



Equity, Diversity and Inclusion:
Our Journey

Memorial Hermann's Equity, Diversity and Inclusion FY22 Annual Report



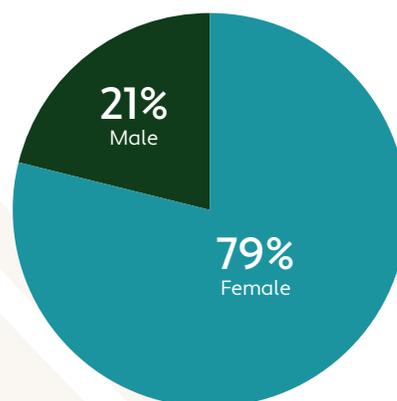
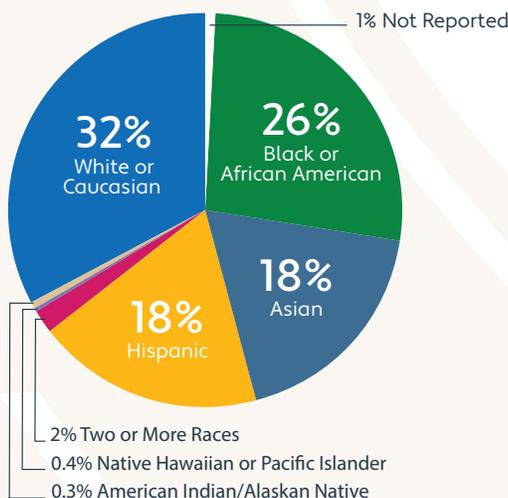
During a COVID-19 resurgence and continued acts of injustice across the United States, Memorial Hermann's workforce continued to rise and meet each new challenge with courage and compassion. By living these core values, our employees and affiliated physicians pressed on towards fulfilling Memorial Hermann's mission and served as a source of support and hope for all in our community. Our Equity, Diversity and Inclusion (EDI) journey also forged ahead, driven by the efforts of the system's five EDI Councils. The EDI Executive and Leadership Councils provide advocacy and oversight to the EDI Community, Employer and Health Councils. Council Members bring a variety of diverse perspectives from across our system, with representatives from clinical sites, system services and active participation and support from Memorial Hermann senior leadership.

OUR MISSION
 Memorial Hermann Health System is a nonprofit, values-driven, community-owned health system dedicated to improving health.

OUR VISION
 To create healthier communities, now and for generations to come.

In 2021, Memorial Hermann developed a consistent approach to celebrating nationally recognized diversity awareness months, and during this time learned there are many ways in which our employees, physicians, patients and community are diverse that are not represented by a national event. Our EDI Council enthusiastically designated the month of August as Memorial Hermann's Celebrate Diversity Month—an annual opportunity to honor everyone's unique identity and perspective.

MEMORIAL HERMANN'S WORKFORCE



In August 2021, we commenced our first recognition of Memorial Hermann's Celebrate Diversity Month by sharing a video featuring employees and physicians from across our system sharing about their dimensions of diversity and how they feel included at work. In the following weeks, we educated our workforce about the vision for our EDI program and the efforts that were underway.

We also answered a common question about our EDI journey: Why do we lead with Equity? Many organizations refer to their efforts as D&I (diversity and inclusion) or DEI (diversity, equity and inclusion). Because health equity is at the core of Memorial Hermann's mission and vision, we made the intentional decision to refer to our efforts as Equity, Diversity and Inclusion (EDI). By leading with Equity, we recognize its importance in our work as an employer, a health care provider and a community leader as we believe Equity is essential to ensuring every patient, employee, physician and community member has resources, support and opportunities.

In addition to our own Celebrate Diversity Month, Memorial Hermann celebrates seven nationally recognized diversity/heritage months, nearly 30 faith-based events and various cultural observances as part of our efforts to celebrate diversity and foster inclusion. These events are recognized both internally in numerous communications channels and externally on our social media channels to educate our workforce and community.

OCTOBER 2021

- Memorial Hermann announced that it would join the Healthcare Anchor Network, a nationally recognized collaboration of more than 70 health systems that are committed to leveraging their assets as businesses to improve the economic strength of the community, through employment, purchasing and impact investing. The Anchor model is built upon the understanding that sustainable community health can only be achieved by meeting essential needs.

DECEMBER 2021

- In partnership with Memorial Hermann's Community Benefit Corporation, the EDI Community Council hosted a holiday bicycle ride and toy drive in Houston's Acres Homes neighborhood, a historically divested community, to highlight the importance of regular physical exercise in overall health and well-being while celebrating the holidays by distributing nearly 300 toys to more than 100 families.



MEMORIAL HERMANN'S COMMUNITY RESOURCE CENTERS

Through our Community Benefit Corporation, Memorial Hermann's Community Resource Centers provide one-stop locations where individuals and families in our community can receive assistance with access to health care, health education and social services. In FY22, our Community Resource Centers served 2,871 unique clients/patients in 8,447 encounters and distributed 22,929 pounds of food as 19,108 meals.

- Women Leaders of Memorial Hermann, an affinity group created in February 2016 to inspire, engage and develop women leaders by empowering them to reach their personal and professional best, hosted “Cocoa and Conversation,” a virtual networking event for their members. Also in FY22, Women Leaders hosted a financial workshop featuring Memorial Hermann’s CFO Alec King and several community service events supporting Dress for Success Houston.

FEBRUARY 2022

- The EDI Council partnered with Memorial Hermann’s Supply Chain division to establish a Supplier Diversity Program Manager position. Supplier diversity is a key component of Memorial Hermann’s mission as a community-owned health system. By supporting diverse-owned companies in our community, we can create positive economic impacts for thousands of families. In support of our Anchor Network commitment, the Supplier Diversity Program will focus on increasing the opportunities for local, diverse-owned companies to do business with Memorial Hermann. By June 2022, a five-phase plan extending through FY24 was approved to officially begin our journey to becoming a world-class supplier diversity leader.

MARCH 2022

- We completed a 12-month effort to assess our current state and inform strategic planning priorities, which include improving hiring and promotion rates and enhanced communication and engagement across the organization. As part of this assessment, we completed focus groups with nearly 160 employees and gleaned



many valuable insights about diversity and inclusion activities that could improve their workplace experience.

- Dr. Toi Harris was appointed as Memorial Hermann’s inaugural Chief Equity, Diversity and Inclusion Officer. Dr. Harris brings a unique perspective to the role of Chief EDI Officer, as both an EDI expert and a clinical practitioner. She has been a practicing psychiatrist for 25 years and remains board certified in psychiatry and child and adolescent psychiatry. Her visionary work and contributions in health equity is one of the many reasons she was named one of the Top 100 Diversity Officers by the National Diversity Council in 2021 and 2022.
- Women Leaders of Memorial Hermann hosted a virtual event in recognition of Women’s History Month featuring inspirational speaker Shayla Rivera. At this event, the group also celebrated the graduation of nearly 200 women from its Mentoring Circle program.



AWARDS RECOGNIZING MEMORIAL HERMANN'S COMMITMENT TO EDI

- **Sheri L. Parrack Diversity Excellence Award** from the Federation of Houston Professional Women (FHPW)
- **Vizient Supplier Diversity Excellence Top Performer** in recognition of community hospital members that best champion inclusion in their supply chain and accelerate economic growth in their local community through the engagement, empowerment and utilization of minority, women and veteran-owned business enterprises
- **Houston Business Journal's Diversity in Business Outstanding Diverse Organization** in the large company category
- **Noel Cárdenas**, SVP and CEO of Memorial Hermann Pearland and Southeast Hospitals, recognized as the **2022 National Latino Leader** by the Council for Latino Workplace Equity

APRIL 2022

- In response to what we learned from our assessment, we began offering inclusive leadership training for all Memorial Hermann leaders. This effort will continue into FY23 until the nearly 1,700 leaders across our system have completed the training and learned strategies for being an inclusive leader.
- The EDI Health Council completed an internal and external campaign in recognition of Black Maternal Health Week to help raise awareness about health inequities that greatly impact Black and African-American mothers and infants.

APRIL-JUNE 2022

- The newly formed Office of Equity, Diversity and Inclusion (EDI) and the EDI Employer Council finalized the framework in preparation for the launch of Memorial Hermann's first Employee Resource Groups and added four EDI courses to Memorial Hermann's learning management system. These "microlearnings," or courses that take 20 minutes or less to complete, were selected based on best practices and feedback from Memorial Hermann employees:
 - The Language of Equity, Diversity and Inclusion: A Foundation for Inclusive Conversations
 - Valuing Diversity: Embracing Differences and Diverse Perspectives
 - Psychological Safety: Creating Safe Spaces at Work
 - Brain-based Inclusion: Harness the Brain's Flexibility for Change

MAY 2022

- In partnership with the March of Dimes and Memorial Hermann's Women's and Children's Service Line leaders, the EDI Health Council hosted implicit bias training designed specifically for providers who care for mothers and infants. Nearly 100 providers attended the in-person training, and an on-demand virtual option was made available to an additional 200 employees. By expanding their knowledge and skills, these providers can help improve the overall patient experience and quality of care for mothers and infants.

JUNE 2022

- The EDI Health Council began a pilot of a 12-week co-parenting program to evaluate its efficacy in improving outcomes for mothers and infants. The courses used a family-centered approach in engaging fathers and mothers in the prenatal and post-partum journeys and were offered virtually.
- Another accomplishment in FY22 was the Health Council's collaboration with stakeholders to deploy a caption calling device pilot project and led efforts to add a "preferred language for health care information" field to Memorial Hermann's electronic medical record system. Memorial Hermann plans to implement the preferred language field in FY23 along with a course to educate providers on how to use the field and the research that demonstrates how using a patient's preferred language can improve their outcomes and better serve Greater Houston's diverse community.



Our Equity, Diversity and Inclusion Strategic Framework



As we look to the future, the Office of EDI will continue to lead strategic planning with leaders and stakeholders, as well as the implementation and assessment of Memorial Hermann's Equity, Diversity and Inclusion efforts. Based on information collected and best practices, the above strategic framework was created and received support from the Memorial Hermann Health System Board of Directors in June 2022. In addition to enhancing the educational opportunities for our community, other priorities include improving our talent acquisition and management processes, creating a workplace culture where all employees are engaged and feel heard and valued, and improving access to and quality of care for the diverse population of the Greater Houston region. Another area of focus includes the creation of

the Memorial Hermann Community Service Corps, for Memorial Hermann employees to volunteer with a local organization that works to address social determinants of health. Lastly, the Office of EDI will collaborate with stakeholders across the system to help deliver on Memorial Hermann's brand promise of "Advancing health. Personalizing care." by expanding health equity research, increasing the diversity of clinical studies and evaluating our EDI programs for efficacy.

Memorial Hermann remains committed to continuing to elevate our focus on Equity, Diversity and Inclusion as we work towards achieving our vision to create healthier communities, now and for generations to come.

You can follow our journey by visiting [memorialhermann.org/edi](https://www.memorialhermann.org/edi).



MEMORIAL HERMANN'S OFFICE OF EQUITY, DIVERSITY AND INCLUSION

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