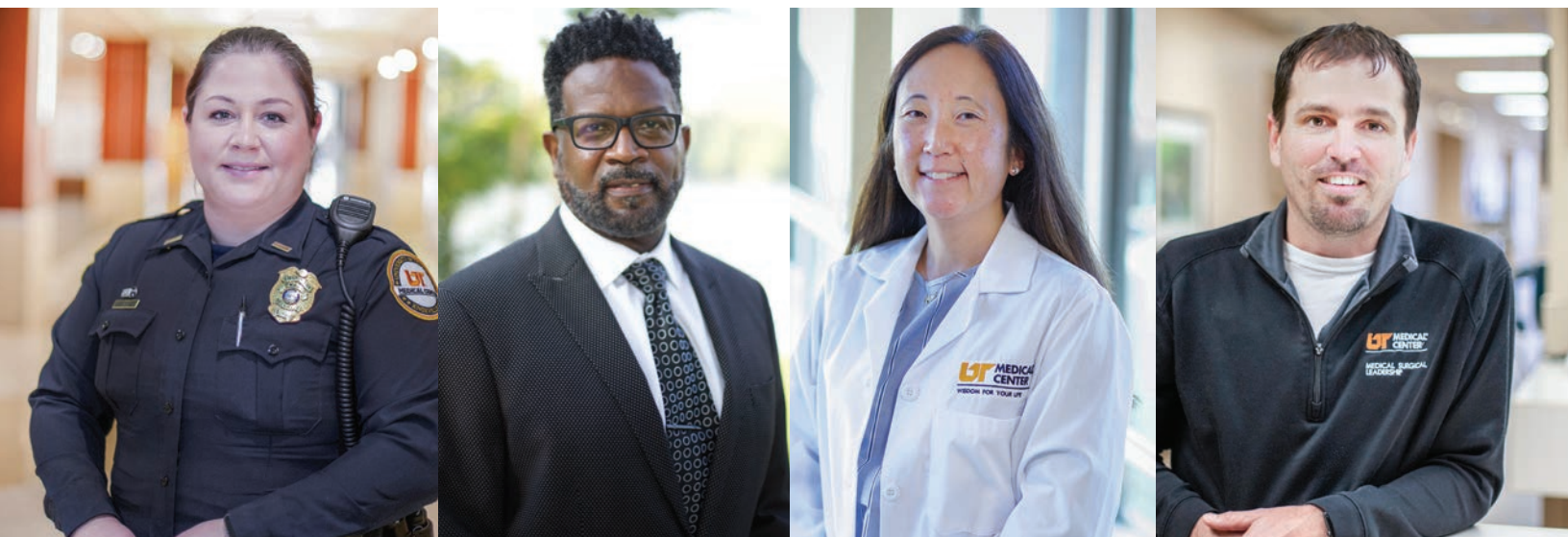


# Diversity Equity Inclusion

2022 Annual Report



Wisdom for Your Life.

**Our Mission** | To serve through healing, education and discovery

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# Introduction



As we described in our first annual report in 2021, our formal journey began last year, with the establishment of several critical diversity programs and the appointment of a new leader focused on diversity, equity and inclusion (DEI) one hundred percent of the time. This year, we expanded our staff by adding a Community Health Equity Director and designating a senior leader as Chief Equity Officer, and we conducted a mandatory four-hour leadership program in inclusion for all managers and above. We experimented with new strategies

to diversify our workforce, created and formalized partnerships with our community partners, and engaged our team members by encouraging them to join Employee Resource Groups (ERGs), attend diversity education sessions and serve on Councils and committees.

We appreciate that our team members, our leadership, our Board of Directors, and our community is joining us in our commitment to the view that diversity, equity, and inclusion are not only moral imperatives, but business imperatives for our organization. Our strategic framework incorporates pillars that are essential in fulfilling our mission: access, representation, and culture. Our strategic DEI goals and accomplishments are detailed in this report, and I hope you will join us in celebrating what we have achieved.

A handwritten signature in black ink, appearing to read "Joe L.", with a long horizontal line extending to the right.

Joe Landsman  
President and Chief Executive Officer



As Mr. Landsman shares, we are dedicated to our journey toward diversity, equity and inclusion and we have made a strong start. The programs, the participation and the partnerships built over the past two years have been dynamic, thoughtful, and meaningful. Beyond our DEI pledge, we are also committed to improving the well-being of the community we serve.

We understand that many factors affect an individual's health, from socioeconomic factors to the physical environment, as well as health behaviors and clinical care. We are using new data-driven processes and evidence-based practices to implement approaches to improve the health of the communities where our patients and team members work, live and play.

We are excited to announce that our focus in the coming years will be prioritizing our internal efforts and resources and strengthening and forging community collaborations that center on health equity so that everyone has a fair and just opportunity to be as healthy as possible.

Healthcare is personal to each of us, and it will take a dedicated focus to address areas of disparities to truly impact the overall health of our community. As an organization, we have a lot to learn and understand yet we are committed to listening, exploring, and collaborating with our community to ensure we are providing the support and resources needed to make the most meaningful affect.

We invite anyone interested in learning more and supporting this journey to visit [Diversity, Equity and Inclusion | UT Medical Center | Knoxville, TN](#). Let's work together to build a healthier future for everyone!

A handwritten signature in black ink, reading "Kathy Boyd".

**Kathy Boyd**

SVP and Chief Philanthropy & Equity Officer

# Our Commitment

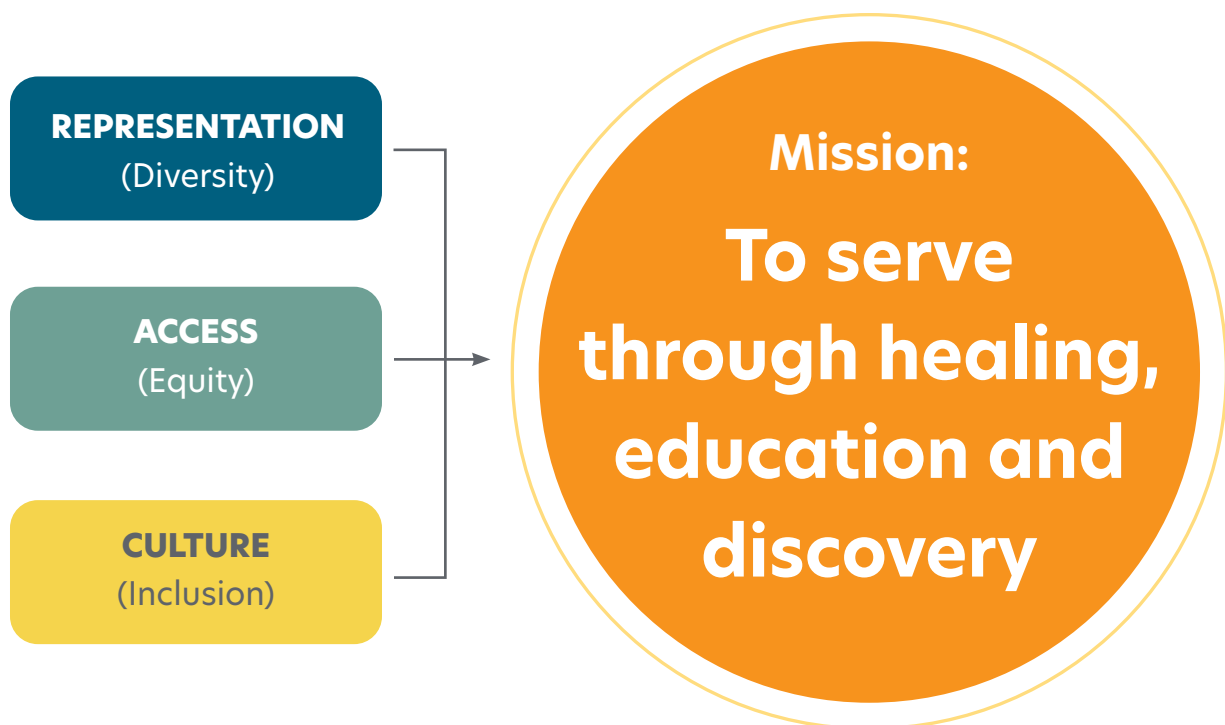
We are committed to the view that diversity, equity and inclusion not only are moral imperatives, but business imperatives for our organization. They are values embraced by our people, whether they are entering the workplace or accessing our health system.

Our DEI framework is founded on 3 pillars:

**REPRESENTATION, ACCESS** and **CULTURE,**

with objectives designed to reach our workforce, patients and community.

**These pillars are synonyms for diversity, equity and inclusion.**



# Representation Pillar (Diversity)

## Representation Goal

Create & retain a workforce that is a REPRESENTATION of the patients and families we care for.

### Advantages of Increased Representation in Health Care



Increased Comfort Levels



Boosted Creativity



Enhanced Understanding



More Innovation



Increased Trust



Higher Retention



Improved Communication



Reduced Health Disparities

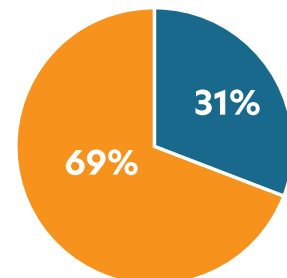


Increased Engagement

## 2022 Workforce Demographics



### Gender

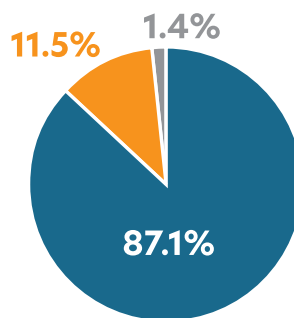


Women

Men

Non-binary = 0.1%

### Race/Ethnicity

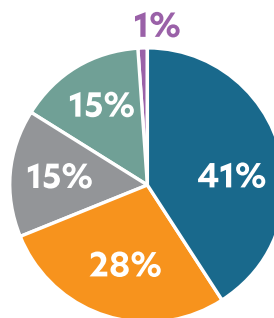


White People

People of Color

Not Disclosed

### Generations



Pre-Baby Boomers (before 1946)

Baby Boomers (1946-1964)

Gen X (1965-1980)

Millennials (1981-1996)

Gen Z (after 1997)

N = 8,154 team members. Snapshot workforce data from various data pulled in October 2022 (UHS, UPA Clinicians, UPA Physicians & GSM faculty, staff and residents, Crothall vendor, Morrison's vendor); analyzed 10/28/22

Source: <https://www.usa.edu/blog/diversity-in-healthcare>

## Medical Center Patient/Community Comparisons

Race/Ethnicity	2020 Census	Knox Co. Census	Sept 2022 Patients	Sept 2022 UTMCTM
2 or more races	2.1%	2.3%	0.8%	1.5%
Native Hawaiian/other Pacific Islander	0.1%	0.1%	0.1%	0.3%
Hispanic/Latino	4.8%	4.6%	2.0%	2.1%
Black/African American	6.2%	8.9%	5.1%	4.5%
Asian	2.3%	2.4%	0.4%	2.3%
American Indian/Alaskan Native	0.5%	0.4%	0.1%	0.2%
White	79.3%	82%	83.7%	87.1%
Unknown/Blank/Undisclosed	0%	0%	9.0%	1.4%
Females	51.1%	51.4%	63.3%	69%

Our goal is to have a workforce that reflects the community we serve. We are not striving for a perfect match, but rather more representation of the demographics around us so that we can better meet our patients' needs. Pipeline programs will help us close the gaps.

## Pipeline Programs

### Centro de Hispano

Collaborated to develop a practicum for their interpreter student program, held in the Fall of 2022.

Students provide conversational and comfort interpretation in 5 departments:

- Visitor & Volunteer Services
- High Risk OB
- Internal Medicine/OBGYN Clinic
- Mother-Baby 3Heart
- Emergency Department



Welcomed 10 students through our Outside Learner/Observer program, sponsored by the Office of Visitor & Volunteer Services



# Representation Pillar (Diversity)

## Pipeline Programs

### Boys and Girls Club of the Tennessee Valley (BGCTNV)

- Formalized partnership in 2022 through their Youth Force program
- Two hiring events (Spring 2022, Fall 2022) targeted to high school students for transporter roles at the medical center:
  1. February - March event = 10 attendees, 5 shadowed, 1 hired
  2. September event = 24 attendees/shadowed, 17 engaged in onboarding process, 8 new hires
- Partnership resulted in 2 policy refinements:
  1. Removed GED/High school diploma for some entry-level roles
  2. Implemented creation of new policy: Minors on Campus, now hiring 16-17-year-olds in some roles



Pictured left to right: Lori Shipley, UTMC; Polly Johnson, BGCTNV; Briana Curington, BGCTNV; Xavier Bridges, BGCTNV; Justin Newman, UTMC; Lindsey Jennings, UTMC



# Access Pillar (Equity)

## Access Goal

Expand equitable ACCESS by providing culturally competent care & addressing barriers for all patients in our community.

## Access Activities

Achieving health equity starts with a deep understanding of the populations we serve.

The medical center was awarded a \$265,000 CDC-ETS grant to fund internal and external projects intended to increase the medical center's knowledge and understanding of the populations it serves and the economic and social needs that lead to poor health outcomes.

Through the grant, the medical center has partnered with ThreeCubed, a local non-profit organization with significant experience in equity-related work, to produce data stories for all 21 counties included in our service area. The data stories will include demographic, health outcomes, and, more importantly, socioeconomic data.

Additionally, this grant funding supports our efforts in identifying healthcare disparities for all populations served. We were able to engage a Health Equity Data Analyst in August, tasked with producing health equity dashboards and scorecards.

## Community Health Rankings, examples of data being examined

County	Health Behaviors	Clinical Care	Economic Factors	Physical Environment	CHRR Rankings
Anderson	13	10	19	64	38
Blount	16	7	7	21	8
Campbell	78	65	77	38	91
Claiborne	71	48	51	87	79
Cocke	88	43	94	51	93
Cumberland	25	27	38	13	32
Fentress	60	87	52	8	70
Grainger	46	64	49	72	76
Hamblen	41	57	44	91	46
Hancock	93	80	93	53	94
Hawkins	72	36	48	84	60
Jefferson	34	20	26	79	28
Knox	5	2	5	75	11
Loudon	10	8	11	9	7
McMinn	59	26	42	56	59
Monroe	61	55	56	50	68
Morgan	87	83	58	46	78
Roane	23	14	25	14	43
Scott	84	61	83	27	84
Sevier	28	79	67	59	26
Union	79	60	76	81	80

Health Outcomes		Health Factors	
County	Rank	County	Rank
Loudon	7	Knox	2
Blount	8	Blount	7
Knox	11	Loudon	8
Sevier	26	Anderson	14
Jefferson	28	Roane	19
Cumberland	32	Cumberland	24
Anderson	38	Jefferson	25
Roane	43	McMinn	44
Hamblen	46	Grainger	52
McMinn	59	Hamblen	54
Hawkins	60	Hawkins	57
Monroe	68	Sevier	58
Fentress	70	Monroe	60
Grainger	76	Fentress	66
Morgan	78	Claiborne	68
Claiborne	79	Morgan	76
Union	80	Campbell	78
Scott	84	Union	79
Campbell	91	Scott	82
Cocke	93	Cocke	89
Hancock	94	Hancock	93

- Health Outcomes
- Length of Life
  - Quality of Life
- Health Factors
- Health Behaviors
  - Clinical Care
  - Social & Economic Factors
  - Physical Environment

Source: CHRR Data

# Access Pillar (Equity)

## Prostate Screenings in the Black Community:

- Began new relationships to promote screenings through partners such as the Alliance House Community Coalition, New Direction Healthcare Solutions and Knox County Health Department
- Offered screenings at the Emerald Youth Haslam-Sansom Complex, several East Knoxville black churches, and the Cancer Institute at The University of Tennessee Medical Center
- Created cultural appropriate education materials



## Prostate Screenings in the Hispanic Community:

- Continued existing partnerships with Centro Hispano of East Tennessee and Cherokee Health, offering screenings at the Cancer Institute at The University of Tennessee Medical Center
- Developed new relationships with Latinas Time and Clinica Latinos Unidos of Loudon to offer screenings in 2023 in Loudon County
- Created cultural appropriate education materials

## Mammograms in the Black Community:

- Expanded community partnerships which resulted in an increase in the number of mammograms provided
- Provided Myraid genetic testing for women who met the criteria at The Alliance House community event
- Provided women an opportunity for their yearly mammogram at several East Knoxville black churches and the Emerald Youth Haslam-Sansom Ministry Complex Lonsdale
- Ensured the continuum of care for women recalled for diagnostic testing after screening



## Mammograms in the Hispanic Community:

- Continued existing partnership with Centro Hispano of East Tennessee in Knox County and developed new partnership with Clinica Latinos Unidos in Loudon County
- Increased the total number of mammograms provided
- Ensured the continuum of care for women recalled for diagnostic testing after screening

## Heartwise Event

- Resumed the annual event after a 1-year hiatus due to COVID
- Provided an array of comprehensive, low-cost cardiovascular disease screening for 50 community members
- Facilitated and showcased the wide range of health care services offered at the medical center including CPR training, healthy diet seminars and physician counseling on cardiovascular risk and individual screening results



## Knoxville Area Urban League (KAUL) Health Event - November 10, 2022

- The University of Tennessee Medical Center and The Knoxville Area Urban League partnered for our first community health fair
- Provided health screenings, educational materials and flu vaccines for over 65 community residents
- Aimed to reach underserved members of our community who may not have health insurance

The Knoxville Area Urban League's Dr. Charles Lomax, Jr., and Phyllis Nichols with Dr. Keith Gray, Executive Vice President and Chief Medical Officer, The University of Tennessee Medical Center

# Culture Pillar (Inclusion)

## Culture Goal

Enhance our CULTURE by expanding team members' skills to work inclusively with each other and with our community; ensure policies and practices are inclusive and equitable.

## 2022 Diversity Education Metrics

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### Topics/titles include:

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- Intro to DEI @ The University of Tennessee Medical Center
- Through the Equity Lenses
- Diversity Dialogue: Fostering Inclusion
- Cultural Competency
- Crucial Conversations Across Differences
- Generations in the Workplace
- Unconscious Bias



## Employee Resource Groups

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### Veterans Engaging for Team member Support (VETS)

Purpose: VETS provides a network of support and fosters a military/veteran-friendly environment for our team members, creating opportunities to network and access resource services. VETS also provides support to the medical center employees that serve in the military and their family members during a service member's deployment. This group also helps newly transitioned veterans acclimate into the workforce and engages in activities that demonstrate The University of Tennessee Medical Center as a military-friendly campus.

#### Milestones:

- Membership in 2022 has increased to 70+ members
- Hosted a Memorial Day event in May in Wood Auditorium for team members
- Held a celebration for Veteran's Day in the Hospital South Lobby for patients and team members



### Women Physicians & Scientists Leaders in Academic Medicine (WPSLAM)

Purpose: WPSLAM works with and for self-identifying women physicians and scientists within our academic medical center by addressing gender equity through focused recruitment, mentoring, networking and engagement opportunities.



#### Milestones:

- Hosted 2 networking dinners for women physicians and scientists, the November dinner featured a talk on women's leadership by University of Tennessee, Knoxville, Chancellor Donde Plowman
- Sponsored a talk by Dr. Nikki Zite about the post-Roe world for physicians

# Culture Pillar (Inclusion)

## Employee Resource Groups

### People Respecting Identity & Sexuality in Medicine (PRISM)

Purpose: This group ensures that The University of Tennessee Medical Center is recognized as an affirming place for care of our LGBTQ+ (lesbian, gay, bisexual, transgender, queer and others) community. PRISM members also provide support and allyship to LGBTQ+ team members to help with career development, retention and engagement activities.

#### Milestones:

- Membership in 2022 has increased by 227%, with 118 total members
- Let's Get Together: SoKno Pride tailgate in June
- Let's Get Comfortable: LGBTQ Terminology & Best Practices, featuring an Associate Professor, University of Tennessee, Knoxville, Department of Public Health
- Let's Unite: Coming Out Day celebration on October 11 in the Hospital South Lobby for patients and team members





## 2022 Cultural Awareness Activities

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We continue to recognize monthly cultural celebrations, awareness events and other activities internally through “Did You Know?” articles and team member posts.

# Culture Pillar (Inclusion)

## Diversity, Equity & Inclusion Council

The DEI Council's purpose is to coordinate, integrate and promote an inclusive environment, which is diverse and culturally competent to better serve our patients, families, team members and our community. The Council provides leadership and encourages collaboration among all team members to acknowledge, value, respect and embrace the strengths and differences represented throughout the medical center both on and off campus.

### 2022 accomplishments

1. Created a "language access" working group to assess and recommend needed enhancements to help patients with limited English proficiency. Outcomes include:
  - "We speak your language" cards available at all Info Desks
  - Organization huddle focused on CyraCom language services, reminder that anyone can access
  - Feasibility study for on-site Spanish interpreters
2. Reviewed Human Resources policies through an equity lens
  - Recommended updates on 4 policies,
  - Refined the Equal Employment Opportunity policy
  - Helped to draft a new Transgender/ Transitioning Team Member policy
3. Served as the medical center's diversity ambassadors in partnership with HR
  - Attended school future fairs
  - Staffed Veterans job fairs
  - Participated at community recruitment tables throughout the year



2022 DEI Council Members, pictured left to right: Ashtyn Jabson-Tree; Dr. Rocio Huet, Chair; Ashley Martin; Nick Biggs; John Jeffries; Devin Fladd; Amy Perkins; Joe Perez; Becki Fogerty; Dr. Jill Lloyd; Becki Morrison; Kelly Hackworth-Garrison; Desiree Jones, Vice Chair; Joe Landsman, Executive Sponsor; Lisa A. Duncan

# Community Health Equity Council

The Community Health Equity Council makes recommendations related to health equity, population health and the reduction and elimination of health disparities in healthcare. The CHE Council also assists the Community Health Equity (CHE) Director with strategic initiatives, goals and activities related to healthcare access, education outreach and engagement in our 21-county service area. They also provide recommendations on coordinating, integrating and promoting health equity programs, projects and initiatives to better serve our patients, families and community.

## 2022 accomplishments

1. Provided recommendations for minority populations outreach initiatives, particularly for breast and prostate cancer
2. Finalized the Community Outreach, Education and Engagement Survey for use internally to assess engagements across the system
3. Provided guidance on patient characterization data for communities identified as areas with the most significant social and economic needs
4. Provided feedback for educational materials about health equity
5. Guided the planning and implementation of the National Minority Health Month (April)



2022 CHE Council members

Back left to right: Janet Seiber, Justin Wolfe, Dr. Keith Gray (Executive Sponsor), Jessica Flanary. Front left to right: Liliana Burbano, Mae King, Paige Huggler. Not pictured: Liz Lowe, Dexter Mims, Dr. Janet Purkey, Kari Hancock

# DEI Champions

Each year, we will highlight the year's champions for diversity, equity and inclusion. This year, we are featuring the Women & Infants Center of Excellence as our DEI Champions at the medical center.

## March of Dimes Project

Evidence is clear that the rate of maternal mortality in the United States, specifically in Tennessee, is higher than in other developed countries. Sadly, 80-90% of maternal deaths are deemed preventable, stemming from breakdowns in communication and teamwork. Mortality is 3-4 times higher among Black women.

The Center for Women and Infants is proud to be 1 of 5 hospitals in the nation participating and acting as a pilot facility working on a health equity initiative in partnership with the March of Dimes and the US Department of Health and Human Services. This initiative is called Maternal HealthCARE: Closing the Black-White Gap in Maternal Health Outcomes.

One of the biggest components of the Maternal HealthCARE project includes an initiative called TeamBirth. TeamBirth has been proven to improve communication, reduce complications, reduce cesarean birth rates, improve patient and staff satisfaction and can support all our ongoing quality improvement work. TeamBirth is a set of tools that will help us improve trust, collaboration and communication with our patients through shared decision making. TeamBirth can improve patient provider and nurse satisfaction, reduce adverse outcomes and complications and provide space for dignity and psychological safety in the delivery room.

## TEAMBIRTH



# DEI Team



**Kathy W. Boyd**

**Senior Vice President and Chief Philanthropy and Equity Officer**

KBoyd@utmck.edu 865-323-9493 (cell)

Kathy joined the The University of Tennessee Medical Center and The University of Tennessee Graduate School of Medicine in January 2015. She has 33 years of experience in the healthcare industry primarily in hospital administration, philanthropy, strategic planning, community relations, disease management and health promotion, integrated marketing and communications and new services development.

Reporting directly to the President and CEO and a member of the executive leadership team, Kathy is responsible for the medical center and Graduate School of Medicine's philanthropic initiatives and provides executive leadership on special projects, Diversity, Equity & Inclusion, Community Health Equity, Volunteer and Visitor Services and The Gift Shoppe.

A native of North Carolina, she is a graduate of Meredith College in Raleigh, NC, holding a Bachelor of Science degree in Business Administration with a concentration in management. She completed graduate studies at Pfeiffer University. Kathy is actively involved in the community and has served on numerous non-profit boards.

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**Becki Fogerty**

**Vice President for Diversity, Equity and Inclusion**

RFogerty@utmck.edu 865-399-0876 (cell)

Bringing more than 15 years of experience in equity and inclusion programs, inaugural Vice President for Diversity, Equity and Inclusion, Becki joined the medical center in January 2021. Before moving to East Tennessee, she worked for five years at the Children's Hospital of Philadelphia as the senior director of the Office of Diversity & Inclusion. Becki has a bachelor's degree in sociology and anthropology from Elon University and a master's degree in applied sociology with a focus on women's studies from Old Dominion University.

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**Liliana Burbano**

**Director, Community Health Equity**

LBurbano@utmck.edu 865-352-1325 (cell)

Liliana is a Colombia native and a public health practitioner with more than a decade of experience in the Knoxville area. She started in her role with the medical center in January 2022, where she is responsible for enhancing our external partnerships and direct community health equity programs and projects. Liliana worked for the Knox County Health Department (KCHD) in many different capacities for 11 years, and during the COVID-19 pandemic, Liliana served as the lead for minority outreach initiatives. She graduated from the Xavierian University in Bogotá, Colombia, with a bachelor's degree in social communication with an emphasis in education and earned a master's degree in sociology from the Ibero-Americana University in Mexico.





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