

### BUILD A DIVERSE TALENT PIPELINE AND WORKFORCE

- Build a diverse talent pipeline and high performing workforce that reflects our patient and employee population
- Recruit, retain, develop and advance BIPOC (Black, Indigenous and People of Color) talent into senior leadership roles

### FOSTER AN INCLUSIVE WORK ENVIRONMENT

- Cultivate a workplace where all voices and perspectives are welcomed, heard, valued and respected
- Align initiatives, optimize resources, and influence policies and practices system-wide to remove barriers

### GROW LEADERSHIP INCLUSION COMPETENCY

- Equip leaders with the skills and competencies for leading diverse teams, creating inclusive work environments and fostering belonging
- Incorporate inclusion metrics into leadership performance assessments and goals

### BUILD ACCOUNTABILITY AND SUSTAINABILITY

- Create transparency about progress through benchmarking and reporting
- Build equitable policies, practices and systems that support transformation
- Create shared ownership for actively and consistently advancing equity and inclusion

# Workforce data 2022

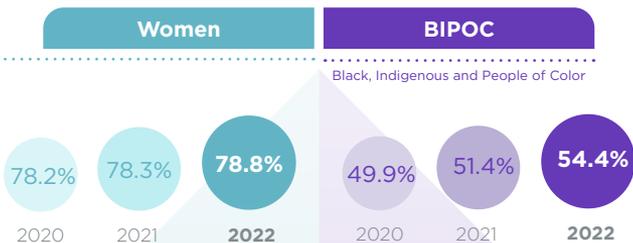
An important part of our commitment to DE&I is being transparent about both our progress and our opportunities. We will continue to track our progress and remain focused on the important work that is moving us forward.

The most significant gains in the categories below over the last three years were in **Black or African American and Hispanic or Latino representation.**

To see all the details around our progress, including a breakdown of data for each demographic group, see our [DE&I Data Comparison](#).

## TOTAL WORKFORCE REPRESENTATION

We have maintained strong female representation on our team and continue to make meaningful progress in building a workforce that is as diverse as the patients and communities we serve.



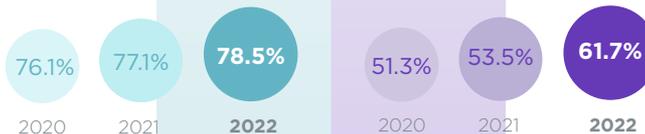
## LEADERSHIP REPRESENTATION

Increasing representation of women and BIPOC in our leadership is an essential part of our DE&I strategy. We continue to invest in programs designed to attract diverse leadership talent and accelerate the advancement of our high-potential diverse team members into leadership roles.



## TALENT ACQUISITION

Our comprehensive diversity recruiting strategy aims to reach a more diverse talent pool by creating an inclusive process and utilizing objective criteria to assess all candidates to make meaningful progress in expanding the diversity of our workforce.



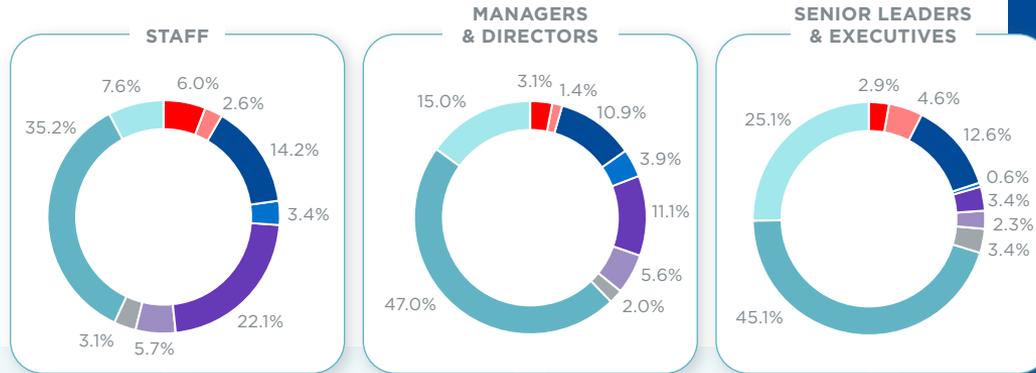


## Intersectionality across employee segments

For us to advance DE&I, we must have a clear picture of our workforce. Examining intersectionality allows us to understand the overlapping nature of race and gender in order to address bias and inequity and better meet the needs of all team members.

December 2022

- Asian | F
- Asian | M
- Black or African American | F
- Black or African American | M
- Hispanic or Latino | F
- Hispanic or Latino | M
- White | F
- White | M



### Additional Employee Segments

American Indian or Alaska Native   F	0.35%	0.34%	
American Indian or Alaska Native   M	0.10%	0.23%	
Native Hawaiian or Other Pacific Islander   F	0.11%	0.23%	
Native Hawaiian or Other Pacific Islander   M	0.04%	0.23%	
Two or more races   F	1.61%	0.68%	2.25%
Two or more races   M	0.56%	0.34%	0.56%
Unknown Race and/or Gender	0.03%		

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

THE children's health DIFFERENCE

# Designing an inclusive team

Building a diverse workforce starts with an intentional, thoughtfully designed, inclusive recruitment strategy. It includes recruiting for diverse candidate slates, incorporating diverse interview panels and growing the inclusive team of tomorrow through goals, workforce development and ongoing feedback.

**41%**

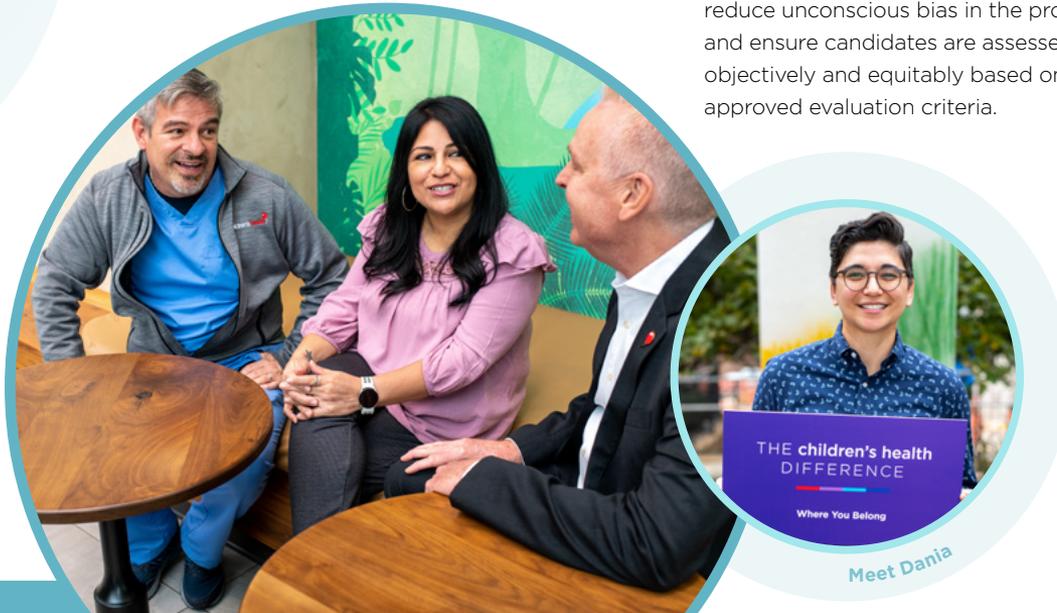
YOY increase in hiring racially and ethnically diverse candidates

## Recruiting

Reaching and engaging diverse candidates leads to a more diverse team. One way we're achieving this is by strengthening our relationships with community organizations, minority serving institutions and other professional associations of diverse talent.

## Interviewing

We are establishing diverse interview panels through CORE – Cohort of Representative Employees. CORE is a multicultural, multidisciplinary cohort of team members that brings diversity of thought, perspective and cultural identity to interview panels. Members of CORE are being trained in behavioral-based and inclusive interviewing skills to reduce unconscious bias in the process and ensure candidates are assessed objectively and equitably based on approved evaluation criteria.



Meet Dania

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

THE children's health  
DIFFERENCE



## Leading from the top

Racially diverse representation and accountability at the leadership level is crucial to effecting and sustaining systemic improvement.

There is an opportunity for us to improve in this area. This is why we've established diversity goals and training requirements for leadership throughout Children's Health and instituted processes with our most senior leaders to improve competency and accountability.



WOMEN REPRESENT

**52%**

OF THE BOARD SEATS ACROSS OUR GOVERNING BOARDS

The **Diversity & Inclusion Advisory Council**, consisting of senior executives and all direct reports to the CEO, is responsible for advancing DE&I within their job functions, providing oversight and governance to DE&I initiatives, and addressing roadblocks and barriers to advancing our DE&I strategic priorities.

Additionally, our employee engagement survey provides leaders of larger teams with insight into their **Inclusion Index** results. Scores

are incorporated into leadership snapshots and used to assess leadership effectiveness and help inform action-planning and leader development.

To do any job well you need training, so we've implemented a new curriculum for growing our **leadership inclusion competency**. The Inclusion Learning Series focuses on awareness, application and accountability, and has curriculums for all staff, mid-level leaders and executives.

# OUR PEOPLE REPORT 2022

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

THE children's health DIFFERENCE

# Workforce development programs create career opportunities

As part of our commitment to creating and maintaining a diverse talent pipeline, we've expanded our community partnerships to provide development opportunities to diverse groups and underrepresented populations across the Metroplex. These include work-study opportunities, apprenticeships and a program for neurodivergent adults.

## Student Programs

### High School Level

**CRISTO REY DALLAS  
CORPORATE WORK STUDY PROGRAM**

**DALLAS AND PLANO  
MAYOR'S SUMMER INTERNSHIPS**

### Adult Programs

**U.S. DEPARTMENT  
OF LABOR APPRENTICESHIPS**

### College Level

**UNDERGRADUATE  
SUMMER INTERNSHIPS**

**GRADUATE  
SUMMER INTERNSHIPS**

**MY POSSIBILITIES WORK  
EXPERIENCE ACADEMY**



## OUR PEOPLE REPORT 2022

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

THE **children's health**  
DIFFERENCE

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## Employee Work Groups

Employee Work Groups (EWGs) provide a safe environment for employees with unique, shared backgrounds and experiences to find support, mentoring and friendship. The groups serve as thought partners and advisors to leadership around issues related to DE&I to help cultivate an inclusive environment and amplify the voices and perspectives of our diverse workforce. They also work with organizations across our region to promote inclusion through cultural and community events, partnerships and support.

women  
empowering  
women

**Women  
Empowering  
Women**

704 members

pride

participation | respect | inclusion | diversity | equality

**Participation, Respect,  
Inclusion, Diversity,  
and Equality**

376 members

veterans empowerment team

veterans empowerment team

**Veterans  
Empowerment  
Team**

83 members

hola

hispanic/latinx organization of leaders in action

**Hispanic/Latinx  
Organization of  
Leaders in Action**

340 members

able

abilities beyond limited expectations

**Abilities  
Beyond Limited  
Expectations**

262 members

blac

build the workforce | learn & lead | advocate | collaborate

**Build, Lead and  
Learn, Advocate,  
and Collaborate**

24 members

**New Dec. 2022**

We are incredibly proud that as of November 2022, **30% of Children's Health team members are engaged in one of our seven EWGs** – nearly double the industry average of 16%.

OUR  
PEOPLE  
REPORT  
2022

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

hedic  
health equity diversity inclusion commission

A unique group in our organization is **HEDIC (Health Equity, Diversity & Inclusion Commission)**, with more than 500 members. HEDIC seeks to ensure our patients receive equitable care and is open to any team member interested in advancing health equity or DE&I work in general at Children's Health. Learn more in this report's feature on **Health Equity**.

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Commitment to Excellence

## Tracking our progress

The best programs only have an impact if people participate. That's why we track not only the number of team members taking part, but also the diverse representation in our development programs, candidate recruiting slates, internal promotions and leadership. We review our data quarterly to see where we're making progress and where we need to refocus our efforts.

We continue to evolve as an organization, and we are proud of the progress we've made toward fostering an environment where everyone belongs and where people feel they have allies. We know we still have work to do on this journey.

### Holding ourselves accountable

2022 Gallup Inclusion Index

Gallup's Inclusion Index includes three questions that provide insight into perceptions of a work environment that makes team members feel welcomed, respected and valued. In addition to these questions, which tap into whether individuals feel appreciated for their unique characteristics and comfortable sharing their points of view, we also continue to gather feedback on perceptions of inclusion to understand where we can improve. In 2022, feedback from team members placed us at the 81<sup>st</sup> percentile of Gallup's Inclusion Index, representing a meaningful increase compared to 2021.

65<sup>th</sup>

PERCENTILE

At work, I am treated with respect.

71<sup>st</sup>

PERCENTILE

If I raised a concern about ethics and integrity, I am confident my employer would do what is right.

86<sup>th</sup>

PERCENTILE

My workplace is committed to building the strengths of each team member.



Meet Kelton

# OUR PEOPLE REPORT 2022

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

THE children's health DIFFERENCE



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# SPECIAL FEATURE

## HEALTH EQUITY

*“It’s no secret that we take our mission to make life better for children to heart – and for me, that means taking care of the kid who’s in front of me and the kid who’s not. Both within our facilities and out in our communities, removing barriers to pediatric care and ensuring equitable access to customized care and resources is a challenge that we must approach creatively and solve in unexpected ways. It’s one of the many ways we make the seemingly impossible, possible.”*

**Stormee Williams, M.D.** | Vice President and Chief Health Equity Officer

Delivering equitable care to a diverse population

Children’s Health is a leader in health equity because we care for the most underserved patients and communities in North Texas. We understand better than anyone how important it is that everyone has access to the care they need when they need it, and the opportunity to achieve their highest

level of health. Just as we’ve woven DE&I into our internal efforts and all we do, health equity is embedded in every decision point and every action.



OUR  
PEOPLE  
REPORT  
2022

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

THE children’s health  
DIFFERENCE



## SPECIAL FEATURE | HEALTH EQUITY

### Understanding who we care for and who cares for them leads to better care for all

The more we know about our team members, our patients and our communities, the better care we can provide. Through standardized self-reporting by our team members, we are able to better understand who they are. This helps us build a team that better reflects the communities we serve and provide more individualized care to our patients.



Meet Dr. McGarrahan



Beyond individual information, social determinants of health also play a significant factor. To date, more than 3,000 patients have shared information regarding traditional barriers to care such as housing, transportation and food insecurity. All of these social and individual factors combine to paint a more complete picture of the communities we serve, their health care needs and what steps we need to take to meet them where they are.

### Removing barriers

Understanding barriers means we can address those that are within our control. Two steps we've taken in this area are around prescriptions and access to the hospital. We can now fill patients' prescriptions before they leave the hospital at the Children's Health Specialty Center Dallas Retail Pharmacy, removing the transportation barrier, among other hurdles. In terms of hospital access, we no longer charge any parking fees at the Dallas campus, making it easier for families to bring their children in for appointments and treatment.

# OUR PEOPLE REPORT 2022

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

THE children's health DIFFERENCE

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INTO THE DIGITAL FRONTIER: HOW DIGITAL ACCESS AND LITERACY IMPACT HEALTH OUTCOMES

Click to watch **webinar** 



**Leading outward**

Our Employee Work Groups are designed to create a culture in which all employees can thrive, and HEDIC – the Health, Equity, Diversity and Inclusion Commission – is focused in particular on ensuring our patients receive an equitable, culturally effective, linguistically appropriate care experience. HEDIC is open to any team members who find their purpose in building their understanding and impacting health equity and DE&I.

**The more you know**

Helping our teams understand the many facets of health equity is key to our ability to reduce inequity. Equally important, though, is helping our community understand the barriers and solutions.



That's why we work to promote awareness and educational opportunities for our team members and patient families, but also for the community at-large.

Health equity is the responsibility of every team member at Children's Health. It is our job to understand, identify and care for the unique needs of each patient and family so they may reach their highest level of health. In living our value of Passionate Advocacy, we take action when we see a patient's health could be improved, and we work to identify the right resources to ensure our patients receive the care they deserve.

OUR PEOPLE REPORT  
2022

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

THE **children's health**  
DIFFERENCE



# Continuing our journey

We are proud of the gains we've made and are optimistic about the road ahead. We stand in solidarity with all communities marginalized by bias, discrimination and hate, and we have a strong foundation in place to accelerate our progress as a leader in promoting health equity in our community. By developing inclusive leaders and fostering a culture where everyone belongs, we are further creating an environment where everyone who walks through our doors feels seen, heard and respected.



## OUR PEOPLE REPORT 2022

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

THE children's health DIFFERENCE

A place where you **belong**   
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# Our Well-being

At Children's Health, our team members have a deep sense of purpose for their work. We support their overall well-being through a comprehensive benefits program and nurturing work environment that support their goals and empower them to reach their full potential, both at work and in life.

When our people have the resources available to care for their own health and the health of their families, they can show up as their best selves to fulfill their life's work – making life better for children.



Meet Chantel

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33



## HEALTH & WELLNESS

Supporting your long-term health



## WORK-LIFE BALANCE

Staffing models and time off that work for you



## FAMILY LEAVE

Time away when it matters most



## GROWING YOUR FAMILY

Becoming the family of your dreams



## DEPENDENT CARE

Supporting those you love



600+

TEAM MEMBERS BOUGHT  
BACK PTO IN 2022

rise

resilience | integrated ethics | staff support | engagement

PROGRAMS REACHED

7,400+

TEAM MEMBERS IN 2022

“Using our Employee Assistance Program, I was able to make appointments with a counselor and just talk through some issues that I was dealing with. That helped me better my mental health so that I could be more present at work.”

Kimberlyn Jaggors | Child Life Specialist



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Meet Victoria



## Investing in your future

Focusing on our team members' well-being is about the future as well as today. Helping them grow and supporting them in building peace of mind are two important facets of our benefits offerings and resources.



### EDUCATION

Investing in your lifelong learning



### FINANCIAL HEALTH

Investing in your long-term wealth



IN 2021

The minimum hourly rate at Children's Health increased to **\$20**, reflecting updates to the MIT Living Wage calculation.

Team members not impacted by the Living Wage adjustment received a market adjustment of **2%**.

*“To be the best, we need to hire the best. We recognize those team members with specialized skills and experience with customized pay programs. This includes night and weekend shift differentials, as well as preceptor differentials and licensure-based pay for core patient-facing R.N.s and RCPs.*

*We are also committed to ensuring all team members are paid equitably. We are proud to offer a minimum pay level equal to or above the Dallas County Living Wage, market-leading pay for operationally critical positions, performance-based merit pay, and bonus and incentive programs.”*

**Tom Burt** | Executive Advisor, Enterprise Workforce Management and Total Rewards  
Former PRIDE EWG Executive Sponsor



Caring for the **whole you**   
Click to watch video

# Our Awards

We are deeply honored to be continually recognized for our commitment to clinical excellence, the experience we provide our patients and the engagement of our team members.

## Delivering on our Mission



U.S. News & World Report

- 2021 Outstanding Corporate Citizen  
Plano Chamber of Commerce
- D CEO Excellence in Healthcare Awards

## Celebrating and supporting our nurses



Magnet Designation

- DFW Great 100 Nurses
- DAISY (Diseases Attacking the Immune System) Award for Extraordinary Nurses
- D Magazine Excellence in Nursing Award

## Creating an exceptional workplace



Gallup Exceptional Workplace

- Best Place for Working Parents –  
Innovator Award  
Dallas Regional Chamber of Commerce
- Energy National Top Workplace



150 Top Places to Work

- Best Organizations for Leadership Development  
National Center for Healthcare Leadership
- AXIS Awards: Association of Talent Development



Best Places to Work  
Dallas Business Journal

## Promoting equity inside and outside our walls



Corporate Ally Award

- PR Daily's Nonprofit  
Communications Awards:  
Diversity, Equity and  
Inclusion Communications

OUR  
PEOPLE  
REPORT  
2022

Our Mission 2

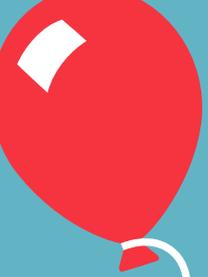
Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

THE children's health  
DIFFERENCE



# Changing lives now... and for generations to come

It takes an incredibly special person to join the Children's Health family. The work we do is both an extraordinary responsibility and a profound privilege. Dedication like that deserves only the very best.

This People Report is a snapshot in time of our culture and commitment to making life better for children today, and for the generations of families who follow. Our culture will continue to evolve, just as our people, our medicine and our communities do, so that we can continue to meet our people where they are...

To nurture careers that change *lives*.

To foster a culture where you *belong*.

To offer benefits that care for the *whole you*.

That's **The Children's Health Difference.**



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DIFFERENCE



Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33

OUR  
PEOPLE  
REPORT  
2022



# A note of gratitude

We would like to thank all the **Children's Health team members** who work tirelessly to make life better for children. It's a workplace that brings a great deal of joy and celebration, but also struggle and tears, and our team welcomes every child and family with the smile, support and strength they need to make it through. Our team members create an environment where hope thrives and where children can still be children. They are heroes.

We'd also like to thank everyone who made this report possible. From conducting extensive research to taking part in our photo shoots, they helped us deliver a complete look at Children's Health and the people and programs that make it such a special place to work.

Our Mission 2

Our People 7

Our Commitment 18

Our Well-being 31

Our Awards 33