

2023 Advancing Equity,
Diversity and Inclusion

Annual Report





Advancing Equity, Diversity and Inclusion

Memorial Hermann celebrates our unique differences by fostering a culture grounded in Equity, Diversity and Inclusion (EDI). Equity is at the core of our mission and our vision of creating healthier communities now and for generations to come. We recognize its importance in our work as an employer, a health care provider, and a community partner and leader, and we support it every day through data-informed efforts to promote diversity and improve health equity.

Our Approach

We seek to better serve our community by prioritizing four pillars—People, Community, Health and Research—all supported by infrastructure, inclusive leadership and change management initiatives.

As a major employer in Houston, one of the most diverse cities in the U.S., we are committed to embedding diversity and inclusion in every facet of our operations.

Our community efforts are grounded in our commitment to equity and to addressing the social, economic and environmental factors that drive 40% to 50% of individual health outcomes.*

We celebrate the diversity of our community, inside and outside the walls of our facilities, through systemwide EDI campaigns and education, as well as internal EDI-focused communications. We've established Culture Committees across the organization to ensure a standardized and coordinated approach to cultural observances and celebrations. We've also established a system-level EDI Award for outstanding contributions by an individual in this space.

*Institute for Clinical Systems Improvement, Going Beyond Clinical Walls: Solving Complex Problems (October 2014)



By the Numbers

 **1,149**
Employee Resource Group
(ERG) Members Engaged

 **248**
EDI champions
honored

 **121**
EDI Council
Members engaged

 **1,000+**
Members in the newly-launched
Community Service Corp

 **1,509**
Learning
modules
completed

 **945**
Managers attended
32 Inclusive Leadership
Training events

 **145**
EDI Professional
Development
Certificates awarded

 **200**
Communication
posts on the MH
internal EDI channel

 **9**
Diversity
months
celebrated

 **32**
Faith-based
observances
recognized

 **821**
Employees attended eight
Health Equity Forum events

 **726**
Employees engaged in five
Safe Space Conversations



FY23 Key Accomplishments

We accelerated our EDI journey by launching new system initiatives to foster inclusion, creating eight Employee Resource Groups and introducing the Memorial Hermann Community Service Corps. We also expanded leadership training and employee and community engagement.



People



Community



Health



Research



People

Employee Engagement Programs

We launched two new employee engagement programs: the Memorial Hermann Health Equity Forum and Safe Space conversations on health equity, the social determinants of health and other EDI-related topics. Additionally, we pledged to adhere to the Greater Houston Partnership's One Houston Together initiative, using it as a framework to reform systems of bias and

Memorial Hermann strives to recruit and retain talented leaders from a wide variety of backgrounds, race and ethnically diverse.

advocate for inclusion. We are also participating in the American Hospital Association's #123forEquity Campaign to eliminate health care disparities.

Our efforts to engage and include a workforce from diverse backgrounds go beyond standard practices, and the results are validated by ongoing external assessments that include national and industry engagement surveys.

Memorial Hermann is rated above the national average for employee engagement survey results across diverse demographic groups.

Employee Resource Groups

Our eight Employee Resource Groups (ERGs) provide a forum for employees, physicians and allies who are passionate about their causes. Together these groups work with leadership to promote a culture where all are engaged and feel seen, heard and valued.

These groups include: Allies for the Improvement of Disability Experiences (AIDE); Asian-American Alliance for Learning, Inclusion, Growth and Networking (ALIGN); Black Organizational Leadership and Development (BOLD); Emerging Professionals of Memorial Hermann (EMERGE); Hispanic/Latin American Organizational Leadership and Advancement (HOLA); Pride Alliance; Veterans and Employees Together in Service (VETS); and Women United for Equity Network (WUEN - pronounced win).



Leadership Training

More than 1,000 managers, directors and VPs have already completed the first series of Inclusive Leadership Training, which equips leaders with the knowledge, resources and skills necessary to help promote equity, celebrate diversity and foster inclusion. This is in addition to our existing programming, including Women Leaders of Memorial Hermann, which launched in 2016 and circulate through the program. Every year, the group sponsors two networking events and gives back to the Houston community through partnerships with United Way and Dress for Success, among others.

Memorial Hermann strives to recruit and retain talented leaders from a wide variety of backgrounds, with 65% of senior roles occupied by women and 35% occupied by racially and ethnically diverse individuals.



Community

Community Engagement

We launched our Community Service Corps program, which helps connect our workforce with community organizations that share our passion for advancing health equity by increasing access to high-quality health care, reducing food insecurity, creating employment opportunities and more.



Education

Our new EDI Professional Certificate Courses give employees the opportunity to build their skills for professional growth in their current roles and future opportunities. With certificates available for both individual contributors and leaders, these courses are part of a longitudinal curriculum to provide practical tools to drive self-awareness and mitigate bias. The programs, which are available to all employees, draw on our “microlearning” courses on topics including health equity, allyship, inclusive language, psychological safety and embracing diverse perspectives.

In June 2023, more than 100 women physicians joined the first Women in Medicine conference at Memorial Hermann to connect with their colleagues across the System as they learned about emotional intelligence, financial health and social media management.



Through events like these, we are empowering our team with the skills and support to advance their careers, cultivate relationships and engage in opportunities for personal growth.

We are empowering our team with the skills and support to advance their careers, cultivate relationships and engage in opportunities for personal growth.

Chaplaincy Services

Our chaplains contribute to the well-being of our patients, families and staff by providing care that engages their spiritual, emotional and relational resources. Through programming such as Interfaith Dialogues held this year at Memorial Hermann Southeast Hospital and Memorial Hermann Pearland Hospital and our annual Bowles Chapel Lecture Series, which this year included the talk “Spiritual Care for Patients with Serious Illness: Why and How,” our Chaplaincy Services team is mindful and inclusive of all abilities, beliefs, cultures and identities.



Health

We care for approximately 30,000 pregnant people from every ethnic, economics and racial background every year and is committed to reducing and ultimately eliminating these racial and ethnic disparities.



Addressing Disparities in Maternal Health

Memorial Hermann is committed to advancing equitable health outcomes in maternal and infant health. Black women are more than three times as likely to die from pregnancy-related complications as white women, regardless of their income or education. And for every pregnancy-related death, there are an estimated 70 cases of severe maternal morbidity (SMM), serious underlying health conditions, that can lead to complications for pregnant people, including death.



SMM also poses a health risk to the infant. Infants born to people with SMM are 39% more likely to die than those born without these health complications. Unfortunately, SMM is on the rise, including in Harris County, which has one of the highest rates of maternal morbidity among metropolitan areas in the country.

Memorial Hermann cares for approximately 30,000 pregnant people from every ethnic, economics and racial background every year and is committed to reducing and

ultimately eliminating these racial and ethnic disparities. We are working with and in the communities we serve to understand and address the underlying causes of pregnancy-related complications, including the social determinants of health, which begin long before someone becomes pregnant.

For several years now, we've been using the Maternal Early Warning System (MEWS)—a tool that helps facilitate timely recognition, diagnosis and treatment of critical illness, including hypertension, hemorrhage and sepsis, in pregnant and postpartum women—to prevent complications and to expedite treatment when they do occur.

The system uses AI software to create automatic alerts when the mother or baby shows signs that could be concerning. This has led to improvement in treatment times (improved severe hypertension treatment time by 30%) and decreased cesarean sections (decreased first-time cesarean delivery by 27% FY21 to FY23) and severe maternal morbidity (decreased by 2%).





Research

The curricula are regularly revised to incorporate the latest in EDI research and best practices maintaining relevance and effectiveness.



Development and Execution of EDI Training Programs

We have embedded EDI principles in The Memorial Hermann Experience training required for employees and developed specialized training programs focusing on EDI for leaders and individual contributors, ensuring a consistent understanding of diversity and inclusion principles across the organization. The curricula are regularly revised to incorporate the latest in EDI research and best practices, maintaining relevance and effectiveness.

Artificial Intelligence and Machine Learning Research Diversity Initiative

Through a grant funded by the National Institutes of Health and in collaboration with the University of Houston on AI/ML health equity research, Memorial Hermann's EDI Office and Analytics Team is working towards enhancing patient experience and management tools, reflecting a commitment to incorporating advanced technology in health care equity in patients with cardiometabolic conditions.



**Memorial Hermann's Office of
Equity, Diversity and Inclusion**

For questions, comments or further information,
please contact us at: EDI@memorialhermann.org

memorialhermann.org/EDI

MEMORIAL[®]
HERMANN