



2023 Diversity, Equity, Inclusion, and Belonging Impact Report
Duke University Health System



Our Journey to Belonging

A Diversity, Equity, Inclusion, and Belonging Impact Report for Duke University Health System

Our Journey

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Foreword **by Craig**

Thank you for taking a moment to read our inaugural Diversity, Equity, Inclusion, and Belonging Impact Report for Duke University Health System. This report reflects our commitment to fostering a culture of diversity, equity, inclusion, and belonging (DEIB). It also showcases the journey we are on – and the progress we’ve made – toward creating a more inclusive and equitable workplace where we all feel we belong.

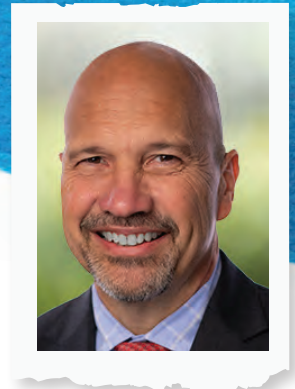
As an organization committed to the people who make up our talentforce, we took a comprehensive review of our policies, practices, and procedures to identify areas in which we can improve our efforts to support our DEIB commitment. Through extensive stakeholder engagement, data analysis, and benchmarking against industry best practices, we developed a comprehensive strategy for creating a workplace where our team members are empowered to be their authentic selves.

This report highlights the key initiatives, programs, and strategies that we are implementing to ensure our actions reflect our commitment. It is a roadmap of where we have been and where we see ourselves in the future. It aligns our data with inspiration and serves as a vision for the organization we are building together.

We recognize that there is much work to be done to achieve our desired future state, and we remain committed to this effort as we grow and evolve. It will not happen overnight, but we believe we are building the foundation for our organization to be even more proud of the work we do and the way in which we do it. We celebrate the achievements we have accomplished so far, such as hiring our Chief Employee Experience Officer, Ian Brown, who leads our diversity, equity, inclusion, and belonging strategy. Through that strategic decision, we have seen much of the work highlighted throughout this report come to life.

Thank you for your ongoing support of these efforts to create the best place for each of us to work, thrive, and care for each other.

Sincerely,



Craig T. Albanese, MD, MBA
Chief Executive Officer
Duke University Health System

Key Takeaways

Where We Are

Current State

- Duke University Health System is on a journey to invest in the diversity, equity, inclusion, and belonging of our team members. It is a work in progress as we collectively aspire to become a better version of ourselves.
- We are very encouraged by the momentum for change that has been building since the summer of 2020. Following the murder of George Floyd, our *Moments to Movement* journey has fueled how we approach and respond to social justice and human health inequities.

“As a member of Duke’s Diversity, Equity, and Inclusion Committee, I’ve had the opportunity to participate and volunteer in the activities that empower, encourage, and celebrate team members.”

Sherilyn Pirela Rodriguez
MRI Technologist
Duke Raleigh Hospital



Who We Are

Equity Drives Success

- We recognize that an employee with a strong sense of fulfillment and belonging is a productive employee who can realize their potential and maximize their talent to drive organizational success.
- Research shows that diverse organizations outperform competitors (*McKinsey*), excel at capturing new markets (*Harvard Business Review*), make better decisions (*People Management*), and drive higher financial performance (*Boston Consulting Group*) while more importantly creating conditions in which team members thrive.

“Our Affinity Group, WeLEAD, brings women leaders of different backgrounds, areas of expertise, and careers together to learn from each other and to appreciate our similarities and differences.”

Gloria McNeil, DNP, MA, MBA, RN, NE-BC, NEA-BC, CENP
Associate Chief Nursing Officer
Duke Regional Hospital



Better Together

Identified Issues

As an organization, our focus is on strengthening our culture to be more inclusive. We are doing this by:

- Increasing our operational focus on DEIB
- Ensuring more access to information and education to our talentforce and our community
- Inspiring a more inclusive organization
- Building a talentforce that is reflective of our community at every level

Creating Space

Taking Action

With our key issues defined, we have prioritized and set metrics for success and begun making meaningful strides in four areas that can enable significant change:

- Talent
- Education
- Supplier diversity
- Communications and data-driven infrastructure

Reflections **by Ian**

As we reflect on the many ways the healthcare landscape has changed throughout the last few years, we see how deeply connected health and healing are to social drivers in our communities and around the globe. Navigating the COVID-19 pandemic along with significant social injustices at the same time, my colleagues at Duke University Health System and across the country have experienced personal and professional challenges that have tested us all at our core. Time and again, however, we continue to show up for those who seek our care. This heroic commitment to serving others inspires me each and every day, and it reaffirms to me that we are on the right path to ensure equitable care for our patients and just as importantly, a diverse and inclusive workplace for our team members.

When I joined Duke, I understood my charge was to bring a voice to our efforts to ensure the **diversity** of our talentforce, the **equitable** care that we provide each other and our patients, the **inclusive** nature of our organization, and the sense of **belonging** that we all seek and deserve. To that end, I have personally opened up my whole self to you as a way of modeling what I believe inclusion and belonging within an organization should feel like.

For those who may not know my story, my connectedness includes growing up rather poor in Jamaica and immigrating to the United States, where I became a homeless, undocumented teen. I am also Black, and I am gay. My strength as a human of Duke comes from the challenges which I have faced. I believe the difficulties I have experienced in my life have made me a more empathetic, compassionate, caring, humble leader who strives daily to invite different perspectives to the table, to listen more intently, and to hold myself and others accountable. I come to this work with a real passion for diversity, equity, inclusion, and belonging.

I am proud to shine a light on the work we have done and the vision for where we want to go. We have heard your voices, and we have learned from our past efforts. We all know we have a lot of work to do together to accomplish our mission. It will not be easy, and we will not always agree. However, our diversity of thought and our passion to care for each other will drive the successes we will undoubtedly enjoy as a result of this work.

To each of you, I promise to continue showing up as my authentic self and working tirelessly to provide a safe space for each of you to do the same. Our sense of belonging is key to our ability to serve our mission and offer world-class care to those who seek health and healing within our walls. We are here, together, because we believe in a shared vision. Our work to embrace diversity, equity, inclusion, and belonging speaks to who we see ourselves becoming. I am on this journey with each of you. Thank you for the work you have done and for the work we will do together.

Please be assured that I see you. All of you.

With respect,



Ian Lee Brown
*Vice President and Chief
Employee Experience Officer
Duke University Health System*

Learning From Our Past

We understand that the real work behind creating an organization that values, embraces, and leads DEIB work comes from creating sustainable and meaningful change. Where we may have fallen short in the past, we understand that now is the time to embrace the potential that exists for our future.

When surveyed, team members have expressed a desire for our organization to demonstrate a stronger operational focus and commitment to DEIB. Korn Ferry, an outside firm retained to help our health system identify opportunities to be better, noted: “When viewed through a DEIB lens, the talent management policies and practices revealed a highly transactional operating model that did not appear to be strategy-driven or embedded with a DEIB mindset.” This feedback provided important employee perspectives that helped inform and shape our strategy for moving forward, ultimately creating a turning point in our organization’s journey to belonging.

At Duke, we understand that team member connection and a sense of belonging support well-being and can prevent burn out. By investing in an inclusive workplace, our hope is to increase retention of our team members and create a positive employee experience for everyone. By teaching inclusive leadership competencies, – empathy, vulnerability, compassion, relationship through dialogue, etc. – we can help each other on the path to belonging. These skills are critical in our new post-COVID normalcy.

We know we have to change. We know we have to do more, and to do it better in order to live our values and be the best version of ourselves. We know our leadership has to demonstrate its highest level of commitment to make Duke University Health System an even more inclusive workplace. **The time is now.**

Our Team Members’ Voices

76% of respondents feel like they belong at Duke. We won’t be **satisfied until that number is 100%.**

78% of respondents feel like their leader models open and honest dialogue about race and social justice – **up 10% from 2020.**

42% of you said you feel burned out from work in 2022. In **2019, 29%** felt burned out.

The Spark: **George Floyd and *Moments to Movement***

The public murder of George Floyd in Minneapolis in May 2020 proved to be a moment of clarity and realization for our team members.

The horrific incident, which took place halfway across the country, inspired movements of solidarity and calls for change in our community and across our health system. Beyond outward movements for change in our criminal justice system, this tragedy led to the creation of safe spaces in which colleagues felt comfortable sharing truths and sometimes gut-wrenching realities of their own.

That pivotal moment, paired with the devastating impact of the COVID pandemic, remains solidly implanted in Duke University Health System's history as the beginning of the work we call ***Moments to Movement (M2M)*** – Duke Health's collective stand against systemic racism and injustice. It drove the creation of a series of panel discussions on racism and social injustice and forced an **honest reckoning** of Duke's own history. It inspired feelings of unity, as leaders and team members alike began honestly discussing racial inequities, publicly acknowledging the need to address systemic racism. The undeniably electric energy of that summer culminated with Duke Health affirming its commitment to change through an **Anti-Racism Pledge** that laid a marker for our internal culture.

During this time, we enhanced our DEIB training efforts, seeking honest feedback to ensure our efforts were a reflection of the true need. As transparency and vulnerability moved to the forefront, a noticeable shift in our culture took place. For the first time in Duke University Health System's history, we began to normalize discussions around inequities in healthcare and highlight the importance of understanding that our different life experiences make us stronger.

That difficult summer may be behind us, but the work it inspired is not. The name ***Moments to Movement*** signified that we wanted to go beyond passive moments of reflection and become more active in building a movement to make lasting change. Now, even as our efforts mature and morph, we pause to reflect on how ***Moments To Movement*** helped us clarify our mission and define our commitment to our community – and, indeed, to each other.

“We all should know that diversity makes for a rich tapestry, and we must understand that all the threads of the tapestry are equal in value no matter what their color.”

- Maya Angelou



coming

together



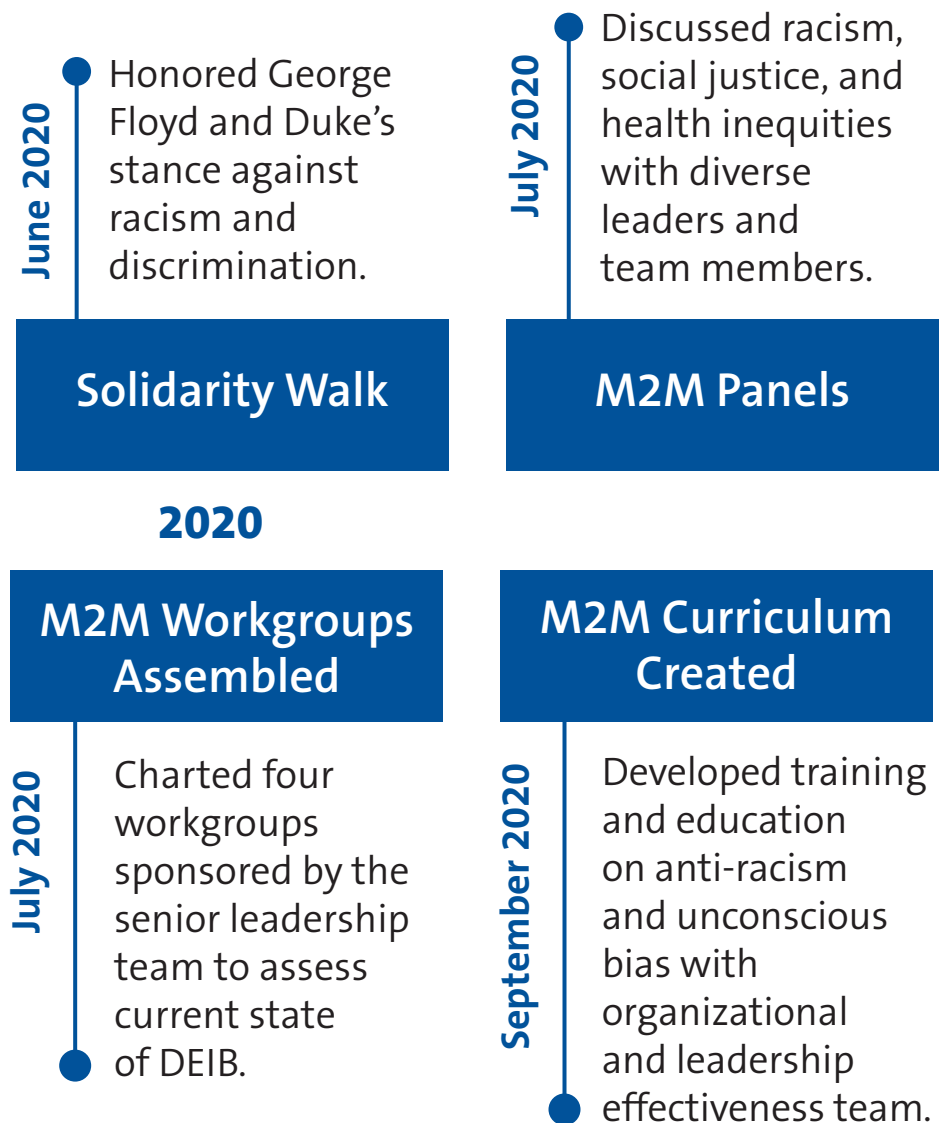
Timeline of Our Journey

The events during the summer of 2020 drove our team members and leaders to accelerate calls for action and define our commitment to ensuring a workplace that focused on the value of diversity, equity, inclusion, and belonging.



"The death of George Floyd ignited a deep sense of responsibility in all of us. We knew we had to take a stand for justice and be a beacon of change for ourselves and our community."

Rhonda S. Brandon
Chief Human Resources Officer
and Sr. Vice President
Duke University Health System



December 2020

Hired first Program Manager to resource the system's M2M work.

M2M | A Program

2021

May 2021

Took a national stance and rolled out a pledge against racism and hatred.

Duke Health Pledge

June 2022

Hired Chief Diversity and Belonging Officer to lead a strategic function focused on optimizing the human experience.

Heightened DEIB Visibility

2022

April 2023

Began inclusive leadership program to give managers tools to be successful.

Leadership Tools

2023

February 2021

Conducted a full analysis of DEIB practices.

M2M x Korn Ferry Partnership

August 2021

Developed a standard and centralized framework for Affinity Groups. Held first State of the Affinity Groups meeting.

Reactivating Affinities

October 2022

Drafted first *People Plan*, a plan focused on the human experience.

Path for the People

Broadening the Focus: Culture and Belonging

Before detailing the extent of our ongoing DEIB efforts, it is helpful to highlight some culture and belonging work that is currently underway.

A 2022 survey conducted in partnership with Korn Ferry revealed that there is much work to be done to define how we see ourselves as individuals and as an organization. This survey included 13,000 staff, faculty, and providers, and their responses highlighted where we should focus our collective energy moving forward.

Some Key Learnings:

- Our talentforce, particularly those who are Black, Indigenous, People of Color (BIPOC), feel isolated and often invalidated at work. This can have a significant impact on employee well-being and can lead to burnout.
- Defining an organization's culture is inextricably linked to creating a space of diversity and belonging. The commitment to this collective work will continue to be a focus, continuing our effort to create a space where people want to come to work and where people want to come for care.
- Feedback from team members across the system has set the stage to define how we show up to be better together.



Better Together

As part of our commitment to foster a sense of belonging and create an organization that represents the many priorities across our health system, we are actively working to refocus our team member culture. With our physician practice (Duke Health Integrated Practice – DHIP) and the School of Medicine, we are seeking input from across the Duke Health enterprise to help shape our identity for years to come. We are seizing our once-in-an-era opportunity to recognize who we are today and define what we will look like tomorrow.

To accomplish this, we need inclusive leaders who lead with heart and head, and who serve with humility and empathy. They must instill trust, adapt to changing situations, understand the need to learn, and value different learning and thinking styles. Being **Better Together** means lifting people up. Embracing new ways of being and of leading will be the foundation for our exciting new culture journey.

Affinity Groups

Duke University Health System created its first affinity group in 2017. The idea was to sponsor opportunities for colleagues across the health system to form community among those with like interests and their allies. The goal was to promote a diverse and engaging environment that provided team members with a sense of connection and belonging.



As of 2023, we have **8** affinity groups
with over **1,000** team members
finding a greater sense of belonging

“Duke MINDS has enriched my experience here immensely. It gave me a group of wonderful supportive people who share common goals with me.”

Kathryn Bjorklund, BS
Psychometrician
Pediatric Neuropsychology Clinic
Duke University Hospital

Duke MINDS

WeLEAD

Duke Military Association

**Duke Health
LGBTQ Alliance**

**Administrative
Professionals Affinity
Group**

**Duke Health Asian American
and Pacific Islanders**

BLACKtivate

Duke Moms

Diversity, Equity, Inclusion, and Belonging: Why It Matters

So why have we made diversity, equity, inclusion, and belonging such a priority? The answer is simple: **we are putting our people first.** We do it for our team members who depend on us to provide a safe and welcoming place for them to show up as their authentic selves.

An organization whose employees are engaged, supported, and encouraged to be themselves is primed to reach its fullest potential, positioning it with “a competitive edge over its peers” (Forbes). We are on a journey to uncover that potential. We seek to create an environment in which, no matter our circumstances, we can all feel a deep sense of connection to one another. And, in doing so, unlocking innovation that drives market growth.

Our goal is to engage all team members at Duke University Health System as we create a joy-filled, thriving, inclusive culture. In that spirit, we must ask ourselves: *How do we get there? How do we encourage each team member to bring their true and authentic self to work every day?* We asked a wide variety of team members for their thoughts, and the answers gave us insight into potential opportunities to improve as we move forward.



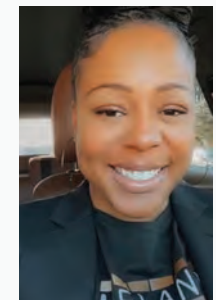
Critical Issues to Address

- Limited operational focus on diversity, equity, inclusion, and belonging
- Unequal access to information and education
- Perceived inequitable and exclusive culture
- Significant gaps in diverse talent management and development

“In creating the Black affinity group BLACKtivate, we want to celebrate black achievement and black history here at Duke, and we want to foster engagement and retention of our Black team members.”

Jamesha Callands

Human Resources Business Partner
Patient Revenue Management Organization



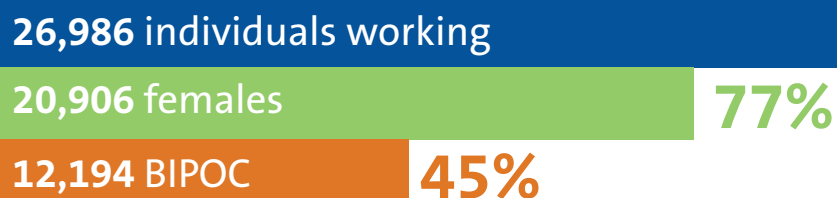
Inclusive teams make better business decisions up to 87% of the time.

-Forbes

Our goal is to increase diversity among all of our teams, including leadership.

Our Diversity Snapshot - September 1, 2023

Employee Diversity



Leadership Diversity



"I'm thankful for the support from my team for a smooth transition to motherhood, along with the quality time spent with my little one during maternity leave."

Aastha Baral, MSN, MNN
Clinical Nurse III
Mother/Baby Unit
Duke Regional Hospital

Our DEIB strategy's purpose is to create a culture of respect where safety and belonging are fostered and where team members thrive and find joy in their work.

Our Strategic **Path Forward**

Our DEIB strategy signifies our commitment to enhancing our culture to all of our team members and our communities. As we genuinely consider the diverse perspectives of those we serve, we will be inspired to develop work that has a unique and lasting impact on the experiences of everyone we touch.

Addressing Cultural Issues

Talent, education, supplier diversity, and infrastructure will be key to enabling the change we hope to bring about across Duke University Health System.

Talent Well-being

A focus on culture will have a significant impact on the health, and quality of our employee experience. By prioritizing DEIB as it relates to hiring, retention, promotion, and development, we believe we will significantly enhance the way we attract, support, develop, and retain team members.

Education

Our efforts to create a culture based on equity can only succeed long term if our leaders are equipped to model positive behaviors that they can cascade throughout their respective teams.



Supplier Diversity

By committing to increase the amount of business we do with Minority- and Women-Owned Business Enterprises (MWBEs), we are able to champion and uplift those enterprises throughout our community.

Communications and Data-Driven Infrastructure

By ensuring that our internal and external communications are crafted through a DEIB lens, we can keep our community apprised of the work we are doing while celebrating the progress it enables. Additionally, by embracing a data-driven approach to decision-making, we can bolster workplace safety efforts and offer a safe place for hope and healing.

Key Metrics of Success

Leadership Diversity

Increase the number of Black, Indigenous, People of Color (BIPOC) leaders to reflect the community we serve

Promotion Rates

Yearly growth in promotion rates for BIPOC team members

Retention

Yearly reduction in turnover for all team members

Belonging and Commitment

Increase in team members' sense of belonging and commitment to Duke

Supplier Diversity

Increase partnerships with minority-owned and women-owned business enterprises

*"Bringing this work to the forefront is so important.
We are shaping who we want to be."*

Thomas A. Owens, MD
Executive Vice President and Chief Operating Officer
Duke University Health System



2023 Goals and Beyond

"This work is really so important, both to our current team members and those we recruit. I'm so proud of Duke's commitment to building a more diverse talentforce."

Alyson Parker Gordon, CCP, MBA, MSM, SPHR
Assistant Vice President of New Talent Strategies
Duke University Health System



Talent Acquisition

Increase BIPOC/diverse leadership population by 2025 to reflect local market demographics

As of June 2023, we have begun to:

- Implement diverse interview panels and diverse candidate slates for key leadership positions
- Review human resource policies (dress code, background check, drug screening, rehiring, attendance) to ensure equitable and accessible hiring and retention strategies and make recommendations for change

Education

Incorporate *Inclusive Leadership Experience (ILE)* for all current leaders and at onboarding for all new leaders to achieve 100% completion rate by 2025

As of June 2023, we have begun to:

- Move beyond our *ILE* pilot phase to an-across-the-board effort to train all our 3,400-plus leaders in the principles and practice of inclusive leadership

Supplier Diversity

Advance the development of minority and women business enterprise relationships to increase level of diverse supplier spend and community-based purchasing agreements by 2025

As of June 2023, we have begun to:

- Partner with our supply and procurement leaders to develop and advertise more opportunities for our minority and women-owned vendors through a redesigned website that is easy to access and navigate

“Together, our talentforce is changing the way we show up at work and how we create an environment of belonging.”

John H. Sampson, MD, PhD, MBA
Senior Vice President
Duke University Health System



Strategic Communications

Establish communications workplan that supports awareness, empathy, and inclusion

As of June 2023, we have begun to:

- Strengthen our partnerships with our growing number of affinity groups, DEIB champions, and allies to drive inclusion for all and to advance the business objectives of the organization

Translating Promises to Practice

The **Duke Health Integrated Practice (DHIP)** facilitated the creation of solutions to advance health equity.

- Leaders work alongside the Chief Medical Officer of DEIB in high-impact project areas to **learn principles of inclusive leadership and change management**.
- **Data filters are used to better define** notable experience differences across age, gender, race, and ethnicity and then create mitigation plans for decreasing disparities.
- **Clinical chair meetings and metrics added** a new DEIB category and paved the way for a new annual meeting with the CMO of DEIB that will improve health equity efforts.
- **Supply chain diversification** distributes Tru-Colour bandages that come in various skin tone shades and serve as a visible demonstration of inclusive healthcare.
- DEIB liaisons, 80 individuals representing 120+ ambulatory clinics, now serve as the **bidirectional conduit of foundational DEIB knowledge** and Duke Health equity practice awareness.

Cross-entity collaborations have catalyzed innovative projects and resource sharing, increasing our impact and reach.

- **DEIB leadership team** includes leaders of DEIB/EDI from the School of Medicine, School of Nursing, Duke University, Duke Health Integrated Practice, and Duke University Health System.
- **Clinical enterprise search and selection process evolution** (Duke Health Hiring with Excellence) is made up of team members across the enterprise who are developing standardized best hiring practices that can be translated across all departments for clinician and leadership hires.
- **Health equity collaborations** such as The Community Health Executive Council, the REACH Equity Advisory Board, the School of Medicine APP Leadership Institute, and the Duke University Racial Equity Advisory Council work to advance health equity.

“Our clinical practice is an effective engine to bring our collective efforts and teams together, creating avenues for everyone to contribute to our mission.”

Erica Taylor, MD, MBA
Chief Medical Officer for Diversity, Equity, and Inclusion
Duke Health Integrated Practice



Join Us on Our Journey

As you can see, significant work is taking place in the areas of diversity, equity, inclusion, and belonging. We are proud of the approaches we are taking to create lasting change that will build a more inclusive environment for all of us.

Each one of us deserves to feel that we belong within this internationally-recognized health care system. However, we acknowledge that change will not come overnight. As we look toward Duke's Centennial in 2024, we recognize that our past will drive our future state. It is the steadiness of our actions that will move the needle as we become an organization built on a foundation of trust, openness, and authenticity.

We are **Duke University Health System**. We are an organization recognized around the world and consistently ranked as the top health system in North Carolina. We are known for fostering the highest levels of innovation. Our clinical care delivery is positioned to achieve care synergies for patients, both locally and globally, resulting from the combination of innovative care models, extensive clinical research opportunities, and a commitment to studying and striving to achieve even better treatment outcomes. In essence, our team members help people live better lives, no matter their role within our organization.

Can we become the best version of ourselves? Yes, we can. Our DEIB strategy, as outlined in this document, will play an integral role in ensuring we continue to foster a sense of belonging as we provide world-class care to our patients, their loved ones, and each other.



“We are the ones we’ve been waiting for.”

- President Barack Obama

Supporting each other

Being **Better Together** means lifting people up. Embracing new ways of being will serve as the foundation for our exciting new culture journey.



“Community and allyship within the Duke AAPI Affinity Group have created a safe space for me and my colleagues for discussion, education, and camaraderie.”

Dante Bruno
Medical Records Coder II
Patient Revenue
Management Organization



“Being the founder of Duke Moms has allowed me to connect with other moms who share similar life experiences. We hope to provide a safe space for moms to develop relationships, while offering resources and solutions for working parents in an ever-evolving landscape.”

Katie Watkins
Program Manager
Duke Health Technology Solutions



“I came to Duke with a dream of one day achieving something great, and I’m doing that.”

Maxie Kennedy Hipps-Figgs
Manager
Patient Revenue
Management Organization



"I joined the LGBTQ Alliance as an ally to help create an environment where people feel they belong and can be their authentic selves."

Amy Lindsay Walter
Human Resources
Business Partner
Duke Primary Care



"In the Duke Military Association there are veterans on the academic side, the research side, and the health system side. It's a neat thread where all of us look out for each other."

Val Eatmon
Navy Veteran, Information
Technology Service Owner
Duke Health Integrated Practice



"Being a member of APAG (Administrative Professionals Affinity Group), I am in awe of the diverse talents and perspectives creating a powerful bond, fueling a sense of belonging, and energizing and uplifting the culture of the organization. It's a win-win!"

Nathalia Davis, CAP, ACEA
Executive Assistant
Human Resources
Duke University Health System



who we are