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A letter from our CEO

As one of the largest not-for-profit health systems in the nation, caring for all people is foundational to who we are and serves as our guiding light. With that in mind, we’re making deliberate and intentional decisions around diversity and inclusion to improve the health and well-being of our consumers, team members and communities by creating meaningful change that will help people live well.

One of our primary focuses is to decrease health inequities and improve the health of the communities we are so privileged to serve. And because health care is built upon relationships, it’s important that our patients trust us to understand and meet their unique needs.

We’re also ensuring a diverse workforce and leadership. We’re partnering and investing our resources in minority- and women-owned businesses and working to foster economic inclusion and build economic stability for diverse entrepreneurs to help our communities thrive.

This report reflects our commitment and the impact we are determined to make within our walls – and beyond. We know we still have work to do and we understand this work is never ending. But we are committed to cultivating an atmosphere of acceptance and compassion, and creating a welcoming environment where people can heal and our communities can thrive.

Jim Skogsbergh
President and CEO
Advocate Aurora Health

We founded our diversity and inclusion commitment on the results of a systemwide assessment that identified the strengths and opportunities of our processes and culture. We addressed the assessment results in the diversity and inclusion strategy we built for our organization.
A word from our Chief External Affairs Officer

At Advocate Aurora, we examine diversity and inclusion through the unique lens of a health system caring for a vast array of people, team members and communities. For example, the life expectancy of the people we serve ranges from 62 to 83 depending on where they live within our 500-miles footprint. Plus, social factors like access to housing, education, food security, transportation, jobs and safety can account for as much as 80% of their health. In exploring ways to improve their health and wellness, we look to ensure each person is receiving equitable and accessible care.

Diversity and inclusion is essential to our ability to reimagine health care and transform lives for individuals no matter their background or where they live. Exploring and identifying holistic solutions that address each unique individual’s care needs will help us transform community health from the inside out.

Our 2019 Diversity & Inclusion Impact Report sets the tone for a bigger, bolder body of work that truly aims to address these varying needs. By continuing to execute and embed diversity and inclusion into our broader organizational strategies, we can continue to achieve consistent and equitable health outcomes for everyone.

Cristy Garcia-Thomas
Chief External Affairs Officer
Advocate Aurora Health
Advocate Aurora aspires to help more than 10 million people live well. To succeed, we need to ensure our patients are always at the center of our business decisions. This requires consistently finding and developing long-term relationships in every community we serve. We are continually reaching out in our communities and researching how we can help people live well by addressing the mental, physical and spiritual needs of:

- People of color
- Veterans
- Lesbian, gay, bisexual, transgender and queer (LGBTQ) individuals

One of our patient experience goals is to ensure feedback is monitored and responded to in a timely manner. Based on previous patient satisfaction survey scores, we identified a significant gap between African American patients and the rest of our patient population on the survey question, “During my stay, staff took my preferences and those of my family or caregiver into account in deciding what my health care needs would be.” African American patient scores were much lower on this question.

To address this, we updated our real-time reporting tool with questions focused on empathy in nurse-patient communication. Staff on rounds used this tool to gather, document and incorporate patient preferences and feedback. This feedback guided clinicians’ interactions with patients, helping to build trust and improve the quality of patient interactions.

As a direct result of this initiative, 45% of African American patients across sites felt their and their family’s personal preferences were appropriately incorporated into discharge or transition of care plans.

Our 2019 patient care focus on equity

We are actively closing identified gaps in our hospital inpatient data by demographic with the following objectives in mind:

- Consistently provide an individualized patient experience to improve health outcomes and safety, quality and patient experience scores
- Connect with all patients in a way that honors their differences and enhances their wellness

Our differences include, but are not limited to:
- Race and ethnicity
- Personality (introvert or extrovert)
- Religion and beliefs
- Socio-economic background
- Age
- Experience level
- Sexual orientation
- Gender identity
- Physical and mental abilities
- Military experience
- Education
- Food and eating habits

Our focus on

PATIENT CARE

Definitions

DIVERSITY:
Diversity is difference. It’s what makes our team members, our patients, consumers and communities unique.

INCLUSION:
Inclusion is actively seeking out those differences to learn about them, to nurture them and to empower them.

NEW INITIATIVES

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As a direct result of this initiative, 45% of African American patients across sites felt their and their family’s personal preferences were appropriately incorporated into discharge or transition of care plans.
Clinicians from different cultures and backgrounds bring unique perspectives to understand and meet the needs of the wide array of patients and communities we serve. This year we launched our Diversity & Inclusion Clinical Care Steering Committee, which is comprised of 14 cross-functional leaders working across Wisconsin and Illinois medical groups to implement our diversity and inclusion plan.

We offer ongoing support for spiritual care as part of our patients’ overall health journey. We strive to offer every patient access to the most appropriate resources, practices and relationships to support them – physically, spiritually and emotionally – throughout their health care journey.

We are partnering with several Chicago congregations in economically-challenged communities to employ nurses who serve congregation members and the surrounding community. This year, through partnerships with Concordia Place, Concordia Lutheran Church, Logan Square Ecumenical Alliance and other faith-rooted partners, we are providing central Chicago’s Avondale community with a faith community nurse, a community connector and other support.

CONTINUING INITIATIVES

To demonstrate our commitment to inclusive health care, we launched a systemwide strategy in 2018 for our hospitals to obtain HEI accreditation from the Human Rights Campaign Foundation.

We are thrilled to report that this year, 2 of our Advocate Aurora facilities – Advocate Illinois Masonic Medical Center and Aurora Sinai Medical Center – achieved national recognition as Leaders in LGBTQ Healthcare Equality.

We cannot overstate the importance of achieving HEI Leader status. HEI is the national benchmarking tool that evaluates health care facilities’ policies and practices related to the equity and inclusion of LGBTQ patients, visitors and employees. Leader status is achieved based on a perfect score in 4 criteria: staff training, patient service and support, employee benefits and policies, and patient and community engagement.

This recognition of excellence is deeply gratifying and inspires us to continue our goal of systemwide accreditation for all our hospitals.
The task force’s objectives are to build a comprehensive diabetes program, enhance specialty care offerings and engage community partners to improve health outcomes in this community.

The task force assembled a working group earlier this year to create an integrated model for prevention, health care access and treatment of diabetes, including management of cardiovascular health in the diabetic population. The group is integrating diabetes education into all of Advocate Aurora’s outreach events in this community. This year, it provided diabetes education in 6 community outreach events, including presentations by family medicine residents on “How to Take Charge of Your Diabetes/ Tomar Cargo de su Diabetes.”

The task force also hosted a November educational event at Advocate Illinois Masonic Medical Center to present providers, hospital residents and students with the latest treatment options for diabetes management and cardiovascular health. The event’s robust attendance and positive feedback affirmed the need for more educational events like this. A 2nd event, focusing on prediabetes and including community partners, takes place February 2020.

Our Latino Health Task Force addresses health disparities experienced by the Latino community in central Chicago, where close to 40% of the population is Hispanic.

Hypertension can be a significant and alarming health problem for African American patients. According to a Rutgers University study earlier this year, extremely high blood pressure is 5 times higher than the national average in inner-city African American patients. Other systemic illnesses, such as diabetes, compound these risks.

While Advocate Aurora ranks well above the national average for hypertension control, we discovered that African American patients in our system had lower hypertension control rates than other races. To address this, we leveraged our community relationships to recruit and engage African American patients with hypertension and diabetes. We launched our “Circle of Care” pilot program, engaging more than 3,600 patients at Aurora Sinai and River Center outpatient clinics, to understand patient needs and eliminate barriers in managing their conditions. We then implemented a multidisciplinary model of educational sessions on food literacy, exercise and fitness strategies, stress management and disease management tools.

To effectively treat hypertension and diabetes in the African American community, we are reaching beyond traditional health care boundaries to social and economic factors that affect the health of these patients.
Our Circle of Care program is a continuing initiative with community partners to recruit program participants, promote healthy behavior, improve health care access and reduce health disparities.

Using clinical and non-clinical tools, we are expanding the Circle of Care program to include partners who can help us in our hypertension management efforts.

**Keep Stirring:** As a health care system, we know improving eating habits can help decrease nutritional deficit and increase positive health outcomes. The Keep Stirring program is helping communities by educating local chefs on how to choose and cook fresh food. Our aspiration is to see many more kitchens create healthful, delicious meals.

**American Heart Association:** We launched a partnership program with the American Heart Association (AHA) to improve hypertension identification, management and monitoring. This partnership offers our physicians and team members access to the latest tools and resources through our Check. Change. Control. program. We based the program on best practices from the AHA’s Check It, Change It pilot, as well as other successful community-based programs. The pilot included:

- Digital self-monitoring tools and practices to track blood pressure readings at home or outside a health care setting
- Self-management skills and lifestyle changes to improve blood pressure
- Health mentoring to motivate and encourage participants
- Monitoring and sharing cultural implications that result in hypertension disparities for African Americans

Based on the success of the pilot program, we are expanding the Circle of Care program to more locations in 2020.

This year we began exploring new ways to increase accessibility for our growing population of patients with differing communication needs. Communication challenges significantly impact access for individuals who experience:

- Limited English proficiency
- Vision impairment or loss
- Hearing impairment or loss
- Other sensory impairments

Addressing the unique needs of these individuals requires more than compliance with the Americans with Disabilities Act. We see it as an opportunity to strengthen our relationship with these patient populations and become their provider of choice.
NEW INITIATIVES

In 2018, Advocate Aurora’s Language Services Program successfully serviced more than 700,000 patients, family members and companions with video and voice interpreters, translation and auxiliary aids. In 2019, our Language Services Program underwent a full redesign. As the need for Language Services grows, we’re working to ensure our systems and services effectively scale to support our diverse patient populations. The redesign ensures our services, programs, activities and health information are accessible to all patients with limited English proficiency, visual or hearing impairments or loss, or other unique communication needs.

The redesign included:

• Centralizing Language Support Services into a single system department
• Collecting demographic and language data about the communities we serve to inform Language Services planning, recruiting and care
• Facilitating deployment of new language solutions and technologies
• Translating vital documents and online properties to meet regulation standards

CONTINUING INITIATIVES

We’re dedicated to eliminating communication barriers for all patients and their families when interacting with our team members. We aim to continually improve the tools and resources we offer individuals with special communications needs or limited English proficiency.

For these individuals, continuing initiatives that support easier, more effective communication with our team members include:

• Creating auxiliary aid toolkits for all hospitals and clinics to help consumers with special communication needs
• Adding more dual handset phones and video remote interpreting machines in more locations
• Installing video phones in hospital lobbies and in-patient units for patients and visitors with hearing impairments
• Piloting VidaTalk™ software, an interactive, multilingual communication tool for critically-ill English and non-English-speaking patients across the spectrum of communication capabilities
Being an employer of choice for a diverse array of candidates requires an innovative, collaborative approach to talent acquisition and development. While diversity and inclusion training is fundamental, we’re engaging our current team members of color to identify new ways of attracting new talent and creating new opportunities for team members to advance within our organization.

In late 2018, we identified a significant gap in our representation of leaders of color, particularly at the senior level. We realized a need to increase the likelihood that candidates of color are included on the interview slate for open leadership positions. In 2019, we began educating our hiring leaders about this gap and how to close it. Additionally, we hired 4 full-time employees dedicated to sourcing external candidates of color.

Our team member focus
This year we focused on recruiting and retaining a diverse team at all levels to ensure:

• The demographics of our clinicians and team members reflect the demographics of the communities we serve
• All our team members feel represented, valued and engaged
• We offer a clear path to leadership for people of color – and proactively encourage all team members to explore these opportunities
• We retain our diverse team members
• Our diverse workforce inspires innovative, sustainable solutions for our patients, staff and the communities we serve
The 2019 Annual Incentive Plan includes a Diversity & Inclusion Index, measuring and setting goals for:

- Percentage of diverse slates for management and leadership positions
- Turnover rate for people of color in non-management roles
- Investment in certified minority and women-owned businesses
- Consumer experience satisfaction scores when identifying personal preferences and co-developing discharge plans

Recognizing that nurses of color face unique professional challenges in our industry, we conducted focus groups and interviews to understand how our nurses of color prepare for leadership roles.

During the sessions, we listened to those directly affected by these challenges and collaborated to identify solutions for hiring and retaining nursing leaders of color.

Advocate Aurora supports our nation’s military personnel. Along with care and treatment for those who serve our country, we recognize the unique skills, dedication and value they bring to a health care environment. To harness those talents, we developed and launched a multi-faceted veteran recruitment strategy addressing 5 key areas:

1. **Self-identification:** Increase current team members’ self-identification as veterans to ensure appropriate time and resources are available for veteran-specific initiatives
2. **Education:** Provide the Talent Acquisition team with best practice training for hiring and recruiting veterans
3. **Community partnerships:** Develop partnerships to better understand veterans’ needs and recruit them to our organization
4. **Sourcing:** Recruit veterans through veteran-specific job websites
5. **Marketing:** Develop marketing collateral to promote our veteran-friendly organization, develop an online military-focused landing page with veteran resources, promote veteran recruitment internally and externally, and promote the veteran self-identification online tool

We added 2 full-time recruitment team members dedicated to prioritizing, implementing and monitoring the success of these recruitment initiatives over the next year.
With a stronger emphasis on recruiting LGBTQ-identified talent, we developed and hosted inclusivity training for our Illinois and Wisconsin Talent Acquisition recruitment and sourcing teams. These team members are ambassadors for LGBTQ inclusivity throughout the organization. The goal of this training is to create a stellar experience for every LGBTQ-identified candidate by using correct pronouns in all candidate communication and recognizing each candidate’s identity and individual value. We want our recruiters to create a safe, inclusive environment for all candidates who self-identify or may wish to. We also train our Talent Acquisition team members to always feel comfortable speaking up and educating anyone in the organization, at any level, about implicit biases.

We partnered with the Chicago Latino Network to host an Advocate Aurora exclusive gathering in Chicago, which is a competitive landscape for leadership talent. This event put our brand in front of 75,000 Chicago Latino Network members. It provided an upscale social opportunity to highlight our work in Illinois and recruit diverse leadership talent from competing hospital systems. We engaged more than 20 diverse health care leaders and received more than 75 resumes and inquiries as a direct result of this event.

Internships and mentorships

For 10 weeks each summer, we award competitive internships to support hard-to-fill, non-clinical areas of our organization. In the last 6 years, we’ve hired nearly 100 of our interns from more than 40 colleges across the nation. In 2019, we awarded 13 internships and engaged 13 women and team members of color – more than half were previous interns – as mentors. Our internships offer excellent professional development and networking opportunities, and our mentors provide interns with valuable, real-life leadership skills. We host professional development workshops as part of the internship program. We bring interns together for a few hours a week to meet, bond and learn additional professional and leadership development skills beyond what they learn in their own departments. These workshops are co-hosted by various recruiters and leaders, allowing students to expand their network and make new connections for their future. This year we expanded our internship program to Illinois and included about 30 North Lawndale College Prep high school students in our workshops. North Lawndale has a crime rate that is 302% higher than the national average, and we are supporting and encouraging these youth to apply for our non-clinical internships as they enter college and become eligible.

Each year, we have over 90% of the students reporting that their experience with us is exceptional and they learned more than they had in previous roles or internships. All these interns get matched with a mentor, many of whom were previous interns who now work with us full time. Every year, I have students approach me because their friend was an intern who loved their experience and learned so much.”

Jessi Young, Education & Workforce Development Consultant, Workforce Development
Advocate Aurora partners with organizations like Goodwill and Easter Seals to employ job seekers with diverse abilities, mainly from training programs such as Project SEARCH, a training program supported by the Wisconsin Division of Vocational Rehabilitation. Upon graduation, job seekers are referred to positions within Advocate Aurora that meet their career interests.

Throughout the year, we engaged our interns and staff with volunteer opportunities to offer exposure to and support for diverse, underrepresented and underserved populations. While supporting our communities, we interacted and raised our profile with thousands of individuals, which also supports our objective to become the employer of choice for diverse candidates in our communities. For example, our volunteer efforts at this year’s Milwaukee Pride Parade and Milwaukee Pridefest resulted in 1,300 inquiries about LGBTQ health care and career opportunities at Advocate Aurora.

We continue to host, sponsor and facilitate events to support our talent pipeline. This year we hosted and facilitated 10 professional development workshops and events, including attendance by more than 40 high school and college students. These programs give us the opportunity to share our commitment to diversity and inclusion while scouting new talent.

With people living longer and retiring later we have 5 generations coexisting in our workplace. We continue to partner with team members and local organizations to harness the wisdom and fresh perspectives that exist in a multi-generational workplace. One example of reaching out to the millennial workforce is Advocate Aurora’s Make it in Milwaukee program and sponsorship of Young Professional Week.

In its 3rd iteration, the 2019 Make it in Milwaukee program included 13 diverse, early talent candidates from local and regional universities. This continued investment into the 3-day opportunity to showcase Milwaukee and Advocate Aurora to college students resulted in a 100% increase in the number of referrals from past participants.

We recruit both out-of-state students unfamiliar with Milwaukee and local students who are encouraged to look at the city in a new light. From a diversity recruitment perspective, Make it in Milwaukee continues to serve as a unique way to introduce both the organization’s and the city’s brand to candidates who would perhaps not otherwise consider either following graduation.

Our partner in this program, NEWaukee, is also responsible for Young Professional Week in April, which has cascaded to communities throughout Wisconsin. In addition to our sponsorship of the week’s wellness events, Advocate Aurora team members across 24 cities engage in more than 100 events including luncheons, keynote speakers, wellness activities and education events. Our ability to connect with this generation showcases our interest in bringing innovative ideas to help us build a future workplace beneficial to all generations.
The Administrative Fellows Program is a postgraduate program for job seekers with master’s degrees in business or health care administration pursuing careers in health care administration. The fellowship serves as an opportunity to reach students from underrepresented groups who can develop into leadership roles in the organization. In the summer of 2019, Advocate Aurora welcomed 5 new fellows from universities across the country, including University of Michigan, University of Central Florida, University of Iowa and Tulane University. Fellows are given an opportunity to interview for full-time, permanent roles at the conclusion of the program. In 2019, 4 fellows accepted full-time leadership positions after concluding the program.

The Advocate Workforce Initiative (AWI) is a program funded by JPMorgan Chase & Co. that aims to develop a pipeline of diverse talent from the greater Chicagoland area. The program seeks individuals who are interested in middle-skill health care careers. The collaborative supports the city’s economic development by reaching job seekers who are unemployed or underemployed with low to moderate income levels. AWI has added more than $9.9 million wages back into the greater Chicagoland economy. The program also successfully resulted in 90-day job retention for 87% of participants. To date, 311 team members have enrolled in NAVIGATE across multiple sites with a nearly 90% completion rate.

The health care industry has grown rapidly and is projected to continue to grow due to advances in medical knowledge and the increased need for medical services required by an aging population. The NAVIGATE Program was formed as a career development solution at Advocate Aurora to create a more inclusive workforce that provides team members with opportunities to develop new skills, determine a career pathway and connect to available tools and resources.

The NAVIGATE Program provides team members access to:
- Essential skills workshops
- Career coaching
- Informational interviewing and job shadowing
- Mentoring

The strategy began in the Chicagoland area in 2017 and expanded to greater Milwaukee in 2019. To date, 311 team members have enrolled in NAVIGATE across multiple sites with a nearly 90% completion rate.
Our 2019 focus
Research, identify and address the unique needs of our diverse consumers
Research, identify and address unconscious bias in both clinical and non-clinical environments
Implement technology and tools that support our care providers’ understanding of the populations we serve
Identify and implement better data collection tools to improve our understanding of our consumers’ demographics, preferences and needs
Enhance tools for reporting health outcomes and disparities

To support our systemwide Diversity & Inclusion strategy, we implemented a new cultural awareness development program for those who provide direct patient care. This is a concerted effort to promote patient empathy, satisfaction and better health outcomes for everyone we serve. We now offer online resources and training about our diverse patient populations to improve understanding, communication and relationships between patients and clinicians.

NEW INITIATIVES
Starting this year, all team members have access to CultureVision, a user-friendly online tool for researching the unique health needs of diverse patient populations. Site visitors can assess their own cultural competence, access learning guides and communication tools, and find in-depth information about many different cultures.

CultureVision
Between January and October 2019, the tool had over 15,000 visits. In the coming year, we plan to increase its promotion and use throughout Advocate Aurora.

To support diversity and inclusion education for leaders and team members, we provided and promoted self-paced online courses, including:

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<tr>
<th>COURSE NAME</th>
<th>COMPLETIONS (through 10/31/2019)</th>
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<tbody>
<tr>
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<td>Success Though Diversity &amp; Inclusion</td>
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<tr>
<td>Diversity &amp; Inclusion - Employee Essentials</td>
<td>295</td>
</tr>
<tr>
<td>Physician &amp; APC Cultural Awareness</td>
<td>159</td>
</tr>
</tbody>
</table>
To close the gap in representation between our residents and the patient communities we serve, 30 Graduate Medical Education Committee members, including program directors, medical education managers and residents, gathered to learn more about how unconscious bias impacts our current residency selection process. This retreat was designed to acknowledge the universal nature of unconscious bias, explore it honestly and create actionable plans to minimize its impact on residency selection.

By the end of the workshop, participants created action plans to address unconscious bias in 5 areas:
1. Recruitment
2. Application review
3. Selection of qualified candidates
4. Invitation to interview
5. Candidate ranking

CONTINUING INITIATIVES

Multicultural calendars
We continue to publish systemwide calendars recognizing days of observance, as well as food and work restrictions across cultures and spiritualities. We ask all team members to be mindful of the diverse spectrum of faith backgrounds and customs within our organization. Raising awareness of cultural traditions ensures that team members are free to discuss and observe their spiritual and cultural traditions at work.

Transition from Grace Notes to Daily Reflections
In 2019, we shifted Advocate’s Grace Notes daily email to a new Daily Reflections model that aligns with our practice of sharing reflections at the start of meetings. We grew our subscription base and created daily content that mirrors our rich diversity of cultures, faiths and backgrounds. When we encourage all team members to share reflections, we promote a culture of acceptance and understanding. We believe Daily Reflections serves as a catalyst for enhancing cultural awareness and promoting internal reflection.
Community outreach

Our community health work is driven by a vision we call "Well Community" – a commitment to provide compassionate, holistic care to people who are vulnerable and would otherwise lack access to essential services.

As one of the top 10 health systems in the country, our ability to help people live well is growing every year. Our size does not hinder our focus on local communities; rather, it strengthens our ability to support and partner with trusted community organizations to explore the unique needs of each community we serve, and support and collaborate on programs that make our community efforts more effective.

In July we held a 2-day Mental Health First Aid certification training course for 26 greater Milwaukee area faith leaders.

The sessions offered robust training and tools for faith leaders to learn:

- Risk factors and warning signs for mental health issues, including depression, mood and anxiety disorders, trauma, psychosis and substance use disorders and addictions
- Strategies to help community members in mental health crisis and non-crisis situations
- Where to find help and resources

In May, we partnered with 88Nine Radio Milwaukee and other sponsors for the first Urban Spelunking bus tour. Fifty urban explorers from 15 different ZIP codes joined Bobby Tanzilo, journalist and host of Urban Spelunking, and Radio Milwaukee’s Nate Imig to explore 3 Milwaukee historical and cultural treasures:

- America’s Black Holocaust Museum, dedicated to promoting acknowledgement of African American history from pre-captivity to the present as an integral part of U.S. history
- Wisconsin Knitwear, Inc., the only maker of knit hats in the state
- Wisconsin Avenue School, which is under renovation to reopen as an extension of the Ambassador Hotel

At the end of the tour, participants returned to the radio station to enjoy the grand opening of the ZIP MKE photography exhibit at Radio Milwaukee. ZIP MKE is an online grassroots photography movement and traveling exhibit engaging people in all ZIP codes of our city to capture the faces and places that make our entire city beautiful.

NEW INITIATIVES

Our 2019 community focus

This year, we focused specifically on the needs of the following communities:

- People of color
- People living with disabilities
- Veterans
- LGBTQ

In July we held a 2-day Mental Health First Aid certification training course for 26 greater Milwaukee area faith leaders.
CONTINUING INITIATIVES

We again sponsored Milwaukee Brewers heritage games during LGBTQ, Hispanic and African American cultural festivals.

**PRIDE NIGHT:**
- 1,300 attendees
- More than 100 inquiries about LGBTQ health care services
- 500+ inquiries for Talent Acquisition and Recruitment

**AFRICAN AMERICAN NIGHT:**
- 800 attendees
- 250 inquiries about health care services and recruitment opportunities for the African American community

**HISPANIC HERITAGE NIGHT:**
- 1,400 attendees
- More than 100 community leaders gathered in the bullpen
- 150 inquiries about Aurora St. Luke’s Spanish Cancer clinic
- 300 inquiries and new recruitment contacts

This year’s investment in the Marcus CineLatino film festival exposed more than 2,000 festival attendees to our brand, highlighting our commitment to and services for the Hispanic community. This investment also resulted in 20 new recruitment inquiries and $10,000 in premiere night proceeds that went to Aurora St. Luke’s Spanish Cancer Clinic.

Advocate Aurora hosted two booths at Milwaukee PrideFest this year - for general health screening and another for engagement and health information. The Milwaukee Pride Parade and Milwaukee PrideFest offered a unique opportunity to support our position as an LGBTQ community advocate, as well as the employer and provider of choice for LGBTQ-identified individuals. We are thankful for this years’ volunteers (150 at the Pride Parade and 50 at each booth during the festival) who were invaluable in completing more than 60 health screens and fielding 250 inquiries about LGBTQ-related health services.

The Chicago Pride Parade attracts more than one million people from all over the region and the nation. In 2019, more than 100 participants from Advocate Aurora gathered to show their support for the LGBTQ community and their pride in working for Advocate Aurora. While a thunderstorm caused the parade to be canceled for the first time in its history, the Pride Parade committee, made up of team members from across the system, is eager to show their pride again in 2020.
Growing our Supplier Diversity Program to reflect our business spend

We continue to develop innovative programs to evaluate and support enterprises owned by persons of color, women, LGBTQ-identified individuals and veterans. In 2019, we strengthened our supplier diversity partnerships with key organizations and participated in 12 networking events geared toward vendor recruitment and collaboration.

### Supplier diversity partnerships
- African American Chamber of Commerce
- Chicago Anchors for a Strong Community (CASE)
- Women’s Business Development Council
- National Association of Minority Contractors
- NMSDC Atlanta
- Chicago United

### Networking events
- African American Chamber of Commerce Annual Breakfast
- Chicago Anchors for a Strong Community (CASE) Business Pitch Competition
- Women’s Business Development Council WI Business Pitch Competition
- Planning, Design & Construction (PDC) Annual Partnership Forum
- Wisconsin Veterans Chamber of Commerce Business Conference
- Construction Partner Strategy Meeting
- Premier GPO Breakthroughs Conference
- National Association of Minority Contractors Wisconsin – Golden Shovel Event
- NMSDC Atlanta
- Chicago United Dinner
- Wisconsin Marketplace
- WBDC Connect & Celebrate Chicago

### Total supplier diversity spend

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<th></th>
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<th>2018</th>
<th>2019</th>
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<td>$36,059,843</td>
<td>$56,943,939</td>
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<td>Supply chain</td>
<td>$80,707,570</td>
<td>$90,975,616</td>
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<td>Total supplier diversity spend</td>
<td>$119,707,361</td>
<td>$127,035,459</td>
<td>$188,120,637</td>
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<table>
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<tr>
<th>Increase over prior year</th>
<th>2018</th>
<th>2019</th>
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<tr>
<td>Planning, design, construction</td>
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<tr>
<td>Supply chain</td>
<td>+4%</td>
<td>+48%</td>
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</table>
Supporting other organizations

Outside our walls, Advocate Aurora is leading the charge to support other organizations across the country as they embark on their own diversity and inclusion journeys.

We’ve engaged in best-practice sharing with both small and large institutions by:

- Participating in local, regional and national conferences and speaking engagements
- Authoring and editing peer-reviewed and nationally-recognized periodicals
- Serving as a lead speaker at key industry-specific health care forums

Speaking engagements

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<th>Event</th>
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<td>Moderator</td>
<td>University of Wisconsin-Milwaukee School of Continuing Education: <strong>Women Leaders Conference</strong>, Milwaukee, WI</td>
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<tr>
<td>Panelist</td>
<td>Marquette University and CM CARES, the Church Mutual Insurance Company Foundation: <strong>The Role of the Church in the Civil Rights Movement: Past, Present and Future</strong>, Milwaukee, WI</td>
</tr>
<tr>
<td>Presenter</td>
<td>United Way: <strong>Women United Bruncheon</strong>, Milwaukee, WI</td>
</tr>
<tr>
<td>Moderator</td>
<td>Center for Healthcare Innovation (CHI): <strong>9th Annual Diversity, Inclusion &amp; Health Equity Symposium</strong>, Chicago, IL</td>
</tr>
<tr>
<td>Author</td>
<td>Diversity MBA: <strong>Diversity Business Review (DBR)</strong> 5-page article in the academic-reviewed online and print journal of practical thought leadership on diversity and inclusion business issues</td>
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<tr>
<td>Awardee</td>
<td>Diversity MBA: <strong>13th Annual Elite Business Leaders Conference &amp; Awards Gala</strong>, Chicago, IL</td>
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## Speaking Engagements

<table>
<thead>
<tr>
<th>Panelist:</th>
<th>Metropolitan Milwaukee Association of Commerce (MMAC): 158th All Member Meeting, Milwaukee, WI</th>
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<tbody>
<tr>
<td>Curriculum Designer:</td>
<td>Spectrum Health &amp; The Health Management Academy (HMA): Physician Leadership Conference, Grand Rapids, MI</td>
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<td>Keynote Speaker:</td>
<td>Christian Women’s Leadership: Gifted to Lead Conference, Milwaukee, WI</td>
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<tr>
<td>Moderator:</td>
<td>Diversity MBA (DMBA) Health Care Summit, Atlanta, GA</td>
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<td>Closing Speaker:</td>
<td>Boys &amp; Girls Club: Celebrating G.I.R.L.S. Event – Fireside Chat/Mentoring at Manpower Group Global Headquarters, Milwaukee, WI</td>
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<tr>
<td>Moderator and Participant:</td>
<td>TEMPO Milwaukee: November Program Meeting, Milwaukee, WI</td>
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## External committee memberships

- **Co-chair, American Public Health Association Nursing Section Policy Committee**
  Engaged in 14 formal reviews of proposed policies on behalf of the American Public Health Association (APHA) Nursing Section

- **Health Services Research Editor (Invitation-only)**
  National leadership role in health services research as an editor of a top-15 health care journal

- **Advance Care Planning (ACP) and Shared Decision-Making in Serious Illness Initiative (SDMSI) Core Team**
  Offered research-based guidance for promoting ACP within non-dominant communities

- **Medicaid Council: Social Determinants of Health Working Group**
  Addressed how to identify, collect and document patients’ unmet social and legal needs – information that can inform clinical decision making and policy reform
During a time of unprecedented change in our industry, Advocate Aurora is leading the transformation. We have the plan, passion and people to drive diversity and inclusion and bring health and wellness to our communities. Our purpose is to help people live well, and by recognizing and understanding the differences and value each individual brings, we are better positioned to ensure all people from all backgrounds live well.

Reflecting on our 2019 accomplishments and looking forward to 2020, we aim to:

1. Connect with people in a way that honors their differences and enhances their wellness
2. Build a diverse team at all levels, nurturing our unique perspectives so team members feel valued and engaged – and inspiring innovative solutions for the people and communities we serve
3. Strengthen and help our communities thrive from within, from providing individual wellness support and driving health equity to seeking out women- and minority-owned businesses

While we are immensely proud of our achievements this year, we are not satisfied. We know there is always more to do to ensure a more diverse and inclusive environment for those we employ and serve. We will not rest because our results are improving each year. We are actively listening to consumers and our team members to identify, prioritize and address the most critical obstacles to a diverse and inclusive environment for everyone. We will continue to monitor new and ongoing initiatives, measure their impact and adjust our strategies to meet our ultimate goal – health care equity and healthy opportunities for our patients, team members and community.

Erickajo Daniels
Senior Vice President, Chief Diversity & Inclusion Officer, Advocate Aurora Health

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