



Focused on People, Building Trust

CARLE HEALTH 2023

Diversity, Equity and Inclusion

Annual Report



At Carle Health, our mission is to be a trusted healthcare partner for all who count on us,

and that mission is supported by an organizational commitment to diversity, equity and inclusion. People are at the very center of this mission, and our DEI journey is grounded in a focus on creating healthcare spaces and processes where all people can find the best possible care and service.

Making our diversity, equity and inclusion efforts central to all we do is how we meet our shared mission and vision. We cannot build trust without acknowledging, respecting and welcoming the diversity of identities and backgrounds among our team members, patients and health plan members. Providing excellent, highly accessible, world-class care and service requires attention to equity and creating care and service structures that address disparities. And those who count on us build trust in our health system when they know they are welcomed, valued and heard – a climate of inclusion.

Across many projects and priorities, diversity, equity and inclusion work at Carle Health is grounded in four areas:

Building a workforce that represents and reflects the communities we serve.

Creating positive team member experiences through inclusive recruitment, retention and advancement opportunities.

Enhancing the patient and plan member experience for members of marginalized groups.

Closing gaps to create equitable healthcare outcomes in the communities we serve.

Through the actions of the DEI department, the engagement of leaders and team members, and the activities of systemwide groups – such as the DEI Steering Committee, the Health Equity Clinical Guidance Committee, Carle Inclusion Connection groups and the Multicultural Calendar Committee – we’re working each day to enhance that foundation for trusted partnerships and the delivery of high-quality care for everyone we serve.

In this report, you’ll find summaries of ongoing work and measurable progress from the last year of DEI growth and progress at Carle Health. Each section is framed by the Carle Health values that guide our work, care and service each day. This report allows us to reflect on all we’ve accomplished over the last year and look ahead to 2024 and the opportunities to continue this journey on behalf of all who count on us at Carle Health.



Amy Delaney

Amy Delaney
Director | Diversity, Equity and Inclusion
Carle Health

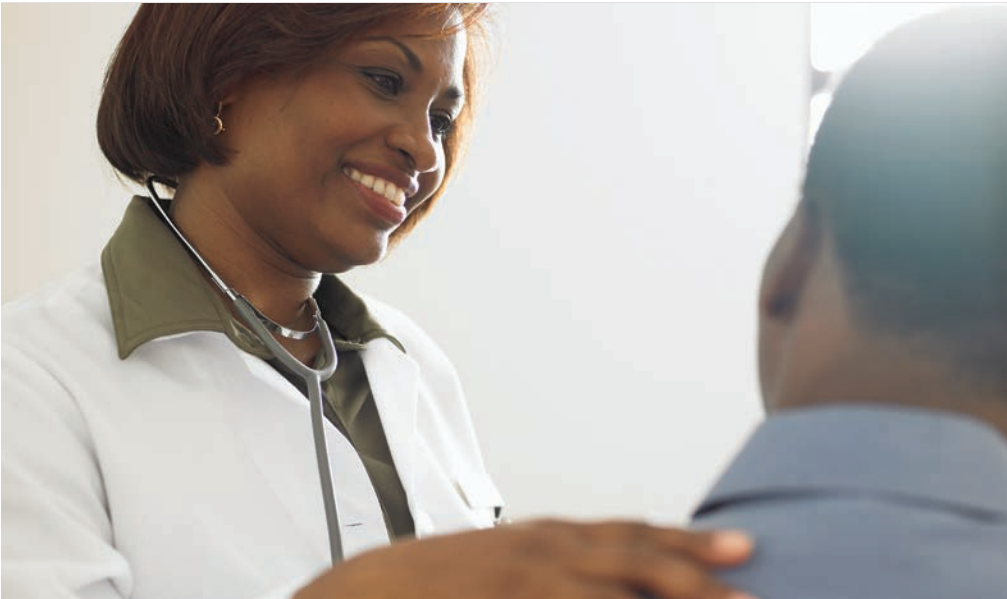


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Carle Health: Our Commitment

Carle Health is committed to being an inclusive space for our team members, patients, health plan members and communities. Building a more diverse, equitable and inclusive environment lays the foundation for trusted partnerships and the delivery of high-quality care for everyone we serve.

WHAT ARE WE COMMITTED TO?

- Making Carle Health a space where diversity is represented, processes are inclusive and decisions are made with equity in mind.
- Creating an inclusive and welcoming healthcare space where all people can work, seek care and receive service with dignity and respect. We know diversity exists in many forms and are committed to building a supportive and compassionate healthcare space for each team member, patient, health plan member and all the communities we serve.
- Doing our part to help combat racism and all forms of bias and discrimination that exist within healthcare.

- Continuing to build organizational practices that support recruitment and retention of a diverse and inclusive workforce, establishment of diversity in leadership roles, mentorship and career growth opportunities for team members, educational initiatives, and community-focused care.
- Acknowledging the root causes of health disparities for patients and health plan members and actively pursuing equity in health, care and service.
- Delivering culturally competent care and service to patients and health plan members and working to enhance value and access to care.
- Recognizing the unique set of identities and experiences every team member has – and using this to make Carle Health a more inclusive place where we link our organization’s mission, vision and values to people’s everyday lives.

WHO IS OUR COMMITMENT TO?

People are at the center of our commitment. Carle Health is committed to an inclusive work environment for all team members. For our patients and health plan members, we know receiving the best care and service in the most culturally responsive way is vital to improving the health of the communities we serve.

WHAT ARE THE ACTIONS WE’RE TAKING?

A commitment to diversity, equity and inclusion must be reflected through actions. At Carle Health, our actions align with our organizational values of excellence, inclusivity, compassion, integrity and accountability.

EXCELLENCE	ACCOUNTABILITY	INCLUSIVITY	COMPASSION	INTEGRITY
Educating ourselves and one another to build a culture of learning and growth.	Taking responsibility in our teams, care spaces and communities.	Listening, caring and acting with awareness.	Practicing empathy and vulnerability.	Leading our teams with a focus on inclusion.
Collaborating across our organization and within our communities.	Building opportunities for historically and systemically excluded groups to thrive.	Focusing on respect for, and appreciation of, differences.	Prioritizing human relationships to build trust.	Challenging norms and assumptions in our work, care and service.

We’re committed to this journey. We’re taking action, collecting data to measure our progress and making sure we’re always listening to your voice along the way. Together, let’s make Carle Health the trusted healthcare partner we all deserve.

At Carle Health, DEI is **EXCELLENCE.**



A COMMITMENT TO LEADERSHIP

To be the very best in all we do for all who depend on us, Carle Health is committed to building leadership teams that represent our organization and the communities we serve and to developing a culture of inclusive leadership through recruitment, development and education.

Carle Health leaders are expected to be advocates for inclusion and drive DEI actions among their teams. Each month, leaders attend virtual **Inclusive Leadership Forums** to build their understanding of diversity, skills of inclusion and commitment to equity in healthcare. In these live, interactive sessions, leaders discuss topics such as recognizing and removing bias, getting comfortable with the uncomfortable, responding to bias and microaggressions, and cultural humility in healthcare.

 **3,200+** Hours

Combined total hours of education Carle Health leaders undertook in 2023, focused on creating excellence through equitable and inclusive healthcare.





50%

of team members in the **2023 Carle Health Emerging Leaders Program** were from underrepresented racial/ethnic groups.

Additionally, we continue to strengthen leadership development and search processes to build more diverse candidate pools, remove barriers to career growth and build leadership cohorts that align with the Carle Health commitment to diversity, equity and inclusion. The **Carle Health Emerging Leaders Program** is a nine-month course to equip high-potential team members and providers with skills to be effective leaders at Carle Health. In recent years, the Emerging Leaders Program has benefited from a greater focus on diversity and representation in candidates and content, and the 2024 classes will continue the trend toward more diversity in leadership pathways.

EXCELLENCE THROUGH CAREER DEVELOPMENT

Carle Health is dedicated to supporting recruitment and retention of a diverse and inclusive workforce and establishing diversity in leadership roles. Through **DEI Career Advising services**, team members from minoritized and marginalized groups can find support for career growth, including services like resume review, career-path planning, mock interviews and more.

Carle Health provides education, training and professional development opportunities so that each team member, provider and leader has the knowledge, confidence and skills to create more equitable and inclusive healthcare environments. **Excellence means striving to be better – collaborating on outcomes, solving problems, learning new things and improving processes.** By participating in education on topics such

as bias and microaggressions in healthcare, cultural humility, and inclusive leadership, Carle Health team members can know better and do better on behalf of all who count on us.

 **50+** Team Members

Number of people the DEI team provided collaborative career advising services to in 2023, with more opportunities in 2024 through on-site career advising office hours and other direct outreach to team members.

TED^x CarleHealth
x = independently organized TED event



Sharing Ideas, Building Our Legacy

Through live and recorded talks, hundreds of leaders and team members learned about racism in medicine, the impact of inclusion, addressing the uncomfortable, and vulnerability in learning about and understanding others.

At Carle Health, DEI is ACCOUNTABILITY.



BUILDING RACIAL DIVERSITY IN NURSING

Carle Health maintains a commitment to building opportunities for historically and systemically excluded groups to thrive, and that includes ensuring our nursing workforce is diverse and representative of the communities we serve. Nurses play a critical role in connecting with patients, addressing health disparities and delivering innovative care. A nursing degree and career also represents a significant professional growth opportunity for team members in clinical roles such as medical assistants and healthcare techs.

In 2022, with support of a grant from the Women's Legacy Circle, the DEI department launched the **Building Racial Diversity in Nursing (BRDN) program**. Through BRDN, Carle Health provides education awards to team members from underrepresented racial groups who are pursuing a nursing degree and career.

WLC

WOMEN'S LEGACY CIRCLE

 14

Black and African American
Carle Health team members have received

\$20,000+

in support from the **BRDN Fund**
since its inception.



\$442,030

Amount raised by the
2023 Carle Golf Open
for the BRDN Fund.



To help team members pursue their nursing goals, BRDN provides education awards, career advising, mentorship, and ongoing support to and through a nursing program. BRDN awards are used for tuition, books, child care and transportation costs, and other needs to promote educational progress and professional growth.

In 2024 and beyond, this program will grow exponentially, thanks to the support of Carle Health Center for Philanthropy and the 2023 Carle Golf Open, with its title sponsor Hall Render Killian Heath & Lyman, over 80 sponsors, and more than 350 golfers.

In the years ahead, the BRDN Fund will positively impact team members who become nurses, the teams they contribute to, and the patients and families they serve and care for.

 **Carle**Health
Center for Philanthropy

TO GIVE:

Visit the webpage for Carle Health Center for Philanthropy (carle.org/giving/make-a-gift) to contribute to the Building Racial Diversity in Nursing Fund.

TO LEARN MORE:

Contact DEI@carle.com to learn more about available resources and supports through the BRDN Fund.

ADVANCING OPPORTUNITY THROUGH CAREER GROWTH

Carle Health maintains a commitment to career entry, development and growth through programs such as the **Job Readiness and Learning Program (JRLP)** and **Job Readiness and Learning Opportunity (JRLO) Nursing Path program**. These programs connect community members to healthcare career opportunities and the training and education needed to build their skills and prepare them to contribute to the Carle Health culture. These programs are investments in our communities and connect people to career pathways in much needed healthcare roles.



 335

Number of people hired through the Job Readiness and Learning Program since 2017.

At Carle Health, DEI is **INCLUSIVITY.**



CARLE INCLUSION CONNECTION GROUPS

Carle Inclusion Connection Groups

Carle Health team members across the system join Carle Inclusion Connection (CIC) groups to find dedicated spaces of support and connection with others with similar backgrounds, interests and identities. CIC groups promote professional networking and growth, as team members share experiences, learn and grow together, and collaborate to influence the inclusive healthcare culture at Carle Health.

Groups gather regularly virtually and in person, share professional development resources, and coordinate service projects. By connecting with a group, team members can build skills, participate in social events, influence organizational projects and priorities, volunteer and give back to the communities we serve, connect and network across regions and roles, and mentor and be mentored.

Participation in CIC groups is voluntary, and groups are open to all team members who agree with the purpose and charter of that group. CIC groups encourage engagement, inclusion and allyship, and they're team-member led, focused and driven.



2023 CIC GROUP HIGHLIGHTS



CAN
Carle Accessibility Network

CAN educated team members with an informative panel during National Disability Employment Awareness Month.



Carle hYPE
Honing Young Professional Excellence

Carle hYPE led community service through a donation drive for the Carle Auxiliary Resale Boutique in Urbana.

2023 CIC GROUP HIGHLIGHTS



CREW
Carle Recognizing Every Woman

CREW hosted educational panels on Women in Leadership and Women in Medicine, promoting the empowerment of women in healthcare.



Carle Pride

Carle Pride represented Carle Health in the Champaign-Urbana Pride Fest Parade in September.

2023 CIC GROUP HIGHLIGHTS



Carle Multicultural Alliance

The **Carle Multicultural Alliance** participated in a series of listening sessions with Human Resources leadership to provide feedback on the experiences of team members from minority racial groups.



Carle MVP Military and Veteran Professionals

Carle MVP supported Veterans Day observances and activities at Carle Richland Memorial Hospital, Carle Health Methodist Hospital, Carle Foundation Hospital, Carle BroMenn Medical Center and Carle Eureka Hospital.

2023 CIC GROUP HIGHLIGHTS



Black Physicians of Carle

The **Black Physicians of Carle** continued to provide support through mentorship and retention efforts for medical students and physicians of color.



CELEBRATING CULTURAL DIVERSITY

To create a welcoming and supportive environment, team members across the system have ongoing learning opportunities through the Carle Health Multicultural Celebratory Calendar. The calendar recognizes celebratory months – such as Black History Month (February), Women’s History Month (March), LGBTQ+ Pride Month (June) and National Hispanic Heritage Month (September – October) – along with holidays such as Diwali, Lunar New Year, Ramadan and Christmas. Month to month, team members receive resources to celebrate and educate about the diverse cultural heritages of our team members, our communities and those we serve.



 50+

Holidays; observances; and celebratory, heritage and awareness months recognized on our 2023 Multicultural Celebratory Calendar.



AN ONGOING CONVERSATION



 29

Total *DEI Matters* videos produced since 2021.

Carle Health team members and leaders receive a **monthly diversity, equity and inclusion newsletter**, which includes updates on DEI activities and events, such as upcoming **DEI Multicultural Forums** and CIC group events. The newsletter also launches the **DEI Matters video** each month, where a Carle Health team member, provider or leader shares their perspective on topics such as actions to create belonging, disrupting defensiveness, responding to mistakes and the importance of reflection. Leaders also receive a monthly message to support their work with their teams.



At Carle Health, DEI is **COMPASSION.**



BUILDING TRUSTED HEALTHCARE PARTNERSHIPS

Carle Health is committed to being a safe and trusted healthcare partner for our LGBTQ+ patients, plan members and community members. Creating a climate of understanding and acceptance is key to trusted healthcare partnerships, and we continue to work with community partners to create an inclusive healthcare space where patients are seen, valued and represented when they trust us with their care.

We offer training sessions on **LGBTQ+ Inclusive Care and Communication** for our team members and providers. And as part of the system's participation in the **Healthcare Equality Index**, leaders from each hospital completed a three-hour executive briefing series on LGBTQ+ inclusive practices and policies. This ongoing training and education is crucial for ensuring a compassionate care environment for all.

PROUD
— to serve our —
community.



 **750+** team members

in clinical and nonclinical roles participated in
LGBTQ+ Inclusive Care and Communication training in 2023.

Carle Health also proudly sponsored and appeared at local community Pride celebrations in the Champaign-Urbana, Bloomington-Normal and Greater Peoria service areas, sharing resources and Carle Health materials with Pride attendees and supporters. At Champaign-Urbana's Pride Fest celebration in September, the Mills Breast Cancer Institute team shared information on breast and chest health for LGBTQ+ patients and encouragement to connect with preventive and screening resources.

Another available resource is our new [Transgender Care Directory](#), which helps connect patients with gender-affirming care and services. This guide lists Carle Health and other providers who offer services through primary care, hormone therapy, behavioral health and other gender-affirming care. In 2023, IT and Epic teams continued efforts to enhance our electronic medical record system and MyCarle platform to allow patients to share information about their sexual orientation, gender identity, name and pronouns with their care teams, helping our teams interact with patients in more understanding and inclusive ways. This effort will continue in earnest in 2024.

Transgender Care Directory



FOCUSING ON COMPASSION AND CULTURAL HUMILITY

Held twice monthly, **Carle Health DEI Multicultural Forums** welcome guest speakers to share reflections on topics from the Multicultural Celebratory Calendar. Team members and leaders from diverse cultural and religious backgrounds join to educate team members on a variety of topics, and forum attendees engage in ongoing discussions about the importance of culturally humble and adaptive healthcare.

 **1,000+**

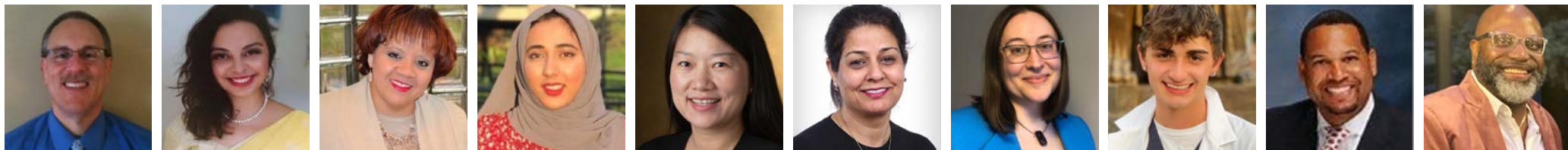
participants took part in this year's

 **24**

DEI Multicultural Forums, with

 **275+**

additional views on the on-demand recordings of the forums.



At Carle Health, DEI is INTEGRITY.



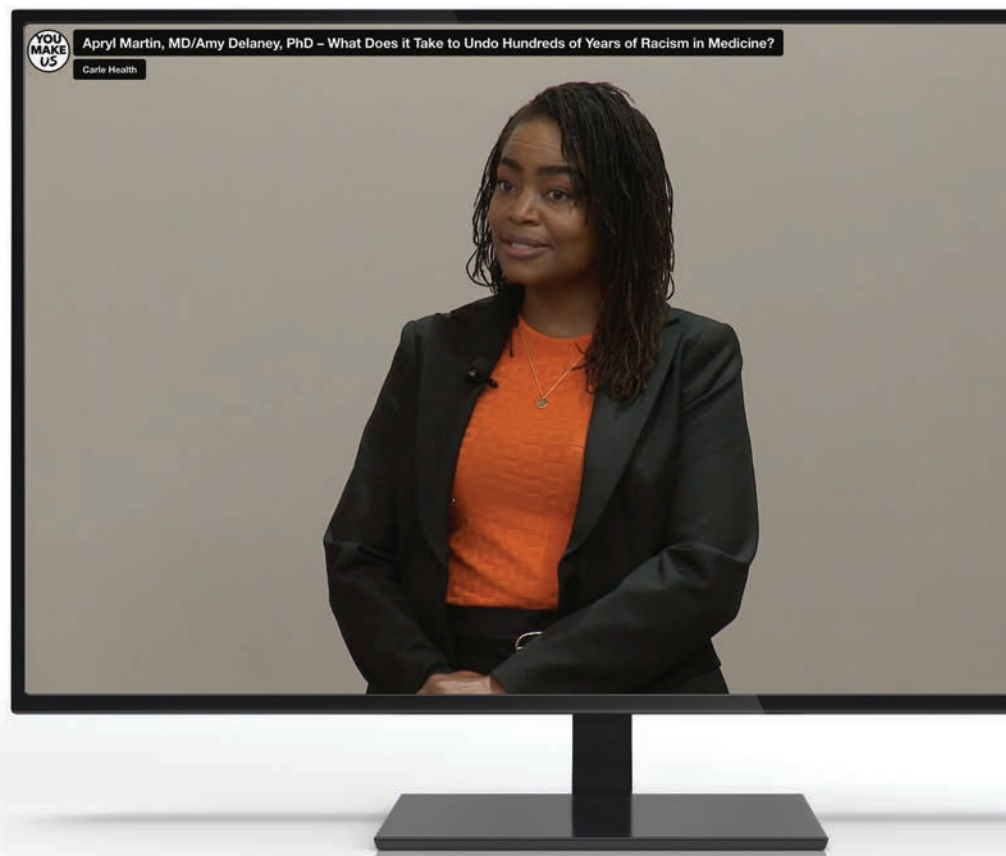
ELEVATING EQUITY

Long-standing norms in medicine have created and sustained disparities in healthcare through the use of race in the calculation of clinical tests and algorithms – and Carle Health is committed to challenging those norms to create more equitable processes in our clinical practices. The eGFR, a laboratory calculation of kidney function, has previously included a harmful race variable that reports different values for Black/African American patients based on false assumptions about biological differences. **In 2023, all Carle Health lab facilities transitioned to a race-neutral calculation of eGFR**, as recommended by the National Kidney Foundation and the American Society of Nephrology. By removing harmful race-based clinical tools that've become common in medicine, Carle Health is creating more equitable and evidence-based care processes for all our patients.

To elevate and support these ongoing changes, Carle Health team members have had opportunities to learn more about the historical roots of systemic racism in healthcare practices. At the 2023 TEDxCarleHealth leadership event, leaders attended a talk on *What does it take to undo hundreds of years of racism in medicine?* This 18-minute presentation focused on how systemic racism has been embedded within the practice of medicine, and the actions needed to remedy the enduring effects. Additionally, clinical team members completed an online education module on the removal of race corrections from clinical algorithms. This education focused on race as a social (not biological) construct, the history of medical and scientific racism that created race-based medical practices, and how these clinical norms can create disparities.

 **4,500+**

Number of clinical team members who completed the online module on removing race corrections from healthcare algorithms.



In 2023, Carle Health also kicked off a new continuing education series for healthcare professionals: **Health Equity Grand Rounds**. This monthly series centers equity as a pillar of high-quality healthcare, helping learners identify sources of health disparities. Through lectures, case studies and interactive learning, attendees build skills for eliminating bias and tackling systemic barriers while advocating for equitable patient care. 2023 speakers focused on the promise of equitable high-quality care, historical foundations of racial health disparities, and how inclusive hair care contributes to equitable experiences and outcomes.




 [Visit Carle Health CME Tracker](#)

for information about upcoming sessions
of Health Equity Grand Rounds.

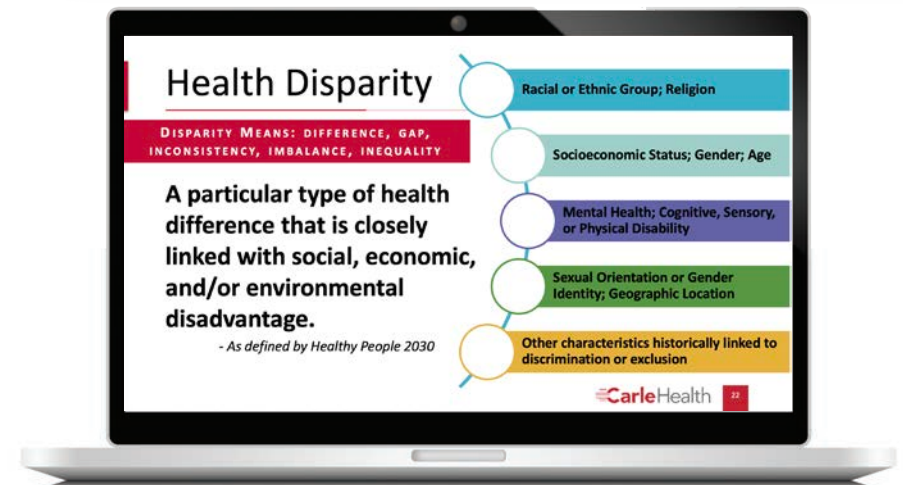


HEALTH EQUITY EDUCATION



 **17,000+** team members completed Achieving Health Equity training in 2023.

In 2023, every Carle Health team member completed an interactive education module on **Achieving Health Equity**. The training followed the stories of Nia and Anna, two fictional women who are similar in many ways, but – due to experiences with bias and racism in healthcare – faced pregnancies and deliveries that were quite different. Team members learned about the causes of health disparities and equity-focused actions that will close gaps in care, service and outcomes.



RACISM IN HEALTHCARE

Notice, Understand and Act



CarleHealth



Organizations such as the American Medical Association, Centers for Disease Control and Prevention, and American Public Health Association have identified *racism* as a public health crisis – and Carle Health remains committed to doing our part to combat racism in healthcare. To support equitable care, eliminate the harmful effects of bias and establish fair practices, resources are available for team members to better understand the ways systemic and interpersonal racism harm patients, plan members, fellow team members and our communities.



**Scan the QR code
for resources about:**

- Defining and understanding racism.
- Equity and inequity in healthcare.
- Bias and microaggressions in care.
- The impact of racism in healthcare.

Guided by a Clear Light



At Carle Health, we're focused on people, building trust and true partnerships with everyone who depends on us – our patients, plan members, communities and one another. Our commitment to diversity, equity and inclusion makes this possible. We're on a journey of ongoing improvement to create the best-possible environment where diversity is valued, equity is a priority and inclusion connects us. I'm incredibly proud of how far we've come in the past few years, the concrete actions and impact we had in 2023, and the vision we aspire to in the years to come.

To me, our journey depends – to use a metaphor – on the power of light. Have you ever heard the saying, "Sunlight is the best disinfectant?" DEI work is difficult and often uncomfortable. The work requires us to face hard truths, understand troubling histories, and challenge norms and assumptions. But we can't fix things we don't shine a light on. As an organization, and as individual team members, we're doing the important work of facing hard problems – seeing causes, acknowledging effects and taking action to make impactful change. Our entire organization completed Health Equity training this past year, opening our minds to recognize the systemic and interpersonal sources of healthcare disparities. Our Inclusive Leadership Forums have named and defined sources of bias affecting those we serve and serve with, giving leaders tools to challenge bias and its negative effects in healthcare. And in 2023, we continued the important work of shining a light on existing clinical tools and algorithms that perpetuate racism and inequitable care and replacing those tools with evidence-based, unbiased alternatives. We're facing tough issues, putting them clearly in the light so we can take action to change them.

Let's commit to keep facing the hard truths, addressing the uncomfortable, and embracing the guiding lights of knowledge and action that point our way to true learning, growth and change.

A handwritten signature in black ink that reads "James C. Leonard MD". The signature is written in a cursive, flowing style.

James C. Leonard, MD
President and CEO
Carle Health

Carle Health Board of Trustees Diversity, Equity and Inclusion Statement



The Carle Health Board of Trustees is firmly committed to providing mission-driven and strategic guidance that will continue to build a richly diverse, equitable and inclusive organization serving the needs of our patients, families, team members and the community at large. Our values and behaviors directly support our mission to be your trusted partner in all healthcare decisions.

Carle Health has an engaged and committed leadership team that has made DEI a strong focus across the organization. Team members understand the important role they play in advancing the health needs of all community members.

We are dedicated to deploying long-term strategies that prioritize solutions to reduce bias and decrease health disparities in the communities we serve. We empower our leaders to expand and strengthen our organization where all people are welcome and respected. Our goal is to foster a culture that dispels bias and discrimination and seeks to recruit and retain a diverse and inclusive workforce. We recognize and embrace our ability to positively impact the healthcare disparities that exist in our communities today through our mission, vision and values in ways that respect and understand the unique needs of all those we serve.



Together we will make Carle Health a stronger community partner, a better place to receive care in a manner that respects diversity and inclusivity with the full intent of achieving better health outcomes for all.

A series of approximately 10 thin, light gray wavy lines that flow from the bottom left towards the bottom right, creating a sense of movement and depth.

The logo for Carle Health, featuring a red icon of three horizontal lines to the left of the word "Carle" in a bold, red, sans-serif font, followed by the word "Health" in a gray, sans-serif font.**Carle**Health