

**BOARD OF TRUSTEES**

**Diversity Equity and Inclusion (DEI) Committee**

Friday, February 16, 2024  
11:30 A.M.

BOARD ROOM  
4800 Fournace Place, Bellaire, Texas 77401

The meeting may be viewed online at: <http://harrishealthtx.swagit.com/live>.

*Notice: Some Board Members may participate by videoconference.*

Mission

Harris Health is a community-focused academic healthcare system dedicated to improving the health of those most in need in Harris County through quality care delivery, coordination of care, and education.

**AGENDA**

<b>I. Call to Order and Record of Attendance</b>	<b>Ms. Marcia Johnson</b>	<b>2 min</b>
<b>II. <u>Approval of the Minutes of Previous Meeting</u></b>	<b>Ms. Marcia Johnson</b>	<b>2 min</b>
• <u>DEI Committee Meeting – January 12, 2024</u>		
<b>III. Standing Monthly Reports</b>	<b>Ms. Marcia Johnson</b>	<b>15 min</b>
A. <u>Update Regarding Harris Health’s Minority and/Woman-owned Business Enterprises (M/WBE) Program – Mr. Derek Holmes</u>		<i>(10 min)</i>
B. <u>Update Regarding Harris Health’s Food Farmacy Program – Dr. Esperanza “Hope” Galvan</u>		<i>(5 min)</i>
<b>IV. New Business</b>	<b>Ms. Marcia Johnson</b>	<b>40 min</b>
A. <u>Presentation Regarding Diversity, Equity and Inclusion (DEI) Employee Engagement Data Analysis – Dr. Jobi Martinez</u>		<i>(40 min)</i>
<b>V. Adjournment</b>	<b>Ms. Marcia Johnson</b>	<b>1 min</b>

HARRIS HEALTH SYSTEM  
MINUTES OF THE BOARD OF TRUSTEES  
DIVERSITY EQUITY AND INCLUSION COMMITTEE MEETING  
Friday, January 12, 2024  
11:00 AM

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<b>I. Call to Order and Record of Attendance</b>	<p>Ms. Marcia Johnson, Chair, called the meeting to order at 11:05 a.m. It was noted there was a quorum present and the attendance was recorded. Ms. Johnson announced that while some Board members are in the room, others will participate by videoconference as permissible by state law and the Harris Health Videoconferencing Policy. Only participants scheduled to speak have been provided dial in information for the meeting. All others who wish to view the meeting may access the meeting online through the Harris Health website: <a href="http://harrishealthtx.swagit.com/live">http://harrishealthtx.swagit.com/live</a>.</p>	
<b>II. Approval of the Minutes of the Previous Meeting – DEI Committee Meeting – November 17, 2023</b>		<p><b>Moved by Dr. Cody Pyke, seconded by Ms. Marcia Johnson, and unanimously approved the minutes of the November 17, 2023 meeting. Motion carried.</b></p>
<b>III. Standing Monthly Reports</b>		
<b>A. Update Regarding Harris Health’s Minority/Women - Owned Business Enterprises (MWBE)</b>	<p>Ms. Consuela Floyd, MWBE Manager, Contracting Diversity, delivered an update regarding Harris Health’s Minority and Women–Owned Business Enterprises (MWBE). The Contract Diversity Program highlights were as follows:</p> <ul style="list-style-type: none"> <li>● FY23 – 24 MWBE award-to-date percentage is 25.3%</li> <li>● FY22 – 23 MWBE Annual Report will be finalized January ‘24</li> <li>● Contractor Diversity was approved for additional staffing</li> <li>● Coffee &amp; Conversations Webinar, featuring Mr. Patrick Casey, Senior Vice President, Facility, Construction and Systems Engineering</li> </ul> <p>Ms. Marcia Johnson inquired regarding contracts that were considered outside of the MWBE Program and whether or not this was an anomaly. Ms. Floyd stated that she would like to defer the question at this time; however, the contracting diversity team is working on a process to identify and address these concerns related to contract reporting.</p>	<p><b>As Presented.</b></p>

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
	<p>Continued discussions ensued regarding new contracts, extensions of existing contracts, or contracts outside of the Group Purchasing Organization (GPO). Dr. Pyke recommended providing more context when a contract is excluded from Harris Health’s MWBE Program and a comparison of like-entities regarding Harris Health’s contractor reporting. Dr. Pyke also requested additional information when contracts are extended, for example, “extended pending active RFP”. Ms. Tijerina mentioned that she attended an event at the Texas Gulf Coast Area Labor Federation, AFL-CIO, where Harris County staff was present and explained the procurement process along with Mr. Patrick Casey, and she relayed a comment during the event that the bidding process was cumbersome and discouraged small and minority business from participating in the MWBE process.</p>	
<p><b>B. Update Regarding Harris Health’s Food Banks</b></p>	<p>Ms. Maria De La Cruz, Director of Care Integration, delivered an update regarding Harris Health’s Food Banks. The Food RX Program expansion highlights include:</p> <ul style="list-style-type: none"> <li>● American Rescue Plan Act (ARPA) funds were approved in Commissioner’s Court on 12/19/2023, approving the expansion of three (3) Food Farmacies (MLK, Gulfgate, and El Franco) in early 2025.</li> <li>● Settegast Food Farmacy is scheduled to be operational by February 2025.</li> </ul> <p>Various discussions ensued related to the operational timing of the different Food Farmacies.</p> <ul style="list-style-type: none"> <li>● Two Food Lockers funded by Cigna will be placed at Casa De Amigos and Quentin Mease Health Centers, and will be up by Summer of 2024.</li> </ul>	<p><b>As Presented.</b></p>

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
<p><b>IV. New Business</b></p>		
<p><b>A. Discussion Regarding Employee Engagement Survey Findings</b></p>	<p>Ms. Ashley Smith, Manager, Employee Experience &amp; Culture, delivered an update regarding Employee Engagement Survey Findings. She reported a survey response rate of 69%, in which 7,240 employees responded to the survey. She noted a system engagement score of 79, which is above the healthcare benchmark of 73. Ms. Smith provided an overview of major themes, top strengths and opportunities, and timeline of next steps, which include managers’ review of results, team conversations and DEI analysis, acting planning, checking progress of focus areas and documenting in Glint, and pulse employees on major themes. A copy of the presentation is available in the permanent record.</p>	<p><b>As Presented.</b></p>
<p><b>B. Presentation Regarding DEI Analysis</b></p>	<p>Dr. Jobi Martinez, Chief Diversity Officer, delivered a presentation regarding DEI Analytics. She provided an overview of the Engagement Survey response rate data by ethnicity, authenticity, and inclusion. Dr. Martinez stated that they will return to the next DEI Committee to do a deeper dive into the DEI analytics based on age, gender, ethnicity, job family, job type, location, and engagement. Dr. Pyke recommended that sexual orientation and gender identity be included in the data analysis and that this feedback should be shared with the vendor. A copy of the presentation is available in the permanent record.</p>	<p><b>As Presented.</b></p>
<p><b>C. Revised 2024 DEI Reporting Schedule</b></p>	<p>Dr. Jobi Martinez, Chief Diversity Officer, presented the revised 2024 DEI reporting schedule. A copy of the revised 2024 DEI reporting schedule is available in the permanent record.</p>	<p><b>Moved by Dr. Cody M. Pyke, seconded by Ms. Jennifer Tijerina, and unanimously approved for acceptance of the revised 2024 DEI Reporting Schedule.</b></p>
<p><b>V. Adjournment</b></p>	<p>There being no further business, the meeting adjourned at 12:07 p.m.</p>	<p><b>Moved by Dr. Cody M. Pyke, seconded by Ms. Jennifer Tijerina, and unanimously approved to adjourn the meeting.</b></p>

I certify that the foregoing are the Minutes of the Meeting of the Diversity Equity and Inclusion Committee of the Board of Trustees of the Harris Health System held on January 12, 2024.

Respectfully submitted,

Ms. Marcia Johnson, JD, Chair

Recorded by Cherry A. Pierson, MBA

**Friday, January 12, 2024**

**Harris Health System Board of Trustees Board Meeting – Diversity, Equity & Inclusion (DEI) Committee Attendance**

**Note:** For Zoom meeting attendance, if you joined as a group and would like to be counted as present, please submit an email to: [BoardofTrustees@harrishealth.org](mailto:BoardofTrustees@harrishealth.org) before close of business the day of the meeting.

DEI COMMITTEE MEMBERS PRESENT	DEI COMMITTEE MEMBERS ABSENT	ADDITIONAL BOARD MEMBERS PRESENT
Ms. Marcia Johnson <i>(Committee Chair)</i>	Dr. Andrea Caracostis <i>(Ex-officio)</i>	
Dr. Cody M. Pyke		
Ms. Jennifer Tijerina		

HARRIS HEALTH EXECUTIVE LEADERSHIP, STAFF & SPECIAL INVITED GUESTS	
Ashley Smith	Dr. Jobi Martinez
Carolynn Jones	Lindsey “Katie” Rutherford <i>(Harris County Attorney’s Office)</i>
Cherry Pierson	Louis Smith
Consuela Floyd	Maria Cowles
Daniel Smith	Maria De La Cruz
Elizabeth Hanshaw Winn <i>(Harris County Attorney’s Office)</i>	Olga Rodriguez
Dr. Esmaeil Porsa <i>(Harris Health President &amp; CEO)</i>	Omar Reid
Dr. Esperanza “Hope” Galvan	Patricia Darnauer
Haley Love	Randy Manarang
Jeffrey Baffour	Dr. Sandeep Markan
Jennifer Zarate	Shawn DeCosta
Jerry Summers	Thomas Alexander

Friday, February 16, 2024


Update Regarding Harris Health’s Minority and/Woman-owned Business Enterprises (M/WBE) Program

M/WBE Program Updates:

- 25.87% MWBE Awards YTD (OCT23-JAN24)
- FY23 Annual Report distributed on 2/2/24
- Purchasing Agenda Items update

Contract Awards with M/WBE Goals	Contract Count	MWBE Contract Count	Non MWBE Amount	MWBE Amount	Total Amount Awarded	MWBE %
Construction	9	9	\$ 6,195,042	\$ 2,418,053.12	\$ 8,613,095	28.1%
Goods & Services	15	15	\$ 3,778,371	\$ 4,720,896	\$ 8,499,266	55.5%
Professional Services	29	29	\$ 24,111,080	\$ 9,349,920	\$ 33,461,000	27.9%
<b>Total</b>	<b>53</b>	<b>53</b>	<b>\$ 34,084,492</b>	<b>\$ 16,488,869</b>	<b>\$ 50,573,361</b>	<b>32.60%</b>

Contract Awards without Subcontracting Opportunities	Contract Count	MWBE Contract Count	Non MWBE Amount	MWBE Amount	Total Amount Awarded	MWBE %
Co-op	1	1	\$ 170,000	\$ 30,000	\$ 200,000	15.0%
Drop Shipped	9	0	\$ 3,549,537	\$ -	\$ 3,549,537	0.0%
Emergency	0	0	\$ -	\$ -	\$ -	#DIV/0!
Minimal M/WBE Availability	1	0	\$ 655,000	\$ -	\$ 655,000	0.0%
Non-Divisible	11	0	\$ 4,741,201	\$ -	\$ 4,741,201	0.0%
Specialized, Technical, or Unique in Nature	20	0	\$ 4,138,197	\$ -	\$ 4,138,197	0.0%
<b>Total</b>	<b>42</b>	<b>1</b>	<b>\$ 13,253,935</b>	<b>\$ 30,000</b>	<b>\$ 13,283,935</b>	<b>0.23%</b>
<b>Total Eligible</b>	<b>95</b>	<b>54</b>	<b>\$ 47,338,427</b>	<b>\$ 16,518,869</b>	<b>\$ 63,857,296</b>	<b>25.87%</b>



Omar Reid  
Executive Vice President & Chief People Officer

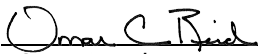
Friday, February 16, 2024

Update Regarding Harris Health's Food Farmacy Program

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Food RX Expansion update:

- MLK Health Center
  - Waiting for feedback from construction contractor, followed by Board approval
  - Estimated completion: December 2024
- Settegast Health Center
  - Advertising bids and should have by next month
  - Estimated completion: September / October 2024
- Gulfgate & El Franco Lee Health Centers
  - Working to combine the contract, meaning same construction contractor for both sites
  - Estimated completion: September 2024



Omar Reid

Executive Vice President & Chief People Officer



Friday, February 16, 2024

Presentation Regarding DEI Employee Engagement Data Analysis

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Omar Reid

Executive Vice President & Chief People Officer

**HARRISHEALTH SYSTEM**

# Voices of Harris Health 2023

DEI Employee Engagement Data Analysis  
Presented by Office of DEI

# Purpose

The purpose of a DEI analysis (deep dive) is to gain valuable insight variables that may contribute to the state of DEI within the organization. A DEI data analysis aids in identifying areas of opportunities to foster an inclusive and equitable environment.



# Methodology



Research methodology

- During the engagement survey design phase, DEI assisted in identifying questions that examined variables of diversity, equity, or inclusion

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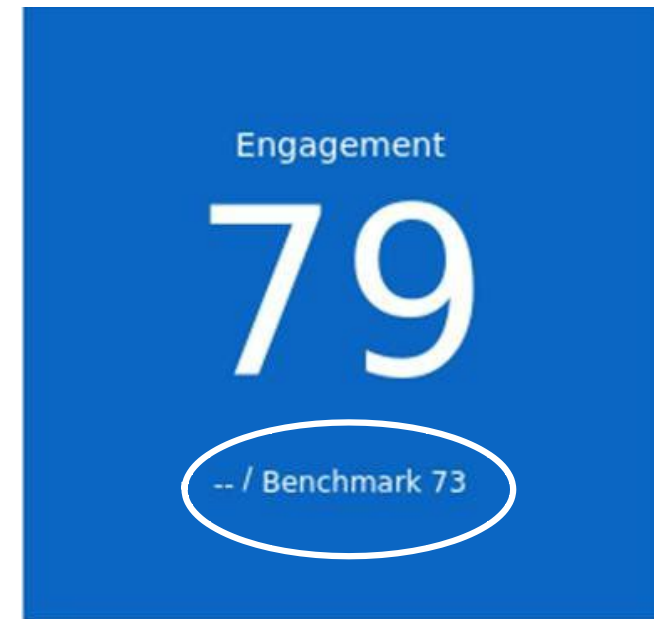
- As we embarked on launching the employee engagement survey, the DEI team proposed a supplemental DEI analysis of engagement survey findings

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- Upon survey completion; the DEI team used existing findings and available data and began univariate and multivariate analysis

# Benchmarking

- Benchmarking is the process of measuring results against organizations included in a subset for “**level-setting**” comparisons
- Benchmarks, or **comparison data**, include the benchmark, the company, teams, and average question
- Benchmarks also include **internal** (organizational average) and **external** (Glint’s external benchmark)
- DEI benchmarking is challenging; benchmark scores in this analysis provide us initial insight as benchmark **comparisons may neglect the diversity of organizations**



# 2023 Major Themes



## Feedback

- Two-way conversation
- Ask for specific feedback
- Give feedback as a team
- Thank people for feedback



## Authenticity

- Improve trust in the team
- Create opportunities for connection
- Help employees be themselves at work
- Create a culture of inclusion



## Inclusive Leaders

- Build a culture of belonging
- Create a culture of inclusion
- Show your team you value their input
- Cultivate inclusive leadership



## Recognition

- Practice reflective recognition
- Share how we want to be recognized
- Make time for recognition in team meetings
- Send a weekly gratitude note

# Areas of Interest



## Authenticity

I feel comfortable being myself at work

80



## Belonging

I feel a sense of belonging at Harris Health

77



## Inclusion

Inclusion 79  
Inclusion – Team 79  
Inclusive Leaders 71



## Appreciation of Differences

My workgroup has a culture in which employees appreciate the differences that people bring to the workplace

77



## Conflict Resolution

In our team, we do a great job of resolving conflicts

76

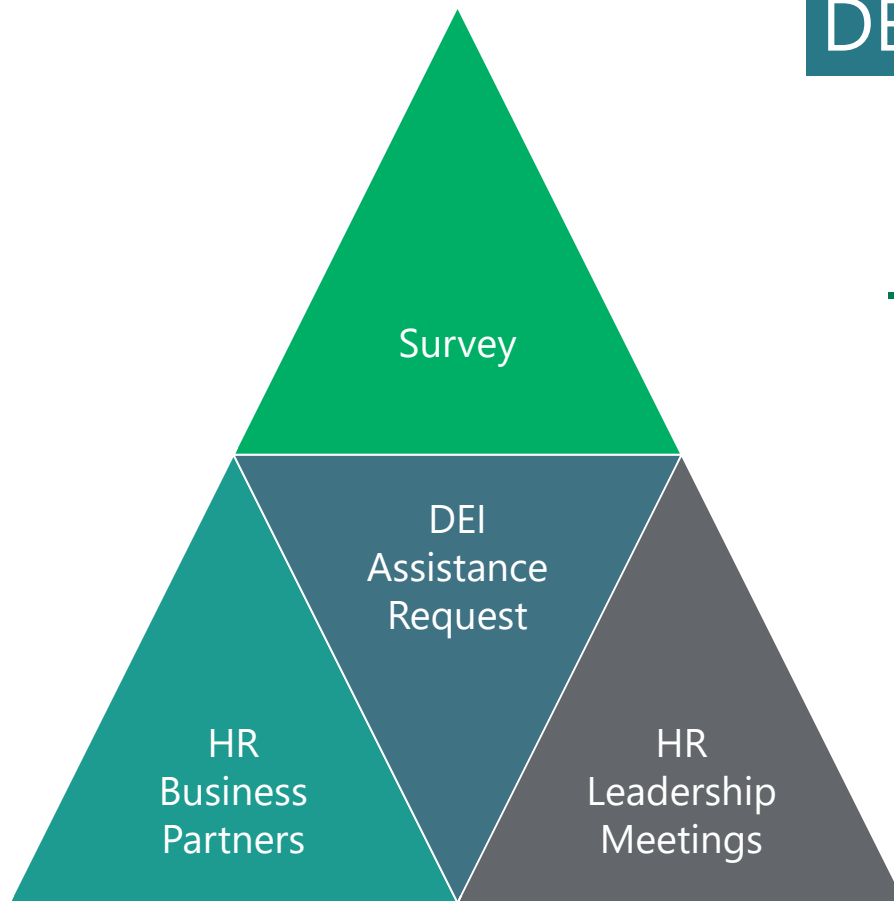
## Questions Identified to “Gauge” DEI

- Leaders at Harris Health value different perspectives (**inclusive leaders**)
- In our team, we do a great job of resolving conflicts (**conflict resolution – team**)
- My workgroup has a culture in which employees appreciate the differences that people bring into the workplace (**appreciate differences**)
- My manager values my perspective (**input – manager**)
- Diverse perspectives are valued at Harris Health (**inclusion**)
- Our team has a climate in which diverse perspectives are valued (**inclusion – team**)
- I feel comfortable being myself at work (**authenticity**)
- I can speak up about patient safety without fear of retaliation (**psychological safety**)





# DEI “Listening Campaign”

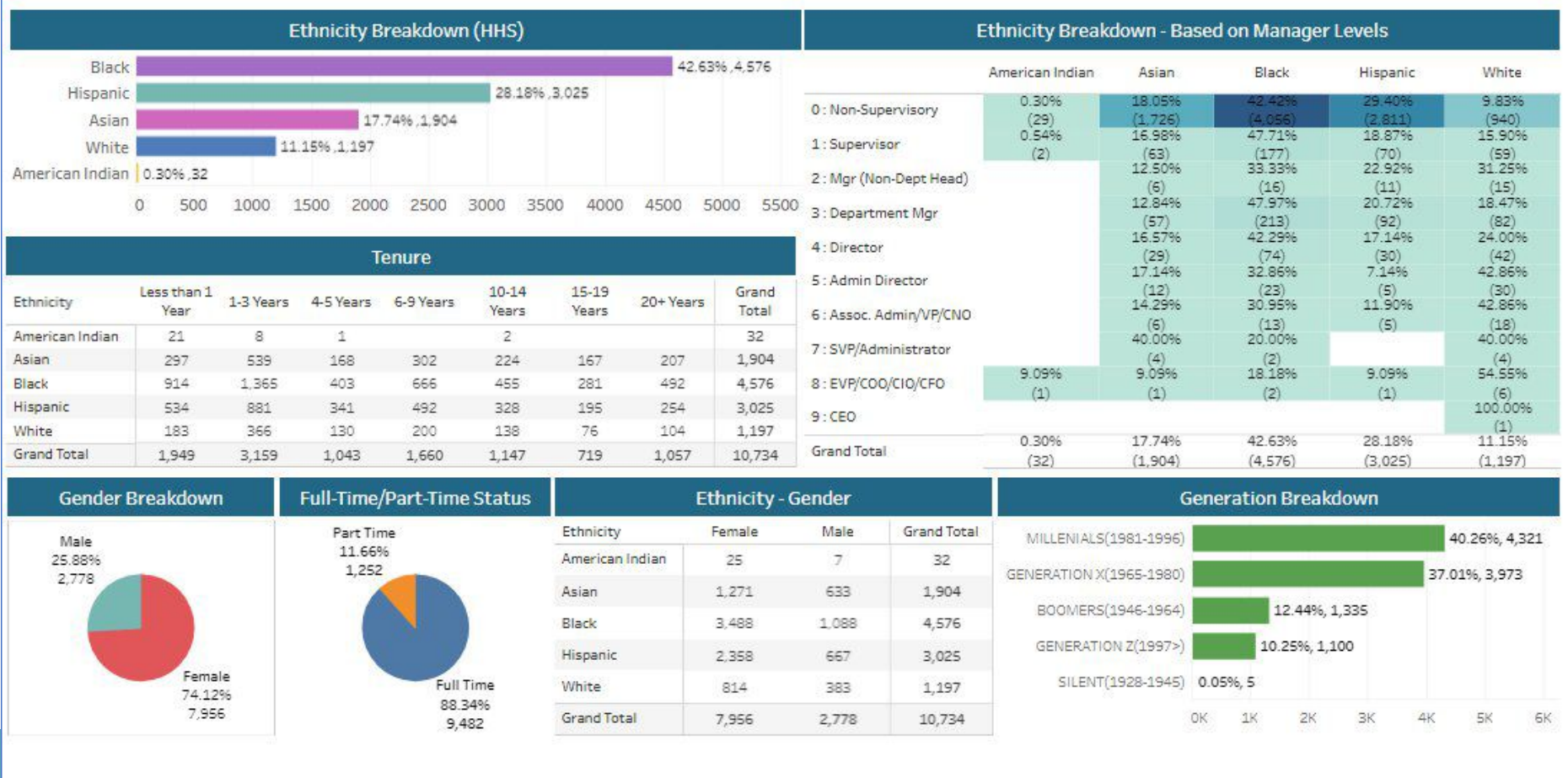


## Triangulation of Data

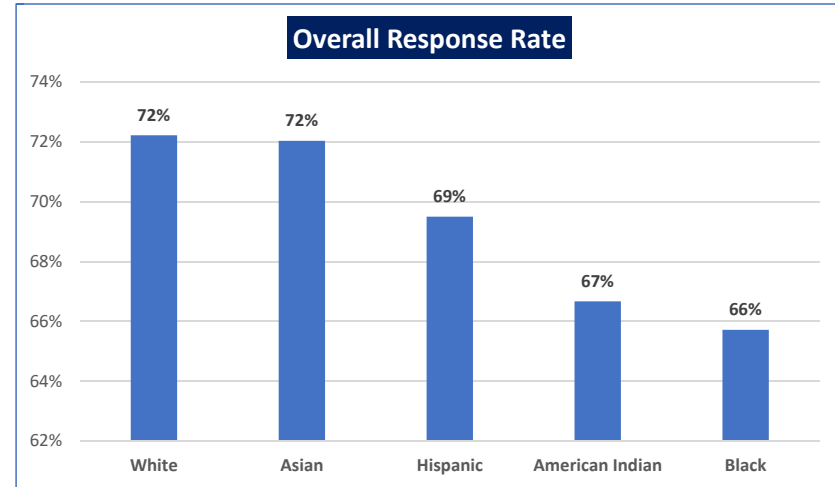
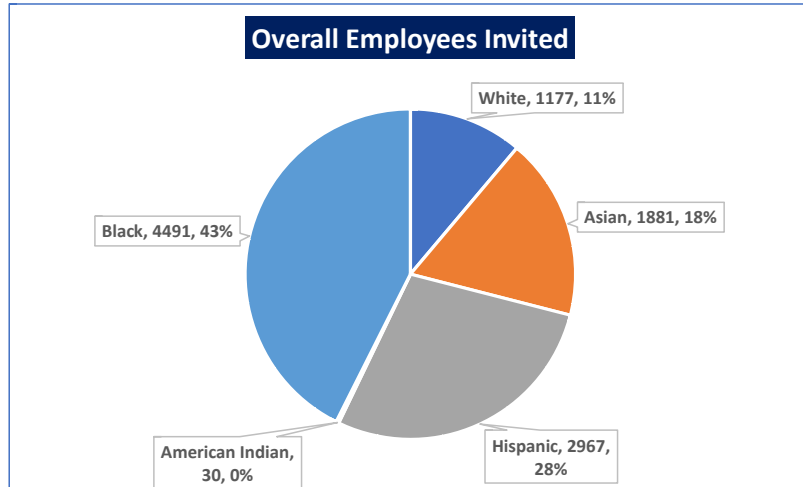
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Data triangulation is the use of a variety of data sources, including time, space and persons, in an analysis. Findings can be corroborated and any weaknesses in the data can be compensated for by the strengths of other data, thereby increasing the validity and reliability of the results.

# Harris Health System – Demographic Make-up

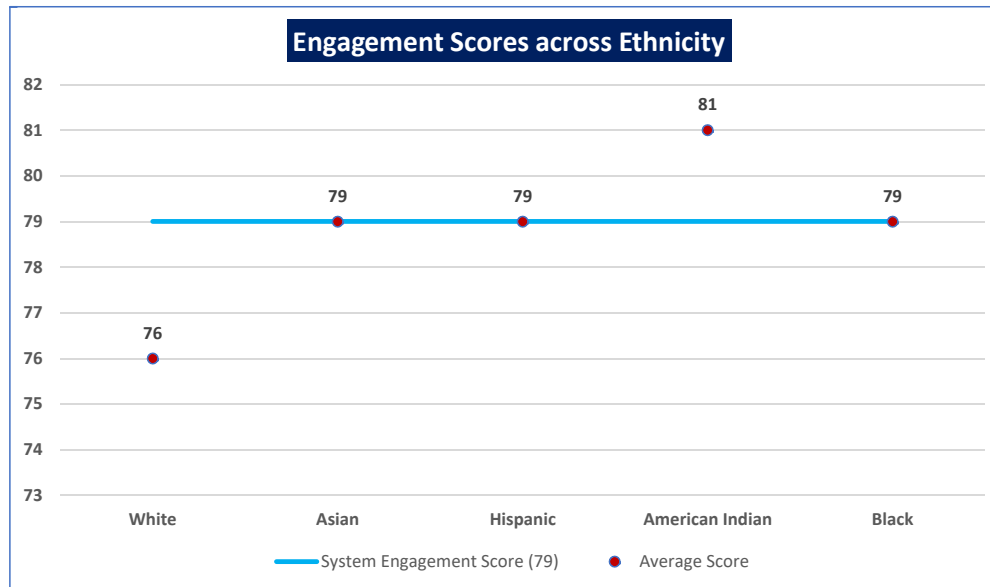


## Survey Completion % across Race/Ethnicity



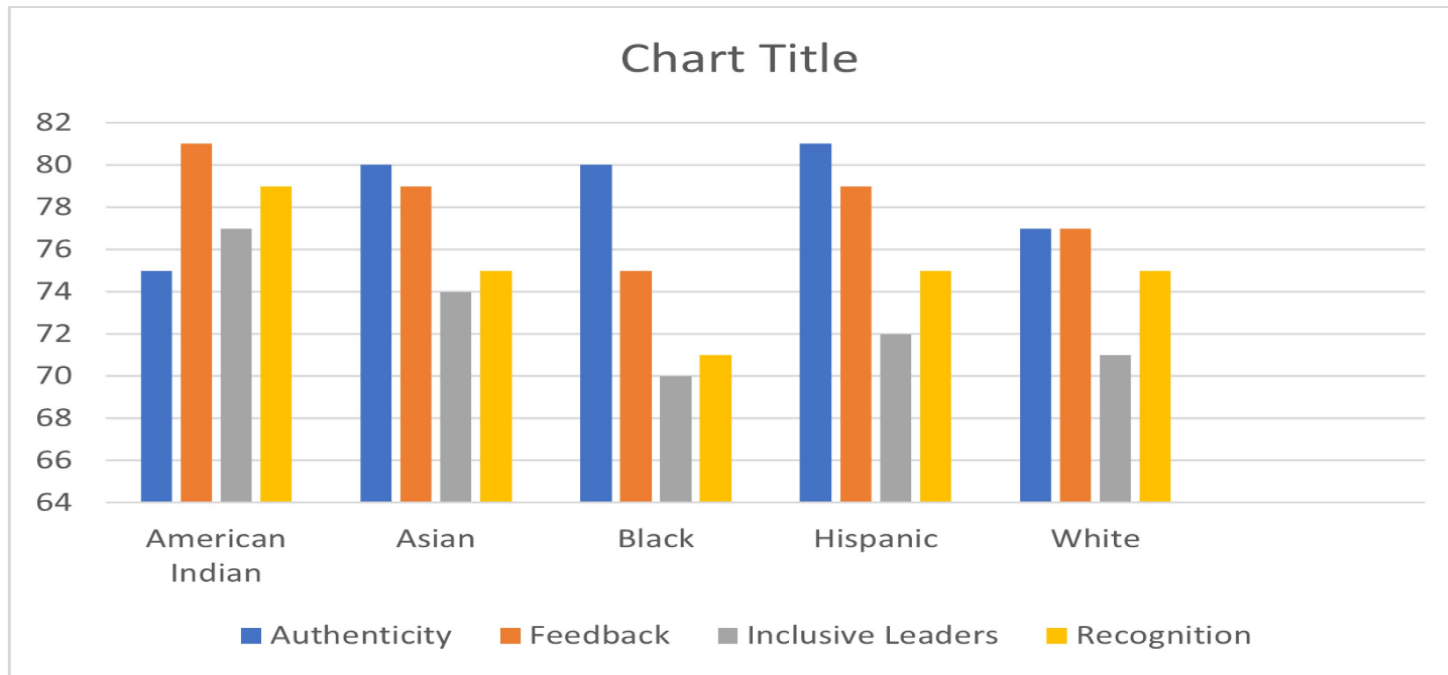
Black Race/Ethnicity reflects the highest segment of our surveyed workforce, but saw the lowest overall response rate.

# Engagement Scores across Ethnicity

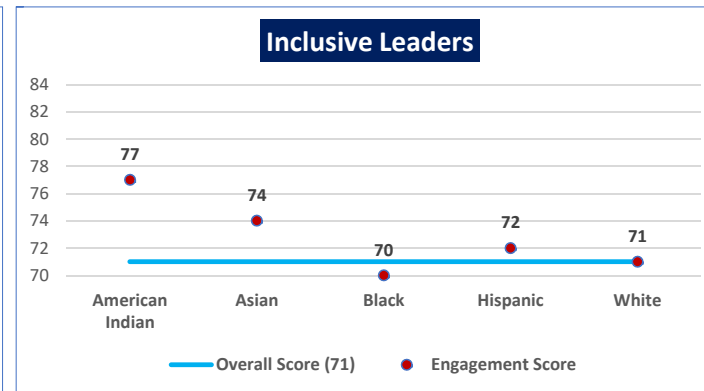
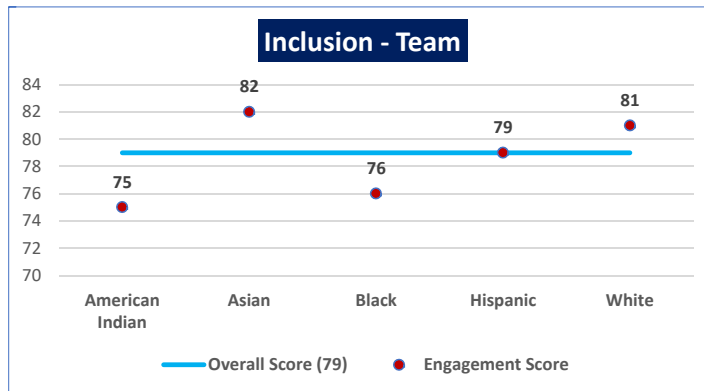
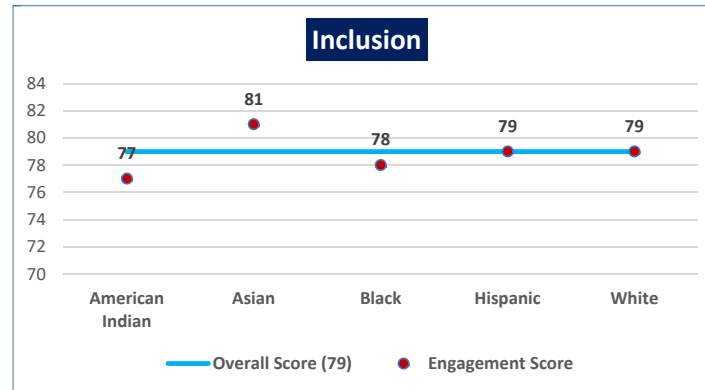


**Gender** distributions amongst the Engagement scores were consistent compared to Ethnicity distributions.

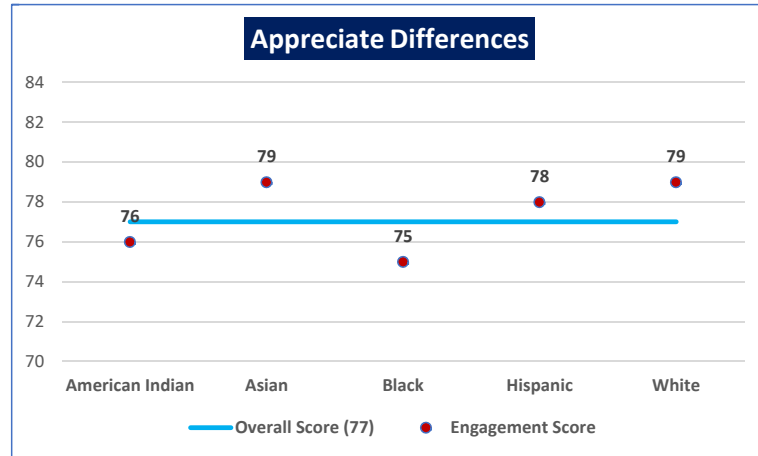
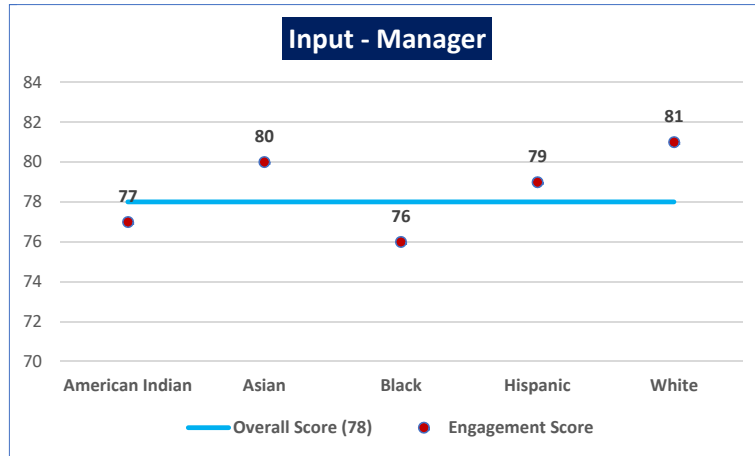
## Harris Health System Race Demographics Authenticity/Feedback/Inclusive Leader/Recognition



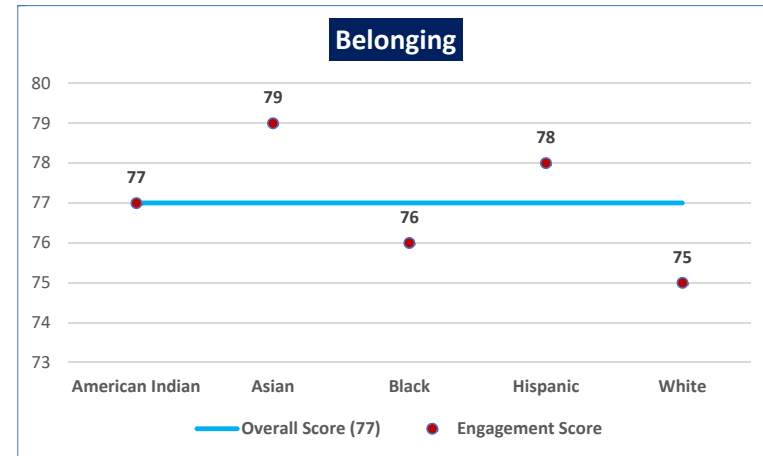
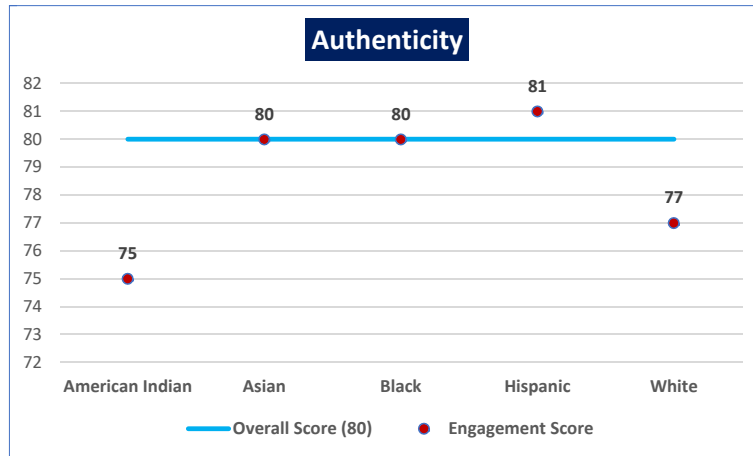
# Key Questions – Engagement Score across Ethnicity



# Key Questions – Engagement Score across Ethnicity



# Key Questions – Engagement Score across Ethnicity





Row Labels	AMIND	ASIAN	BLACK	HISPA	WHITE	Overall
Accountability	74	77	74	74	71	74
Action Taking	63	73	66	71	60	68
Appreciate Differences	76	79	75	78	79	77
Authenticity	75	80	80	81	77	80
Belonging	77	79	76	78	75	77
Benefits	74	71	76	79	74	76
Care	73	77	72	74	72	73
Career Goals	77	76	74	77	71	75
Career Path	80	75	69	74	72	72
Communication - GPS	75	82	80	78	75	79
Conflict Resolution - Team	70	79	74	77	76	76
Decision Making	70	71	65	69	65	68
Empowerment	74	75	73	75	73	74
Engagement	81	79	79	79	76	79
eSat	77	78	78	79	75	78
Feedback	81	79	75	79	77	77
Growth	75	77	74	77	72	75
Humanity - Respect - Culture	76	76	69	72	72	72
Inclusion	77	81	78	79	79	79
Inclusion - Team	75	82	76	79	81	79
Inclusive Leaders	77	74	70	72	71	71
Input - Manager	77	80	76	79	81	78

## DEI Engagement Survey Heat Map

J-Job Family	Location Name	ASIAN	BLACK	HISPA	WHITE
	Administration ACS		71		
	Administration Fournace Pla	66	74	82	78
	Ben Taub Hospital				77
	Lyndon B. Johnson Hospital		74		
	Administration Fournace Pla	75	71	88	80
	Ben Taub Hospital		58	72	
	Lyndon B. Johnson Hospital		74	89	
	Telecommute				73
	Administration ACS		70	83	
	Administration Fournace Place		80	86	
	Ben Taub Hospital	78	77	79	
	Lyndon B. Johnson Hospital		69	74	
	Outpatient Center		70	80	
	Smith Clinic		86	82	
	Telecommute		79	87	
	Thomas Street Health Center			80	
	Acres Home Health Center			64	
	Aldine Health Center			83	
	Ben Taub Hospital	84	79	73	72
	Casa de Amigos Health Center			86	
	El Franco Lee Health Center		75		
	Gulfgate Health Center			62	
	Lyndon B. Johnson Hospital	89	81	79	76

## DEI Engagement Survey Heat Map

## Potential Disparities in Scoring

Before we proceed...

The DEI Analysis identified that a particular demographic group, in a particular job family, in a particular location, may have a low score on a question like appreciate differences, while other demographic groups at the same location and in the same job family score significantly higher.

“Deep dive” included:

- determining whether that particular demographic group in that location is scoring all questions low
- comparing responses for the specific question for the job family across the system by race to ascertain trends
- comparing responses for the specific question for the various locations
- comparing responses for the specific question for the overall system

## Potential Job Family Based Disparities in Scoring



### **Food Services**

Food services reported a score of 69 in belonging and 60 in appreciation of differences



### **Social Work**

Social Work reported a score of 64 in belonging



### **Correctional Health**

Correctional Health reported a score of 60 in belonging, 60 in appreciation of differences, and 67 in inclusion

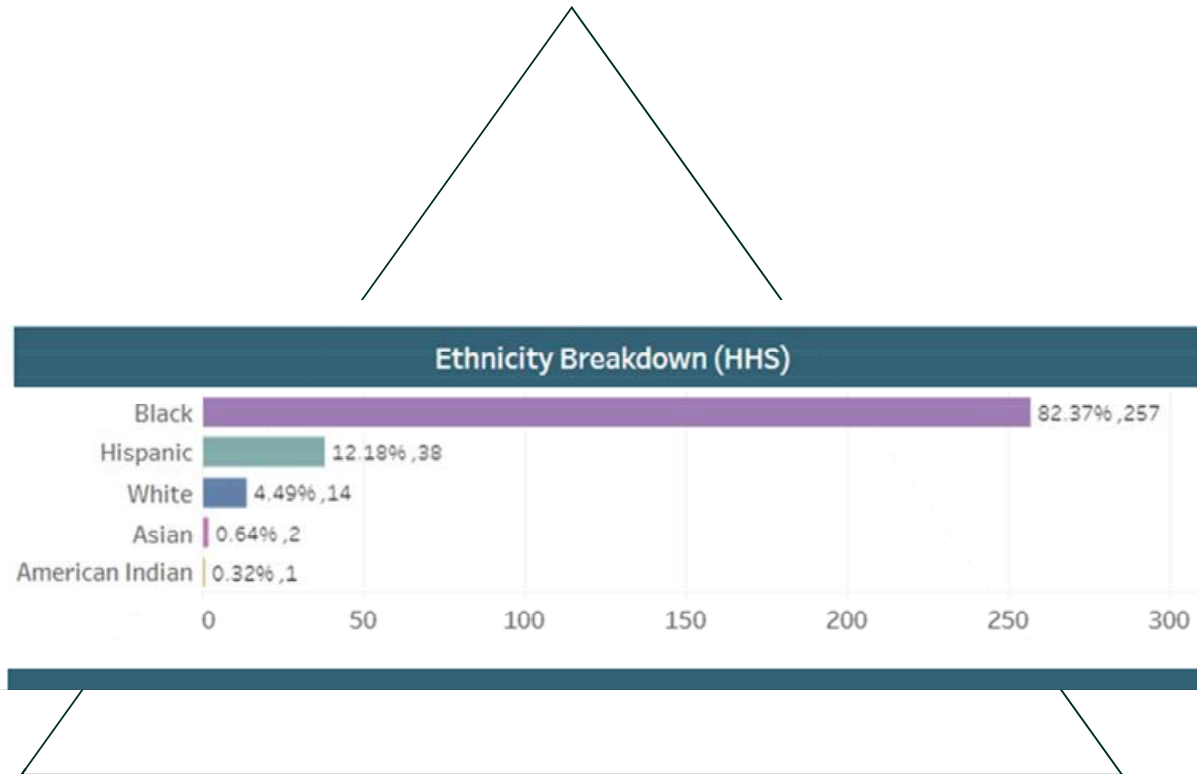


### **EVS**

EVS reported a score of 73 in belonging, 63 in appreciation of differences, and 70 in inclusion

Related to authenticity, belonging, appreciation of differences, and inclusion

# Triangulation of Data



## Security

Security reported a score of 66 in appreciation of differences

# Potential Ethnicity Based Disparities in Scoring



## Action Taking

American Indian and White Ethnicities have evaluated HHS with lower engagement scores related to Action Taking.



## Intent to Stay

White Ethnicity seems to have a visibly lower intent to stay with the organization.

(Nursing)



## Resources

White Ethnicity comparatively feel they do not have the resources to do their job well.

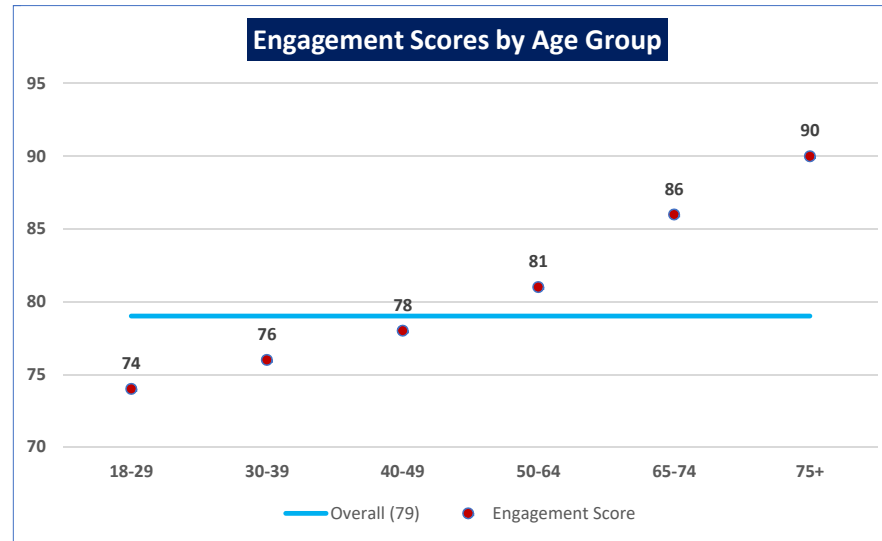
(Nursing)



## Work Life Balance

White Ethnicity has lower engagement score in terms of their ability to achieve work/life balance.

# Engagement Scores across Age Groups



# Engagement Scores across Age Groups

Engagement Questions	18-29	30-39	40-49	50-64	65-74	75+	Overall
Action Taking	64	65	68	71	78	83	68
Decision Making	64	65	67	70	76	79	68
Inclusive Leaders	70	69	71	72	80	82	71
Mobility	70	69	70	72	78	86	71
Well-Being	66	69	72	75	80	88	72
Humanity - Respect - Culture	69	71	71	73	79	94	72
Career Path	70	72	71	72	76	75	72
Values	70	71	71	74	78	90	72
Care	69	71	73	76	84	83	73
Recognition	71	72	74	74	80	82	73
Accountability	72	71	73	77	83	89	74
Empowerment	72	73	73	75	80	78	74
Resources	72	72	75	78	83	89	75
Career Goals	74	72	74	77	83	82	75
Growth	76	73	74	77	82	85	75
Benefits	73	74	75	77	84	90	76
Conflict Resolution - Team	73	74	76	77	82	85	76
Belonging	73	76	77	79	84	90	77
Appreciate Differences	76	76	77	77	83	86	77

Engagement Questions	18-29	30-39	40-49	50-64	65-74	75+	Overall
Feedback	76	77	77	77	82	79	77
Work Life Balance	72	74	78	81	88	92	78
eSat	73	75	78	81	86	90	78
Input - Manager	77	78	78	78	83	75	78
Motivation - Manager	77	78	79	79	84	76	78
Communication - GPS	72	75	80	85	86		79
Engagement	74	76	78	81	86	90	79
Recommend	74	77	78	81	86	90	79
Inclusion - Team	77	78	78	79	84	81	79
Inclusion	78	77	78	80	86	90	79
Intent to Stay	70	77	83	87	81		80
Authenticity	75	77	80	82	87	93	80
Psychological Safety - GPS	75	78	82	85	87		81
Resources - GPS	75	78	82	85	87		81
Team Support	80	81	80	81	85	76	81
Safety Climate	77	79	82	84	90	93	82
Safety Habits - GPS	80	83	87	90	91		86
Learning From Mistakes - GPS	81	84	87	89	90		86
Purpose	85	88	90	91	94	96	89

## Potential Disparities:

- 18-29 Age Group reflected lower average engagement scores compared to other Age Groups.
- Heat Map reflects the variance in engagement scores across different questions spanning the age groups.



# Engagement Scores across Pavilions

Scores/Pavilion Name	All	Harris County Sheriffs Office	Ben Taub Hospital	Lyndon B. Johnson Hospital	Ambulatory Care Services	Fournace/Other	Telecommute
Engagement	79	74	78	78	79	80	80
Engagement > Recommend	79	74	78	79	79	80	80
Engagement > eSat	78	74	77	77	79	80	80
Purpose	89	89	89	90	91	89	90
Safety Habits - GPS	86	87	85	85	88	83	95
Learning From Mistakes - GPS	86	83	85	86	87	85	96
Safety Climate	82	75	81	81	82	84	85
Team Support	81	78	80	80	82	83	83
Psychological Safety - GPS	81	81	80	80	83	80	95
Resources - GPS	81	72	80	81	84	76	95
Intent to Stay	80	82	78	81	83	81	94
Authenticity	80	77	79	79	81	80	81
Communication - GPS	79	71	79	79	81	82	97
Inclusion - Team	79	74	77	78	80	81	81
Inclusion	79	73	79	78	79	79	81
Input - Manager	78	66	77	76	79	81	82
Motivation - Manager	78	68	77	77	80	81	83
Work Life Balance	78	79	77	77	80	77	79
Feedback	77	66	77	75	80	79	83
Appreciate Differences	77	71	76	76	78	80	80
Belonging	77	69	77	77	78	78	78
Conflict Resolution - Team	76	74	73	75	79	78	81
Benefits	76	67	74	76	77	77	79
Resources	75	69	75	75	77	74	78
Growth	75	74	77	76	75	73	73
Career Goals	75	76	76	76	75	72	73
Accountability	74	76	74	72	74	75	79
Empowerment	74	70	74	74	74	75	73
Recognition	73	63	72	71	75	76	79
Care	73	70	72	73	74	76	76
Humanity - Respect - Culture	72	66	71	71	72	73	77
Values	72	68	72	72	72	72	74
Well-Being	72	69	70	71	71	76	76
Career Path	72	60	72	70	74	72	77
Mobility	71	67	71	71	71	70	72
Inclusive Leaders	71	66	71	71	72	72	72
Action Taking	68	70	68	69	66	68	70
Decision Making	68	62	67	67	68	68	69

# Engagement Scores across Manager Levels

Scores/Manager Level	All	6 : Assoc. Admin/VP/CNO	7 : SVP/Administrator	0 : Non-Supervisory	3 : Department Mgr	1 : Supervisor	2 : Mgr (Non-Dept Head)	4 : Director	5 : Admin Director	8 : EVP/COO/CIO/CFO
Engagement	79	76	77	78	80	80	81	81	84	84
Engagement > Recommend	79	75	75	78	81	80	82	81	84	82
Engagement > eSat	78	77	78	78	79	79	79	80	83	86
Purpose	89	93	94	89	90	91	88	94	94	98
Safety Habits - GPS	86	100	--	85	90	84	83	89	93	--
Learning From Mistakes - GPS	86	100	--	86	91	81	87	87	88	--
Safety Climate	82	77	84	81	85	82	85	85	90	89
Team Support	81	84	84	80	84	81	75	83	84	84
Psychological Safety - GPS	81	92	--	80	89	83	87	85	90	--
Resources - GPS	81	75	--	81	84	77	77	79	68	--
Intent to Stay	80	88	--	80	84	75	85	89	88	--
Authenticity	80	72	75	80	81	81	75	78	83	86
Communication - GPS	79	92	--	79	87	75	81	84	85	--
Inclusion - Team	79	81	84	78	83	78	77	83	83	91
Inclusion	79	72	75	79	80	80	76	80	82	89
Input - Manager	78	83	84	77	84	79	83	84	88	86
Motivation - Manager	78	81	75	78	84	78	78	82	83	89
Work Life Balance	78	67	72	78	70	77	76	69	71	68
Feedback	77	72	72	77	81	76	74	79	77	80
Appreciate Differences	77	76	84	76	81	76	76	83	82	89
Belonging	77	76	75	77	81	78	74	84	83	82
Conflict Resolution - Team	76	74	78	76	80	74	75	78	79	80
Benefits	76	76	63	75	81	79	71	79	81	84
Resources	75	56	56	76	74	73	71	68	65	73
Growth	75	72	69	75	78	73	71	78	77	82
Career Goals	75	73	72	75	77	75	72	77	76	84
Accountability	74	69	69	74	77	71	69	76	74	80
Empowerment	74	78	81	73	78	76	70	80	80	84
Recognition	73	72	63	73	79	71	74	78	81	73
Care	73	74	66	73	78	74	74	77	81	77
Humanity - Respect - Culture	72	73	59	71	74	70	74	75	77	75
Values	72	67	66	72	73	70	73	75	77	82
Well-Being	72	74	72	71	78	75	75	79	80	84
Career Path	72	62	69	72	76	67	72	72	72	75
Mobility	71	68	69	70	75	71	71	76	78	86
Inclusive Leaders	71	69	66	71	75	72	71	75	74	89
Action Taking	68	63	63	68	71	67	65	71	69	86
Decision Making	68	61	59	67	70	67	68	69	67	80

# Engagement – Regular vs. Supplemental/Temporary Employees



## **5.47% Higher Engagement**

Supplemental Employees had a **5.47%** average higher engagement score than Regular Employees across all questions.



## **Benefits**

Benefits was the only area where Supplemental Employees had a **10.53%** lower engagement score in comparison to Regular Employees.



## **Higher Engagement Areas**

Supplemental Employees had much higher engagement in areas such as Accountability, Action Taking, Decision Making, Mobility, Resources, and Work Life Balance.

# Engagement – Additional Findings/Conclusion



## **Inclusion**

Employees feel they can show up as authentic selves but do not necessarily feel they have an inclusive leader that supports their authenticity



## **Human – Respect – Culture**

(People at Harris Health treat each other with respect and dignity)

Analysis identified significant gaps in scoring across job families, pavilions, and ethnicity. Scores ranged from low 40s to low 60s. System score was 72



## **Engagement**

(DEI Dashboard Correlation)

Gen Z is outpacing Baby Boomers; however it experiences highest voluntary turnover over the past 2 years. Engagement scores indicate lowest engagement (74) score amongst generations in the organization

# Continued Engagement



## "Surface level" data

Requires engaging in additional data gathering (formal or informal)



## Manager Success Portal

Additional "breakdown" data and guidance located here



## Continued Learning

Diversity, equity, belonging, inclusion, authenticity, etc., require additional learning



## Communication

This work requires communication between individuals, between teams, and across the system.

# DEI + Employee Engagement



Encouraging managers to utilize existing tools provided by Glint and HH Employee Engagement Team



DEI Team & HR Partners are securing additional tools and resources

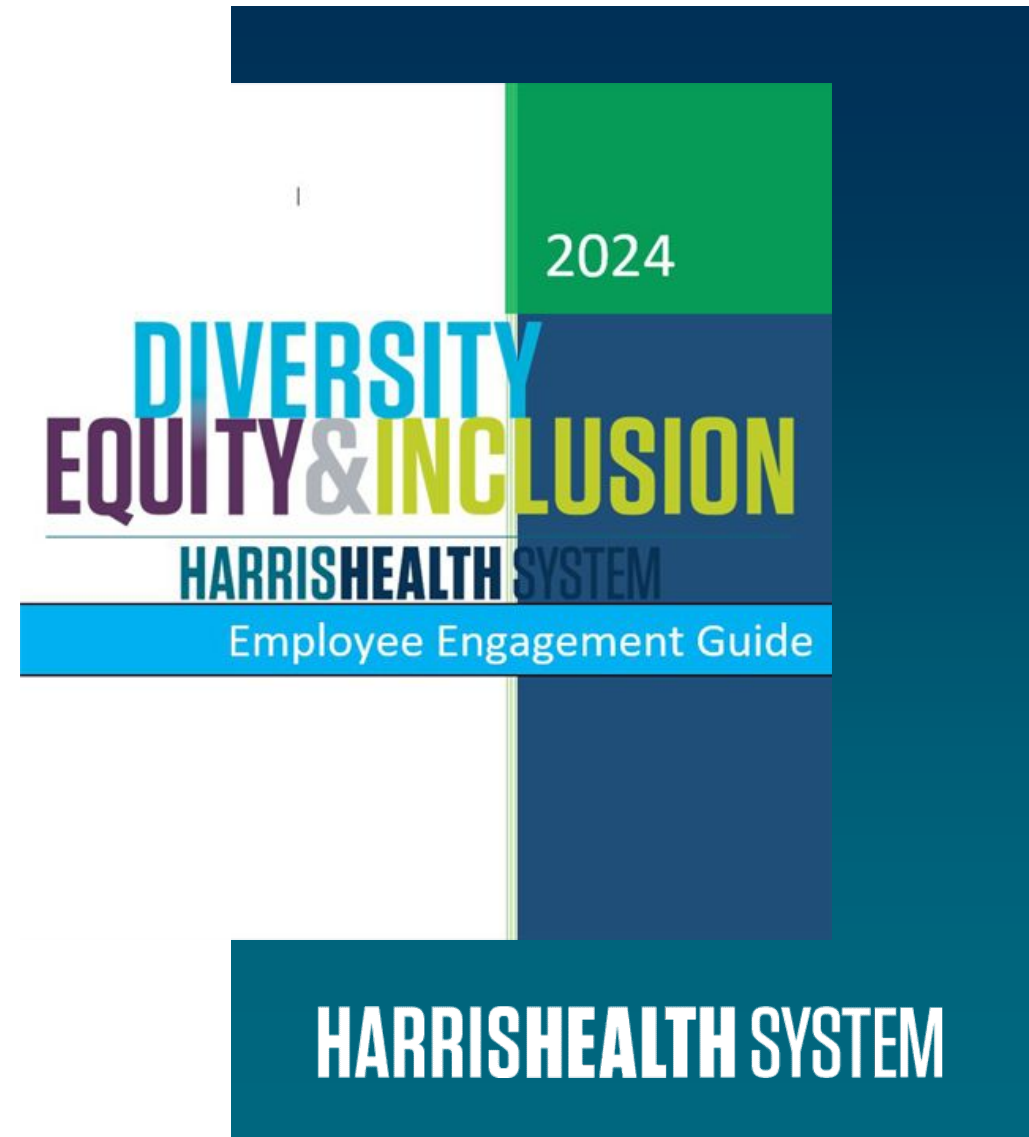


Telling our story. DEI is assessing and documenting areas that serve as models of DEI engagement within the system



DEI Team & partners will provide trainings and tools to teams, departments, or leaders

# Resources



# Alchemy Consulting

Beginning February 2024

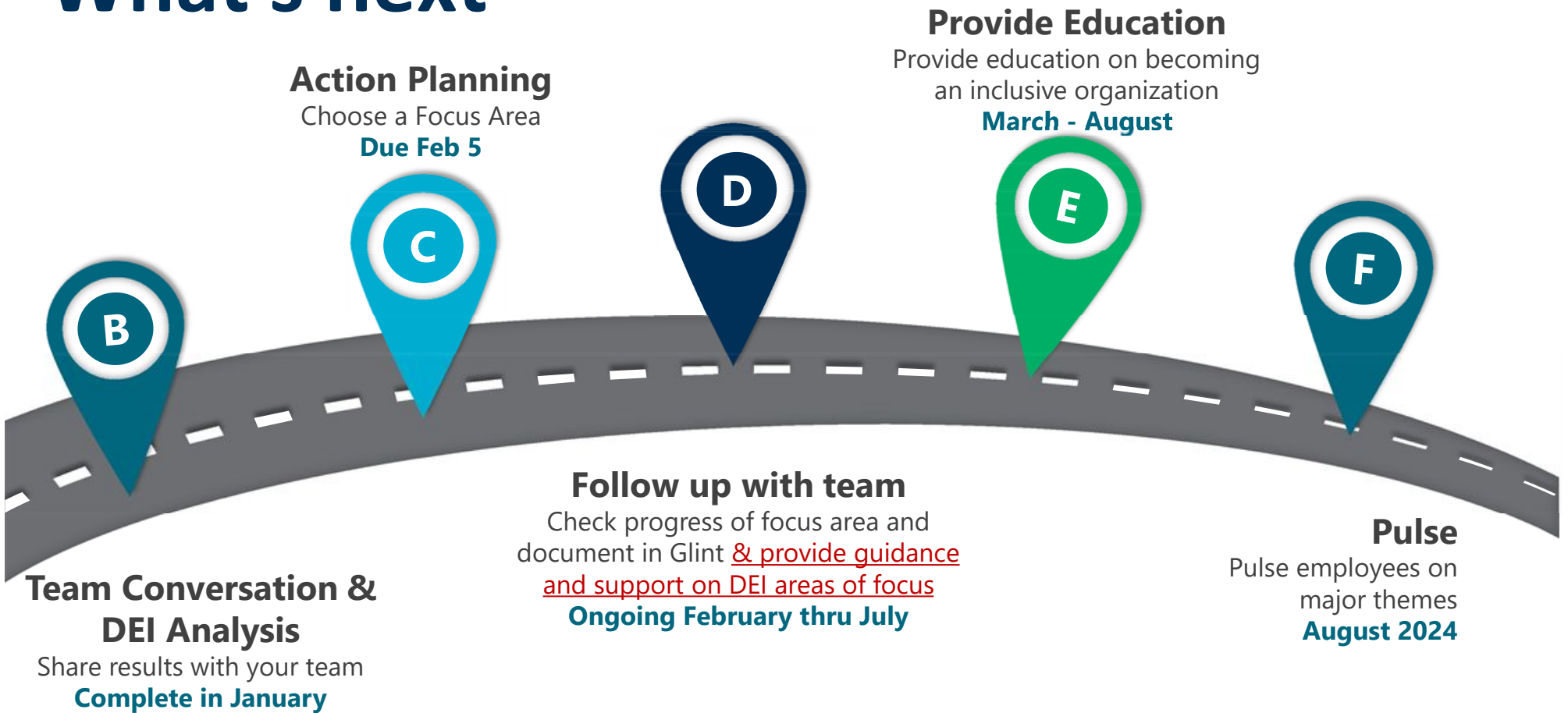
- Gathering of supplemental DEI data through structured and strategic interviews, focus groups, and possible surveying
- Providing DEI training in strategic areas to support opportunities for authenticity, inclusion, belonging, appreciation of differences, and inclusive leadership
- Assessing areas of opportunities for impact
- Aligning these activities with our current “Leading with Love” framework and pursuit ❤️



**“Transforming one  
culture, one company  
at a time”**



# What's next

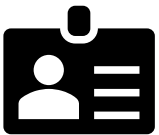


# QUESTIONS?

Jobi Martinez, Vice President & Chief Diversity Officer  
Thomas Alexander, Sr. Program Manager

**HARRISHEALTH**

THANK  
YOU



For more information, please contact us at  
[inclusion@harrishealth.org](mailto:inclusion@harrishealth.org)

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