

BOARD OF TRUSTEES

Diversity Equity and Inclusion (DEI) Committee

Friday, October 11, 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

- | | | |
|---|---------------------|----------|
| I. Call to Order and Record of Attendance | Ms. Ingrid Robinson | 2 min |
| II. Approval of the Minutes of Previous Meeting | Ms. Ingrid Robinson | 2 min |
| • DEI Committee Meeting – August 16, 2024 | | |
| III. New Business | Ms. Ingrid Robinson | 85 min |
| A. Presentation Regarding Partnering with Patients and Communities to Advance Access to Care – Dr. Chethan Bachireddy | | (35 min) |
| B. Presentation Regarding DEI Employee Engagement Analysis: Finding Statistical Significance – Dr. Jobi Martinez | | (35 min) |
| C. Discussion and Possible Action Regarding Proposed 2025 DEI Reporting Schedule – Dr. Jobi Martinez | | (15 min) |
| IV. Adjournment | Ms. Ingrid Robinson | 1 min |

HARRIS HEALTH SYSTEM
MINUTES OF THE BOARD OF TRUSTEES
DIVERSITY EQUITY AND INCLUSION COMMITTEE MEETING
Friday, August 16, 2024
11:30 AM

AGENDA ITEM	DISCUSSION	ACTION/RECOMMENDATIONS
I. Call to Order and Record of Attendance	Dr. Cody Pyke, Presiding Officer, called the meeting to order at 11:38 a.m. It was noted there was a quorum present and the attendance was recorded. The meeting may be viewed online through the Harris Health website: http://harrishealthtx.swagit.com/live .	
II. Approval of the Minutes of the Previous Meeting <ul style="list-style-type: none"> DEI Committee Meeting – April 9, 2024 		Moved by Ms. Libby Viera – Bland, seconded by Ms. Ingrid Robinson, and unanimously approved the minutes of the April 9, 2024 meeting. Motion carried.
III. New Business		
A. Presentation Regarding the M/WBE Annual Report	<p>Mr. Derek Holmes, Vice President, Contract Administration and Contract Diversity, delivered a presentation regarding the Minority Women-owned Business Enterprises (M/WBE) Annual Report. He provided an overview of the following items:</p> <ul style="list-style-type: none"> Year 1 Program Exclusions Initial Core Efforts of the Contract Diversity Program FY 2022-2023 Annual Report Summary FY 2023-2024 Year-to-Date Semi-Annual Report Key Takeaways and Emerging Initiatives from the Program M/WBE Testimonial <p>Dr. Pyke recognized the costs involved in implementing these MWBE initiatives. Mr. Louis Smith, Senior Executive Vice President and Chief Operating Officer, noted that expenses for these investments have risen, and a more detailed report will be provided to the Board in September. The Committee requested a summary of the presentation by highlighting the following: the three (3) top achievements since the program's launch, the three (3) main areas for growth or improvement, and the three (3) biggest barriers to contracts becoming eligible. A copy of the presentation is available in the permanent record.</p>	Moved by Dr. Cody Pyke, seconded by Ms. Ingrid Robinson, and unanimously approved that the Committee recommends that Mr. Holmes provide the requested summary be submitted to the DEI Committee Chair Ingrid Robinson prior to the August 29, 2024 Board Meeting so that she can include the information in her report to the Board. Motion carried.

B. Revised 2024 DEI Reporting Schedule	Ms. Jobi Martinez, Vice President and Chief Diversity Officer, presented the updated 2024 Diversity, Equity, and Inclusion (DEI) reporting schedule, proposing a transition from monthly to bi-monthly meetings. Dr. Pyke recommended extending the meeting duration from 1 hour to 1.5 hours to maintain the frequency and depth of the discussions. A copy of the revised 2024 DEI Reporting Schedule is available in the permanent record.	Moved by Dr. Cody Pyke, seconded by Ms. Ingrid Robinson, and unanimously accepted the revised 2024 DEI Reporting Schedule as amended. Motion carried. Moved by Dr. Cody Pyke, seconded by Ms. Ingrid Robinson, and unanimously accepted that the Committee recommends that the Board approve the revised 2024 DEI Reporting Schedule with noted revisions. Motion carried.
IV. Adjournment	There being no further business, the meeting adjourned at 12:24 p.m.	

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 August 16, 2024.

Respectfully submitted,

Cody Pyke, MD, JD, LLM, FCLM, Presiding Officer
In lieu of Ms. Ingrid Robinson, MBA, Committee Chair

Recorded by Cherry A. Pierson, MBA

Friday, August 16, 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 before close of business the day of the meeting.

DEI COMMITTEE MEMBERS PRESENT	DEI COMMITTEE MEMBERS ABSENT	ADDITIONAL BOARD MEMBERS PRESENT
Dr. Cody M. Pyke (<i>Presiding Committee Chair</i>)	Dr. Andrea Caracostis (<i>Ex-officio</i>)	
Libby Viera-Bland (<i>Acting Committee Member</i>)	Jennifer Tijerina	
Ingrid Robinson		

HARRIS HEALTH EXECUTIVE LEADERSHIP, STAFF & SPECIAL INVITED GUESTS	
Carolynn Jones	Louis Smith
Cherry Pierson	Maria Cowles
Daniel Smith	Dr. Maureen Padilla
Derek Curtis	Micah Rodriguez
Derek Holmes	Nicholas J. Bell
Ebon Swofford (<i>Harris County Attorney's Office</i>)	Olga Rodriguez
Elizabeth Hanshaw Winn (<i>Harris County Attorney's Office</i>)	Patricia Darnauer
Dr. Esmaeil Porsa (<i>Harris Health President & CEO</i>)	R. King Hillier
Dr. Glorimar Medina	Randy Manarang
Dr. Jennifer Small	Dr. Sandeep Markan
Jennifer Zarate	Sara Thomas (<i>Harris County Attorney's Office</i>)
Dr. Jobi Martinez	Shawn DeCosta
John Matcek	Dr. Steven Brass
Kari McMichael	Thomas Alexander
Kevin Lin	Victoria Nikitin
Lindsey "Katie" Rutherford (<i>Harris County Attorney's Office</i>)	

Friday, October 11, 2024

Presentation Regarding Partnering with Patients and Communities to
Advance Access to Care



Omar C. Reid, MBA, IPMA, CP
Executive Vice President & Chief People Officer

Partnering with Patients and Communities to Advance Access to Care

**Board of Trustees DEI Committee
October 11, 2024**

Chethan Bachireddy, MD, MSc
SVP & Chief Health Officer

Veronica Patricio
Director of Operations, Patient Eligibility

Access to Care is a Determinant of Health



Framing the Issue: A Spotlight on Settegast

- Early 2023 article drawing attention to known life expectancy gaps in the Settegast community
- Harris Health engaged with the *Actions for Health Equity in Settegast* collaborative which included listening sessions and the development of a Community Action Plan
- Continue to actively participate in the Super Neighborhood 49/50 for opportunities to share Harris Health-related information and resources

LOCAL // HOUSING
This neighborhood has the lowest life expectancy in Harris County. A grant is trying to change that.



Raquel Natalicio/Staff photographer

R.A. SCHULTZ, STAFF WRITER
Updated: Jan. 26, 2023 1:50 p.m.

○○○|

In the northeast Houston neighborhood of Settegast, the average person can expect to live for 66 years, according to federal estimates – giving the neighborhood an unwanted distinction: It has the shortest life expectancy in Harris County. The average person residing in the quiet community just beyond the Loop, where dogs sleep in the streets and horses flick their tails in grassy yards, can expect to live at least 20 years less than the average person does in areas including Clear Lake City, Upper Kirby and parts of the Energy Corridor.

Carolyn Rivera, who has lived in her Settegast home for 43 years, can tick off the maladies facing her neighbors: high blood pressure, a brain tumor, epilepsy. Two teenagers she knows suffer from kidney disease. In the neighborhood, bounded by a Union Pacific railroad terminal on one side and two landfills to the other, it is hard to get fresh food.

Settegast Community Action Plan

- Major themes and residents' priorities:
 - Access to Goods and Services
 - Community Organizing and Capacity Building
 - Education and Employment
 - Environmental Health
 - Housing and Land Use
 - Mobility, Health, and Safety
 - Parks and Recreation
- Health-related themes:
 - Sidewalks and crosswalks are missing or poor quality → hard to access goods, services, parks, schools, and bus stops
 - Public transportation options are limited and infrequent
 - Community lacks access to affordable, healthy food options
 - Limited options for shopping at local businesses in the area
 - Difficult to access goods and services outside the neighborhood by public transit
 - Access to quality health services is limited
 - Community lacks access to pharmacies



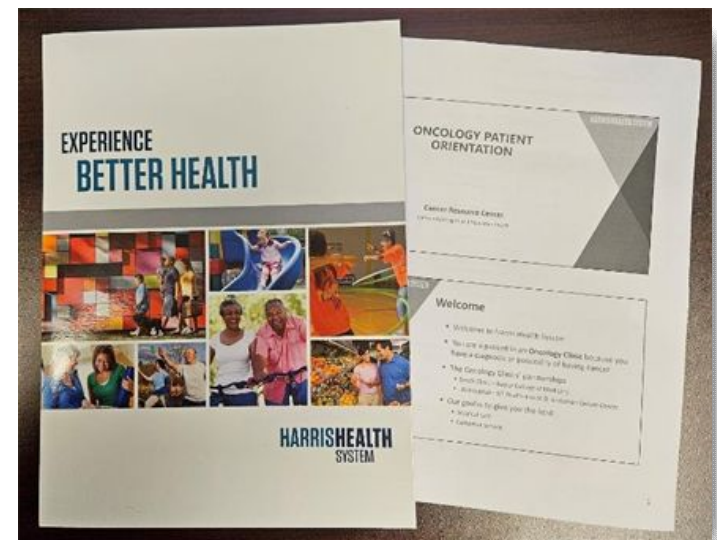
Settegast Community Action Plan Activities

- Planning and supporting the 1st and 2nd Annual Settegast Resource Fair & Block Party
 - Eligibility outreach
 - Mobile mammography
 - Biometric screenings
 - Food distribution
- Settegast Food Farmacy – coming Q4 2024
- Eligibility presentations at houses of faith in the community



The Patient Orientation Initiative

- Modeled and scaled from Patient Orientation offered to new oncology patients
- Developed committee of stakeholders to advise development of patient orientation materials for new and returning patients
- Goals:
 - Improve communication to new patients about how to successfully access and navigate Harris Health
 - Improve patient experience and satisfaction navigating Harris Health System



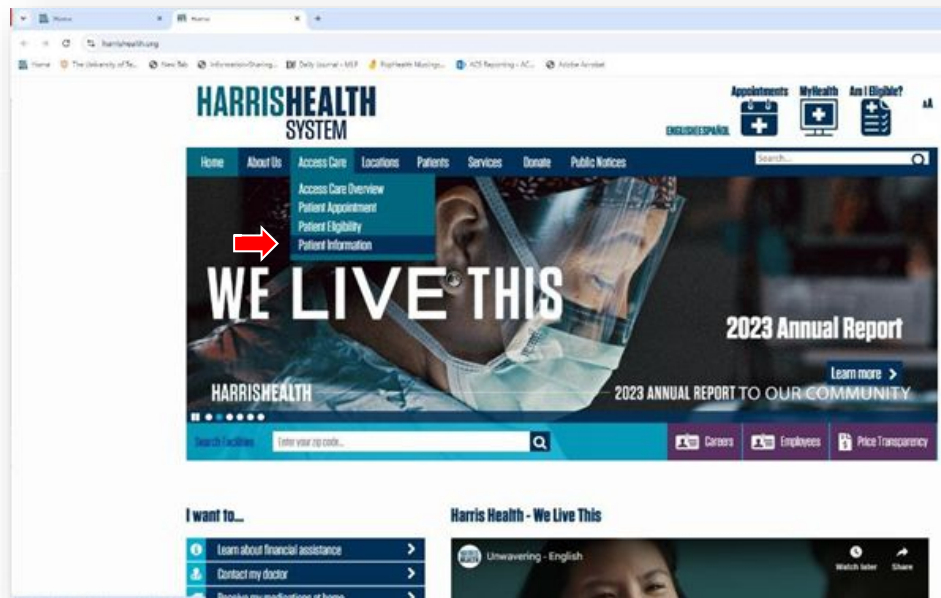
Patient Orientation Committee Members

Name	Title	Representing
Arquelles, Teresa	Patient - LBJ Patient Advisory Group	Harris Health Patients
Benningfield, Nicole	Senior Manager – Communications	Communication
Callaway, Amanda M	Assoc Admin-Mission Advancement, Mission Advancement	Communication
Castro, Esdras Aaron	Senior Call Center Manager, PA Scheduling	Patient Appointment and Referral Center (PARC)
Collette, Kendall	Manager-Volunteer Resources, Volunteer/Guest Services	Volunteer Management
De La Cruz, Maria	Director, Care Integration, Community Integration	Population Health
De Leon, Bianca Guerrero	HIV Project Coordinator, Grants - Thomas Street	ACS Operations
Guillory, Dianna Marie	Manager Eligibility, Eligibility Service Center	Eligibility
Gutierrez, Susan	Eligibility Audit Coordinator, Eligibility Service Center	Eligibility
Hattery, Erica Gonzalez	Director of Care Integration, Care Integration - Pop Health	Population Health
Kennedy-Tull, Andrea	Dir - Patient Experience & Ops, Patient Experience/Operations	Patient Experience
LaRue, Denise Marie	Admin Director, Clinical Integration and Transformation	Population Health
Luong, Krystal	Supervisor Cancer Resource Center, Community Integration	Population Health
McMahan, William Alan	Dir Operations, PA Scheduling	Patient Appointment and Referral Center (PARC)
Pham, Thuy	Senior Operations Manager	ACS Virtual Care
Prado, Melvin	Sr. Ops Manager	ACS Operations
Patricio, Veronica	Dir Operations, Eligibility Service Center	Patient Eligibility
Riddle, David Karl	Admin Dir - Patient Experience, Patient/Customer Relations	Patient Experience
Ruggerio, Michael Christopher	HIV Project Manager, Grants - Thomas Street	ACS Operations
Walker, Dwanika	Sr. Ops Manager	ACS Operations
White, George	Patient - BT Patient Advisory Group	Harris Health Patients

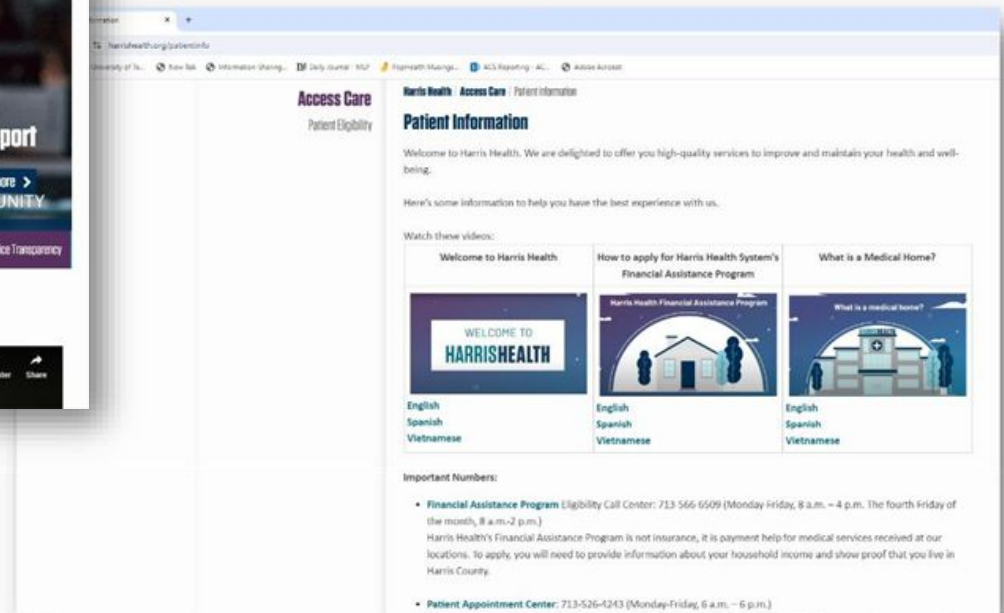
Patient Orientation Objectives

1. Create patient orientation materials for new and returning patients, focusing on:
 - a) Welcome to Harris Health – system overview, key numbers and resources
 - b) Establishing a Medical Home – benefits of coordinated care with a PCP
 - c) Financial Assistance Program (FAP) – step-by-step application guidance
2. Develop a communication plan to disseminate information to new and returning patients.
3. Develop a communication plan to educate Harris Health staff on patient orientation resources

Patient Orientation Landing Page



- Easy URL: www.harrishealth.org/patientinfo
- Consolidates all system navigation information
- Videos available in top 3 languages



Patient Orientation Videos

Welcome to Harris Health	How to apply for Harris Health System's Financial Assistance Program	What is a Medical Home?
		
English Spanish Vietnamese	English  Spanish Vietnamese	English Spanish  Vietnamese

Patient Orientation Materials

For patients:

- Included in FAP eligibility notice:
 - Reversible flyer with key numbers
 - Welcome letter with system FAQs
- Digital and print displays at clinics
- Social media posts

For staff:

- New Employee General Orientation
- Employee newsletters
- Roadshow & Townhalls

Welcome to Harris Health
Your Medical Home for Primary Care

Get Connected with a Medical Home near you.

Appointment Center 713-526-4243	Same Day Clinics 713-218-2697
Eligibility Call Center 713-566-6509 Financial Assistance Eligibility	Ask My Nurse Hotline 713-634-1110 24 hours a day / 7 days a week

Sign Up for Text Messages
Enroll to receive important messages from Harris Health. Text START to 50626.

Suicide Hotline
988

Through your MyHealth patient portal you have many self-service options to stay connected to your health team.

Sign up online at: myhealth.harrishealth.org MyHealth Help Desk: 713-634-1661

Visit our Patient Information webpage to learn more.

HarrisHealth.org/PatientInfo

MyHealth app is powered by MyChart® Screened from Epic Systems Corporation, ©2019-2024.

HARRISHEALTH

P.O. Box 94769, Houston, Texas 77268-6769

Dear Patient Name,

Welcome to Harris Health System. We are delighted to offer you with quality care to improve and maintain your health. You now have access to health care providers at any of our health centers across Harris County. We encourage you to visit HarrisHealth.org/PatientInfo for access to all orientation videos and frequently asked questions.

How do I start my care with a provider?
Call 713-526-4243 to make an appointment with a provider at a health center near your home or work for easy access. Your first visit will address your health concern and learn about your medical history. This will become your medical home. You can always change your medical home by talking to the clinic's front desk.

What is a medical home?
Your medical home is the health center where you will receive check-ups, annual physical exams, screenings, immunizations, follow-ups for health conditions, or if you are feeling sick. Seeing your doctor on a regular basis can keep you healthy and ensure you receive timely and appropriate treatment.

Can I see specialists at Harris Health?
Yes, we have specialty clinics that will be available to you if you need specialized care for conditions like cancer and heart problems. Your primary care doctor will refer you to specialists if they consider it necessary to manage your health condition.

What do I do after hours if I am not feeling well?
If you are experiencing symptoms or need medical advice The Ask My Nurse hotline is available 24 hours a day, seven days a week. Call 713-634-1110.

Same day clinics are a good option for getting care for minor illnesses and injuries that are not life threatening. Most of Harris Health's Same day clinics are open Monday-Saturday, 8 a.m.-8 p.m., and closed 1-2 p.m. No appointment is necessary. For more information or to call ahead to check availability call 713-218-2697.

What if I have an emergency and need immediate help? Call 911. Suicide Hotline Call 988

Harris Health Hospitals:
Harris Health has two hospitals—Harris Health Ben Taub Hospital in the Texas Medical Center and Harris Health Lyndon B. Johnson Hospital in Northwest Houston. Depending on the level of your symptoms or injuries, they can treat you in the emergency room or you may be admitted to the hospital for inpatient care.

How do I stay connected to Harris Health?
Enrolling in the MyHealth patient portal will allow you to make appointments, refill prescriptions, view your test results and send messages to your doctor at no additional cost to you 24 hours/7 days a week. Additionally, you can schedule a same day Video Visit Now to virtually speak to a doctor during Same Day Clinics operating hours. For assistance in setting up or using MyHealth, please go to www.harrishealth.org/virtualcare or call 713-634-1661.

Thank you for choosing Harris Health as your medical home. We are here to serve you and ensure you have timely and exceptional care.

Sincerely,
Jennifer Small

Jennifer Small, AuD, MBA, CCC-A
Executive Vice President, Ambulatory Care Services
Harris Health System

WELCOME TO HARRIS HEALTH

Your Medical Home for Primary Care

Get Connected with a Medical Home near you.

Appointment Center
713-526-4243

Same Day Clinics
713-218-2697

Eligibility Call Center
713-566-6509
Financial Assistance Eligibility

Ask My Nurse Hotline
713-634-1110
24 hours a day / 7 days a week

Sign Up for Text Messages
Enroll to receive important messages
from Harris Health. Text START to
50626.

Suicide Hotline
988

Through your MyHealth patient portal
you have many self-service options
to stay connected to your health team.

MyHealth app is powered by MyChart® licensed from Epic Systems Corporation, ©1999-2024.

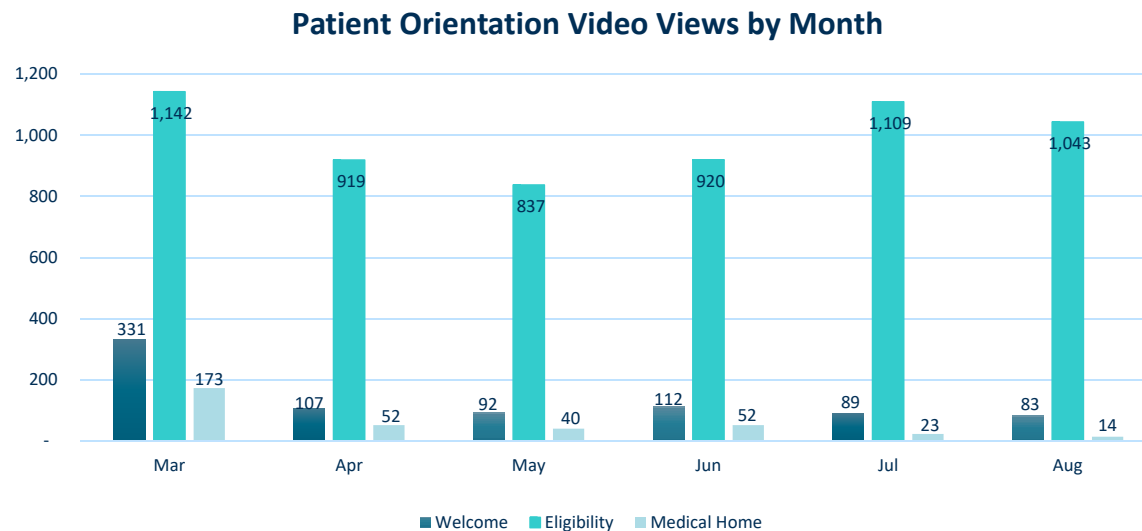
Sign up online at: myhealth.harrishealth.org
MyHealth Help Desk: 713-634-1661

Visit our
Patient Information
webpage to learn more.
HarrisHealth.org/PatientInfo

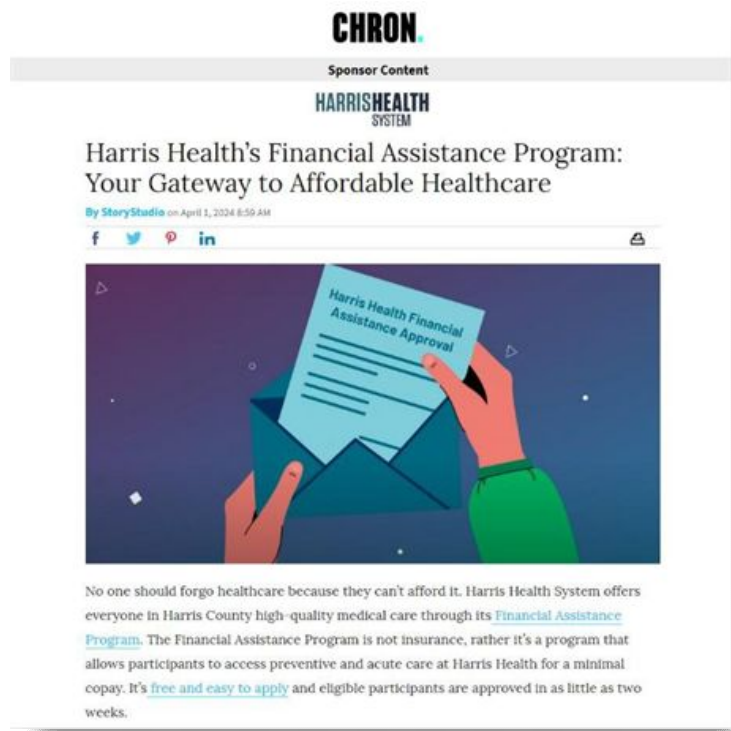


Early Results and Next Steps

- Tracking video views by type over time
- Including Medical Home video link in text outreach to newly scheduled patients
- Placing video QR codes at Registration and other high visibility areas



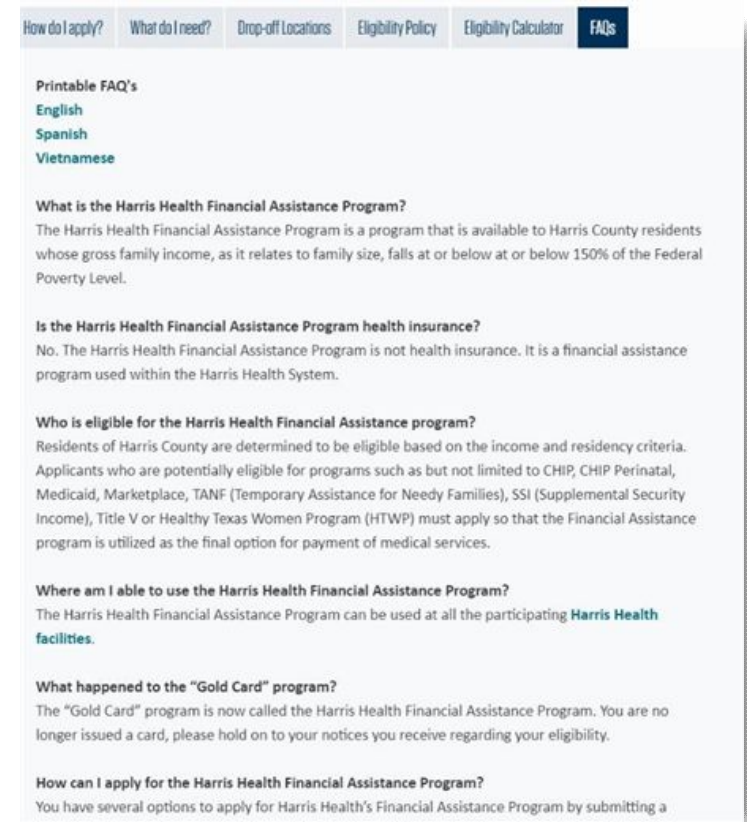
Community Outreach & Partner Engagement



- Participation in community health fairs to provide Harris Health FAP information and applications
- Ongoing community partner training & capacity-building on FAP application support
 - E.g., ECHOS, Memorial Hermann, Baker Ripley
- Houston Chronicle story – published April 2024

Patient-Facing Initiatives

- Call center available for questions on how to apply, renew, or obtain a status update: 713.566.6509
- Launched online application in April 2022 to support new and renewal applications
 - <https://ola.veritysource.com/harris>
- Added FAQs to website to address most common call center questions – launched September 2024



Staff Inreach Initiatives

- Eligibility roadshow across health centers to ensure all staff is current on FAP criteria and processes
- Various clinic events throughout the year



Questions?

Friday, October 11, 2024

Presentation Regarding DEI Employee Engagement Analysis:
Finding Statistical Significance



Omar C. Reid, MBA, IPMA, CP
Executive Vice President & Chief People Officer

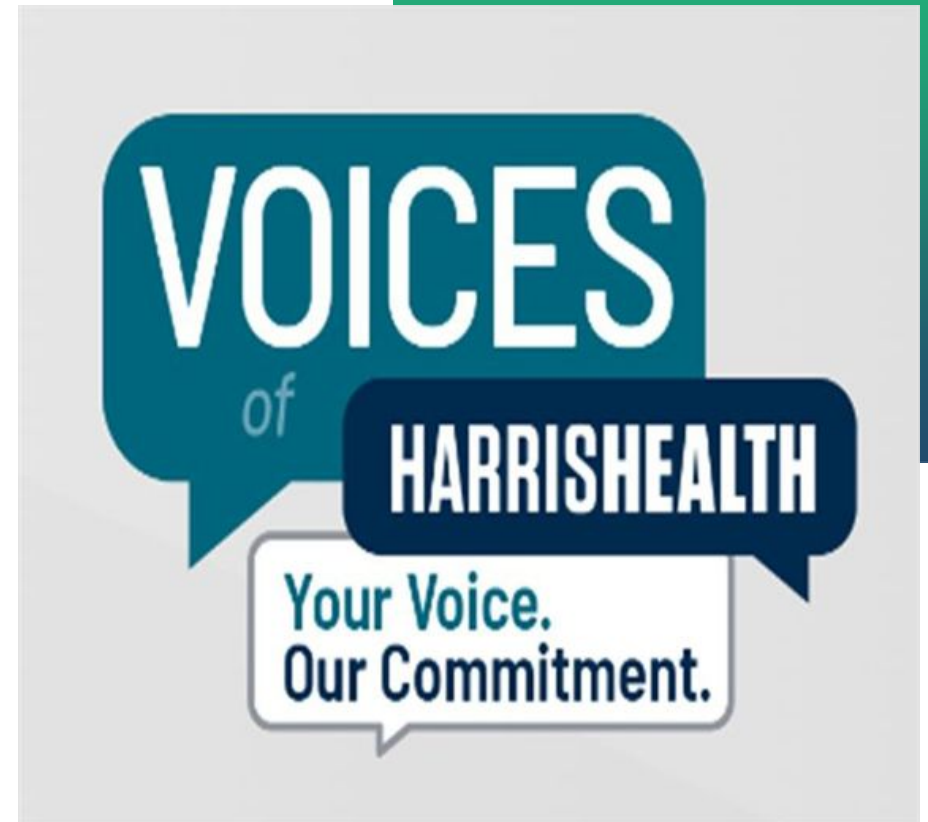
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Voices of Harris Health 2023/24

Employee Engagement Survey
Results & Updates

Agenda

- Overview of 2023 Employee Engagement Survey
- Overview of DEI Employee Engagement Findings Analysis
- 2024 Review of Employee Engagement Resources & Initiatives
- Statistical Significance Analysis & Findings

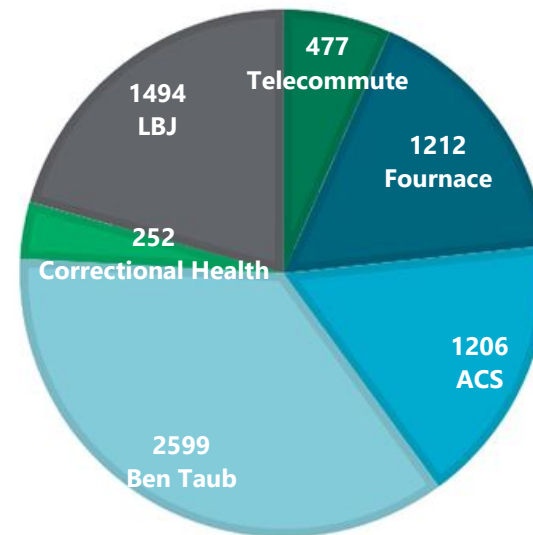


Response Rate 69%

7240 of 10548 gave feedback

VOICES SHARED

■ Telecommute ■ Fournace ■ ACS ■ Ben Taub ■ Correctional Health ■ LBJ



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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

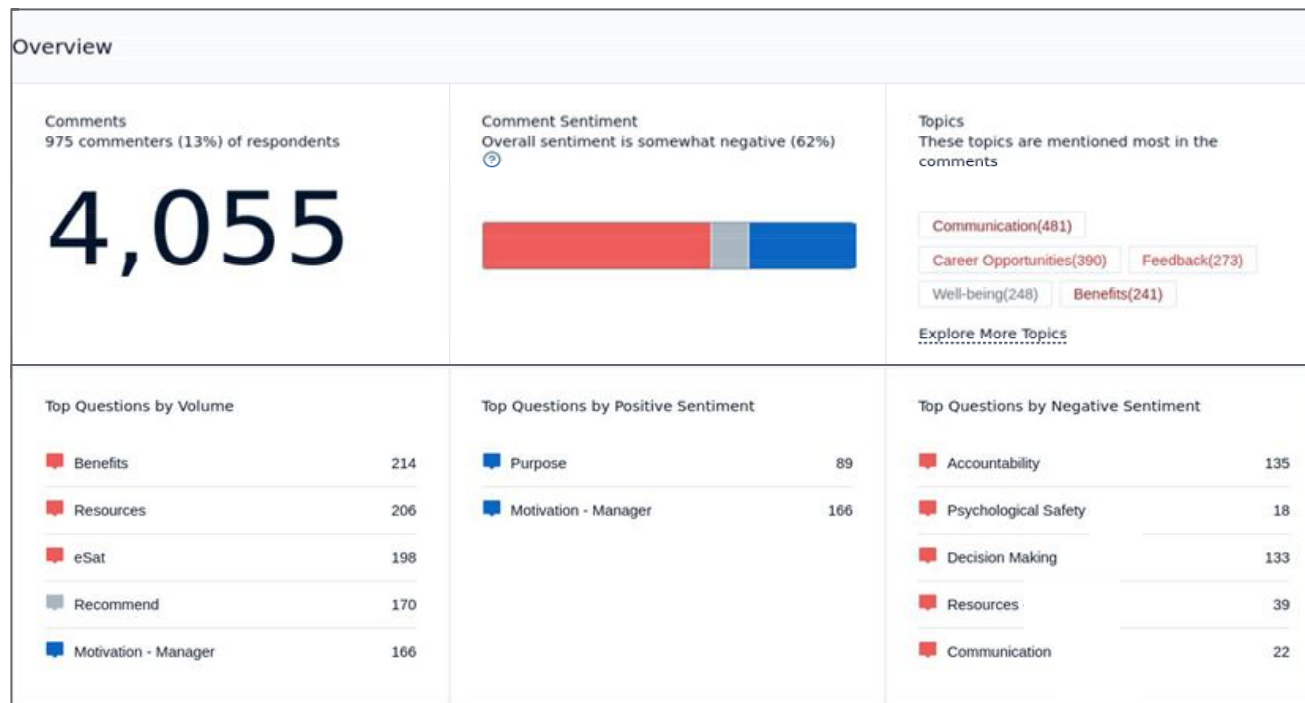
- Build a culture of belonging
- Create a culture of inclusion
- Show your team you value their input
- Cultivate inclusive leadership



Recognition

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

Qualitative Data Captured: Areas of Opportunity



**HARRIS
HEALTH**

2024 Timeline

Review of Results

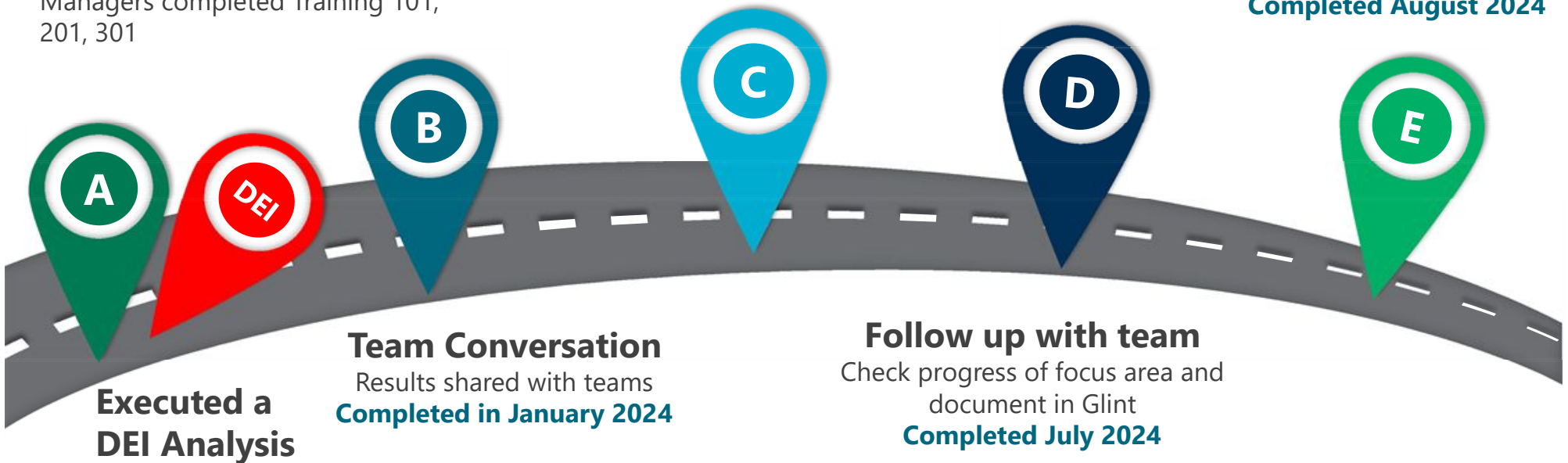
Managers completed Training 101, 201, 301

Action Planning

Leaders chose focus areas
Completed Feb 5, 2024

Pulse

System Listening Sessions
Completed August 2024



DEI Analysis:

The purpose of a DEI analysis (deep dive) was to gain valuable insight into diversity, equity, and inclusion at Harris Health. A DEI data analysis aids in identifying areas of opportunities to foster an inclusive and equitable environment.



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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

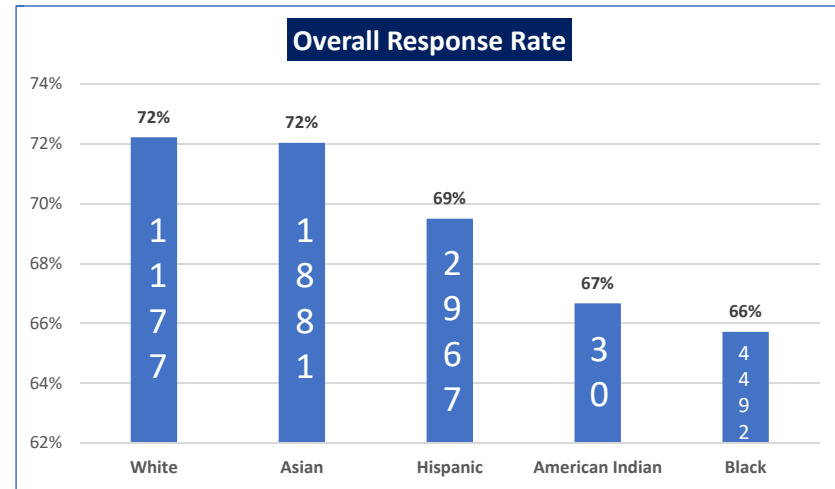
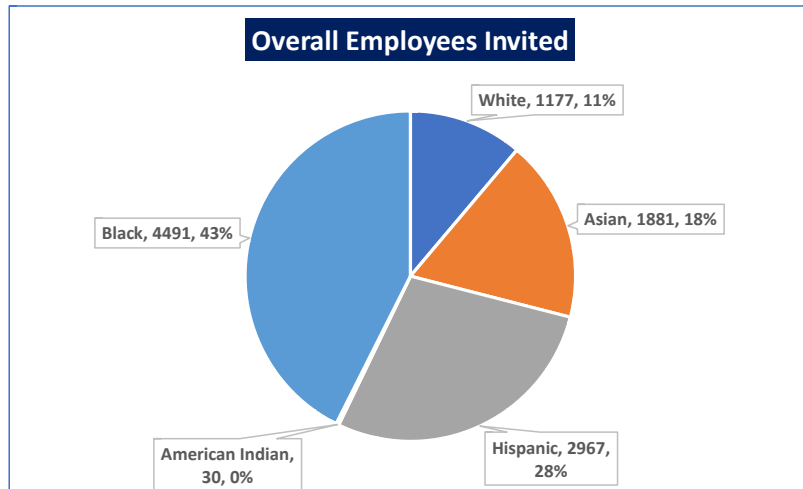


Conflict Resolution

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

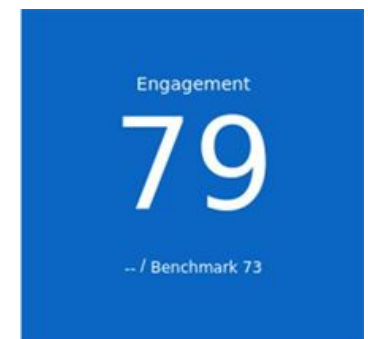
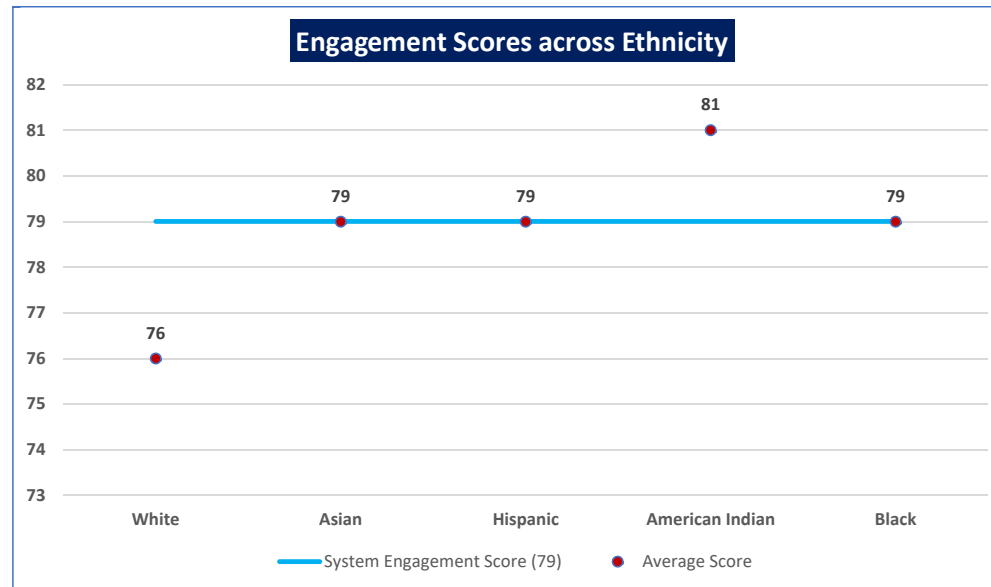
76

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.

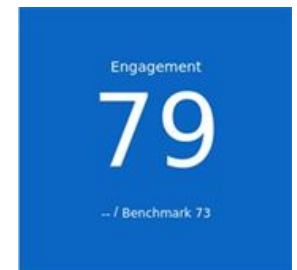
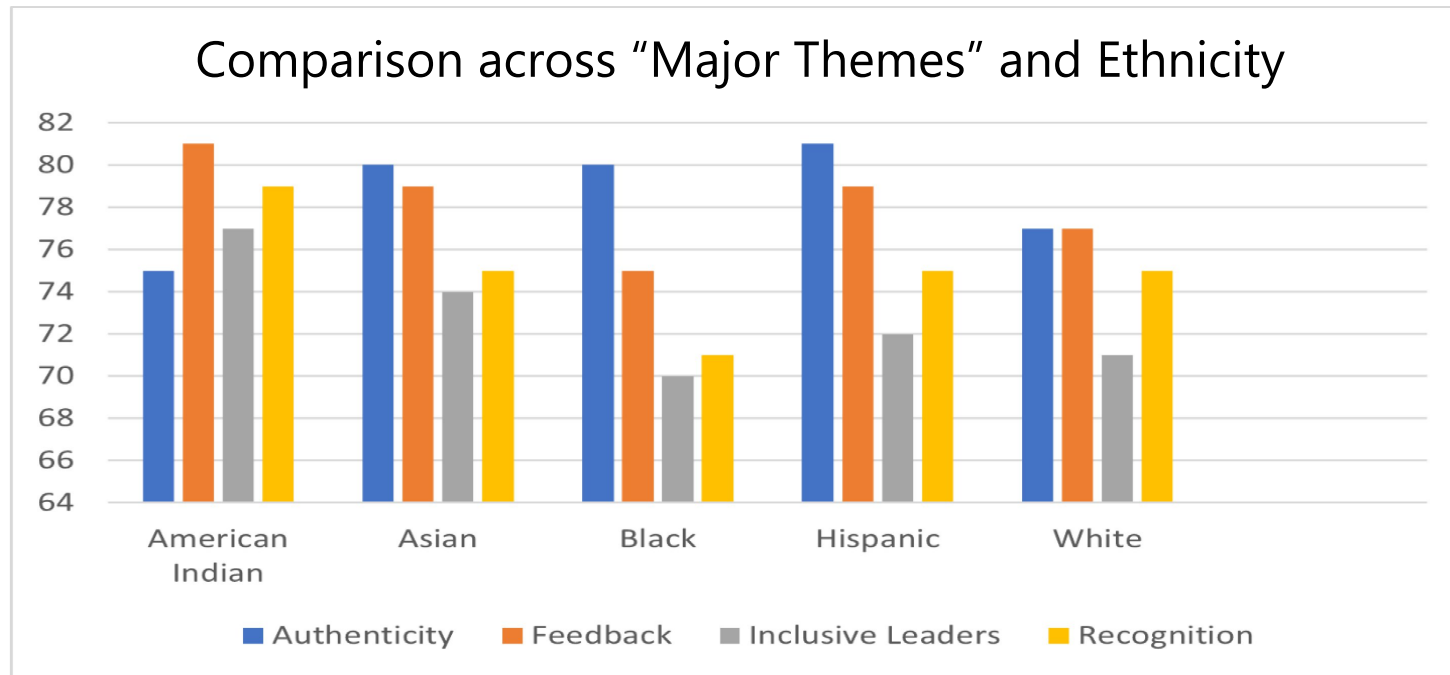
Analyzing Potential Disparities in Scoring

The DEI Analysis examined demographic groups, job families, locations/pavilions, questions, and other variables to identify potential disparities. Comparisons were made utilizing the DEI dashboard, the Employee Engagement Survey, HR reports, and other data.

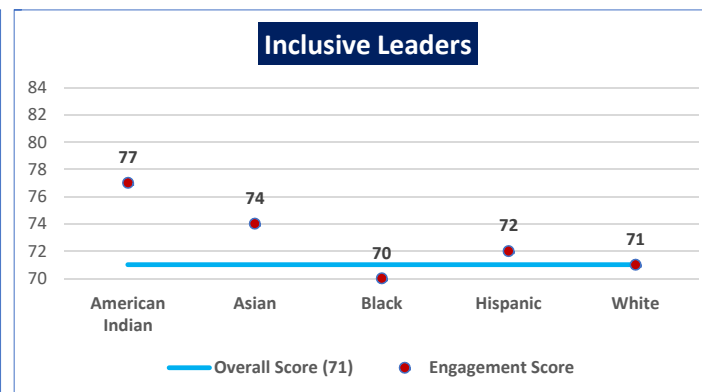
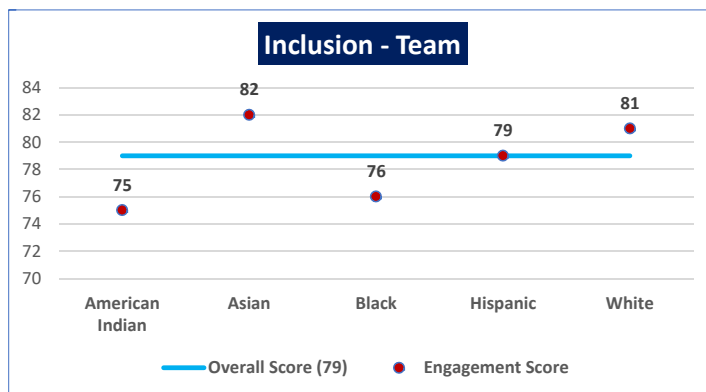
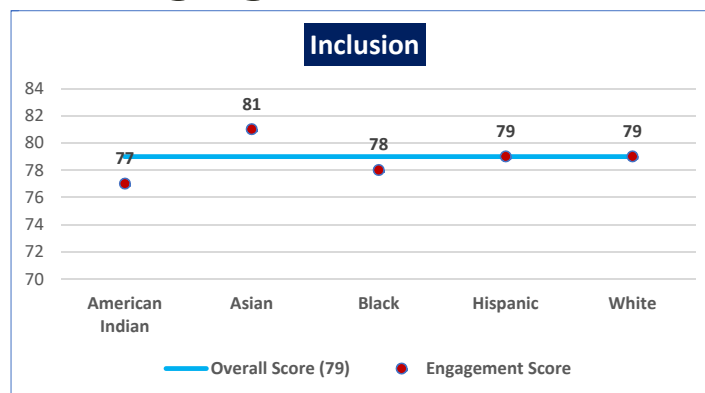
“Deep dive” included:

- determining whether a particular demographic group scored low on specific questions that measure diversity, equity, or inclusion
- comparing responses for the specific question for a job family across demographic groupings
- reviewing scores at pavilion/locations based on demographic groups and job families
- comparing scores across demographic groups, job families, pavilions, and other variables

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



Key Questions – Engagement Score across Ethnicity



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

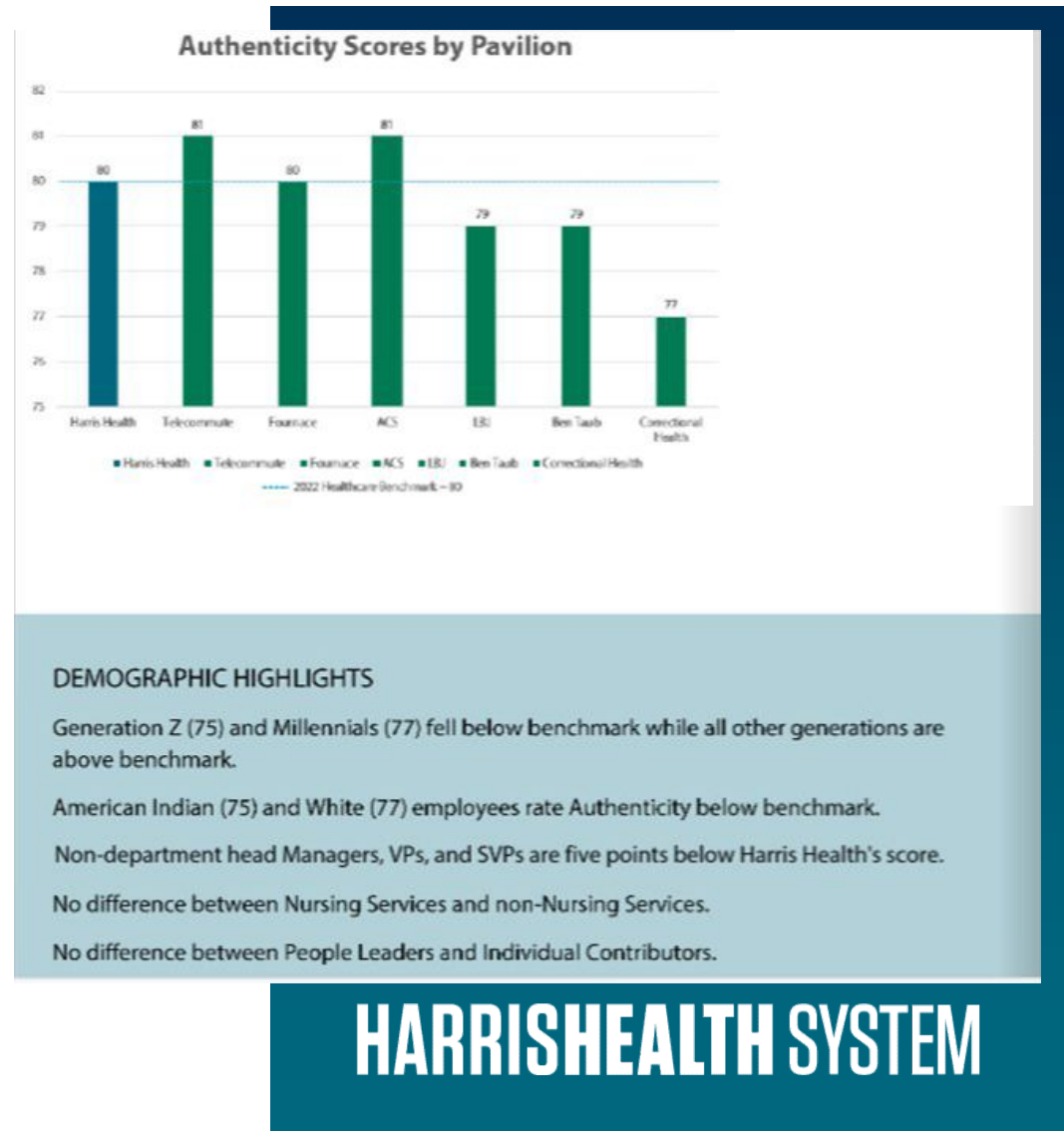


Engagement

(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

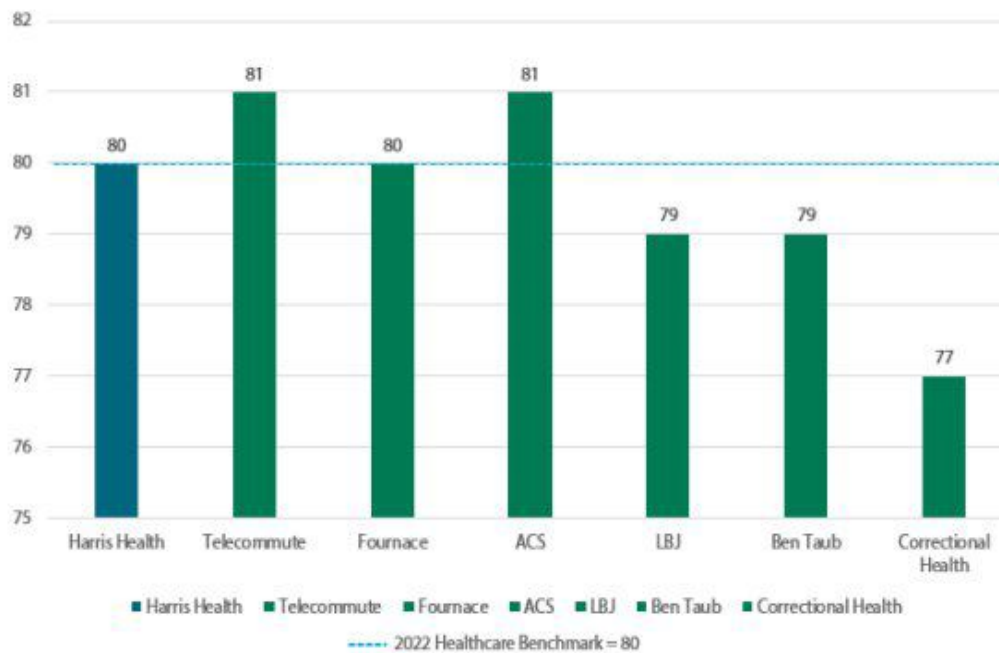
Resources



SYSTEM THEMES | AUTHENTICITY

I feel comfortable being myself at work.

Authenticity Scores by Pavilion



HARRIS HEALTH

80

HEALTHCARE 80

Engagement

79

-- / Benchmark 73

DEMOGRAPHIC HIGHLIGHTS

Generation Z (75) and Millennials (77) fell below benchmark while all other generations are above benchmark.

American Indian (75) and White (77) employees rate Authenticity below benchmark.

Non-department head Managers, VPs, and SVPs are five points below Harris Health's score.

No difference between Nursing Services and non-Nursing Services.

No difference between People Leaders and Individual Contributors.

Employees with 1-3 years of service were three points below Benchmark and employees with 20+ were four points above Benchmark.

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"I absolutely adore our CEO! He makes me proud. When I saw how HH was encouraging the support of black businesses and diversity. I knew I was in the right place and that I could be my bold, beautiful, intelligent self without having to water down who I am."

- Harris Health Employee



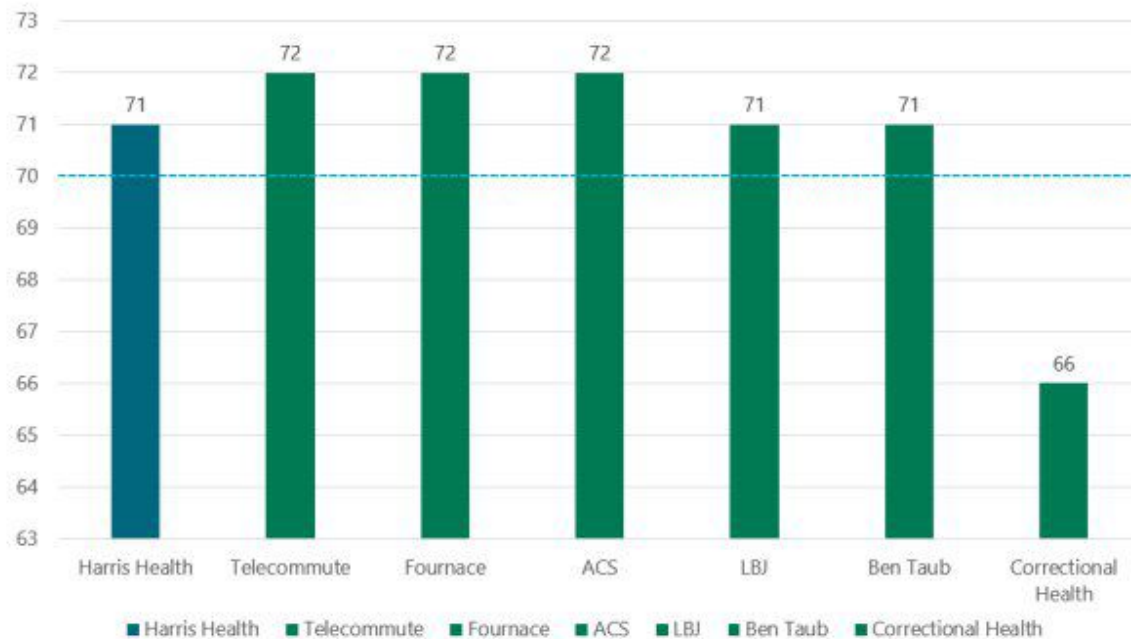
Employees who rated Authenticity as unfavorable are saying:

- They do not feel everyone is accepting of varying sexual orientations
- They feel their opinions are perceived as complaints
- Positional power exists
- They want more feedback, openness and respect
- They want more emotional intelligence from colleagues
- LGBTQ+ members want more acceptance in their work settings

SYSTEM THEMES | INCLUSIVE LEADERS

Leaders at Harris Health value different perspectives.

Inclusive Leader Scores by Pavilion



HARRIS HEALTH

71

HEALTHCARE 70

Engagement

79

-- / Benchmark 73

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DEMOGRAPHIC HIGHLIGHTS

All races rated Inclusive Leaders at or above benchmark.

Boomers were six points above Generation Z's and Millennials' rating.

American Indian employees were seven points above benchmark.

EVPs rated Inclusive Leaders the highest (89) and SVPs rated it the lowest (66).

People leaders (74) were three points higher than and non-people leaders (71).

The following job families rated Inclusive Leaders 10 points or above benchmark: Compliance (81), Cardiopulmonary/Neuro (83), Environment of Care (83) and Foundation/Board (85).

Correctional Health Nursing employees fell six points below benchmark.

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SYSTEM THEMES | INCLUSIVE LEADERS

Employees who rated Inclusive Leaders as unfavorable are saying:

It is not the same for all departments
Some leaders are not "team players"
Roles are not valued equally
Leadership is focused on numbers and not the best interest of the employees
Policies are placed before perspective
Not all leaders are approachable
Opinions are sought but there is no follow-through or follow-up
Decisions are not always aligned with data

Employees who rated Inclusive Leaders as favorable are saying:

Leaders are listening
Leaders are open to different perspectives, ideas and solutions
Their opinion counts with their leader and is not dismissed
Their team has an open-door policy
They see their ideas being operationalized
They have access to all levels of leadership

F.A.I.R.



WE HEAR YOU! LISTENING CAMPAIGN

RECOGNITION AT HARRIS HEALTH

We listened to 366 employees

We visited BT, LBJ, Fournace, El Franco Lee, and Cypress

SUMMARY:

We introduced the new Recognition Connection upgrades, discussed the importance of appreciation and asked employees what type of recognition is meaningful to them.

- UPGRADES**
- High Fives increased to 3,000 points
 - New Spotlight Award 1,000 points
 - Mobile App now available to download
 - Easy guide to start recognizing!
 - New Service Awards Program

TAKE ACTION

Ask everyone to complete their [Recognition Connection](#) profile.

Encourage employees to recognize and reward their peers more often.

Understand your RQ score and set goals to improve recognition on your team.

Celebrate service anniversaries with your team.

Ask your team what type of recognition is most meaningful to them.

Review your recognition score in Glint and discuss with your team.

Survey Question: I feel satisfied with the recognition or praise I receive for my work.

73 Harris Health Score
+4 vs Benchmark

GLINT

RQ Excellence Award: Recognition for Leaders

Harris Health System leaders now receive recognition for acknowledging and appreciating their colleagues' efforts and achievements through the RQ Excellence Award!

What's Your RQ Score?

RQ, which stands for Recognition Quotient, is a score is based on the recognition leaders give through Recognition Connection and how their team evaluates them on their ability to make someone feel adequately recognized and appreciated.

Want to know what your RQ score is? Here are some [tools and resources](#) in Recognition Connection that will help you understand your recognition quotient. It's simple: the more you genuinely recognize, the higher your recognition quotient score will be - it's like a FICO score! Need more guidance around manager tools? Check out the [Manager Toolkit](#).

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LEADERSHIP & TALENT MANAGEMENT

WE HEAR YOU! LISTENING CAMPAIGN

AUTHENTICITY AT HARRIS HEALTH

SUMMARY

We listened to 196 employees

We visited Nursing, Logistics, Security, Administration, Social work, Population Health, EVS, HR, Physical Therapy, Pharmacy, Correctional Health

Employee Experience & DEI held focus groups to get employee feedback on Authenticity.

TAKE ACTION

Implement more communication channels

- Daily huddles
- Provide follow ups
- Provide updates and timelines for team initiatives
- Utilize [recognition connection](#) and award positive behavior more

Make feedback a priority

- Allow team members to give feedback without being reprimanded
- Provide clear expectations

WE HEAR YOU! LISTENING CAMPAIGN

FEEDBACK AT HARRIS HEALTH

Survey Question: My manager provides me with feedback that helps me improve my performance.

SUMMARY

- Compared the survey results to Quality Check progress
- Identified leaders who are low in three or more of the major themes and provided support
- Developed new resources for our leaders

QUALITY CHECK STATUS

75% of staff have criteria and goals defined
56% of staff have received a Check In

At least one Check In is required. Complete your Check In's before September.
Performance Management Schedule

TAKE ACTION

Create more opportunities to provide feedback and clear expectations.

Utilize tools and resources to guide conversations.

Continue to work on Action Planning in Glint.

Close the Loop

WE ASKED LEADERS

How do you give feedback on your team?

On my team, I provide regular feedback and I make sure I am actively listening to them.

We also utilize suggestion boxes in our units and team surveys.

- Ben Taub leader



LEADER TOOLBOX

Tools for providing better feedback:

- Quality Check
- Daily huddles
- Glint Action Planning
- Monthly or biweekly one-on-ones
- Stay Interviews
- Ombuds office
- Suggestion Box
- Leading with Love leadership classes

WE HEAR YOU! LISTENING CAMPAIGN

INCLUSIVE LEADERSHIP AT HARRIS HEALTH

What is most important in creating a positive and inclusive culture?

"An emphasis on cultural [psychological safety](#) and love."

- Dr. Porsa

SUMMARY

We listened to 275 employees

We visited employees at: MLK, Cypress, Danny Jackson, Smith, Loop Central, Northwest, Squatty Lyons, El Franco Lee, Cleveland Odom, Quentin Meese, Ben Taub, LBJ, Valibona, Casa De Amigos, Acres Home, and Aldine

TAKE ACTION

- Learn more about Inclusion with the [Office of DEI](#)
- Leading with Love Leadership classes and resources
- Complete [LEAD](#)
- Attend [Mission Retention](#)
- Review the [Glint Manager Resources](#)
- Take a course on healthy conflict ([LMS](#))
- [Leadership Development Coaching](#)
- Build trust and be authentic with your teams

FIRESIDECHAT

About 200 employees tuned in as Carolyn Jones shared advice on being an authentic leader.



"Understand who you are as a leader. Recognize the weakness and work to overcome it. Have self-awareness in all situations."

Carolyn Jones, JD, CHC
EVP & Chief Compliance & Risk Officer

Survey Question: Leaders at Harris Health value different perspectives.

- Do you know your scores?
- Acknowledge your scores.
 - Collaborate with your team.
 - Take action together



Next Survey in November

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NEXT STEPS FOR ALL LEADERS



What you can do today

Talk to your team about these topics. Address one theme at a time to allow adequate time for feedback. Create an environment where people feel safe sharing their opinions. Thank your team for their responses. Create an action plan on one or more theme. Show your employees how much you care about their feedback and perceptions.

Remember to keep it F.A.I.R.



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NEXT STEPS FOR ALL LEADERS



It's Your Turn to Listen...and Listen More

We know our leaders are doing great work. We want to continue to provide resources to make your jobs more successful. Engagement is a year-round conversation. The more you address it, the easier it gets. Action planning increases engagement, which can lead to more productivity, less turnover, improved patient safety and better patient satisfaction scores.

Team Conversations & Focus Area

Managers share the results with their team, collaborate on a focus area and create an action plan.

Survey Prep

Managers prepare teams for the engagement survey. Review Glint tutorials as needed.

Review Survey Results

Managers review their survey results and schedule Team Conversations.

Annual Report

HR publishes annual employee engagement survey report.

DEC
2023

JAN
2024

SEP
2024

OCT
2024

NOV
2024

DEC
2024

JAN
2025

FEB
2025

Review Survey Results

Managers review their survey results and schedule Team Conversations.

Finalize 2023 Action Plans

Managers finalize 2023 engagement survey action plans. Discuss outcomes with team and report to next-level manager. (Recommend adding to Quality Check.)

Voices of Harris Health Survey

November 4—November 22

VOICES

HARRISHEALTH
Your Voice. Our Commitment.

Team Conversations & Focus Area

Managers share the results with their team, collaborate on a focus area and create an action plan.

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LEARNING & TALENT MANAGEMENT

HARRISHEALTH

Dearly Beloved,

We are gathered here today to get
through this thing called.....

Statistical Significance



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Statistical Significance

Statistical significance is a way to find out if the differences or patterns observed in the data are meaningful and not random occurrences. It helps us decide if the results we see are likely to be true for the whole population we are studying.



Methodology: An ANOVA Analysis in Python was used to check if there is a statistical difference in engagement scores amongst our different racial groups.

- Null Hypothesis (H0): There is no significant difference in engagement scores among different racial groups.
- Alternative Hypothesis (H1): There is a significant difference in engagement scores among different racial groups.

Statistical Significance Findings:

- The only racial group that was below the engagement score of 79 was the white race/ethnicity at 76.
- The score of 76 is still favorable to the healthcare industry score for this race/ethnic category (75).

Statistical Analysis Recommendations

Examining survey data year over year provides a more nuanced understanding of trends and patterns, particularly in the context of DEI. Recommendations for 2024:

- **Longitudinal Insights:** Year-over-year data allows organizations to track changes over time, revealing whether DEI initiatives are having a lasting impact
- **Contextual Understanding:** DEI issues are often complex and influenced by various factors
- **Sustainability of Change:** Organizations can assess whether improvements in DEI metrics are sustainable or just short-term gains.
- **Informed Decision-Making:** A year-over-year analysis aids in making informed decisions and adjustments to DEI strategies
- **Avoiding Misinterpretation:** Year-over-year data can provide a clearer picture of true shifts in employee sentiment.
- **Building Trust:** Regularly tracking and communicating year-over-year results fosters transparency and builds trust among employees.

November 4 – November 22, 2024

NEXT SURVEY



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QUESTIONS?

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THANK
YOU

HARRISHEALTH

Friday, October 11, 2024

Discussion and Possible Action Regarding Proposed 2025 DEI Reporting Schedule



Omar C. Reid, MBA, IPMA, CP
Executive Vice President & Chief People Officer

Proposed 2025 DEI Reporting Schedule													
Presentation Topics	Executive Owner	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
		2025	2025	2025	2025	2025	2025	2025	2025	2025	2025	2025	2025
2024 Employee Experience & Culture / Population Health Updates	Gary Marsh / Dr. Chethan Bachireddy	X											
Center for Accelerating Health Equity and Heart Health Initiatives / MWBE FY24 Annual Review	Dr. Chethan Bachireddy / Derek Holmes			X									
Addiction Treatment / Human Resources DEI Initiatives	ACS Team / Dr. Jobi Martinez					X							
Pavilion DEI Initiatives / REGAL Updates	Dr. Jobi Martinez / Dr. Chethan Bachireddy						X						
Community Engagement and Outreach Initiatives / MWBE Mid-Year Review	Olga Llamas Rodriguez / Derek Holmes									X			
2025 DEI Year End Review / System Updates TBD	Dr. Jobi Martinez											X	