

Diversity, Equity and Inclusion (DEI) Impact Report



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*Cover: InovAsians TMRG Chair, Joan Smith (left) and We Who Serve TMRG Chair, Renee Thompson Flores (right)
Below: HYPE TMRG leadership team with their Executive Sponsor, Roberta Tinch, and the panelists of the
Managing a Multigenerational Workforce Panel & Networking Event.*



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A Welcome from Dr. J. Stephen Jones, President & CEO

“At Inova, we have the privilege to care for some of the most diverse communities in our nation. Here, building an inclusive workplace that inspires a sense of belonging in every team member is not simply an initiative or independent body of work. Rather, it is inseparable from our mission and essential to providing the best, safest and most compassionate healthcare to our patients.

This report highlights just some of the ways we’ve worked together to shape a more inclusive Inova. It reflects our progress on one part of our journey as a system—a part where there is no finish line, only continuous, purposeful growth. I am enormously proud of how far we’ve come and equally excited for the opportunities ahead.

Each of us plays a role in our path forward. Throughout this report, you’ll see many examples of advancing DEI at Inova. I encourage you to learn more, connect in ways that are meaningful to you and be part of this enduring commitment.”

—J. Stephen Jones, MD, FACS
President and CEO

Dr. Jones connects with team member Pinaki Vaidya, Executive Director, ISHV, at the Diwali event co-hosted by Interfaith Unity Council, InovAsians and METIS TMRGs.





Inova's DEI journey

We recognize the work of the many individuals and teams across our system who built the foundation upon which today's DEI journey continues.

2018

April: Dr. J. Stephen Jones takes the helm as President and CEO

September: Terri Feely joins Inova as Chief People Officer

2019

October: Dave Marks joins as VP of HR, tasked with developing DEI vision and overseeing direction setting for Inova's continued DEI journey

2020

January: System Inclusion Council established

October: DEI category added to Team Member Experience Survey

November: First dedicated member of the system DEI team hired

2021

March: Seven inaugural TMRGs established

July: Five additional TMRGs established

2022

January: First annual Diversity Calendar released

February: First issue of Inclusion Insider monthly newsletter published

April: Inova awarded first Healthcare Equality Index recognition

2023

January: Inclusion explicitly named key strategic priority, designated as an initiative for Guiding Coalition and Leadership Forum

April: Bias Incident Procedure introduced

June: DEI Learning Journey launched with mandatory Leading Inclusively module for leadership

October: Four additional DEI Learning Journey modules introduced

2024

May: Inova awarded highest level of Healthcare Equality Index recognition

June: First DEI Impact Report published

This report is intended to promote transparency, cultivate trust, celebrate our achievements, acknowledge areas for growth, enhance our culture, engage diverse talent and encourage team members to get involved with DEI.



Terri Feely, Chief People Officer, shares her commitment to equality on International Women's Day.

“Our people are the heart of Inova. When our team members feel empowered to bring their best selves to work every day—when they know they are heard, seen and valued for who they are—that provides the platform they need to thrive. And when individuals who are thriving gather around a shared purpose and values, the result is a team with unlimited potential to shape the future of our organization. That’s the experience we’ve built at Inova, along with a culture that supports and amplifies it. Our team is the key to our success, so we work hard to ensure every person has an opportunity to learn and grow and make an impact.”

—Terri Feely, Chief People Officer

Dave Marks, VP of HR, discusses Inova’s DEI journey:



What does DEI mean to you?

It means creating an environment where difference is valued. Each person has unique experiences, perspectives and needs—and there’s enormous power in that because considering different perspectives leads to deeper understanding and more informed decisions. Difference isn’t something to be afraid of; it’s something to embrace with curiosity and respect. When we do, it helps us grow as individuals, connect with others, form more effective teams and provide better care.

What is our DEI strategy?

To build a workforce that reflects the communities we serve and a workplace that inspires a sense of belonging in every team member, empowering them to bring their best self to work and provide the best care to our patients. We do this in ways that are tightly aligned with our overall system strategy and reflected our everyday experiences...not treated as something extra. We focus on efforts that create measurable results and that are scalable and sustainable. No box checking.

Where are we today on our DEI journey?

We’ve made some great progress. I won’t say we’re “halfway there” or give a percent because I don’t believe there’s an endpoint. We’re not going to arrive somewhere and stop. We’re going to keep challenging ourselves to be better.

What’s next for DEI at Inova?

Continuing to weave DEI—and many other important things—into the fabric of our organization. To be truly effective, DEI needs to be embedded in our standards: values, priorities, policies, systems, etc. It’s incredibly important for people to be passionate about it, but we can’t rely solely on passion. At work, people follow standards. If the standards aren’t designed to support our desired outcomes, we can all “follow the rules” and still fall short. The great news is that we have a strong foundation. Our mission and values for example—our most universal standards—clearly reflect our commitment to DEI.

Michael Leyva, Community Outreach Coordinator for InovaAsians TMRG, shares ideas during the annual TMRG leadership retreat.



DEI metrics

This section offers a high level summary of the diversity of our workforce, key segments of our talent funnel, promotions and turnover. Where applicable, we break out notable subgroups such as leadership, providers and nursing. Our data reflects today's richly diverse Inova and also highlights several focus areas including representation of team members who are BIPOC (Black, Indigenous, people of color) in director and above roles, and turnover among BIPOC and our youngest team members. We hope to continue to expand our DEI metrics over time to celebrate strengths, illuminate opportunities and quantify progress.

84%



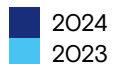
In both the 2022 and 2024 Team Member Experience Surveys, 84% of Inova team members agreed with the statement “I can be myself at work.”

4.1

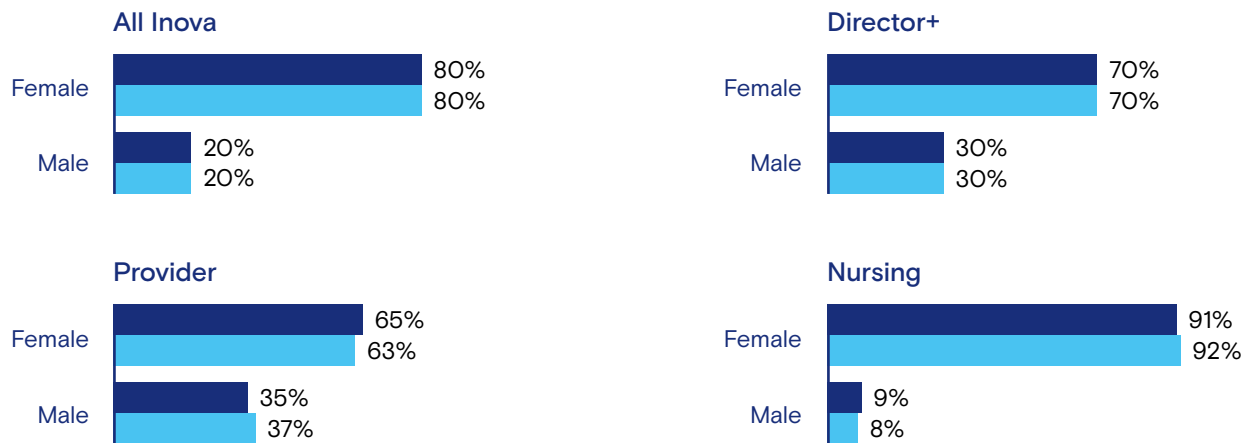


As of May 2024, Inova has received a rating of 4.1 out of 5.0 for Diversity and Inclusion on Glassdoor, which included reviews from 958 past and present Inova team members.

Workforce representation



Gender

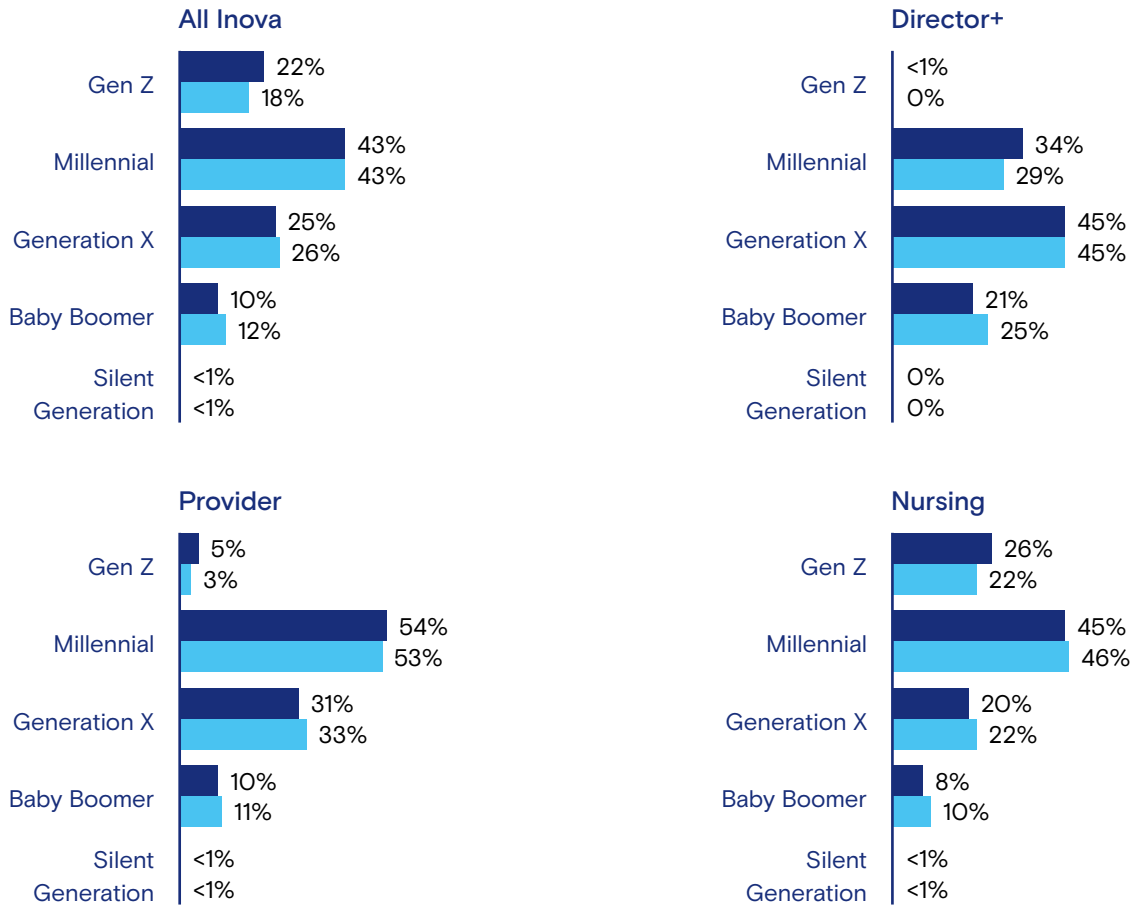


Our metrics include dimensions of diversity currently available in our data: gender, race, ethnicity and generation. We acknowledge the race and ethnicity categories currently available may feel limiting or incomplete to some. Our hope is that the classification systems commonly used in the United States will continue to evolve to better reflect the diverse identities of our team members and provide more relatable options for self-identification. We also recognize the potential during future data collection to offer voluntary self-identification of additional dimensions of diversity.

Workforce representation, continued

2024
2023

Generation



Workforce representation data as of 3/31/2023 and 3/31/2024

Director+ includes leadership at the Director level and above

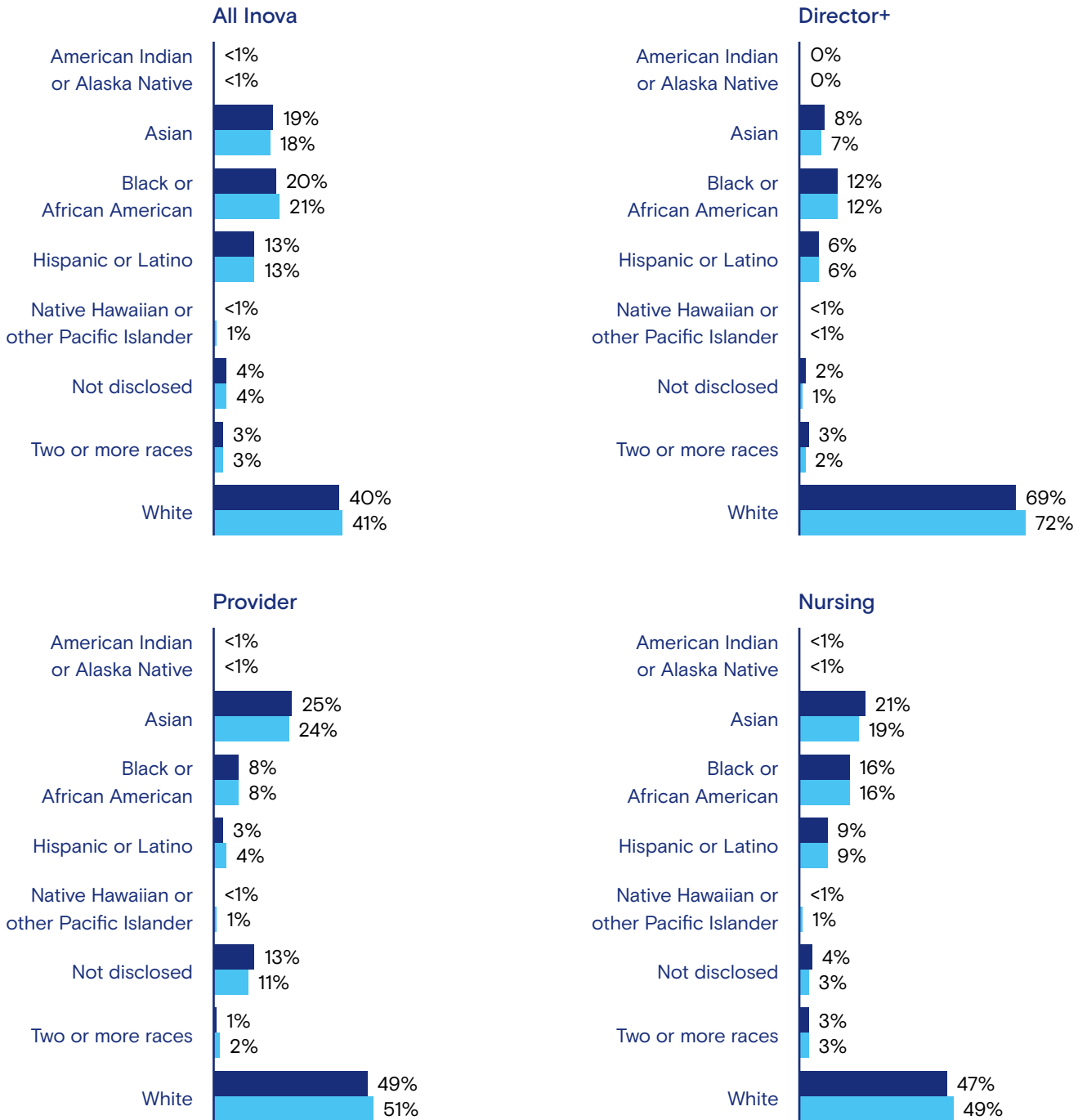
Providers are defined as physicians and Advanced practice providers

Generations: Gen Z (born 1995–2012), Millennial (born 1980–1994), Generation X (born 1965–1979), Baby Boomer (born 1946–1964), Silent Generation (born 1925–1945)

Workforce representation, *continued*

2024
2023

Race/Ethnicity



We examine diversity at three distinct stages of our talent funnel to better understand the reach and effectiveness of our Talent Acquisition efforts.

Applicants – Individuals who applied for an open role, regardless of their qualification.

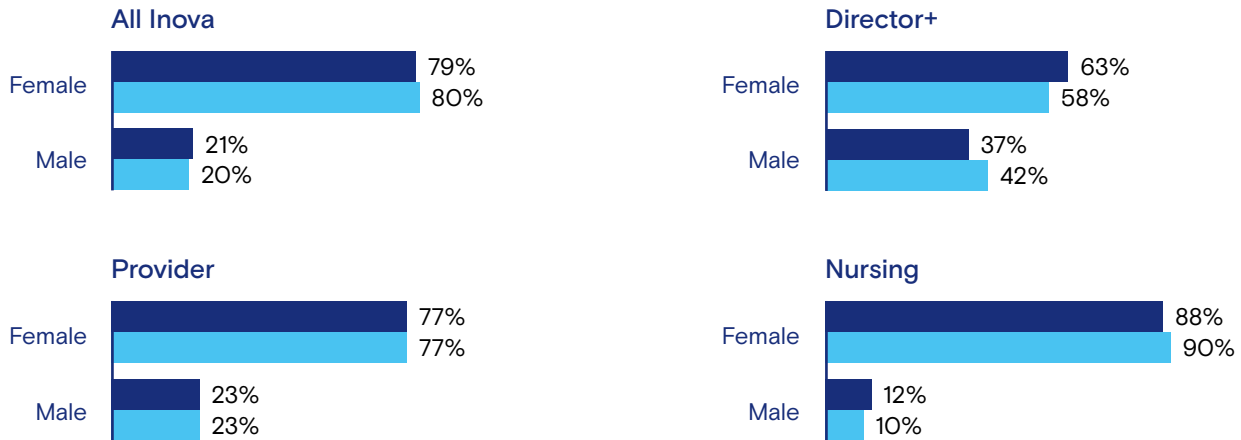
Candidates – Applicants who were determined to meet minimum qualifications and were submitted to a hiring manager for consideration. (See pages 12–13)

Hires – Candidates who accepted offers and started with Inova. (See pages 14–15)

Applicants



Gender

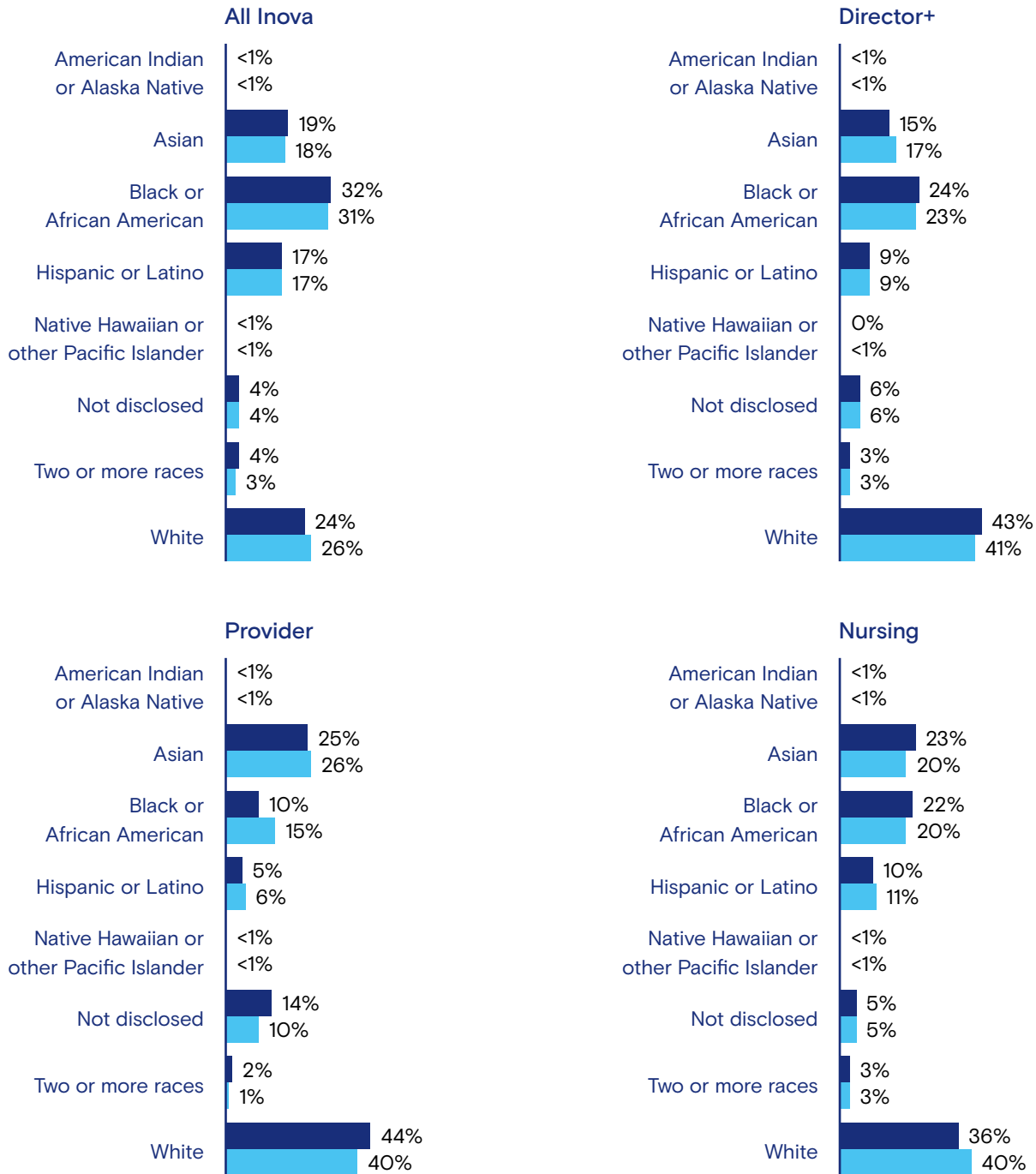


Applicants, Candidates and Hires: 2023 data reflects period 4/1/22 through 3/31/2023 and 2024 data reflects period 4/1/2023 through 3/31/2024

Applicants, *continued*

2024
2023

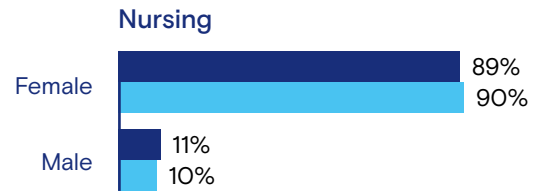
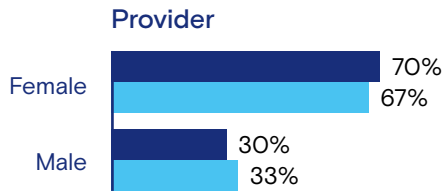
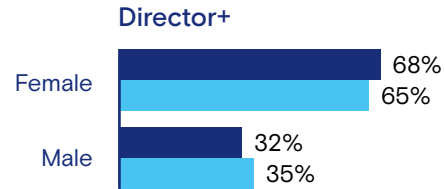
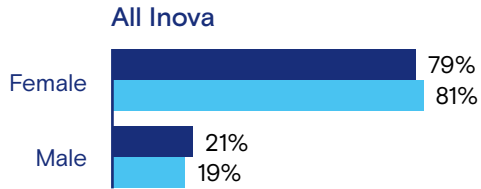
Race/Ethnicity



Candidates

2024
2023

Gender



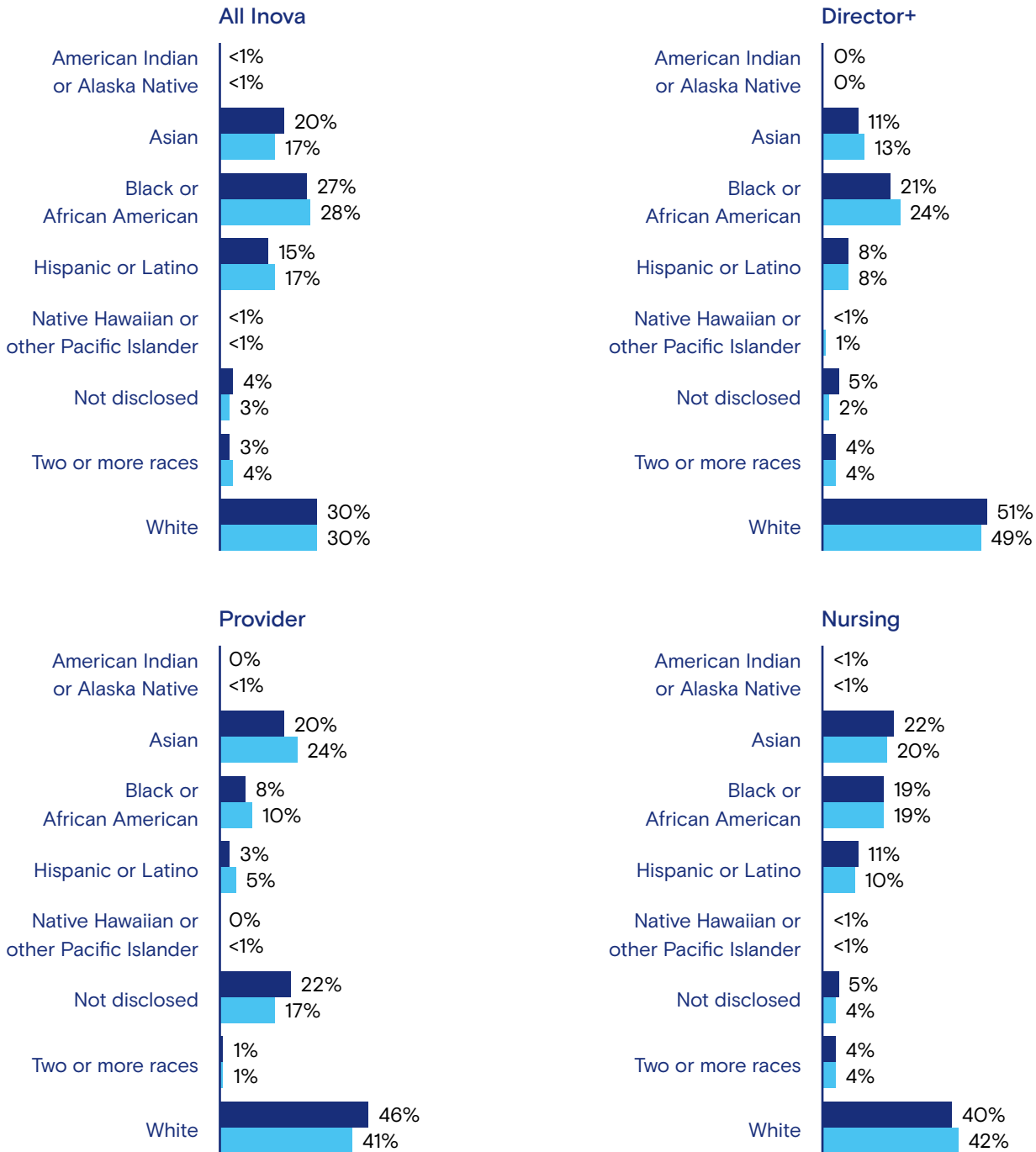
Victoria Ingram, Clinical Research Coordinator (left) and Gwen Ngalle, TA Consultant (right) greet attendees at a diversity-focused hiring event.



Candidates, continued

2024
2023

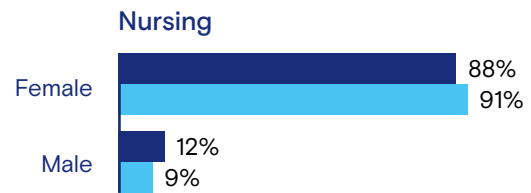
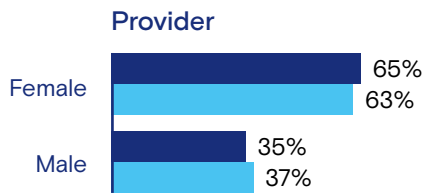
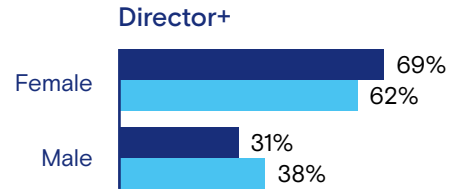
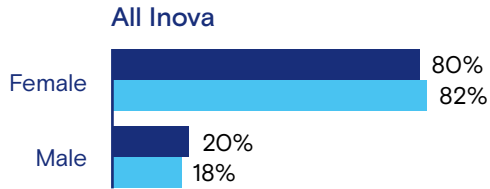
Race/Ethnicity



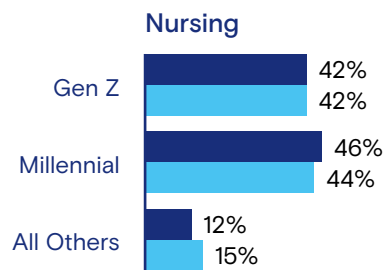
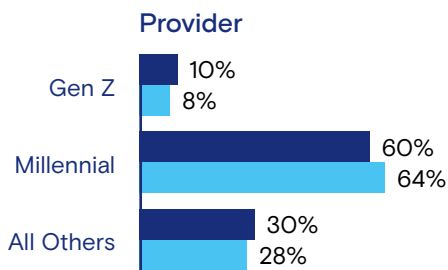
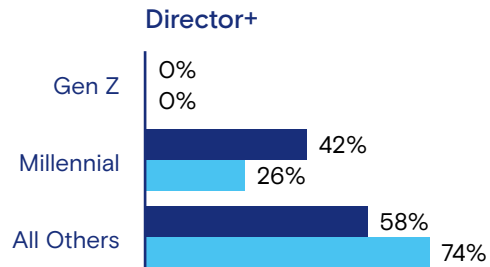
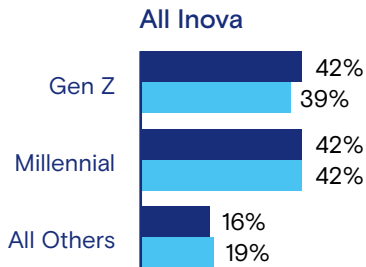
Hires

2024
2023

Gender



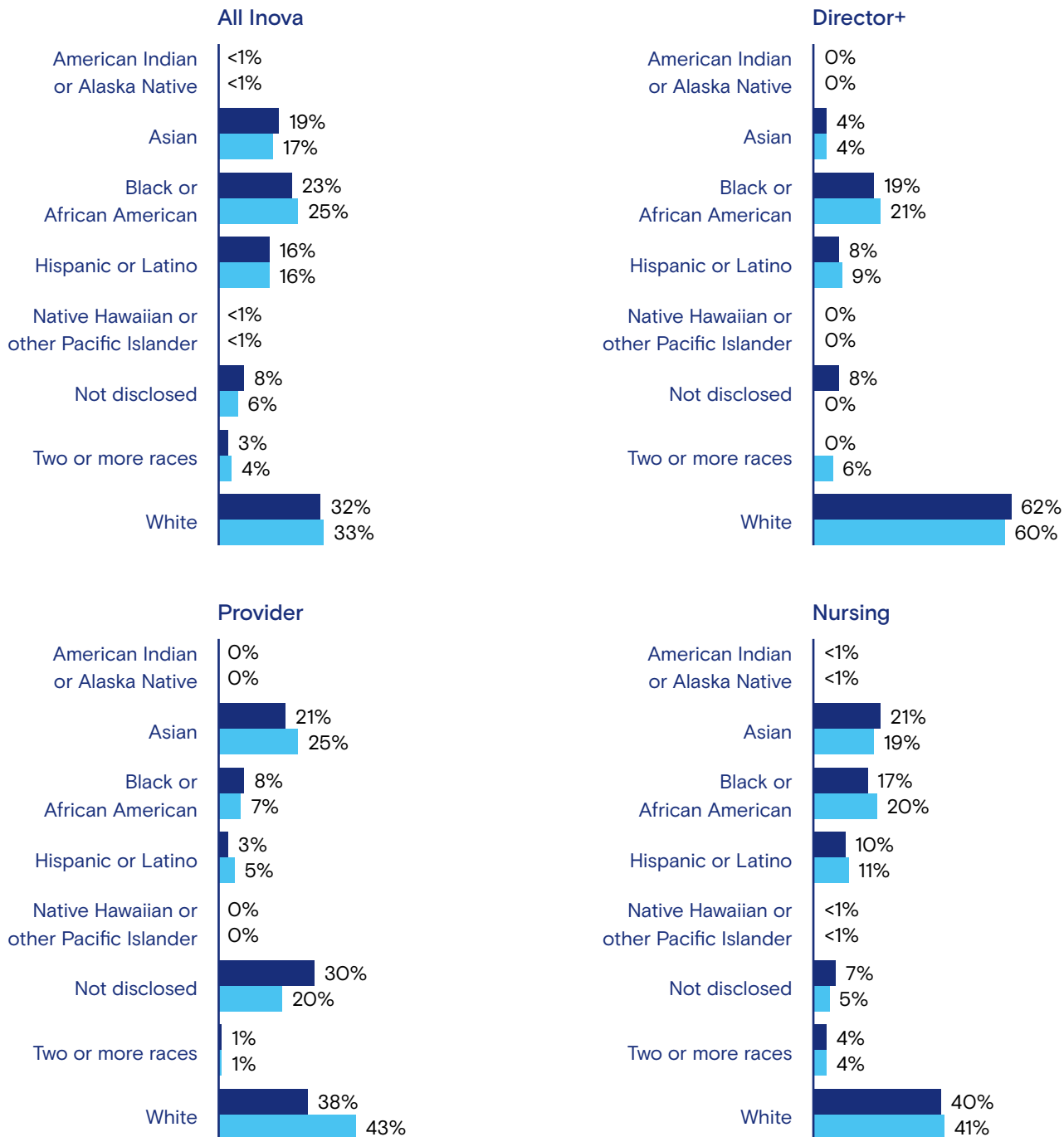
Generation



Hires, continued

2024
2023

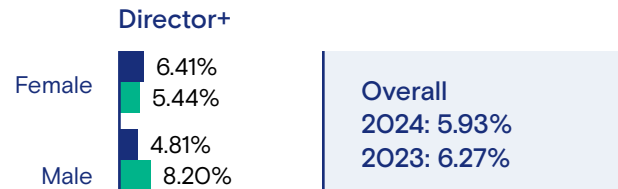
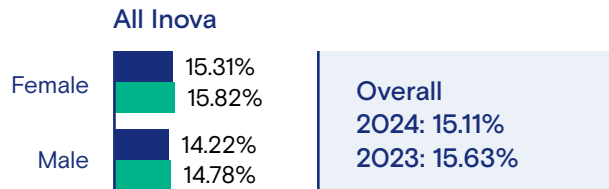
Race/Ethnicity



Promotions

2024
2023

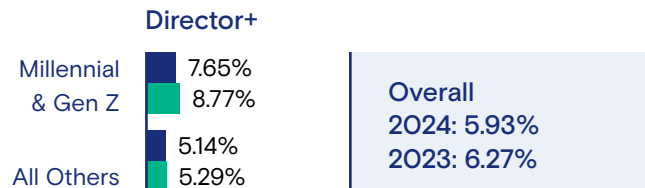
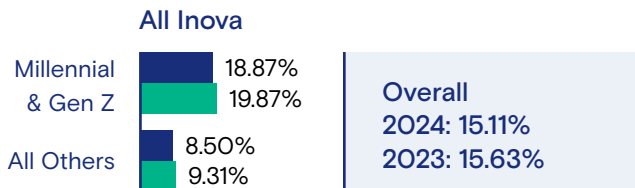
Gender



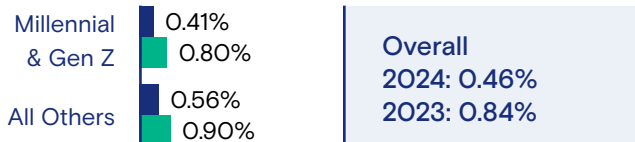
Promotion into management *Scale adjusted to optimize visualization*



Generation



Promotion into management *Scale adjusted to optimize visualization*



Promotions: 2023 data reflects period 4/1/22 through 3/31/2023 and 2024 data reflects period 4/1/2023 through 3/31/2024

Promotion rate is calculated as (Number of promotions/Average active headcount) for the 12-month period. Promotion rates exclude physicians and PRN.

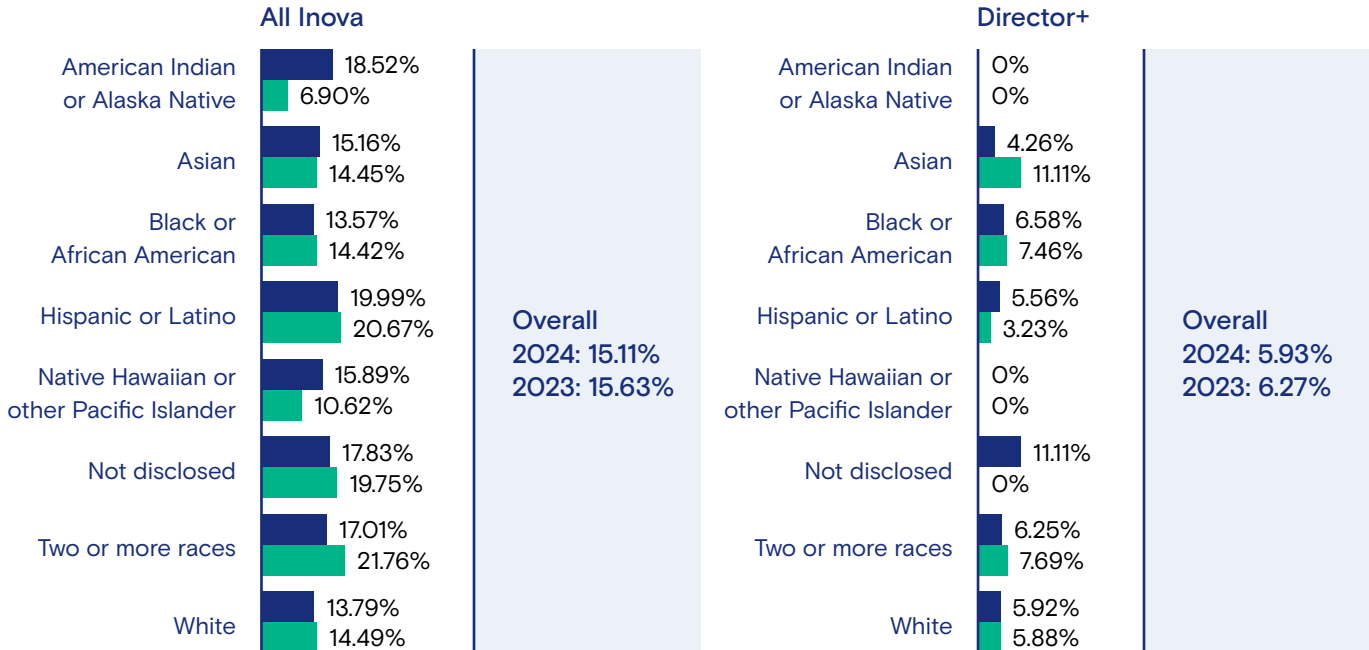
Promotions into management include only promotions from individual contributor to leadership roles

Director+ promotions include only promotions from Director or above roles to higher level leadership roles

Promotions, continued

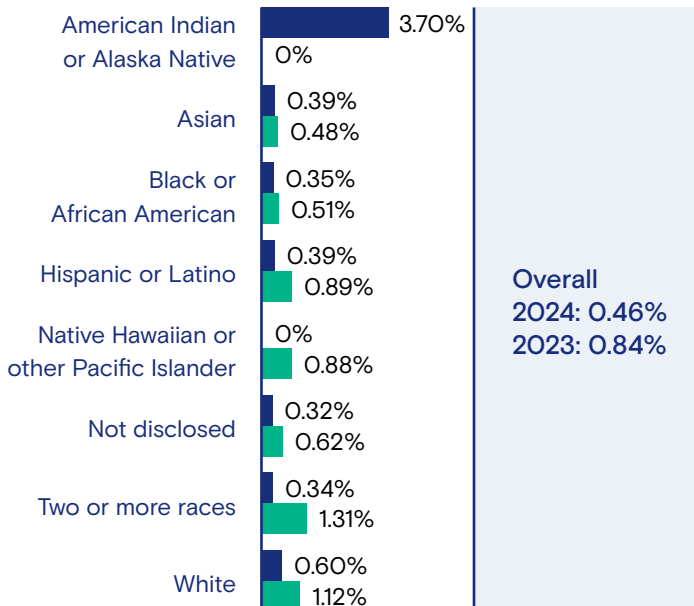
2024
2023

Race/Ethnicity



Promotion into management

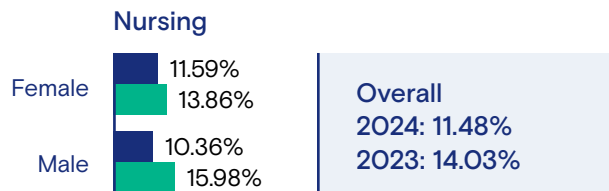
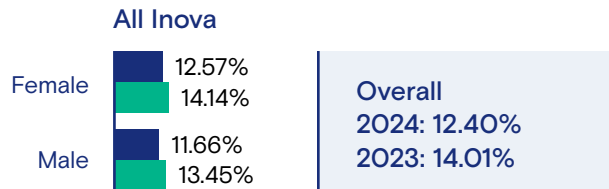
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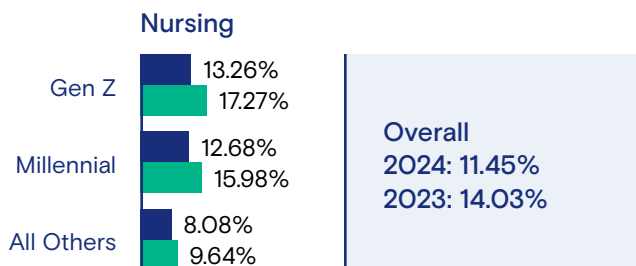
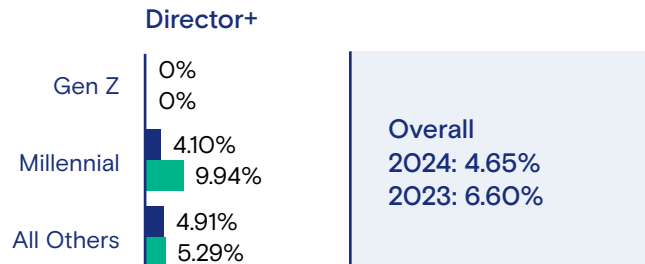
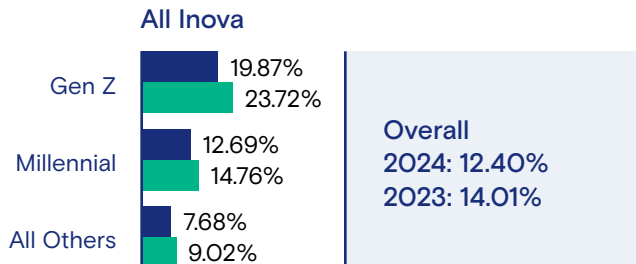
Turnover

2024
2023

Gender



Generation



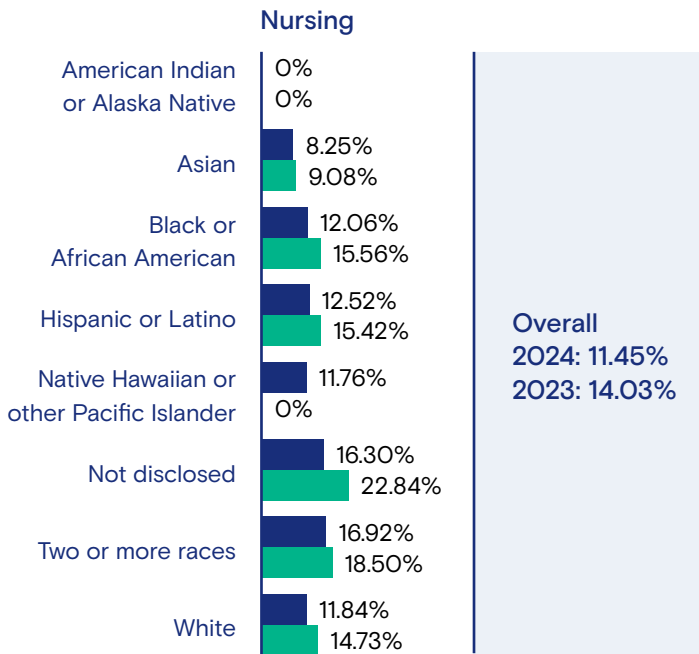
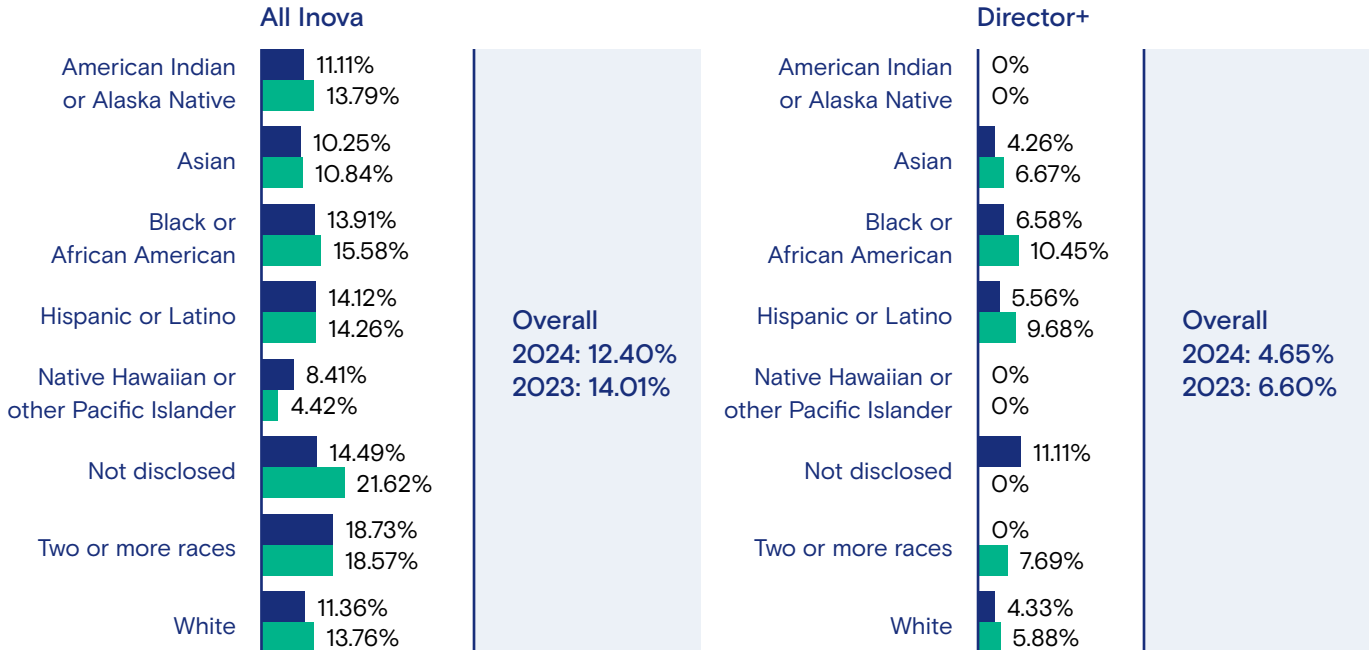
Turnover: 2023 data reflects period 4/1/22 through 3/31/2023 and 2024 data reflects period 4/1/2023 through 3/31/2024

Turnover is calculated as (Number of voluntary terminations/Average active headcount) for the 12-month period. Turnover rates reflect voluntary turnover only and exclude physicians and PRN.

Turnover, continued

2024
2023

Race/Ethnicity



Each June, Inova displays rainbow flags across across the system in celebration of LGBTQ+ Pride Month.



Amplifying impact at the intersection of DEI and health equity

Inova plays a critical role in the communities we serve. We are not only the largest private employer in greater Washington, but also a key contributor to the health and financial vitality of our communities.

In our workplace, our DEI efforts ensure that our team reflects the diversity of our patients, our culture is one where every team member can feel a sense of belonging and our people systems and policies allow our team members to reach their full potential and thrive. In tandem, our Community Health and Health Equity team guides efforts to address healthcare disparities, engages with our communities and provides services in under-resourced and under-invited neighborhoods. The clinics and programs offered cover a breadth and depth of services that ensure quality, accessibility and equity in care.

To learn more about Inova's community health and health equity work, see [Inova's Community Report](#).



Bridging Inova's internal DEI and external community health efforts, members of Somos Inova TMRG volunteer in support of Inova Saville Cancer Screening and Prevention Center.



Inova's 2024 Inclusion Council at their biannual in-person meeting. (Not all members pictured)

Inclusion Council

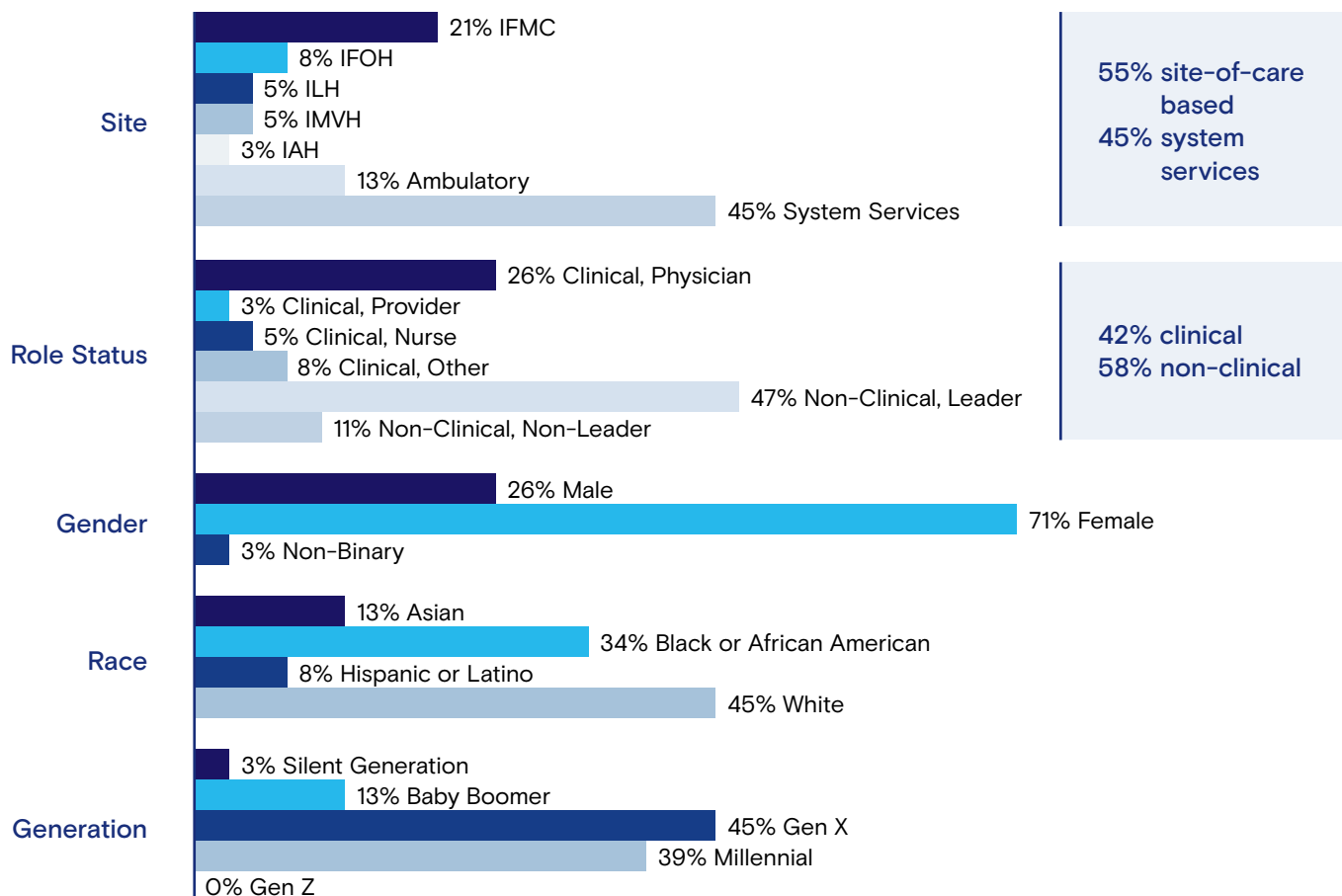
Inova established our **Inclusion Council** in January 2020 to act as a system-level advisory body to our diversity, equity and inclusion (DEI) work. Today, the Council has 37 members, representative of many dimensions of organizational, professional and personal diversity. The Council is a collective of diverse voices, led by Dave Marks, Vice President of Human Resources, and Kaitlyn O'Donnell, Director of Diversity, Equity, and Inclusion.

The purpose of the Council is to foster a workplace where all team members can thrive by supporting a culture of inclusion and belonging and advancing equity across all dimensions and intersections of diversity. The Council leads, advises on and advocates for DEI initiatives across the system.

Key achievements of the Inclusion Council include:

- Serving as an advisory body and reactor panel to Inova’s executive leadership on DEI topics.
- Supporting the development and dissemination of:
 - › Our **DEI Learning Journey**, the DEI education modules for team members and leaders. (See page 38)
 - › Our **Bias Incident Procedure**, a system-wide escalation protocol for acts of discrimination and bias by patients, families and visitors against Inova team members. (See page 42)
- Contributing to the ongoing development of Inova’s public commitment statement to a culture of inclusion and belonging, including identifying and socializing actions to support Inova’s commitment to antiracism and antidiscrimination. (See page 43 to read the statement.)
- Increasing visibility and enculturation of **Inova’s DEI work**, including the efforts of Inova’s 11 Team Member Resource Groups (TMRGs). Each TMRG has an Inclusion Council Sponsor who serves as a liaison.

2024 Council demographics



In addition, numerous facets of diversity are represented on the 2024 Council, including sexual orientation, religion and spirituality, ability, neurodivergence, culture, education, life experience and beyond.

2024 Inclusion Council Roster

Amira Letona, BSN, RN, CCRN, TCRN

Clinical Director, Intermediate Care Unit, ILH

Cecilia Ortega-Shew, LCSW

Executive Director, Community Health Division

Cleveland Francis Jr., MD

DEI Advisor, Inova Schar Heart and Vascular (ISHV)

Dave Marks

VP, Human Resources

Debra Haynes, MPH

Manager, ADA and Special Needs

Deron Campbell

*Director, Community Health, Access and Prevention,
Inova Juniper Program*

Elizabeth Labish, MSN, RN, NE-BC

Clinical Director, Medical Unit, IFOH

Eugenie Charles, MD, FAAP

*Pediatric Emergency Physician, Pediatric Emergency
Department, ILH; Chair, Department of Pediatrics, ILH;
Medical Director, Concussion Clinic, ILH*

Henna Qureshi, DO, FAAP

*Pediatrician, Inova Cares Clinic for Children; Associate
Ambulatory Pediatrics Clerkship Director, UVA SOM Inova
Campus; Physician Lead, Health Equity, Community and
Population Health*

Janice Holmblad, MA

Western Regional Manager, Patient Relations, IFOH

Jennifer Bires, MSW, LCSW

*Executive Director, Life with Cancer and Patient Experience,
Inova Schar Cancer Institute*

Jonathan McKinney, DHA, MPH

Senior Director, Clinical Enterprise Administration

Jose Reyes, MBA, PMP, LSSBB

Project Manager, Enterprise PMO

Kaitlyn “Kat” O’Donnell, MSW, LCSW

Director, DEI (Diversity, Equity and Inclusion)

Katherine “Katie” Mayo Smith, MDiv, BCC

Chaplain, IFOH

Kwame “Kay” Whyte

*Senior Outpatient Practice Manager,
Inova Children’s Specialists*

Laura Simpkins, MLS

*Director, Prospect Management & Strategy,
Inova Health Foundation*

Lauren James, MD, AAHIVS

*Medical Director, Inova Cares Clinic for Families;
Physician, Inova Juniper Program*

Lowana “Lo” King

AVP, Human Resources

Marna Borieux, DHA, MBA

VP & Chief of Staff, Executive Administration

Maybelle Kou, MD, MEd

*Emergency Physician; Medical Director, Simulation
Education, IFMC*

Michael Forehand, JD

VP, Government and Community Affairs

Michelle Jeffery, MD

*Director, Inpatient Endocrinology, Epic Endocrinology
Steering Board Member; Director, Inpatient Endocrinology
UVA Rotation*

Mouneer Odeh

VP, Analytics

Natalie Guerrier McKnight, MD

Pediatric Hospitalist, Inova Children's Hospital; Assistant Dean for Faculty, UVA School of Medicine, Inova Campus

Pete Hanna, MD, MBA, FACS

Chief Medical Officer, IMVH

Rachel Zakhour

Manager, Executive Recruitment

Rick Leichtweis, PhD

Executive Director, Inova Kellar Center & Inova Comprehensive Addiction Treatment Services

Rosa Villegas

Coordinator, DEI (Diversity, Equity and Inclusion)

Sharmaine McCoy, DNP, APRN, ACNP-BC

Nurse Practitioner, Inpatient Cardiac Surgery, ISHV

Sharron Rice, BS, RT(R)(M)(BD), ARRT

Clinical Instructor, Diagnostic X-Ray, IMVH

Shirley Kalwaney, MD, FACP

Director, Graduate Medical Education; Co-Director, Faculty Development Program, IFMC

Srilekha "Sri" Palle

Director, Rehabilitation

Stacey Dessecker, DM, MBA

Director, Workforce Development

Stacy BenEzra Bell, MBA

AVP, Business Development and Real Estate

Suraj Venna, MD, FAAD

Dermato-Oncologist, Inova Schar Cancer Institute; Medical Director, Melanoma Skin Cancer Center, ISCI

Taegan Doyle

Senior Executive Assistant to Toni Ardabell, Chief Clinical Enterprise Operations



Inclusion Council members shape Inova's culture of inclusion and belonging

"I co-lead a committee that organizes the annual Healthcare Disparities Conference, alongside our internal medicine residency Grand Rounds, focusing on issues disproportionately affecting marginalized communities. Attendees include Inova team members, as well as students and health professionals from around the country.

Additionally, at Inova Loudoun Hospital, I initiated a diversity book club, which fosters dialogue about DEI topics and encourages professional growth through literature such as 'White Fragility', 'Caste' and 'Mad Honey', blogs and podcasts. I also compile monthly updates on DEI events and educational topics into a regular email titled DEI Matters, aimed at keeping our providers informed."

—Dr. Eugenie Charles, MD, FAAP

Team Member Resource Groups (TMRGs)

Team Member Resource Groups are voluntary, team member-led groups formed around shared life experiences or characteristics. TMRGs help amplify the voices of traditionally underrepresented people and communities by building a platform for members of these communities and their allies to connect with each other and the organization.

As of May 2024, our TMRGs collectively have:

3,590

Members

54

Team members who hold formal leadership positions

15

Executive Sponsors

14

Inclusion Council Sponsors

TMRGs create impact using The 4C Employee Resource Group Assessment Model, which focuses on the following pillars:



Culture

events, observances, celebrations, cultural education



Community

connections, networking, volunteering, outreach



Career

professional development, recruiting, retention



Consulting

advising and feedback to leadership and the system



BLAC (Black Leader Advisory Council)

Empowering Black and African American team members

Key initiatives:

- **Mental Health Forum:** destigmatizing conversations about mental health in the Black community
- **Healthcare Symposium:** educating on health topics impacting the Black community
- **Service projects:** serving our local communities through giving, including partnering with Volunteer Arlington for MLK Day of Service and hosting drives
- **Black History Month:** celebrating the contributions of Black and African Americans, with activities such as a movie night and a trip to the National Museum of African American History and Culture
- **Juneteenth:** commemorating history through an annual community-centered celebration



BLAC TMRG members and their loved ones visit the National Museum of African American History and Culture in honor of Black History Month.



HYPE (Healthcare Young Professionals Exchange)

Empowering younger professionals

Key initiatives:

- **Professional networking:** sharing knowledge and creating collaboration for younger professionals, in monthly membership meetings and by partnering with a local ACHE chapter for events such as Managing a Multigenerational Workforce and AI in Healthcare
- **Community service:** serving our local community through Earth Day River and Trail Clean Up event – *partnered with Somos Inova TMRG and Inova Well*
- **Money Management Sessions with Fidelity:** providing best practices and encouraging financial literacy
- **Resume workshop with mock interviews:** maximizing success during the application and interview process



HYPE Secretary Geraldine Fahham (left) collaborates with team members Lillian Giron (middle) and Teresa Gray-Mfanga (right) during a roundtable discussion at the Managing a Multigenerational Workforce Panel & Networking Event, co-hosted by HYPE TMRG and ACHE.



Inova Pride

Empowering LGBTQ+ team members

Key initiatives:

- **Capital Pride:** representing Inova at the region's largest Pride Month celebration by marching in the parade; also attended Loudoun Pride
- **HRC Healthcare Equality Index:** receiving a national designation for promoting an equitable and inclusive environment for LGBTQ+ patients, families, and team members
- **Partnership with HR on development of policies, insurance coverage and benefits:** improving how Inova's policies and benefits are inclusive to LGBTQ+ team members
- **Pride Press educational newsletter series:** celebrating Pride Month by educating and sharing the history of the LGBTQ+ community



Inova Pride TMRG member, Pete Hanna, connects with volunteers from the Inova Pride Clinic at their booth during the Capital Pride Festival; the day prior, Inova Pride TMRG members marched during the Capital Pride Parade.



InovAbility

Empowering team members with disabilities and neurodivergence

Key initiatives:

- **Advised Real Estate and Engineering teams on accessibility issues:** providing guidance to improve the experiences of team members with disabilities
- **Advised on call to action for self-identification of disability status:** educating through lived experience to destigmatize self-identification
- **Anniversary of the Americans with Disabilities Act (ADA):** hosting a speaker from the Mid-Atlantic ADA Center to discuss the importance of ADA laws and their impact on team members
- **Accessible DC bus tour:** creating accessible opportunities for community and connection, while learning about local history



InovAbility member, Ellen Bitzer, poses with a Japanese art piece at the Ronald Regan Building and International Trade Center during InovAbility's accessible bus tour of Washington, DC.



InovAsians

Empowering Asian American and Pacific Islander team members

Key initiatives:

- **AAPI Heritage Month:** honoring the contributions of AAPI individuals and their rich history and culture, with celebrations including a diverse fashion show and performances, a Tour of Asia, activities and educational booths
- **Themed bimonthly social events:** creating opportunities for establishing community and connection, while sharing in the diversity of AAPI culture, with events including a cultural tea social and a Lunar New Year celebration
- **Diwali:** celebrating the Hindu festival of lights by the sharing of cultural traditions – *partnered with Interfaith Unity Council and METIS TMRGs*



InovAsians members, wearing red and gold for luck, celebrate Lunar New Year during a social event at One Night in Bangkok, a café in Falls Church, VA.



Interfaith Unity Council

Empowering religious and spiritual team members

Key initiatives:

- **Interfaith Harmony Week:** celebrating the ways people of all faith traditions can join in harmony
- **Advised Spiritual Care and Volunteer teams about faith-based observances:** recommending inclusive approaches to religious holidays and observances as a system
- **Advised Real Estate team on development of chapels and wellness rooms:** supporting inclusive gathering spaces for those of all faith traditions
- **Services of Light:** honoring the lives lost during the pandemic, while shining light on a path forward
- **Spiritual Care Week:** hosting appreciation luncheon to celebrate the contributions of Inova's chaplains



Interfaith Unity Council member, Stacy Bell, participates in a reading of prayer of peace as part of a chaplaincy appreciation luncheon during Spiritual Care Week; prayers from several different world religions were read.



METIS (Multicultural Empowerment Through Inclusion and Support)

Empowering multicultural team members

Key initiatives:

- **Celebrate Diversity Day:** honoring the rich cultural diversity of Inova's team members
- **Coping with Distressing Current Events webinar:** enhancing coping via tools and resources from Lyra Health – *partnered with We Who Serve TMRG*
- **Immigrant Heritage Month:** celebrating our rich cultural histories through storytelling
- **Advised on development of Diversity Calendar:** sharing diverse voices to support system DEI projects – *partnered with Interfaith Unity Council TMRG*
- **World Cup event:** celebrating different cultures through the love of soccer – *partnered with Somos Inova and Uncharted TMRGs*



METIS TMRG Chair, Chandni "Chunnu" Bhatia, opens the group's Diwali event, sharing about Diwali and introducing the musician and dancer; this event was co-hosted with InovAsians and Interfaith Unity Council TMRGs.



SAGE

Empowering seasoned professionals

Key initiatives:

- **Children's storybook event for IFOH**
Bright Horizons: creating opportunities for multigenerational community building
- **Hosted walks at local parks and nature centers:** supporting community building while engaging in healthy movement outdoors
- **Living Well Over 50 webinar:** educating on ways to thrive as you age – *partnered with Inova Well*
- **Pathway to Retirement seminars:** empowering planning and financial stability for retirement
- **Managing Sandwich Generation Stress webinar:** providing resources and support in caring for aging parents, adult children and grandchildren



In an event sponsored by SAGE TMRG, members of Inova's TMRGs and their loved ones enjoy a walk amidst the spring blooms at Meadowlark Botanical Gardens in Vienna, VA.



Somos Inova

Empowering Hispanic and Latino team members

Key initiatives:

- **Building Better Bridges with Spanish Speaking Patients webinar:** improving care for Spanish speaking patients through education
- **Volunteered in the local community:** giving back to Northern Virginia, including Inova Cares Clinics
- **Ambulatory site visits:** promoting DEI and TMRGs by increasing connection with ambulatory team members
- **Career development workshops:** empowering successful careers for diverse team members
- **Hispanic Heritage Month:** celebrating the contributions of Hispanic and Latino individuals with an annual Family Day event – *partnered with Uncharted TMRG*



Tasked with shaping the direction and success of their group, Somos Inova TMRG's leadership team meets at ICPH Conference Center for their annual retreat, where they set goals for the upcoming year.

TMRG membership transforms career trajectory

Story shared by Frances Antequera, Manager, Program Administration

"I am a second generation Guatemalan and a single mother of two, and I have been working for Inova for nine years. I am currently the Manager of Program Administration at Inova Saville Cancer Screening and Prevention Center and Community Pillar Lead for Somos Inova TMRG.



Frances Antequera (middle) with two grateful patients

I joined Somos Inova TMRG looking for opportunities to give back to the Hispanic and Latino community. As a result, I received more than I ever could have imagined – I found my purpose and joy. The TMRG provided me opportunities to expand my network, further my leadership and professional skills and subsequently presented me an opportunity for career growth.

With Somos Inova, I had the chance to meet leaders and learn about professional opportunities at the Saville Center, which led to my role of Community Outreach Worker. In a mere six months in this role, I was promoted to my current role, Manager of Program Administration. This is a dream opportunity for me! If I had not been a TMRG member, I may not have received these career development opportunities.

Being a part of Somos Inova provides a level of engagement and a platform for Inova team members, like myself, to connect with each other, our communities and the organization. TMRGs help to foster and strengthen inclusion and belonging within Inova, which enables team members to thrive."



Uncharted

Empowering women

Key initiatives:

- **Women's History Month:** celebrating the power of women through open dialogue and highlighting team member accomplishments
- **Dare to Lead pilot program:** cultivating the development of women's leadership skills
- **Book clubs:** encouraging connection and empowerment through a love of reading
- **Soul Collage:** creating opportunities for vulnerability and sharing between women
- **Created list of lactation rooms:** enhancing access to and awareness of resources
- **Benefits advocacy:** supporting how team members leverage benefits



Uncharted TMRG Secretary, Taegan Doyle, greets attendees at the annual Hispanic Heritage Month Family Day event, co-hosted by Somos Inova and Uncharted TMRGs.



We Who Serve

Empowering veterans, active service members and their families

Key initiatives:

- **Volunteered at Marine Corps Marathon:** supporting runners while honoring the Marine Corps
- **Military Hiring Event:** connecting team members of shared experiences with prospective hires – *partnered with InovaAbility TMRG*
- **Volunteered for National Wreaths Across America:** honoring the servicemen laid to rest at Arlington National Cemetery
- **Movement Club Initiative & Share the Run Challenge:** encouraging movement through accountability with peers
- **Veterans Day:** honoring Inova's veteran team members through an appreciation event



We Who Serve TMRG expresses their appreciation for the support of Dr. Jones, Inova President and CEO, through the shared tradition of a flag passing ceremony in honor of Veterans Day.

InovAbility Chair, Melanie Maron, represents the TMRGs by hosting a booth at the Salute to Service military community careers event.



Team members can learn more about TMRGs on [InovaConnect](#) and manage their memberships via [Oracle](#).

Contributing committees across Inova

Women's Service Line Diversity and Inclusion Committee

Established in 2020, the Women's Service Line Diversity and Inclusion Committee is dedicated to fostering engagement through awareness, inclusive education and continuous listening, learning and growth. This committee aims to dismantle barriers and prioritize empathy in all patient and community interactions. The group also encourages the open discussion of personal biases, reflection and sharing experiences, with the goal of identifying and overcoming barriers in patient care. Throughout the year, the committee undertakes various projects and holds meetings with the involved team members to address important topics related to DEI.

Notably, the committee has annually fundraised across the system for LGBTQ+ Pride Month, most recently raising almost \$3,000 for the Inova Pride Clinic in June 2023 and establishing a "Safe with Us" safety pin campaign.

Since 2021, the committee has also dedicated an observance area annually during the month of Ramadan to allow team members to pray, reflect and access resources, such as prayer mats, beads and Qurans. The committee has also fundraised to provide snacks and water for those observing to break their fast in the evenings. In 2023 and 2024, this space was opened to all patients and families across the IFMC campus.

In 2024, a Team Member Toolkit was developed for unit leaders interested in establishing Ramadan observance areas and supporting team members observing Ramadan.

The committee remains committed to enhancing patient processes through diverse initiatives, such as updating patient education materials in multiple languages and providing DEI education to team members.



Chair Hawa Ehsan, BSN, RNC, RNC-MNN (left) and Co-Chair Angelica Ante, BSN, RN, RNC-MNN (right) tabling as part of a fundraiser for the Inova Pride Clinic.



Members of the Community Subcommittee at a Juneteenth community outreach event at Martin Luther King Jr. Park in the Gum Springs community of Alexandria, VA near Inova Mount Vernon Hospital. This community has been identified as underserved, prompting ongoing partnership with this subcommittee and other community organizations to improve health outcomes of its residents.

Inova Schar Heart and Vascular (ISHV) Committee on Equity, Healthcare Disparities and Outreach

Established in 2020 following George Floyd's tragic murder, the ISHV Committee on Equity, Healthcare Disparities and Outreach is committed to combating systemic bias and racism, promoting diversity and mitigating care disparities within Inova and our broader community. Its five subcommittees focus on recruitment, onboarding, community, mentorship and healthcare disparities.

Since the summer of 2022, the Community Subcommittee has partnered with Inova Community Health Division and Inova Action Committees to forge relationships with the Fairfax County Health Department, Federally Qualified Health Centers and faith-based, social-civic and community organizations. In 2023, under Sharmaine McCoy's leadership, the subcommittee organized over 30 team members to engage in community outreach, volunteering at 11 community health outreach events. They provided cardiac disease education, over 250 blood pressure screenings and Kardia 6L EKG to screen more than 100 community members for atrial fibrillation.

In 2024, the committee will collaborate with our Women's Service Line to reduce maternal mortality rates among the African American community by offering educational programs to raise awareness about the risks associated with pre-eclampsia. Also, establishing partnerships with service lines such as endocrine, nutrition and behavioral health would enable a comprehensive screening team to address the needs of Inova's vulnerable and underserved communities.

“Diversity, equity and inclusion are essential to excellence in healthcare and vital to our culture at Inova. We are committed to upholding a healthcare workforce that reflects the rich diversity of the communities we serve. Equity is imperative, ensuring all team members have the same access to opportunities and our patients to the same quality of care. Ultimately, our culture of inclusion and belonging serves as our guiding principle, fostering an environment where differences are respected and authenticity is celebrated.”



—Dr. Cleveland Francis Jr.
DEI Advisor, ISHV, and
Chair, ISHV Committee
on Equity, Healthcare
Disparities and Outreach

Diversity, Equity, Inclusion and Accessibility in Research (DEIA-R)

DEIA-R, formerly known as Clinical Trials Diversity and Inclusion Working Group, was founded in 2021 and is comprised of a diverse, multidisciplinary group of clinical research team members and leaders from across the system. Initially, the group focused on educating research teams to better identify, inform and enroll diverse patient populations. However, with the April 2022 draft guidance from the U.S. Food and Drug Administration outlining impending regulatory requirements to incorporate DEIA principles into patient enrollment plans, DEIA-R has redirected its focus.

In 2024, DEIA-R has coordinated efforts to establish a demographic baseline report of the current patient

population served by clinical research at Inova. The aim of this report is to develop a shared understanding of the existing landscape of clinical research enrollment across our system, supported by measurable data. This information will be instrumental in assessing future progress for DEIA-R initiatives and devising research strategies for diverse, inclusive recruitment and DEIA education.

Ensuring equitable enrollment of underrepresented racial and ethnic groups in clinical research, particularly in randomized clinical trials, enables the extrapolation of drug safety and effectiveness to broader populations. With diverse and inclusive enrollment, more patients gain access to innovative medicine, fostering healthier communities.



DEIA-R members Serina Zorrilla, Co-Chair (left), Maya Revell, Chair (middle) and Miranda Newell (right) present on the group's purpose.

Inova Life with Cancer Cultural Humility Committee

In 2020, Life with Cancer initiated a Cultural Humility Committee aimed at equipping our team members with the necessary training to deliver care with cultural humility. The committee seeks to better align Life with Cancer's programming and care with the evolving needs of our diverse community.

Data Assessment

- **2023 Accomplishments:** Created systems, including EPIC flowsheets and new registration system, to collect and report demographic data
- **2024 Goals:** Improve quality of data collection; improve reports on pediatric data; begin SOGI (sexual orientation and gender identity) data collection; build reports for evaluating diverse population reach

Programming

- **2023 Accomplishments:** Created and disseminated "Support Group Best Practice Guide" and language and literacy guides for Life with Cancer team members
- **2024 Goals:** Evaluate current programming; identify gaps in service areas

Outreach

- **2023 Accomplishments:** Assessed marketing materials for inclusivity; translated key materials; updated website with public transportation and interpreter services information
- **2024 Goals:** Continue audit of patient-facing materials; evaluate website for translation capacity



The Inova Life with Cancer team gathers at their Dewberry Family Center building in Fairfax, VA. This is one of five locations across the system where Life with Cancer provides on-site services.

Team Member Development

- **2023 Accomplishments:** Conducted Lunch and Learn sessions, Health Literacy 101 and Impacts of the Model Minority Myth; distributed regular DEI resources
- **2024 Goals:** Expand Lunch and Learn sessions; establish DEI presentation guidelines

Community

- **2023 Accomplishments:** Strengthened Tigerlily Foundation and Howard University partnerships; began review of community partnerships to ensure diverse representation
- **2024 Goals:** Explore partnerships with community health departments and Inova Cares Clinics

Realizing Inclusion and Systemic Equity in Medicine: Upstanding in the Medical Workplace (RISE UP)

A multispecialty team created RISE UP, an antibias, antiracism communication curriculum. In 2023, RISE UP training sessions were conducted throughout the Graduate Medical Education (GME) campus. This included hosting the RISE UP antiracism workshop at intern orientation and additional comprehensive sessions for Podiatry residents and faculty, Cardiology, OB-GYN residents and faculty and HemeOnc faculty. Refresher sessions were also provided for Internal Medicine and Pediatrics. Nearly all campus residents have received training. Furthermore, two RISE UP workshops were delivered to faculty members across our institution as part of Inova's Academy for Distinguished Medical Educators.

Additionally, the RISE UP team initiated their expansion of their curriculum in 2021 to encompass LGBTQ+ education. In February 2024, RISE UP LGBTQ+ was piloted with the Pediatrics Residents, yielding positive outcomes.

Building a foundation of DEI learning

Inova's DEI Learning Journey – Phase One

The first phase of our **DEI Learning Journey** was aimed at introducing team members to foundational concepts and building a **shared vocabulary**. It includes five modules, offered as both eLearnings and virtual, instructor-led sessions.



Leading Inclusively

Become a role model for inclusive behavior by learning to demonstrate everyday acts of inclusion that support a culture of belonging for team members.



Embracing Differences

Reflect on how your cultural lens impacts your role and relationships while learning how to reduce misunderstandings, frictions and missteps with others.



Owning Your Impact

Deepen your understanding of the messages you're sending others and learn strategies for intervening when you witness DEI missteps.



Mitigating Our Bias

Explore how to reduce and challenge bias in yourself and others without creating conflict.



Engaging in Allyship

Build belonging and stand up as an ally by learning to use your advantages to support others.

Shared vocabulary

- **Diversity** is the variation represented in a group of people. These characteristics include anything that makes up human beings, as well as the differences that comprise groups, communities and organizations. Difference is infinite, but not all differences are equal.
- **Equity** is the process of ensuring that everyone has the same access, whether to treatment, opportunities, programs or advancement. While equality is focused on promoting fairness, it can ignore individual differences and is only effective if everyone is starting at the same point. In contrast, equity seeks to eliminate barriers while attending to our unique identities and starting points.
- **Inclusion** is a climate we seek to create where everyone feels both valued for who they are and that they belong at Inova. It balances celebrating the uniqueness of individuals with building a sense of community and belonging.
- **Belonging** is feeling connected, that you are safe within your environment and supported by those around you. When an individual feels that they belong, they can live as their authentic self.

Cultural Humility in Clinical Practice with Transgender and Non-Binary Individuals

Since 2018, Kaitlyn O'Donnell, Inova's DEI Director, has conducted the training "Cultural Humility in Clinical Practice with Transgender and Non-Binary Individuals" across Inova, including biannually as part of the Advance Practice Provider Transition into Practice Program and annually at the Nurse Leader Transition into Practice Program.

In 2022, this training was developed into a 1.5-hour [HealthStream module](#) to increase accessibility and better meet the needs of our system. This interactive training program designed for patient-facing team members aims to establish an understanding of foundational terminology and educate about how to improve clinical interactions and environments for transgender and non-binary patients. The virtual module incorporates skill-building activities and can be completed individually or as a team or department.

Inclusion Insider

From 2022–2023, Inova's system DEI team produced 21 issues of the Inclusion Insider newsletter, highlighting DEI efforts across Inova. Today, this information is more easily accessible on Inova's [DEI pages](#) on InovaConnect.

Annual Diversity Calendar



Each January, Inova releases an annual [Diversity Calendar](#) to capture the diverse holidays, celebrations, remembrances and observances recognized by our Inova community. Acknowledging these dates

and their importance contributes to our culture of inclusion and belonging, and the calendar is another pathway to facilitate DEI learning. Leaders may also use this calendar to enable inclusive planning.

DEI education & resources on InovaConnect

Inova is dedicated to offering robust DEI resources to our team members. In addition to the DEI Learning Journey modules available on HealthStream, a [resource library](#) has been established on InovaConnect. This library contains educational videos, articles and other resources covering topics such as implicit bias, anti-racism, racial justice, microaggressions and the needs of the LGBTQ+ population. We aim for continued expansion of the library, welcoming contributions through email at DEI@inova.org.

Shaping equitable systems and policies

Building an equitable and inclusive workplace requires regular assessment of systems, policies, procedures, data and other standards to further progress and ensure intended outcomes. Here are just a few examples of ways functions and teams across our system are making significant contributions toward this goal.

Talent pipeline development

- Through a partnership with Circa and DiversityJobs, all job postings are being distributed to diverse community organizations and job boards that serve various traditionally underrepresented groups, including women, veterans, the LGBTQ+ community, individuals with disabilities and older workers.
- Talent attraction techniques cast a wide net from associations, schools and conferences, including the National Black Nurses Association Conference. Our Workforce Development team collaborates with various HBCUs (historically black colleges and universities) and also analyzes the demographics of area high schools, health and science academies and universities.
- Inova focuses on creating a diverse pipeline of candidates through skills training and professional development efforts to proactively provide equitable pathways for future needs, including:



Youth education programs

High school connections
Dream BIG Youth Program



Job readiness programs

Dream BIG Adult Program
Wish Center Relationship



University placement programs

Internships
Externships
Fellowships



Work placement programs

Workforce programs
Military programs

- We engage in recruitment marketing, including leveraging postings and materials such as banners that reflect the communities we serve and represent diversity of all types.
- Inova has trained leaders across the system on Behavioral Based Interviewing, which focuses on ensuring fair and accurate candidate evaluations and positive candidate experiences. This program is designed to help leaders develop hiring techniques that create inclusive hiring practices.

Benefits

As part of our commitment to inclusive benefits, Inova:

- Removed its infertility diagnosis requirement for accessing fertility benefits through WINFertility, which had a significant impact on our team members, particularly those who are LGBTQ+ and single parents by choice.
- Removed exclusions for gender affirming care and developed a Gender Affirming Benefits Guide in collaboration with Aetna to outline coverage and benefits.
- Launched a Paid Parental Leave Program to support team members after the birth or adoption of a child, inclusive of all team members who are legal parents.
- Leveraged partnership with Lyra Health for DEI-focused team member workshops, such as the Coping with Distressing Current Events workshop co-sponsored by METIS and We Who Serve TMRGs.

From benefits to baby

Story shared by Theresa Obong, Senior IRB Analyst

“My wife and I started our fertility journey in August of 2020. We went through a series of testing and found out that I would be a great candidate for IVF (in vitro fertilization) treatment. We were so worried about the cost of trying to get pregnant until a colleague told me about Inova’s fertility benefits. When we tried to access the benefit, we were told – to our surprise – that we needed to “try to get pregnant on our own” for a set period of time and only then, if we weren’t successful, we could access the benefit. As a same

sex couple, this criteria didn’t apply to us, but still prevented us from accessing the benefit. We were devastated and felt a bit defeated. We knew this benefit could help us have a family, but because it wasn’t written inclusively, it would be an uphill battle for us to expand our family.

At this time, I was a part of the Inova Pride TMRG, and we were working on the Human Rights Campaign Healthcare Equality Index (HEI) assessment for Inova. The HEI is the national LGBTQ+ benchmarking tool that evaluates healthcare facilities’ policies and practices related to equity and inclusion for their patients, visitors and team members. Through this process, **Inova recognized and made major changes to improve equity across the system**, including removing the limiting criteria to access the fertility benefit, to make it accessible for every type of family.

This change made it possible for my wife and I to use the fertility benefit and begin our journey toward baby. We immediately went back to the clinic and were able to start our IVF process. It was a long journey, but we welcomed our baby boy Sebastien-James in December 2023. Our son is the most incredible reminder that Inova’s policies and practices, particularly those related to DEI, have a real life impact on our Inova team members and their lives.”



Team member Theresa Obong’s newborn son, Sebastien-James

Fair and equitable pay

It is Inova's philosophy that all employed team members are: paid fairly and equitably, paid a competitive market rate for the job performed and offered the ability to directly impact their pay through individual performance. In addition to ensuring that all jobs are priced and assigned to pay grades that are competitive to Inova's market, Inova's compensation practices ensure that pay rates are also fair and consistent internally. The following practices ensure fair, equitable and consistent pay practices system-wide:

- Performance assessments which are directly tied to merit awards
- Guidelines for merit awards based on performance outcomes
- Governance of compensation initiatives by the Compensation Investment Committee
- Ongoing equity reviews, both externally to market and internally by comparing team members' pay
- Use of objective pay calculation tools to ensure consistent and equitable pay decisions for new hires and internal job changes

Physical workspace enhancements

Inova's Real Estate team has leveraged the diverse voices of team members to transform existing spaces and influence future construction with a focus on inclusivity. Inova has applied a DEI lens to aspects such as bathroom signage, changing spaces, lactation rooms, chapels and wellness rooms.

Our system DEI team and Inova Pride TMRG collaborated on updates to bathroom signage to ensure they were inclusive of all gender identities. This sparked a system-wide project where all single-use bathrooms are receiving signage updates reading "Restroom" only, eliminating any gendered designations. We also enhanced existing and future team member changing spaces by incorporating more private changing spaces to accommodate our team members' diverse cultural and personal needs.

Inova additionally gathered feedback from TMRG members during the development of our lactation rooms, chapels and wellness rooms. Uncharted TMRG collected opinions of women across the system to ensure the comfort and practicality of lactation rooms. Interfaith Unity Council TMRG supported development of our chapels and wellness rooms, ensuring that these spaces are accessible and welcoming to team members, patients and families of all religious and spiritual beliefs. Inova Well also partnered to supply the wellness rooms with massage chairs, massage guns and aromatherapy.

Bias Incident Procedure

To underscore our commitment to creating a culture of inclusion and belonging and prioritizing team member safety and wellbeing, the [Bias Incident Procedure](#) was designed to help team members and leaders understand what to do, who to involve, how to report and how to care for themselves after an incident of bias or discrimination from a patient, family member or visitor. The goal is to ensure team members have a clear procedure to follow and the necessary resources available, including support from the leaders who are guiding impacting team members during and after these incidents.

Reports flagged with the bias/discrimination label in Safety Always undergo monthly review by the Bias and Discrimination Reduction Leadership Committee. This committee operates as a subcommittee of the system Safety Committee, formerly the Workplace Violence Committee. Comprised of leadership representatives from all five hospitals and the system, the Bias and Discrimination Reduction Leadership Committee also focuses on maintaining regular updates of the Bias Incident Procedure and ensuring alignment with the needs of Inova's patient-facing team members.

The Bias Incident Procedure was developed through a collaborative effort between Inova's Behavioral Health, Community Health, DEI, Ethics, GME, Legal, Patient Experience, Physician, Research and Safety teams.

Supplier diversity

In 2023, Inova invested:

\$8M

in direct spend with
minority owned businesses

\$8.9M

in direct spend with
women owned businesses

\$1.1M

in direct spend with
veteran owned businesses

Note:
Spend designations are mutually exclusive to prevent spend from potentially being double counted by businesses who fall into two or more categories

\$10.7M

in direct spend with
certified small businesses

10.1%

Annual increase in spend
with minority, women and
veteran owned businesses

To further supplier diversity in 2024, Supply Chain Management will:

- Strategically evaluate Supply Chain Management related diversity and small business efforts
- Benchmark performance through participation within the Healthcare Anchor Network

Inova's public commitment statement

Inova is dedicated to countering racism and discrimination through conscious action. Our [public statement](#) showcases the depth of our organization's commitment to a culture of inclusion and belonging. Everyone, from our team members to the patients and families we serve, has a role in upholding this.

Racism is a public health crisis that harms our communities, patients, families and team members. Systemic racism perpetuates inequities throughout our society including in education, employment, housing, environmental quality, nutrition, health and, of course, healthcare. All of these create barriers to living a full and healthy life.

At Inova, we denounce racism and discrimination in all forms.

It's Inova's mission to provide world-class healthcare to every person in every community we have the privilege to serve. In doing so, we commit to actively building an antiracist and antidiscriminatory organization and a fairer society. We continuously examine and address our own systems and outcomes, partnering with our communities on actions that promote and achieve health equity, while tackling broader change.

We have zero tolerance for racist or discriminatory behavior at any Inova facility. If you experience or witness an incident of racism or discrimination, report it to an Inova team member or security immediately. We reserve the right to discharge violators and revoke visitation privileges. Upholding this commitment is everyone's responsibility.

External recognitions



2024 LGBTQ+ Healthcare Equality Index Leader

Through the work of the Inova Pride TMRG and Inova's system DEI team, all five of our Inova hospitals received the top Leader ranking by the Human Rights Campaign Healthcare Equality Index (HEI), which promotes equitable and inclusive environments for lesbian, gay, bisexual, transgender and queer (LGBTQ+) patients, visitors and team members.



2023-2024 Champion for Accountability

Inova has been recognized as a Northern Virginia Chamber of Commerce and Community Foundation Champion for Accountability, demonstrating our organization's commitment to DEI by collecting, sharing and acting on data about the demographic composition of our owners, senior staff and board.



2024 DiversityJobs Employer Member

A DiversityJobs Employer Member, Inova is committed to building a culture of inclusion and workplace that that inspires a sense of belonging in every team member.



Virginia Values Veterans V3-certified

Inova is proud to be a Virginia Values Veterans V3-certified employer, working with the Department of Veterans Services and other strategic partners to support Virginia's Veterans in the workforce. [Learn more about military careers.](#)



2022 Forbes Best Employers for Women

Inova is proud to be the only healthcare system in the Washington, DC region to have been named in 2022 to the Forbes list of Best Employers for Women. To compile this prestigious roster, roughly 50,000 U.S. based employees were surveyed—more than 30,000 of which were women—at companies with at least 1,000 employees.



Equality Allies

Inova Cares for Behavioral Health and Inova Pride Clinic are proud to have been awarded the Equality Allies recognition through Equality Loudoun, which demonstrates that they go beyond passive allyship to be an LGBTQ+ ally to our community, particularly when members of our community are receiving healthcare at Inova.



Members of Inova's system DEI team, Kaitlyn O'Donnell (left), Dave Marks (middle) and Rosa Villegas (right), at a TMRG leadership event.

Inova's system DEI team

“At Inova, diversity, equity and inclusion (DEI) are woven into the fabric of our culture, not an afterthought or an add-on. We recognize that for many team members across our organization, DEI is intrinsic to their everyday work, playing a pivotal role in the achievements highlighted throughout this report.

As the leader of Inova's system DEI team, I work alongside Dave Marks, VP of HR; Rosa Villegas, DEI Coordinator; and Dr. Cleveland Francis Jr., DEI Advisor, ISHV, to systematize Inova's DEI efforts. Our team is profoundly grateful for the contributions of individuals and teams throughout our organization, who advance and champion our collective DEI work. We look forward to continuing to collaborate across the system and further develop the crossfunctional relationships that amplify shared progress, while ensuring alignment with Inova's system priorities.

It is an honor to contribute to Inova's DEI journey and cultivate our culture of inclusion and belonging together, as One Team.”

—Kaitlyn O'Donnell, MSW, LCSW
Director, DEI (Diversity, Equity and Inclusion)



We approach the creation of this report collaboratively, embracing its potential for growth in future iterations. We encourage feedback and contributions from all Inova team members, which can be submitted to DEI@inova.org.