

FY2024

# Annual Report



**Advancing Equity, Diversity and Inclusion**

MEMORIAL  
HERMANN®



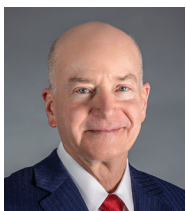
## Letter to the Community

At Memorial Hermann, our vision is bold: to create healthier communities, now and for generations to come. Guided by our mission to improve health for the communities we serve, we prioritize equity, diversity and inclusion (EDI) at every level of our organization. We believe everyone deserves the opportunity to achieve their best health, and this commitment drives us to address the disparities that stand in the way of equitable care.

As the largest nonprofit health system in one of the nation's most diverse cities, we embrace the responsibility to reflect and serve the diversity of Houston. Research shows that when patients connect with caregivers who share or understand their backgrounds, outcomes improve and trust deepens. Our differences, when celebrated and united, make us stronger and better equipped to provide compassionate, high-quality care for all.

In Fiscal Year 2024 (FY24), we took significant steps to strengthen our EDI efforts. The establishment of the Memorial Hermann Institute for the Advancement of Health Equity (IAHE) will enable us to discover and implement innovative solutions to address the barriers that impact overall health and well-being. Additionally, initiatives like the Health Equity Academy, Expert Exchange, and our Supplier Access and Inclusion Program reflect our holistic approach to embedding equity into every facet of our organization.

We invite you to celebrate these milestones with us and remain committed to advancing equity in all we do. Together, we are building a healthier, more inclusive future for everyone in our community.



**David Callender, MD, MBA, FACS**  
President and CEO  
Memorial Hermann Health System



**Toi B. Harris, MD**  
Senior Vice President and Chief Equity  
Diversity and Inclusion Officer  
Memorial Hermann Health System

Executive Director  
Memorial Hermann Institute for the Advancement of Health Equity



# EDI Strategy

In order to achieve our vision to create healthier communities, we are committed to increasing access to our high-quality health care services for all members of our community and empowering every employee with the skills and support needed to advance their career while cultivating a respectful, inclusive environment.



## Our Approach

### People

Foster a workplace environment that champions equity, diversity and inclusion for the benefit of our workforce, patients and community.



### Health

Achieve equitable health outcomes for patients and community members across Greater Houston.



### Community

Cultivate trust and credibility in the community in support of our efforts to improve health and address inequities.



### Research

Investigate and implement novel and innovative approaches to improve health across Greater Houston.



At Memorial Hermann Health System, we are dedicated to celebrating our unique differences by fostering a culture grounded in EDI. We seek to better serve our community by prioritizing four pillars, all supported by infrastructure, inclusive leadership and change management initiatives.

Our workforce benefits from tailored programming to foster an inclusive culture and leadership accountability. Our work in the community, through our Community Benefit Corporation, the Community Health Network and beyond, is grounded in our EDI commitment and efforts to address non-medical drivers of health.

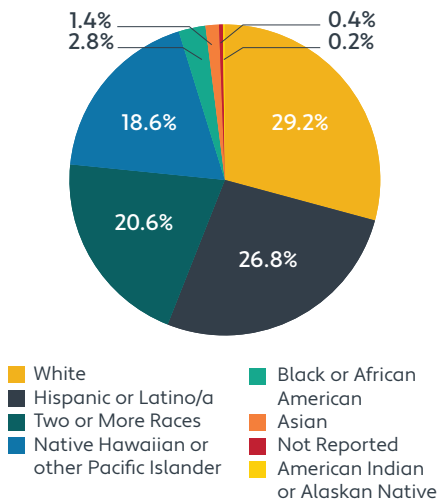
As the region's largest health care provider, we are dedicated to providing high-quality, value-based care in tandem, along with promoting health equity for all.



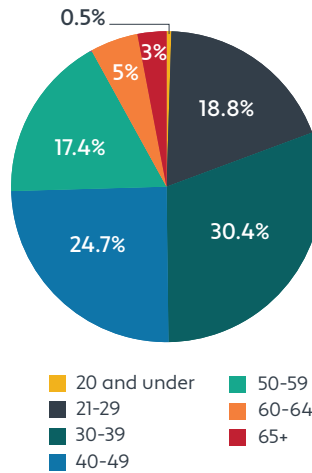
# At-a-Glance

## Our Workforce

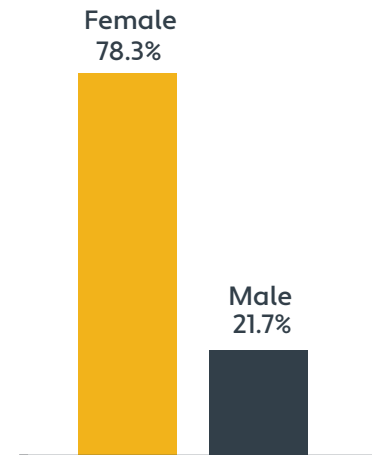
### RACE/ETHNICITY



### AGE



### GENDER



## By the Numbers



1,741 ERG Members  
(30% increase from FY23)



Health Equity Forums  
10 Events, 831 Attendees



13 Diversity Months Celebrated



2,000+ Community Service  
Corps Volunteer Hours



27 Faith-based  
Observances Recognized

36 Events

## Awards & Recognition

- Outstanding Diverse Organization** | Houston Business Journal
- GOLD President's Volunteer Service Award** | Houston Food Bank
- Corporate Champion Award** | Asian Chamber of Commerce
- Top 25 Diversity Leaders** | Modern Healthcare
- Black Healthcare Leaders to Know 2024** | Becker's Hospital Review
- Top Women Leaders in Healthcare** | Modern Healthcare
- Women Hospital Presidents and CEOs to Know** | Becker's Hospital Review

Workforce data reflective of period beginning July 1, 2023, and ending June 30, 2024

# OUR EMPLOYEE RESOURCE GROUPS (ERGs)

**AIDE**  
Allies for the Improvement of Disability Experiences

**ALIGN**  
Asian-American Alliance for Learning, Inclusion, Growth and Networking

**BOLD**  
Black Organizational Leadership and Development

**EMERGE**  
Emerging Professionals of Memorial Hermann

**HOLA**  
Hispanic/Latin American Organizational Leadership and Advancement

**VETS**  
Veterans and Employees Together in Service

**WUEN**  
Women United for Equity Network

**Pride Alliance**



# People



## FY24 HIGHLIGHTS



**Peggy Turner**, athletic outreach liaison at TIRR Memorial Hermann, was honored with the system's inaugural Excellence in Equity, Diversity and Inclusion Award in recognition of her exceptional work to advance EDI with patients and fellow employees.

Our Office of EDI launched the **Expert Exchange Program**, bringing together 17 mentors and 52 mentees to foster leadership skills while offering personal development for members of

our eight ERGs. The program culminated in capstone presentations from mentees on actionable plans to improve health care outcomes based on our community health needs assessments.

We held the second annual **ERG and EDI Champion Retreat** to engage ERG leaders and EDI champions in deepening their understanding of the current diversity landscape and fostering leadership.



Our 2nd annual **Women in Medicine Conference**, hosted by the Office of EDI and our physician organization, brought women physicians in our system together to support their growth and leadership development.



A partnership between Talent Acquisition, the Nursing Excellence Institute and the Office of EDI led to hosting in-person and virtual sessions with the **Association for the Advancement of Mexican Americans** about Memorial Hermann employment opportunities.

Chaplaincy and Spiritual Care leadership hosted the 38th annual **Bowles Chapel Lecture** called "Healthy Communities Yield Healthy People," featuring David R. Williams, PhD, MPH, MDiv. During this lecture series, attendees examined the ways religious involvement can affect health.

# Community



## FY24 HIGHLIGHTS

The **Community Service Corps** hosted numerous volunteer opportunities with The Houston Food Bank, Project CURE, Houston Health Foundation, The Lighthouse of Houston, Easter Seals Greater Houston, Kids Meals, Star of Hope and United Way of Greater Houston.



Memorial Hermann's Medical Group provided more than 200 health screenings at the **Community and Family Day Expo**, hosted by the National Urban League, Houston Area Urban League, City of Houston and CenterPoint Energy.

The Office of EDI launched the **Memorial Hermann Health Equity Academy** in collaboration with TIRR Memorial Hermann and Memorial Hermann Sports Medicine & Rehabilitation for undergraduate students interested in careers in occupational therapy, physical therapy, speech-language pathology and rehabilitation nursing.

## HEAL High School

Early in FY24, Memorial Hermann Health System proudly announced an unprecedented partnership with Aldine Independent School District (ISD) to design and launch the new Health Education and Learning (HEAL) High School in Houston, a career-technical education (CTE) high school funded by a \$31 million grant from Bloomberg Philanthropies to the Memorial Hermann Foundation. HEAL High School is intended to provide a pathway to sustainable-wage, professionally rewarding health care careers for students in a school district where more than 90% of students are at risk of not graduating.

The initiative represents our commitment in the community to address non-medical factors that impact health care access and health outcomes, namely education and employment:

- 5 career pathways: nursing, physical and occupational therapy, medical imaging, pharmacy and health care business administration
- 142 students enrolled in the Class of 2028
- 190 students enrolled in the Class of 2029 (expected)
- Mentorship group ratio of 3 Memorial Hermann employees to every 15 students
- 90 students participated in the Summer Infusion Program

VETS spent a day volunteering with **Camp Hope**, a facility supporting veterans experiencing post-traumatic stress disorder with housing services, mentorship and therapy.

Memorial Hermann's Pride Alliance participated in the **Houston Pride Parade**, displaying our system's commitment to fostering inclusion and belonging.

*TIRR is a registered trademark of TIRR Foundation.*

# Health



## FY24 HIGHLIGHTS

Memorial Hermann's hospitals participated in the American Hospital Association's **Health Equity Transformation Assessment** and pledged to take action on the National Call to Action on Eliminate Health Care Disparities' goals to ensure that quality and equitable health care is delivered to all persons.

In a conversation co-hosted by Memorial Hermann and *Houston Business Journal*, Dr. David Callender was a roundtable participant at the event, **The Health Care**



**Value Imperative: How a Health Workforce Builds a Healthier Houston**, where he discussed our initiatives to promote workforce health and well-being, including

strategies for improving employee engagement, health outcomes and organizational culture.

We completed the **Provider Cross-Cultural Assessment Pilot**. The assessment is designed to identify how to best equip providers to treat culturally diverse populations. The Patient Access Representative Enhanced Education Pilot and Patient "Why" Campaign also resulted in the creation of education materials for staff to provide culturally responsive care.

## Addressing Inequities in Maternal Health



Black women are more than three times as likely to die from pregnancy-related complications as white women, regardless of their income or education. In addition, for every pregnancy-related death, there are an estimated 70 cases of severe maternal morbidity (SMM), serious underlying health conditions that can lead to pregnancy complications or even death for laboring mothers. Unfortunately, SMM is on the rise, including in the Greater Houston area, which has one of the highest rates of maternal

morbidity among metropolitan areas in the country at 89.2 deaths per 10,000 deliveries.

At Memorial Hermann, we are working with and in the communities we serve to understand and address the underlying causes of pregnancy-related complications, including the non-medical drivers of health, which begin long before someone becomes pregnant.

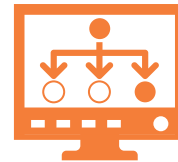
In FY24, we implemented the software **PeriGen** and the Maternal Early Warning System (MEWS) to help clinicians recognize, diagnosis and treat critical illness, including hypertension, hemorrhage and sepsis. This has led to improvement in treatment times, as well as decreased cesarean sections and SMM.

\*The American College of Obstetricians and Gynecologists <https://www.acog.org/>. Accessed September 8, 2024.

\*\*Improving Maternal Health Houston <https://imhhouston.org/awareness/>, Accessed September 8, 2024.



# Research



## FY24 HIGHLIGHTS

We established the Memorial Hermann **Institute for the Advancement of Health Equity (IAHE)** to accelerate our ongoing efforts to help all residents of Greater Houston have an equal opportunity to live a healthy life. The Institute will serve as a hub of our myriad activities to remove barriers to health and lead the discovery and implementation of innovative solutions to address health equity.

The IAHE hosted a **World Café** to convene researchers and leaders across the system to discuss ways to drive innovation and address the identified Community Health Network's research priorities.



*“As one of the most diverse cities in the U.S., Houston is an ideal location to study and further innovate solutions to our nation’s complex health equity crisis. Non-medical drivers of health are the factors beyond medical services that influence an individual’s health and well-being, and impact the health of every resident of the Greater Houston area.” – Dr. Toi B. Harris*

## Selected Presentations

Morris, B., Gleisberg D., Regan V., Monroe F., Gatus, L.A., Harris, T.B., **“Reducing Maternal Morbidity and Neonatal Morbidity: A Holistic Model for Improving Family Experiences, Health Equity and Inclusion,”** Institute for Healthcare Improvement Forum, Orlando, FL; December 8, 2023; Poster Presentation.

Harris, T.B., Acosta, D.A., Higgins, N., Monroe, A., **“Advancing Mental Health in the African American Community by Fostering Inclusion in Workplace and Educational Settings,”** American Psychiatric Association and Morehouse School of Medicine; February 29, 2024; Webinar.

Harris, T.B., **“A Data Informed Approach to Health Equity,”** Leadership Institute DEI Forum; April 3, 2024; Webinar.

Harris, T.B., Regan, V., Folh, K., Gatus, L., **“Maternal Health: One Health System’s Journey to Advancing Equity and Improving Outcomes,”** Becker’s Healthcare Leadership Conference, Chicago, IL; April 8, 2024; Presentation.

### MEMORIAL HERMANN’S OFFICE OF EQUITY, DIVERSITY AND INCLUSION MEMORIAL HERMANN INSTITUTE FOR THE ADVANCEMENT OF HEALTH EQUITY

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