

Diversity and Inclusion

Annual Report

Fiscal Year 2020 July 1, 2019 – June 30, 2020





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Hello Everyone!

At Trinity Health, we are committed to diversity and inclusion; an essential element of fulfilling our Mission to be a transforming healing presence in the communities we serve.

Being committed requires creating long-term goals, and then devising a vision and direction to achieve those goals. Commitment toward achieving these long-term goals inspires us as individuals and as a collective team of colleagues. Being committed thus entails a powerful will to do whatever it takes to fulfill and follow through on a responsibility. Being committed means that we are "all in."

Our achievements over the past year have been significant, including implementing a foundational structure and diversity and inclusion councils across the entire Ministry; Unconscious Bias training for over 4,500 leaders and board members; increasing the diversity of our Health Ministry* Boards, System Board, and leadership teams; our work to eliminate health disparities in our clinical programs, and our community health and well-being initiatives and more.

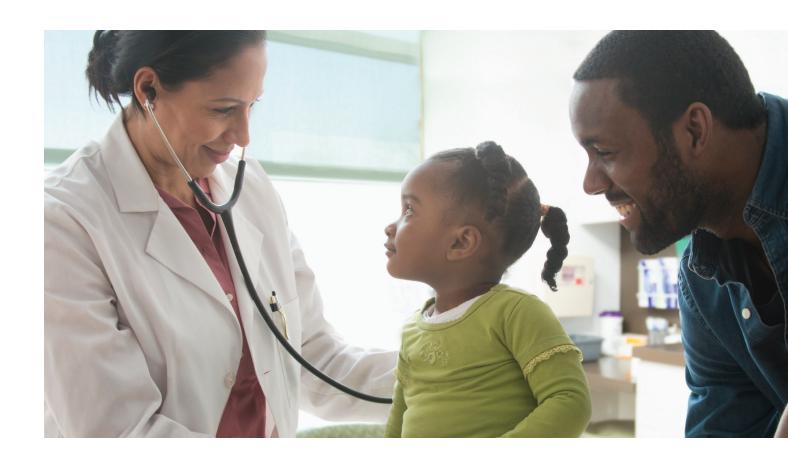
We are living in unprecedented times and facing three major challenges—a public health crisis with COVID-19, an economic crisis, and a social justice crisis. In light of the call for social justice, we've expanded our diversity and inclusion plan to include concrete priority actions to address systemic racism over the next several years. These goals have been enthusiastically supported by our Executive Leadership Team, our Health Ministry CEOs, and the Trinity Health Board of Directors.

We are committed to listening to, partnering with, and making it easy for our colleagues and those we serve to be their authentic selves without fear of judgment, prejudice, or inequitable treatment. Each of us play a role in converting good intentions into actions that make this a reality. I thank you for joining me in this quest to truly serve the common good, as allies and champions for equity for those who serve and for those we serve.

Peace to you all.

Mike Slubowski

President and Chief Executive Officer



About Us

At Trinity Health, we are called to be innovative in improving health care delivery, to help restore well-being, to relieve and prevent suffering, and to be a community of persons in service to others. We are the people of Catholic health care, committed to foster healing, act with compassion, and promote wellness for all persons and communities, with special attention to our neighbors who are poor, underserved, and most vulnerable. By our service, we strive to transform hurt into hope.

Trinity Health is one of the largest multi-institutional Catholic health care delivery systems in the nation, serving diverse communities that include more than 30 million people across 22 states. Trinity Health includes 92 hospitals, as well as 100 continuing care locations that include 13 PACE (Program of All Inclusive Care for the Elderly) center programs, senior living facilities, and home care and hospice services. Our continuing care programs provide nearly 2.5 million visits annually.

Based in Livonia, Mich., and with annual operating revenues of \$18.8 billion, the organization returns \$1.3 billion to its communities annually in the form of charity care and other community benefit programs.

Trinity Health employs 123,000 colleagues, including 6,800 employed physicians and clinicians. Committed to those who are poor and underserved in its communities, Trinity Health is known for its focus on the country's aging population. As a single, unified Ministry, the organization is the innovator of Senior Emergency Departments, the largest not-for-profit provider of home health care services—ranked by number of visits—in the nation, as well as the nation's leading provider of PACE based on the number of available programs.

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.



Our Catholic Identity

Through continual reflection on our Catholic Identity, we strive to enliven and deepen the commitment to serve as a compassionate and transforming healing presence within our communities. We recognize that at its theological core, Catholic health ministry is a manifestation of God's love in communion with others.

We are grateful for the rich Catholic tradition within which we stand, including the pastoral and theological images of Christ, church, ministry, and sacrament, as well as the great moral traditions. These core elements of Catholic identity serve as sources for reflection and creativity as we respond to the Gospel mandate to "Go and do likewise."



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Trinity Health Catholic Sensibilities

Catholic health care is founded upon and guided by the principles of Catholic social teaching. These teachings inform sensibilities that respond concretely to the world with distinctively Catholic behaviors. Richly witnessed in scripture, the Christian tradition, and more recently a growing body of documents from popes, bishops, and church councils, the Church social teaching provides deep wisdom for building just organizations, sustaining an ethical society amid the challenges of modernity, growing in holiness, and remaining peoplecentered through continued scientific and technological advancement.

TogetherHealth 2023 Strategy

TogetherHealth 2023 is driving our strategy and culture in order to be the most trusted health partner for life. Together, our colleagues and physicians serve the people in our communities as members of the Trinity Health family. We care for all in body, mind, and spirit, demonstrating that we listen, we partner in achieving health goals, and we make it easy.



Creating an inclusive and culturally welcoming environment is embedded in the work of Diversity and Inclusion and will positively impact the integration of TogetherHealth within Trinity Health.

Diversity and Inclusion at Trinity Health

Diversity and Inclusion (D&I) is a Priority Strategic Aim (PSA) at Trinity Health and a critical success factor to improving patient satisfaction, colleague engagement, and equity in patient clinical outcomes.

This year's D&I PSAs were process-related metrics to create a baseline for operating activities to drive the advancement of the D&I Strategic Plan. D&I Councils, led by the President of the Health Ministry (HM), the Human Resources leader, and the D&I Regional Director, were formed regionally and locally to the implement the Strategic Plan.

Diversity and Inclusion Strategic Timeline

Phase III Transformational

FY20 Spread STRATEGY AND **FRAMEWORK**

- Implementation of regional HM action plans
- Moving toward standardization through Transformation Accelerators
- D&I Council established at HM
- Increase HM Board D&I awareness and competencies
- · Become active contributors and drive the integration of D&I into the TogetherHealth 2023 Strategic Plan

FY21

Embed STRATEGY AND **FRAMEWORK**

- · Implementation of local HM action plans
- Maximize the effectiveness of BRGs
- Ministry-wide focus on talent acquisition and workforce development

FRAMEWORK

• Further develop infrastructure for system-wide education

Trinity Health's D&I strategy is comprised of five work streams

that support the TogetherHealth 2023 strategy and connect to our Core Values and Catholic Sensibilities.

DIVERSITY IN We will have governing bodies reflective of the demographics, **GOVERNANCE** values, and needs of the communities served in living out the Mission.

DIVERSITY IN TALENT

We will have a colleague and leadership pipeline that is diverse, engaged, and reflects the demographic composition of the communities served.

INCLUSIVE & CULTURALLY WELCOMING ENVIRONMENT

We will have an inclusive environment for all members that fosters the delivery of culturally welcoming care.

SUPPLIER DIVERSITY

We will support the communities we serve by providing partnerships and opportunities for diverse suppliers.

ELIMINATION OF We will partner with others to eliminate health **HEALTH DISPARITIES** disparities in the communities that we serve.

Diversity and Inclusion is essential to the success and fulfillment of our Mission to be a transforming healing presence in the communities that we serve.

Diversity and Inclusion Leadership

N. Chineye Anako

Regional Director, Trinity Health Of New England (Massachusetts/Connecticut)

"I wanted a career that was centered on bringing about genuine change and improving the inclusion of processes." - N. Chineye Anako



LaRonda Chastang

Vice President, Diversity and Inclusion

"'There is neither Jew nor Gentile, neither slave nor free, nor is there male or female, for we are all ONE in Christ Jesus (Galatians 3:29).' Because I believe those words, I do this work." LaRonda Chastang



Taylor Clark

Administrative Fellow

"There's nothing more fulfilling than to know that my work raises awareness, values the uniqueness of others, and builds community through change."

Taylor Clark



Christin Zollicoffer

Vice President, Community Health and Well-Being Loyola University Health System, Regional Director, Lovola University Health System (Illinois), Mercy Hospital and Medical Center (Illinois), MercyOne (Iowa/Nebraska/ South Dakota), Mount Carmel Health System (Ohio), Saint Joseph Health System (Indiana)

"When we bring our highest, most authentic selves to work, it should be recognized and celebrated." - Christin Zollicoffer



Dawn Marshall

Diversity and Inclusion Consultant

"As we work toward achieving our Diversity and Inclusion strategic goals, we embody and advance Trinity Health's Mission, Vision, and Core Values." - Dawn Marshall



Tawnya Morris

Diversity and Inclusion Consultant

"I believe it is important to respect and value each person's contributions in the workplace. It is with this mindset that we can help organizations achieve equity, creativity and innovation. Diversity and Inclusion provides the pathway." – Tawnya Morris

Taryn Guy

Regional Director, St. Francis Medical Center (New Jersey), St. Joseph's Health, St. Peter's Health Partners (New York), Trinity Health Mid-Atlantic (Pennsylvania/Delaware)

"Diversity and Inclusion means operating in a world where differences are supported and celebrated. Barack Obama said, 'Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek.' I choose to be part of the system of change." – Taryn Guy



Mary Larkin

Diversity and Inclusion Consultant "My journey into D&I came from wanting to live in a more just and compassionate world. This work is my way of feeling like I can be part of the solution—be it creating inclusive environments, policy, or education. The root of this work is actually pretty simple—it's kindness and accountability." – Mary Larkin



Lemar Thomas

Regional Director, Trinity Health Michigan (Michigan), Trinity Health at Home, Trinity Health PACE, Trinity Health Senior Communities

"I didn't really choose D&I, it chose me! I have been blessed in this lifetime and everyday we must practice the scripture from Luke 12:48 'Unto whom much is given, much is required.'"

- Lemar Thomas



Gayla Thomas-Dabney

Regional Director, Saint Agnes Medical Center (California), Saint Alphonsus Health System (Idaho/Oregon)

"I chose Diversity and Inclusion as a career choice because we were all created in the image of God. As Kofi Annan states, 'We may have different religions, different languages, different colored skin, but we all belong to ONE HUMAN RACE.'" – Gayla Thomas-Dabney



Regional Director, Allegany Franciscan Ministries (Florida), Global Health Ministry (Pennsylvania), Holy Cross Health (Florida), Holy Cross Health (Maryland), Pittsburgh Mercy (Pennsylvania), St. Mary's Health Care System (Georgia)

"I am a product of the human and civil rights movements and was taught to get into 'Good Trouble' and for me Diversity and Inclusion is most certainly 'Good Trouble'!" – Melody Vanoy



Business Resource Groups

Business Resource Groups (BRGs) leverage the unique strengths, views, and experiences of colleagues to impact community outreach efforts, business innovation, and colleague engagement. Participation provides colleagues with 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. BRG participation is voluntary and open to all colleagues who are interested in and support the objectives of the BRG, regardless of their origin or background.

BRGs at Trinity Health:

AABRG - System Office

The African American BRG serves together at 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 BRG hosts numerous lunch and learn opportunities focused on career growth and development, an office-wide health and wellness fair, a soul food celebration during Black History month, a career day for students from Detroit Public Schools, and serves as a strategic partner to organizational initiatives.

Ability! - System Office

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

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

The Black Women United in Leadership and Development (BUILD) BRG 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.

EnergYX - System Office

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

Human Trafficking - System Office

The Human Trafficking BRG is an interdisciplinary group within Trinity Health comprised of a core group of colleagues from Mission Integration, Advocacy, and Community Benefit as well as health care providers. All colleagues are welcome to participate as members. The group works to advance awareness of the issue and provide resources on human trafficking across Trinity Health.

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.

Interfaith - System Office

The Interfaith BRG's mission is to foster an environment where colleagues feel a sense of connection between their faith experience and Trinity Health's spirituality. It is their goal to celebrate and embrace the rich religious and faith diversity of their membership within our Catholic health care organization.

The Interfaith BRG creates opportunities for all colleagues to become more involved in faith-related events, raises colleague awareness, increases sensitivity with respect to religious beliefs and practices, and provides colleagues with opportunities to engage with various worshipping communities.



New and Returning Parents - System Office

The New and Returning Parents BRG was created to unify the community of new and returning parents within System Office, create a supportive environment to share experiences and obtain resources, and foster the development, retention, and engagement of working parents or soon-to-be parents.

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.

RIDE (Respect, Inclusion, Diversity, and Equity) - St. Joseph Mercy Ann Arbor

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

Women's Inclusion Network (WIN) – Newtown Square, St. Joseph Mercy Oakland, 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.

Unconscious Bias Training

D&I hosted Unconscious Bias training to identify ways to improve diversity sourcing and recruitment; aid in pipeline/succession planning; foster colleague and community engagement; and improve patient outcomes. These trainings were cascaded at all levels of the organization with a focus on board members and Talent Acquisition. 95% of our Vice Presidents and above, 50% of Directors, and more than 6,000 colleagues completed Unconscious Bias training.

50% Directors

> 95% Vice Presidents

More than **6,000** colleagues

Diversity and Inclusion Awards & Recognitions



Modern Healthcare

Cassandra Willis-Abner Named "Minority Leader to Watch"

The Modern Healthcare Minority Leader to Watch recognition program honors the top minority executives who are influencing the policy and care delivery models across the country. Additionally, they highlight the work of the recognized leaders as they continue to nurture diversity in their organizations.





Chris Rutter Received Ohio LGBTQ+ Leadership Award

Chris Rutter, chief human resources (HR) officer of Mount Carmel Health System, received the 2020 Pennsylvania LGBTQ+ Leadership Award from the Ohio Diversity Council. This award is reserved for LGBTQ+ professionals who are unabashedly themselves through the face of adversity, knocking down barriers, and being an advocate for those who feel they don't have a voice.





Dr. Michael Magro Received Pennsylvania LGBTQ+ Leadership Award

Dr. Michael Magro, DO, MBA, FACOI, president of Nazareth Hospital in Trinity Health Mid-Atlantic, received the 2020 Pennsylvania LGBTQ+ Leadership Award from the National Diversity Council (NDC). The LGBTQ+ Leadership Award is reserved for individuals that serve as role models within the LGBTQ+ community and strive to promote inclusiveness within the workplace.





Dr. Sharon Higginbothan and Ramona Ruth Wilkes Awarded "2019 Women of Excellence"

The New Pittsburgh Courier recognized Dr. Higginbothan, chief operating officer at Bethlehem Haven of Pittsburgh Mercy, and Ramona Ruth Wilkes, service coordinator at Pittsburgh Mercy, with the Women of Excellence Award.



CRAIN'S EXCELLENCE IN HR AWARDS

Keyanteé Davis Awarded "2020 Excellence in HR: Employee Experience"

Crain's Detroit recognized Keyanteé Davis, chief HR officer at St. Joseph Mercy Oakland, for increasing employee engagement by improving communication, highlighting employee accomplishments, and promoting a safe work environment.





Liza Paul Named Outstanding Leader for Health Care

The Universal Health Care Action Network awarded Liza Paul, director of case management-health services at Mount Carmel, as an Outstanding Leader. This award honors leaders who work to assure access to affordable, quality health care and celebrates the collective work that advocates have done to protect care in their community and across Ohio.





Loyola University Medical Center Recognized as "America's 2019 Best Employers for Diversity"

Forbes compiled the list by surveying 50,000 Americans working for businesses with at least 1,000 employees.



CRAIN'S EXCELLENCE IN HR AWARDS

Shana Lewis-Welch Received Special Recognition as "2020 Excellence in HR: Overall Excellence"

Crain's Detroit recognized Shana Lewis-Welch, executive director of Talent Acquisition at Trinity Health, for her regional programming and spearheading the career development center.



CRAIN'S 2020 NOTABLE LGBTQ EXECUTIVES BUSINESSES CHAMPIONING DIVERSITY AND INCLUSION

Timothy Carrigan Named "2020 Notable LGBTQ Executive"

Timothy M. Carrigan, PhD, RN, FACHE, NEA-BC, chief nursing officer of Loyola University Medical Center, was honored as one of Crain's Chicago Business' Notable LGBTQ Executives. This award featured 84 leaders in business and nonprofits.



Trinity Health Named "2019 Excellence in HR Award"

Crain's Detroit recognized Trinity Health HR Leaders for delivering on the company's strategic goal, and their human resource efforts that have benefitted the health care system, its employees, and its surrounding communities.





Trinity Health Named "2019 Top Healthcare Diversity Organization"

The 2019 Top Healthcare Diversity Organizations Award recognized health care systems who made a difference in global representation in hospitals and clinics across the country. These organizations are role model institutions that mirror the environment and patients they serve.

National Partnerships & Memberships

Trinity Health values its partnerships with community organizations that help further our mission.

Catholic Health Association of the United States, Mercy Education Project, National Association of Health Services Executives, National Association of Latino Healthcare Executives, and the National Diversity Council





NATIONAL DIVERSITY COUNCIL



















Fellowship Program

The 2020 cohort is the most diverse in our history.



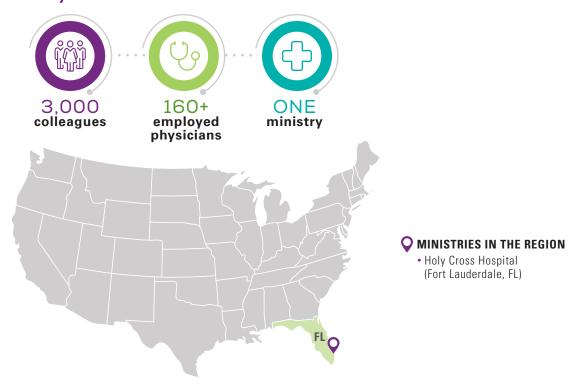


The Trinity Health Fellowship Program provides an educational experience for individuals who are interested in management responsibilities in nonprofit, multi-unit health care systems and who have demonstrated the potential for high-level executive leadership in the field. The program is open to individuals holding graduate degrees in health care administration, business administration, mission services, ethics, and other related fields. Previous relevant work experience is desirable. The Fellowship Program is planned for one fiscal year, July through June.

The program design is adaptable to meet the participants' goals and objectives and the needs of the organizations. Opportunities for experience at the corporate offices, subsidiaries, and one or more HMs are available.

Health Ministries

Holy Cross Health Florida

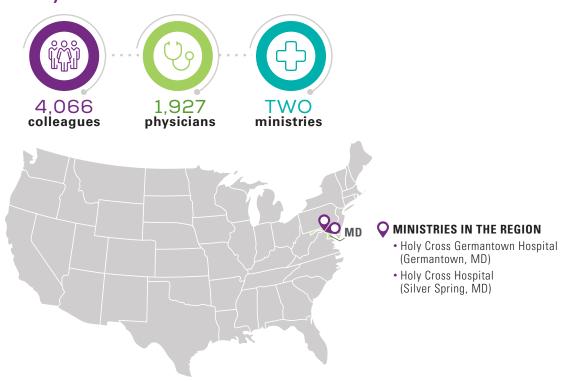


Holy Cross Health is committed to the very diverse community we serve. This year, the Diversity Council was established which enhanced the longstanding commitment to inclusion. The council began its work by first developing an action plan with a focus on building community relationships, D&I education, creating diversity resources, assessing our climate, and ensuring the ability to stratify our patient data by diversity demographics. The Talent Acquisition colleagues participated in Unconscious Bias training to further enhance the skills and abilities of those involved in the peer interview process. Additionally, a resource guide was created which detailed the D&I Vision, Mission, and goals promoting inclusivity among all colleagues within the region. The resource guide also included a newsletter that showcased opportunities to participate in Business Resource Groups, a culture board, and enhancements to our intranet site. A diversity pulse survey was administered utilizing an evidence-based tool to determine the current state and perception of D&I practices within the ministry.

- Atlantic Vocational School
- Florida Diversity Network
- Mental Health of America SE Florida Chapter
- National Association for the Advancement of Colored People (NAACP) S. Florida
- National Association of Health Services Executives, Florida Chapter
- National Association of Women Business Owners, Miami
- Northeast High School
- SunServe
- Urban League S. Florida
- Women of Color Empowerment Institute



Holy Cross Health Maryland

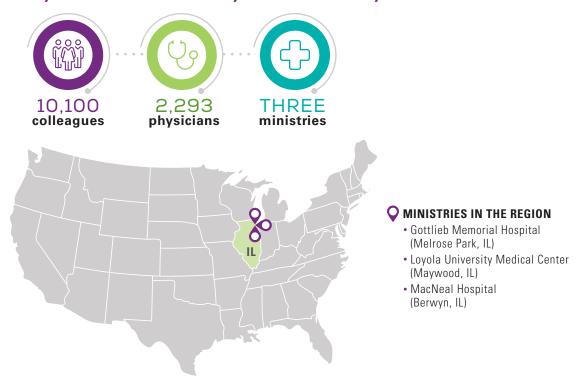


Holy Cross Health implemented their D&I council and developed an action plan that consisted of education, the strengthening of community relationships, Unconscious Bias training for the Board of Directors and Talent Acquisition, and increasing the diversity on the Board of Directors. Community relationships were established with Howard University, Morgan State University, and Identify, an organization for Latino youth which supports Medical Assistant professions.

- Howard University
- Identify
- Morgan State University
- National Association of Health Services Executives, Washington Metropolitan Area Chapter



Loyola University Health System Illinois



Loyola Medicine met their D&I goals through developing and implementing vigorous programming. Loyola Medicine recruited the second largest cohort of Trinity Health Mentors across the system. Newsletters were created and shared with all colleagues as well as a Religious Diversity Guide containing practical guidance for interacting with patients and family members from diverse cultures with various religious traditions. Unconscious Bias training was completed for all of Talent Acquisition and for 50% of all senior leaders and managers. The Division of General Internal Medicine sponsored Grand Rounds education on Carrying Bias in Medicine. D&I content was presented at new colleague and Graduate Medical Education orientation to heighten the awareness of inclusivity. Loyola University Medical Center enacted the American Hospital Association's #123forEquity Pledge to Act to Eliminate Health Care Disparities.

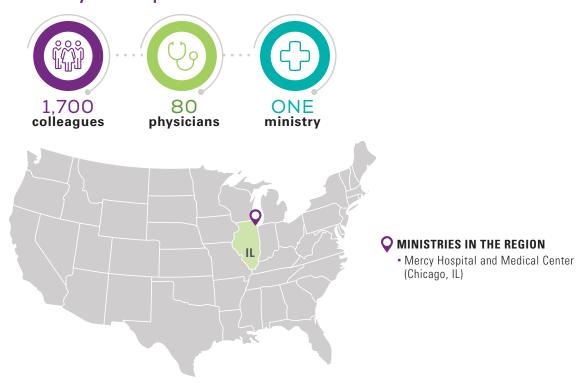
Community Partnerships & Memberships

American Hospital Association





Mercy Hospital and Medical Center Illinois

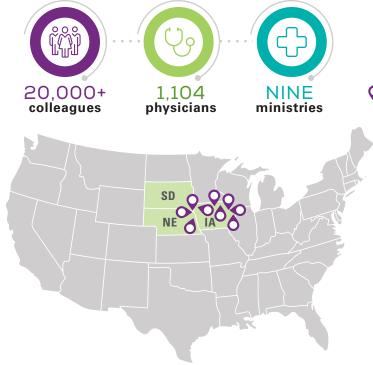


Mercy Hospital and Medical Center was the first Midwest ministry to complete Unconscious Bias training for Talent Acquisition, as well as all senior leaders and managers. Throughout the year, newsletters were created and shared with all colleagues, along with a Religious Diversity Guide which contained practical guidance for interacting with patients and family members from diverse cultures with various religious traditions.

- Northwestern College
- Rasmussen College



MercyOne Iowa/Nebraska/South Dakota



MINISTRIES IN THE REGION

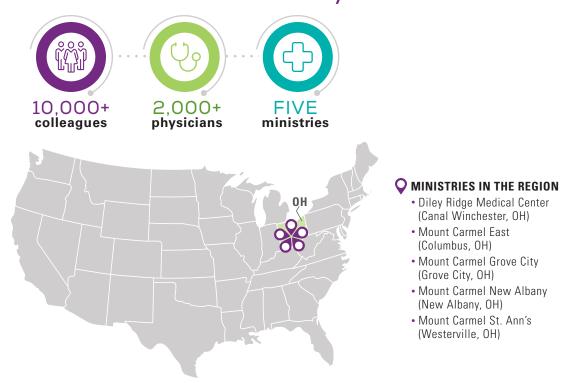
- Dunes Surgical Hospital (Dakota Dunes, SD)
- MercyOne Clinton Medical Center (Clinton, IA)
- MercyOne Dubuque Medical Center (Dubuque, IA)
- MercyOne Dyersville Medical Center (Dyersville, IA)
- MercyOne New Hampton Medical Center (New Hampton, IA)
- MercyOne North Iowa Medical Center (Mason City, IA)
 MercyOne Oakland Medical Center
- (Oakland, NE)
- MercyOne Primghar Medical Center (Primghar, IA)
- MercyOne Siouxland Medical Center (Sioux City, IA)

Headquartered in central lowa, MercyOne was founded in 1998 through a collaboration between Catholic Health Initiatives (now CommonSpirit Health) and Trinity Health—two of the country's foremost, not-for-profit Catholic health organizations.

Diversity and Inclusion will be incorporated into MercyOne's strategies and actions in fiscal year 2021.



Mount Carmel Health System Ohio



Mount Carmel Health System (MCHS) is proud to acknowledge our D&I accomplishments. The fiscal year began with MCHS participating in the 2019 Ohio Latino Health Summit to promote Latino well-being, interpretation and language access, and best practices on the recruitment and retention of Latino talent. Mount Carmel's leadership created a robust two-phase Graduate Medical Education Action Plan focused on education, partnerships, marketing and communications, and the recruitment and engagement of talent. Actions were centered around social influencers of health, racial health disparities based upon specialty and region, and communicating for culturally competent and effective patient care.

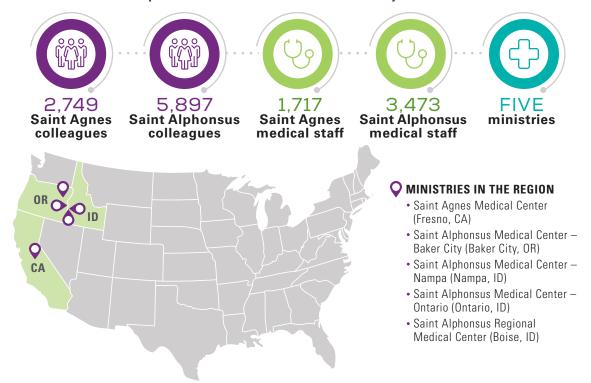
MCHS partnered with the Columbus Mayor's Office City Leaders Academy and the Center for Innovative Learning (CIL) to host a pipeline program event day where health care professionals talked to the participants about pathways to maximize their acceptance into a medical, nursing, or allied health school. The participants split into small groups for hands-on simulation (e.g., CPR and first aid training, ultrasound use, suture knot-tying trainers and FLS trainer skills, extremity splints, etc.).

To highlight the D&I efforts and gain participation from colleagues, we added a diversity page on the intranet site. This website houses D&I quarterly newsletters, events, awards, and more.

- Center for Innovative Learning
- Columbus Mayor's Office City Leaders Academy
- Cristo Rey Columbus High School
- Ohio Diversity Council
- Universal Health Care Action Network Ohio



Saint Agnes Medical Center california & Saint Alphonsus Health System Idaho/Oregon



Saint Agnes and Saint Alphonsus established two regional councils, four local councils, and identified seven diversity champions. The regional councils developed a D&I strategic action plan which included partnering with local colleges and universities, launching the Trinity Health Military and Veterans Health Program, developing a Board of Directors Competency and Experience Matrix, and implementing workshops to minimize the impact of implicit bias during the hiring process.

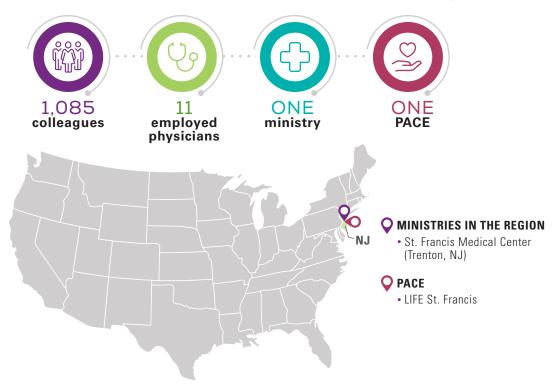
- Developed a resource to assist Saint Alphonsus' Presidents with tracking their board members—current and future. This tool provides a snapshot of the Board's diversity and forecast for future board demographics, etc.
- Developed an Implicit Bias workshop to help minimize implicit bias during the hiring process and offer best practices.

- Boise State University
- Boise State University School of Nursing
- College of Western Idaho
- · National Association for the Advancement of Colored People, Idaho/Oregon Chapter
- National Association of Hispanic Nurses
- National Black Nurses Association
- United Way





St. Francis Medical Center New Jersey



St. Francis Medical Center (SFMC) had a successful year achieving set goals and identifying an energized group of colleagues to serve on the D&I council. 100% of Vice Presidents and above attended Unconscious Bias training. St. Francis intends to continue to provide the training for all new leaders in the ministry. D&I logos were created for both St. Francis Medical Center and LIFE St. Francis to brand diversity-related stories in our newsletters and communication materials. In response to the adverse outcomes of COVID-19 and social injustice, an inclusion statement and declaration of Racism as a Public Health Crisis was posted on the SFMC webpage. In addition, frequent newsletter articles highlighted the following:

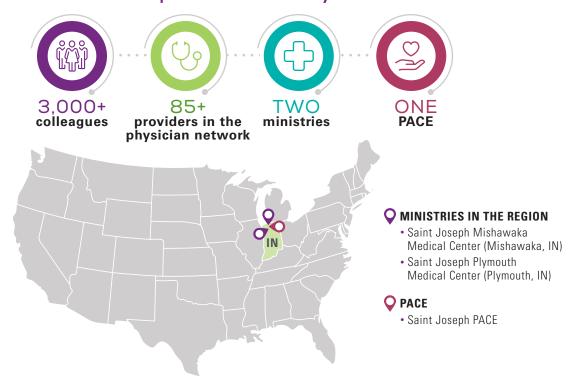
- Awareness Days and Months—such as Hispanic Heritage Month, Black History Month, Women's Month, and Pride Month
- Advancing Together Series
- Business Resource Groups

- Greater Mercer Public Health Partnership
- Hamilton Avenue Business Association
- Princeton Mercer Chamber of Commerce
- Trenton Health Team





Saint Joseph Health System Indiana



Saint Joseph Health System (SJHS) developed a three phase graduate medical education plan designed to increase the diversity of residents, faculty, and medical staff; increase engagement on social media, brand awareness, and updates to our internal and external website; provide trainings on Unconscious Bias, social influencers of health, racial health disparities, and communicating for culturally competent and effective patient care; and developed partnerships with medical schools and associations to engage students and increase diversity.

SJHS has continually supported and participated in the MLK Day Celebration and Breakfast, Community Health & Resource Fair with Greater St. John Missionary Baptist Church and Delta Sigma Theta Sorority South Bend Alumni Chapter, and the Radio Sabor Latino Mexican Independence Day Celebration. SJHS has also hosted a Latino Senior Christmas Luncheon for Spanish-speaking seniors. SJHS annually awards the Martin Luther King, Jr. and Rosa Parks Awards to colleagues who are a catalyst and agent for change that will build a better future for all people.

- · LaCasa de Amistad
- Marshall County Stellar Crossroads
- Michiana Diversity Leadership Initiative Mentorship
- National Association for Health Services Executives
- National Medical Association

- 100 Black Men of Greater South Bend
- Radio Sabor Latino
- South Bend Area Chapter of The Links, Inc.
- South Bend Chapter Indiana Black Expo
- South Bend Heritage Foundation
- Women & AIDS Coalition/Conference



St. Joseph's Health New York





MINISTRIES IN THE REGION

 St. Joseph's Hospital Health Center (Syracuse, NY)

St. Joseph's Health is proud to provide a review of major accomplishments throughout FY20. Advancing the D&I council with a diverse group of colleagues passionate about creating a culture of inclusion made an impact on achieving outlined goals. The council established subcommittees to target communications, colleague engagement, community outreach, and patient experience. While each subcommittee has its own unique focus, all activities support the D&I overall strategy. Some activities include:

- 100% of Vice Presidents and above completed Unconscious Bias training.
- Leadership from Mission Integration, Community Health and Well-Being, HR, and safety net clinics participated in dialogue circles to facilitate discussions regarding racism and implicit bias.
- Participated in the 2020 World Refuge Day Parade on June 20, 2020.
- Collaborated with local workforce development program, HealthTrain, to provide job opportunities for program participants upon completion of the training program.
- Reviewed and addressed barriers to hiring and advancement within the organization through a D&I lens.
- Began planning to establish a BRG for colleagues of color at St. Joseph's.
- Participated in national White Coats for Black Lives initiative on Juneteenth, 2020.

Community Partnerships & Memberships

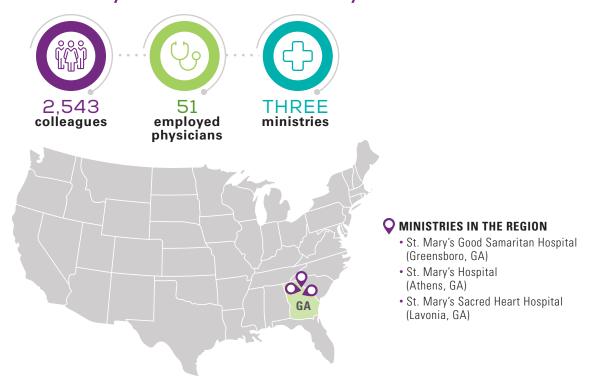
- Syracuse-Onondaga Food Systems Alliance
- Syracuse American Heart Association
- Northside Urban Partnership
- Early Childhood Alliance
- Health Foundation of WNY/CNY
- CNY Lyme Alliance

- Community Engagement Coalition – CenterState CEO
- Syracuse Community Connections
- Dunbar Center
- InterFaith Works
- CNY Community Foundation



A Member of Trinity Health

St. Mary's Health Care System Georgia



St. Mary's leaders completed Unconscious Bias training and established D&I councils to assess patient satisfaction data as well as spend with diverse suppliers. Recognizing opportunities in each area, St. Mary's will work to significantly increase diverse spend as well as create targeted interventions to improve the experience of patients from marginalized communities. St. Mary's will also administer a diversity survey to assess our current climate.

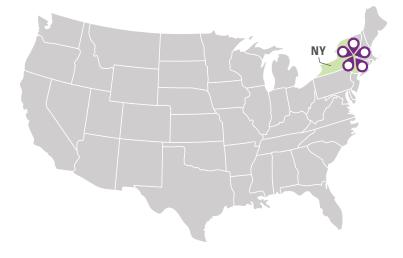
Community Partnerships & Memberships

• National Association of Health Services Executives, Atlanta Chapter



St. Peter's Health Partners New York





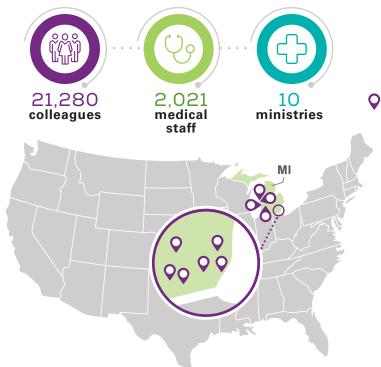
MINISTRIES IN THE REGION

- Samaritan Hospital (Troy, NY)
- Samaritan Hospital Albany Memorial Campus (Albany, NY)
- Samaritan Hospital St. Mary's Campus (Troy, NY)
- St. Peter's Hospital (Albany, NY)
- Sunnyview Rehab Hospital (Schenectady, NY)
- St. Peter's had an active year implementing action steps to advance the Trinity Health D&I Strategic Plan beginning with hosting Unconscious Bias training for board members and establishing an expectation for continued education. Clinical education was also instituted by offering a four-part Medical Grand Rounds series on veteran matters.
- St. Peter's is intentional about reinforcing a culture of inclusion by celebrating diverse observances including Juneteenth, Women's Equality Day, voter registration, Overdose Awareness Day, and Sisters of Mercy/Foundress Day.
- D&I, Colleague Relations, and Talent Development partnered to advance recruitment opportunities with the Center for Economic Growth Veterans' Connect Center and hosted an internal colleague fair. Moreover, relationships were established with colleges and universities to promote health care careers and opportunities for diverse student populations.

- Albany Business Review
- Capella University
- Center for Economic Growth Veterans' Connect Center
- Chamberlain University
- College of St. Rose
- Entrepreneurs' Organization
- Grand Canyon University
- Hudson Valley Community College
- "Women at Work" program sponsored by the Times Union
- Women Presidents' Organization (WPO)



Trinity Health Michigan Michigan



MINISTRIES IN THE REGION

- Mercy Health Hackley Campus (Muskegon, MI)
- Mercy Health Lakeshore Campus (Shelby, MI)
- Mercy Health Mercy Campus (Muskegon, MI)
- Mercy Health Saint Mary's (Grand Rapids, MI)
- Mercy Primary Care Center (Detroit, MI)
- St. Joseph Mercy Ann Arbor (Ypsilanti, MI)
- St. Joseph Mercy Chelsea (Chelsea, MI)
- St. Joseph Mercy Livingston (Howell, MI)
- St. Joseph Mercy Oakland (Pontiac, MI)
- St. Mary Mercy Livonia (Livonia, MI)

Trinity Health Michigan was excited to establish the D&I Regional Council in 2019 consisting of leaders across multiple disciplines. This council, with the support of the local ministry leaders, guided the completion of the FY20 D&I action plan in alignment with the Trinity Health D&I strategic plan. Some of those activities and successes include:

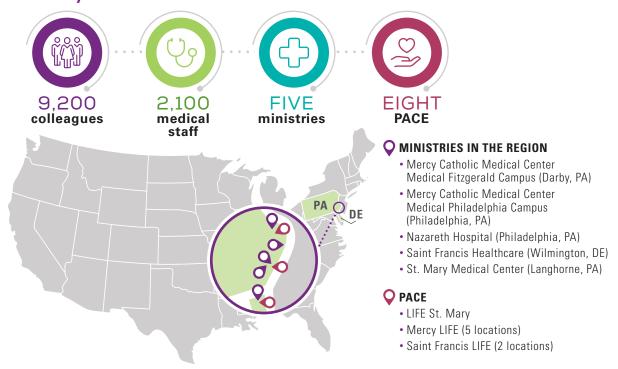
- 98% of Senior Leadership Teams completed Unconscious Bias training.
- 80% of Directors and above completed Unconscious Bias training.
- Led the development and system-wide implementation of Evidence Based Selection Processes to reduce bias in the hiring process.
- Co-hosted a Healthcare Diversity Summit with Spectrum and Metro Health.
- Created a workforce development program to help retain local and diverse talent.

- Set and achieved an additional \$1M goal on diverse spend in FY20.
- Established IDEA (Inclusion, Diversity, Equity & Awareness) BRG and RIDE (Respect, Inclusion, Diversity, and Equity) BRG at St. Joseph Mercy Oakland.
- Redesigned and launched new colleague orientation D&I content.
- Redesigned and launched new D&I content for New Board Member orientation.

- Asian Pacific American Chamber of Commerce
- Grand Rapids Chamber of Commerce
- National Association of Health Services Executives, Detroit Chapter
- National Urban League of Grand Rapids
- University of Michigan School of Public Health



Trinity Health Mid-Atlantic Pennsylvania/Delaware



Trinity Health Mid-Atlantic (THMA) is extremely proud to provide a review of major accomplishments and successes throughout FY20. The region was excited to establish the THMA D&I regional council within the first quarter of the year and subsequently developed five additional councils representing each hospital, as well as the continuing care division. These local councils, comprised of dynamic thought leaders across multiple disciplines, provided vital input on the THMA D&I strategic vision and guided the completion of the FY20 action plan. While each council has established its own colleague and community goals, all activities have supported the D&I overall strategy. Some of those activities and successes include:

- 100% of Vice Presidents and above completed Unconscious Bias training.
- Completed the first iBelong Diversity Survey designed to recognize and understand the cultural beliefs, values, traditions, language preferences, and health practices of those who serve Trinity Health.
- Invited to participate as part of medical education through the Medical Grand Rounds series.

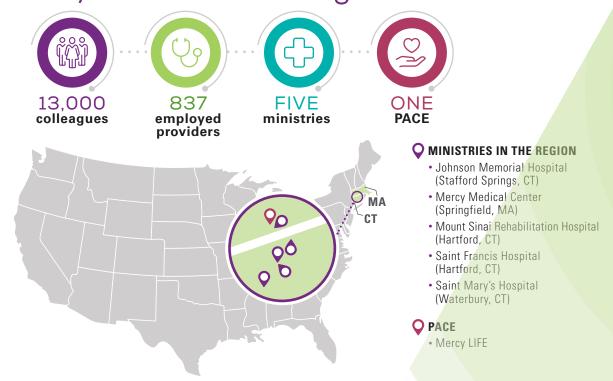
- Delaware State University
- Delaware Technical Community College
- National Association of Health Services Executives, Delaware Valley Chapter
- PHL Diversity (a Division of the Philadelphia Convention and Visitors Bureau)

- Established BUILD (Black Women United in Leadership and Development), the first Business Resource Group in THMA.
- Participated on system-wide new colleague orientation redesign team for D&I content.
- Launched THMA D&I intranet page.
- Participated in national White Coats for Black Lives initiative.
- Hosted Juneteenth lunch and learn with over 500 participants.
- United Way of Delaware
- Villanova University
- Wilmington University





Trinity Health Of New England Massachusetts/Connecticut



Trinity Health Of New England (THOfNE) established a D&I council, a regional board, and three local councils as well as the following:

- D&I content is included at board retreat.
- Facilitated Unconscious Bias training for Talent Acquisition colleagues and all colleagues that serve on hiring panels and/or search committees.
- Developed a D&I newsletter which was distributed to all 13,000 colleagues.
- Developed a D&I Resource Guide that focused on cultural inclusion as well as sex and gender inclusion.
- **Community Partnerships & Memberships**
 - Boston University
 - Hartford Gay & Lesbian Health Collective
 - Hispanic Health Council
 - LGBTQ Health & Human Services Network
 - National Association of Health Services Executives, Connecticut Chapter
 - National Association of Hispanic Nurses, Hartford Chapter

- Internal and external websites were updated to include information on the D&I department and current activities.
- Participated on system-wide new colleague orientation redesign team for D&I content.
- A quarterly D&I forum that generally involves multiple departments is held across hospitals within the region.
- North Hartford Triple Aim Collaborative
- Quinnipiac University
- Tri-state Diversity Council
- UConn Health Disparities Institute (HDI), Health Equity among Boys & Men of Color
- Urban League of Greater Hartford



Mission Health Ministries

Allegany Franciscan Ministries Miami, FL



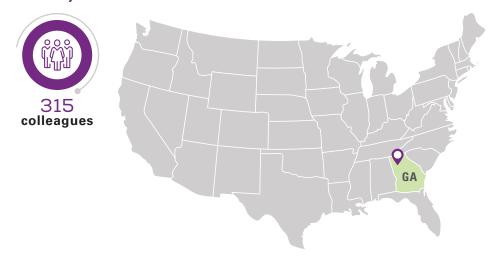
Allegany Franciscan Ministries is deeply committed to equity and inclusion on many levels. Our Franciscan heritage and our values drive us to ensure that people who have been historically marginalized are included and engaged in our work. Through a concerted effort to increase diversity over the last decade, Allegany's board, advisory committees, and colleagues reflect the communities we serve. In addition, the board and staff have completed Unconscious Bias training.

Since awarding its first grant in 1998, Allegany Franciscan Ministries has invested \$101 million in over 1,700 organizations serving those most in need in these communities. As of December 2019, Allegany has invested over \$99 million in almost 1,700 organizations serving those most in need. In 2019, 64% of distributed grants were awarded to organizations led by a person of color. In addition to awarding grants, Allegany Franciscan Ministries' eight colleagues work collaboratively with volunteers, community partners, and other funders to create healthier, safer, and more connected places where the most vulnerable residents can live, learn, work, and play.

An example of our commitment to D&I and shifting the power balance is the Fellowship for the Common Good. Allegany designed and launched the Fellowship for the Common Good to build resident leadership and power in three communities in Florida. The yearlong resident leadership program develops civic leaders who take action to advance their communities, and serves as a transformative experience for the Fellows, improving their knowledge and developing their leadership skills. Through the Fellowship, community residents learn to actualize their ability to collaborate and advocate, to influence systems, and to be leaders. The Fellowship is a key part of a larger place-based effort that produces successful outcomes for persons of color and diverse, historically marginalized communities by addressing community-identified priorities, building community voice, and inclusive revitalization. The Fellowship creates leaders for long-term, sustained progress. Two of the Common Good communities are historically Black; the third has a mostly Mexican immigrant population. One hundred (100%) of the 36 fellows to date identify as Black, Hispanic, or mixed-race. Through the Common Good Initiative, persons affected by structural racial inequity develop and use their voice to address the policies and practices that impact their lives.



Mercy Care Atlanta, GA



Mercy Care is a federally qualified health center and Atlanta's only health care for the homeless program. Mercy Care is a member of Saint Joseph's Health System and Trinity Health.

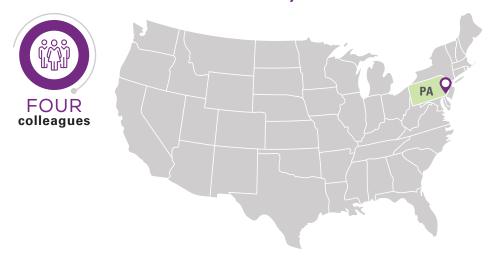
Mercy Care has a long-standing commitment to D&I evidenced by our ongoing efforts to mirror the communities served from a governance, leadership, and colleague standpoint. This year a D&I council was formed and successfully developed a resource guide to increase awareness of disrespectful language in the workplace to reinforce an inclusive and culturally welcoming environment. In addition, over 90% of Mercy Care colleagues received Unconscious Bias training.

Community Partnerships & Memberships

• National Association of Health Services Executives, Atlanta Chapter



Global Health Ministry Newtown Square, PA



Global Health Volunteers, a sector of Global Health Ministry, is a not-for-profit organization that recruits, trains, and sends teams of health care professionals to provincial villages and distressed urban areas in Latin America and the Caribbean to provide professional health care and health education to people with little or no access to these resources. Approximately 150 volunteers provide services for over 5,000 persons each year to help them achieve their goal of developing healthier communities. D&I will be incorporated into Global Health Ministry strategies and actions in fiscal year 2021.



Pittsburgh Mercy Pittsburgh, PA



Pittsburgh Mercy is a person-centered, population-based, trauma-informed community health and wellness provider offering home health care and is a Certified Community Behavioral Health Clinic (CCBHC).

Pittsburgh Mercy had a robust year and implemented programing, resources, and business strategies for various marginalized communities both internally and within the broader community which included:

- Developing resource guides on inclusive language for the LGBTQ community.
- Establishing and implementing an annual mandatory HealthStream module related to D&I.
- Creating D&I awareness sessions designed to create a safe, roundtable experience to increase awareness about the mental health needs, cultural identities, and vulnerabilities of Pittsburgh's diverse populations (e.g., African-Americans, LGBTQA+, Latinx/Hispanic), and to provide education for employees on culturally appropriate mental health promotion.

Additional successes included facilitating Unconscious Bias board education, providing organization-wide LGBTQA+101 education, implementing a D&I survey, and collaborating with Voices of Hope's #BeAVoice Campaign that supports victims of partner and sexual violence by sending them words of encouragement and kindness in a holiday card.

Community Partnerships & Memberships

• National Association of Health Services Executives, Pittsburgh Chapter



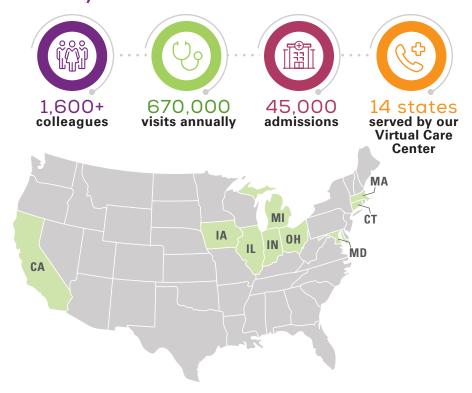
National Health Ministries

Committed to those who are poor and underserved, Trinity Health is known for its focus on the country's aging population. As a unified organization, Trinity Health is the innovator of Senior Emergency Departments and is the largest not-for-profit provider of home health care services, ranked by number of visits in the nation. Trinity Health provides more than 1.9 million home health and hospice visits every year.

Trinity Health has 100 continuing care facilities (senior communities, skilled nursing facilities, etc.) and is the nation's largest PACE (Program of All Inclusive Care for the Elderly) program provider, based on the number of available programs.

Trinity Health Continuing Care established its D&I National Executive Council in 2019 consisting of leaders across multiple disciplines. This council, with the support of other continuing care leaders, guided the completion of 95% of Senior Leaders receiving Unconscious Bias training. Council members continue to serve and partner with Regional D&I Councils to achieve their respective regional goals.

Trinity Health At Home



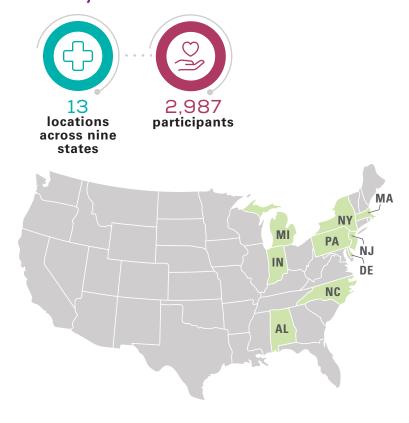
Trinity Health At Home (THAH) is recognized as a provider of choice for home health and hospice care. THAH's network of agencies provides services seven days a week with on-call availability; assigning consistent, highly trained caregivers; offering specialized programs such as palliative care, fall prevention, and advanced wound care; and meeting or exceeding all home care outcome standards.

The THAH Advantage:

- Focused on exceptional patient care
- Highly trained, experienced professional staff
- · Committed, long-term employees
- Clients are seen within 24 hours of referral
- Community Health Accreditation Program (CHAP) accredited, Medicare certified
- History of high customer satisfaction
- Dedicated to a mission of serving



Trinity Health PACE



Trinity Health PACE programs are nationally recognized for providing comprehensive medical, health, recreational, and social services that are designed specifically for each person in an effort to promote independence at home. PACE has a 30-year track record of successfully helping elderly individuals remain at home while receiving medical and social services to assist them in living independently. PACE offers compassionate care and enables seniors to live with dignity in the comfort of their own home while receiving essential health care services.

PACE is a managed-care program that uses an interdisciplinary team approach to provide patients with medical, social, nutritional, and rehabilitative services. The PACE program makes it possible for those who are frail and meet nursing home eligibility criteria to live with dignity and pride in their own homes while receiving all the care that they need.

- Primary Medical & Specialty Care
- Prescription Medications
- Basic Dental Care
- All ADHC Services
- Hospitalization

PACE programs serve elderly people with multiple medical problems who:

- are 55 years old and over
- need special care and assistance
- would like to remain in their home
- are Medicaid and/or Medicare eligible or private pay
- live in the program service area



Trinity Health Senior Communities



Trinity Health Senior Communities (THSC) meet the short-term and long-term needs of our residents and family members. Our services include:

- Independent Living
- Subsidized Senior Apartments
- Assisted Living
- Memory Care
- Nursing Care
- Rehabilitation Services
- Life Plan Communities (formerly known as Continuing Care Retirement Communities)

Residents at THSC are empowered to set the tone at each community. As an organization, the sacredness of every resident is honored through uncompromising standards and services. THSC encourages fellowship and independence while serving seniors and their families with dignity and respect. THSC residents are valued and empowered to make decisions that affect their lives.



For more information

about Diversity and Inclusion at Trinity Health, visit trinity-health.org or email diversity@trinity-health.org.

