

IMPACT REPORT

Office of Community Impact
Equity, Diversity & Inclusion

20
23



This report explores the challenges, strategies, and outcomes of our DEIB evolution, underscoring our commitment to creating a health system that reflects the rich tapestry of our diverse community.

INTRODUCTION:

In the kaleidoscope of diversity, equity, inclusion, and belonging (DEIB), University Hospitals' (UH) journey has transcended the boundaries of UH Cleveland Medical Center (CMC) to embrace the expansive tapestry of our entire health system. This impact report serves as a testament to the evolution of our DEIB initiatives as we continue our transition from an office focused on CMC to one that radiates inclusivity across the entire health system at UH.

Diversity, equity, inclusion, and belonging are ideals and pillars upon which we build a healthcare ecosystem that serves everyone equitably. Acknowledging the need to extend the impact of our DEIB efforts beyond the boundaries of CMC, we embarked on a purposeful transformation over the last 2 years.

SYSTEM-FOCUSED

Shifting from a CMC-focused DEIB approach to a UH systemwide perspective required a recalibration of our strategies. Understanding and addressing the diverse needs of different departments, employees, and patient populations became paramount. Fostering collaboration with diverse departments and units became crucial. Breaking down silos and creating a unified approach to DEIB necessitated a significant cultural shift.



OUR NEW DEIB MISSION & VISION

Mission:

UH is committed to cultivating and sustaining an environment that is just, inclusive, equitable, and diverse. Celebrating and upholding our organizational values of trust, compassion, and belonging is fundamental to UH's success in innovation, patient safety, and reducing health disparities. We believe this commitment is a shared responsibility of all leaders, caregivers, and community members.

Vision:

We envision a world in which all individuals are treated with dignity, humanity, and respect, in which every person has an opportunity to achieve their highest level of health and well-being.

AMPLIFYING EMPLOYEE VOICES



**CULTURE &
CORPORATE
STRATEGIES**



EMPLOYEE RESOURCE GROUPS & DEIB COUNCILS:

In parallel with our commitment to diversity, equity, inclusion, and belonging (DEIB), we strategically position our newly established Employee Resource Groups (ERGs) as a vital component of our talent development strategy at University Hospitals. These ERGs, representing diverse constituencies within our health system, transcend their role as mere forums for open dialogue, support, and collaboration—they emerge as powerful engines of positive change, integral to our organization's talent development.

The creation of ERGs isn't solely about achieving representation; it's a deliberate move to amplify the voices of our employees within University Hospitals. These groups provide a dynamic platform where experiences, ideas, and insights are not only shared but also contribute significantly to shaping a more inclusive and responsive organizational culture. By fostering a culture of open communication and collaboration, ERGs play a pivotal role in talent development, empowering employees to grow, excel, and contribute their unique perspectives to our collective success.


**UH 6 ERGs:
African American
LGBTQ+
Nurses of Color
Women's
Military/Veterans
Minority House Staff**

By aligning our efforts with DEIB Councils across the system, we navigate the nuanced landscape of diverse patient populations and communities served, fostering targeted strategies for improvement at University Hospitals. This localized approach enables us to develop targeted strategies for improvement, ensuring that our talent development initiatives are not just effective but also deeply rooted in the specific needs and dynamics of each hospital within our health system.

Simultaneously, we recognize that the unique dynamics of each hospital within our expansive health system demand tailored strategies. This understanding led to the establishment of collaborative partnerships with diversity, equity, inclusion, and belonging (DEIB) Councils across the system, forming a cornerstone of our talent development strategy. Our close collaboration with these councils ensures that DEIB initiatives are not one-size-fits-all but are precisely attuned to address the distinct needs of individual hospitals, employees, and patient populations.

Through this integrated approach, ERGs and DEIB Councils converge as instrumental elements in our talent development strategy at University Hospitals, fostering a workplace culture where every individual is empowered to thrive and contribute meaningfully to our shared success.





Diversity is a fact.
Equity is a choice.
Inclusion is an action.
Belonging is an outcome.

1,033+

of registered and attended 2023
lunch and learns

4,000+

of registered and attended lunch
and learns since 2021



CEDI education initiatives will empower every member of our organization with the knowledge, skills, and sensitivity necessary to contribute to a more inclusive workplace and healthcare environment.

DEIB EDUCATION & TRAINING

In our continued commitment to fostering a culture of diversity, equity, inclusion, and belonging (DEIB) across our entire health system, we are proud to announce the expansion of transformative system-wide DEIB internal education.

Recognizing that education is a powerful catalyst for change, we have expanded our bias training - Be Equitable - and have launched new educational initiatives.

New initiatives include more than 35 one-pagers called S.E.E.D.s (Skill Enhancement Employee Development) microlearnings that focus on subjects such as microaggressions, stereotypes, and building inclusive teams. New in-person trainings such as “Calling In 101” and “Leading Equitably Through Inequitable Moments” are among the customized live trainings that are department-specific. CEDI trained more than 100 professionals during the Annual GME retreat this year and showcased the new internal education.

Our continued educational programs, such as Lunch and Learns, continue to invest and engage the community on topics such as Native American Heritage Month, Jewish Heritage Month, Black History Month, Arab American Heritage Month, and Hispanic Heritage Month.

In 2023, we invested over \$12,200 on Racial Equity Institute Training for 34 caregivers to attend and develop their leadership related to racial diversity, identity, and equity.



BIAS TRAINING IMPACT: A MOSAIC OF INCLUSION

**ACROSS 402 UH DIVISIONS,
THE COLLECTIVE IMPACT OF
OUR BIAS EDUCATION
SESSIONS IS REMARKABLE. A
STAGGERING 5,500+ UH
CAREGIVERS HAVE ACTIVELY
PARTICIPATED IN THESE
TRANSFORMATIVE LEARNING
EXPERIENCES.**

This comprehensive journey embodies our organization's commitment to fostering a culture of inclusion, understanding, and continuous growth. The narrative of our Bias Education initiative is one of progress, enrichment, and an unwavering dedication to building a healthcare environment that values and embraces belonging in all its forms.





5,500+

Employees at UH received Bias Mitigation Training

402

Divisions across UH participated in Bias Mitigation Training

A PROGRESSION OF INCLUSIVITY: UH BIAS MITIGATION JOURNEY

2021: LAYING THE FOUNDATIONS

In the inaugural year of our Bias Education initiative, we laid the foundations for a transformative journey. A total of 29 workshops were meticulously delivered, reaching 2,000 dedicated UH caregivers. These sessions aimed at fostering awareness and understanding, initiating a crucial dialogue on biases that impact healthcare delivery.

2022: GROWTH AND ENRICHMENT

Building upon the success of the previous year, 2022 marked a significant expansion of our Bias Education program. Ten new facilitator trainers were equipped to guide our caregivers through these crucial conversations. A noteworthy addition of 2.0 Continuing Nursing Education (CNE) hours to each session aimed at enriching the learning experience. 2022 witnessed the delivery of 20 workshops, with a remarkable attendance of 2746 UH caregivers actively participating in the training sessions. We trained 10 DEIB Champions across the system to lead and present the bias training.

2023: A YEAR OF TRANSFORMATION

As we entered 2023, our commitment to bias education took on a new dimension. Reflecting our dedication to equity, a comprehensive name and branding change was initiated to better encapsulate the essence of our evolving program - "Be Equitable". Furthermore, we expanded our educational offerings by introducing 2 Continuing Medical Education (CME) hours, effective from July 2023, demonstrating our commitment to the continuous professional development of our caregivers.

With 17 planned sessions scheduled for the year, the momentum continues to build. As of August 2023, 691 UH caregivers have actively engaged in Be Equitable training, reflecting the growing interest and participation in our Bias Education initiatives.

PIPELINES & PATHWAYS



**EXPANDING CLINICAL EXCELLENCE,
CULTURAL COMPETENCE,
& SOCIAL CONSCIOUSNESS**

SECOND LOOK

The Office of Community Impact, Equity, Diversity & Inclusion (CEDI) partnered with the [UH Graduate Medical Education \(GME\)](#) leadership to host Second Look. This annual event gives underrepresented in medicine (URIM) applicants a chance to learn more about how they will be embraced into our learning environment. Attendance for this virtual event was higher than ever, with over 100 applicants and many faculty attending.

15.9%
URIM
MATCH
RATE
FROM
2023 UH
SECOND
LOOK



ELEVATING URIM STUDENTS THROUGH COLLABORATIVE INITIATIVES

Strategic Support and Collaboration with CWRU & NEOMED:

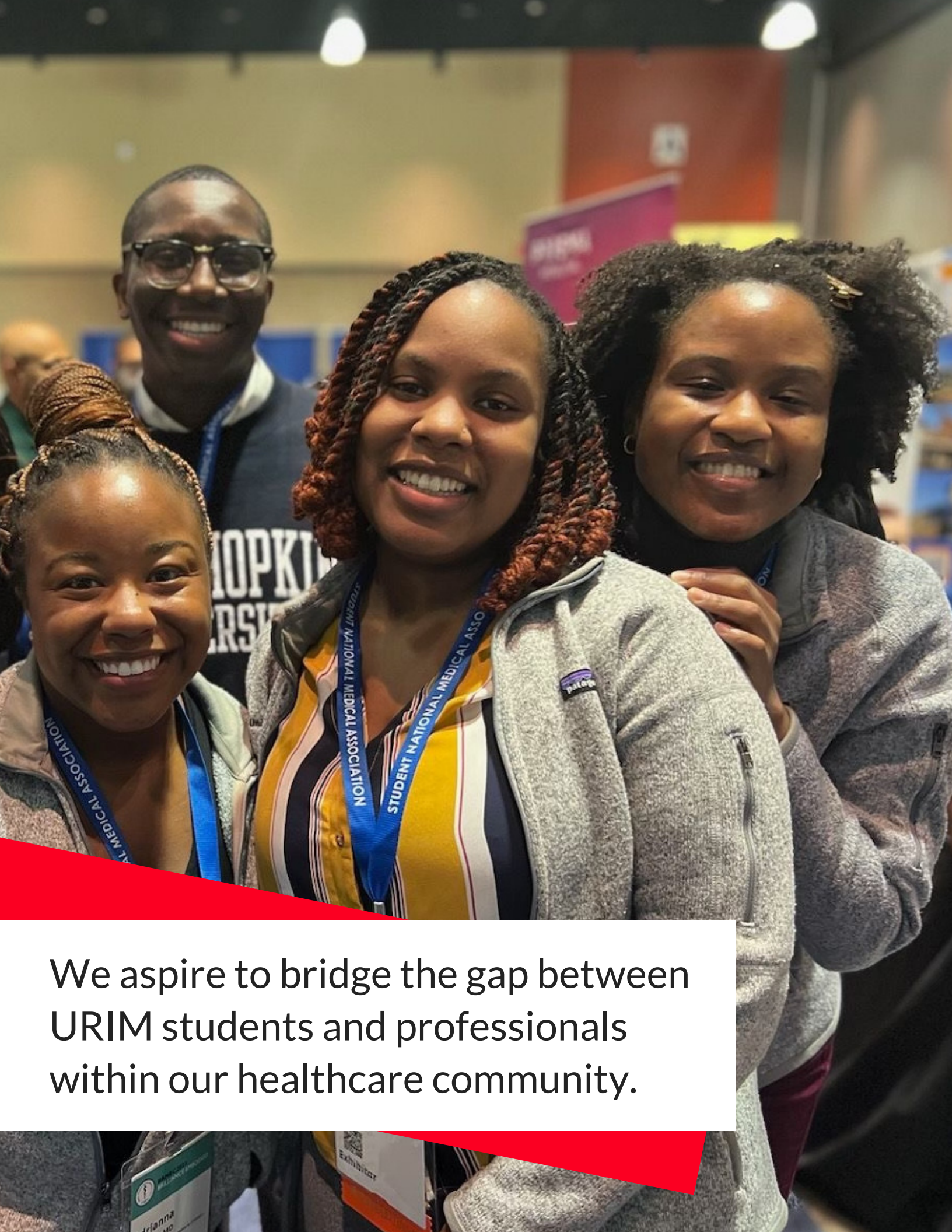
In our relentless pursuit of fostering diversity and inclusivity in the medical field, we have embarked on a strategic collaboration with Case Western Reserve University (CWRU) School of Medicine and Northeast Ohio Medical University (NEOMED), aligning our efforts to uplift and empower Underrepresented in Medicine (URIM) students. This collaborative venture serves as a testament to our commitment to creating pathways for success and engagement for students who bring unique perspectives to the healthcare landscape. This includes targeted initiatives to address specific challenges faced by URIM students in both academic and professional spheres.

Mentorship and Networking:

A cornerstone of our collaborative effort is the emphasis on mentorship and networking opportunities. We aspire to bridge the gap between URIM students and professionals within our healthcare community. By facilitating meaningful connections between students and UH physicians and residents, we are building a network that goes beyond academic boundaries. This mentorship initiative aims not only to guide students in their academic pursuits but also to provide insights into the professional landscape, and the unique shared perspectives with diverse mentors, fostering a sense of belonging and encouragement.

Academic and Professional Development:

Through this collaboration, we are dedicated to enhancing the academic and professional development of URIM students. By offering resources, guidance, and exposure to a network of experienced professionals, we aim to empower these students to navigate the challenges of medical education and build successful careers in healthcare. The ultimate goal is to contribute to the diversification of the medical field, ensuring that it is reflective of the rich tapestry of our communities.



We aspire to bridge the gap between URIM students and professionals within our healthcare community.



Recognizing the changing dynamics of medical education and the increasing representation of URIM students nationally, a pivotal decision was made to transition from a national diversity model to a more focused Pathway Program.

DAVID SATCHER ACTING INTERNSHIP

The original vision was clear – to address the dire underrepresentation of URIM physicians in the medical field. Established at a time when URIM physicians comprised only 1.8% of the workforce, the program aimed to be a catalyst for change. Fast forward to today, the landscape has shifted significantly, with national URIM representation growing to over 8%. The Satcher Clerkship, with its 300 alumni scattered across the country, served as a testament to the program's success. This also prompted the need for recalibration while still upholding our dedication to a diverse workforce.

With a refreshed purpose, the [David Satcher Clerkship](#) has now evolved into the David Satcher Acting Internship. This transition, beyond a semantic shift, reflects a commitment to clarity and accuracy in conveying the program's essence.

The program now aims to be a pipeline and pathway directly to UH, strategically focused on increasing URIM residents in our institution.

The transformation of the David Satcher Acting Internship is not just a change in name but a deliberate evolution aligning with the current landscape of medical education and the growing representation of URIM students nationally. This narrative of purposeful transformation reflects our commitment to not only adapt but lead in cultivating a healthcare workforce that mirrors the diversity and richness of the communities we serve. As we embark on this new chapter, we are poised to make a lasting impact by nurturing a cadre of URIM physicians who will shape the future of healthcare at UH and beyond.



YOUTH STRATEGIES

DEVELOPING LEADERS & FUTURE CLINICIANS



YOUTH SUMMIT

[Research has proven that Black people live longer in areas with more Black primary care doctors.](#) University Hospitals is anchored in a city where half of the population identifies as Black while experiencing health disparities that include maternal & infant health, cancer, and chronic disease.

With health equity as our guiding light, we understand the importance to diversify our workforce to mirror the community in an effort to narrow the gap in health disparities and to achieve greater population health for all.

Our goal in CEDI is to influence new and diverse generations of healthcare providers by inspiring and connecting them to University Hospitals, starting in the 3rd grade.

[ANNUAL YOUTH SUMMIT VIDEO](#)

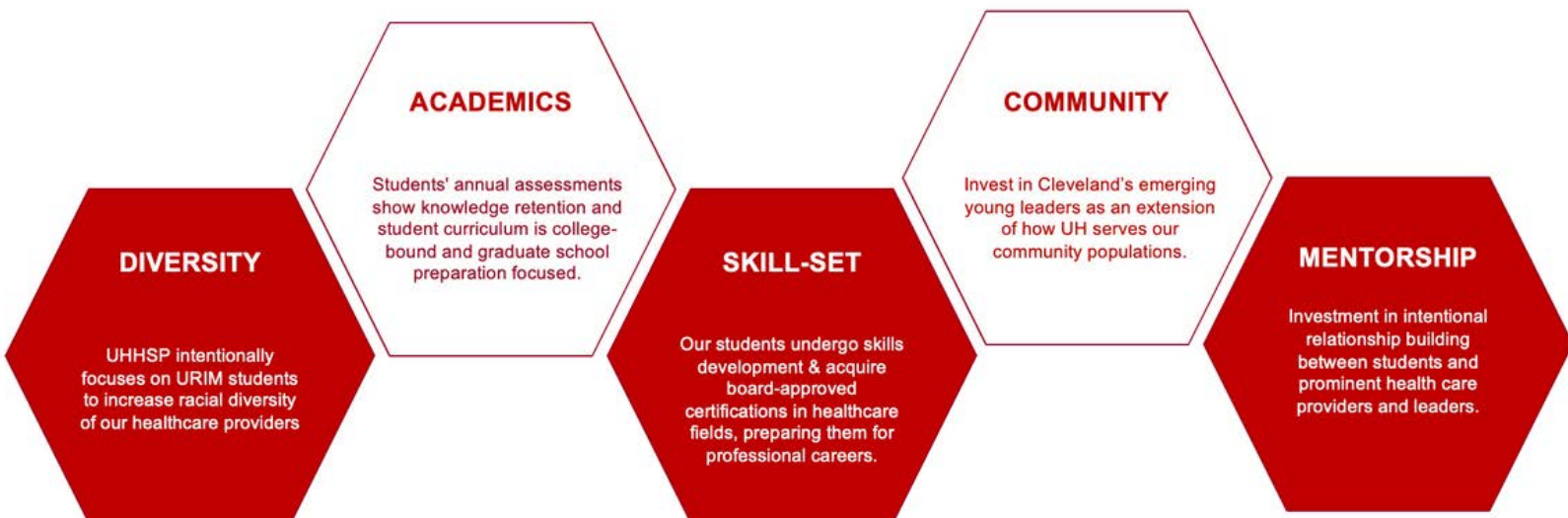
This year, we hosted our annual youth summit – Future Shades in Medicine, in partnership with Black Men in White Coats at the Cleveland Browns Stadium. We welcomed 300 participants, including students and their families from all across northeast Ohio and beyond, to join us for a day featuring 25 medical simulation stations, panel discussions, and networking. We were honored to have Mayor Justin Bibb attend and provide opening remarks. Our goal is to engage students and their families to consider a career in healthcare.

This event was a hit not only for our students and families but also for our caregivers looking to give back to the community while motivating the next generation of healthcare workers.



HEALTH SCHOLARS

Our 8th annual health scholar cohort, [with a historical impact of 138 unique scholars](#), welcomed 50 middle school, high school, and college students to our Health Scholars summer program. This program is a 4-week paid internship experience that consists of STEM & socio-emotional curriculum, college prep, shadowing, and certification. In addition to these experiences, our scholars participate in community outreach efforts and visit regional universities. This year we kicked off our summer internship on [Juneteenth with our White Coat ceremony](#) at The Cleveland Museum of Natural History. We engaged our UH physicians of color and UH CEO Cliff A. Megerian, MD, FACS, Jane and Henry Meyer Chief Executive Officer Distinguished Chair, who were honored to coat every scholar.

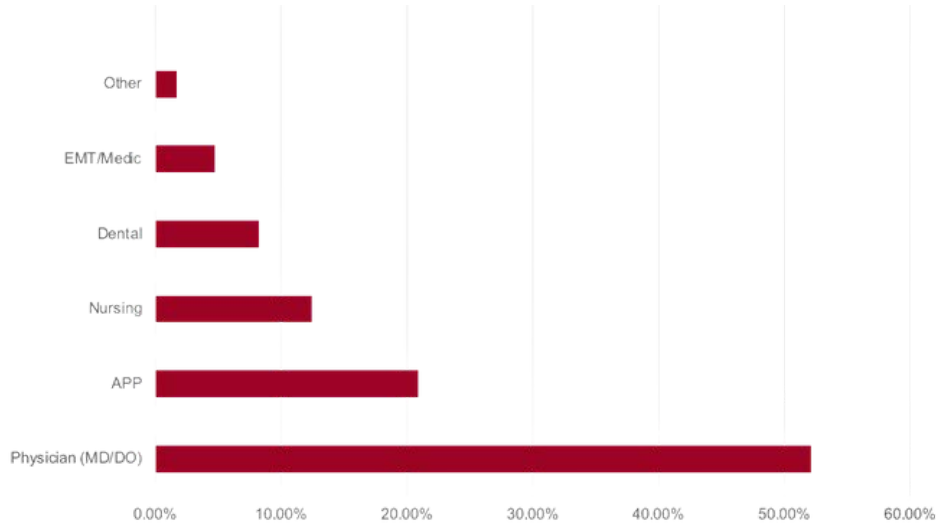


WHITE COAT CEREMONY

3:30 pm - 6:00 pm
and Museum of Natural History



HEALTH SCHOLAR CAREER GOALS



UH FOOD FOR LIFE[®]

EXPANDING OUR IMPACT



THE DEPARTMENT OF
COMMUNITY IMPACT,
EQUITY, DIVERSITY,
AND INCLUSION IS
EXPANDING OUR [UH](#)
[FOOD FOR LIFE](#)
[MARKETS](#) WITH AN EYE
TO FOOD JUSTICE -
ADDRESSING
STRUCTURAL BARRIERS
AND ADVOCATING FOR
ACCESSIBLE AND
HEALTHY FOOD
CHOICES IN THE
COMMUNITY.

Several communities in northeast Ohio have a history of disinvestment. We have witnessed the impact of this disinvestment in our housing stock, business/workforce opportunities, educational systems, and grocery stores. In the past, we have considered communities that lack access to fresh, healthy, and nutritious foods as a food desert, but even deserts are considered a living ecosystem.





Vegetables

Fruit

7,682

Individuals Served

478,533

Pounds of Food Distributed



PROGRAM MISSION

University Hospitals has spent the last five years working to be part of the solution to this persistent problem, establishing [UH Food for Life Markets](#)[®] in four locations across Northeast Ohio, at UH Otis Moss, Jr. Health Center, UH Portage, UH Cleveland Medical Center, and opening last year UH Conneaut Medical Center. These innovative markets are part of the food pantry and part of the dietitian's office, allowing UH patients to access healthy foods, recipes, and one-on-one nutrition counseling.

Referred by their providers, patients who can benefit get a supply of fruits, vegetables, dairy, and other healthy foods once a month for six months – with renewal possible after a return trip to the referring doctor for a follow-up visit and status check. In September 2023, UH Community Wellness Center at Glenville is the fifth and latest to establish a UH Food for Life Market[®].

“I do have a great team at University Hospitals and because of the team, I’ve got a good bill of health. Especially when I was introduced to the Food for Life.

That really helped me get better. The words say what they mean. You’ll find that in time, your health will improve because you learn to eat the right things. I’ve been going here (UH) 22 years. Since they added the Food for Life, Julianna makes sure I get the right things. Now my cholesterol is down, my sugar is on point, and blood pressure too. I never thought I would eat vegetables like this.”

-Patient Testimonial

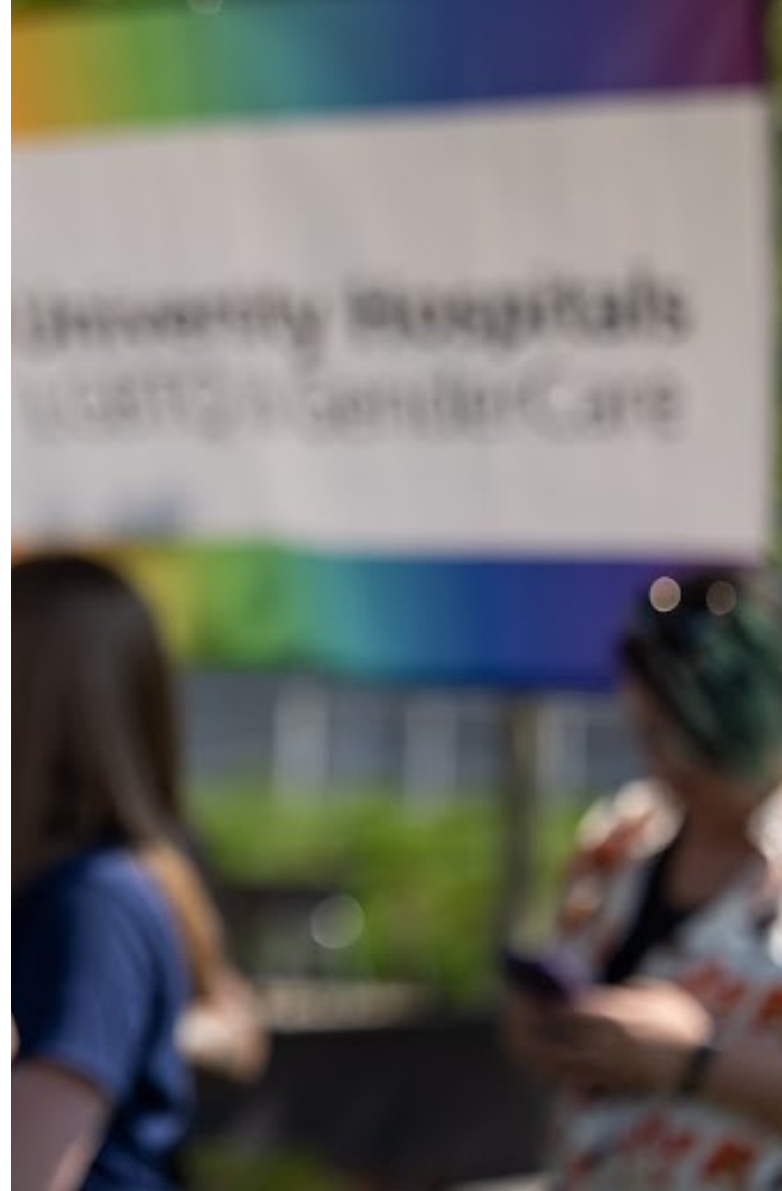
UH WELLNESS CENTER AT GLENVILLE:

Opened in September 2023, it’s [the first Food for Life Market®](#) that has onsite access to a demo kitchen. This Food for Life market will also expand our reach to UH patients and community members with the goal of engaging them in healthcare. Our wellness center and demo kitchen dual model will also make culturally appropriate nutrition education a possibility by partnering with community chefs to create healthy and palatable meals. The opening of this unique and innovative wellness center would not have been possible without the generous donations of so many individuals and donors who funded the \$1.2M in capital costs for this project.

UH has engaged Sodexo registered dietitian nutritionists to offer consultation on optimal food choices for food provided through agreements UH has in place with the Greater Cleveland Food Bank and other regional food banks. UH is currently working on finalizing research and continuing to expand this operation.

CULTURAL COMPETENCE TO REDUCE HEALTH DISPARITIES





UH serves vulnerable and underserved populations here at home and acknowledges and supports customized care paths and infrastructure to care for our patients.

In 2023, the [LGBTQ+ & Gender Care Service line](#) underwent a transformative integration into the CEDI department. This strategic move involved housing the group's Program Manager and Patient Navigator within our department, a pivotal step necessary for ensuring an equitable lens on every facet of care for our LGBTQ+ & Gender Care services patients. This inclusive approach encompasses a comprehensive spectrum, from facilitating adult-only gender affirmation surgery and specialized care to primary care. Through this integration, our goal is to seamlessly connect patients with compassionate providers who are not only well-versed in culturally competent healthcare but also attuned to the nuanced topics that significantly impact the LGBTQ+ community.



UH envisions a world in which all individuals are treated with dignity, compassion, and respect in which every person has an opportunity to achieve their highest level of health and well-being.





300+

Caregivers educated by the
LGBTQ+ & Gender Care Services
team in 2023

Our objective is to streamline our physician database, offer comprehensive education to our providers, and establish a robust navigation framework that can be seamlessly replicated in any culturally responsive care model. Our focus is not only on organizing information but also on identifying and proactively mitigating health disparities.

The tireless efforts of our LGBTQ+ & Gender Care Services team have yielded substantial results. They have provided education to more than 300 caregivers and skillfully navigated patients through a complex web of eight different departments. These accomplishments stand as a testament to our commitment to fostering inclusive healthcare environments and addressing the unique needs of our diverse patient population.





Leveraging our expertise gained through the impactful work of the LGBTQ+ & Gender Care Services team, CEDI has entered into a strategic partnership with Dr. Gregory Hall to materialize the vision of the Center for African American Health here at University Hospitals. This groundbreaking initiative aligns with our commitment to advancing healthcare equity, with the Center for Asian Health, an NIH-funded success story, serving as a unique benchmark.

Our mission in establishing the Center for African American Health is multifaceted. We aim to pinpoint gaps in care disparities, implement alternative care paths and interventions to address these disparities, and educate caregivers on the profound impact of race and racism in healthcare. At the core of our efforts is the overarching theme of rebuilding trust between healthcare providers and the community they serve. Currently, our dedicated team is diligently crafting a robust business plan and laying the foundation for the initial pilot of the Center, reflecting our unwavering dedication to fostering inclusive, equitable, and trustworthy healthcare practices.



**COMMITTED TO CONTINUOUS
IMPROVEMENT.**

**DEDICATED TO DIVERSITY, EQUITY,
INCLUSION, & BELONGING.**



STRATEGIC INTEGRATION OF DEIB:

Moving forward, CEDI is committed to cultivating an integrated approach to DEIB. DEIB is not a standalone initiative but an integral part of our organizational DNA. Our strategic roadmap, launching in 2024, involves embedding DEIB principles in every aspect of our policies, practices, and decision-making processes. Embracing a culture of continuous improvement, we commit to regularly assessing and refining our DEIB strategies. Feedback loops, data-driven insights, and ongoing dialogue will guide our journey, ensuring that our commitment to diversity, equity, inclusion, and belonging remains agile and responsive.



CONCLUSION:

TOGETHER, WE CONTINUE TO UNIFY DIVERSITY AND ELEVATE EQUITY, ENSURING THAT UH STANDS AS A BEACON OF INCLUSIVITY AND A HOME FOR BELONGING.

As we navigate the path from a DEIB department centered on CMC to a force for transformation across our entire health system, our commitment to diversity, equity, inclusion, and belonging remains unwavering. This report encapsulates not just the milestones achieved, but the ongoing journey towards creating a healthcare environment that mirrors the diversity and richness of the communities we serve.

Connect with CEDI Today



CELINA CUNANAN, MSN, APRN-CNM

Chief Diversity, Equity & Belonging
Officer, CWRU Clinical Assistant
Professor, Obstetrics &
Gynecology

Celina.Cunanan@UHhospitals.org



RAE L. CHALOULT

System Director, Diversity, Equity &
Inclusion, Culture & Corporate
Strategies

Rae.Chaloult@UHhospitals.org



MACIE JEPSON

Communications Manager, Caregiver
Engagement
Media Relations Senior Strategist

Macie.Jepson@uhhospitals.org



RASHEEDA LARKIN

Diversity, Equity, Inclusion &
Belonging, CEDI Strategist &
Manager

Rasheeda.Larkin@UHhospitals.org



JESSICA MALONE

Senior Development Officer
Institutional Relations & Development

Jessica.Malone@UHhospitals.org



LIZ RUTTENBERG

Pipelines & Pathways Specialist

MaryElizabeth.Ruttenberg@UHhospitals.org



GREGORY HALL, MD

Medical Director, UH Cutler Center for
Men, Edgar B. Jackson, Jr., MD Chair for
Diversity & Clinical Excellence, Senior
Staff, Primary Care

Gregory.Hall@UHhospitals.org



GRACESON GREETHER

Patient Navigator

Graceson.Grether@UHhospitals.org



KAREN ASHBY, MD

Associate Professor of Obstetrics and
Gynecology, Director of David Satcher
Acting Internship, Director of
Diversity, CWRU School of Medicine

Karen.Ashby@UHhospitals.org



MADDY MCCARTHY

Senior Executive Assistant

Madeline.Mccarthy@UHhospitals.org