

Healthcare Workforce Diversity & Inclusion Brief

SGMC is deeply committed to fostering diversity, equity, and inclusion (DEI) across its healthcare workforce. This commitment is rooted in our understanding that a diverse staff not only reflects the communities we serve but also drives improved patient outcomes and organizational innovation. By prioritizing DEI, SGMC ensures that every team member feels valued and empowered to contribute to our mission of delivering exceptional, equitable care.



DEI MISSION STATEMENT

“Diversity makes us stronger and enriches the experience of all who engage with SGMC.”

THOMAS R. TRACY, MD
PRESIDENT & CEO

Our mission is to foster an inclusive environment where each patient, employee, and community member feels valued and supported.

Workforce diversity is strategically vital for SGMC’s continued success. By embracing a broad range of backgrounds and perspectives, we enhance our capacity for creative problem-solving and adaptability in a rapidly evolving healthcare environment. Furthermore, a diverse workforce positions SGMC to meet regulatory and accreditation requirements, strengthening our reputation and competitiveness within the industry.



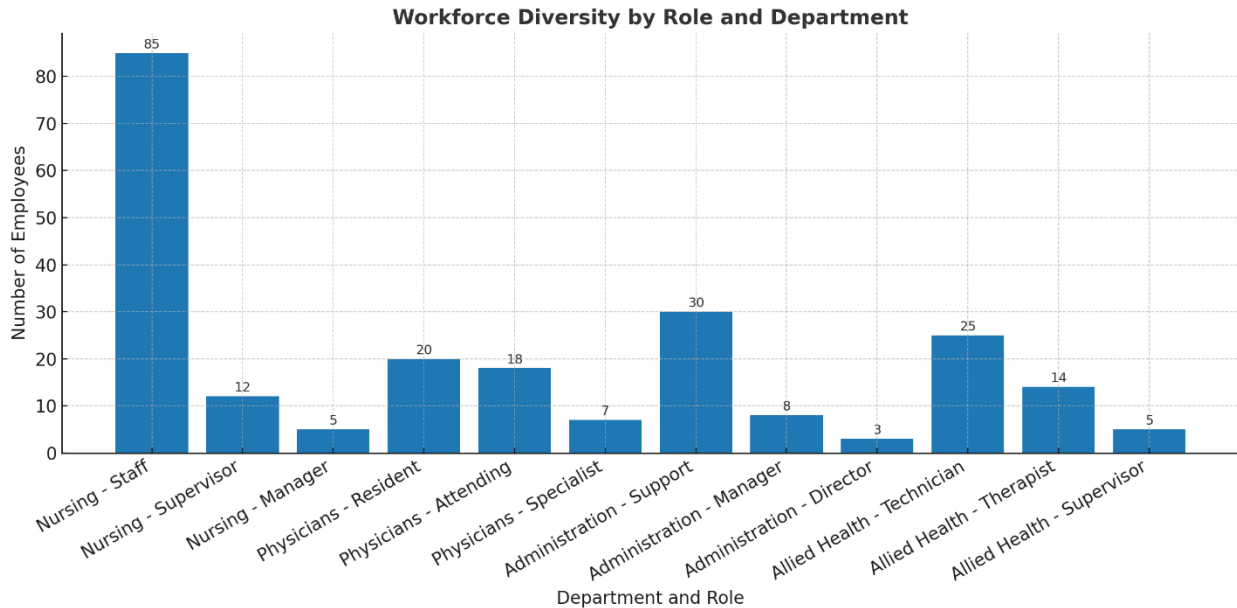
Our commitment to DEI is not only a matter of compliance—it is a catalyst for excellence in patient care, staff engagement, and organizational resilience. SGMC recognizes that inclusive practices are essential for attracting and retaining top talent, meeting the needs of a diverse patient population, and driving continuous improvement throughout the organization.

Workforce Demographics

The following table summarizes SGMC’s current workforce composition, benchmarked against national averages for healthcare organizations:

Role Category	% Representation	National Benchmark
Physicians	32%	28%
Nursing Staff	68%	70%
Administrative Staff	54%	55%
Leadership Roles	26%	30%

SGMC Healthcare Workforce Diversity & Inclusion Brief



Current Challenges & Opportunities

- Underrepresentation in leadership positions, particularly among historically marginalized groups.
- Need for enhanced cultural competence training to better serve diverse patient populations.
- Opportunity to expand recruitment networks to include candidates from varied backgrounds and experiences.
- Gaps in mentorship and sponsorship programs for underrepresented staff.
- Limited integration of DEI metrics into performance evaluations and organizational planning.

Strategic Priorities

1. Expand partnerships with diverse medical schools and training programs to broaden candidate pipelines.
2. Implement structured mentorship programs specifically designed for underrepresented groups within SGMC.
3. Embed DEI performance metrics in leadership evaluations to ensure accountability and progress.

4. Enhance cultural competence training for all staff members, with ongoing education and support.

5. Regularly review and update recruitment, retention, and promotion policies to align with DEI best practices.

Measurement & Accountability

SGMC is committed to transparent measurement and reporting of DEI progress. Key performance indicators (KPIs) will include:

- Percentage of underrepresented groups in leadership and clinical roles.
- Employee engagement and satisfaction scores, segmented by demographic groups.
- Completion rates for cultural competence and DEI training modules.
- Recruitment and retention rates for diverse candidates.

Progress toward these KPIs will be reported to the board on a biannual basis, with action plans adjusted as needed to meet established targets. Accountability structures will ensure that DEI remains a central focus in organizational decision-making and strategic planning.

Key DEI Initiatives

- Launch of Diversity Recruitment Taskforce
 - Annual DEI Training for all staff
 - Inclusive Leadership Development Program
 - Employee Resource Groups supporting cultural and professional diversity
 - DEI Dashboard for real-time monitoring of workforce metrics
-
- Source: National Guidelines for Healthcare Workforce Diversity, Equity, and Inclusion – American Hospital Association, 2023.

Workforce Demographics & Representation

SGMC is committed to fostering a diverse and inclusive workforce that reflects the communities we serve. A review of our current staff composition reveals areas of both strength and opportunity. While SGMC demonstrates strong representation among nursing and administrative staff, there are notable gaps in leadership diversity and certain clinical roles. Understanding these patterns is critical for shaping recruitment, retention, and professional development strategies that advance our organizational goals and promote equitable patient care.

SGMC Workforce Demographics Compared to National Benchmarks

Role Category	% Representation (SGMC)	National Benchmark (%)
Physicians	32	28
Nursing Staff	68	70
Administrative Staff	54	55
Leadership Roles	26	30

Trends and Implications

Analysis of SGMC's workforce demographics points to several important trends. Our physician representation slightly exceeds national averages, indicating effective recruitment efforts in clinical roles. However, leadership roles lag behind national benchmarks, suggesting the need for targeted development and promotion pathways for underrepresented groups. The near-parity in nursing and administrative staff representation reflects successful ongoing initiatives but also highlights the importance of sustained engagement to prevent regression.

These findings underscore the necessity of expanding recruitment networks, investing in mentorship programs, and embedding DEI metrics in performance evaluations. By addressing gaps in representation, SGMC can enhance team collaboration, improve cultural competence, and ultimately deliver better patient outcomes. Strategic focus on these areas will ensure that our workforce remains dynamic, inclusive, and well-positioned to meet future healthcare challenges.

Challenges & Opportunities

Analysis of Current Barriers to DEI

SGMC recognizes that achieving true diversity, equity, and inclusion (DEI) within the healthcare workforce is a multifaceted challenge. While progress has been made, persistent barriers remain, particularly in the representation of diverse groups in leadership roles and the provision of comprehensive cultural competence training. These gaps not only affect staff morale and retention but also have a direct impact on patient outcomes and the organization's ability to

innovate. Addressing these issues requires a targeted approach, informed by both internal assessments and external best practices.

Major Challenges and Opportunities

- Underrepresentation of minority groups in senior leadership positions
- Limited access to cultural competence and bias reduction training
- Narrow recruitment networks that do not reach diverse talent pools
- Inconsistent mentorship opportunities for underrepresented staff
- Opportunity to leverage community partnerships for broader outreach
- Growing demand for multilingual and culturally sensitive care



Leadership Diversity Gap

Only 26% of SGMC leadership roles are held by individuals from underrepresented groups, compared to a national benchmark of 30%.

External Influences on DEI Efforts

SGMC's DEI strategy is shaped not only by internal workforce dynamics but also by external factors such as evolving regulatory requirements and shifting community demographics. Federal and state guidelines mandate the adoption of equitable hiring practices and ongoing DEI education, while accreditation agencies increasingly require proof of measurable progress.

Additionally, the local community's changing cultural composition underscores the need for a workforce that mirrors patient populations, ensuring that care delivery is both effective and culturally responsive.



Strategic Priorities & Action Items

SGMC is committed to fostering an inclusive, equitable, and diverse healthcare workforce as a core component of organizational excellence. Our short-term and long-term DEI goals are strategically aligned with SGMC's mission to improve patient outcomes, drive innovation, and ensure compliance with regulatory standards. Through targeted initiatives and robust accountability measures, SGMC aims to build a workplace where every employee feels valued, supported, and empowered to contribute to our collective success.

Key Initiatives

The following strategic priorities form the foundation of SGMC's DEI action plan:

1. Expand Partnerships

Build and strengthen relationships with diverse medical schools, allied health programs, and community organizations to broaden recruitment pipelines.

2. Mentorship Programs

Launch structured mentorship opportunities for underrepresented groups to support career advancement and retention.

3. DEI Performance Metrics

Integrate DEI objectives into leadership evaluations and departmental scorecards to ensure sustained progress and accountability.

4. Cultural Competence Training

Implement ongoing cultural competence and bias mitigation training for all staff, with specialized modules for managers and executives.

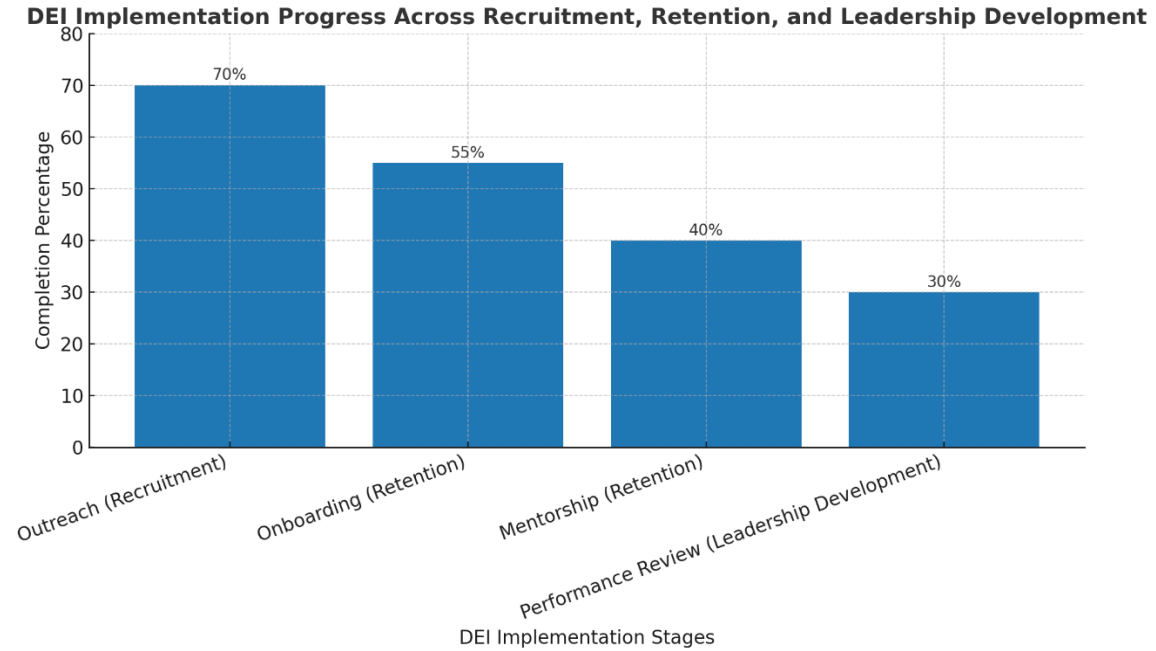
5. Inclusive Recruitment Practices

Review and update job descriptions, interview protocols, and selection criteria to minimize bias and attract diverse talent.

Implementation Roadmap

SGMC's DEI program rollout is structured around clear timelines and measurable milestones to ensure transparency and sustained momentum. The roadmap includes quarterly benchmarks for partnership outreach, mentorship program enrollment, and training completion rates.

Annual reviews will assess progress on representation in leadership roles and overall workforce diversity, with results reported to executive leadership and the board. Dedicated DEI dashboards will provide real-time visibility into key performance indicators for ongoing monitoring and adjustment.



Measurement, Accountability & Compliance

Measuring DEI Progress at SGMC

SGMC is committed to advancing diversity, equity, and inclusion (DEI) by implementing robust systems for measurement and accountability. Progress will be tracked through clearly defined key performance indicators (KPIs) that assess representation, inclusivity, and equitable practices across the organization. Regular reporting structures ensure that DEI initiatives remain transparent and actionable, with data-driven insights guiding ongoing improvement.


DEI Metrics, Reporting Frequency, and Responsible Parties

Metric Category	KPI Example	Reporting Frequency	Responsible Party
Workforce Representation	% of underrepresented groups in roles	Quarterly	HR & Talent Acquisition
Recruitment & Retention	Turnover rates by demographic	Biannually	HR
Leadership Diversity	% of diverse leaders in management	Annually	Executive Leadership
Cultural Competence	Staff training completion rates	Quarterly	Learning & Development
Equity in Advancement	Promotion rates by demographic	Annually	Department Managers

Compliance & Documentation	Policy updates and audit completion	Annually	Compliance & Legal
----------------------------	-------------------------------------	----------	--------------------

REGULATORY AND ACCREDITATION REQUIREMENTS FOR DEI


FEDERAL MANDATES



FEDERAL MANDATES

- Civil Rights Act (Title VII)- prohibits employment discrimination
- Affordable Care Act - Section 1557's non-discrimination provisions
- EEOC requirements on workplace diversity and inclusion


STATE MANDATES



STATE MANDATES

- DEI requirements in state healthcare workforce laws
- State-level DEI reporting obligations

ACCREDITATION STANDARDS



PROFESSIONAL GUIDELINES

- Joint Commission - standards on cultural competence, patient-centered communication, and non-discrimination
- AAMC resources on DEI in academic medicine
- Best practices for fostering an link to guidelines

Compliance Checkpoints

- Annual DEI policy review and update
- Documentation of workforce demographic analyses
- Evidence of DEI training completion
- Records of mentorship and leadership development programs
- Submission of DEI metrics to board and accrediting bodies

Commitment to Transparency & Continuous Improvement

SGMC pledges to maintain transparency in all DEI efforts, sharing results with stakeholders and integrating feedback for ongoing policy enhancement. All measurement practices align with national healthcare DEI guidelines to ensure best practices and regulatory compliance.

Continuous improvement is supported by regular audits, stakeholder engagement, and public reporting of progress.¹