

DIVERSITY, EQUITY & INCLUSION | STRATEGIC PLAN 2022 - 2024



**“Organizations
with diverse
teams perform
better.”**

Mission Statement

Improve the health of our community by providing exceptional healthcare.

Vision Statement

We are caring professionals driven by standards of excellence who go above and beyond to provide an exceptional patient care experience.

Values Statement

- Patients and families first
- Respect and civility
- Honesty, integrity and transparency in action
- Operational excellence
- Teamwork, collaboration and communication
- Accountability
- An impeccable, healing environment



Diversity, Equity & Inclusion

Garnet Health is committed to diversity, equity and inclusion with all our patients and families, physicians, workforce, business partners, and the diverse communities we serve.

True to our mission to improve the health of our community by providing exceptional healthcare, we draw on the differences in who we are, what we've experienced and how we think, to grow and learn better together, while creating an environment where employees, patients and families feel safe being who they are while addressing concerns related to race and equity.

The collective sum of the individual differences, life experiences, knowledge, innovation, self-expression and talent that our employees invest in their work represents not only part of our culture, but also our reputation and achievements.

It's about respecting and valuing all the things that make an individual unique.

Diversity, equity, inclusion and belonging are the essence of our Garnet Health fabric.

Ensuring Equity and Respect

Our Goal and Our Commitment:

We will foster a respectful, inclusive and supportive workplace that enables us to attract and retain a diverse workforce that represents our patients and the community we serve.

We will ensure that diversity, equity, inclusion and belonging are the essence and DNA of our Garnet Health fabric, to guarantee equitable healthcare delivery and best-in-class workforce practices.

To Employees:

It is Garnet Health's policy to prohibit discrimination and harassment of any type and to afford equal employment opportunities to employees, volunteers, physicians and applicants, without regard to creed, sexual orientation, ancestry, ethnicity, citizenship, marital status, familial status, military status, political beliefs, status as a victim of domestic violence, race, color, religion, sex, national origin, age, disability, genetic information, gender identity or expression, union affiliation, socio-economic status, veteran status or any other characteristics that make our employees unique.

The policies and principles of equal employment opportunity also apply to the selection and treatment of independent contractors, personnel working on our premises who are employed by temporary agencies, physicians, students, residents, interns, and any other persons or firms doing business for or with Garnet Health.

To Patients:

Patients have the right to receive treatment without discrimination due to race, color, religion, sex, gender, gender identity, sexual orientation, national origin or source of payment. Patients also have the right to have visitors of their choice.





Diversity, Equity & Inclusion Framework

Starting in 2020 and continuing throughout 2021, the Garnet Health Executive Team worked to create a Diversity & Inclusion framework, with a goal to create a strategic plan for the system that included guiding principles, action steps and a timeline. The team met monthly in 2020 and throughout 2021, discussed the framework for transformation, established guiding principles and added respect as one of our core values. Steps included:

- An overview of Garnet Health System’s mission and vision with regard to diversity and inclusion.
- Establishing goals:
 - o Mapping out the process of the Diversity & Inclusion plan
 - o Developing a strategic plan, action steps and a timeline
- Creation of a “current state” metrics scorecard that included nine dimensions of diversity (age, gender, religion, sexual orientation, race, ethnicity, class, disability and nationality) and broke down how that diversity is currently expressed in management and in the overall workforce.
- Determining an ideal structure for the system, based on CEO plans and management vision of what success looks like.
- Creation of Employee Resource Groups as well as one-on-one and group mentoring.
- Creation of avenues for employee feedback and dialog:
 - o Inclusion and Advisory Council
 - o Communication and Engagement
 - o Clinical Care Steering Committee
 - o Faith Health Partnerships
- Enabling diversity training for new hires and existing staff.

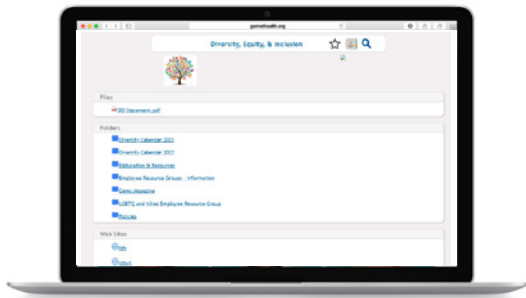


Some elements of our framework have been completed, some are in progress and some are still in the planning stages. Here’s a short synopsis of what’s in place and the good things yet to come.

Data review:

One of our first steps was to gather “current state” data on all dimensions of diversity. New hire, turnover, retention and promotion data was collected. A “presurvey” demographics assessment was added to our Gallup Engagement Survey.

2021



Intranet site: The Cultural Diversity Equity & Inclusion intranet site functions as a place for employees to learn more about diversity, equity and inclusion, with resources and information on various topics.

Employee Resource Groups: To introduce the concept of Employee and Business Resource Groups (ERGs and BRGs), we created a tool kit that includes definition and structure, why ERGs are important and the request process for creating an ERG.

Education: We launched live training for registered nurses during nursing orientation, and for new providers with Garnet Health Doctors during new provider orientation.

Healthcare Equality Index: Garnet Health Medical Center merits Top Performer designation

Through the work of the LGBTQ+ Employee Resource Group, Garnet Health Medical Center–Catskills and Garnet Health Medical Center submitted Healthcare Equality Index (HEI) applications in the fall of 2021. The HEI is a national benchmarking tool that evaluates healthcare facilities' policies and practices related to equity and inclusion of their LGBTQ+ patients, visitors and employees. Of a record 906 healthcare facilities that actively participated, Garnet Health Medical Center was one of 251 designated a Top Performer.



Scoring Criteria	GHMC - Middletown	GHMC - Catskills
1 Nondiscrimination & Staff Training	Training requirement met through leadership, new hire and annual education.	Training requirement not met. Work on advertising available training and ensure required training hours are met.
2 Patient Services & Support	Current patient satisfaction survey meets the requirement by capturing a patients gender identity.	Revise patient satisfaction survey to include a two-part question to collect gender identity.
3 Employee Benefits & Policies	Requirement is partially met by providing medical benefits to domestic / married partners of benefits eligible employees. To meet this requirement fully, must provide employees gender transition-related treatment.	
4 Patient & Community Engagement	Create a brochure to educate the public about specific health topics and how they impact the LGBTQ+ community.	

Working toward an even better tomorrow: Preparing our HEI submission uncovered some areas where we could improve. Better engaging and supporting all underrepresented groups requires our continuous dedication.

2022 → → → → → → → →

Diversity Steering Committee Formed

The Diversity Steering Committee was created in March 2022 to guide diversity and inclusion initiatives, creating an environment where employees, patients and families feel safe being who they are, while addressing concerns related to race and equality.





Among the first steps the Committee has taken is the creation of a Diversity & Inclusion calendar. The calendar and its acknowledgements are one tool to expand our workforce's and the community's knowledge of historical, cultural and religious events of diverse groups and their impact on the world. The recognitions calendar is communicated through the employee newsletter - GEMS and social media as well as building some community and hospital-based events around specific recognitions such as PRIDE month. For each acknowledgement, consideration is given for the employees and from the community health perspective.

Diversity, Equity and Education: learning with Traliant training modules

Starting in March 2022, Garnet Health launched a diversity, equity and inclusion education program featuring modules from Traliant, a leading healthcare employee training platform that educates teams on building a cultural of respect and inclusion. These 15- to 35-minute courses are intended to boost sensitivity, understanding and respect in the workplace. Modules include:

Diversity, Inclusion and Sensitivity: Explains racial identity and racism alongside core diversity and inclusion concepts while providing practical steps to help employees choose inclusive actions, improve cultural humility and address unconscious bias.

Unconscious Bias: Raises awareness of unconscious bias and provides suggestions to help employees reach a higher level of awareness so they are better able to prevent personal biases from affecting their actions at work.

Microaggressions in the Workplace: Explains microaggressions and the effect they can have on others. Employees learn to recognize and prevent verbal and nonverbal messages that contain hidden messages that may result from unconscious bias, and receive guidance for responding to microaggressions in a positive and effective manner.

Cultural Competency and Humility: Gives employees an understanding of what cultural competency and cultural humility are and why they matter. In addition to providing practical knowledge, the training offers valuable inspiration for improved interactions in the workplace and life in general.

Next steps: *From July 2022 on, diversity, equity and inclusion training is included as part of Garnet Health System's orientation for all new employees. The training is available through HealthStream.*

Ongoing: → → → → → → → →

Careers and the Website: With the redesign of the Garnet Health careers site, a DEI section was added to continually promote our work in creating a diverse workforce. We will continue to highlight our progress on DEI initiatives including employee contributions.

Blogging: Through the work of the Diversity Steering Committee, blogs will be created from time to time to share updates, educate and or spotlight a particular diversity, equity and or inclusion topic. Blogs will be posted to the website and pushed out via social media.





Talent Management: For Garnet Health to be an employer of choice for a diverse array of candidates, it requires a collaborative approach to talent acquisition and development. We're engaging our current employees and new hires to help identify new opportunities for recruiting, retaining and developing a diverse workforce. Through candidate and new hire surveys, stay interviews, and exit feedback, we will continue to solicit information which will allow us to adjust our tactics. We are focused on recruiting, retaining and promoting a diverse team, at all levels, to ensure the demographics of our staff reflect the demographics of the communities we serve.

Ongoing: → → → → → → → →

Diversity, Equity & Inclusion Goals/Priorities

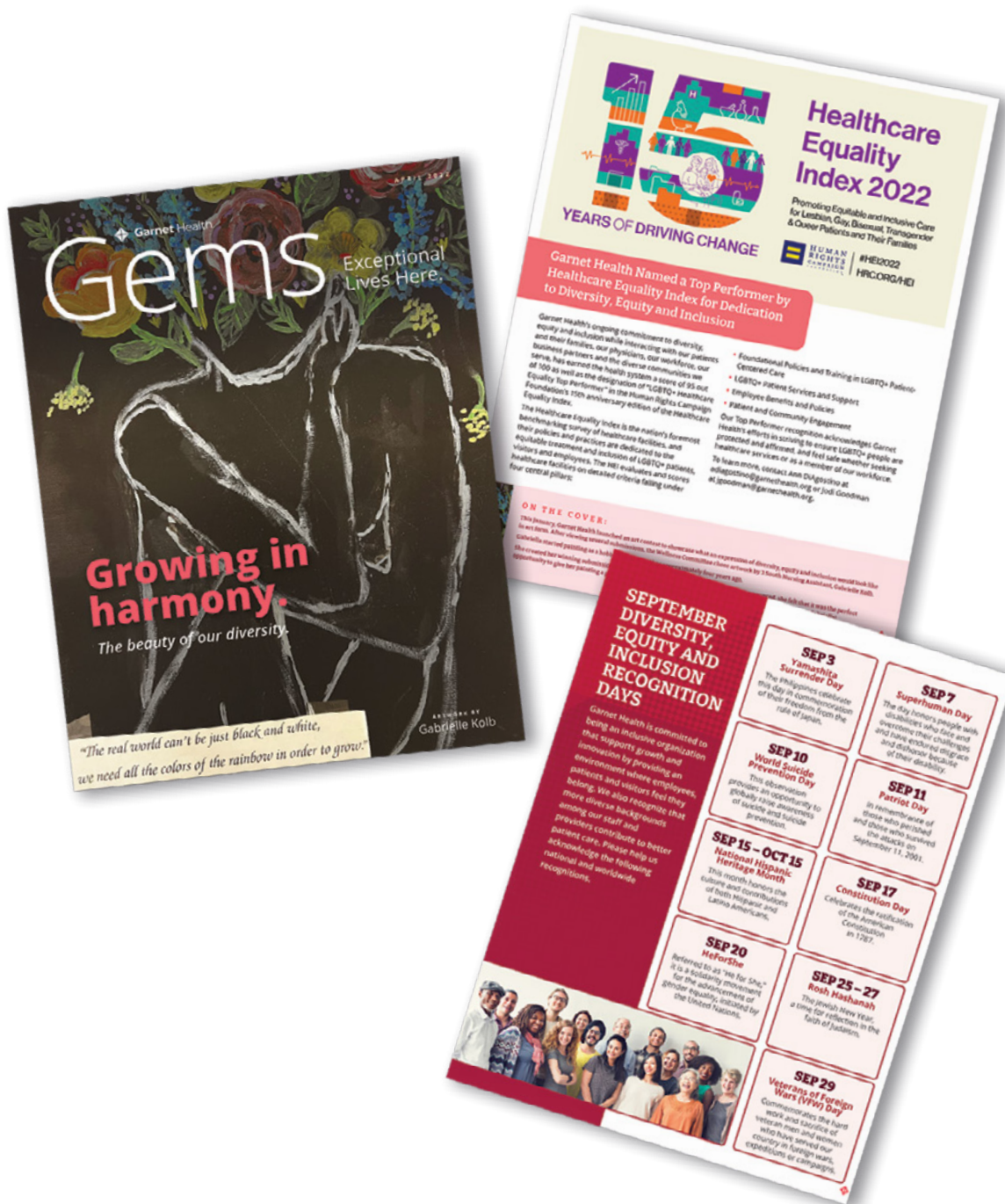
ALL DEI GOALS WILL BE ALIGNED WITH OVERALL GARNET HEALTH SYSTEM BUSINESS GOALS.

GOALS	OBJECTIVES	ACTIONS	BY WHEN	MEASURING SUCCESS
Assessment – Current State	Understand current state of the organization and identify opportunities for improvement.	Analyze Data: <ul style="list-style-type: none"> • Representation by levels • Hires, promos and terms • Succession plan • Development opportunities 	2022	Gallup / HRIS reporting
Develop a DEI Dashboard/ Scorecard	To measure progress, and identify gaps and areas of opportunities.	<ul style="list-style-type: none"> • Representation by levels • Applicants, hires, promos and terms • Time in position • Engagement by level and racial groups 	Ongoing	Percentage difference, year over year, in dimensions of diversity
Education & Awareness	Increase awareness and understanding of Garnet Health as a diverse and inclusive organization.	<ul style="list-style-type: none"> • Basic training for all employees as part of annual education and new employee orientation. (Traliant DEI education suite) • Leadership training: identify vendor to deliver customized training for all leaders on DEI. • Intranet • GEMS newsletter blog • Diversity calendar 	2022	100% compliance on all assigned new hire and employee annual education
Build Additional Infrastructure to Support Work	Support and sustain the DEI journey.	<ul style="list-style-type: none"> • Create Employee Resource Groups • Create DEI Advisory Council • Create DEI Leadership Advisory Council 	Ongoing	Defined outcomes reported on by ERG
Workforce Diversity, Recruitment, Engagement & Diversity	Increase and maintain a diverse and engaged workforce at all levels of the organization.	<ul style="list-style-type: none"> • Ensure diversification of job boards to assist in the recruitment of diverse candidates. • Use the video feature of ICMS' attract a diverse pool of candidates. • Partner with local organizations and schools focused on diversity initiatives to create awareness of opportunities in the healthcare industry and promote employment opportunities. 	Ongoing	Use 2022 data as baseline and track year over year results.
Equitability	Ensure equitability throughout the Garnet Health System.	<ul style="list-style-type: none"> • Review of policies and practices to ensure inclusive language and consistency. • Provide equitable patient care for all patients. 	Ongoing	CMS Quality Health Equity Survey Community Health Assessment Plan
LGBTQ+ Centered Care	Strengthened our LGBTQ+ centered care.	<ul style="list-style-type: none"> • Promote LGBTQ+ dedicated physicians to ensure the best care for our LGBTQ+ patients. • Engage in LGBTQ+ inclusive marketing/advertising to the LGBTQ+ community to educate and improve their health. • Provide educational opportunities to our medical staff/providers through The Center for Affiliated Learning (The CAL). • Continue the partnership with the LGBTQ+ ERG to advance services, education and support of our LGBTQ+ community. 	2022 and Ongoing	Health Equality Index Assessment Application
Awards & Recognition	Garnet Health is recognized as best in class for DEIB.	<ul style="list-style-type: none"> • HEI designation • Best Place to Work 	2024	Health Equality Index Results "Best Employers for Diversity" Application Diversity, Equity & Inclusion Excellence



Showcasing Diversity, Equity and Inclusion:

Internally, our ongoing commitment to diversity, equity and inclusion headlined the April 2022 issue of Garnet Health's GEMS newsletter. The feature article highlighted Garnet Health Medical Center's designation as an "LGBTQ+ Healthcare Equality Top Performer" in the Human Rights Campaign Foundation's 15th anniversary edition of the Healthcare Equality Index. The cover featured artwork by 3 South Nursing Assistant Gabrielle Kolb, winner of a contest to showcase diversity, equity and inclusion in art form. We also launched our monthly DEI Recognitions feature in the August issue of GEMS.

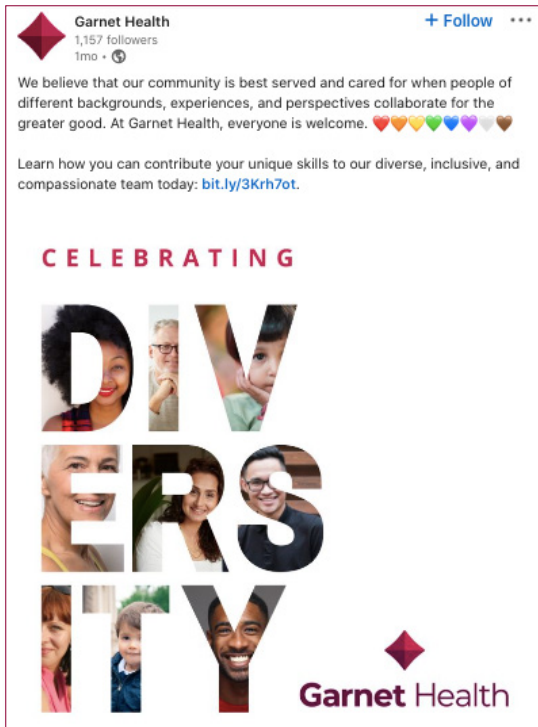


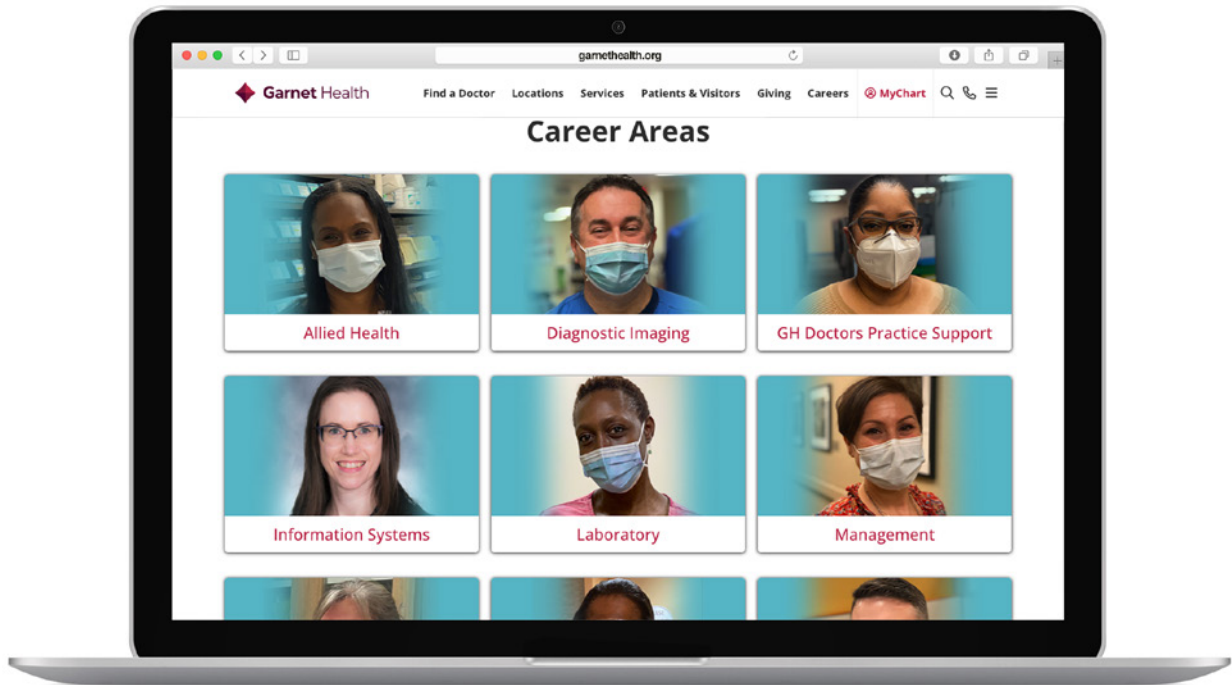
2022



Showcasing Diversity, Equity and Inclusion:

Externally, Garnet Health social media will continue to acknowledge dates of importance to diverse cultures and religions represented within our community.





Website:

Using a variety of diverse stock images and photos of our own employees, Marketing will work to enhance the website to showcase the diverse patient population we care for by the diverse workforce we employ. Additionally, as the Diversity, Equity and Inclusion Committee solidifies components of the plan, Marketing will add content that highlights our efforts as a system.



Diverse Teams Boost Creativity and Innovation

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