



2021 DIVERSITY, EQUITY AND INCLUSION ANNUAL REPORT



Table Of Contents

A Year of Commitment, A Year of Growth

DEI at Carle Health

**Carle Health: Focused on People,
Building Trust**

**2021 - Actions, Accomplishments,
Celebrations and More**

A New Department Dedicated to DEI Work

DEI Multicultural Celebratory Calendar

Diversity Science DEI Climate Assessment

Our Commitment to Diversity in Leadership

Career Advising Through DEI

Creating More Equitable and Inclusive Healthcare for All

DEI Steering Committee

Building Momentum, Moving Forward Together

A Year of Commitment, A Year of Growth

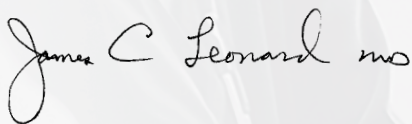
A Note From Our President and CEO

Every day at Carle Health, I'm amazed - and proud - of what we do. Over 11,000 of us, working together, make real change for the many families and communities we serve. We work hard, make tough decisions, have difficult conversations and are fearless in making ourselves better. And we pair this with compassion for every single patient, plan member and fellow team member we interact with. Building trusting partnerships with the people we serve and care for is built into our mission as an organization, and it's the guiding light of our diversity, equity and inclusion journey.

To create a truly diverse, equitable and inclusive Carle Health, we all must hold ourselves to these standards every single day. And it's my duty - and the duty of my fellow leaders - to provide the environment, structure, resources and more as we listen to every voice. All of us are the key to understanding and an inclusive future. Our new DEI Department is the link, guiding every one of us - team members and leaders alike - to build real change together.

I'm extremely proud of the work the DEI team has accomplished in their inaugural year. They've helped our organization be a more diverse, equitable and inclusive place. As you'll read in this report, they've held forums, conducted studies and taken actionable steps to address key issues within our workplace and out in our communities. As an organization we've taken steps to advance our culture through a DEI lens by weaving it into our strategic plan, our values, our incentive goals and more.

The journey isn't over. In 2022 and beyond, there are many more opportunities for growth, change and improvement. But our momentum is strong. Together, let's remain steadfast in our commitment to diversity, equity and inclusion - making Carle Health the trusted healthcare partner we, and our patients and plan members, deserve.



James C. Leonard, MD
President and CEO
Carle Health

DEI at Carle Health

Our Commitment

At Carle Health, we emphasize diversity, equity and inclusion (DEI). We do this to celebrate and promote the unique characteristics and talents of our providers and team members; to give the most compassionate, appropriate and world-class care and service to our patients and plan members; and to create a more culturally competent and inclusive organization for ourselves and the communities we serve. **We do this because focusing on DEI is what's right for linking our mission, vision and values to people's everyday lives.**

- **Diversity:** recognizing, appreciating and serving difference - in our workforce, our patients and health plan members, and our communities.
- **Equity:** ensuring each individual has a fair and just opportunity to pursue professional growth and better health.
- **Inclusion:** creating a healthcare environment where all people are accepted, listened to and feel a sense of belonging.

Carle Health: Focused on People, Building Trust

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

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.



2021

Actions, Accomplishments, Celebrations and More

This past year, our organization as a whole - and the DEI Department in particular - made important progress on our shared journey of creating a more diverse, equitable and inclusive Carle Health.

A NEW DEPARTMENT DEDICATED TO DEI WORK

"The addition of the new DEI Department demonstrates our organization's commitment to this work and ensures it will get the attention it deserves. It validates that DEI is a crucial component to the success of our organization and our team members."

Lakita Scott, VP of Quality and former Chair of the DEI Steering Committee

"We've placed inclusivity among our most cherished values. It then follows that we recognize that others' perspectives may be different from our own and diversity is a strength."

Robert Healy, MD, Associate Chief Medical Officer - Quality, Patient Safety and Experience

Our organization's journey to becoming a more diverse, equitable and inclusive healthcare space took a major step forward this year with the creation of a dedicated DEI Department. Building on the work of our DEI Steering Committee - part of Carle Health since 2019 - we made our commitment a permanent part of the organization, creating two new positions in May 2021: the director of Diversity, Equity and Inclusion and the Diversity, Equity and Inclusion specialist. The new department has continued the momentum built by the DEI Steering and subcommittees as we move further along our DEI journey toward true and lasting change.

Team members at Carle Health receive a monthly Diversity, Equity and Inclusion newsletter from the DEI Department, featuring:

- Updates on DEI initiatives.
- A monthly *DEI Matters* educational video.
- Upcoming DEI event reminders.
- Information and resources to help them contribute to DEI culture at Carle.

The *DEI Matters* videos focus on a new topic each month - providing short, accessible education for team members to reflect on and put into action. Leaders also receive additional resources and updates to help them promote inclusion - and continue the DEI conversation - within their teams.



“We use the DEI updates every month during our team meetings. We focus on being vulnerable and transparent. We educate each other on the various topics, share the upcoming forums and encourage everyone to attend as a part of our continuous improvement culture. Normalizing talking about these uncomfortable topics helps us all be more aware in our daily interactions.”

Kena Hahn, Director of Medicare Stars and Outpatient Care Coordination, Health Alliance

“We’re starting conversations that some people have never had until now. The resources matter to our team members who feel they’re in the minority, because it offers a way for their perspective to be heard without them feeling vulnerable in sharing their experiences. We need as much exposure to this information as possible to continue to grow, learn and understand. This is without a doubt the most important work we can do for our teams, patients and visitors.”

Johnalene Radek, Nurse Manager, Carle Foundation Hospital

DEI MULTICULTURAL CELEBRATORY CALENDAR

"I have a passion for all of us to learn, be curious and develop meaningful relationships. As a member of the Multicultural Celebratory Calendar Committee, we focus on reminding team members to seek diverse perspectives, learn, be curious and build trust."

Cindy Lovell, Talent Development Manager

"The monthly forums provide an important and consistent space for Carle Health employees to come together, learn, share concerns and make a difference for our work culture and our patient experience."

Amy Eckels, Carle Experience Advisor

In 2021, team members had the opportunity to expand their horizons through the multicultural celebratory calendar. The calendar recognizes several celebratory months - like Black History Month in February and Pride Month in June - and holidays like Rosh Hashanah and Diwali. At the beginning of each month, team members receive a kickoff email with an overview of that month's celebrations. In the weeks that follow, they learn more - through CLICK stories, inspirational videos, resources shared on the DEI CLICK page, and quotes featured on screens throughout our spaces. And the celebrations go beyond just awareness and education. Each month, the DEI team hosts two virtual forums where all team members can gather to share their own voice, ideas and suggestions.

DIVERSITY SCIENCE DEI CLIMATE ASSESSMENT

"It was important for us to know how our team members truly felt about the DEI climate here at Carle. We can't fix what we aren't aware of, and we wanted the assessment to be an opportunity for team members to have their voices heard."

Lakita Scott, VP of Quality and former Chair of the DEI Steering Committee

"This survey is a continuation of the great work that's already in motion by the DEI Steering Committee, subcommittees and Department. It also serves as a foundation for better understanding the need - and using that feedback to drive our focus areas in the future."

Lauren Schmid, Executive Vice President, Chief Human Resources Officer

In spring 2021, Carle Health partnered with Diversity Science to conduct a systemwide DEI climate assessment.

Over 4,500 team members participated, sharing feedback on their experiences and perspectives at Carle Health – with a focus on helping us see what our organization does well and where we can improve and grow. These findings, along with recommendations from the DEI Steering and subcommittees, have guided the DEI team’s priorities. Key strengths identified include strong interpersonal and team relationships, high team member engagement, and proactively inclusive leaders. Diversity Science also made several recommendations, which the DEI team and Steering Committee have acted on in 2021:

Diversity Science Recommendation	Completed and Ongoing Actions
<p>Create and communicate a multicultural DEI philosophy</p>	<ul style="list-style-type: none"> • Carle Health’s DEI Commitment was shared organization-wide in November 2021, highlighting our commitment to being an inclusive healthcare space for team members, patients, health plan members and the communities we serve • 2022 communication efforts will build visibility of the DEI Commitment as a foundation for ongoing action and as a critical link between the Carle Health mission, vision and values.
<p>Adopt and promote a learning and growth culture</p>	<ul style="list-style-type: none"> • The DEI Department’s monthly educational materials and leadership resources launched in August 2021. These newsletters keep team members informed about ongoing DEI initiatives and promote continuous learning with a monthly DEI Matters video and additional resources. • All Carle Health team members and Leaders are required to complete 2021-2022 annual training on <i>Overcoming Unconscious Bias</i> to engage each member of our teams in disrupting the effects of bias in healthcare. • DEI, Carle Experience, Human Resources and Marketing are building an ongoing focus on DEI in onboarding, annual and leadership training. • The Carle Health multicultural celebratory calendar programming – including monthly DEI forums – creates opportunities for education and for team members to share their perspectives and voices to learn together.
<p>Review formal and informal policies and procedures for systemic bias</p>	<ul style="list-style-type: none"> • Policies and processes were reviewed to identify and address any potential effects of bias. • The Education and Training DEI Subcommittee completed a comprehensive review and update of 28 training modules, and their feedback has enhanced DEI across training efforts.
<p>Strive for breadth and depth of diversity at all levels of the organization</p>	<ul style="list-style-type: none"> • The DEI and HR teams are evaluating workforce metrics quarterly to track progress in recruitment, retention and leadership representation. • Changes to Emerging Leaders and Mentoring programs have demonstrated results in building diversity of participants. • DEI Department career coaching and mentoring resources provide professional resources for members of historically and systemically excluded groups. • Marketing has guided more intentional use of diverse images, language and outreach efforts in digital and print materials, as well as physical space in Carle Health locations.

4,500+

The number of team members across Carle Health who shared their feedback and experiences in our climate assessment.

OUR COMMITMENT TO DIVERSITY IN LEADERSHIP

"By growing representation within our leadership ranks, Carle sends a clear message to our communities and our team members that their voices matter and their perspectives are important as we consider how to provide equitable care throughout our communities."

Tony Coletta, VP Human Resources

Building diversity in Carle Health leadership roles is one of our organization's most important goals. This past year:

- The Talent Acquisition team has been actively increasing the diversity of candidate pools for leadership positions - ensuring slates of candidates include people from underrepresented racial/ethnic and gender backgrounds. Through this initiative, over 50% of newly hired or promoted leaders in 2021 build racial/ethnic or gender diversity into the Carle Health leadership team.
- The Human Resources and Talent Development teams have strengthened our internal leadership pipelines with a focus on diversity. Their updates to the Emerging Leaders Program nomination process tripled the percentage of emerging leaders who build racial/ethnic diversity in this program. The teams also updated Emerging Leaders Program content to prioritize leadership practices built on true inclusion.

>50%

The percentage of leaders hired or promoted in 2021 who build racial/ethnic or gender diversity in leadership roles.

3X

Updates to the Emerging Leaders Program have tripled the percentage of emerging leaders who build racial/ethnic diversity in the program.

CAREER ADVISING THROUGH DEI

"The one-on-one approach allows team members to ask questions without the stress of a formal interview or the sometimes intimidating formal setting. This also allows them to gain a better understanding of the internal recruitment process, identify any barriers to advancement and develop SMART goals in a career development plan."

Demario Turner, DEI Specialist

The DEI Department offers career advising services to help team members grow their skills, pursue professional opportunities and advance their careers. We provide:

- Personalized career planning.
- Mock interview feedback.
- Resume resources, interview guides and career planning tools.
- Other resources to support professional growth in an inclusive environment.

Team members can also reach out to schedule individualized coaching sessions as they get ready for interviews and prepare their application materials.

1-ON-1 Team members can get personal coaching for job interviews and career development planning.



“To provide the best possible care for all patients and help eliminate disparities, health care professionals need to acknowledge and recognize differences among varying populations with respect and acceptance.”

Laurie Round, VP and Chief Nursing Officer, Carle BroMenn and Eureka

“The pandemic exposed the importance of recognizing and addressing inequities. It revealed how our healthcare system and greater society have set up a system where inequities exist. People from certain backgrounds have unequal access to and trust of the system. We need to address this and change our system to achieve equity.”

Robert Healy, MD, Associate Chief Medical Officer – Quality, Patient Safety and Experience

“So many times in healthcare, we assume we know all the answers. For decades, we’ve accepted ‘Black’ as a risk factor for so many health conditions and never asked ‘why?’ Or if we did, we assumed it was related to a lack of education or commitment to their own health. Not once did we consider that we in healthcare might be the problem. I’m excited that Carle is interested in investing time and money into making this a place where we’re able to focus on providing equitable healthcare.”

Simone Hampton, MD, Family Medicine Physician and DEI Steering Committee Member

“As an emergency physician, I’ve had the chance to see almost daily since the pandemic began how the inequities in health have made a dramatic difference in the outcomes of those who were impacted by COVID-19. I hope seeing this has given us a much better understanding of the work we need to do regarding the social determinants that play such a large role in the health outcomes of individuals. Carle Health is here to be an innovative leader and a trusted healthcare partner to address the social determinants of health.”

Napoleon Knight, MD, Executive Vice President, Chief Medical Officer

“Part of being ‘patient-centered’ is understanding how vital our patients’ experiences are to their overall outcomes. We build (or erode) trust with every interaction. When we prioritize making healthcare accessible, equitable and patient-centered, we advance the kind of culture where every patient has the opportunity to receive the best possible outcome.”

Elizabeth Angelo, Senior Vice President and Chief Nursing Officer

The DEI team is working with clinical, Quality, Community Health and other teams to explore ways Carle Health can make data-driven decisions to address healthcare disparities that exist within the communities we serve. Through internal reviews of data and external partnerships - and our culture of process improvement - we're learning as much as we can and taking concrete action to close healthcare gaps and shortfalls so that all our patients and plan members can have access to world-class healthcare, along with the resources and education they need to promote healthier lives.

In September, Carle took part in the Illinois Health and Hospital Association's Racial Equity in Healthcare Progress Report. We gained actionable feedback on how a focus on racial health equity and the social determinants of health can guide our workplace, organizational decisions, patient care and community involvement. Based on feedback from the IHA Racial Equity in Healthcare Progress Report, we'll be taking additional steps to stratify and report our patient and plan member data based on race, ethnicity, language, sexual orientation and gender identity; widen training opportunities to build upon the 2021 unconscious bias training; and focus on improved accuracy in patient identity data collection.





“Carle Health is striving to be a more inclusive organization, and part of that is to perform outreach with many different populations, including the LGBTQ+ community. Historically, members of the LGBTQ+ community have experienced prejudice and discrimination in healthcare and have thus avoided getting the care they need. Making a connection with this community means they’ll feel more comfortable seeking care and following treatment recommendations.”

Jamie Young, Carle Experience Education Consultant

“The LGBTQ+ community is part of who we are as a community, and it’s important they know that here at Carle, we’re working hard to support them. Everyone should feel they have access to the healthcare they need in an environment they feel safe in. It made my heart very happy to see Carle out in the community at C-U Pride Fest.”

Teresa Wang, Patient Education Liaison

In September, team members from DEI, Carle Experience and our clinical staff represented Carle Health at C-U Pride Fest, giving out hand sanitizer, rainbow stickers, pens and Carle information to over 1,000 attendees. Presented by Uniting Pride of Champaign County, this year’s Pride Fest - themed “What the Health?” - focused on celebrating the past, present and future of the LGBTQ+ community. It marked the 40th anniversary of the HIV/AIDS crisis and highlighted the importance of healthcare equity during the ongoing COVID-19 pandemic. Carle Health is proud to be a sponsor of C-U Pride Fest, supporting the parade, celebratory and educational events, and the vendor fair - where Carle Health team members could connect directly with members of our community.

1,000+

The number of people Carle Health reached at this year’s C-U Pride Fest.

DEI STEERING COMMITTEE

"Serving on the DEI Steering Committee is my form of activism. Having the opportunity to be a voice for oppressed people is important even if it's in a small way - it truly makes a difference, which is why I enjoy being on this committee."

Steve Edwards, Care Coordinator/Social Worker at Health Alliance and DEI Steering Committee Member

"It's been a privilege to listen to the diverse perspectives of the other committee members. I've learned so much from their ideas and experiences - and this has helped me examine my own views and assumptions, leading to the identification of new opportunities for inclusivity in the areas I work with."

Blair Rowitz, MD, General Surgery Physician and DEI Steering Committee Member

"Culture is an extremely important aspect of organizational change. I've been given the opportunity to influence the culture here at Carle, nudge it toward becoming more equitable and encouraging it to be intentional in our approach to care."

Simone Hampton, MD, Family Medicine Physician and DEI Steering Committee Member

The Diversity, Equity and Inclusion Steering Committee is a group of 15 representatives from across Carle Health.

They meet twice monthly to:

- Provide advice and insight on DEI goals and strategies to the DEI Department, Executive Leadership and Board of Trustees.
- Ensure progress on DEI initiatives.
- Actively contribute to DEI work across the organization.

In 2021, the Steering Committee gathered recommendations from subcommittees, adopted an updated charter and welcomed four new members - all as they continued to inform and advance the DEI goals at Carle Health. To get involved with DEI work, please contact the DEI Department, share feedback with a DEI Steering Committee member or attend a monthly DEI forum.



Building Momentum, Moving Forward Together

A Note From the Director of Diversity, Equity and Inclusion

It has been a year of shared learning, talking, listening and real progress on our DEI journey. I joined Carle Health in May and am grateful to serve as the first director of this new and incredibly important department. Together, we're advancing our commitment to being a truly diverse, equitable and inclusive healthcare organization. We're building a culture where the Carle Health mission - to be a trusted partner in healthcare - is driven by the diversity of our workforce, a climate of inclusion and a commitment to equitable experiences for all.

In my first year with Carle Health, I've been motivated, inspired and enthused to see the great DEI work going on across our system. Although our department is new, the work and momentum of advancing the DEI journey at Carle Health is not. We have leaders coordinating critical conversations in their team meetings, team members reaching out to share their experiences and ideas, providers seeking new knowledge and perspectives to better understand and care for their patients, teams collaborating to solve problems and individual team members always ready to say "yes" when asked to contribute to a DEI initiative. And this is all building on the hard work of the DEI Steering Committee, a group leading real change across our entire system since 2019.

The DEI team is here to connect team members with opportunities and resources, to guide the sometimes uncomfortable conversations that bring learning and growth, and to make sure all voices are heard and valued in our organization. This work belongs to all of us, though. Each team member at Carle Health has a role to play in our DEI journey. And everyone is accountable for the actions they take to make us the trusted healthcare partner our team members, patients and plan members deserve. Some of our most exciting work in 2021 has come from the ideas shared by team members to the DEI inbox, during a monthly forum or while the DEI team is visiting a department. For example, this fall we've updated imaging at Carle Foundation Hospital to better reflect the diversity of patients we serve, and we've expanded the celebratory calendar months, days and programming based on input from across the organization.

Looking ahead to 2022, our team is excited to build progress on several key initiatives, including:

- Continuing to grow diversity in leadership positions across the organization - through leadership development programming, career advising and mentoring support, recruitment initiatives and more.
- Developing the new Carle Inclusion Connections Groups - to support the needs of team members with similar backgrounds or interests, promote networking and professional growth, and cultivate increased engagement with DEI efforts.
- Continuing and growing our ongoing education initiatives - focused on inclusive leadership, combating bias, addressing social determinants of health, caring for patients from all backgrounds and more.
- Implementing a \$10,000 scholarship and professional development fund, supported by the Women's Legacy Circle, to continue building racial diversity in our nursing staff

I'm grateful for what we've accomplished together in 2021 and excited to report on further progress in 2022. Please visit DEI on [CLICK](#) or email DEI@carle.com to learn more about how Carle Health is creating a more diverse, equitable and inclusive healthcare organization. Thank you for taking this journey with us.



Amy L. Delaney, PhD
Diversity, Equity and Inclusion Director
Carle Health