



DIVERSITY  
EQUITY  
INCLUSION

TRANSPARENCY REPORT

20  
23

# OUR COLLECTIVE PROGRESS IN CREATING AN INCLUSIVE ENVIRONMENT FOR ALL

At Texas Health, we are dedicated to developing an environment where everyone can feel comfortable being themselves and receive the best possible care. In 2022, we took intentional steps to align diversity, equity, and inclusion efforts systemwide. Six strategic areas and executive sponsors were identified, and strategic priorities were adopted across the organization's ecosystem.

We have seen a notable increase in activities around diversity awareness and communication highlighting how our inclusive culture strengthens the organization. While we have more work to do on our journey to become more inclusive, we are proud of our collective efforts and unwavering support from our employees, especially in challenging times.



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# 2023 HIGHLIGHTS

In 2023, the diversity, equity and inclusion priorities advanced in a number of areas. Later in the report, data is available to highlight detailed progress in each area.

## CLINICAL CARE EQUITY

Andrew Masica, M.D., MSCI | chief medical officer;  
Mary Robinson, Ph.D., R.N., NEA-BC | chief nursing executive



- Enhance access to facilitate receipt of timely, high quality, safe care across Texas Health regardless of race, ethnicity, social conditions, economic status, or any dimension of diversity.
- Recognize and address social determinants of health (the economic and social conditions that influence individual and group differences in health status).
- Deliver culturally sensitive care in direct alignment with our Vision of partnering with consumers for a lifetime of health and well-being.

## INCLUSIVE AND CULTURALLY WELCOMING ENVIRONMENT

Bianca Radney, M.B.A. | vice president,  
Patient and Family Experience



- Implement ongoing data and insight evaluation to amplify our listening strategies and hear the voices of all our patients.
- Prioritize patient preferences in engaging family, community, and interconnecting care in all locations.
- Facilitate an environment where we proactively communicate to patients that the care will be unbiased.
- Identify key population segments and provide resources to mitigate patient needs that may inhibit care.



## DIVERSITY IN TALENT

Kelly Martin, PHR | vice president, chief HR officer;  
Mark Morales | vice president, chief talent officer



- Enhance inclusive recruitment and selection practices.
- Build and sustain partnerships with local schools to help and encourage a future workforce of diverse backgrounds.
- Create a safe place for meaningful dialog by establishing communication channels to listen, learn and exchange knowledge.
- Provide and align training programs and resources aimed at reducing conscious and unconscious bias.
- Cultivate an inclusive work environment by ensuring equal opportunity and proactive workplace resolutions.
- Develop tools and resources aimed at preventing harassment, discrimination and unsafe behaviors by care team members, patients, visitors and all who interact with Texas Health.

## DIVERSITY IN GOVERNANCE

Stacy Cantu | vice president, chief governance officer



- Compose governing bodies reflective of the demographics of the communities we serve to advance our Mission, Vision and Values.
- Compose joint venture boards that are diverse and reflective of the communities they serve.

## HEALTHCARE DISPARITIES

Catherine Oliveros, DrPH | vice president, Community Health Improvement



- Partner with others (internally and externally) to address and reduce health disparities in the communities we serve.

## SUPPLIER DIVERSITY

Shaun Clinton | senior vice president, Supply Chain Management



- Create an infrastructure to identify, track and support Minority and Women-Owned Business (MWOB) spend with suppliers, contractors, consultants and service providers.
- Select MWOB preference within Premier/joint venture contracts.
- Research and determine an appropriate MWOB benchmark.
- Set organizational growth based on selected benchmarks.

# OUR PURPOSE

Texas Health is unified by our Mission, Vision, Values and **Our Texas Health Promise**. These are at the heart of Texas Health's identity and culture.

Driving diversity, equity and inclusion within Texas Health and in our communities is woven into the fabric of our identity. **Individuals Caring For Individuals, Together**, is about caring for ALL individuals and recognizing the unique backgrounds and gifts we all bring. **Our Texas Health Promise** celebrates an approach to embrace the ways we are different to make us stronger.

Our identity is vital to us as an organization. To better care for our communities, our beloved patients and each other, we must consider, recognize and celebrate each element of diversity, equity and inclusion.

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**DIVERSITY:** representing unique individuals' characteristics and traits, both visible and invisible, in which people are different and alike.

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**EQUITY:** creating a work environment where everyone has equal opportunity to do their life's best work, and no one is disadvantaged because of their unique characteristics and traits

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**INCLUSION:** creating a work environment where everyone has an opportunity to fully participate in contributing to business success and where each person's contribution is valued for his or her distinctive skills, experiences and perspectives

## [ Our Identity | Who We Are ]

### Mission

Why We Exist

To improve the health of the people in the communities we serve

### Vision

The Future We Imagine

Partnering with You for a Lifetime of Health and Well-Being

### Values

How We Act

Respect, Integrity, Compassion and Excellence

## Our Texas Health Promise®

How We Live our Mission, Vision and Values | Individuals Caring For Individuals, Together®

**We Will Do It By Being** Reliable, Safe, Seamless, Efficient, Proactive, Caring

# PROGRESS ON REPRESENTATION

We remain fully committed to creating a culture that embraces diversity and reflects the communities we serve. One of our top priorities is to increase diversity within our workforce. This involves expanding our recruitment efforts to attract candidates from a wider range of backgrounds, as well as implementing policies and practices that promote inclusivity and equity in the workplace. We also strive to provide ongoing education and training opportunities for our employees to help them better understand and address issues related to diversity and inclusion.

At Texas Health,  
FEMALES REPRESENT NEARLY **80%**

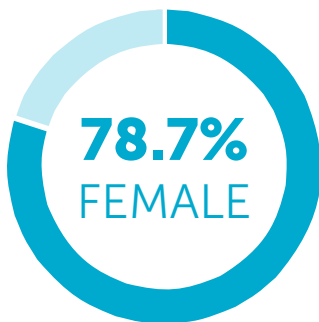
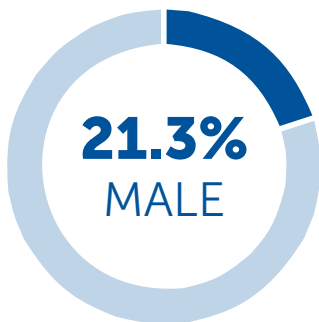
of our workforce & more than

**50%**

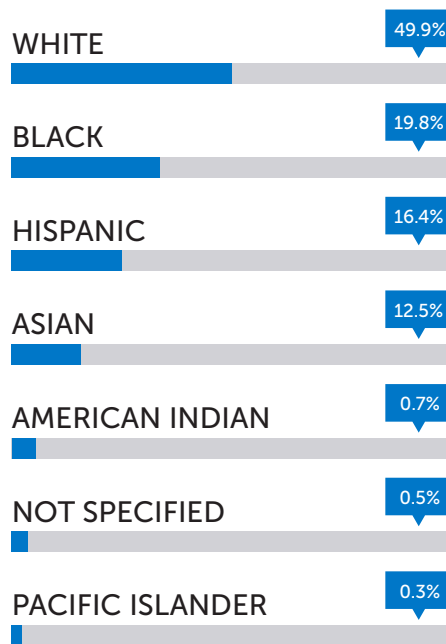
OF OUR CARE TEAMS ARE ETHNICALLY/ RACIALLY DIVERSE.



## GENDER IDENTITY



## RACE/ETHNICITY



*We are making progress in leadership representation in gender as well as racially and ethnically diverse groups.*

In 2023, women in leadership roles (supervisor and above) INCREASED BY

**9.6%**

racially and ethnically diverse employees in leadership roles INCREASED BY **12%**



women filled **52%** officer level roles

In the December 2023 Care Team Insights survey, we saw the impact we are making. The inclusion theme score was 84% favorable, which is 4% higher than the national average for healthcare and all industries. This feedback directly from our employees is also reflected in the many awards we've received to draw national attention to Texas Health's commitment to belonging and inclusion.

The data is for general informational purposes only. Texas Health is committed to making individual hiring and promotion decisions without regard to race/ethnicity or gender identity.



# STRENGTHENING OUR COMMUNITY PARTNERSHIPS THROUGH INTENTIONAL RECRUITING OUTREACH

## PIPELINE PROGRAMS

In 2023, the Career Transformation Center (CTC) achieved significant milestones and received prestigious recognitions in various healthcare sectors. Our dedication to training and excellence has resulted in noteworthy accomplishments and accolades. These programs are all pay as you earn so individuals can grow their career while working.

### Training and certification achievements

- Patient care technicians (PCTs): 54 individuals successfully completed training, enhancing our workforce's ability to provide top-notch patient care.
- Certified medical assistant (CMAs): 58 individuals completed training, strengthening our medical support capabilities.
- Pharmacy technicians: We trained and certified 15 technicians enhancing pharmaceutical services.
- License vocational nurse (LVN) to surgical technician: Three LVNs completed training and transitioned to become surgical technicians, fostering career growth and expertise.
- Nursing schools: We supported and on-boarded students from seven nursing school programs to help our Faith Community Nursing teams at 31 flu clinics, in community and faith-based centers and places of worship.

### Recognition and Awards

- Texas Health Resources was recognized as an Apprenticeship Champion of Excellence (ACE) for "stellar dedication to continuous improvement" within its pipeline programs by Dallas College.
- Individual achievement: A proud moment – one of our pharmacy technicians received the Ace Award from Dallas College for outstanding dedication and performance as an apprentice, reflecting our team's commitment to nurturing exceptional talent.
- Career Transformation Center received \$148,750 in payments from the U.S. Department of Labor grant from Dallas College.



## COMMUNITY PARTNERS

- We attract top talent through partnering with North Texas Lead to equip and embolden high-achieving individuals from underrepresented communities and local high schools to realize their full potential, make a mark and make a difference.
- We partner with many community, civic, and veteran organizations, (Texas Veterans Commission, Copeland Soldier Services, Military Excellence Growth Association) to help tell the Texas Health story in the communities we serve.
- We value diversity and inclusion in our community of next generation talent with our engagement of Historically Black Colleges & Universities (HBCUs), and local Hispanic, Asian, and Black Chambers of Commerce that represent an ever-evolving range of backgrounds and experiences.



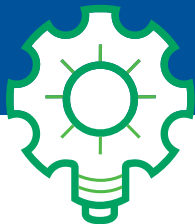
# MEANINGFUL CARE TEAM EXPERIENCES

## FOCUS ON GROWTH AND DEVELOPMENT

The year 2023 was marked by significant milestones demonstrating our dedication to training, excellence and commitment to providing learning and key experiences that will guide employees to achieve their professional aspirations.



**The Mentor Connect program** launched in April 2023 with 295 participants.



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**NEW EMPLOYEE ORIENTATION** was revitalized and took place in person. This approach allows for smaller groups and personal experiences. The department orientation checklist was also refreshed and standardized across the system.

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**NEW LEADER ORIENTATION** was revamped, offering a blended approach of self-directed learning, a full day in-person learning experience, and four 1-hour virtual capability workshop sessions for all new Texas Health supervisors, managers and directors. An automated email series also was launched to help all new leaders discover tools and resources to support their career growth.

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**MY CAREER JOURNEY** was relaunched in September 2023. The tool provides an integrated experience for our employees by offering self-assessments, peer and manager feedback, goal-setting opportunities, career pathways and learning resources. The tool is designed to enable employees to drive their career development at Texas Health.

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In partnership with the Community and Government Affairs department, the third R.I.S.E. (**Readying Inspiring Individuals with Skills to promote Equity**) diversity leadership program prepared 40 people with leadership skills through the lens of DEI. To date, nearly 100 employees have graduated.



# DRIVING INCLUSIVITY

We are committed to advancing diversity, equity and inclusion initiatives in key areas, including the diversity of our talent pool and a culture of inclusivity at work.

- Our strategy prioritizes the development of a culture of belonging. This includes our continued effort to create an inclusive work environment where everyone can bring their authentic selves to work and feel a sense of belonging. To achieve this, we created resources for leaders and employees such as the Inclusive Calendar Guide, the Glossary of DE&I Terminology, and partnered with multidisciplinary teams on Words Matter. We have also begun work around sexual orientation and gender identity (SOGI) data collection and supported the North Texas Commission DEI Advisory Council in developing a DEI toolkit.
- In addition to training and resources, we have increased cultural awareness by highlighting stories from our own care team members. These stories are showcased on the MyTexasHealth intranet site and in the weekly newsletter. The positive feedback and comments generated have helped our care teams move forward during these challenging times.
- Diversity Action Teams (DATs) are thriving across all entities, which allows us to drive consistency across the system for celebrations, Mosaic Pins, and educational activities. DATs have also been established at Flower Mound, the Center for Diagnostics and Surgery, Southlake and Rockwall.
- The Diversity, Equity and Inclusion Advisory Group continues to be a beacon to our work, with more than 300 individuals participating and providing invaluable feedback through focus groups or surveys.

**Our commitment to provide generous benefits for our diverse care team is unwavering. As such, we continue to offer:**

- Infertility coverage
- Transgender reassignment
- Parental leave
- Helping Hands
- Employee Relief Fund
- EAP
- **More than 791** employees have participated virtual Self-Care Check-in events
- My Wellness Connection Mental Health Rounding has reached **more than 8,498** employees
- Critical Stress Incident Management (CISM) events have helped service **522 participants**
- **More than 56,200** activities have been completed in Virgin Pulse by employees and their spouses.

## CLINICAL EQUITY

In the clinical care equity space, our goal is to make sure that quality and safety outcomes at Texas Health are not independently differentiated by social or demographic factors, building on the National Academy of Medicine's definition of health equity as "the state in which everyone has the opportunity to attain their full health potential and no one is disadvantaged from achieving this potential because of social position or other socially determined circumstances," We continue to focus on two key clinical areas in 2023: maternal health (specifically severe maternal morbidity (SMM) and C- section rates), and hypertension.

WE ARE ENCOURAGED BY OUR PROGRESS IN THESE CLINICAL AREAS DURING 2023.

# MATERNAL HEALTH

## (Severe Maternal Morbidity, C-Section Rates)

National reports show that Black mothers experience higher rates of severe maternal morbidity (SMM) and that mothers of non-White race or Hispanic ethnicity undergo C-sections more frequently. Texas Health data has historically been consistent with these observations.

Accordingly, in 2023 Texas Health deployed new clinical workflows and processes to help address the primary causes of maternal morbidity (obstetrical hemorrhage and hypertensive events) and reduce the rates of C-sections in mothers presenting with first-time, low-risk deliveries.

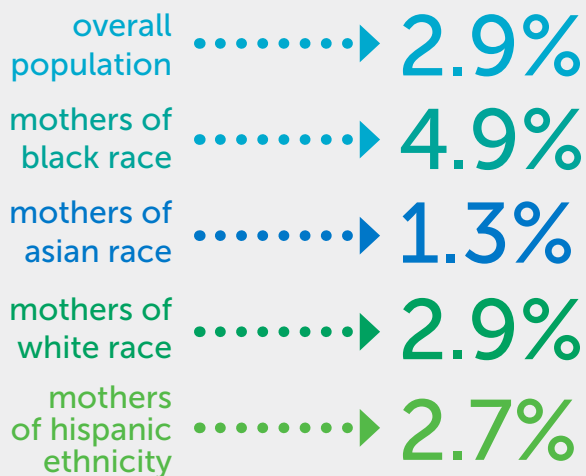
### SEVERE MATERNAL MORBIDITY RATES AT TEXAS HEALTH DURING 2023 WERE:

OVERALL POPULATION	MOTHERS OF BLACK RACE	MOTHERS OF ASIAN RACE	MOTHERS OF WHITE RACE	MOTHERS OF HISPANIC ETHNICITY
<b>2.8%</b> (vs. 2.9% in 2022)	<b>4.5%</b> (vs. 4.2% in 2022)	<b>2.5%</b> (vs. 2.0% in 2022)	<b>2.5%</b> (vs. 2.6% in 2022)	<b>2.6%</b> (vs. 3.0% in 2022)

These data indicate a need for an enhanced focus on SMM as a clinical equity priority during 2024. Specific initiatives will center on standardizing criteria for blood product administration, improving management of maternal hypertension and ongoing engagement in the Tarrant County Maternal and Infant Mortality Coalition.

Actions to reduce C-section rates in 2023 included providing physician-level reports using REaL data, implementing a C-section RCB module, and 92% of L&D nursing staff completing Birthing Bundles labor management training.

In response to these interventions, C-section rates at Texas Health for first-time mothers with low-risk deliveries decreased in 2023 (versus 2022):



Work will continue in 2024 to further reduce C-section rates in all mothers delivering at Texas Health hospitals, with an emphasis on individual physician performance discussions and completion of the Birthing Bundles training for untrained and newly hired L&D nursing staff.



## HYPERTENSION

Hypertension control has also been identified as a high-impact and longitudinal population health clinical equity priority with established disparities. Progress in 2023 included implementation of an electronic hypertension registry that uses Texas Health data and evaluation of remote monitoring platforms to better support blood pressure management and adjustments in medications. Given the importance of hypertension as a risk factor for other medical conditions and opportunities to improve performance across a broad range of patients, Texas Health Physicians Group has a blood pressure control key performance indicator for 2024. This metric provides a framework to deploy interventions at the practice levels and tailor care to individual patient needs.



## PARTNERING WITH COMMUNITY HEALTH IMPROVEMENT



Timely access to care is a consistent barrier to clinical equity for both maternal health and hypertension control. To help mitigate that obstacle in the communities served by Texas Health, the Community Health Improvement mobile unit program will expand its range of clinical services as well as its geographic span. In 2024, support for maternal wellness and chronic disease management (such as hypertension) will be available. The mobile unit will also have more presence in the Dallas-Fort Worth region beyond Tarrant County.

## MEANINGFUL CONSUMER EXPERIENCES:

### Creating an Inclusive and Culturally Welcoming Environment



A key priority is to ensure that all patients receive equitable and culturally competent care. This involves providing resources and support for our healthcare providers to better understand the unique needs and perspectives of the diverse communities we serve. We also work to engage with community organizations and leaders to build trust and establish meaningful partnerships.



We're proud of our work on patient inclusivity and belonging. By leveraging insights from the Connected Experience Collaborative, key initiatives like Words Matter and health literacy resources have been created. Additionally, capturing race, ethnicity and language data has been tremendously valuable in supporting our understanding of how to best serve our patients clinically and experientially. In 2024, continuing to drive safety through accurately capturing each patient's gender identity, pronouns and chosen name will be a focus.


Accessibility, language access, health literacy, and inclusion and belonging will continue to be priority focus areas for Patient and Family Experience. Within the scope of each area, we will expand our understanding of REaL demographics on experience, spiritual/cultural components, SOGI and generational influences on perception of care.

# ADDRESSING HEALTHCARE DISPARITIES THROUGH COMMUNITY ENGAGEMENT

Through a \$200,000 Texas Health Community Impact (THCI) grant to Meadows Mental Health Policy Institute (MMPHI), Texas Health is helping North Texas school districts address the growing mental health needs of the student population. The funding enables school districts to participate in an Executive Learning Community, which provides access to peer learning, professional education, technical assistance and customized support to develop implementation plans for effective school mental health programs.

This project gives district leaders and educators targeted support and a space for collaborative discussions to design evidence-informed, evidence-based mental health resources to improve student outcomes, well-being and academic achievement. The Texas Health Community Impact Board and the Texas Health Resources Foundation are committing to expanding the project to serve school districts throughout Texas Health's 16-county region.

## WE'VE MADE GREAT STRIDES IN ENHANCING THE ABILITY TO PROVIDE HEALTHY FOODS TO COMMUNITIES.



Since inception and through the third quarter of 2023, Texas Health provided **MORE THAN 1 MILLION LBS** of healthy food (mostly produce) to **MORE THAN 157,000** community members through Texas Health food and nutrition security programs.



**6** additional school gardens were installed in 2023 in high need areas across the region, with more planned for 2024.

### DOUBLE UP FOOD BUCKS

In 2023, Texas Health expanded the geographic impact through an increase in the number of participating sites from one farmers market and three grocery stores in Tarrant County to:

- ▶ **11 total sites** across Dallas and Tarrant counties.
- ▶ **Through the third quarter of 2023, more than \$175,978 was redeemed in Double Up Food Bucks in**
- ▶ **more than 25,000 customer transactions.**

### GOOD FOR YOU PANTRY

In 2023, Texas Health doubled the number of pantries from 10 to 20, with American Rescue Plan Act funding through Tarrant County and has diversified partnering host organizations to include Texas Wesleyan University, St. John the Apostle United Methodist Church, Boys and Girls Club of Greater Tarrant County Dan Serna Branch and a Child Care Associates child care facility. For the same period:

**FRESH ACCESS** This was expanded to 21 partner community centers across Tarrant County, including the first Arlington location. In the first three quarters of 2023,



**MORE THAN 34,350** people were served **&** **MORE THAN 196,000** lbs of food distributed

To improve literacy and long-term health literacy, we have provided

**MORE THAN 30,000** books to economically disadvantaged students in districts across North Texas.



### CULLED PRODUCE PROGRAM

For the same period, 188,149 pounds of organics were diverted from the landfill through program expansion to a third grocery store.

OF THE **188,149** pounds diverted

**NEARLY 40,000** pounds

were recovered and provided to Good for You Pantry locations.

Continue to focus on nutrition security with Community Health Needs Assessment-identified populations and in geographic priority areas.

# DIVERSITY IN GOVERNANCE

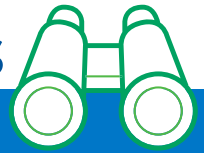
We are proud of our efforts on racial and ethnic diversity. Our Texas Health boards have built a culture of trust, candor and respect, centered on inclusion. Texas Health governance leaders are equity-focused and prioritize our resources to advance Texas Health’s Mission to improve the health of the people in the communities we serve. Changing board demographics takes a calculated, strategic approach. It means being intentional when nominating individuals who not only possess the competencies that are necessary for a board or committee, but who also are reflective of our stakeholders.

**In 2019, 20% of the Texas Health Resources Board was diverse.**

**In 2023, diverse members made up 48% of the Board.**

Our focus in governance continues to be to recruit governance leaders who are representative of our community and who have the competencies, skills and expertise to guide Texas Health. We will continue to prioritize the racial and gender diversity of our Texas Health executive staff appointed to joint venture Boards.

## 2024 FOCUS AREAS



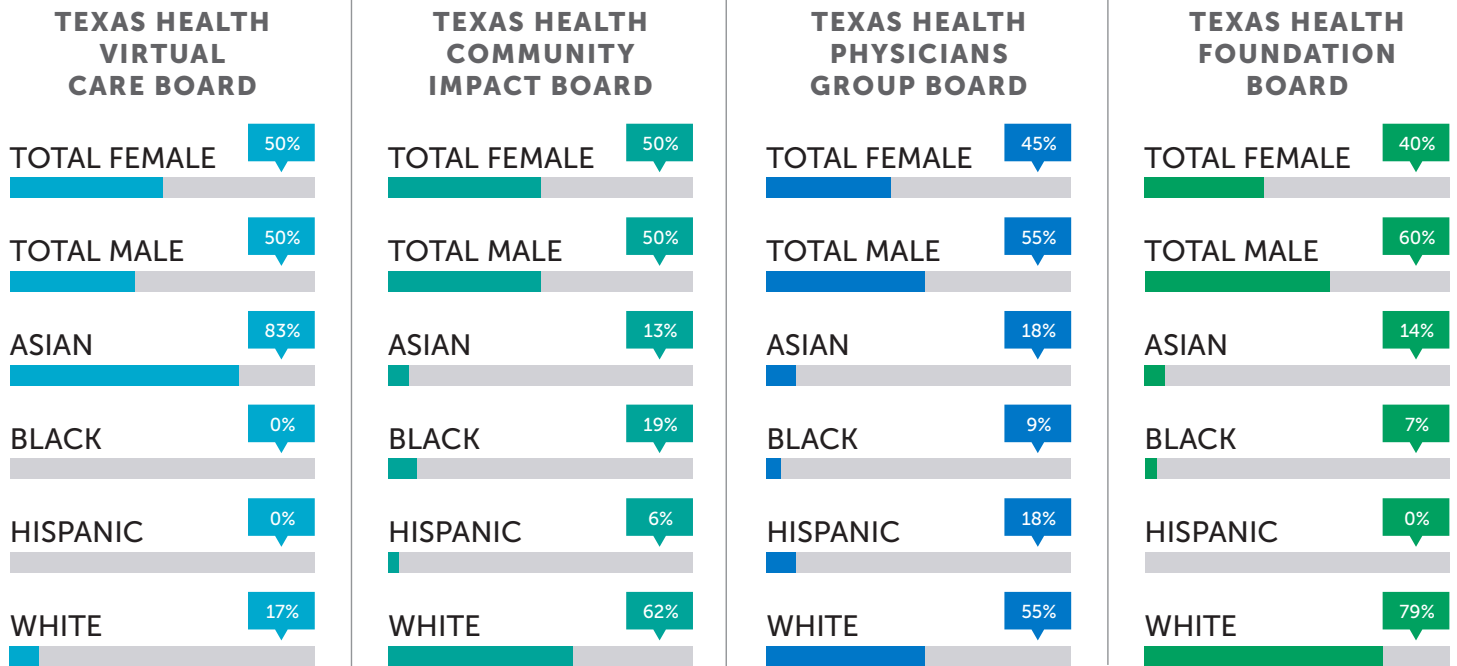
- Balanced growth and regional expansion, funded by philanthropy and/or grants.
- Conducting, using the Gallup organization, a food systems assessment focused on accessibility to healthy food. The expected final assessment deliverable date is late summer 2024. A comprehensive action plan will be created based on the assessment findings.

**TEXAS HEALTH RESOURCES BOARD GENDER AND ETHNIC/RACIAL DIVERSITY (2019-2023)**

	2019	2020	2021	2022	2023
TOTAL FEMALE	20%	19%	20%	28%	24%
TOTAL MALE	80%	81%	80%	72%	76%
ASIAN	7%	6%	7%	7%	12%
BLACK	13%	19%	20%	21%	18%
HISPANIC	0%	6%	7%	7%	18%
WHITE	80%	69%	66%	65%	52%



## TEXAS HEALTH WHOLLY-OWNED BOARDS GENDER AND ETHNIC/RACIAL DIVERSITY (2023)



## SUPPLIER DIVERSITY PROGRESS

- We have hard-wired the ability to find out who diverse suppliers are and created a robust mechanism for including them in bid efforts. Texas Health spent nearly \$30 million with diverse suppliers in 2023.
- While we have made great strides in helping connect the diverse supplier community to Texas Health, there is still a long way to go. So far, 97 diverse suppliers have registered on the Texas Health portal. There is a need to connect on deeper levels with many of our diverse suppliers to help them grow their business across all our sites of care.
- Finally, we are committed to creating a mentor program for diverse suppliers in 2024.

