



# Diversity, Equity, and Inclusion

## Annual Report Fiscal Year 2021



# Diversity, Equity, and Inclusion Annual Report Fiscal Year 2021\*

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\*Fiscal Year 2021: July 1, 2020 - June 30, 2021

## Our Mission

We, Trinity Health, serve together  
in the spirit of the Gospel  
as a compassionate and transforming  
healing presence within our communities.

## Our Core Values

### Reverence

We honor the sacredness and dignity  
of every person.

### Commitment to Those Who are Poor

We stand with and serve those who are poor,  
especially those most vulnerable.

### Safety

We embrace a culture that prevents harm and  
nurtures a healing, safe environment for all.

### Justice

We foster right relationships to promote the  
common good, including sustainability of Earth.

### Stewardship

We honor our heritage and hold ourselves  
accountable for the human, financial  
and natural resources entrusted to our care.

### Integrity

We are faithful to who we say we are.

## Our Vision

As a mission-driven innovative health  
organization, we will become the national leader  
in improving the health of our communities  
and each person we serve. We will be the  
most trusted health partner for life.


[trinity-health.org](https://trinity-health.org)

# A Message from Mike Slubowski

President and Chief Executive Officer, Trinity Health

# A Message from LaRonda Chastang

Vice President, Diversity, Equity, and Inclusion, Trinity Health



# Diversity, Equity, and Inclusion at Trinity Health

## Diversity, Equity, and Inclusion (DEI)

is a critical success factor to improving patient satisfaction, colleague engagement, and equity in patient clinical outcomes.

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This year presented unprecedented challenges with the COVID-19 pandemic, the uprising of social injustice, and the immediate need for organizations globally to mobilize efforts around diversity, equity, and inclusion.

The Office of DEI, along with regional and local DEI Councils, led by the President of the Health Ministry (HM)\*, the Human Resources leader, and the DEI Regional Director, partnered throughout fiscal year 2021 (FY21) to implement the DEI Strategic Plan and achieve organizational goals.

\*Health Ministries: Acute Care Hospitals and Continuing Care Divisions

# Education and Awareness



“The Cultural Proficiency course was extremely impactful. It helped me to better understand the cultural differences of my colleagues and patients. I am grateful for the skills I learned to improve my communication and overall care delivery.”



## Unconscious Bias

To support our continued goal of creating an inclusive and welcoming environment for all patients and colleagues, this training is designed to help our colleagues recognize the business case for a reinvented approach to more inclusive decision-making. Such approaches include identifying, addressing, and mitigating unconscious bias.



## Racism - A Public Health Crisis

On January 29, 2021, Trinity Health launched the “Racism – A Public Health Crisis” course as one step toward ending systemic racism and achieving health equity. This course was designed to increase leaders understanding of systemic racism and improve their capacity to lead more inclusively. More than 500 executives and Vice Presidents across the organization completed the course by June 30, 2021.



## Cultural Proficiency: Our Journey to Health Equity

Trinity Health’s Core Values are rooted in our Mission to meet the needs of those we serve. The Cultural Proficiency training was developed to equip colleagues with knowledge and tools focused on improving health outcomes and increasing patient satisfaction. Over 10,000 colleagues completed the course by June 30, 2021.

# Education and Awareness



**13,200+**  
views



**451**  
Continuing education  
credits obtained



**18**  
volumes



**55,300+**  
views

## Advancing Together

Advancing Together provides monthly educational opportunities for all colleagues to become engaged with and learn more about our commitment and efforts to address systemic racism at Trinity Health.

Some of the topics covered included:

- Together in Faith: Multicultural Holiday Celebrations
- Strategies for Engaging and Retaining a Diverse Workforce
- Advocacy Matters: Making Progress on Racial Equity Policy Change

## The More You Know

The More You Know digital education series is designed to recognize and celebrate the many cultures, religions, and communities that represent Trinity Health's rich diverse population. Each volume takes readers on a learning journey filled with both historical and present-day materials. In FY21, the following observances were highlighted:







# Trinity Health's Response to Systemic Racism

The murder of George Floyd in May 2020 heightened the need for an increased focus on anti-racism and reaffirmed our commitment to diversity, equity, and inclusion. As a faith-based and healing ministry, equity and inclusion are at the very heart of our Mission. In addition to system-wide required trainings, the following pages include a few examples of activities and initiatives that occurred throughout the year.

## System-Wide Required Trainings

- Racism – A Public Health Crisis
- Cultural Proficiency: Our Journey to Health Equity





# Trinity Health's Response to Systemic Racism

Trinity Health executive leaders were instrumental in reaffirming our commitment to eliminating systemic racism through consistent communication to colleagues. To the right are excerpts from several leadership messages.



"These initiatives are a start, but just the tip of the iceberg. We must demonstrate an ongoing commitment to diversity, equity, and inclusion with measurable results."  
- Mike Slubowski, President and CEO, Trinity Health



"I encourage ALL of us to take time to talk and listen to one another in an effort to better understand and bridge differences and to find a space of commonality. I believe that as we collectively look at the future, we all want the same thing... a nation of peace, reverence, and prosperity."  
- Jim Woodward, President and CEO, Trinity Health Mid-Atlantic



"The human spirit cannot be broken. Leo Tolstoy stated, "There is something in the human spirit that will survive and prevail, there is a tiny and brilliant light burning in the heart of man that will not go out no matter how dark the world becomes." So, let us all take solace knowing that we can see light at the end of this long and winding tunnel; we are in the final mile of a very difficult journey."  
- Odette Bolano, President and CEO, Saint Alphonsus Health System



"Eliminating the institutional component of systemic racism is the first step in dismantling racism."  
- Reginald Eadie, M.D., President and CEO, Trinity Health Of New England



"MercyOne continues our commitment to becoming a more diverse and inclusive organization. We have focused our efforts on health inequities in our communities. We were pleased to partner with a local music artist to produce a [music video](#) to encourage the COVID-19 vaccine in our more diverse communities in addition to collaborating with many other community leaders."  
- Bob Ritz, President and CEO, MercyOne

# Trinity Health's Response to Systemic Racism



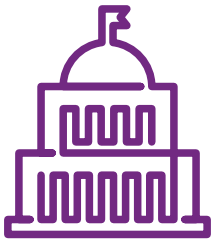
## White Coats for Black Lives

White Coats for Black Lives aims to dismantle racism in medicine and fight for the health of Black people and other people of color. Across Trinity Health, colleagues knelt in silence for 8 minutes and 46 seconds as a display of solidarity and to make a statement that white coats are for Black lives.



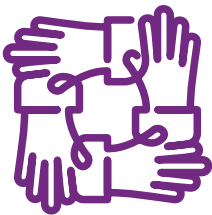
## Book Clubs

- *So You Want to Talk About Race* by Ijeoma Oluo
- *How to Be Anti-Racist* by Ibram X. Kendi
- *Caste* by Isabel Wilkerson
- *White Fragility* by Robin DiAngelo
- *Dear America: Notes of an Undocumented Citizen* by Jose Antonio Vargas
- *Across that Bridge* by John Lewis



## Advocate for Racial Justice

Over 30 local jurisdictions across our footprint have declared that racism is a public health crisis by issuing a national statement, creating a policy card, and increasing colleague education and engagement through the Care for the Common Good campaign. The Advocacy team continues to engage with our Community Health and Well-Being and DEI colleagues at the local level to lobby for federal funding for community partnerships, testing, and equitable and affordable vaccine distribution to address racial inequity in COVID-19 health outcomes. Lastly, the Advocacy team has developed the Take Action Advocate council, inclusive of Black and brown colleagues, to increase participation in advocacy issues within Trinity Health.



## Equitable Human Resources Practices

At Trinity Health, we believe, we have a responsibility to examine our policies, practices, and processes. As a result, we reviewed more than 2,200 Human Resources policies to reinforce and promote equity and mitigate the impact of systemic racism.

# COVID-19 Vaccine Community Education Efforts

DEI hosted educational webinars to ensure that communities were well informed about the COVID-19 vaccine. Check out the recordings below:

## Real Talk: COVID-19 Vaccine Myths and Facts Webinar

Chief Health Informatics Officer Murielle Beene and Vice President of Diversity, Equity, and Inclusion LaRonda Chastang hosted a virtual webinar featuring Reginald Eadie, M.D., President and CEO of Trinity Health Of New England that addressed the COVID-19 vaccine, community concerns, and mistruths about vaccine safety.


 [Listen to the Recording](#)

## It Starts Here: The Journey to COVID-19 Immunity

Trinity Health's Chief Medical Officer Tammy Lundstrom, M.D. and Chief Health Informatics Officer Murielle Beene welcomed Barney Graham, M.D. for a virtual discussion about the COVID-19 vaccines. Dr. Graham is the Deputy Director of the National Institute of Allergy and Infectious Disease (NIAID) Vaccine Research Center at the National Institutes of Health (NIH) and was involved in the development of the Moderna vaccine.

 [Listen to the Recording](#)


**Real Talk:**  
COVID-19 Vaccine Myths and Facts




Attend Trinity Health's virtual session to learn more about the COVID-19 vaccine.

Date: Tuesday, January 12, 2021  
Time: 6 p.m. – 7 p.m. EST  
Hosted By: Trinity Health Diversity and Inclusion  
Location: Attendance is limited. Registration is required.

[CLICK HERE](#) to register

  
Reggy Eadie, M.D., M.B.A.  
President and Chief Executive Officer  
Trinity Health Of New England

  
Murielle Beene, D.N.P., M.B.A., M.P.H.  
M.S., R.N.-B.C., P.M.P., F.A.A.N.  
Senior Vice President and Chief Health Informatics Officer, Trinity Health

**It Starts Here:**  
The Journey to COVID-19 Immunity


Trinity Health is pleased to welcome Dr. Barney Graham who will join Trinity Health's Chief Medical Officer Dr. Tammy Lundstrom for a discussion about COVID-19 vaccines. We are pleased to announce the addition of Trinity Health's Chief Health Informatics Officer Murielle Beene to the conversation. Dr. Graham is Deputy Director of the NIAID Vaccine Research Center at the National Institutes of Health (NIH) and was involved in developing the Moderna vaccine.


Join Us: Tuesday, March 23, 2021 at 6:30 p.m. EDT  
[CLICK HERE TO JOIN](#)


In this webinar, experts will discuss:

- Discuss the importance of getting the COVID-19 vaccine
- Review the benefits of the three vaccines available across the nation (Moderna, Pfizer-BioNTech, Johnson & Johnson)
- Explain why the available vaccine brand in your community should not influence your decision whether or not to get vaccinated
- Address health care disparities and health equity as it relates to the future of COVID-19


**Speakers**

  
Barney Graham, M.D., Ph.D.  
Deputy Director  
Vaccine Research Center  
National Institutes of Health

  
Tammy Lundstrom, M.D., J.D.  
Senior Vice President  
& Chief Medical Officer  
Trinity Health

  
Murielle Beene, D.N.P., M.B.A., M.P.H., M.S., R.N.-B.C., P.M.P., F.A.A.N.  
Senior Vice President and Chief Health Informatics Officer, Trinity Health

*Newly Added*



# COVID-19 Vaccine Community Education Efforts

## Trinity Health in the News

Throughout the pandemic, Trinity Health was regularly featured in the news for its vaccination efforts specifically in the most vulnerable communities. In addition to executive leaders appearing on [multiple national news outlets](#), the system led the way with the ambitious [It Starts Here](#) campaign, a COVID-19 vaccine education initiative focused on communities of color. Take a look at news clips from a few of our Health Ministries\* below:



### Trinity Health Of New England

- [Vax-A-Thon Aiming to Administer 4,000 Vaccine Doses in 24-Hour Span](#)
- [Trinity Health Of New England Supports FEMA Mobile Vaccine Clinic](#)



### Saint Joseph Health System (Indiana)

- [Saint Joseph Health System gives grants for minority vaccine education campaign](#)
- [Saint Joseph Health System launching 'It Starts Here' campaign](#)



### Trinity Health Mid-Atlantic

- [Hospitals, churches partner for West Philly COVID-19 vaccine clinic to help vulnerable](#)
- [Operationalizing Equity: A Rapid-Cycle Innovation Approach to Covid-19 Vaccination in Black Neighborhoods](#)




A Member of Trinity Health

### St. Joseph's Health (Syracuse, NY)

- [Covid-19 and the Black community: Syracuse native leading the charge for care](#)
- [A Conversation: How do community leaders instill trust in COVID-19 vaccine?](#)

\*Health Ministries: Acute Care Hospitals and Continuing Care Divisions





# Diversity, Equity, and Inclusion Strategic Plan in Action

The DEI Strategy operationalizes Trinity Health's Core Values and advances the Mission through five key priorities for focused execution and success.



## 1. Diversity in Governance

Trinity Health has a strong commitment to DEI at all levels including diversifying its governing bodies. From 2017-2020 there has been a nine-percentage point increase in Health Ministry\* diverse board members and a five-percentage point increase in female representation. Having a diverse and inclusive organization is a critical success factor in transforming health care and delivering equitable care to all persons we serve. Various initiatives include:

- Partnership with the National Black MBA Association to roll out a networking program that will help increase both the gender and ethnic diversity of current board membership
- DEI resources stored in the Boardvantage Portal to assist with recruitment strategies and identifying diverse board candidates



## 2. Diversity in Talent

### **Evidence-Based Selection Process**

Evidence-based selection is a fair, objective, and data-driven selection strategy that has been proven to improve the quality of hires, reduce first-year turnover, and increase workforce diversity. Reliable measures of skills are used to guide hiring decisions and reduce the variation in decisions that is normally associated with human judgments.

### **Mentoring Program**

DEI proudly sponsors the Trinity Health Mentoring Program as a tool to enhance the personal and professional development of our leaders and colleagues. Over the past three years, this program has grown over 250% in overall participation while proudly reaching a 40%+ diverse cohort in 2021.

\*Health Ministries: Acute Care Hospitals and Continuing Care Divisions



## 3. Inclusive and Culturally Welcoming Environment

### Colleague Resource Groups

Colleague Resource Groups (CRGs) leverage the unique strengths, views, and experiences of colleagues to impact community outreach efforts, business innovation, and colleague engagement. Participation provides colleagues the opportunity to enhance cultural awareness, develop leadership skills, and network with colleagues across the region at all levels. These self-governed groups are comprised of individuals who come together based on similar interests or experiences. CRG participation is voluntary and open to all colleagues who are interested in and support the objectives of the CRG, regardless of their origin or background.

**512** Active  
Colleagues

**23** Unique  
CRGs

**22** Executive  
Sponsors

**6** Regions

### CRGs at Trinity Health:

#### Ability! – System Office

The Ability! CRG exists to foster an environment of respect, inclusion, and awareness of the colleagues, patients, and communities that we serve regardless of being differently abled. It serves as a voice for colleagues with different abilities. Ability! aims to accomplish these goals through a variety of activities such as educational seminars and community activities that support Trinity Health's Mission and goals.

#### African American (A2) – Trinity Health

The African American Colleague Resource Group serves together in Trinity Health to foster an environment that builds community relationships, supports the recruitment, retention, and professional development of African-American and all colleagues, while promoting the wellness of the body, mind, and spirit. Every year, this CRG hosts numerous lunch and learn opportunities focused on career growth and development, an office-wide health and wellness fair, a soul food celebration of Black History month, a career day for children from Detroit Public Schools, and serves as a strategic partner to organizational initiatives.



## **Black Physician Network – Trinity Health Of New England**

Bringing together Black physicians across Trinity Health Of New England to foster their development, retention, and engagement; create an environment to promote communication, wellness, and work-life balance; and support our patients and communities.

## **Black Women United in Leadership and Development (BUILD) – Trinity Health Mid-Atlantic**

The Black Women United in Leadership and Development (BUILD) CRG seeks to create a community of individuals with an interest in empowering Black women and the community to achieve their personal and career goals. The BUILD mission will be accomplished through mentorship, coaching, community outreach projects, academic planning, fundraising, and financial literacy.

## **Celebrating Cultural Diversity – St. Mary Mercy Livonia**

Celebrating Cultural Diversity operates as “One Team, One Mission” and commits to fostering a diverse and inclusive working environment, where we value and develop employees of all backgrounds and experiences, with a firm belief that collaboration among team members with varied pasts and perspectives generates a more inclusive and profound insight to better serve our patients, employees, and community.

## **Colleagues of Color – St. Joseph’s Health**

Colleagues of Color aims to prioritize and foster a safe, inclusive environment for colleagues of color to feel heard/seen/competent. To provide voice, space, and sense of belonging in a safe environment for colleagues of color at St. Joseph’s Health.

## **DEI Action Team- St. Peter’s Health Partners**

DEI Action Team exists to unify diverse colleagues across SPHP; to foster the development, retention, and engagement of all colleagues; to create an environment to promote communication and demonstrate to colleagues the diverse and inclusive nature of the organization by creating diverse opportunities for all colleagues to become involved in diverse events, raising colleague awareness, and increasing sensitivity to engage with diverse communities.



## **EnergyYX – System Office**

EnergyYX serves together in Trinity Health to promote a culture of individual growth, organizational innovation, and sustainability for all colleagues while supporting Millennial, Gen X, and Y talent management.

## **Glacier Hills Diversity, Equity, and Inclusion – Trinity Health Senior Communities**

Glacier Hills Diversity, Equity, and Inclusion aims to create an environment of cultural awareness that encourages and promotes equal opportunities for all colleagues.

## **Grief and Loss – St. Mary Mercy Livonia**

The Grief and Loss CRG exists to help employees find hope and healing through connection as well as support for a variety of losses and channel grief or other life struggles in healthy ways.

## **Health Equity Council – Saint Agnes Medical Center & Saint Alphonsus Health Center**

The Health Equity Council's mission is to attain the highest level of health for all people; to promote and facilitate equitable, affirming care for each individual we serve. In line with Trinity Health's Core Values of reverence, integrity, safety, justice, stewardship, and commitment to those who are poor, we will highlight racism as a public health crisis, acknowledge historical and contemporary injustices that contribute to untrustworthiness of health care by vulnerable populations, advocate for equitable access to care for all patients, colleagues, community members, and work toward the elimination of health disparities.

## **Inclusion, Diversity, Equity, & Awareness (IDEA) – St. Joseph Mercy Oakland**

IDEA's mission is to foster a ministry that represents and builds trusting relationships with the communities that we serve through the promotion of colleague diversity, inclusion, and equity. IDEA promotes inclusive ministry growth through: the development and empowerment of diverse talent and perspectives, diversity and inclusion education, creating equity and improving retention through colleague engagement and awareness, and building trusting relationships with the community through collaborative engagement events.





## **Military Veterans of Trinity Health – Trinity Health**

Military Veterans of Trinity Health’s mission is to promote visibility and awareness of the diverse Veteran community within Trinity Health through building connections between Veteran colleagues, patients and allies, and by promoting acceptance, inclusion, and equity for all Veteran colleagues regardless of military status.

### **Chapter(s):**

- Veteran’s Group – St. Mary Mercy Livonia

## **Pride at Trinity Health (PATH) – System Office**

PATH’s mission is to promote visibility and awareness of the LGBTQ+ community within Trinity Health through building connections between LGBTQ+ and Allies, and by promoting acceptance and equity for all colleagues regardless of sexual orientation and gender identity or expression.

### **Chapter(s):**

- Mid-Atlantic PATH – Trinity Health Mid-Atlantic
- Pride at Trinity Health – Holy Cross Health (Florida)
- Pride in the Workplace – St. Mary Mercy Livonia
- Saint Alphonsus Proud – Saint Alphonsus Health Center

## **Spiritual Health and Wellness – St. Mary Mercy Livonia**

Spiritual Health and Wellness aims to bring greater awareness to the understanding that faith, religion, and spirituality are intrinsically linked to culture. We will foster inclusion among employees from all walks of faith - including those who are agnostic.

## **Respect, Inclusion, Diversity, and Equity (RIDE) – St. Joseph Mercy Ann Arbor**

We serve together in Trinity Health to foster a supportive work environment, connected with our Core Value of Reverence that promotes Respect, Inclusion, Diversity, and Equity for our colleagues.

Saint Alphonsus Proud promotes visibility and awareness of the LGBTQ+ community within Saint Alphonsus Health System through building connections between LGBTQ+ and Allies, and by promoting reverence, justice, safety, and equity for all colleagues regardless of Sexual Orientation and Gender Identity.



## **Women's Inclusion Network (WIN) – Newtown Square/System Office**

WIN's mission is to unify the community of women across Trinity Health. Our strategic focus is to:

- Provide the colleagues of Trinity Health with a forum for personal and professional growth – in an engaging and supportive way
- Foster the development, retention, and engagement of ALL colleagues
- Create an environment to promote communication, wellness, and work-life balance, while supporting our patients and communities
- Learn together to become more courageous in pursuit of dreams

## **Women in Technology – System Office**

Women in Technology (WIT) aims to empower its members to achieve their full potential while contributing to Trinity Health and the communities we serve. WIT members champion career development, retention, and personal growth activities to help their members develop skills to be successful. WIT aims to contribute to a strong workplace fostering experiences in which all can thrive and be the best version of themselves. Diversity of thought is essential to fostering creativity, innovation, and holistic solutions.



## **4. Supplier Diversity**

In FY20, Trinity Health's spend with diverse suppliers was \$524M or 7% of total spend. To achieve the FY22 goal of 8.5%, there is continued focus on ministry linkage along with validating and implementing pipeline opportunities. By FY23, Trinity Health will increase spend to 10.5%. To achieve this, Supply Chain Management will expand the scope of its Supplier Quality and Performance Management (SQPM) program to include Supplier Diversity. Experienced resources have accelerated growth this fiscal year by establishing a pipeline of spend opportunities, increasing engagement with key stakeholders, and enhancing internal contracting tools to highlight diverse suppliers.



## **5. Elimination of Health Disparities**

DEI partnered with the Community Health and Well-Being through ongoing community activities serving the most vulnerable and underserved individuals and families. This has never been more evident than this past year as we worked collaboratively to improve health equity for marginalized and minority patient populations.

# Diversity, Equity, and Inclusion Leadership



**LaRonda Chastang**  
Vice President, Diversity,  
Equity, and Inclusion



**N. Chineye Anako**  
Regional Director  
Trinity Health Of New  
England (MA / CT)



**Taylor Clark**  
Diversity, Equity, and  
Inclusion Specialist



**Julio Cruz Reyes**  
Diversity, Equity, and  
Inclusion Specialist  
Saint Joseph Health  
System (IN)



**Taryn Guy**  
Regional Director  
St. Francis Medical  
Center (NJ)  
St. Joseph's Health (NY)  
St. Peter's Health  
Partners (NY)  
Trinity Health Mid-Atlantic  
(PA / DE)



**Michelle Howard**  
Diversity, Equity, and  
Inclusion Specialist  
Loyola University Health  
System (IL)



**Mary Larkin**  
Diversity, Equity, and  
Inclusion Consultant



**Dawn Marshall**  
Diversity, Equity, and  
Inclusion Consultant



**Tawnya Morris**  
Diversity, Equity, and  
Inclusion Consultant



**Gayla Thomas-  
Dabney**  
Regional Director  
Saint Agnes Medical  
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Saint Alphonsus Health  
System (ID/OR)



**Melody Vanoy**  
Regional Director  
Allegany Franciscan  
Ministries (FL)  
Global Health Ministry (PA)  
Holy Cross Health (FL)  
Holy Cross Health (MD)  
Pittsburgh Mercy (PA)  
St. Mary's Health Care  
System (GA)



**Christin Zollicoffer**  
Vice President  
Community Health and Well Being  
Loyola University Health System  
**Regional Director**  
Loyola University Health System (IL)  
Mercy Hospital and Medical  
Center (IL)  
MercyOne (IA / NE / SD)  
Mount Carmel Health System (OH)  
Saint Joseph Health System (IN)

For more information about Diversity, Equity, and Inclusion at Trinity Health,  
visit [trinity-health.org](https://trinity-health.org) or email [diversity@trinity-health.org](mailto:diversity@trinity-health.org).

