



Diversity, Equity & Inclusion

2025 ANNUAL REPORT



GBMC HEALTHCARE



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ABOUT US

Mission

The mission of GBMC is to provide medical care and service of the highest quality to each patient and to educate the next generation of clinicians, leading to health, healing and hope for the community.

Vision Phrase

To every patient, every time, we will provide the care that we would want for our own loved ones.

Values

- Respect
- Excellence
- Accountability
- Teamwork
- Ethical Behavior
- Results



DEI Mission Statement

The diversity and inclusion mission of the GBMC HealthCare System is to embody cultural humility to create a more diverse workforce and foster an inclusive workplace to provide care and service of the highest quality to every patient, every time, leading to better health and better care, and with more joy for those providing the care.

About GBMC HealthCare

Since its founding in 1965, GBMC has been known as an outstanding, independent community hospital, validating the vision of our founders to combine the best of community and university-level medicine. Our 275-bed, acute and sub-acute care hospital in Towson handles more than 23,000 admissions and more than 52,000 emergency room visits annually. With GBMC Health Partners, we have established 11 advanced primary practices throughout the region, working to keep people well by coordinating preventive care and the management of chronic disease. We are also committed, in every specialty, to provide culturally competent care and service of the highest quality to every patient, every time with the goal of health equity for all.

GBMC
HEALTHCARE

GBMC

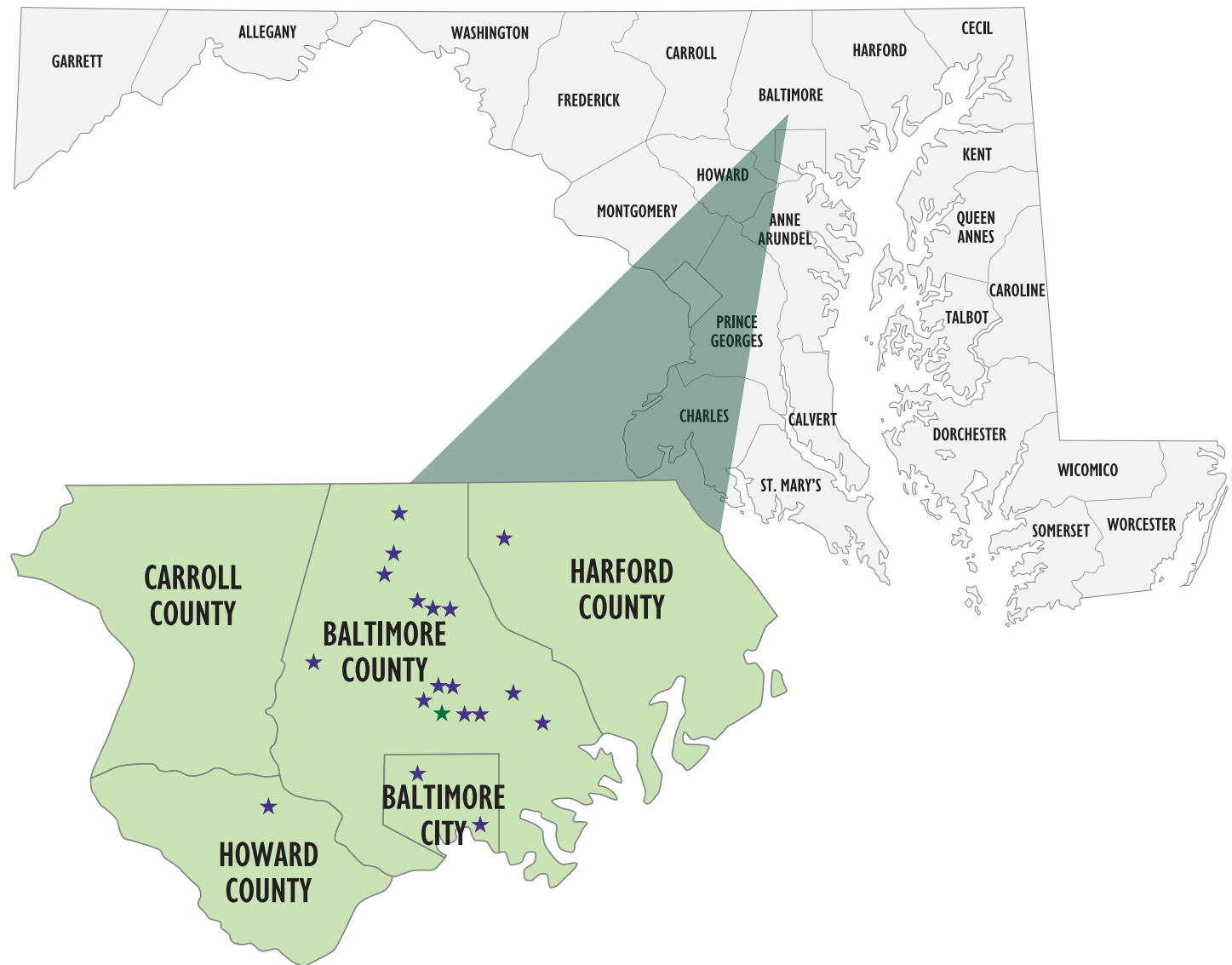
a 275-bed
not-for-profit hospital

GBMC Health
Partners

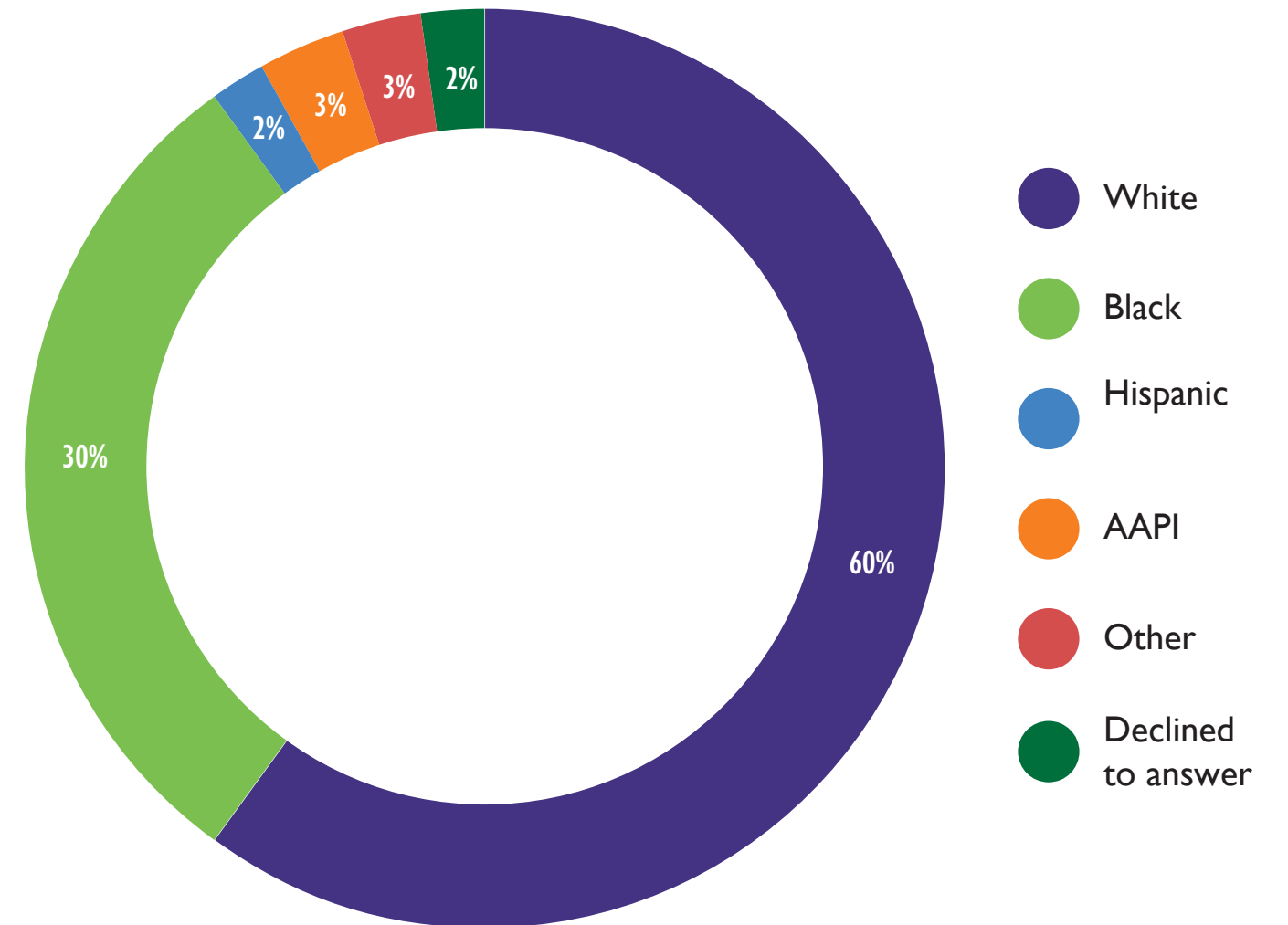
employed physician group of
300+ primary care providers
and specialists

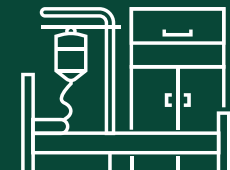
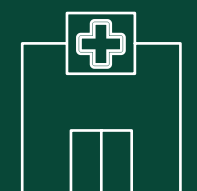





gilchrist

elder and end
of life care



Patient Population (Race and Ethnicity)



						
19,424	151,087	143,495	6,608	14,406	52,804	15,475
Total Inpatient/ Observation	Hospital Outpatient Clinic Visits	Health Partners Primary Practice Visits	Endoscopy Cases	Oncology Infusion Visits	Outpatient ED Visits	Outpatient Surgical Cases

INTRODUCTION

A Message From Our Leadership

At GBMC HealthCare, we are committed to a vision of providing every patient, every time with the care we would want for our own loved ones.

Embedded in this statement is that care is provided to every patient, every time, regardless of race, ethnicity, religion, sex (including pregnancy, sexual orientation, or gender identity), national origin, age, disability, genetic information and any other personal characteristic protected by federal, state or local law. Everyone deserves a safe, healing, and culturally competent healthcare experience.

We pride ourselves on being a continuous learning organization, and that applies to our diversity, equity, and inclusion efforts. The learning for this type of work is never over, and we embrace this challenge as an opportunity.

At the heart of this vision is our people. Inclusion and diversity of thought spark innovation and inspire us. This requires us to ensure there is an opportunity for everyone to be engaged. As our community evolves, so must we as an organization. From ensuring our practices, processes and procedures reflect current times to fostering an inclusive, psychologically safe environment of trust and respect, we continue to actively evolve goals around important metrics, such as growing diversity in our leadership.

A strong, diverse workforce that feels included and respected and is also reflective of our community will get GBMC closer to our mission of health equity for all. We are committed to active listening to meet the needs of our community and responding with tangible change.



Paari Gopalakrishnan, MD, MBA
President & Chief Executive Officer
GBMC HealthCare



Lisa Walker
Vice President & Chief Diversity
& Learning Officer
GBMC HealthCare

DEI PRIORITY AREAS



Diversity Governance

Ensure that governing bodies are diverse and engaged in systems and public policy change



Work Equity

Attract, retain, and develop a diverse workforce that matches the patients we serve



Community Engagement

Prioritize connecting with communities to understand and address unique needs and challenges



Supplier Diversity

Leverage buying power to positively impact the communities served by supporting diverse suppliers



Culture of Inclusion and Belonging

Foster an inclusive and welcoming environment for all



Health Equity

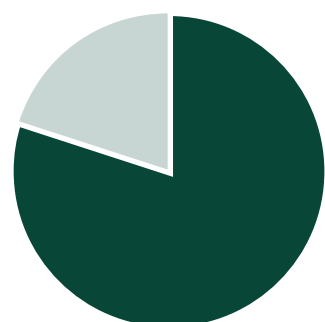
Identify and remove barriers to optimal health

REPRESENTATION MATTERS

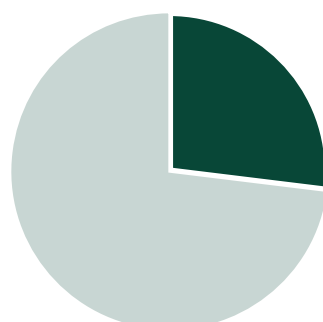
Advocating for Diversity in Governance

Ensure the leadership of the organization aligns with the population of the patients that we serve.

GBMC HealthCare's leadership team is comprised of 76% female members and 27% racially and ethnically diverse members. GBMC's DEI Strategic Advisory Council governs and supports equity-focused advocacy efforts and drives the organization's comprehensive DEI strategy.



76%
Female Members



27%
Racially and
Ethnically Diverse
Members

DEI Strategic Advisory Council

In FY'25, the DEI Strategic Advisory Council was responsible for accelerating the work for the DEI strategic plan. Commitments from the Council included:

- Achieve Construction Management goal of 30% MBE spend.
- <25% A1C within range at our Jonestown practice.
- Increase access to care in our Jonestown practice: 2,390 new patients.
- Align diversity of media appearances to our patient population
- Increase educational offerings in top 5 languages for maternal newborn health population
- Increase participation in recruitment efforts to expand our talent pipeline
- Increase employee participation in ERG sponsored events and activities
- In addition to the Strategic Advisory Council, several groups help to lead and accelerate our equity and inclusion efforts. These groups include the System DEI Council, the System DEI Planning Committee, the Gilchrist Diversity Council, the Maternal Newborn Health Equity Committee, and our Employee Resource Groups.



Paari Gopalakrishnan, MD, MBA
President & CEO



Jodie Bell
Associate Director, Nursing



Cathy Hamel
President-Gilchrist &
Chief Strategy Officer



Tina Kummelman
Director, Human Resources



Anna-Maria Palmer
Senior Vice President
& Chief Human
Resources Officer



Brian Riemer
Vice President, Supply Chain



Russ Sadler
Senior Director of Planning,
Construction, and Energy



Wayman Scott
Associate Director, Diversity,
Equity, & Inclusion &
Community Relations



Greg Shaffer
Chief Marketing Officer



Lisa Walker
Vice President &
Chief Diversity
& Learning Officer



Erlene Washington
Chief Operating Officer &
Senior Vice President
Health Partners

IMPACTING CULTURE THROUGH WORKFORCE EQUITY

Workforce Development

As the healthcare industry continues to experience labor shortages, GBMC HealthCare recognizes the vital importance of being innovative as we build a pipeline in our region. GBMC HealthCare partnered with several organizations to expand our talent pool in diverse communities. These efforts included partnerships with:

- Goodwill
- The Caroline Center
- Baltimore Alliance for Careers in Healthcare (BACH)
- Baltimore County Public Schools



Marketing and Communications

The integration of diversity, equity, and inclusion into branding and marketing is a fundamental shift in how organizations approach their strategy and connection to their clients. The Marketing Team continues to strive to use an equity lens in their work. In FY'25, the team had several DEI goals.

- Align paid media appearances to the population that we serve
- Increase DEI internal communications
- Implement best practices for social media responses

Supplier Diversity

Supplier diversity is a business strategy that ensures a company's supply chain includes businesses owned and operated by underrepresented groups. The goal is to create a more inclusive procurement process, promote economic growth in diverse communities, and strengthen business innovation and competitiveness by bringing in new perspectives and solutions.

Supply Chain

Diversity Supplier	2024	4-Year Total
Minority-Owned	\$310,640.44	\$495,626.95
Small Business Owned	\$1,534,740.35	\$4,343,909.68
Veteran-Owned	\$29,907.90	\$53,983.32
Women-Owned	\$293,522.64	\$1,109,827.21

This data is from FY'24.

Construction Management

Minority Business Enterprise (MBE) construction spend for the Berman Cancer Center, Pavilion, and Garage achieved 37.89% on a goal of 30% totaling \$20.5M spend.

MBE is an American designation for businesses which are at least 51% owned, operated and controlled daily by one or more (in combination) American citizens of the following ethnic minority and/or gender (e.g. woman-owned) and/or military veteran classification.

THE POWER OF INCLUSION AND BELONGING

Inclusion Ambassadors

The Inclusion Ambassadors program is an opportunity for employees with an interest in supporting inclusion efforts at GBMC HealthCare to develop their leadership and advocacy skills. Inclusion Ambassadors are empowered to magnify the impact of current inclusion efforts, serving as liaisons between the DEI team and their local unit or department. This can include serving as on-the-ground communicators to their local units or departments about upcoming events and professional development learning opportunities, as well as communicating with the DEI team about learning needs tailored to their local context. Ambassadors can also communicate concerns they may be navigating. In FY'25, we graduated our first cohort of 13 ambassadors.



Employee Resource Groups Create Community at GBMC HealthCare

Employee Resource Groups (ERGs) continue to create a sense of inclusion and belonging at GBMC HealthCare. They leverage different perspectives and shared interests to make an impact through business innovation, community outreach, and colleague engagement. In FY'25, 1,299 employees participated in the following ERG sponsored events:

- Transgender Day of Remembrance
- Sickle Cell Awareness Webinar
- National Coming Out Day
- Black History Month Events
- Valentine's Social
- Women's History Month Webinar
- Women of Impact Awards
- Neurodiversity Education Awareness John Adams Round, Webinars and Trivia

- Back to School During Your Career Webinar
- Pride Month Dr. John Adams Round Panel Discussion
- Baltimore Pride Parade and Community Fair
- 3rd Annual Juneteenth Jubilee
- Black Maternal History Month Webinar

In addition to events hosted by our ERGs, the Diversity, Equity, and Inclusion Planning Committee had 773 participants attend the following events:

- Hispanic Heritage Month
- Filipino American Heritage Month
- Veteran's Day
- MLK Day
- Iftar
- APIDA Heritage
- Juneteenth Webinar



ERG Overview

Black Alliance

The Black Alliance ERG empowers and supports Black and African American staff, patients, and communities. This ERG helps people understand the unique health needs of Black patients and families and shed light on the experiences of Black employees. Additionally, the ERG coordinates opportunities to celebrate and uplift the contributions of the Black community.



Greater Pride



The mission of Greater Pride is to create a welcoming and affirming environment for LGBTQ+ employees,

and to also help GBMC to become a more inclusive environment for LGBTQ+ patients as well. GREATER Pride increases visibility, awareness, and understanding about the LGBTQ+ community and about issues that affect our employees as well as our patients.

Neurodiversity ERG



The Neurodiversity ERG provides a safe space for employees with autism, ADHD, OCD, dyslexia, and more.

This ERG brings to the forefront the challenges as well as the benefits so that people can understand what neurodiversity is, while celebrating our differences and removing the stigma around neurodiversity.

Women's Leadership Alliance



Our Women's Leadership Alliance is a community of women and their allies who want to empower each other and strengthen each other's ability to succeed in our roles.

While healthcare is a space where there is a strong representation of women in the workforce and in leadership roles, women still face challenges with balancing their personal and professional lives. The Women's Leadership Alliance provides networking and developmental opportunities for us to connect and find support with each other.

2025 Women of Impact Awards

To recognize and celebrate the dedicated work and accomplishments of GBMC women throughout the year, the DEI Planning Committee and the Women's Leadership Alliance ERG hosted its second annual Women of Impact Awards. Those who were nominated and honored are actively engaged and continue to make a significant contribution to GBMC HealthCare's colleague experience and culture.

There are five categories for awards: Mentor, Inclusion, Leadership, Unsung Hero, and Lifelong Learner Awards. This year, 79 nominations were received, up by 13% for the prior fiscal year.



Claire Cafirma
Inclusion Champion Award



Michele Patchett
Leadership Award



Ashley Bandurchin
Lifelong Learner Award



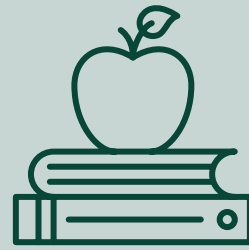
Tracie Schwoyer Morgan
Mentor Award



Barbara Colleran
Unsung Hero Award

DEI Learning Offerings

We continue to expand our library of offerings.



2,265

course completions for DEI education in FY'25

DEI Fundamentals

Course introduces understanding diversity, equity, and inclusion as well as social identities (race, class, gender, sexuality, religion, etc.), and developing cultural humility skills.

Collecting Patient SOGI Data

In this course, participants learn about basic sexual orientation & gender identity terms that are part of patient data collection, along with best practices and standards for collecting this data.

Inclusive Hiring Practices

Participants explore best practices to attract a diverse workforce and understand signals sent to underrepresented candidates. They also practice using inclusive language and learn about the tools and resources available to support inclusive hiring.

Inclusive Leadership

Part of the CORE Leadership Development Program curriculum, participants learn more about GBMC's DEI journey, basic DEI definitions and concepts, leading DEI at GBMC, discuss inclusive leadership concepts and practice inclusive leadership skills.

Belonging & Psychological Safety

This training empowers participants to cultivate an environment where all employees feel respected, connected, and protected. Using these three pillars of belonging and psychological safety, participants explore how to create spaces where individuals feel valued, build authentic relationships, and trust that their contributions are supported.

Microaggressions and Microaffirmations

This course gives examples of how microaggressions often show up in the workplace and potential ways to respond to microaggressions, whether you witness them, are on the receiving end, or realize you've committed them yourself.

Allyship

More and more people are interested in learning about how to be effective allies for inclusion in the workplace. This course will cover what it means to be an ally, ways to be an ally in the workplace, and some common pitfalls to avoid.

Understanding Unconscious and Implicit Bias

Implicit bias refers to the unconscious associations, beliefs, or stereotypes we may unknowingly have towards others. This course will cover where implicit bias comes from, how implicit bias might show up in the workplace, and ways we can address implicit bias.

Gender Inclusive Languages and Practices

Learn a broad overview of gender identity concepts, why gender inclusive language is important, and how we can practice inclusive language in our everyday lives.

ADVANCING HEALTH EQUITY

Increasing Accessing to Care

Through \$1.5 million funding made available from the Maryland Community Health Resource Commission (CHRC), GBMC has improved the health and quality of life of those in Baltimore. With the Pathways to Health Equity Program, GBMC established a collaborative relationship between GBMC's advanced primary care practice in Jonestown and numerous community partners in underserved communities. The program also focused on primary care in the home through Gilchrist's Elder Medical Care Program. Community partners served as trusted advisors to the community and addressed social drivers of health such as food, housing, and transportation.

Pathways to Health Equity Program highlights and successes

- Total cost reduction of \$10.2 million
- 1,525 new patients enrolled in primary care
- 100 health promotion events held
- 57,076 pounds of food distributed

In 2024, GBMC was awarded \$3.5 million by the CHRC to become a Health Equity Resource Community (HERC). Over the next 5 years, the grant will expand the work that began with Pathways in underserved communities in Baltimore. As a HERC community, our goal is to enroll 3,025 new patients in primary care in the Jonestown practice and through Gilchrist's Elder Medical Care Program.

The Maryland Maternal Health Innovation Program (MDMOM)

MDMOM is a nine-year (2019-2028) program to improve maternal health across the state of Maryland by coordinating innovation in the areas of maternal health data, hospital and US home visiting, training and resource availability. MDMOM is a collaboration between Johns Hopkins University, Maryland Department of Health and Maryland Patient Safety Center, and funded by Health Resources and Services Administration. As a result of participating in the MDMOM Learning Collaborative, in FY'24, GBMC started a Maternal Newborn Health Equity Committee to help identify priority areas for the organization.



Maryland Hospital Association Health Equity Committee

The Maryland Hospital Association (MHA) supports our members' work to advance health equity and combat disparities. MHA convenes the member-led Health Equity Advisory Committee (HEAC) to address social determinants of health and strengthen diversity and inclusion in the hospital and health system workforce.

Maternal Newborn Health Equity Committee

The purpose of the Maternal Newborn Health (MNH) Equity Committee is to build a culture of equity, promote respectful and antiracist care, reduce disparities in birth outcomes for GBMC patients/families and partner with the community to strengthen services that address social determinants of health.

Community Benefit

GBMC's Community Benefit Program directly funds local organizations and initiatives. These efforts align with the CHNA health priorities to improve the health and well-being of the community. In FY'24, GBMC funded 19 nonprofit and community-based organizations for a total of \$131,850.



DEI AWARDS & RECOGNITION



America's Greatest Workplaces for Diversity
2023, Newsweek

America's Greatest Workplace for Women
2023, Newsweek

2023 CHRA James W. Rouse Excellence in
Diversity Award

2023 Award for Women's Representation,
Executive Alliance Honor Roll

Daily Record Empowering Women 2024

2024 Award for Women's Representation,
Executive Alliance Honor Roll

2024 Health Equality Index Top Performer

OUR PATH FORWARD

As we look ahead to FY'26, we reaffirm our commitment to building a more equitable, inclusive, and compassionate organization—one where every individual feels seen, valued, and supported. Through intentional actions, bold leadership, and community partnership, we will continue to advance equity across our workforce, our organization, and the health outcomes of the communities we serve.

In FY'26, our renewed focus centers on three pillars: workforce equity, organizational equity, and health equity—with a strong emphasis on wellbeing, belonging, and inclusion woven throughout.

Our Key Focus Areas

Workforce Equity

- Expand our talent pipeline by continuing to use innovation to build and leverage partnerships.
- Invest in professional development programs that empower employees.

Organizational Equity

- Continue to strengthen accountability by publishing equity metrics and progress reports.
- Foster psychologically safe environments encourage open dialogue and feedback.

Health Equity

- Partner with community organizations to address social determinants of health.
- Deliver culturally competent care and services that meet diverse needs.
- Leverage data to identify and close gaps in health outcomes and access.

Wellbeing, Belonging & Inclusion

- Launch initiatives that promote our pillars of wellbeing.
- Celebrate identity, voice, and lived experience through inclusive programming.
- Cultivate a culture where belonging is not aspirational—but foundational.

Together, we will forge a future where equity is not a goal, but a lived reality. FY'26 is our opportunity to build, heal, and thrive, side by side.

GBMC HEALTHCARE