D&I IS IN OUR DNA
MISSION
We serve together in Trinity Health
In the spirit of the Gospel
To heal body, mind and spirit
To improve the health of our communities
and to steward the resources entrusted to us.

CORE VALUES
Respect
Social Justice
Compassion
Care of the Poor and Underserved
Excellence

VISION
Inspired by our Catholic faith tradition, Trinity Health will
be distinguished by an unrelenting focus on clinical and
service outcomes as we seek to create excellence in the
care experience. Trinity Health will become the most
trusted health partner for life.

GUIDING BEHAVIORS
We support each other in serving our patients and communities.
We communicate openly, honestly, respectfully and directly.
We are fully present.
We are all accountable.
We trust and assume goodness in intentions.
We are continuous learners.

Contents
A Message from Joe Swedish & Antoinette Green 1
It's the Right Thing to Do 2
Accountability Starts at the Top 4
Knowledge Is Power 6
Recruitment and Retention 8
Sharing Our Message 10
Community Partner 12
Business Partners for Success 14
Our Journey Forward 15
Ministry Organizations and CEOs 16
Dear Friends:

Welcome to the third annual Diversity and Inclusion Journey Report. This report celebrates each year’s accomplishments toward enhancing cultural competency throughout Trinity Health. This year, we celebrate this and more, as health care reform legislation has finally passed and equity in care initiatives have gone from grassroots to the White House and into every American home.

We at Trinity Health have long understood the need for greater access to health care, and have been at the forefront of the national effort to enact meaningful health care reform since 2006. Our early involvement established us as a respected advocate and guided our strategic decisions, positioning us to thrive in an environment that encourages electronic health records, evidence-based clinical practices and the coordination of care in a patient-centered model.

One initiative aimed at improving the health of Trinity Health’s own communities is our Equity in Care effort, which assures that all patients, regardless of culture or race, are given the same high quality care. This supports our Mission, exemplifies our Core Values and Guiding Behaviors, and puts us on the path toward achieving our vision of becoming most trusted health partner.

Last fall, Diversity Best Practices and the Global Congress of Diversity Executives recognized Trinity Health for our pioneering efforts in diversity and inclusion. A large part of our success and subsequent recognition can be attributed to our view toward commitment and accountability, and the fact that our Unified Enterprise Ministry® Chief Executive Officer (CEO) also serves as Chief Diversity Officer (CDO). This year, we embraced the same model at each Ministry Organization: Now, every Trinity Health CEO is also a CDO, bringing his or her own unique perspective on what each MO needs, and providing even stronger leadership involvement and an enhanced commitment.

We’ve also expanded our Associate Resource Groups (ARGs) throughout the UEM. ARGs focus on common gender, race and physical disabilities issues that impact individuals as well as an organization. These efforts promise to be key in retaining our talent as well as in providing valuable insight into cultural needs in our communities, inside and outside of our workforce.

We once again invite you to read the pages that follow and discover how our associates are working together to create a diverse and inclusive Trinity Health. D&I is in our DNA.
AT TRINITY HEALTH, WE ARE BREAKING DOWN BARRIERS TO ACCESS AND PROVIDING THE BEST HEALTH CARE TO ALL. EFFECTIVE JAN. 1, 2010, OUR NEW EQUITY IN CARE EFFORT NOT ONLY REQUIRES BUT ALSO ENABLES ALL OF OUR MINISTRY ORGANIZATIONS (MOs) TO CAPTURE PATIENT LANGUAGE PREFERENCE AND OTHER DEMOGRAPHIC INFORMATION AT REGISTRATION WITHIN THEIR ELECTRONIC HEALTH RECORDS.

Nine Trinity Health MOs participated in the Institute for Diversity in Health Management’s survey, “State of Health Care Diversity and Disparities: A Benchmark Study of U.S. Hospitals.” This first-of-its-kind survey was designed to provide a snapshot of the hospital field’s progress on promoting diversity and to help hospitals assess and improve their internal diversity programs. The Institute recognized Saint Agnes Medical Center – Fresno, Calif. and Mercy Medical Center–Sioux City, Iowa for their “promising practices” in the area of “Expanding the Diversity of the Organization’s Governance.” The Institute also recognized Saint Joseph Regional Medical Center – Mishawaka, Ind. in “Effectively Engaging the Diverse Communities that the Organization Serves.”

Holy Cross Hospital – Silver Spring, MD
Holy Cross has been committed to reducing health disparities in its region for many years, and in 2001, the hospital established an ethnic health promoter program. Ethnic health promoters reach out to racial and ethnic minority populations who have reduced access to health care due to limited English proficiency, finances, geographical constraints, varying cultural practices, and/or lack of knowledge of the U.S. health care system. Since then, the program has expanded to 40 ethnic health promoters that live in the communities where they provide outreach, establish trust, raise awareness about early disease detection and offer support during screening, diagnosis and treatment.

Mercy Medical Center – Dubuque, IA
As did many MOs, Mercy Medical Center (MMC) completed its training related to equity in care for all of its admissions staff. Its Diversity Council reviewed the first set of data from the collection of race/language upon admission. They found that the primary minority language of patients was Spanish, and there were a total of 23 languages identified.

Many of MMC’s diversity efforts the past year focused on language and translation services. For example, MMC translated 80 hospital/home care consent forms from English to Spanish. Its Diversity Council is developing a means to maintain and update the forms as well as educate staff regarding access and use. MMC also created recruitment posters in Spanish for the first time. The Council also reviewed MMC’s policy on interpretation and translation, which resulted in using the language line as the main means of interpretation for patients instead of relying on members of the community who might not be properly trained.

Mount Carmel Health System – Columbus, OH
Last fall, patient registration associates began to more accurately collect racial demographic information and preferred language information from inpatients as apart of the Equity in Care initiative. All patient registration associates received training, which was a Unified Enterprise Ministry® (UEM) goal in FY2010.
Saint Mary’s Health Care – Grand Rapids, MI
Saint Mary’s continued to respond to the linguistic diversity of its patient population, which includes speakers of Spanish, Vietnamese, Bosnian, Somali, Burmese, Nepali and many other languages. Saint Mary’s multilingual health care providers, its certified medical interpreters, and its linguistic access technology, enable all patients to participate fully in their own care and treatment.

St. Joseph Mercy Oakland – Pontiac, MI
St. Joseph Mercy Oakland (SJMO) has a long-standing relationship with the College of Pharmacy and Health Sciences at Wayne State University as a guest lecturer. An associate regularly presents a lecture to undergraduate and graduate pharmacy students on health care inequities and cultural competency.

SJMO also provides interactive cultural competency training on day one of the “Journey Intensive,” which is a three-day cultural training experience. SJMO also trained registration and admitting staff on collecting data for the Equity in Care initiative.

In August 2009, SJMO received the prestigious Robert Woods Johnson Foundation grant. SJMO is one of nine hospitals in the nation to participate in the foundation’s Language Quality Improvement Collaborative. This two-year grant, which seeks to improve the quality of services provided to limited English proficiency patient populations, was a perfect complement to SJMO’s Equity in Care work. Their multidisciplinary team includes Community Programs, Registration/Admitting, Six Sigma, Medicine, Nursing, and Telecommunications. The team has implemented action steps in both its inpatient and outpatient pilot sites that will be rolled out throughout the entire hospital in year two of the grant. This important work assists them in their alignment with both Joint Commission standards and the Office of Minority Health Culturally and Linguistically Appropriate Service Standards.

The bold step that Trinity Health has embarked upon regarding the uniformed collection of self-reported data on race, religion and language has proven to be a tremendous opportunity for SJMO. Although its health care standards are exemplary, its Equity in Care initiative enables it to take a deeper dive into its data to examine and explore areas where potential inequities may exist. Its work began with the engagement and training of nearly 100 of its frontline workers—its registration and admitting staff on collecting data for the Equity in Care Initiative.
For Trinity Health President, CEO and Chief Diversity Officer, Joseph R. Swedish, his life experiences—grounded in his spiritual and religious values—have embedded an awareness of the plight of people from all walks of life. “And I believe that my position as a health care executive and a leader of people presents an opportunity to do something about it,” Swedish said. Trinity Health Ministry organizations and home office leaders were recognized nationally for their contributions, illustrating how accountability at Trinity Health starts at the top.

In fall 2009, Diversity Best Practices named Swedish as one of its 2009 CEO Leadership Award recipients for his ongoing commitment to creating an environment of diversity and inclusion for Trinity Health’s associates, patients and suppliers.

At Trinity Health, each Ministry Organization’s chief executive officer now holds the title of chief diversity officer. This means that each is responsible for a diversity action plan, including training and mentoring. As Garry Faja, President and CEO, (SJMHS, Mich.), said, “By taking on the role of Chief Diversity Officer, I want our patients, associates and the communities we serve to know SJMHS is committed to fostering an environment that is diverse and inclusive, and provides culturally competent care. Diversity and Inclusion training is conducted for leadership, associates, with focuses on in-depth cultural competency training for direct caregivers. These principles are demonstrated through our Guiding Behaviors, leadership development and clinical education.”

Modern Healthcare selected Paula Autry, President, Mount Carmel East, Columbus, Ohio; and Denise Brooks-Williams, President and CEO, Battle Creek Health System, Battle Creek, Mich. for its biennial listing of Top 25 Minority Executives in Healthcare. Autry and Brooks-Williams, who is also the president of the National Association of Health Services Executives, were among 177 nominees. Their selection included a story in the April 19 edition of Modern Healthcare, which featured Autry on the cover. Inside, the magazine quotes Brooks-Williams’s reaction to low numbers of minorities in leadership positions in the health care industry, and their low pay and job satisfaction. “It’s not that people (of many races and ethnicities) aren’t being trained and developed,” she said. “It’s that they are not getting into leadership positions. And when they get there, they don’t stay.”
**Mercy Health Partners** — Muskegon, MI
Muskogon Community College honored Cynthia Hines, Mercy Health Partners’ Director, Employment and Diversity, with a “Love in Action” award for her work in overcoming the obstacles to minorities in the areas of education and employment.

**Mount Carmel Health System** — Columbus, OH
Mt. Carmel’s Director of Diversity and Inclusion implemented a diversity and inclusion education plan to address the specific needs of existing associates and leaders, physicians, RNs and the college of nursing faculty as well as the students. Recently, the Senior Vice President of Human Resources communicated the revised Equal Employment Opportunity Policy and the new Diversity and Inclusion Policy to all leaders and associates.

**Saint Joseph Regional Medical Center** — Mishawaka, IN
Saint Joseph Regional Medical Center (SJRMС) received the Human Rights 2010 Awareness Day Employment Award for its efforts to attract a diverse group of applicants by casting the net for diverse candidates “beyond the ordinary.” SJRMС builds relationships with local educational institutions and organizations that promote the advancement of minorities. Since January 2009, 23 percent of new hires have been minorities, including several management-level associates.

**Saint Mary’s Health Care** — Grand Rapids, MI
David Luna, Vice President, Multicultural Affairs, ensures that all Saint Mary’s executives invest a portion of their time in some aspect of its cultural competence and diversity initiatives. In addition, he was recently appointed to the board of directors for the national Forum for Latino Healthcare Executives.

The Human Rights Commission sent SJRMС’s Diversity Officer a letter to notify him of the system’s award.

Paula Autry, President and Chief Operating Officer, Mount Carmel East, mentors young members of the community.
DEVELOPING OUR TALENT AT TRINITY HEALTH MEANS ENHANCING OUR SKILLS AND KNOWLEDGE, RESULTING IN BETTER CARE FOR OUR PATIENTS. AS WE LEARN TO BE MORE SELF-AWARE OF OUR OWN CULTURAL BELIEFS AND MORE RESPONSIVE TO THOSE OF OUR PATIENTS, WE ARE DECREASING THE INCIDENCES OF HEALTH CARE DISPARITIES. AS WE DEVELOP OUR LEADERSHIP SKILLS, WE CREATE A WORKPLACE THAT NURTURES THE HUMAN SPIRIT AND RESPECTS DIVERSITY.

As our Guiding Behavior reminds us, “We are continuous learners.”

**Holy Cross Hospital — Silver Spring, MD**

Holy Cross Hospital has an English conversation clubs program that provides an action-learning format for associates with a first language other than English to refine their communication skills. The hospital added a diversity and inclusion module to mandatory house-wide training for all staff and new hires and a cultural competency overview to new associate orientation, and developed an intranet site dedicated to providing monthly news and information to raise diversity awareness.

**Mount Carmel Health System — Columbus, OH**

Mount Carmel offered several education sessions during its Diversity Summit Week, including presentations on Columbus’s Lesbian, Gay, Bisexual and Transgender community; understanding Judaism; health disparities; and Asian Indian culture.

Mount Carmel incorporated Equity in Care information into its new associate orientation, and added an Equity in Care training module to its patient registration training. At the same time, Mount Carmel developed a system-wide diversity and inclusion education plan to address the specific needs of existing associates, new associates, leaders, clinical staff, and students.

Mount Carmel piloted its first School at Work program, an educational opportunity for entry-level students coordinated by Trinity Health’s Home Office.
Saint Joseph Regional Medical Center — Mishawaka, IN
Saint Joseph Regional Medical Center (SJRMC) invited three local institutions – Ivy Tech Community College, Indiana University Mishawaka, and Bethel College – to participate in an education fair that informed associates about their various programs. SJRMC provided information on the educational grants and tuition reimbursement programs available to associates. The African-American Associate Resource Group (AAARG) followed up with the attendees and mentored them to encourage them to pursue educational opportunities.

The AAARG sponsored its third Martin Luther King, Jr. Day celebration. In addition, the AAARG sponsored a health fair for associates, featuring health screenings and information, and a biggest loser contest. The group also sponsored Black History Month celebrations, which included a poster display of inventions and achievement by African-Americans and important African-American in business and industry.

The AAARG also organized an Education Fair in March 2010. The fair was open to all associates and targeted those in lower pay grades. The goal was to encourage associates to return to or enroll in school to acquire skills that will qualify them for higher paying positions in the organization. As it is estimated that there are many minority individuals in the lower-paying jobs, one of the desired outcomes is to raise their achievement level so as to promote diversity from within in the clinical and managerial levels of the organization.

St. Joseph Mercy Oakland — Pontiac, MI
In partnership with the University of Phoenix, St. Joseph Mercy Oakland is providing educational opportunities for associates, including college credit for the School at Work and Destined to Succeed programs for entry-level associates, Essential Skills for New Leaders, Foundations in Leadership, and the Strategic Leadership Program, and HealthStream online modular learning programs.

Trinity Home Health Services — Novi, MI
During the month of February, Trinity Home Health Services presented a series of weekly events in honor of Black History Month. The central theme was unity, highlighting the social, political, and educational contributions made by Caucasians and African-Americans in the name of equality. The programs included brown bag lunch on the Underground Railroad, a poster display representing historical achievements, and an ethnic potluck.

Mercy Medical Center — Dubuque, IA
Mercy Medical Center sponsored a Diversity Awareness Month, featuring a poster showcasing the areas of language including interpretation and translation efforts and the data collected from the Equity in Care initiative. The hospital also featured a menu from around the world in the cafeteria that month.
AN ORGANIZATION IS ONLY AS GOOD AS ITS PEOPLE. HAVING A DIVERSE WORKFORCE MEANS ACCESS TO NEW IDEAS, CONNECTIONS TO COMMUNITIES, AND A GREATER ABILITY TO SERVE OUR PATIENTS IN A CULTURALLY COMPETENT ENVIRONMENT. RECRUITMENT AND RETENTION ARE IMPORTANT ASPECTS OF HUMAN RESOURCE MANAGEMENT, AND ARE VITAL IN ACHIEVING HIGH ORGANIZATIONAL PERFORMANCE AND MINIMIZING LABOR TURNOVER. THIS IS WHY TRINITY HEALTH MAKES ATTRACTING AND ENGAGING THE BEST PEOPLE – FROM EVERY BACKGROUND – ONE OF ITS HIGHEST PRIORITIES.

For example, Trinity Health makes a point of providing a diverse slate of candidates for every position whenever possible. It has also created a culture of respect and inclusion, with Guiding Behaviors that are not simply illustrated on posters but hardwired into organizational processes such as performance reviews. The following are more examples of Trinity Health’s recruitment and retention efforts.

**Trinity Health Home Office — Novi, MI**
Trinity Health Home Office launched new associate resource groups to support the UEM Diversity and Inclusion strategy and to strengthen retention. These include the Pan-Asian Associate Resource Group, Ability!, Women’s Inclusion Network, and GenNext – all of which were involved in a month-long educational diversity celebration in June 2010.

**Holy Cross Hospital — Silver Spring, MD**
Holy Cross expanded new hire tracking to include its top four requested languages: Spanish, French, Mandarin Chinese, and Portuguese. Bilingual hires increased to 17.9 percent Spanish and 3.7 percent French. Management diversity increased to 41.8 percent. Holy Cross requested that its partner search firms present diverse candidates and reminded them of their organizational interest in diversity. Holy Cross also revised its job postings for direct care positions to encourage diverse candidates to apply.

**Mercy Health Partners — Muskegon, MI**
More than 320 students from eight Muskegon County high schools attended a career fair hosted by Mercy Health Partners (MHP). The event was held at Grand Valley State University’s (GVSU) Michigan Alternative Renewable Energy Center in Muskegon. MHP’s Diversity and Inclusion team partnered with area colleges for the event so that students could collaborate with health care professionals and college staff at the same time. This helped increase the students’ understanding as to what college course work they would need for particular health care careers.

MHP Diversity and Inclusion Council sponsored Holiday’s Around the World, which featured a traveling display of artifacts and ethnic music representing each continent’s various holiday celebrations. Food Service prepared an international menu at each campus on the day of the event.

**Mercy Medical Center — Dubuque and Dyersville, IA**
Utilizing its own associates as models, Mercy Medical Center (MMC) created recruitment posters in English and Spanish for people of diverse backgrounds. The posters were designed to recruit those of diverse background to MMC, and to remind the community that MMC was committed to serving all in need of care in an environment of diversity and inclusion. The posters were placed within MMC and in key community locations, including the local multicultural center, health clinics, colleges, and churches.
**Mount Carmel Health System — Columbus, OH**

The Mount Carmel CEO communicated to system leaders the importance of Associate Resource Groups as an extension of the Mount Carmel Diversity and Inclusion Council. As a result, a number of senior leaders agreed to serve as executive sponsors of Associate Resource Groups. Its mentoring program also now includes a cross-cultural component. Mount Carmel’s employment team created an FY10 diversity recruitment advertising plan, and required all recruitment firms to present diverse slates of candidates.

This past year, 10 students successfully completed the School At Work program, which targets entry-level associates and provides learning opportunities that often lead to college enrollment. The program was so successful that associates at East decided to raise funds through the foundation’s associate giving campaign to sponsor future participants. Mount Carmel’s Human Resources leadership team, funded by the Home office, will pilot CareerCare, a career development tool from Catalyst Learning, in the coming year.

Mount Carmel provided two internships through the Goodwill Leveraging Internships for Employment (LiFE) Works program, a nonprofit organization in Ohio that fosters non-traditional employment outcomes for individuals with mental retardation or other developmental disabilities through paid work internships.

**Saint Alphonsus Regional Medical Center — Boise, ID**

This past year, Saint Alphonsus focused very intently on inclusion, paying close attention to strengthening relationships throughout the organization.

The Human Resources department and the Employee Recognition committee provided a number of relationship-building, fun, participatory events this year aimed at having fun and getting to know new people. These events, often scheduled near holidays, have included everything from chili cook-offs to pumpkin carving.

Associates participated in their eleventh Culture Circle, and the organization is seeing a deepening understanding of the concepts presented, a common language emerging around the Guiding Behaviors, and an appreciation for relationships as the basis of success.

The system just created a Regional Health System with the addition of three Idaho and Oregon hospitals, and is making significant efforts to include and integrate them. They have adopted some best practices from the new partners, and held activities at all four Ministry Organizations during Healthcare Week.

**Saint Mary’s Health Care — Grand Rapids, MI**

Saint Mary’s successfully completed the pilot year of its Diverse Talent Development Initiative. In response to the fierce competition for diverse health care talent, the initiative offered the sort of significant developmental opportunities that diverse performers – and all performers – value and seek.

The program drew pilot year participants from African-American, Hispanic, Asian and White associates at various levels – management and non-management – with three-quarters of the group being women. Each participant was matched with an executive-level mentor and with a seasoned manager as coach. During this first year, Saint Mary’s provided 235 resource sessions (mentoring, coaching and feedback) to the pilot group.

**St. Joseph Mercy Oakland — Pontiac, MI**

St. Joseph Mercy Oakland’s (SJMO) Chief Diversity and Inclusion Officer participates in monthly new hire orientation, introducing new associates to diversity and inclusion strategies, including the Equity in Care initiative, and SJMO’s commitment to diversity through the diversity DVD.
IMAGINE SEEING AD AFTER AD FROM A HOSPITAL THAT ONLY REFLECTS ONE PARTICULAR RACE, AGE, SEX, OR OTHER DIMENSION OF DIVERSITY. YOU WOULD PROBABLY THINK THAT THE HOSPITAL IN QUESTION ONLY SERVED THAT POPULATION. AND IF YOU WEREN’T A MEMBER OF THAT POPULATION, YOU WOULD MOST LIKELY – AND JUSTIFIABLY – FEEL EXCLUDED.

One component of Trinity Health’s diversity and inclusion strategy is to ensure that its communication materials represent its communities, and to share the diversity message through publications and presentations across the U.S.

**Trinity Health Home Office — Novi, MI**
With the honor of receiving the Diversity Best Practices (DBP) CEO Award came the opportunity to tell our story at DBP’s annual conference, and to publish a full-length article in its national magazine, spreading our Best Practices throughout the United States.

**Holy Cross Hospital — Silver Spring, MD**
An issue of Holy Cross Hospital’s associate newsletter, *HC Connections* featured a front-page feature article on cultural diversity that discussed staff and patient diversity. Holy Cross Hospital’s quarterly community newsletter leverages the diversity of staff and patients alike both in images and featured content. In addition, the hospital’s website similarly reflects the rich diversity of its local community.

Holy Cross Hospital’s Stamp Out Sepsis campaign, a staff and physician educational program focusing on sepsis prevention, identification and treatment, leverages images of its culturally diverse staff engaging in sepsis prevention. The campaign also reflects the diversity in the services of its care providers and illustrates how those diverse resources come together in sepsis prevention, identification and treatment.
Mount Carmel sponsored the “Health First” Medical Fair at the King Arts Complex in association with the annual Heritage Concert Series and a local radio station, Smooth Jazz 103.5 WJZA. With every concert, Mount Carmel’s medical fairs featured health information, education and screenings. This media partnership reached an estimated 1,000 people, ranging from children to seniors, each night.

Mount Carmel also released new multicultural advertisements for its health plan, MediGold, which offers affordable health insurance to seniors and others who are eligible for Medicare.

Saint Joseph Mercy Health System — Ann Arbor, Livingston, Saline, MI
Saint Joseph Mercy Health System (SJMH) produced and distributed another calendar representing the diversity of its associates. Called “Remarkable: It’s About Our People,” it features pictures of associates and a brief story about their experience within the system. It notes all of the national holidays and observances, including ethnic, health and religious days.
WE REFLECT, WE SERVE, WE ARE OUR COMMUNITIES, WHETHER WE ARE THE Hmong POPULATION IN PONTIAC, MICH. OR THE SIOUX INDIANS IN IDAHO. TO MEET THEIR NEEDS AND OUR NEEDS WE HAVE TO MAINTAIN CLOSE RELATIONSHIPS WITH COMMUNITY ORGANIZATIONS. OUR PARTNERSHIPS ENABLE US TO REACH OUT TO OUR COMMUNITIES AND DELIVER CULTURALLY COMPETENT CARE. IN FY2009, TRINITY HEALTH ALSO CONTRIBUTED $396 MILLION TO OUR COMMUNITIES THROUGH DIRECT PROGRAMS, CHARITY CARE, EDUCATION AND RESEARCH, AND THE UNPAID COST OF MEDICAID. WE DEDICATED $304.6 MILLION OF THIS TOTAL TO OUR MINISTRY FOR THE POOR AND UNDERSERVED.

**Trinity Health Home Office — Novi, MI**

The Home Office was a major sponsor of the Mercy Primary Care Center (MPCC) fundraiser, held at the Gem Theatre’s matinee performance of the high-voltage musical, “The Marvelous Wonderettes.” MPCC, a Trinity Health Ministry Organization, is a health center serving the needs of Detroit’s uninsured. Its mission is to provide a medical safety net for uninsured adults who require health care services to improve their quality of life.

**Holy Cross Hospital — Silver Spring, MD**

Holy Cross Hospital is committed to working in partnership with a broad range of community organizations, including churches, payers, local and state government agencies, other hospitals, colleges, foundations, physician specialists, and community-based organizations. For example:

- A senior exercise program brings together the local partnership of Kaiser Permanente of the Mid-Atlantic States, Montgomery County Department of Recreation, Maryland National Capital Parks and Planning Commission and faith institutions.

- A Faith Community Nurse program supports 60 faith community partners (20 are minority congregations) whose congregations have more than 100,000 members.

- A vital aging center for wellness and health promotion in partnership with the Housing Opportunities Commission of Montgomery County, Montgomery County Department of Health and Human Services Area Agency on Aging, and Maryland’s Department of Aging.

- A breast cancer outreach program brings ethnic health promoters in partnership with eight safety net primary care clinics, the Primary Care Coalition of Montgomery County, two Montgomery County minority health initiatives, physician specialists and two foundations.

During the last six years, Holy Cross Hospital has been the lead entity for the Minority Communities Empowerment Project, funded by the Office of Minority Outreach and Technical Assistance, Maryland Department of Health and Mental Hygiene. The Minority Communities Empowerment Project is a multi-organizational community collaboration that addresses the marked and growing disparities in health status among racial and ethnic groups. Through organizational capacity building, they jointly provide technical assistance training to their partners around cancer prevention and tobacco cessation. Since its inception, the project has provided outreach to approximately 85,000 members of the minority community on cancer prevention and tobacco cessation and provided 33 group technical assistance trainings.
**Saint Alphonsus Regional Medical Center — Boise, ID**

As the primary providers of health care for local refugee populations, Saint Alphonsus associates were involved in a number of projects and events aimed at highlighting awareness of refugee populations and improving their health. This year was the third for the Saint Alphonsus CARE clinic for pre/postpartum refugee families and babies. In addition to sponsoring and presenting at World Refugee Day, physicians, mid-level providers and cultural health care advisors presented at both the Idaho Inclusiveness Coalition’s “Changing Faces of Idaho” conference and the Office for Refugees annual conference. The presentations highlighted achievements and best practices in improving the health of refugees.

Two executives led the past year’s United Way campaign, and Saint Alphonsus hosted United Way’s community poverty simulation, which allowed participants to experience simulated poverty in an interactive and eye-opening experience. The hospital also hosted a brown bag lunch on homelessness, which was provided by the Idaho Inclusiveness Coalition.

**St. Joseph Mercy Oakland — Pontiac, MI**

The State of Michigan awarded Pro-Literacy Detroit and St. Joseph Mercy Oakland a Workforce Development Grant to provide remediation for associates with low-literacy levels and career development training. The goal is to formally increase participants’ knowledge levels and broaden their skill sets. Associates are provided evaluation and introduction to a computer-based educational curriculum with predetermined hours of module completion and receive a certificate of completion. This program assists in addressing the issue of low-literacy and the desire of entry-level staff to expand their career options.

Holy Cross Hospital participated in 63 outreach events in January and February 2010 with the Minority Communities Empowerment Project.
TRINITY HEALTH PARTNERS WITH LOCAL AND NATIONAL BUSINESSES IN MANY WAYS, RANGING FROM PROCUREMENT OF GOODS AND SERVICES TO TELLING OUR STORY THROUGH ADVERTISEMENTS AND PAID ARTICLES. OUR GOAL? TO PARTNER WITH ORGANIZATIONS THAT ARE REPRESENTATIVE OF DIVERSE GROUPS TO PROVIDE THE GOODS AND SERVICES THAT WE NEED TO DELIVER CULTURALLY COMPETENT CARE.

**Trinity Health Home Office** — Novi, MI
Trinity Health is a member of the Michigan Minority Business Development Council (MMBDC). Working with minority-owned suppliers brings competitive advantages. And Trinity Health recognizes firsthand the importance of this strategy in achieving growth and winning new business.

MMBDC members realize that “minority businesses have powerful, loyal customer connections because these companies have a strong understanding of their customers’ unique heritage and culture. Such insight enables them to create products and services that are in demand within a specific market segment.

**Holy Cross Hospital** — Silver Spring, MD
Holy Cross Hospital monitors and encourage minority spend by its participation in a collaborative effort with the Maryland Hospital Association dedicated to encourage supplier diversity.

**Mount Carmel Health System** — Columbus, OH
Mount Carmel renewed its membership with the South Central Ohio Minority Business Council. The tier one spend increased year over year in the construction and facilities department (see chart below). Construction companies are now required to submit their diversity program information before Mount Carmel signs any contracts with them.

![Trinity Health MWBE Spend to Date: Supplier Diversity Tier 1 Dollar Growth](chart.png)
• Ensure that our diversity initiative continues to encompass the entire organization, with top leadership as the drivers for change.

• Move our organization from presentation to conversation—talking about key issues, no matter how challenging.

• Create an inclusive environment in which all associates can participate.

• Identify and seek to eliminate policies and practices that obstruct associates’ natural desire and ability to grow and learn, and

• Create a culturally competent organization that supports Trinity Health’s vision to be the most trusted health partner for life for all.

As Mercy Medical Center-Sioux City quotes from the Native American White Bison philosophy, we must remember the four laws of change as we grow into our diversity and inclusion vision:

• In order for development to occur, it must be preceded by a vision.

• A great learning must take place.

• You must create a healing forest.

• Change is from within.

For more information about Trinity Health’s Diversity and Inclusion initiatives, visit the website at www.trinity-health.org/diversity. Please send any questions or comments to diversity@trinity-health.org.

Our Journey Forward

The Diversity Best Practice CEO awardees and their diversity officers stop for a photograph at an event in Washington, D.C.
Trinity Health Ministry Organizations

**CALIFORNIA**

Saint Agnes Medical Center
www.samc.com
Nancy Hollingsworth, RN
Interim President & CEO
303 E. Herndon Avenue
Fresno, CA 93720-3397
559-450-3000
436 beds

Saint Alphonsus Medical Center – Baker City
www.saintalphansus.org/bakercity
H. Ray Gibbons, CEO
3325 Pocahontas Road
Baker City, OR 97814
541-523-6461
25 beds

**IDAHO/OREGON**

Saint Alphonsus Regional Health System
Sally Jeffcoat, President & CEO
1055 North Curtis Road
Boise, ID 83706-1370
208-367-2121
398 beds

Saint Alphonsus Regional Medical Center – Boise
www.saintalphansus.org
Sally Jeffcoat, President & CEO
1055 North Curtis Road
Boise, ID 83706-1370
208-367-2121
398 beds

**INDIANA**

Saint Joseph Regional Medical Center – Mishawaka
www.sjmed.com
Albert L. Gutierrez, President & CEO
5215 Holy Cross Parkway
Mishawaka, IN 46545
574-335-5000
254 beds

Saint Joseph Regional Medical Center – Plymouth
www.sjmed.com
1915 Lake Avenue
Plymouth, IN 46563
574-936-3181
58 beds

**IOWA/NEBRASKA**

The Iowa organizations are part of Mercy Health Network, which is a joint operating arrangement between Trinity Health and Catholic Health Initiatives.

Mercy Medical Center – Clinton
www.mercyclinton.com
Sean Williams, President & CEO
1410 North Fourth Street
Clinton, IA 52732-2940
563-244-5555
175 beds
Morrison Community Hospital
Morrison, Illinois

Mercy Medical Center – Dubuque
www.mercydubuque.com
Russell Knight, President & CEO
250 Mercy Drive
Dubuque, IA 52001-7360
563-589-8000
451 beds

Mercy Medical Center – Dyersville
1111 Third Street, SW
Dyersville, IA 52040
563-875-7101
25 beds
Central Community Hospital
Elkader, Iowa

Mercy Medical Center – North Iowa
www.mercynorthiowa.com
James G. FitzPatrick, President & CEO
1000 4th Street, SW
Mason City, IA 50401-2860
641-428-7000
364 beds

Mercy Medical Center – Sioux City
www.mercysiouxcity.com
Robert J. Peebles, President & CEO
801 Fifth Street
Sioux City, IA 51101-1399
712-279-2010
521 beds

**MARYLAND**

Holy Cross Hospital
www.holycrosshealth.org
Kevin Sexton, President & CEO
1500 Forest Glen Road
Silver Spring, MD 20910-1484
301-754-7000
454 beds

**MICHIGAN**

Battle Creek Health System
www.bchealth.com
Denise Brooks-Williams, President & CEO
300 North Avenue
Battle Creek, MI 49017-3396
269-966-8000
243 beds

Baum-Harmon Mercy Hospital
www.baumharmon.org
255 North Welch
Princeton, IA 51245
712-757-2300
14 beds

Oakland Mercy Hospital
www.oaklandhospital.org
601 East 2nd Street
Oakland, NE 68045
402-685-5601
23 beds

Hawarden Community Hospital
Hawarden, IA

Pender Community Hospital
Pender, NE

Ellsworth Municipal Hospital
Iowa Falls, Iowa

Franklin General Hospital
Hampton, Iowa

Hancock County Memorial Hospital
Britt, Iowa

Kossuth Regional Health Center
Alcona, Iowa

Mitchell County Regional Health Center
Osage, Iowa

Palo Alto County Health System
Emmetsburg, Iowa

Regional Health Services of Howard County
Cresco, Iowa
Mercy Health Partners
www.mercy-healthpartners.org
Roger Spoelman,
President & CEO
458 beds
Mercy Campus
1500 East Sherman Blvd.
Muskegon, MI 49444-1889
231-672-2000
Muskegon General Campus
1700 Oak Avenue
Muskegon, MI 49442
231-672-2000
Hackley Campus
1700 Clinton Avenue
Muskegon, MI 49442
231-672-2000
Lakeshore Campus
72 South State Street
Shelby, MI 9455
231-861-2156

Mercy Hospital – Cadillac
www.mercycadillac.com
John L MacLeod, CEO
400 Hobart Street
Cadillac, MI 49601-2389
231-876-7200
97 beds

Mercy Hospital – Grayling
www.mercygrayling.com
Stephanie Riemer-Matuzak, CEO
1100 Michigan Avenue
Grayling, MI 49738-1398
989-348-5461
90 beds

Saint Joseph Mercy Health System
www.stjoeshealth.org
Garry Faja, President & CEO
36475 Five Mile Road
Livonia, MI 48154
734-712-3791
Chelsea Community Hospital
www.cch.org
Kathleen Griffiths, President & CEO
775 South Main Street
Chelsea, MI 48118
734-475-4040
113 beds
St. Joseph Mercy Ann Arbor
www.stjoeshealth.org
Rob Casalou, President & CEO
5301 McAuley Drive
Ypsilanti, MI 48197
734-712-3456
537 beds
St. Joseph Mercy Livingston
www.stjoeshealth.org
Rob Casalou, President & CEO
620 Byron Road
Howell, MI 48843
517-545-6000
136 beds
St. Joseph Mercy Saline
www.stjoeshealth.org
Rob Casalou, President & CEO
400 West Russell,
Saline, MI 48176
734-429-1500
74 beds
St. Mary Mercy Livonia
www.stmarymercy.org
David Spivey, President & CEO
6001 East Broad Street
Columbus, OH 43213-1570
614-234-6000
399 beds
St. Joseph Mercy Oakland
www.stjoeoakland.org
Jack Weiner, President & CEO
14405 Woodward Avenue
Pontiac, MI 48341-5023
248-858-3000
428 beds
St. Joseph Mercy Port Huron
www.mymercy.us
Peter Karadoff, President & CEO
2601 Electric Avenue
Port Huron, MI 48060-6518
810-985-1500
119 beds
Saint Mary’s Health Care
www.smhealthcare.org
Philip H. McCorkle, Jr., President & CEO
200 Jefferson Street, SE
Grand Rapids, MI 49503-4598
616-685-5000
324 beds
Mount Carmel Health System
www.trinityseniorsanctuary.org
Kari Hine, President & CEO
17410 College Parkway
Suite 200
Livonia, MI 48152
734-542-8300
2,258 nursing home and assisted living beds
1,095 seniors housing units

Trinity Home Health Services
Grace McCauley, CEO
17410 College Parkway
Suite 150
Livonia, MI 48152
734-542-8200

HOME OFFICES
Trinity Health
www.trinity-health.org
Trinity Health Novi Home Office
27870 Cabot Drive
Novi, MI 48377-2920
248-489-5004
Trinity Health Farmington Hills Home Office
34605 Twelve Mile Road
Farmington Hills, MI 48331-3221
248-489-0000

Mercy Primary Care Center *
5555 Conner Avenue
Detroit, MI 48213
313-579-4000

MULTI-STATE
Trinity Senior Living Communities
www.trinityseniorsanctuary.org
Ken Robbins, Interim President & CEO
17410 College Parkway
Suite 200
Livonia, MI 48152
313-579-4000

Trinity Home Health Services
Grace McCauley, CEO
17410 College Parkway
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Suite 200
Livonia, MI 48152
313-579-4000

Note: Numbers reflect licensed beds in FY10.
* Classified as an operating unit of Trinity-Health – Michigan
^ Indicates managed hospital/facility
There are several health care organizations whose names include the term “Trinity” or “Trinity Health.” Trinity Health, Novi, Michigan, is not related to any organization whose name or “Doing Business As” designation includes either of these terms.