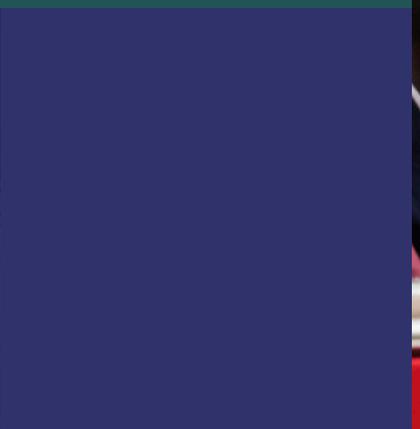
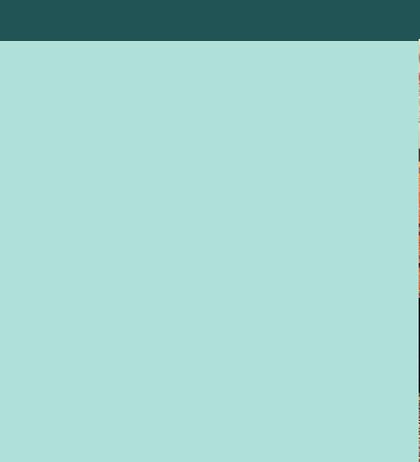


Count Me In

DEI ANNUAL REPORT



Executive Summary



LEADERSHIP IN ACTION

Enhanced our **Diversity Leadership Committee** by changing from an appointed process to an application process.



TEAM MEMBER FOCUS

Formed a **Diversity Advisory Committee** for oversight and support

Created a **Diversity Index** for our Team Member Engagement Survey, Riverside Voices

Initiated a **communications plan** to understand and recognize team member individuality

Launched **Leadership educational sessions** for senior managers and higher to deepen their knowledge and understanding of unintentional bias

Expanded and enhanced **team member security and protection services** and education



COMMUNITY FOCUS

Riverside patients, residents and those in our communities

Established a **Health Equity Panel** to connect health experts and leaders to educate the public about health care disparities

Strengthened **strategic recruiting** collaborations with key city and state stakeholders

Continued our walk-in **COVID-19 free vaccine clinic**

Launched our **“Heathy You” podcast** to educate communities about specific health issues

Launched a **second location for our Food as Medicine** initiative

Our Diversity Philosophy

At Riverside, we believe that the principles of diversity, equity, and inclusion (DEI) are evident in our mission to care for others as we would care for those we love. We are committed to being intentional and proactive in ensuring a work and care environment where all are treated with dignity and respect, valued for their unique characteristics, and appreciated for their contributions.



Our Approach

We strive to embed the principles of DEI into all aspects of our organization through partnership and collaboration. Our philosophy and strategy are carried out by dedicated teams prioritizing actions in 4 key focus areas:

- DEI infrastructure and organizational commitment
- Partner outreach, recruitment, and development of diverse talent
- Training, team member engagement, and building a diverse culture
- Health equity, community outreach, and engagement

Diversity Leadership



DR. MIKE DACEY
CEO, President



JESSE GOODRICH
SVP of Human Resources



TOIYA SOSA
Associate Vice President,
Chief Diversity Officer



TONI WATKINS
Diversity Co-Chair
Director, Food & Nutrition Services



SHAINA MOORE
Diversity Co-Chair
Director, Human Resources

Our Priorities



DEI INFRASTRUCTURE
AND ORGANIZATIONAL
COMMITMENT



PARTNER OUTREACH,
RECRUITMENT, AND
DEVELOPMENT OF DIVERSE
TALENT



TRAINING, TEAM MEMBER
ENGAGEMENT, AND BUILDING
A DIVERSE CULTURE



HEALTH EQUITY,
COMMUNITY OUTREACH,
AND ENGAGEMENT



PRIORITY ONE

ORGANIZATIONAL COMMITMENT

We changed from appointing diversity committee members to establishing an **APPLICATION PROCESS FOR ALL** team members across the health system.

We also established a **DEI LEADERSHIP COMMITTEE** and a **DIVERSITY ADVISORY COMMITTEE** for oversight and support from the top.



PRIORITY THREE

BUILDING A DIVERSE CULTURE

We incorporated a **DIVERSITY INDEX** through our Press Ganey employee engagement survey to gauge how we are doing with meeting expectations.

We also provide **DEVELOPMENT PROGRAMS** through the Riverside Emerging Leaders Program and the Inclusion, Diversity, and Equity Academy for Leadership (IDEAL).



PRIORITY TWO

DIVERSE TALENT

We began collecting and analyzing **EMPLOYEE ENGAGEMENT DATA** across the organization's demographic groups.

We also began a **STRATEGIC RECRUITING COLLABORATION** with Black Brand, Hispanic Chamber of Coastal Virginia, Virginia Asian Chamber, Urban League of Hampton Roads, and others.



PRIORITY FOUR

HEALTH EQUITY, COMMUNITY OUTREACH

WE COLLABORATED across our health system and began addressing the **ECONOMIC AND SOCIAL NEEDS** of under-resourced communities.

We established both the **HEALTH EQUITY PANEL** and the Virginia Organization for Inclusive Concepts and Equitable Solutions (**VOICES**), and the **HAMPTON ROADS HEALTH EQUITY COLLABORATIVE**.

“

I am proud of the work our team members and communities continue to make towards eliminating health care inequities and providing a welcoming and inclusive environment for our team members, residents, patients, and those across our communities. Riverside is on this journey because we know it will help us improve the health and lives of those in our communities.

Along our journey, we remain true to our mission – caring for others as we care for those we love – by fostering a culture in which individual characteristics are respected and where both differences and similarities are valued.

I am pleased to share some of our key areas of progress made over the last year towards our diversity, equity, and inclusion (DEI).

Thank you for being on this journey with us.



Dr. Mike Dacey

DR. MIKE DACEY
CEO, PRESIDENT

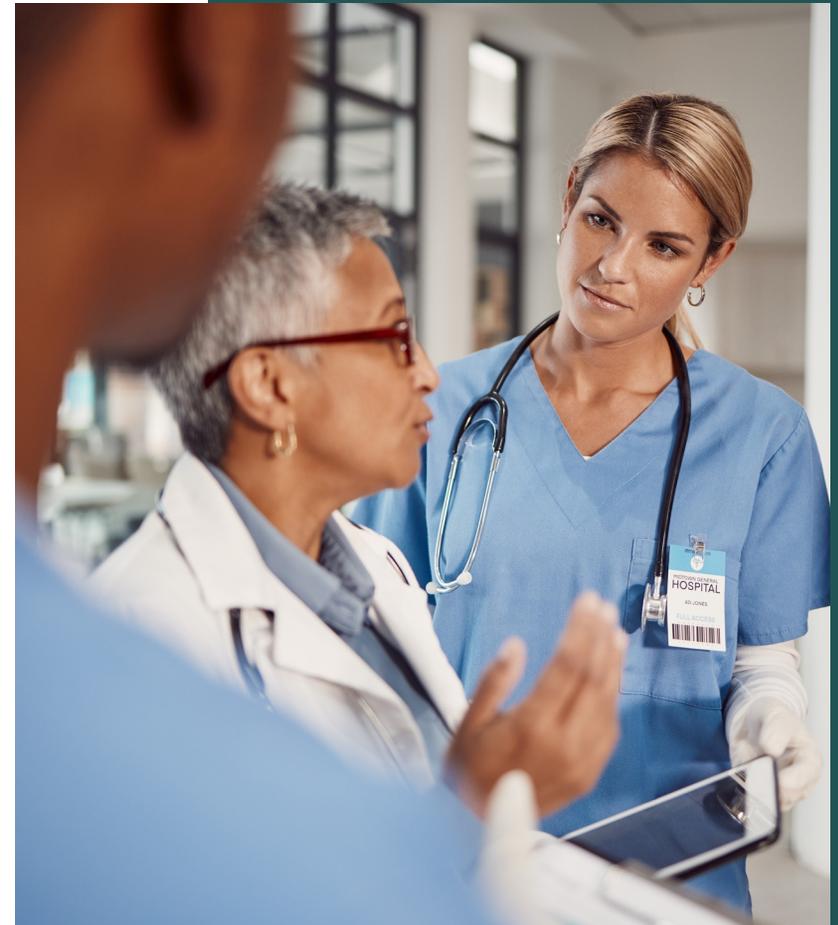
DEMONSTRATE LEADERSHIP COMMITMENT THROUGH POLICY, MESSAGING, AND BEHAVIOR THAT ADVANCES DIVERSITY, EQUITY, AND INCLUSION GOALS AND OBJECTIVES, AND THAT PROMOTES THE MISSION-FOCUSED VISION OF DEI AT ALL LEVELS OF THE ORGANIZATION.



Riverside is committed to the following data-driven strategies that guide our decisions.

ENSURING A STRONG DEI INFRASTRUCTURE REQUIRES COLLECTING AND USING DATA TO INFORM AND GUIDE ORGANIZATIONAL DECISIONS AND STRATEGY.

- Collecting and analyzing employee engagement data across the organization's demographic groups
- Using our employee survey Diversity Index to monitor the progress of diversity strategy
- Using data to identify opportunities to expand the diversity of our workforce



USING DATA-DRIVEN STRATEGIES, PURSUE A TALENT ACQUISITION PROGRAM THAT IS DESIGNED TO RECRUIT, HIRE, AND ADVANCE A HIGH-PERFORMING DIVERSE WORKFORCE THAT REFLECTS THE COMMUNITIES WE SERVE.

Riverside is committed to providing all team members with opportunities for growth.

WE PROVIDE OPPORTUNITIES FOR LEARNING ABOUT IMPLICIT BIAS AND CULTURAL HUMILITY OFFERED THROUGH BIASSYNC, PRACTICING EXCELLENCE, AND THE VIRGINIA CENTER FOR INCLUSIVE COMMUNITIES.

We also provide both internal and external development programs through the Riverside Emerging Leaders Program and the Inclusion, Diversity, and Equity Academy for Leadership (IDEAL).



- ENHANCE EXISTING TRAINING RESOURCES TO SUPPORT A COMPREHENSIVE TRAINING AND TEAM MEMBER ENGAGEMENT PROGRAM THAT IS DESIGNED TO INCREASE CULTURAL COMPETENCE.
- DEVELOP LEADERSHIP GOALS THAT DEMONSTRATE A COMMITMENT TO BUILDING A MORE INCLUSIVE CULTURE THAT INCREASES TEAM MEMBER AND PATIENT SATISFACTION.

Riverside continues to collaborate with partners in the community to address social determinants of health.

WE BELONG TO THE VIRGINIA HEALTH EQUITY COLLABORATIVE AND THE REGIONAL CANCER DISPARITIES COLLABORATIVE. RIVERSIDE HELPED FORM THE HAMPTON ROADS HEALTH EQUITY COLLABORATIVE AND THE VIRGINIA ORGANIZATION FOR INCLUSIVE CONCEPTS AND EQUITABLE SOLUTIONS (VOICES).

- Collaborated with other health systems, businesses, community organizations, municipalities and government agencies, higher education institutions, and others to address the unique needs of people in under-resourced urban and rural areas.
- Established the Health Equity Panel Health Equity Panel to gather health care, public health, business and community leaders to educate the public on how individuals and institutions can improve health outcomes.
- Researched and addressed economic and social needs of minority populations.



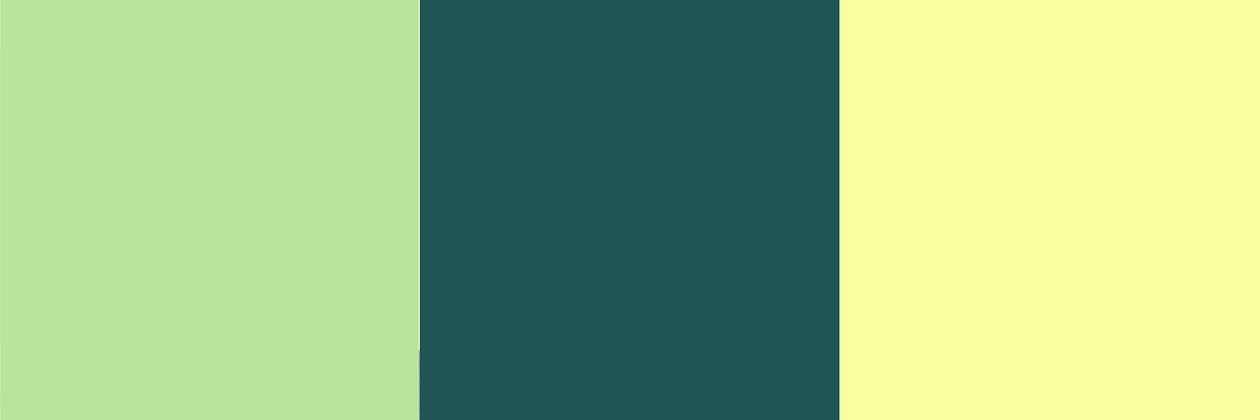
Did you know?

THE VIRGINIA ORGANIZATION FOR INCLUSIVE CONCEPTS AND EQUITABLE SOLUTIONS (VOICES), IS AN EXTERNAL GROUP OF NEARLY 50 DEI PRACTITIONERS.

THIS GROUP OF LOCAL HEALTH SYSTEMS, BUSINESSES, HIGHER EDUCATION INSTITUTIONS, AND NON-PROFIT ORGANIZATIONS COMES TOGETHER TO DISCUSS DEI BEST PRACTICES AND COMMUNITY COLLABORATIVES.



- DEMONSTRATE RIVERSIDE'S COMMITMENT TO BUILDING TRUST IN COMMUNITIES OF COLOR AND UNDERSERVED COMMUNITIES THROUGH OUTREACH AND ENGAGEMENT EFFORTS.
- FOSTER DIVERSE COMMUNITY PARTNERSHIPS THAT PROMOTE HEALTH EQUITY AND FOCUS ON SOCIAL DETERMINANTS OF HEALTH.



2022-2023

Measures and Outcomes





National Diversity Council Index Results

CEO ENGAGEMENT SCORE



COMMUNITY OUTREACH



POLICIES, BENEFITS, AND INITIATIVES



CORPORATE SOCIAL RESPONSIBILITY



Did you know?

- THE NDC INDEX IS A MEASUREMENT OF ORGANIZATIONAL COMMITMENT TO DIVERSITY AND INCLUSION AMONG COMPANIES IN THE U.S. THROUGH AN ANNUAL SURVEY, THE INDEX RATES COMPANY PERFORMANCE ON CEO ENGAGEMENT AND CORPORATE INITIATIVES, POLICIES, AND PROGRAMS.
- THE NDC INDEX RECOGNIZES COMPANIES WITH A SCORE OF 90 OR HIGHER AS THE BEST U.S. COMPANIES THAT VALUE DIVERSITY.

2022-2023 WORKFORCE HIGHLIGHTS

Big Accomplishments



TEAM MEMBER
SATISFACTION/
ENGAGEMENT

**4.28 DIVERSITY
INDEX SCORE**

+0.11 above the national benchmark



DIVERSITY OF
WORKFORCE

*Compared to U.S. Census data,
Riverside has a total workforce
racial/ethnic diversity that is*

**10% GREATER THAN
OUR SERVICE AREA**



DIVERSITY OF
STUDENTS

**8.43% INCREASE IN
RACIAL DIVERSITY**

*of enrolled students at Riverside
College of Health Careers*



2022 DIVERSITY
RECRUITING

**59% RACIALLY/
ETHNICALLY DIVERSE
CANDIDATES**

**76% FEMALE
CANDIDATES**



ADVANCEMENT OF
PEOPLE OF COLOR
IN LEADERSHIP

**PROMOTED 2X
THE NUMBER OF POC**

First Quarter, 2022 vs 2023



STRATIFICATION OF TEAM
MEMBER ENGAGEMENT RESULTS
BY DIVERSE CATEGORY,
IMPLEMENTATION OF EMPLOYEE
RESOURCE GROUPS



STRATEGIC RECRUITING
COLLABORATION WITH BLACK
BRAND, HISPANIC CHAMBER OF
COASTAL VIRGINIA, VIRGINIA
ASIAN CHAMBER, URBAN LEAGUE
OF HAMPTON ROADS, HAMPTON
UNIVERSITY, NORFOLK STATE
UNIVERSITY, AND OTHERS



FORMAL MENTORING AND
SUCCESSION PLANNING



DEVELOPMENT OPPORTUNITIES,
NETWORKING AND
SOCIALIZATION, ENGAGEMENT
ON PROJECT TEAMS

Focus Areas

2022-2023 HEALTH EQUITY HIGHLIGHTS

Data-Driven Strategies



HEALTH EQUITY DASHBOARDS

Real-time insight into opportunities to improve health equity



SOCIAL DETERMINANTS OF HEALTH

Consistent collection and/or verification of social determinants of health data will inform priorities



STRATIFIED DATA

Improved granular data by demographics and measurement of outcomes for inpatient care



HEALTHY PLANET LINK

Coordinated care with community organizations



CLINICAL RESEARCH AND GRANTS

Improved care by encouraging more participation in clinical trials from people of color and minority populations through partnerships with Hampton University, Virginia Commonwealth University (VCU) and others

Outreach



HEALTH SCREENING & EDUCATION

Collaboration with Municipalities to map communities most in need and provide health screening, vaccination, education, and information about certification programs and job opportunities



COMMUNITY COLLABORATIVES

Share best practices and collaborate with community partners to make more impact on public health

- Health Equity Panel
- VA Organization for Inclusive Concepts & Equitable Solutions (VOICES)
- VA Health Equity Collaborative
- Hampton Roads Health Equity Collaborative
- Regional Cancer Disparities Collaborative



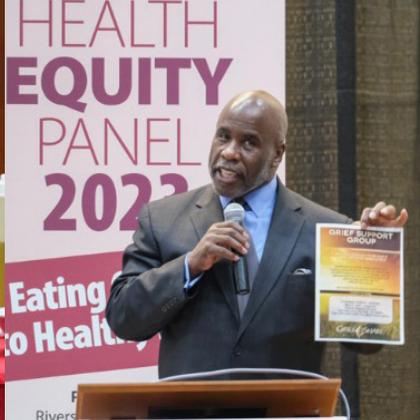
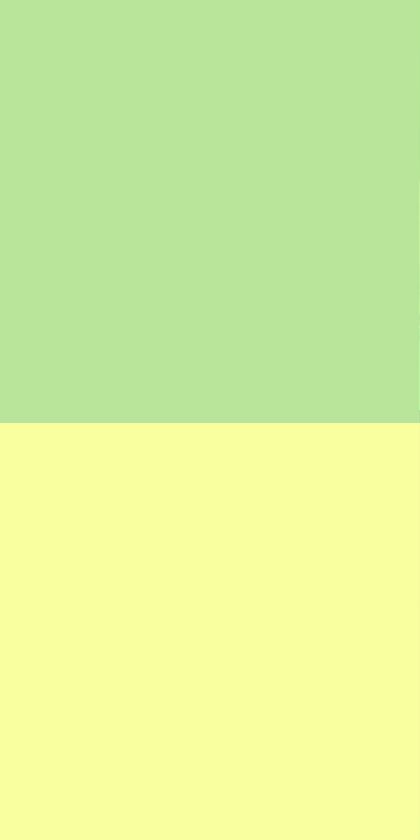
PARTNERSHIP WITH VIRGINIA INSTITUTE FOR SPACEFLIGHT AUTONOMY, AND DRONEUP

Efficiently and effectively deliver medical packages and emergency medical supplies to underserved rural communities on the Eastern Shore of Virginia

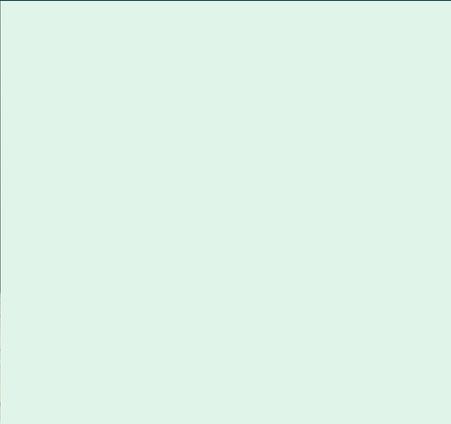


PARTNERSHIP WITH HAMPTON UNIVERSITY AND VCU

Oncology, pharmacy, and aging services research studies to address socio-economic barriers and health disparities in minority communities



Current Outreach



Food As Medicine Initiative

RIVERSIDE CHARLIE AND GOLDEN BETHUNE HILL COMMUNITY HEALTH CLINIC

The Food as Medicine program is an expansion of the Brentwood Healthy Food Box program, which launched in 2018 and has since successfully helped community members who face food insecurity manage high A1C levels.

The program addresses high blood pressure among an underserved population and educates community members on how to live a healthier lifestyle. The program is designed to equip participants and their families with tools and resources to follow a heart-healthy diet through the American Heart Association's recommended DASH diet (Dietary Approaches to Stop Hypertension), which helps manage high blood pressure and encourages eating leafy green vegetables, fibrous fruit, whole grains, lean protein, and low-fat dairy. The Food As Medicine program also addresses social determinants of health by incorporating courier services for patients who do not have access to transport the food and supplies, and by providing services for patients who do not have access to Wi-Fi or smart devices.



Our community partners include the American Heart Association, Brooks Crossing Innovation and Opportunity Center, Virginia Peninsula Foodbank, and the Urban League of Hampton Roads.

VOICES

VA ORGANIZATION FOR INCLUSIVE CONCEPTS & EQUITABLE SOLUTIONS

EQUITY FOCUS GROUP DATA to better understand communities of color and under-resourced communities. Data was utilized by the Hampton & Peninsula Health District's Community Health Needs Assessment (CHNA).

DIVERSITY PANEL DISCUSSIONS to inform the community about the importance of cultural humility. Two discussions are planned per year for Celebrate Diversity Month in April, and Global Diversity Awareness Month in October.



Celebrate
DIVERSITY MONTH
Virtual Panel Discussion

Thursday
April 20, 2023
5:00 to 6:30 p.m.

CULTURAL HUMILITY:
Valuing and Respecting Differences
Between and Within Cultures

RIVERSIDE



Health Equity Panel

EATING OUR WAY TO HEALTHY HEARTS PANEL DISCUSSION AND COOKING DEMONSTRATION WITH CELEBRITY CHEF CARLA HALL

“Eating Our Way to Healthy Hearts: Closing the Gap in Black Health Disparities” was a lively dinner discussion with celebrity chef Carla Hall and a panel of local experts.

The event informed the audience of Hampton Roads about preventing and managing hypertension, high blood pressure, and eating in ways that promote heart health. It also examined the obstacles that result in health disparities in Hampton Roads, especially in communities of color, and which steps could be taken to achieve health equity.

Welcome to
**HEALTH EQUITY
PANEL 2023**

**Eating Our Way
to Healthy Hearts**

Presented by
Riverside Health System
Truist & EVMS

Sponsored by
The Center for Public Health Initiatives
at NSU & NSU Center of Excellence
in Minority Health Disparities



Regional Cancer Disparities Collaborative

ACHIEVING HEALTH EQUITY FOR BLACK MEN: THE POWER OF THE BARBER SHOP

Partnered with 4 barber shops in Newport News, Hampton, Portsmouth, and Norfolk to lay the partnership foundation with proven, trusted sources in the black community.

Achieving Health Equity for Black Men:

The Power of the Barber Shop

Black Americans are **20% more likely** to get colon cancer and **40% more likely** to die from it. **Let's stop colon cancer.** Join us for this virtual, community-focused event.

Monday, March 27, 2023
5:30pm-7:00pm
Virtual via Zoom

Scan QR Code or Click below to Register
Register via Zoom



Featuring:
Joseph Ravenell, MD
New York University
Grossman School of Medicine

Learning Objectives:
Explain how community partnerships can address social determinants of health and promote health equity.



Presented by Eastern Virginia Medical School Diversity and Inclusion and the M. Foscue Brock Institute for Community and Global Health, in partnership with the Regional Cancer Disparities Collaborative.

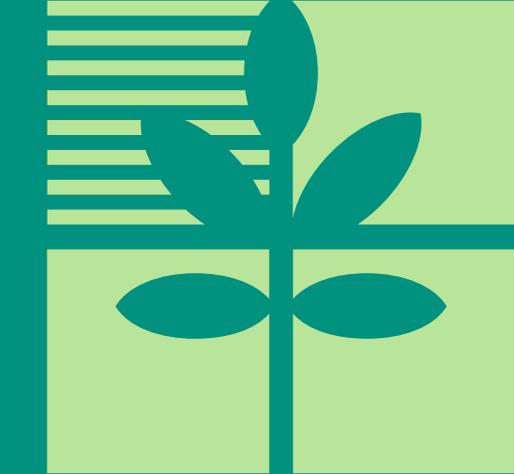


Droneup Partnership

PARTNERSHIP WITH VIRGINIA INSTITUTE FOR SPACEFLIGHT AUTONOMY AND DRONEUP

More efficiently and effectively deliver medical packages and emergency medical supplies to underserved rural communities on the Eastern Shore of Virginia.





Looking Ahead

A Purpose-Driven Organization

DRIVEN BY KINDNESS AND RESPECT FOR ALL AND
AN OVERARCHING DESIRE TO LISTEN, TAKE ACTION,
MEASURE IMPACT, AND IMPROVE.





BUILDING A BETTER FUTURE, TOGETHER.