



Continuing Our Journey to Belonging

2024 Diversity, Equity, Inclusion, and Belonging Impact Report



DukeHealth



This year, all three of our hospitals earned LGBTQ+ Healthcare Equality Leader designation by the Human Rights Campaign. This honor recognizes our achievements in multiple areas, including:

- LGBTQ+ inclusive patient and employment non-discrimination policy
- LGBTQ+ patient services and support
- Team member training in LGBTQ+ patient-centered care
- Employee benefits and policies
- Transgender inclusive health care benefits
- Patient and community engagement

Receiving the Leader in LGBTQ+ Healthcare Equality designation is evidence of how our DEIB efforts are making a real difference for our patients, their loved ones, and each other.



Continuing Our Journey to Belonging

A Diversity, Equity, Inclusion, and Belonging Impact Report for Duke Health

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Reflection on Our Journey

I'm delighted to introduce the second annual Diversity, Equity, Inclusion, and Belonging (DEIB) Impact Report for Duke University Health System (DUHS). The values of DEIB are central to our mission of providing equitable health care to all who come to us for hope, health, and healing.

We've placed a priority on fostering an inclusive environment where all individuals can be their authentic selves. We are proud of the significant strides we are making. These pages celebrate that progress. Additionally, we look to the future – one that supports the people who make up our talent force, the patients who entrust us with their care, and the incredible communities we have the privilege of serving.

When team members feel valued, respected, and empowered to contribute their unique perspectives, everyone benefits. Our DEIB journey, which includes Better Together and our new Culture Commitments, not only strengthens our organization, but also improves patient outcomes and satisfaction.

We're actively working to address health inequities through initiatives like Collaborative to Advance Clinical Health Equity (CACHE), which is dedicated to eliminating them. Likewise, we continue to enhance our cultural competency training for our clinicians to ensure every patient receives culturally sensitive care.

Our recruitment efforts prioritize DEIB to reflect the communities we serve, enhancing health outcomes, while promoting equal opportunities for all. Additionally, the partnerships we continue to form with minority-owned businesses and organizations are vital to our diversity endeavors.

I hope you are as proud as I am, and you share my excitement about what is still to come in our DEIB journey. We have made tremendous progress, yet we have "miles to go before we sleep." Thus, we continue to assess and refine our strategies to uphold our commitment to equality and inclusivity in health care.

Thank you for making DUHS a world-class health care organization and for your dedication to our shared pursuit of excellence and belonging for all people.



“When our team members feel valued, respected, and empowered to contribute their unique perspectives, everyone benefits.”

Craig T. Albanese, MD, MBA
Chief Executive Officer
Duke University Health System

Perspectives by Ian

Dear Colleagues,

I'm proud to share our second annual Diversity, Equity, Inclusion, and Belonging (DEIB) Impact Report, highlighting our progress toward a workplace where everyone feels valued and empowered.

Our commitment to putting people first isn't just something we say – it's at the heart of everything we do. Recent Culture Pulse survey results show improvements in our team member belonging, well-being, safety, and respect.

While we've made strides, our journey isn't over. We'll continue to enhance teamwork and communication, leveraging our diverse perspectives to improve how we work together and deliver exceptional care.

We recognize that a healthy, supportive environment is vital to the success of our organization and our ability to care for our patients, their loved ones, and each other. We'll continue our focus on well-being, improving communication, and creating growth opportunities for our talent force to thrive.

As we build on our successes and tackle challenges together, I invite you to join us in shaping the future of Duke Health. Your contributions are invaluable, and together, we will cultivate a culture that represents who we truly are as an organization.

Thank you for your dedication to making Duke Health the very best place to work and to receive care.

Best regards,



“We’ve been able to achieve these improvements because we listened to you. Your feedback showed us what’s most important to you, and we’ve used it to make sure that our workplace becomes more inclusive and supportive every day.”

Ian Lee Brown

Vice President & Chief Employee Experience Officer
Duke University Health System



Investing in Team Members

At Duke Health, we're proud to have some of the brightest researchers, skilled clinicians, dedicated team members, and talented learners delivering top-quality and innovative care to millions of patients from around the globe.

Our exceptional team members are the reason we're able to provide world-class care to the patients who come to us for hope, health, and healing. We've always been proud of the incredible individuals who work at Duke Health, and over the last year and a half, we've taken it to a new level. After months of listening to thousands of team members across the organization share their employee experience, we launched a system-wide culture transformation initiative to become **Better Together**.

Becoming Better Together means that team members can show up every day as their authentic selves, confident that they're being respected and valued. Our leaders are dedicated to achieving this state by investing in people and culture, collaborating with team members to identify strengths, exploring opportunities, and building a culture that allows us to truly and compassionately care for our patients, their loved ones, and each other. The health care landscape is always evolving; by doing the work to change with it, we position Duke Health to be the best place to receive care *and* the best place to have a career.

"We are actively shaping our culture today for who we want to be for years to come."

Jevon Peterson, MS
Chief Operating Officer
Duke Raleigh Hospital
A Campus of Duke University Hospital



Culture Commitments

Becoming our best and showing up for our patients and one another takes every Duke Health team member in every role and at every level buying in, taking ownership, and creating change. We've adopted three Culture Commitments that are the foundation of our vision to become Better Together.



Culture Commitments in Action

"Our team works well together to help each other shine."

Kim Parrott, Account Team Lead, Payer Relations, PRMO

"In our weekly huddles, we take time to thank team members for their help and good work."

Diane Wolf, Referral Coordinator, Duke Primary Care

"Our Equity & Inclusion Committee holds listen and learn sessions as well as book club meetings to explore team members' unique attributes and how to best support them."

Bari Rosenberg, Senior Resident, Duke Pediatrics

"I would like to celebrate my Nurse Manager for her commitment to putting people first. She takes the time to listen and help problem-solve."

Carolyn Richards, Assistant Nurse Manager, Arrington Cardiology

"Our manager and leaders ask for our input on how to make the clinic run more smoothly, and make sure the needs of all our team members are met as best as possible. Our daily huddles help to keep everyone informed."

Gerado Chavez, Clinical Nurse III, Duke Regional Hospital
- Radiation Oncology

"Being able to ask questions and be heard are wonderful!"

Sherry Harrell, Administrative Assistant, DUHS Clinical Labs



"Transforming health care culture means embracing empathy, innovation, and collaboration, where every voice matters and patient-centered care becomes the heartbeat of our mission."

Matthew Barber, MD

Interim Senior Vice President
Duke Health Integrated Practice

Culture Journey

More than **5,000** team members have **gone through culture training or education sessions**

An additional **5,300** leaders and team members **reached through roadshows**

More than **400** shared **examples of commitments** showing up in the workplace

Affinity Groups

At Duke Health, diversity is one of our core values.

We know that providing world-class health care to people from all backgrounds and cultures is rooted in our commitment to taking advantage of the diverse talent and experiences of our team members. We also know that a great workplace is one in which everyone feels included and has a strong sense of belonging.

We support several affinity groups that provide an extra sense of community and connection for team members with shared interests and identities. Our affinity groups are inclusive and welcome team members from all identities.

Visit [Duke.is/affinitygroups](https://duke.is/affinitygroups) to learn more.



“I wanted to get more involved with the LGBTQIA+ members and allies. As part of Alliance, I love being a resource for others and sharing how inclusive, safe, diverse, and welcoming this group has been for me and others.”

Vy Nguyen
Duke Hospital
Cardiac Diagnostic Unit



“I joined the Asian American and Pacific Islander affinity group because I was looking for a safe space as an Asian American employee at Duke. While I’m a member of national organizations, I needed a space where I could find mentorship and camaraderie within my own workplace.”

Nikki Manderico
Duke University Health System
Employee Experience



“Being part of the Administrative Professional Affinity Group helps me better myself, my network, and grow with others throughout my career.”

Sharletta Hooks
Duke University
Fundraising



“I helped create BLACKtivate to help establish a community where Black employees can feel safe and celebrate their authentic selves at work and in the communities they serve.”

Carlton Brunson
 Duke University Health System
 Human Resources



“DICE: Disability Inclusion & Community Empowerment is important because, especially in the ever-changing health care landscape, everyone deserves to feel like they belong, are included, and celebrated for who they are.”

William Malcolm, MD
 Professor of Pediatrics
 Duke University School
 of Medicine



“I joined Duke Military Association to support each other and hold each other up.”

Erin Browning
 Duke Health Integrated Practice
 Emergency Services



“I joined Duke Moms to receive support as a first-time mom. I also joined BLACKtivate because I wanted to be a part of something that is related to my culture.”

Shaunda Burton
Duke Primary Care

JUNTOS 



“I joined JUNTOS because representation and inclusivity is vital as we navigate the health care system together. We can lift our unique voices to feel connected as a community who oftentimes are under-represented. I, and I’m sure many of my colleagues, feel far from our countries of origin, so it’s nice to come together and feel a sense of belonging.”

Rebecca Coss
Duke Hospital, Or-Tsu

“I joined Duke MINDs to make connections with people across the health system. Through the MINDs socials, professional development events, and Behind the Scenes tours, I’ve learned so much about Duke Health and the amazing people here who do great things every day.”

Brian Lee
Duke University Health System
Government Relations



“I joined WeLEAD because it provides an opportunity to network, collaborate, and learn from dynamic female leaders with a shared passion to grow and elevate others.”

Sasha Marsh-Tamba
Duke Primary Care

Our Total Rewards Program Fosters an Inclusive Workplace

At Duke Health, team members are our most valuable resource, and they deserve an exceptional employee experience. In addition to a career filled with purpose and opportunity, we're proud to invest in our team members with benefits that enhance every aspect of their lives and well-being.

In addition to comprehensive health coverage, retirement benefits, and paid time off, our Total Rewards package includes several programs that go above and beyond normal expectations.

- Our **Earned Wage Access** program enables team members to access a portion of their paycheck before a scheduled payday, providing the freedom and peace of mind to manage unexpected expenses or other financial goals.
- With **Back-Up Dependent Care**, employees have access to 10 annual days of dependent care at discounted rates when they have a disruption in their regular care program.
- Duke Health proudly **Supports New Parents** by offering an exceptional benefit of 6 consecutive weeks of 100% paid leave, ensuring both mothers and fathers can fully embrace their new family roles. This commitment underscores Duke Health's dedication to fostering a supportive and inclusive workplace for all employees.



Additional Health Equity Offerings

We sponsor multiple programs that expand our reach for health equity for our team members and communities, including scholarship and financial aid assistance for programs such as:

- [Duke Health & Well-Being Coach Training Program](#)
- [Duke Lifestyle and Weight Management Center](#)
- [Duke Mindfulness Based Stress Reduction Program](#)



Strengthening Our Commitment to Diversity

Our mission at Duke Health is “Advancing Health Together.” This begins with our commitment to team members who make us the world-class health care organization we are so proud to be. As we look ahead to an exciting future, our focus remains on building a workplace with an inclusive and equitable foundation, empowering team members to bring their authentic selves to work every day.

Diversity in Talent is What Makes Duke Health a Special Place to Work

Our DUHS Talent Acquisition Outreach program builds and strengthens our recruitment partnerships with educational institutions, community nonprofits, economic development agencies, and professional associations to ensure diversity among our candidates as we recruit top talent.

We’re committed to strengthening our community partnerships to amplify career opportunities and showcase Duke Health as a destination employer. This enables us to build strong pipelines to support our current and future talent force needs.

Community Impact in Action

- Established partnerships with **10 North Carolina Historically Black Colleges and Universities (HBCUs)**
- Attended **22 diversity-focused career fairs, national conferences, and community events**
- Reached **candidates on more than 120 diversity career websites** via partnership with vendor
- Connected with more than **400 minority-serving institutions** to showcase our career opportunities to college students across the country (via the technology platform, Handshake) that include Professional Diversity Network and HBCU Careers
- Experienced a year-over-year increase of more than **10,600 diverse, unique job applicants**
- Awarded a **\$29.5 million grant from Bloomberg Philanthropies to establish an early college program for high school students** interested in pursuing health care careers in order to address the critical need for health care workers

Supplier Diversity

Duke Health strives to reflect and embrace the diversity of our communities. Our [Supplier Diversity Program](#) creates supplier relationships while fostering the growth and development of minority, women, veteran, small, LGBTQ+, and disabled-owned businesses.

Emphasis on supplier diversity adds cultural, operational, and economic value to Duke Health. Drawing on a broad pool of suppliers, the Duke community builds relationships with historically underutilized business sectors, encourages equitable, competitive bidding, and stimulates the local economy.



Well-Being

Policy and Guidance Enhancements

We regularly review our employment policies and guidelines to ensure a safe and equitable work environment for all team members across the organization. We have recently implemented, reviewed, and revised the following policies and guidance to ensure continued support:

- Our [attire and appearance policy](#) ensures consistency across the board related to requirements for dress code and personal appearance.
- Our new [Gender Transition Guide](#) is a resource for team members and managers regarding our policies and processes related to gender identity, gender expression, or gender transition/affirmation.

Support Resources

- [Conversations with Colleagues](#) are group sessions led by trained facilitators in which peers emotionally support each other on a variety of topics ranging from work/life balance to racial justice.
- Duke's [Caring for Each Other](#) initiative provides broad resources to support team members who are dealing with difficulties. It can take the form of individual peer support or sessions for entire units or departments. We know that this work is making a difference; during fiscal year 2024, more than 12,000 team members were served by this program. Our Caring for Each Other Fund provides financial assistance to team members who experience unanticipated and unavoidable financial hardships and emergencies.

“We’re proud of the positive impact we continue to have on our patients and our community as we advance health together, and we’re excited to continue this journey as we work together to become the best version of ourselves.”

Terry McDonnell, DNP, RN, ANCP-BC
Senior Vice President, Chief Nurse Executive
Duke University Health System

Caring for Each Other Program



I was introduced to the Caring for Each Other Program as a new employee whose challenging 12-hour shifts

left me feeling depleted and ill-equipped for the complexities of caregiving. Turning to the Caring For Each Other program was one of the best decisions I could have made. I found it a true testament to the power of compassion and community in healing. The consultation left me feeling supported, encouraged, and empowered to take on whatever I faced.

Today, I have come full circle and feel honored to pay it forward by serving as a volunteer in a program that reminds us that struggling doesn't make us weak – it makes us human.

To successfully care for others, we must be intentional in caring for ourselves, too.

Lorraine Johnson,
Clinical Nurse II, Duke Raleigh Hospital



Continuing to Translate Promise to Practice

At Duke Health, our patients are our priority. One of the ways we ensure compassionate care for our communities is by creating an inclusive environment in which to deliver and receive care.

To continue nurturing this environment, Duke Health Integrated Practice (DHIP) and Duke Primary Care (DPC) groups have taken several meaningful steps in FY24 and continue to look ahead to FY25.

Duke Health Integrated Practice (DHIP)

- Over 80 individuals represent 120+ clinics as Health Equity, Diversity, and Inclusion (HEDI) Liaisons, helping to guide their respective clinical teams towards inclusive and equitable health care for all patients. This initiative has resulted in clinical ladder promotions and enhanced connectedness to mission.
- The CMO of Health Equity co-directed, with faculty in the Department of Orthopaedic Surgery, the first ever Collaborative Summit on Health Equity and Value-Based Care, bringing together national experts to discuss innovative approaches to implementing effective value-based care models through the lenses of health equity and community health partnerships.
- The DHIP DEI Strategic Transition Committee evolved into the DHIP Diversity Advisory Council to continue its work to dive deep into the elements of health equity that were essential for co-creation of an inclusive, diverse, and equitable integrated clinical practice. This advisory council has been instrumental in guiding meaningful, effective, and innovative strategies, interfacing with DHIP leaders along the way.

Looking Ahead to 2025

- DHIP continues to make strides along its path to elevate health equity, diversity, and inclusion (HEDI) across the organization. Under the leadership of the DHIP Chief Medical Officer of Health Equity, Diversity, and Inclusion, the practice advances intentional efforts to distribute these principles throughout our care delivery platforms.



“Our clinical practice continues to be an effective engine to bring our teams and collective efforts together, creating avenues for everyone to contribute to our mission. The translation of our commitments to clinical practice with sustainable effectiveness is critical for the delivery of inclusive, equitable care for all of our patients.”

Erica Taylor, MD, MBA
Orthopaedic Surgeon,
Chief Medical Officer of Health Equity,
Diversity, and Inclusion
Duke Health Integrated Practice

Duke Primary Care (DPC)

- Created intranet platform to highlight and share DEIB-related initiatives, resources, and training; advertise events and affinity groups; and aid in recruitment of members for the DPC DEIB Council.
- Participated in DPC Croasdaile Annual Men’s Health Event which provided free cancer and chronic illness screenings to underserved populations in our community to help decrease health disparities.
- Hosted second annual DEIB Symposium with a purpose to expose diverse perspectives, improve employee morale, promote business ethics, and drive creative problem-solving and innovation.

Looking Ahead to 2025

- Participating in the National Medical Association conference, the country’s largest and oldest organization representing interests of African American physicians and the patients they serve.
- More leaders completing the Inclusive Leader Experience, a self-paced learning tool that provides in-depth training, skill-building, and reflection on topics including identity, the impact of exclusion, and psychological safety.
- New hiring processes including asking diversity questions during interviews to help better understand a candidate’s perspective on diversity and inclusion in the workplace, providing direct feedback to all applicants, and choosing a diverse interview panel.



“When team members feel empowered to be their authentic selves, our patients are able to build a trusting relationship with their health care team, leading to better care and a great experience.”

Kevin Shah, MD, MBA
Chief Medical Officer
Duke Primary Care
and Vice President
Duke University
Health System



“Great health care begins with great people. As we continue our work to be better together, our culture and commitment to people is our priority. Our focus on DEIB is essential for helping them grow and thrive here at Duke Health.”

Lisa M. Goodlett, CPA, MBA, FACHE
Senior Vice President
Chief Financial Officer, Treasurer
Duke University Health System

Moments to Movement: Helping Us Adapt to Improve

As we reflect on the past year, we're extremely proud of the work we've done to create a culture of true belonging for every team member and for every patient who turns to Duke Health for care, health, and healing. Our deep commitment to diversity, equity, inclusion, and belonging is the foundation that will take us into the future, where we will continue to become the best version of ourselves.

Our **Moments to Movement** initiative, launched following the public murder of George Floyd in 2020, has been a vital part of propelling us forward on this journey. It was the spark that ignited our transition from thought to true action. It reminds us of why our DEIB work is so important. It reflects our mission to make quality health care equally available to everyone. **Moments to Movement** is more than a pledge; it is the driving force behind our continued efforts to bring about lasting, meaningful change.

Our focus on **Moments to Movement** has encouraged and empowered our leaders to be more empathetic, compassionate, courageous, and respectful. They are everyday examples of the values we hold dear, creating a safe space for all of us to live and express our own values and ideals.

As we move forward, our commitment to inclusivity and equity will only get stronger. The progress we celebrate today is just the beginning. As we all work together, we will succeed in building a community where everyone truly belongs.



“Our true strength is measured not by its silence, but by its commitment to justice. We have the enduring responsibility to build a future where equity is the norm, not the exception.”

Rhonda S. Brandon, MS

Sr. Vice President and Chief Human Resources Officer
Duke University Health System