Inclusion and Diversity

Scorecard Data for FY2021:
First Year in Review
Inclusion & Diversity (I&D) Team

Pamela Ridgeway
Chief Diversity Officer

Natalie Torres
Inclusion and Diversity Manager

Kristen Isaac
Inclusion and Diversity Specialist

Amber Southwick
Inclusion and Diversity Coordinator

Michael Williamson
Inclusion and Diversity Specialist

Erica Sadler
Inclusion and Diversity Specialist
Strategic I&D Roadmap

Two perspectives:

- Workforce
- Workplace
Director and Above Data

July 1, 2020 | Total 258

- White: 217
- POC: 41
- POC Percentage: 15.89%

July 1, 2021 | Total 267

- White: 226
- POC: 41
- POC Percentage: 15.36%

Goal #1
Increase Number of Minorities/People of Color in Director and Above Positions by the following percentages by the end of fiscal year 2023.

Our Goal: Increase by the following % by end of FY23

- Threshold: 10%
- Target: 15%
- Stretch: 25%

*Data reflects total workforce by period as of 7/1/2021.
*Data pulled from Workday on 9/24/2021.
### Director and Above

<table>
<thead>
<tr>
<th></th>
<th>7/1/2020</th>
<th>10/1/2020</th>
<th>1/1/2021</th>
<th>4/1/2021</th>
<th>7/1/2021</th>
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<tbody>
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<td>0</td>
<td>0</td>
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<tr>
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<td>0</td>
<td>0</td>
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</tr>
<tr>
<td>White</td>
<td>217</td>
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<td>212</td>
<td>216</td>
<td>226</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>258</strong></td>
<td><strong>258</strong></td>
<td><strong>249</strong></td>
<td><strong>254</strong></td>
<td><strong>267</strong></td>
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<tr>
<td>POC</td>
<td>41</td>
<td>41</td>
<td>37</td>
<td>38</td>
<td>41</td>
</tr>
<tr>
<td><strong>White</strong></td>
<td><strong>217</strong></td>
<td><strong>217</strong></td>
<td><strong>212</strong></td>
<td><strong>216</strong></td>
<td><strong>226</strong></td>
</tr>
<tr>
<td>POC Percentage</td>
<td>15.89%</td>
<td>15.89%</td>
<td>14.86%</td>
<td>14.96%</td>
<td>15.36%</td>
</tr>
<tr>
<td>White Percentage</td>
<td>84.11%</td>
<td>84.11%</td>
<td>85.14%</td>
<td>85.04%</td>
<td>84.64%</td>
</tr>
</tbody>
</table>

*Data reflects total workforce by period as of 7/1/2021.*

"Data pulled from Workday on 9/24/2021.

### Goal #1

Increase Number of Minorities/People of Color in Director and Above Positions by the following percentages by the end of fiscal year 2023.

<table>
<thead>
<tr>
<th></th>
<th>THRESHOLD</th>
<th>TARGET</th>
<th>STRETCH</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10%</td>
<td>15%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Our Goal: Increase by the following % by end of FY23
Goal #2
Achieve growth in hiring of individuals who identify as having a disability by the following percentages by end of fiscal year 2023.

**DiverseABILITIES**

<table>
<thead>
<tr>
<th>Date</th>
<th>Total</th>
<th>DiverseABILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 1, 2020</td>
<td>12,202</td>
<td>11,969, 233</td>
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<tr>
<td>DiverseABILITIES PERCENTAGE</td>
<td>1.91%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th>Total</th>
<th>DiverseABILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 1, 2021</td>
<td>11,844</td>
<td>11,629, 215</td>
</tr>
<tr>
<td>DiverseABILITIES PERCENTAGE</td>
<td>1.82%</td>
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</tr>
</tbody>
</table>

**Our Goal:** Increase by the following % by end of FY23

- **Threshold:** 2%
- **Target:** 5%
- **Stretch:** 10%

*Data reflects total workforce by period as of 7/1/2021, excluding Cecil campus.

**Data pulled from Workday on 9/24/2021.**
Goal #3
Achieve growth in the hiring of underrepresented minorities (URM), as defined by Association of American Medical Colleges, into attending physician roles by the following percentages by the end of fiscal year 2023.
WORKFORCE

Physician Data

<table>
<thead>
<tr>
<th></th>
<th>Jul-20</th>
<th>Oct-20</th>
<th>Jan-21</th>
<th>Apr-21</th>
<th>Jun-21</th>
<th>Jul-21</th>
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<td>2</td>
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<tr>
<td>Asian</td>
<td>174</td>
<td>186</td>
<td>188</td>
<td>190</td>
<td>190</td>
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<td>43</td>
<td>42</td>
<td>45</td>
<td>46</td>
<td>49</td>
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<tr>
<td>Hispanic or Latino</td>
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<td>16</td>
<td>16</td>
<td>15</td>
<td>15</td>
<td>19</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
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<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>None</td>
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<td>0</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Two or More Races (Not Hispanic or Latino)</td>
<td>8</td>
<td>9</td>
<td>9</td>
<td>8</td>
<td>8</td>
<td>7</td>
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<tr>
<td>White</td>
<td>427</td>
<td>446</td>
<td>446</td>
<td>439</td>
<td>436</td>
<td>448</td>
</tr>
<tr>
<td>Blank</td>
<td>9</td>
<td>5</td>
<td>7</td>
<td>8</td>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>Total Physicians</td>
<td>681</td>
<td>710</td>
<td>715</td>
<td>712</td>
<td>713</td>
<td>724</td>
</tr>
<tr>
<td>URM Physicians</td>
<td>62</td>
<td>64</td>
<td>63</td>
<td>65</td>
<td>66</td>
<td>73</td>
</tr>
<tr>
<td>White Percentage</td>
<td>62.70%</td>
<td>62.82%</td>
<td>62.38%</td>
<td>61.66%</td>
<td>61.15%</td>
<td>61.88%</td>
</tr>
<tr>
<td>Asian Percentage</td>
<td>25.55%</td>
<td>26.20%</td>
<td>26.29%</td>
<td>26.69%</td>
<td>26.65%</td>
<td>26.93%</td>
</tr>
<tr>
<td>URM Percentage</td>
<td>9.10%</td>
<td>9.01%</td>
<td>8.81%</td>
<td>9.13%</td>
<td>9.26%</td>
<td>10.08%</td>
</tr>
</tbody>
</table>

Our Goal: Increase by the following % by end of FY23

THRESHOLD
10%

TARGET
15%

STRETCH
25%

*Data reflects total workforce by period as of 7/1/2021, excluding Cecil campus
**Data pulled from Workday on 9/24/2021.

Goal #3
Achieve growth in the hiring of underrepresented minorities (URM), as defined by Association of American Medical Colleges, into attending physician roles by the following percentages by the end of fiscal year 2023.
Workplace Goals

Workplace
Policy Review/Revisions

The following policies were reviewed during FY2021 in accordance with Workplace Goal #1 - review and revise, if required, all HR policies impacting caregivers:

- Caregiver Competency Policy
- Discrimination/Harassment/Bullying Policy A-14
- Appearance Policy - A22

Goal #1
Review and revise, if required, all HR policies impacting caregivers.
Education

• Annual Systemwide Education
• Inclusive Education for Hiring and Physician Hiring Managers
• Leadership DNA
• New Clinician Orientation
• New Resident Orientation
• Leading at ChristianaCare 2.0

Goal #2
Ensure education is inclusive of all caregivers – opportunity and content.
Mentoring

- Leadership DNA
- WEN – partnering with the Gender Equity Taskforce

Goal #3
Mentorship – Allow all caregivers to access learning from others within the organization to increase organizational and career knowledge.
Programming/Special Events FY2021

- Q1: Fireside Chat with Ibram Kendi
  - Times Up Now Signatory
  - Racial Healing Series
  - MLK Day Event featuring Leon McDougle, NMA President
  - Vaccine Hesitancy Amongst Caregivers: What it Means and What We Need to Know in Order to Tackle It

- Q2: Exploring Allyship with Tatiana Poladko
  - CEO Action for Diversity and Inclusion Signatory
  - 4-Week Inclusion Challenge
  - How to Be an Antiracist Book Club
  - Fireside Chat with Abby Wambach

- Q3: Racial Healing Series
  - MILESTONE

- Q4: MILESTONE
  - MILESTONE
  - MILESTONE
  - MILESTONE
  - MILESTONE
On Monday, May 3rd, 2021 – Caregivers were invited to take the I ACT ON pledge for Caregivers. This is a personal pledge to help drive inclusive behavior in everyday life. Caregivers are invited to demonstrate their desire to act by virtually signing and committing your support in making our workplace more inclusive for all.

971 Caregivers have taken the pledge!

Take the Pledge Here!
Employee Resource Groups (ERGs)

Over 950 Caregivers Engaged
Employee Resource Groups (ERGs)
Over 950 Caregivers Engaged

ERG's at ChristianaCare exist to:

- enhance *professional development* for members
- create a *sense of community* and work culture where all are valued, empowered, and given opportunities to contribute
- *drive business objectives* and goals to create an *exceptional Caregiver experience*

ERGs offer safe places for caregivers to be their *authentic selves*

Learn more about Employee Resource Groups by scanning the QR code
Diversity Communication

Career Site
Inclusion and Diversity Page on ChristianaCare Career Site.
[ChristianaCare Careers]

Caregiver Resource Center
New landing page on Caregiver Resource Center with tabs featuring about us, our strategy, and resources.
[Caregiver Resource Center]

Christiana Care Residency Website
Inclusion and Diversity Page on the ChristianaCare Residency Program Website.
[Residency Page]

Caregiver Connect
The new Caregiver Connect platform allows the Office of Inclusion and Diversity to communicate initiatives with all Caregivers.
[Caregiver Connect]
Inclusion and Diversity Requests

The Office of Inclusion and Diversity implemented a form Caregivers can submit for inquiries and requests by any of the following:

I&D Request Form

*: Form went live on January 1, 2021
Recognition Programs

Awards

HEALTHCARE EQUALITY INDEX
LGBTQ HEALTHCARE EQUALITY LEADER

Forbes 2021
THE BEST EMPLOYERS FOR DIVERSITY
POWERED BY STEVENS

Top 10 Diversity Action

Our Diversity in Action Awards

5th Place
Enterprise-Wide

10th Place
ERG Program Award: Leading With Love

Pending Submission

Best Places to Work for Dads
Best Places to Work for Moms
Best Places to Work for Parents Working Remotely
FY 22 Priorities

Workforce

Workplace
Goal #1

Increase Number of Minorities/People of Color in Director and Above Positions by the following percentages by the end of fiscal year 2023.

**THRESHOLD** 10%
**TARGET** 15%
**STRETCH** 25%

**WORKFORCE**

Increase ethnic/racial diversity at different levels within ChristianaCare by the end of fiscal year 2023.

**FY22 Priorities:**

1. Expand leadership development opportunities to other underrepresented groups and aspiring people leaders.
2. Expand leadership talent review process with a focus on growing diverse talent.
3. Engage the EC to review representation with the organization to identify gaps. (AAP)
Goal #2

Achieve growth in hiring of individuals who identify as having a disability by the following percentages by end of fiscal year 2023.

**WORKFORCE**

Increase the diverse abilities of those within ChristianaCare by the end of fiscal year 2023.

**FY22 Priorities:**

1. Continue organizational assessment and identify business areas and opportunities for those with disabilities (physical and/or cognitive) to contribute within our organization.

2. Provide education to increase self-identification for caregivers with disabilities to attract talent with shared identity.

3. Expand partnership with organizations committed to working with individuals with diverse abilities as a talent pipeline for employment opportunities.

4. Formalize partnership with Wounded Warriors as a talent pipeline for employment opportunities.
Goal #3

Achieve growth in the hiring of underrepresented minorities, as defined by Association of American Medical Colleges (AAMC), into attending physician roles by the following percentages by the end of fiscal year 2023.

| THRESHOLD | 10% |
| TARGET   | 15% |
| STRETCH  | 25% |

WORKFORCE

Increase the number of underrepresented minorities in medicine – Physicians.

FY22 Priorities:

1. Formalize a recruitment, stewarding, and mentoring strategy for existing URM residents with I&D, physician recruiter, ERGs, and iLEAD
2. Host a consortium for URM’s in the tristate area.
3. Incorporate ERGs into the Physician on-site interview experience.

*Underrepresented in medicine means those racial and ethnic populations that are underrepresented in the medical profession relative to their numbers in the general population.*
Goal #1

Review and revise, if required, all HR policies impacting caregivers.

FY22 Priorities:

1. Formalize a policy review process including key stakeholders (ERGs, employee relations, general counsel, etc.)
2. Utilize employee resource groups in distributing policy changes to frontline caregivers who do not readily have access computers/email.
3. Review caregivers benefits to determine the offerings impacting diverse caregiver populations.
4. Determine current suppliers with diverse designation certification and set baseline through past and annual spend.
Workplace

Ensure education is inclusive of all caregivers - in opportunity and content.

FY22 Priorities:

1. Review and revise I&D offerings for caregivers through learning space and open sesame.
2. Develop an I&D learning plan for leaders
3. Partner with iLEAD to create multiple modes of delivery for learning and development where work is performed.
4. Continue to partner with iLEAD and external affairs to identify impactful ways to share educational opportunities with all caregivers at all levels.
5. Collaborate with health equity and community help to establish a set of best practices where the patient, community, and caregiver facing education objectives intersect.
Goal #3

Mentorship: allow all caregivers to access learning from others within the organization to increase organizational and career knowledge.

WORKPLACE

Mentorship: allow all caregivers to access learning from others within the organization to increase organizational and career knowledge.

FY22 Priorities:

1. Partner with iLEAD to support ongoing localized mentoring programs for caregivers and leaders through education.

2. Partner with iLEAD to identify mentors representing multiple occupational groups.

3. Expand mentorship opportunities for diversity focused programs such as Leadership DNA.
“The value of a diverse team is its capacity to challenge the norm or group think and thus boost organizational performance and improve decision-making.”

Yrthya Dinzeey-Flores