Team Members,
Patients,
Community
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OUR CORE VALUES

Excellence,
Compassion,
Respect
Letter from the CEOs

Embracing diversity and fostering inclusion are built into the fabric of everything we do at Advocate Aurora Health. From serving our communities to celebrating our team members, our focus on diversity and inclusion helps us ensure every person who walks through our doors feels appreciated and cared for.

We believe it is our focus on diversity and inclusion that helps us achieve our purpose to help people live well. By cultivating an atmosphere of acceptance and compassion, we create a welcoming environment where our patients can heal, and our team members can thrive.

The power of diversity and inclusion is truly unparalleled when combined with our approaches to safety, health outcomes and the patient experience. By integrating diversity and inclusion into these critical areas, we have the ability to decrease health disparities, increase team member engagement and improve the health of the communities we serve.

When we came together to form one health system, demonstrating an unwavering commitment to diversity and inclusion was a pivotal first step in our journey. In October 2018, we joined a coalition of over 500 CEOs by signing the CEO Action for Diversity & Inclusion™. The action pledge positions us to share best practices with like-minded industry leaders and learn new ways to refine our diversity and inclusion strategies.

This report showcases some of the many diversity and inclusion accomplishments we have made in our short time as Advocate Aurora Health. As we look to the road ahead, we sincerely believe diversity and inclusion will serve as our guiding light for improving the health and wellbeing of our patients, team members and community partners.
The Administrative Fellows Program is a postgraduate program for individuals with master’s degrees in business or health care administration who are seeking a career in health care administration. The fellowship serves as an opportunity to reach students from underrepresented groups who can later become leaders in the organization. In 2018, Advocate Aurora Health welcomed five new fellows from universities around the country, including the University of Iowa, the University of Minnesota and Tulane University in New Orleans. Fellows are given the opportunity to interview for a full-time role upon completing the program. This year, two fellows who completed the fellowship accepted full-time leadership positions with Advocate Aurora Health.

The Advocate Workforce Initiative (AWI) is a program funded by JPMorgan Chase & Co. and aims to develop a pipeline of diverse talent from the greater Chicagoland area. The program seeks individuals who are interested in entry to middle-skill health care careers. The collaborative supports the city’s economic development by reaching jobseekers who are unemployed or underemployed and have low to moderate income. AWI has added more than $2.4 million in wages back into the greater Chicagoland economy. The program also successfully resulted in 90-day job retention for 97 percent of participants. To date, 457 individuals have completed the AWI program, 247 have obtained health care careers and 81 have been hired at Advocate Aurora Health.

“Each year, our Diversity & Inclusion Impact Report offers an inside look into many Diversity and Inclusion activities that have positively impacted our health system. When I reflect upon 2018 and the strides we’ve made, I am amazed at all the hard work that has gone into upholding diversity and inclusion as a true business imperative for our organization.

At its core, diversity and inclusion is more than just an organizational strategy; it drives meaningful change and can mean the world of difference in the lives of others. Each time we speak to our patients in their preferred language, celebrate a religious holiday for our team members, and extend a hand to collaborate with a new community partner, we are leaving a lasting impact on the people we care for.

My vision for the future of diversity and inclusion is that we continue to foster these connections and build relationships with those who can join us in our efforts to making Advocate Aurora Health a premier destination for everyone.”

Erickajoy Daniels
Senior Vice President, Chief Diversity & Inclusion Officer, Advocate Aurora Health
NAVIGATE Program Expands Careers
As part of the Advocate Workforce Initiative, the NAVIGATE program provides current team members with the opportunity to advance within the organization and fulfill their career goals. As program participants, team members in entry-level roles receive the tools and resources to broaden their skillset and land new roles in the organization. Four times a year, a cohort of 25 program participants receive career coaching and training on topics such as conflict resolution and emotional intelligence along with assistance developing a short- and long-term career plan. To date, 44 team members have completed the program.
Because now we’re cognizant of our differences — because we celebrate our differences — and those differences and that diversity makes us as an organization stronger.”

Jimmie Olive, Ahmed’s current leader

**Accessibility Improvements at ACL Laboratories**

While reviewing candidates for an open position at ACL Laboratories, a hiring leader learned that the ACL Laboratories’ building in Rosemont was not accessible for candidates who use wheelchairs or walking aids. To affirm our stance as a welcoming and accommodating workplace for team members of all backgrounds and abilities, leaders at ACL Laboratories swiftly implemented building update plans. Within a week of learning about the building’s accessibility limitations, leaders proposed a thorough building update, which includes automatic doors for select rooms, including the main conference room, cafeteria, fitness room, locker rooms and restrooms. The request also included the purchase of transport chairs to assist team members in emergency evacuations. Building updates are scheduled to be completed by the end of 2018.

**Enriching our Nursing Pipeline**

Since 2016, our health system has led several Diversity & Inclusion efforts to address the industry’s nursing shortage by recruiting nurses who identify as men, people of color, and members of the lesbian, gay, bisexual, transgender and queer (LGBTQ) community. In 2018, Advocate Aurora Health created five groups of recruiters focused on sourcing nursing talent from these identified demographic groups. The nursing recruitment groups attended more than 35 community forums and participated in 15 events with local colleges and universities to help grow the nursing pipeline. The recruitment group focused on Men in Nursing welcomed 30 new members.

**Employment Opportunities for People with Diverse Abilities**

Project SEARCH is a talent development program aimed at hiring job seekers with significant cognitive and physical disabilities who traditionally struggle finding employment. Through the program, Advocate Aurora Health hired many temporary and full-time team members, including Ahmed Hassan who found meaningful employment at ACL Laboratories, part of Advocate Aurora Health. After graduating from Carroll University with a degree in biology, Ahmed joined ACL Laboratories as an intern and was later offered a full-time position in Cytology where he was chosen as the best candidate for the job.
Building Cultural and Spiritual Awareness
The Mission & Spiritual Care and Diversity & Inclusion department worked together to help implement a systemwide effort to celebrate the rich diversity of faiths and cultures of our team members, patients and their families. Cultural and spiritual holidays from a variety of religions and backgrounds are promoted throughout Advocate Aurora Health to boost awareness and education. The Learning & Development team deployed a new learning tool titled CultureVision, which educates and assists the medical group and other team members in their journey to learn more about our patients’ faiths and cultures. CultureVision serves as a real-time resource that provides supplemental information about religious customs, dietary needs, accommodation requests and other cultural practices that impact how a patient chooses to receive care. In November, the most frequented topics on the CultureVision site were team members seeking information on Hmong and Laotian cultures, Islam religion and Mexican heritage.
Fostering a Welcoming Environment at Advocate Sherman Hospital

At Advocate Sherman Hospital, a culture of inclusion begins the moment a person enters the doors. Advocate Aurora Health collaborated with local art studio Side Street Studio Arts to commission a mural for the hospital’s foyer that includes the word welcome in nine languages. The mural’s artist, Hallie Morrison of Algonquin, Illinois, serves as the art director of Art Relief International in Mai, Thailand. The mural was created in Thailand with the help of local Burmese migrants and boys from the local juvenile detention center.

Disease Prevention in Asian-American Communities

Through community partnerships with the Chinese American Service League, the Illinois Vietnamese Association and the Chinese Service League, Advocate Aurora Health launched an effort to improve cultural competence among team members serving patients who speak Mandarin, Cantonese or Vietnamese. More than 200 team members at Advocate Illinois Masonic and Advocate Medical Group received cultural competency training to better serve this community. Advocate Aurora Health also hosted two Chinese-American health disparities and cultural competency presentations for more than 150 health care providers.

By improving cultural awareness and knowledge of this community’s customs and traditions, team members were better able to address disparities in primary care, cancer care, digestive health, neurosciences, cardiovascular services and general surgical services. To date, more than 4,298 patients have received care under this new approach. Similarly, through community outreach efforts, two locations achieved an 18 percent increase in Chinese-American patients accessing primary care services.
Learning Sessions on the Islam Faith
Muslim team members developed and delivered learning presentations for hospital operations leaders and clinical team members at Aurora Medical Center in Grafton and Aurora Medical Center in Washington County. The sessions helped team members better address the needs of a growing Muslim patient population in Wisconsin’s north and central regions. The presentations provided education on Muslim culture and customs, along with an open discussion of myths and misconceptions about the Islam faith. Nearly 50 team members attended the learning sessions.
Circle of Care Program at Aurora Sinai Medical Center
The Circle of Care Program offers innovative strategies for improving the health of African Americans who are disproportionately diagnosed with hypertension and diabetes. Leveraging a patient advisory council, the program encourages mutual learning by equipping patients with a comprehensive suite of resources, including food literacy education, cooking classes and access to food donation centers. Patients are also able to access online tools for at-home blood pressure monitoring through the American Heart Association.

Improving the Consumer Experience
Advocate Aurora Health implemented a new method for evaluating differences in our patients’ clinical experiences by stratifying patient survey data by language, age, gender, race and ethnicity. This stratification creates “heat maps” that demonstrate how patients of color rate their experience with provider communication, access to care, care coordination and other survey topics. By extracting patient demographic information from these patient experience surveys, leaders can interpret the data to make better decisions that improve our care delivery for diverse patient populations.

Aurora Refugee Program: Medication Education
Refugee populations experience many barriers when seeking medical care, typically because of language and cultural differences. Key aspects of routine health care, such as adhering to a medication regimen and obtaining critical health care screenings, can pose challenges for refugee patients who are often unfamiliar and unprepared to address these health care needs. To improve clinical outcomes for this patient population, Advocate Aurora Health launched a patient education pilot for patients with limited English proficiency. Refugee patients gained access to five health videos related to the benefits of prescription medicines and obtaining and administering medications. These multilingual videos outlined the process of visiting a pharmacy, paying for prescription medicines, completing a full regimen of antibiotics and how to administer medicines to infants and children.
Second Annual Design & Construction and Facilities Operations Diverse Supplier Symposium

To foster economic inclusion and boost economic stability for diverse entrepreneurs, Advocate Aurora Health sponsored its Second Annual Design & Construction and Facilities Operations Diverse Supplier Symposium. More than 100 diverse business owners and general contractors attended to learn more about the process of securing new business relationships with Advocate Aurora Health. Led by leaders from supply chain, support services, and operations, the event culminated in a trade fair and networking reception for the local suppliers who attended.
Chicago United’s Five Forward 2020 Program
Advocate Aurora Health is a member of Chicago United’s Five Forward 2020 program, which pairs minority-owned enterprises with large organizations that mentor minority businesses and offer ongoing opportunities to grow sales. Through Five Forward 2020 program, Advocate Aurora Health mentors five companies: Cristina Foods (food products), LSL Healthcare (light manufacturing of health care items), Enviroplus (environmental services), Bowa Group (construction) and Ujamaa Construction (construction). Advocate Aurora Health’s estimated 2018 spending with the five firms is $4.5 million.

Latino Health Task Force
In Illinois, 25 team members from clinical, non-clinical and managerial teams created a Latino Health Task Force. The task force leads workgroups focused on four areas: improvement of the quality of demographic data captured in the electronic health record, expansion of cultural competence education, participation in the 2018 Latino Health Symposium organized by the Medical Organization for Latino Advancement in Chicago and training in the simulation lab with Latino students from underserved areas of Chicago. The task force also leads an affinity group that will determine the group’s involvement in future community events focused on wellness and education.

Investing in Minority-Owned Enterprises
To help minority business owners reach new levels of success, Advocate Aurora Health provided tuition support for three minority-owned firm owners to attend a week-long training program at Dartmouth College. Representatives from Rebel Green, Encore Cleaning and Bowa Construction participated in the Building a High-Performance Minority Business session at the Tuck Business School. In 2017, Aurora Health Care sent two firms, Equity Supply and Division 10, to the Dartmouth learning session. The firms have since applied their learnings and updated their approaches to strategic planning, marketing and sales operations.

“Being selected to attend Tuck’s ‘Building a High Performance Business’ was truly an honor and privilege, and one of the most rewarding academic sessions I’ve ever experienced!”

Virginia Teat, Encore Cleaning Systems
Promoting Wellness through Song and Celebration

In our purpose to help people live well, wellness extends beyond physical health and is tied to connections, relationships and a sense of belonging. To bridge our communities and foster connections in one of the nation’s most segregated cities, Advocate Aurora Health turned to music as a way to unify a diverse array of Milwaukeeans. In collaboration with local musicians, Advocate Aurora Health created a community soundtrack titled One Mix, which was created using interactive music booths at large community forums like Milwaukee’s Summerfest, Milwaukee Brewers games and Black Arts Fest MKE. The music booth allowed community members to record themselves playing the drums, keyboard and other musical instruments. The resulting song and accompanying video debuted at 88Nine Radio Milwaukee’s Band Together event and played on the radio during the 414 Music Hour.

Bridging the Community across Invisible Lines

One of Advocate Aurora Health’s headquarters sits in the heart of Milwaukee – a city with a complex history marked by physical and political divides. To shed light on the impact of segregation and separation in Milwaukee, Advocate Aurora Health teamed up with 88Nine Radio Milwaukee to sponsor Invisible Lines, a series of first-person stories that revealed some of the challenges that many Milwaukeeans face. Invisible Lines grew to become a full-length feature film that debuted at the Milwaukee Film Festival and sparked conversations about how the community can overcome the invisible barriers that are deeply rooted in the city’s history. Since the film’s debut, Advocate Aurora Health has worked with 88Nine to evaluate how the film can serve as an educational resource for schools, nonprofits and businesses that wish to foster inclusion and mutual understanding through dialogue.
LGBTQ Health Efforts

Among the Diversity & Inclusion efforts that came to fruition in 2018, our LGBTQ health care strategy is one that stands tall above the rest. The LGBTQ health care strategy was the result of a concerted effort by leaders and team members from all facets of the organization. From clinical operations to community engagement, our efforts to improve the health and wellbeing of this community brought hundreds of team members together to execute initiatives tied to our purpose to help people live well.
New Sexuality and Gender Identity SmartForm
We updated our electronic health record to include a designated area for documenting a patient’s gender identity, sexual orientation, sex assigned at birth and inventory of organs. The new Sexuality and Gender Identity SmartForm grew out of Aurora’s efforts to help clinicians make more accurate and well-informed health decisions for patients. The form also enhanced reporting of health outcomes and disparities for LGBTQ patients.

Pride in Health Care Sponsorship
LGBTQ team members from Aurora were eligible to apply for the inaugural Pride in Health Care Scholarship, a collaboration with the Wisconsin LGBT Chamber of Commerce and Herzing University - Brookfield. The scholarship provided discounted tuition up to $15,000 for LGBTQ team members enrolled at Herzing University - Brookfield in specific programs, including BSN, RN to BSN completion, MSN and Health Care Management.

LGBTQ Lunch & Learns Boost Awareness
The Milwaukee LGBT Community Center led three educational presentations for leaders and team members at Aurora Sinai Medical Center. The learning objective was to help team members build a deeper understanding of the terminology related to the LGBTQ community and equip team members with adequate tools and resources to support the health of the community. More than 150 team members attended.

Human Rights Campaign Foundation’s Healthcare Equality Index
In Wisconsin and Illinois, Advocate Aurora Health sought to earn the Human Rights Campaign Foundation’s Healthcare Equality Index (HEI) designation. Through this accreditation, hospitals can demonstrate their efforts to uphold best practices that promote equitable and inclusive care for LGBTQ patients, families and team members. Advocate Illinois Masonic Medical Center was the first Advocate Aurora Health hospital to obtain the accreditation. In 2018, Aurora Sinai Medical Center was selected as the first Wisconsin-based hospital to apply for the designation. A multi-disciplinary LGBTQ health steering committee was formed to lead Aurora Sinai’s accreditation process and included leaders and team members from clinical operations, human resources, learning and development, community engagement, business growth, and marketing and communications. Brett Blomme, president and CEO of the Cream City Foundation, a local LGBTQ philanthropic organization, also served on the steering committee.

“The HEI learning resources have equipped our team members with the confidence and courage to interact and engage with our LGBTQ patients. As a leader, my strongest takeaway from our HEI training is my resolve to ask, listen and learn when I don’t know the answer. This small shift in my approach has helped me treat each patient situation uniquely and has reminded me to empower our patients to advocate for their distinct health care needs.”

Jessica Bauer, President, Aurora Sinai Medical Center and Aurora St. Luke’s South Shore
Showcasing our Pride for the LGBTQ Community

June marks the celebration of LGBTQ Pride month and team members rallied together to support the Chicago Pride Parade, the Milwaukee Pride Parade and PrideFest Milwaukee. More than 100 team members and their family members marched in both the Milwaukee and Chicago parades. At PrideFest Milwaukee, 45 volunteers operated a health screening booth and collaborated with Cream City Foundation to host an Ask a Doctor Q&A panel featuring four Advocate Aurora Health clinicians who helped answer attendees’ intimate health care questions.
LEARNING

Diversity & Inclusion education continues to be a top priority for our health system. In 2018, more than 6,700 team members participated in self-paced online and in-person instructor-led learning courses dedicated to Diversity & Inclusion. Throughout the year, the Diversity & Inclusion team also offered specialized course offerings for select groups:

• Recruiter Feud: An Intro to Diversity & Inclusion for Recruiters
• Building Trusting Relationships course for team members at Aurora Psychiatric Hospital
• Day-long Diversity Training for Chaplains, Residents and Interns
• Civil Rights Learning Session for Interpretive Services
• Introversion/Extraversion and Review of Intercultural Conflict Styles and Unconscious Bias
• Rethinking Recruitment for the Long-Term Unemployed
• We Should All Be Feminists – Exploring the essay by Chimamanda Ngoze Adiche

AWARDS

• Premier Inc. Supplier Diversity Award: Aurora Health Care
• Milwaukee Business Journal Woman of Influence Award: Dr. Sylvia Meltzer, Aurora Health Care
• Milwaukee Business Journal 40 Under 40 Award: Maggie Beckley, Dr. Senait Tesfai-Barker, Aurora Health Care
• Diversity MBA, Best Places for Women & Diverse Managers to Work, Advocate Health Care
• Blackdoctor.org, 2018 Top Hospitals for Diversity, Aurora Health Care
• ChicagoBusiness.com, Chicago’s Notable LGBTQ Executives, Oscar Zambrano, Advocate Health Care
Diversity and inclusion is truly at the heart of who we are as an organization. It encourages us to embrace our differences and make meaningful changes in the spirit of inclusion. As we look ahead to 2019, we will harness diversity and inclusion to help us:

• Enhance safety, health outcomes and patient experience
• Improve patient-clinician communication and relationships
• Decrease health disparities
• Improve workforce diversity
• Increase engagement
• Reduce turnover
• Grow supplier diversity spend
• Transform communities through strategic partnerships

This year, we will also aim to streamline all D&I best practices across our organization to implement one cohesive, collective diversity and inclusion strategy that positions us to transform our approach to health care. I look forward to what lies ahead as we continue our journey as a diverse and inclusive health system.

Cristy Garcia-Thomas
Chief External Affairs Officer
Advocate Aurora Health