



# Leaving Our Prints

through integrating  
Diversity, Equity and  
Inclusion into all we do



2021 ANNUAL REPORT



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Kaleida Health  
Chief Executive Officer



## Message from Robert J. Nesselbush

Our Kaleida Health family is made up of 10,000+ employees, providers and volunteers from varied backgrounds, abilities and generations. Each year, we treat more than one million patients who are just as diverse as our workforce. With that diversity must come a culture where different values, traditions and individualities are respected, embraced and celebrated.

At Kaleida Health, we are and must continue to be a strong advocate against racism and intolerance of any kind. Never has there been a greater time for us to be a voice for our entire community, not just our patients or our employees.

While we have certainly made progress these past few years on diversifying our workforce and partnering with organizations that serve

diverse communities here in Western New York, we continue to strive to do more – not only for the people who seek treatment in our facilities, but for our Kaleida Health family who show up every day to care for everyone in our community.

I am so proud of the work our Diversity, Equity and Inclusion (DEI) team, DEI Executive Steering Council, and Employee Resource Groups have done over the past year to help guide us through these conversations about how we can promote diversity, inclusion and engagement within our organization and the communities we serve.

I look forward to seeing their continued growth and progress as we work together to build an even more diverse, equitable and inclusive culture.

*“We must be a strong advocate against racism and intolerance.”*





*Kaleida Health  
Chief Diversity and  
Inclusion Officer*

## Message from Shannon D. Bryant

It has been said many times, 2020 changed the course of our world and our nation in many respects through the challenges of the COVID-19 pandemic coupled with a reckoning and recommitment to racial justice. At Kaleida Health, we looked inward to become more in-tuned and aware of the needs of the workforce and the communities we serve, especially those who have been marginalized and underrepresented both historically and in present day.

In November 2020, I joined Kaleida Health as the first-ever Chief Diversity and Inclusion Officer where I have had the privilege of establishing our Diversity, Equity, and Inclusion (DEI) Department and lead the organization's efforts to integrate diversity, equity and inclusion into all areas of our health system. We empowered every member of our workforce – which includes more than 10,000 employees and nearly 1,700 providers – to take responsibility for finding ways to weave DEI into the fabric of our culture and holding ourselves

and others accountable to equitable and inclusive behaviors and processes.

Kaleida Health has embraced our role as a community leader and we have many plans for the future of DEI. We are collaborative and open in our approach to DEI, understanding we must be engaged adult learners to achieve our vision. Embedding DEI into our system is mission critical, and we are proud of the strong foundation and expectation we have set for DEI for our health system and the Western New York community.

We hope all our colleagues feel personally connected to our DEI efforts as there is work to do for everyone. Our mission is to advance the health of our communities and to achieve this it takes a growth mindset, a commitment to learning, and an openness to change as we leave our prints on the WNY community. Kaleida Health is committed to creating a culture of equity and inclusion where diversity is valued and celebrated!



*"I joined the DIRE ERG because it is important to me to work in a diverse environment. I've been employed at Kaleida Health for 23 years, and I realized how much we weren't diverse and how many issues that affect the community also affect work place. It's important for Kaleida Health to have employee resource groups because there is a huge need for it. As you talk to co-workers and assess the area in which I live around the hospital, there are many health disparities and injustices. I am enjoying the changes in this group and the open discussions. I feel we are making steps in the right direction, and I am excited to see the changes that will occur as a result."*

**Tiffany Smith**  
Licensed Practical Nurse, Pre-Admission Testing  
Buffalo General Medical Center/Gates Vascular Institute



*"It is vital to support and nurture the just and inclusive treatment of all people, especially because Kaleida Health has been given the trust of the community to care for everyone in need."*

**Alyson Spaulding**  
General Counsel  
Kaleida Health



*"We all have a caregiver narrative of some sort, and no two are the same. I do, however, believe that many of the emotions are. Why do I participate in the Working Parent/Caregiver ERG? I have so much that I want to offer in the Kaleida Health workplace. I feel determined to navigate resources wisely so that my caregiver challenges can be balanced and prioritized alongside my work as a pediatric nurse practitioner. My youngest son is 21 and has profound disabilities. Upon graduating from high school, pandemic restrictions kept him home full time, unable to transition on to an adult program. Countless others can relate to what that has been like. This ERG encourages us to lean on each other in conversations that lead to continued growth of Kaleida Health's supportive culture for employees and providers who are caregivers."*

Allison Killeen, PNP  
Weight Management Coordinator  
John R. Oishei Children's Hospital



*"I'm proud to be a part of a team that's building a culture where our staff, patients, families and visitors feel safe and happy to be heard and can be heard."*

Allegra Jaros  
President  
John R. Oishei Children's Hospital



## Our Approach

Kaleida Health established the Diversity, Equity and Inclusion (DEI) Department in 2020 to become a more equitable and inclusive place to work and receive care that values and celebrates diversity. The DEI Department leads the development, implementation and monitoring of DEI plans for Kaleida Health.

### Mission

To advance the health of our community by integrating diversity, equity, and inclusion into all that we do.

### Vision

To be known in the WNY community as healthcare system that professes our CARE values and has the courage to practice those values in all that we do. We will be the provider and employer of choice in the WNY community.

### CARE Values

- C** Remain **centered** around the patient and family
- A** Be **accountable** to patients and each other
- R** Show **respect** and integrity
- E** Provide **excellence** in all we do





## KEY DEFINITIONS

### Diversity

The statistical presence of individuals of varying physical characteristics, cultures or identities in a group. At Kaleida Health, we focus on the following identifiers of diversity to include age, disability, gender, nationality, race/ethnicity, religion/spiritual affiliation, sexual orientation, socioeconomic status and veteran status.

### Equity

A focus on access, process and outcomes. Ensuring all have access to resources in a manner that takes into consideration differing life experiences, circumstances, needs, strengths, weaknesses and/or impact(s) of oppression. Equity develops processes to evaluate the effectiveness of practices, policies and treatments across diverse groups of people. Equity is an ongoing action to change practices, policies and treatments to meet outcomes and needs across diverse groups of people. Tackling equity requires an understanding of the root causes of outcome disparities within Kaleida Health for employees, providers and patients.

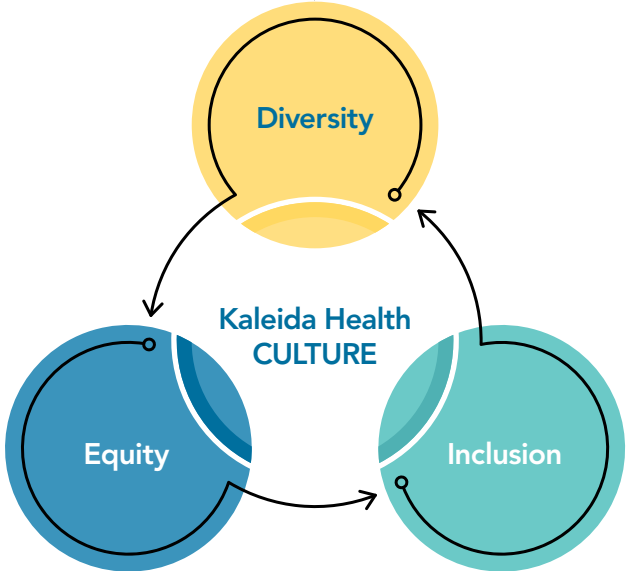
### Inclusion

Authentically bringing traditionally excluded individuals and/or groups into processes, activities and decision/policy making in a way that shares power and shares responsibility. Refers to experiencing shared value, voice, and belonging.

### Health Equity

The assurance of the conditions for optimal health for all people. The three principles to achieve health equity:





- 1 Providing resources according to need and prioritizing the social determinants of health in health care
- 2 Valuing all individuals and populations equally while understanding the intersectional needs of people
- 3 Recognizing and rectifying historical injustices





# DEI Strategic Pillars

Our DEI strategy plan includes four main goals with a variety of initiatives relating to each of them:

 <p><b>DIVERSITY</b></p> <p>Increase diversity within the company to promote diversity of thought, varying perspectives and innovation.</p> <p><b>1</b></p>	 <p><b>INCLUSION</b></p> <p>Create an inclusive culture where everyone feels welcomed, respected and heard because people are welcoming, respectful and listening. The practice of these behaviors will enhance innovation, maximize each employee's potential and increase retention of employees and providers.</p> <p><b>2</b></p>	 <p><b>COMMUNITY</b></p> <p>Utilize our vision to become a leader in diversity, equity and inclusion in the Western New York community.</p> <p><b>3</b></p>	 <p><b>QUALITY CARE</b></p> <p>Strengthen Kaleida Health's CARE values: Remain <b>centered</b> around the patient, be <b>accountable</b> to patients and each other, show <b>respect</b> and integrity, and provide <b>excellence</b> in all we do.</p> <p><b>4</b></p>
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# Our Workforce Data: Acknowledging Challenges

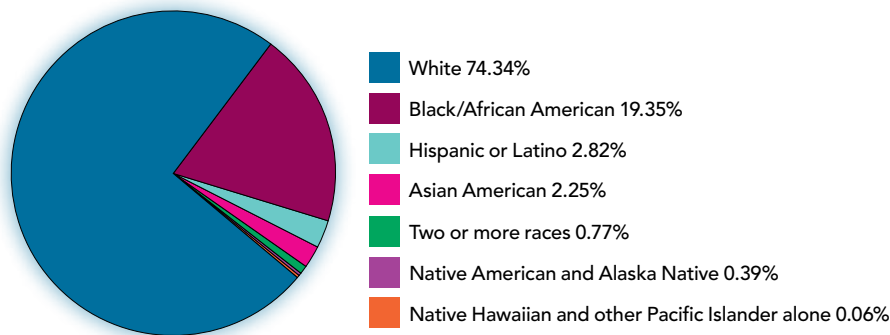
Health care is driven by research and data. Providing high-value quality care, developing policies and making decisions at Kaleida Health also centers around data.

This said, historically, we have not evaluated or reported diversity, equity and inclusion workforce data. Data are an essential component to DEI work as they are a means for evaluating the fairness of our institutional policies and practices as they relate to the recruitment, retention and promotion of our workforce. Further, reporting DEI data is critical for evaluating the effectiveness of our efforts, committing to transparency in our DEI efforts and providing accountability.

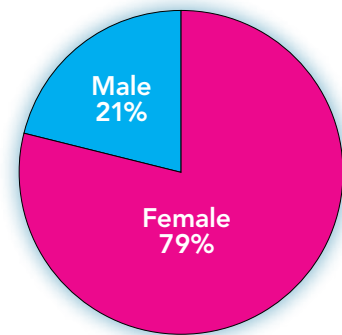
In the initial assessment of how to begin DEI initiatives at Kaleida Health, we identified three major workforce disparities.

## 1 Kaleida Health's Workforce

**Racial Makeup of Kaleida Health Workforce**

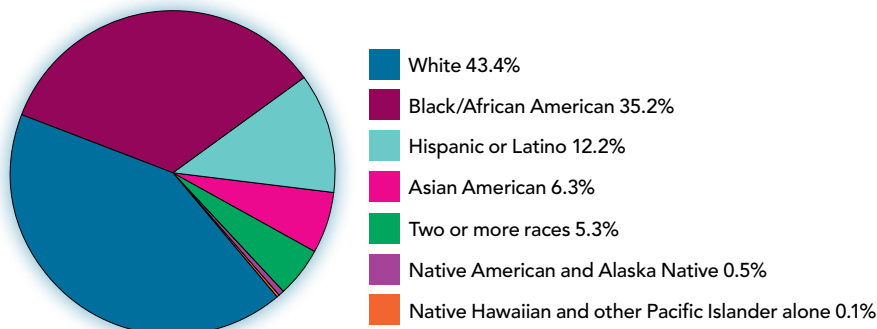


**Gender Makeup of Kaleida Health Workforce**

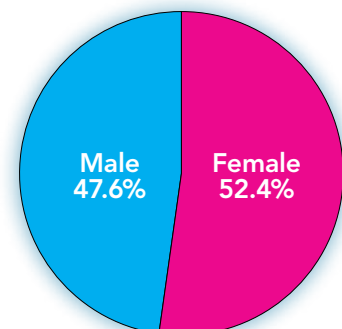


*For the purposes of this report, we only captured employees who work in the eight counties of Western New York.*

**Racial Makeup of Buffalo, NY**



**Gender Makeup of Buffalo, NY**





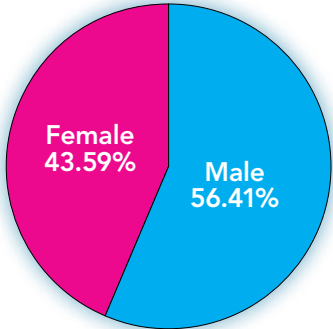
## 2 Kaleida Health’s Vice Presidents and Above Gender Gap

Kaleida Health’s management team, specifically vice presidents and above, shows a gender gap as it relates to men and women. At the time of this report, these were the only two genders reported among this team. While people who identify as women make up 79% of our overall workforce, they make up 43.59% of this group. This compares to people who identify as men which make up 21% of our overall workforce, and make up 56.41% of that group.

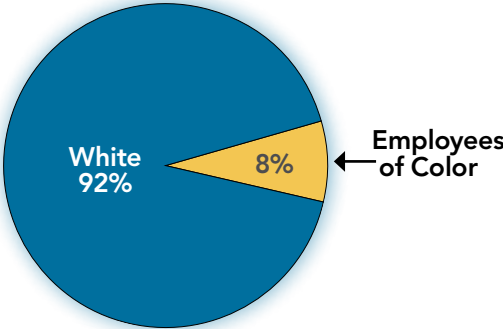
## 3 Kaleida Health’s Vice Presidents and Above Racial and Ethnic Disparity

Kaleida Health’s management team, specifically vice presidents and above, shows a racial and ethnic disparity. Vice presidents and above at Kaleida Health include approximately 39 employees. The racial and ethnic demographics of vice presidents and above is 92% white with 8% employees of color.

**Gender Makeup of Kaleida Health Vice Presidents and Above**



**Racial Makeup of Kaleida Health Vice Presidents and Above**



*Kaleida Health is in the process of adding additional gender fields on employment applications and in Lawson. For the purposes of this report, we only captured employees who work in the eight counties of Western New York. Source - <https://www.census.gov/quickfacts/fact/table/US/PST045221>.*

In addition to looking at our demographic data, we conducted a DEI pulse survey with all our employees. Ten percent of the employees within Kaleida Health completed the survey, and the demographic data of those who completed the survey mirrored the overall workforce demographic data. Overall, we found two major themes from the survey:

- Employees said Kaleida Health can improve our diversity, equity, and inclusion efforts by hiring and/or promoting more senior and executive leaders who identify as Black, Indigenous, and People of Color (BIPOC).
- Employees want to have more opportunities to develop and grow through mentorship and education on DEI topics.

# Leaving Our Prints



Blue Fund Grant Award:  
In August 2021, Oishei Children’s Hospital was awarded Highmark’s Blue Fund Award for **\$175,000.**

This award is to support the racial equity work on Mother Baby and Labor and Delivery Units throughout Kaleida Health.



The First Niagara Foundation made a **\$1.5 million** endowment to support birth equity and DEI initiatives system-wide.



Kaleida Health is a Buffalo Business First 2022 IDEA (Inclusion Diversity Equity Awareness) Award recipient. This award is for the work we have done internally to integrate DEI into our organization through education, mentorship and ERG development.





## Our 2021 Accomplishments

In 2021, we began our multi-pronged approach to address DEI education gaps and racial disparities in leadership throughout our health system. Our first step was to form a DEI Executive Steering Council led by Shannon Bryant, Kaleida Health's chief diversity and inclusion officer, and Robert Nesselbush, Kaleida Health's CEO.

This council includes all of Kaleida Health's executive leaders and site presidents.

The council meets every other week to ensure the progress and success of our DEI strategy and plans. Through the work of this council, we begin solving the identified problems along with a sustainable plan for how to impact change ongoing.

Our system-wide 2021 actions included:

- 1 Creation and development of (4) Employees Resource Groups
- 2 DEI education series for all employees and leaders
- 3 Launch a Mentorship Program



*"Participation in this group means a lot to me as a nurse. We need to educate the staff to use proper pronouns and how to treat patients that identify differently. They need understanding and compassionate nurses. I want our patients and their families to feel safe and cared about in our hospital. I want Kaleida Health to be seen in the LGBTQ+ community as the hospital of choice because we meet their needs. I feel good about where this group is headed and the things that we can accomplish. This is an opportunity for Kaleida Health to reach out to this marginalized community and provide them with comprehensive health care."*

Karen Amborski  
Nurse Manager  
Buffalo General Medical Center/  
Gates Vascular Institute



*"Diversity, Equity, and Inclusion at Kaleida Health is about creating a healthcare system and workplace where everyone feels like they belong and their needs are affirmed and valued. It is about recognizing each person's humanity so that we can all lead healthy lives together."*

Amy Lachuk  
Grant Manager  
Children's Hospital of Buffalo Foundation





*"This creation of this group means positive change at Kaleida Health. I have been involved with Kaleida Health's Healthcare Equality Index survey application and other LGBTQ+ initiatives since 2015. Since its creation, the ERG, as a group, has helped advance understanding of LGBTQ+ issues impacting employees, providers and patients at a record speed. It has been amazing to see something that started off with several people working on it in 2015 to grow into an initiative supported across the organization. Kaleida Health is developing a culture where we are taking PRIDE in leading with CARE and promoting equitable and inclusive care for its LGBTQ+ patients, families and healthcare workers."*

Danielle Becker  
Staff Attorney  
Kaleida Health



*"Being a member of Kaleida Health's DIRE ERG has brought pride. Recognizing diversity, inclusion, equity, LGBTQ+, veterans, working parents and caregivers, race, etc. gives colleagues a sense of pride."*

Francesca Mesiah  
Senior Marketing Associate - Community Relations  
Kaleida Health



## Employee Resource Groups

Employee Resource Groups (ERGs) are system-wide groups of employees and providers who are supported by Kaleida Health's chief diversity and inclusion officer along with the Diversity, Equity, and Inclusion (DEI) Executive Council. ERGs are united by a common goal, interest, experience or characteristic. These commonalities may include various dimensions of diversity such as race/ethnicity, gender, sexual orientation, gender identity, disability status, generation, religious affiliation, military/veteran status, working parents/caregivers or other attribute or shared experience.

Kaleida Health encourages the formation of ERGs to help maintain a culture where all employees and providers feel they belong. Equally important, through innovations from our ERGs, we are better able to provide appropriate care to the diverse populations we serve, identify and eliminate health disparities and enhance the patient experience.

The ERGs provide tangible suggestions and feedback to the chief diversity and inclusion officer and the Diversity, Equity, and Inclusion Executive Council that supports

strategic priorities and business outcomes. The intent is to advocate for educational activities, training opportunities and events that promote our vision.

The Kaleida Health ERGs were established in 2021 with the goal of advancing the mission, vision and values of the system through centering diversity, equity and inclusion. There are currently four ERGs with a focus on Race, Inclusion, and Diversity, LGBTQ+, Veterans, and Working Parents and Caregivers.



## Initiatives across the ERGs Include:

- Recommended recruitment and retention strategies
  - Offered suggestions for a DEI escalation path for patient concerns
  - Formulated health equity definitions for their specific diversity identifiers
- Participated in the Kaleida Health Pilot Mentorship program with the DEI Executive Council
  - Presented to the DEI Executive Council on the 2021 ERG accomplishments



## Meet the DIRE ERG

The Diversity, Inclusion, Race, and Equity (DIRE) ERG has a focus on race and ethnicity as it relates to the overall Diversity, Equity, and Inclusion Strategy at Kaleida Health. The group serves as a resource to educate and inform staff and leadership of race and ethnicity issues impacting both employee and provider

experiences, feelings of belonging, and health disparities for the communities we serve. The DIRE ERG vision is to build a culture that professes and practices our Kaleida Health core values with employees, providers and patients while prioritizes racial equity for traditionally marginalized groups.



*"I believe that when we let our voice be heard, change can be made. The DIRE ERG is creating the tools needed to be more diverse. With diversity comes equity and that brings a sense of togetherness. I feel proud to help make a difference for my co-workers in having a voice."*

Maritza Vega  
Facilitated Enroller  
Oishei Children's Outpatient Center



## Diversity, Inclusion, Race, and Equity (DIRE) ERG Accomplishments:

- Hosted the Juneteenth event in June 2021 with a multitude of speakers, community partners, local assembly, music, and a donation from the Kaleida Health Foundation to a local provider
- Created a list of recommendations and a quick reference guide for Language Assistance Services (LAS) site coordinators, which served to improve our delivery to patients and families whom English is not their first language
- Hosted Hispanic Heritage Month tabling celebrations to highlight the contributions and culture of Hispanic populations



*"Kaleida Health starting the ERG initiative in the current climate was imperative. Every employee is impacted in one way or another by the injustices in our world that also impact our work environment. For our DIRE ERG to have discussions on social determinants and health equity in real time and work towards education of employees and community is a huge accomplishment. We have just begun, but I am encouraged and excited to see the impact our ERG will have. This work is vital to the Kaleida Health system and my hope is that it is prioritized equally with the overall care and consideration that is put into patient care."*

Charmaine Bowman  
Patient Registration Representative, Admissions  
Buffalo General Medical Center/Gates Vascular Institute



## Meet the Lean On Me ERG

The Lean On Me ERG connects Kaleida Health employees and providers who are working parents or caregivers to enable the exchange of supports, ideas and shared experiences. The group highlights the challenges of being working parents and caregivers, which can be difficult to manage in the workplace and

falls in line with creating a fair and equitable environment where all people feel as though they belong and bring value to the mission. This group offers creative parenting/caregiver solutions to support retention and development for working parents/caregivers.



*"I've been told I've been helping other people since I was a toddler. I leave work every day knowing in some small way I helped someone get better. Joining the Working Parent/Caregiver ERG was a no brainer. I am proud to work for a company that not only supports working caregivers, but also is looking for ways to make their lives easier. I am a mom of two and grandmother of two. I was raised by "a village," and I am continuing that tradition with them. I would like one of our asks to be a relaxation room with comfortable seating, stress balls, and posters around the hospital reminding employees and providers to relax and breathe."*

Deann Daniels-Purdue  
Pharmacy Technician I  
Buffalo General Medical Center/Gates Vascular Institute



*"The moment I am most proud of so far was when I received a call from the Hertel Elmwood clinic to help them develop lactation room space. The manager had multiple employees who would be needing a space and wanted to know what was needed. My why? I am a soon to be mom of three. I take pride in my family, but also in the work that I do here at Kaleida Health. I think that work/home life balance is essential to being successful in our roles, and I wanted to help lead change and help those who need support."*

Melissa Caldwell  
Assistant Nurse Manager  
Buffalo General Medical Center/Gates Vascular Institute

### Lean On Me ERG Accomplishments:

- Hosted a tabling event with Integrated Absence, HR, and EAP in October 2021 with the goal of increasing employee awareness of support and services to working parents and caregivers
- Completed an assessment on lactation rooms across various sites in order to standardize the access for breastfeeding persons. As a result, the lactation rooms are being improved in 2022



*"I have been a part of the Kaleida Health team since 2013, and one of the things that I have enjoyed the most about my time here is the ability to bring about positive change. During the last eight years, I have become a mother and also had to take on a caregiver role when my father was recently diagnosed with cancer. While I love what I do here at Kaleida Health and find my work fulfilling, now, more than ever, I realize the importance of balancing work and life. As caregivers, we often put ourselves last to ensure those we care for have all that they need to thrive. Becoming a member of the Working Parent/Caregiver ERG was just the right opportunity for me to help ensure my colleagues across the organization are able to establish and maintain their version of a healthy work/life balance, help shape the culture of support for caregivers and spread the word on the resources available for the caregivers of Kaleida Health."*

Ashlee Lang, MPH  
Manager of Clinical Studies  
Kaleida Health

## Meet the SAGE ERG

The Sexual And Gender Equity (SAGE) group exists to create an equitable, inclusive and supportive environment for all employees and providers regardless of one's sexual orientation or gender identity. The group

serves as a resource to educate and inform staff and leadership of LGBTQ+ issues impacting employee, provider and patient experiences, feelings of belonging, and health disparities for the communities we serve.



*"Being in my 60s, I have a long history of having to hide my sexuality and even switch jobs to avoid "detection." I have had to invent boyfriends and keep fake photos on my desk. It is so liberating to be able to live as I am, and this group has expanded that experience by enabling me to work to make us even more accepted. It is literally the most amazing thing that has happened to me from a work perspective. From an engagement point of view, I am very interested in doing whatever I can to make the road easier for those behind me."*

Mickey Mariacher  
Director of Construction Management  
Kaleida Health



## SAGE ERG Accomplishments:

- Hosted the PRIDE events in June 2021 with system-wide tabling celebrations and education
- Draft a strategic plan for 2021-2022 which will include four areas in alignment with the HEI criteria
- Informed the submission of the Healthcare Equality Index (HEI) that was submitted in July 2021 and designates Kaleida Health as a healthcare leader in LGBTQ+ care
- Support SOGI (Sexual Orientation and Gender Identity) initiatives for the Electronic Medical Record (EMR) to affirm patients name, gender identity and pronouns



*"Joining the Kaleida LGBTQ+ ERG was a unique opportunity for me to part of a group that is on the right side of history for the community, the patients and the employees. This group and other similar ERGs transforms Kaleida into more than a provider of health care services, but also a leader in the rights and welfare of its people."*

Jeffrey Yu, MD, PhD  
Pediatrician  
Niagara Street Pediatrics

## Meet the Veteran and Family ERG

The Veterans and Families ERG connects Kaleida Health employees and providers who have prior military service and/or veteran status, current or former members of the armed forces, family members, and other military supporters to enable the exchange of ideas

and shared experiences. The group highlights the unique perspective military personnel and veterans bring to the workforce which – through empowering and engaging employees and providers – can drive innovation within the health system.



*"Being part of the Veteran ERG team has been a fulfilling experience for me thus far. I truly enjoy the energy within the team and how we work together to implement our ideas related to veteran education and concepts to help detect and prevent disparities among veteran employees, providers or patients."*

Peggy Weissend  
Director of Clinical Operations  
Visiting Nursing Association of Western New York

## Veteran and Family ERG Accomplishments:

- Created a list of wellness and resiliency resources for active duty, reserve service members and veteran employees or family members in search of community supports
- System-wide recognition commemorating Kaleida Health employees and providers who are veterans to uplift their stories and thank them for their service
- Provided education on the various branches in the military and made this easily accessible to all



*"Being a founding member of the Veterans ERG has been a very rewarding experience. Although there are only a few of us, we have already made an impact by sending out helpful links and resources for our veteran employees, and developing education about different military branches. I'm looking forward to sponsoring programs and events that honor and celebrate our employees, providers, patients, and family members who have sacrificed so much in service to our country."*

Charity Burgio  
Manager of Training and Development  
Kaleida Health





# DEI Education and Learning

## DEI Education Series

Kaleida Health employees embarked on a DEI Education Series. The goal of the series is to educate our workforce on how DEI integrates into achieving Kaleida Health's mission to advance the health of our community. Further, the series helped understand biases, ways to foster an inclusive environment for our patients, visitors and colleagues, and reviewed key policies and procedures that focus on DEI. This series – which launched in May 2021 – included four modules that were each 15-minutes long. Many teams completed the required education together to foster group discussions about DEI and their role in

providing a more equitable and inclusive environment. At the close of 2021, 78% of our entire workforce completed all four training modules. Our employees have described the training, especially when completed as a group, as “a chance to connect on topics that impact our patients and us as individuals” and “appreciative for this much needed practical education.” The feedback overall has been very positive!

The launch of our DEI education initiatives for 2021 required a great deal of commitment, creativity and flexibility. This was made clear by our key stakeholders during the planning and design phase

of these initiatives. A major strategy we used involved the development of micro-learning training modules that were 15 minutes in length. Many of our clinical team needed this flexibility as we faced a major staffing shortage, and we identified it would be difficult to pull clinical teams, dietary, clerical and facilities from their duties for more than 15 minutes at a time. After researching the benefits of micro-learning with the Learning and Engagement team, we tailor-made our content to fit this need. Additionally, the 15-minute modules allowed for group viewing and learning or self-directed learning.





## Unconscious Bias Training for Leadership, Security and Human Resources

As a part of our commitment to professional growth and leadership development, beginning in July 2021, all supervisors and above as well as all employees in Human Resources and Security, were required to complete a 3-hour, in-person training focused on unconscious bias. To date, 94% of the target groups (484 people) have completed their training. In this course, participants had the following learning objectives:

- Gain an understanding of unconscious bias and how to recognize different types of bias
- Explore methods to mitigate negative effects of bias
- Discover how to promote inclusion in the workplace
- Adopt ways to respond to bias





*"DEI at Kaleida Health means creating an environment where we embrace the differences among us, provide paths for all to participate fully in our mission, and where everyone has opportunity. This makes us a better, stronger organization for our employees, the community, and ultimately for our patients."*

Lisa Greisler, BSN, RN

President

Visiting Nursing Association of Western New York



*"When I first heard about an ERG for the LGBTQ+ employees and providers, I was very excited. I have been at Buffalo General Medical Center for 40+ years, and knowing there was no LGBTQ+ committees or work groups for an employer as big as Kaleida Health was always distressing for me. I am proud to have been involved in union activity from organizing to negotiating the collective bargaining agreements since the 1980s, including writing the first domestic partner language, which is still in effect today. Now, I am equally proud to be involved in the LGBTQ+ ERG to help continue to make changes at Kaleida Health in an effort to make us an inclusive and equitable workforce. I look forward to the day when we all can say that Kaleida Health is the BEST place to work for all, no matter your color, race, gender identity, sexual orientation, marital status, veteran status or ethnicity. I believe that the support of leadership and this investment in the people who work here will help us achieve that goal. I also believe that it speaks volumes to the LGBTQ+ community of Western New York and beyond when we can say that everybody is going to be treated fairly at Kaleida Health no matter what or how they identify themselves."*

Michael Dunphy

Licensed Practical Nurse

Buffalo General Medical Center/Gates Vascular Institute



*"Often with large corporations, everyday workers cannot be a part of change and improvement. The ERGs at Kaleida Health cut right through that stigma by allowing any employee from any department to put boots on the ground and be part of the good, hard work. It is extremely encouraging to see leadership placing value on improvements in areas of DEI and to acknowledge – and affirm – those people groups affected by them."*

Nick Kaczmarek  
Graphic and Web Designer  
Foundations of Kaleida Health



*"I decided to join this particular ERG because just like the name, DIRE, I feel that there is a dire need to bring awareness to inequities, celebrate diversity and to make sure everyone at Kaleida Health feels safe and included. I also joined because I believe that everyone should have the same opportunities, resources and access to those opportunities without being discriminated against for their race, culture or any other reason. I hope that as a group we can work together and take action towards what we want to see change and grow within the organization and that our patients and community will be positively impacted by our efforts."*

Victoria Mirusso  
Laboratory Processor  
Kaleida Health Laboratories



## Mentorship Program

Mentorship is an integral part of creating an inclusive and equitable workplace where diversity is valued and celebrated. For our Mentorship Program, we used creativity to ensure the traditionally underrepresented groups would benefit from the process. We discussed the best way to do this with New York State hospital systems that were similar in scope and size. We learned that having the employee resource group members as the funnel for executive mentorship would

directly support elevating the groups most underrepresented in leadership and start to build a direct pipeline for talent throughout the organization that represents various diversity identifiers. This approach has been successful, and we are looking forward to continuing to welcome and train both mentors and mentees, building upon our success in the years to come.

During this pilot year of Kaleida Health's Mentorship Program, members of our ERGs were invited to apply and 13

were selected as mentees. The mentees were paired with 13 members of our DEI Executive Council who are serving as mentors. Mentors meet with their mentees once a month for an hour for an entire year, guiding mentees' professional and personal development. The theme of this year's mentorship program is leadership, regardless of title or role. Everyone is empowered to lead and use their skills and talents to help embed DEI into everything we do.



The goals of the mentorship program are:

- Build a network of people within the organization who are excited about personal and professional development
- Enhance participants' knowledge base with exposure to multiple perspectives

- Enhance participants' personal professional development in areas of their choosing

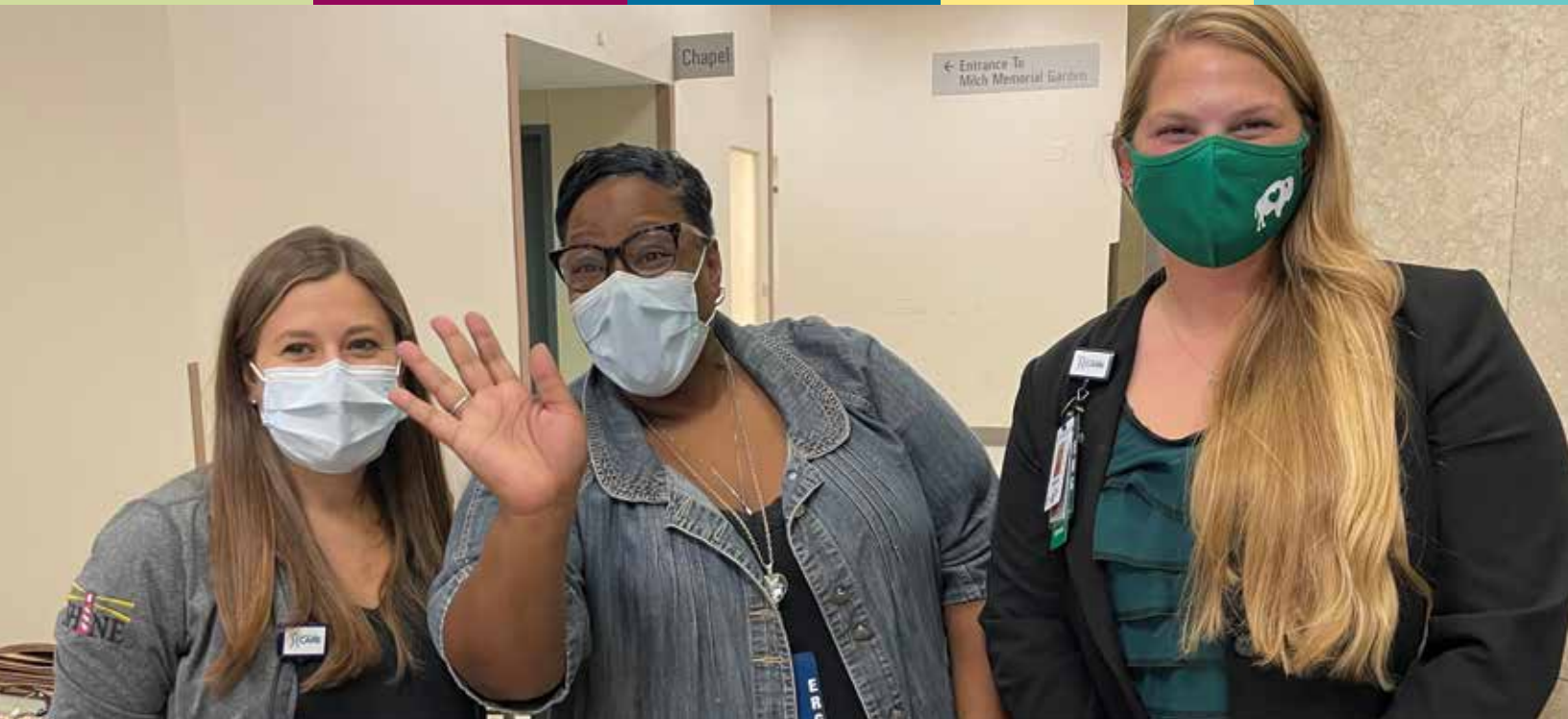
In addition, the Mentorship Program offers several benefits to the organization as a whole:

- Provides a commitment to valuing diversity and building a culture of inclusion and equity

- Encourage the development of leadership and management competencies and skills

- Fosters a culture of professional development
- Increases employee engagement, job satisfaction by being connected to the larger purpose and sense of inclusion in the larger organization





## Our Path Forward

Kaleida Health is proud of the momentum we had in 2021, and we look forward to continued successes. In 2022, we will focus our efforts towards racial equity and health equity.

Kaleida Health recognizes that racism negatively impacts and exacerbates health inequities among historically marginalized communities. We are committed to the work of racial equity and health equity for both our staff members and the communities we serve. Our commitments will not waver as we know the road ahead is a not a destination, but rather a life-long journey. We believe our efforts will be successful through the acknowledgment of our challenges and a strategic and narrow focus on how we will impact long-term systemic health inequities.

In 2022, The DEI Department will focus on three major areas:

- 1 Develop a system-wide Health Equity Dashboard
- 2 Improve Birth Equity & Create a Maternity Advisory Board
- 3 Develop and Pilot an Equity Impact Assessment toolkit to integrate diversity, equity and inclusion into decision making processes







Bradford Regional Medical Center

Buffalo General Medical Center/  
Gates Vascular Institute

DeGraff Medical Park

DeGraff Rehabilitation and  
Skilled Nursing Facility

HighPointe on Michigan

John R. Oishei Children's Hospital

Kaleida Health Ambulatory Care Network

Kaleida Health Laboratories

Millard Fillmore Suburban Hospital

Olean General Hospital

Visiting Nursing Association of WNY



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