
**LOOKING
INWARD.
TAKING
ACTION.**

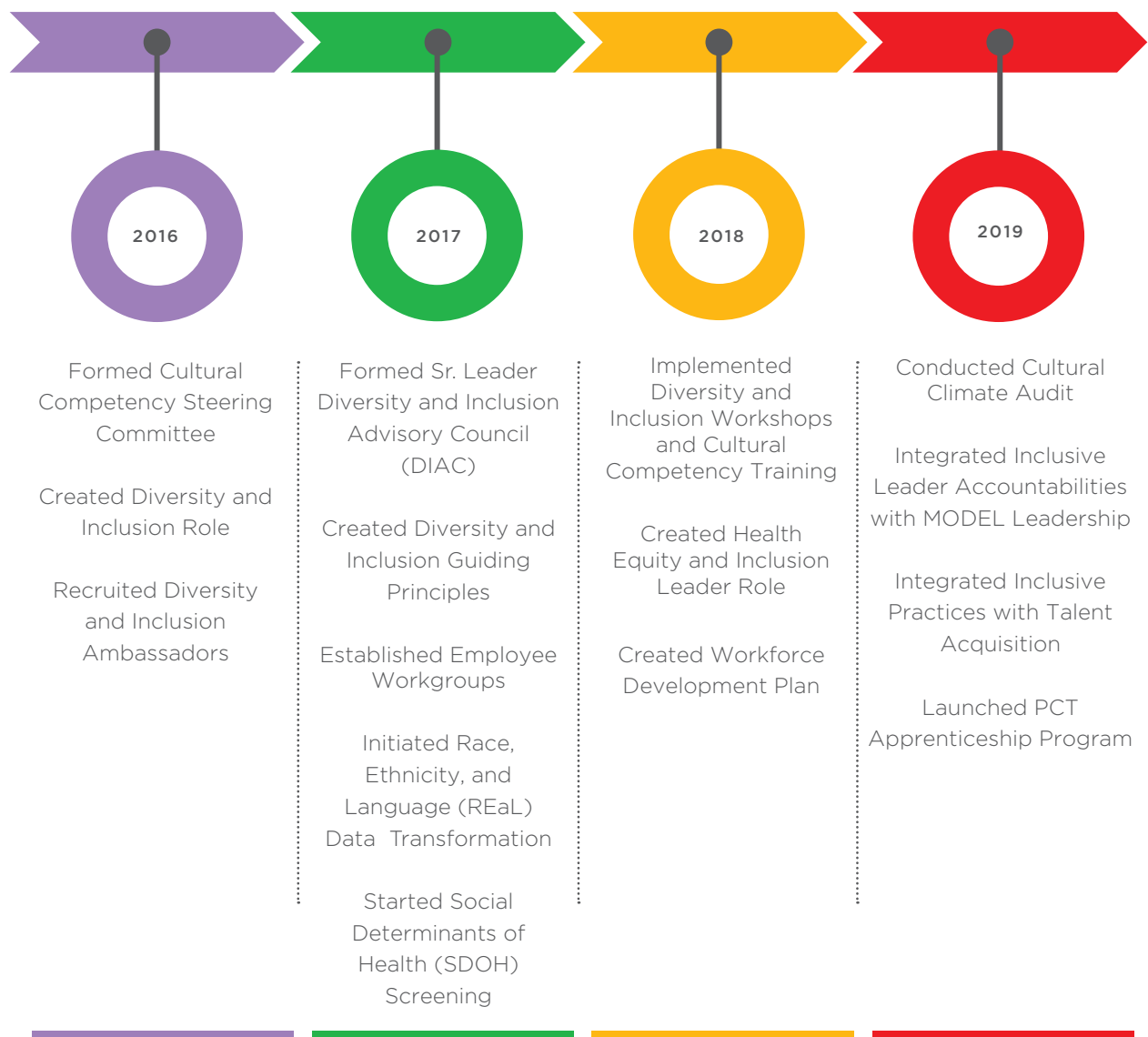
DIVERSITY AND INCLUSION
AT CHILDREN'S HEALTHSM



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OUR HEALTH EQUITY, DIVERSITY, AND INCLUSION JOURNEY



“We are humbled by and proud of the progress and initiatives presented in this report. We remain driven by the same continuous pursuit of improvement that has helped us build our extraordinary organization.”



Chris Durovich
President and Chief Executive Officer

SIGNALING OUR COMMITMENT TO DIVERSITY AND INCLUSION.

Children's Health has a storied history of providing compassionate, innovative, high-quality care to the children of North Texas and beyond. And for more than 100 years, that success has been driven by our extraordinary team members - individuals with the dynamic backgrounds, perspectives, and experiences necessary to fully realize an ambitious mission: to make life better for children.

Today, our work to strengthen and protect this rich culture of diversity and inclusion is more important than ever. For the past decade, we have been thoughtfully expanding our footprint and resources to ensure that more children have access to health care no matter their race, gender, income, or language. We recognize that the culture and environment we cultivate within Children's Health, the different voices around the table, as well as the consideration of every person and every experience, empowers us to better care for, advocate for, and represent the nearly 300,000 unique patients we have the privilege of serving every year.

We are humbled by and proud of the progress and initiatives presented in this report. We remain driven by the same continuous pursuit of improvement that has helped us build our extraordinary organization. This report marks a key first step to measuring our impact, and more importantly, signals a continued commitment to diversity and inclusion for another century.

We are stronger because of our diversity and believe that innovation only thrives when we are intentional about mobilizing a multitude of backgrounds, perspectives, and ideas around the common pursuit of making life better for children. That's something we can all celebrate.



Chris Durovich
President and Chief Executive Officer



Kim Besse
Executive Vice President and
Chief Human Resources Officer

“We all have a role to play in ensuring that everyone who walks through our doors is treated with dignity and respect.”



Tina Bowers
Executive Director and
Chief Diversity and Inclusion Officer

DIVERSITY AND INCLUSION – BECOMING INTENTIONAL

It was the great minister and social rights activist Dr. Martin Luther King, Jr. who once said: “We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly.” I am reminded of these insightful words when I think about what Children’s Health has accomplished in over a century of service for children.

When I joined Children’s Health, I realized that diversity and inclusion (D&I) represents yet another opportunity where Children’s Health can demonstrate leadership.

It’s been gratifying to get to know the people contributing to a culture of diversity and inclusion at Children’s Health today. I have met with team members and leaders, across multiple locations, to talk honestly about diversity, inclusion, and belonging. I am grateful for these eye-opening conversations.

Then, for the first time, we integrated a number of inclusion-focused questions into the employee engagement survey. The report you’re reading now is based on the feedback shared in focus groups and the employee engagement survey. This impact report will provide a benchmark for improvement in key areas moving forward.

I would like to thank each and every one of the brave team members who safely shared their feedback so openly and honestly with me.

All of us have a role to play in ensuring that everyone who walks through our doors is treated with dignity and respect at Children’s Health.



Tina Bowers
Executive Director and Chief Diversity and Inclusion Officer

GUIDING PRINCIPLES FOR DIVERSITY, INCLUSION, AND CULTURAL COMPETENCE

“It’s important that we all have a shared understanding of the Guiding Principles. But, even more important? We need to live up to these ideals, every day.”



Kim Besse
Executive Vice President and
Chief Human Resources Officer

ESTABLISHING OUR COURSE

GUIDING PRINCIPLES

In 2016, Children's Health underscored its commitment to diversity and inclusion by introducing D&I initiatives into the overarching organizational strategy.

The senior leadership team also acknowledged that in the pursuit of diversity, inclusion, and cultural competence, we needed to be guided by bedrock principles. Aligned with the Children's Health core values, the principles inform how we interact with each other and with the communities we serve.

Care

Aligns with the value of selfless service. We will listen to, invite, and respect the beliefs, identities, and experiences of our colleagues and patients to deliver culturally effective care.

Community

Aligns with the value of passionate advocacy. We embrace diverse populations in the community through meaningful partnerships and initiatives.

Collaboration and Inclusion

Aligns with the value of commitment to excellence. We equip and develop our team members to support an inclusive environment in which all have the opportunity to contribute.

Careers

Aligns with the value of unwavering integrity. We recruit and build talented, diverse teams that reflect the backgrounds, traditions, and experiences of the communities we serve.





HEALTH EQUITY

“Health Equity is not about giving everyone the same thing to be healthy. It’s about working to ensure everyone has an opportunity to be as healthy as possible. We must meet our patients and their families where they are to make that happen.”



Dr. Stormee Williams
Vice President and Medical Director,
Network Development and Innovation at Children’s Health

DELIVERING CARE TO DIVERSE POPULATIONS

HEALTH EQUITY



An eye toward Health Equity means transforming the care we deliver with a goal of closing gaps in care, as well as disparities in outcomes. This results in a fair and just opportunity for all patients to reach their highest level of health. Health Equity also challenges us to make our approach to care culturally effective and linguistically appropriate, eliminating unconscious bias and improving cultural competence.

Children's Health has worked diligently for the past several years to lay a solid foundation for Health Equity work. Among our priorities: standardizing the ways in which we collect self-reported race, ethnicity, and language (REaL) data to help us prospectively deliver care that is culturally effective and linguistically appropriate, implementing a screening tool to assess a patient's social determinants of health which helps to improve care coordination and tailor a plan of care, and introducing a Disparities Portfolio to better understand what health and health care disparities exist in patients of diverse backgrounds.

Taken together, these Health Equity efforts all enhance the quality of care we provide by placing the patient, their unique health care needs, experiences, and background top of mind.

ACTING ON INCLUSION, IN WAYS BIG AND SMALL

PATIENT EXPERIENCE

Children's Health has taken great strides to create an inclusive culture, one where all patients and their families feel welcomed, valued, and heard when it comes to care. This is especially important as Children's Health expands to serve more and more children of different races, ethnicities, faiths, and backgrounds.

Here are just a few examples of steps that Children's Health has taken to make the patient experience more inclusive:

Language and Interpreter Services

Cultural diversity – and with it, linguistic diversity – continues to grow in the communities we serve. Our Language Interpreter Services has team members on staff, and provides other modalities such as phone and video remote interpreters, to assist patients and families whose primary language is not English. Facilitating linguistically appropriate and empathetic communication goes a long way to make families feel welcomed and respected.

Pastoral and Spiritual Care

Naturally, when a child faces medical challenges, family and friends may turn to their faith for comfort. At Children's Health, we respect that, and we want those patients and loved ones to feel supported. Our Pastoral and Spiritual Care Services team provides for patients and families of all religions and faith traditions.

Family Advisor Network (FAN)

Feedback is important – it allows us to make our patient experience more inclusive. One crucial source of feedback is our Family Advisor Network, or FAN, which helps ensure that current and former patients and families feel heard. This collaborative network provides unique perspectives and experiences, allowing us to improve care and overall experiences.

PROGRAM HIGHLIGHT: TELEHEALTH

Telehealth looks to broaden the access of Children's Health quality care, experts, and specialists beyond the walls of our hospital to diverse populations.

As part of our Telehealth efforts, we are creating partnerships with schools, community physicians, and hospitals across the state so that more children can get the care that they need. Telemedicine and virtual health have allowed us to take into consideration the needs of the families we care for by adding a layer of convenience while they access care.

Take School-Based Telehealth as an example. Through this program, we connect hundreds of school nurses and their students with providers from Children's Health in order to care for sick children while they are in school. These schools are located in diverse communities – urban and rural, and spanning socioeconomic status – but the care experience the patient receives is the same.

Likewise, our Remote Patient Monitoring (RPM) program helps children with complex medical needs to reduce the number of trips they have to make to the hospital for follow-up visits. For a family that has to travel hundreds of miles to reach our specialists, this type of access can be life-altering.

“We live and work in a country that grows more diverse with each passing year. Keeping D&I top of mind helps us serve our patients better.”



- Stormee Williams, M.D.

*Vice President and Medical Director,
Network Development and Innovation at Children's Health*



**D&I ADVISORY
COUNCIL AND
EMPLOYEE
WORKGROUPS**

DIVERSITY AND INCLUSION IN ACTION

PROGRAMS AND INITIATIVES



The greatest asset at Children's Health is our strong and diverse team.

When people can bring their full selves to work each day, we create real change in our industry and provide the best care for families in our community. It takes all of us working together to realize the full potential of all of our team members. It's in this spirit that Children's Health is ensuring D&I initiatives are woven into the organizational strategy. It stands to reason: To provide the best care possible for our diverse patient constituencies, we need to get intentional about not just diversity, but also inclusion, among our own workforce.

To accomplish this across a large health system with many departments and locations, Children's Health established a D&I Advisory Council (DIAC) in 2017. This council includes Executives and Senior Vice Presidents, each of whom is committed to advancing diversity and inclusion within their specific job functions. The DIAC provides oversight and governance of D&I programs and initiatives. By removing barriers and roadblocks, DIAC promotes a diverse and inclusive workplace, serving to highlight Children's Health as a leader in this critical endeavor.

DIVERSITY AND INCLUSION IN ACTION

PROGRAMS AND INITIATIVES *(CONT'D)*

In the four years since the formation of the DIAC, Children's Health has fostered a number of collaborative workgroups, all committed to advancing D&I and creating an inclusive workplace. Each of these workgroups helps to ensure a better workplace for all:



HEALTH EQUITY,
DIVERSITY, AND INCLUSION
COMMISSION (HEDIC)



PRIDE



WOMEN
EMPOWERING
WOMEN



VETERANS
EMPLOYEE
WORKGROUP

These groups include Children's Health employees who volunteer their time. Each employee workgroup is sponsored by an Executive or Senior Vice President and include committees or task forces focused on specific issues.

Any Children's Health team member who wants to champion diversity and inclusion can join one of our employee workgroups. All are welcome to contribute to these change-making teams.

SPOTLIGHT ON HEDIC

HEALTH EQUITY, DIVERSITY, AND INCLUSION COMMISSION

The Health Equity, Diversity, and Inclusion Commission (HEDIC) seeks to promote an environment in which our patients and their families, providers, and team members can heal, thrive, and achieve their greatest potential.

Today, over 100 members serve on this commission and are influencing culture and change across Children's Health by supporting D&I and health equity projects.

In addition to supporting the first D&I Impact Report, the committee has undertaken a number of important activities to promote culturally effective and equitable care, within a diverse and inclusive environment. Those efforts include:

- An ongoing review of Children's Health Policies & Practices to ensure our policies and language are inclusive and non-biased.
- Refreshing our internal web page devoted to D&I as well as our Children's Health career site.
- Completion of the National Diversity Council (NDC) Index, a measurement of organizational commitment to diversity and inclusion among companies.
- Developing a cohort of diverse speakers for panels and forums to articulate our commitment to diversity and inclusion.

**“All of us on the Health Equity, Diversity,
and Inclusion Commission aspire to make
Children's Health work for everyone.”**



- Victoria Brown

*Director of Research Administration at Children's Health and
Chairwoman of Health Equity, Diversity, and Inclusion Commission*

IN FOCUS: PRIDE

SUPPORTING THE LGBTQ COMMUNITY



At Children's Health, we have long supported the LGBTQ community through our community engagement and patient-centered care and services. We strongly believe that no one in the LGBTQ and allied community should face discrimination or receive inequitable care because of their sexual orientation or gender identity.

Our PRIDE employee workgroup has helped to foster an inclusive, safe, and welcoming environment for those who identify as LGBTQ. PRIDE seeks ways to advocate for our LGBTQ patients, team members, community, and allies. Since its formation, PRIDE has made significant progress in key areas:

- Completion and submission of the Human Rights Campaign Foundation HEI Survey.
- Fostering relationships with LGBTQ-focused community organizations, both locally and nationally.
- Advancing LGBTQ-focused policies within the Children's Health organization, and supporting LGBTQ team members.
- Serving as a conduit for LGBTQ issues related to the employee or patient experience.

IN FOCUS: PRIDE

SUPPORTING THE LGBTQ COMMUNITY *(CONT'D)*

The Human Rights Campaign Foundation has recognized our commitment to LGBTQ equity and inclusion through its annual Healthcare Equality Index (HEI). HEI is the national LGBTQ benchmarking tool that evaluates policies and practices for health care facilities. In 2019, we earned a “Top Performer” HEI designation, scoring an 85 out of a possible 100.

But there is still room for improvement. The HEI benchmarking metric pointed to two opportunities in particular: promoting our LGBTQ-inclusive employee benefits and policies, and providing trans-inclusive benefits to employees.

Children's Health is proud to participate in these local LGBTQ-affiliated events:

- TEEN Pride Festival
- DIFFA/Dallas
- Black Tie Dinner
- The Teddy Bear Party



In 2019, we earned a “Top Performer” HEI designation, scoring 85 out of a possible 100.

PROGRAM HIGHLIGHT: GENE CIS

GENECIS stands for GENder Education and Care, Interdisciplinary Support. This Children's Health program is one of the largest of its kind in the Southwest, impacting hundreds of youth nationwide.

GENECIS supports youth of all gender expressions and identities, providing evidence-based, gender-affirming care in a supportive and safe environment. GENE CIS recognizes that gender identity is unique for every child, and may be different from their sex assigned at birth. As a result, care is individualized, in collaboration with patients and their families.

GENECIS also provides a safe space for our employees, so team members can thrive in the workplace. The program's impact can be felt systemwide, helping Children's Health implement LGBTQ-inclusive practices and care.

For example, the GENE CIS team has implemented the use of preferred name and pronouns markers in electronic medical records, developed an online course on gender competency for Children's Health employees, and has provided training modules for school staff and health providers within the community.

“The GENE CIS team champions diversity and inclusion in the workplace. GENE CIS upholds a universal view of our humanity and embraces the benefits that diverse ideas and perspectives bring to our society.”



- Dr. Ximena Lopez

*Associate Professor at UT Southwestern Medical Center, and
Medical Director for the GENE CIS Program at Children's Health*

WOMEN LEADERS IN THE PAST, PRESENT, AND FUTURE

A HOSPITAL FOUNDED BY WOMEN -
STILL WORKING TO SUPPORT WOMEN.



It's fitting that a hospital founded by women continues to look to women for care, guidance, and leadership. Today, Children's Health has a female-majority workforce. Women make up 79 percent of our entire organization and 67 percent of our leadership team. In the boardroom, women represent 49 percent of the board seats across our five governing boards. Maintaining those percentages, and seeking to add underrepresented minority women to executive leadership roles, remains an opportunity for growth.

WOMEN LEADERS IN THE PAST, PRESENT, AND FUTURE

A HOSPITAL FOUNDED BY WOMEN - STILL WORKING TO SUPPORT WOMEN. (CONT'D)

Our Women Empowering Women employee workgroup is focusing on creating a positive, engaging, and supportive network for diverse females aspiring to leadership roles. The group is committed to diversity and inclusion, seeking to promote advancement and proportionate representation of women at all levels in the organization, as well as work-life balance.

Women Empowering Women spans different areas across Children's Health. This workgroup has identified leadership opportunities in areas including:

- Partnering with employee workgroups to expand the footprint and ability to network with diverse groups.
- Encouraging members to take on leadership roles through committees, volunteer projects, and career advancement programs.
- Building a support network of leaders through events.

“Women started Children’s Health, and women will continue to play a vital leadership role as we embark on our second century.”



- Chelsea Reynolds

Clinical Manager at Children's Health and Women Empowering Women Chairwoman

SALUTING THOSE WHO SERVE

SUPPORTING VETERANS AT CHILDREN'S HEALTH



We value the hard work and the extraordinary sacrifice made by the men and women who have served, or are actively serving in our military. We also know that making the transition from active duty to civilian life can be challenging. Children's Health is committed to hiring military veterans and helping them make a successful transition to a fulfilling career impacting children's lives in North Texas.

Our newest employee workgroup, Veterans Employee Workgroup, celebrates and supports our military and veteran team members and families.

Veterans Employee Workgroup supports those in uniform and those who have served through recruitment outreach, and by building relationships with military and veteran service organizations. Among our current Veterans Employee Workgroup partnerships:

- Department of Labor
- Texas Veterans Commission
- VettedHeroes™



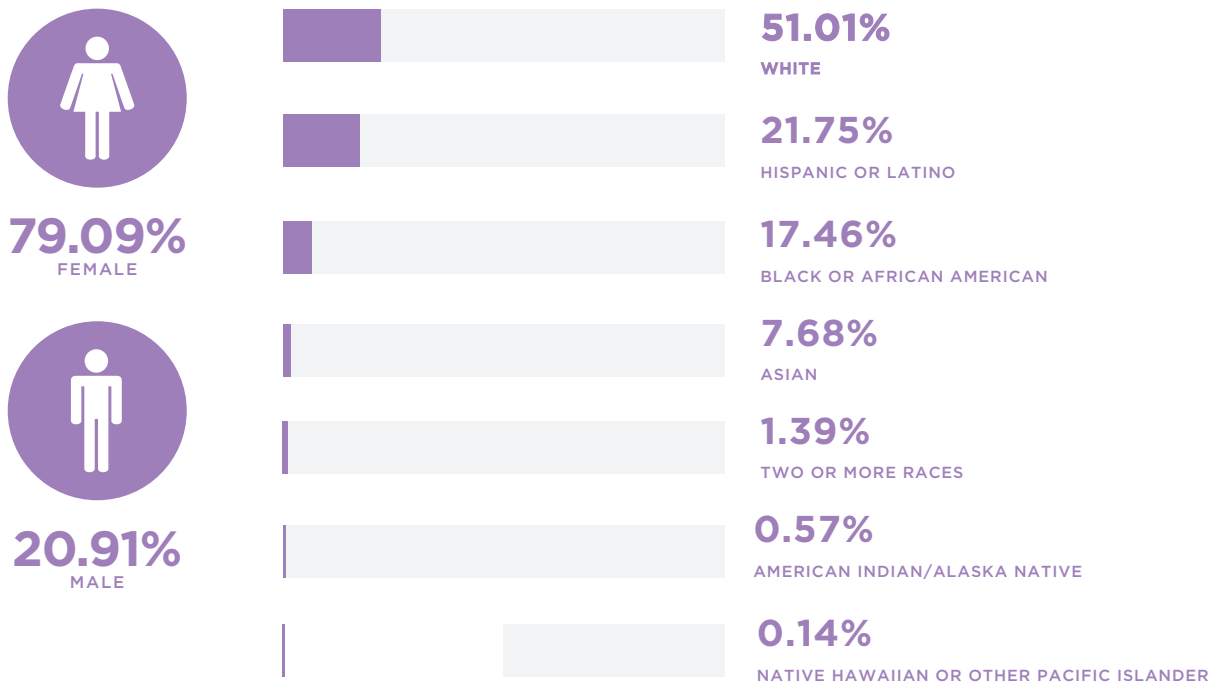
WORKFORCE DEMOGRAPHICS

WHO WE ARE

OUR WORKFORCE DEMOGRAPHICS

As part of our commitment to transparency at Children's Health, we're taking a hard look at the demographics among our entire workforce, and across our leadership ranks. This will serve as a benchmark pinpointing where we are today, so that we can measure progress moving forward. Reviewing these numbers will also help us to gain a better understanding of the different backgrounds, communities, and cultures that make up our workforce.

Let's begin by taking a look at the demographics across the entire organization. Overall, women make up 79 percent and men make up 21 percent of our workforce. Our workforce's largest racial demographic group is White, at 51 percent. Of the remaining 49 percent, 22 percent are Hispanic or Latino, 17 percent are Black or African American, 8 percent are Asian, and 1.4 percent self-identify as two or more races.



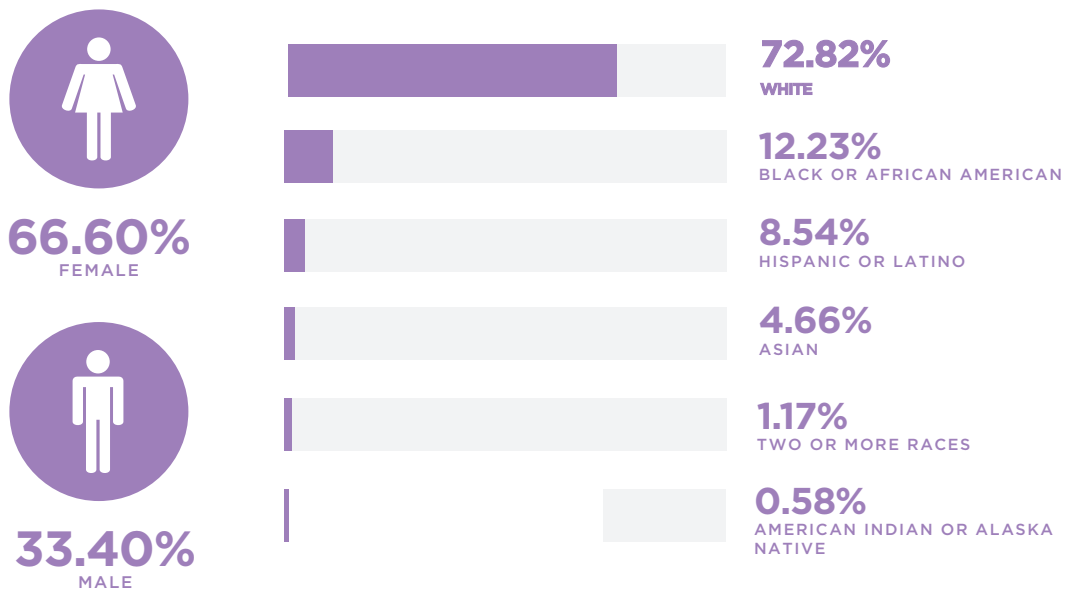
Notes on Data: The workforce demographic data represent all employees, including leaders, at Children's Health. The data reflect totals as of August 2019.

LOOKING AT LEADERSHIP

EXPLORING DIVERSITY WITHIN MANAGEMENT

As we look at the numbers of our workforce, we see that there are opportunities to increase diversity at the leadership level. Improving minority representation in leadership roles would bring diverse perspectives and viewpoints to bear on decision-making, and would mean that the leadership at Children's Health would more accurately reflect the patients and families we serve.

Today, women make up 67 percent and men make up 33 percent of our leadership. The largest racial demographic group is White, at 73 percent. Of the remaining 27 percent, 12 percent are Black or African American, 9 percent are Hispanic or Latino, 5 percent are Asian, 1 percent identify as two or more races, and less than 1 percent are American Indian or Alaska Native.



Notes on Data: Leadership includes job roles of Managers, Directors, and Executives. The data reflect totals as of August 2019.

A Closer Look

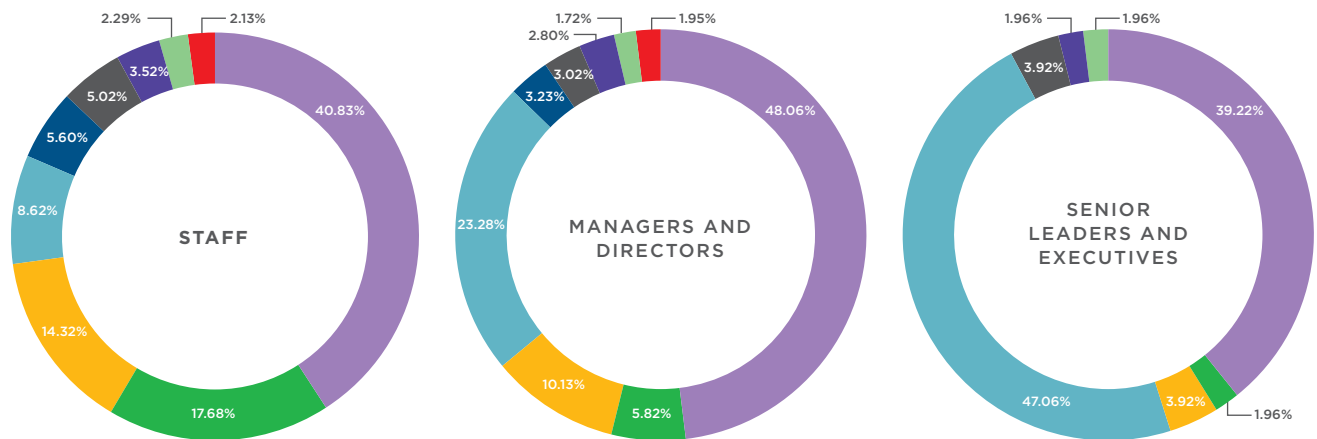
HOW REPRESENTATION INTERSECTS AT KEY LEVELS

In order for us to be truly impactful in our work across D&I, it's important that we take an intersectional look at our workforce. With this approach, we examine the intersection of gender and race/ethnicity to understand the interconnected and overlapping nature of these categorizations, allowing us to recognize the impact of bias and inequity a person may face when they represent the intersection of both race and gender (e.g., African American + Female or Hispanic + Male).

As we look at the data below, there is a clear opportunity to improve underrepresented minorities among our leadership team. When the focus is tightened to Senior Leaders and Executives specifically, minority groups are largely underrepresented.

INTERSECTIONALITY

- FEMALE WHITE
- MALE WHITE
- FEMALE HISPANIC OR LATINO
- MALE HISPANIC OR LATINO
- FEMALE BLACK OR AFRICAN AMERICAN
- MALE BLACK OR AFRICAN AMERICAN
- FEMALE ASIAN
- MALE ASIAN
- OTHER



Notes on Data: Staff represents individual contributor job roles. Managers and Directors represent job roles of Manager, Director, and Senior Director. Senior Leaders and Executives represent job roles of Vice President, Senior Vice President, and Executive Vice President. The data reflect totals as of August 2019.



D&I CULTURAL ASSESSMENT

ASSESSING THE IMPACT

OUR FIRST MILESTONE



After building on a strong foundation for diversity and inclusion, this year we paused to assess the cultural impact of our work. This can help to inform how we move forward, as we continue our D&I journey.

To get a true picture of the organizational culture and climate related to D&I, we took a multi-methods approach to collecting data from our staff and leaders — in part because our culture can be viewed, and measured, in many different ways. Our assessment included the collection of both quantitative (Gallup survey) and qualitative (focus groups) data.

In addition, we reviewed a representative subset of HR policies and organizational practices to gain insight into how the organization has conceptualized and supported diversity and inclusion. We found that there is an opportunity to rethink or eliminate some legacy practices.

ASSESSING THE IMPACT

OUR FIRST MILESTONE

(CONT'D)

Inclusion-focused questions were introduced in the 2019 Experience, Inclusion, and Engagement survey, providing a benchmark to measure progress. The questions asked employees to rate, on a scale of 1-5, how strongly they agree with an inclusion-focused statement. To evaluate these results, we focused on the "top-box" answer (employees who selected 5). As we worked together to improve the culture of inclusion and ensure all team members have an optimal experience, we saw significant progress in our 2020 engagement survey results.

Based on the data collected, here are the results from a year-over-year comparison.

INCLUSION INDEX MEASURES

| Strongly Agree | 2019 | 2020 |
|--|------|------|
| If I raised a concern about ethics and integrity, I am confident my employer would do what is right. | 45% | 51% |
| My workplace is committed to building the strengths of each team member. | 34% | 43% |
| At work, I am treated with respect. | 49% | 54% |
| Everyone at this organization is treated fairly regardless of ethnic background, race, gender, age, disability, or other differences not related to job performance. | 52% | 59% |

Notes on Data: The 2019 Experience, Inclusion, and Engagement survey was sent to the entire organization and 5,866 people responded to the culture of inclusion questions.

THE BIG PICTURE

CULTURE OF INCLUSION - QUANTITATIVE RESULTS

(CONT'D)

The quantitative results point to two main areas where we can strengthen inclusion in our daily practices.

TWO MAIN AREAS TO STRENGTHEN

VALUING STRENGTHS OF TEAM MEMBERS

When leaders recognize and intentionally welcome the diverse strengths of team members, they will see a more engaged workforce, leading ultimately to higher levels of performance and retention.

DEMONSTRATING RESPECT AND FAIRNESS FOR ALL

Building trust and transparency through active listening and acknowledging different perspectives demonstrates our commitment to fairness to all. People must feel like their voices are being heard and that next steps are taking place, as warranted.

“Recognizing and appreciating each other’s strengths, emphasizing fairness, and demonstrating respect for diverse perspectives will strengthen our workplace.”



- Tina Bowers

Executive Director and Chief Diversity and Inclusion Officer

INDIVIDUAL VOICES

CULTURE OF INCLUSION - QUALITATIVE RESULTS

The D&I Survey's quantitative results provided a numerical baseline for assessment and improvement. But we also wanted to hear directly from team members, in their own words, to understand how they feel at work.

We spent several months talking with team members across various roles, genders, ages, ethnicities, and locations. We heard honest, candid feedback about diversity and inclusion. We are grateful so many took the time to tell us how we can improve.

Partnered together with Children's Health Research and the University of Texas Health Science Center School of Public Health, we collected and analyzed the qualitative data gathered. We found several areas of strength – and several opportunities to make our workplace better for everyone.

As we resolve to make progress on D&I issues, our key areas of focus include:



HEALTH EQUITY

Overall, many feel that Children's Health has proven to be equitable in providing quality, culturally effective care to patients of various backgrounds.

Progress can be seen in initiatives such as REaL data, which helps to standardize how we collect race, ethnicity, and language data, and social determinants of health (SDOH), which uses a health screening tool to capture discrete, pertinent patient data that can be easily incorporated into care plans.



AWARENESS AND TRAINING

Both leaders and staff members expressed a need for more training on diversity and inclusion.

To address this, we will expand the Diversity, Inclusion, and Cultural Competence workshops (launched in 2018) to all frontline staff and their leaders – adding to the team members who have attended one or both workshops already. We will partner with organizations to develop a full suite of blended learning modules on topics such as unconscious bias and creating an inclusive workplace.

INDIVIDUAL VOICES

CULTURE OF INCLUSION - QUALITATIVE RESULTS

(CONT'D)



VOICES BEING HEARD

Team members want to feel safe when voicing issues, concerns, and opinions. We heard some team members say that they often find it difficult to be open and honest in their communication with leaders. These respondents do not feel that their voices are being heard or valued, especially when a language barrier hampers communication.

In response to these concerns, we are exploring several rapid access solutions that expand the service capability for our Human Resources consultants. For example, we will be partnering with an independent, web-based platform providing a confidential means of reporting potential problems. This partnership will offer all of us professional guidance on issues of bias, harassment, and potential discrimination.



D&I PROGRAMS AND OUTREACH

Team members recognize improvements in D&I through programs, initiatives, and recruitment efforts. Many expressed a desire to become more engaged and would like to see greater promotion of D&I employee workgroups, events, and activities.

Planned programs in this area include forums hosted by our employee workgroups, such as World Day of Diversity and Millennials at Children's Health, held last year. Similar forums are planned for each quarter in 2020.



SUPPORT OF LGBTQ COMMUNITY

According to the qualitative responses, Children's Health has done a tremendous job in supporting and celebrating the LGBTQ community at large.

INDIVIDUAL VOICES

CULTURE OF INCLUSION - QUALITATIVE RESULTS

(CONT'D)



CAREER MOBILITY

Team members expressed concerns regarding career mobility and advancement when it comes to minority talent. Improving opportunities for advancement, along with ensuring a fair and unbiased recruitment process, would be welcomed by many.

In response to such concerns, we are conducting a comprehensive review of our talent acquisition and management practices. We will seek to identify areas of potential bias and inequity. We will also look to integrate inclusive practices that reduce bias, such as:

- Revising job descriptions to eliminate adjectives closely associated with a specific gender.
- Blinding key identifiers on candidate résumés to ensure a focus on talent and qualifications, not demographics.
- Requiring structured interviews, conducted by a diverse panel of interviewers, using a standardized set of questions to minimize bias in candidate evaluation.



LEADERSHIP REPRESENTATION

We heard from many of our staff members that they would like to see more diversity in senior leadership positions. Such diversity would more broadly reflect our workforce, as well as the communities we serve.

To address these concerns, we will be working with senior leadership to develop tangible and achievable goals, with an eye toward increasing diversity at the Director role and above. We will work with our external partners to create a diverse pipeline of candidates as we increase our internal pool through focused leadership development. These goals will be aligned with complementary business strategies - including engagement, experience, talent management, and leadership competency.

WE HEAR YOU

QUOTES FROM INTERNAL FOCUS GROUP RESPONDENTS

“We have standardization and best practices in place to ensure that every patient receives quality care, regardless of age, religion, or race.”

“I think the upper management value the opinions of people who have been here longer, not always the new employees.”

“The organization is diverse. But, in certain areas, there’s no diversity. The same people keep hiring people that are similar to them.”





**TAKING ACTION,
TOGETHER**

TAKING ACTION, TOGETHER

KEY PRIORITIES

In this first D&I impact report for Children's Health, we are committed to sharing the data fully, including highlighting areas for improvement. It's our hope that this transparency will build trust, across readers and respondents, fostering a sense of mutual accountability moving forward.

We are committed to make real change and progress towards D&I in the following areas:



INCREASE REPRESENTATION OF UNDERREPRESENTED MINORITIES IN LEADERSHIP

OUR AIM:

Recruit, retain, develop, and advance more underrepresented minority talent into senior leadership roles.



FOSTER AN INCLUSIVE WORKPLACE

OUR GOALS:

Execute comprehensive strategies that create shared ownership for advancing equity and inclusion for the purpose of transforming care delivery.

This approach includes aligning programs and initiatives, optimizing and leveraging resources, and influencing policies and practices.



IMPROVE INCLUSION COMPETENCY ACROSS ALL LEVELS

STEPS TO TAKE:

Better equip leaders with the skills and competencies for managing diverse teams and create more awareness around mitigating biases and microaggressions.

We will begin with a comprehensive training plan across the organization that will include expert workshops, online training around topics impacting the LGBTQ community, and expanded education on unconscious bias.

TAKING ACTION, TOGETHER

KEY PRIORITIES *(CONT'D)*



ESTABLISH KEY METRICS

WHAT THAT MEANS:

Establish a regular review process of aggregate and business function data in order to consistently and accurately pinpoint gaps and develop solutions.

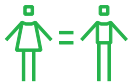
As part of that work, we will be creating a Metrics Advisory Workgroup comprised of a multidisciplinary team responsible for strategic initiatives to help inform and ensure alignment with D&I metrics.



INCREASE ACCOUNTABILITY

MOVING FORWARD:

Strengthen commitment and ownership for diversity and inclusion at all levels, so that team members hold themselves and each other accountable for building and maintaining an inclusive culture.



BUILD SUSTAINABILITY

THE FINAL STEP:

Build strong policies, practices, and systems that continue the transformation to ensure equitable care and maintain a balance of diverse representation at all levels, and sustain a culture of inclusion for decades to come.



**CONCLUSION
AND SINCERE
THANKS**

OPTIMISM FOR THE FUTURE

BECOMING INTENTIONAL ABOUT DIVERSITY AND INCLUSION



Like many other organizations in the country, Children's Health is on a journey to build and maintain a diverse workforce and create an inclusive workplace.

From the D&I Advisory Council to the many employee workgroups, it's clear that more team members than ever are focusing on D&I issues and working to move Children's Health forward.

Everyone who works here should feel proud of their backgrounds and individuality. We should all be proud to embrace our cultural differences in the workplace. And proud that by doing so, we are improving care for children.

SINCERE THANKS

IN APPRECIATION OF A COLLABORATIVE EFFORT

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