Diversity, Equity & Inclusion

2026 ANNUAL REPORT









GBMC HEALTHCARE



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ABOUT US

Mission

At every stage of life, we provide the care that we would want for our loved ones.

Vision

To be a highly coordinated system of care, trusted for excellence in delivering the highest quality of life for all.

Values

- Growth
- Respect
- Excellence
- Accountability
- Teamwork



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 at every stage of life with the goal of health equity for all.

GBMC HEALTHCARE

GBMC

a 275-bed
not-for-profit hospital

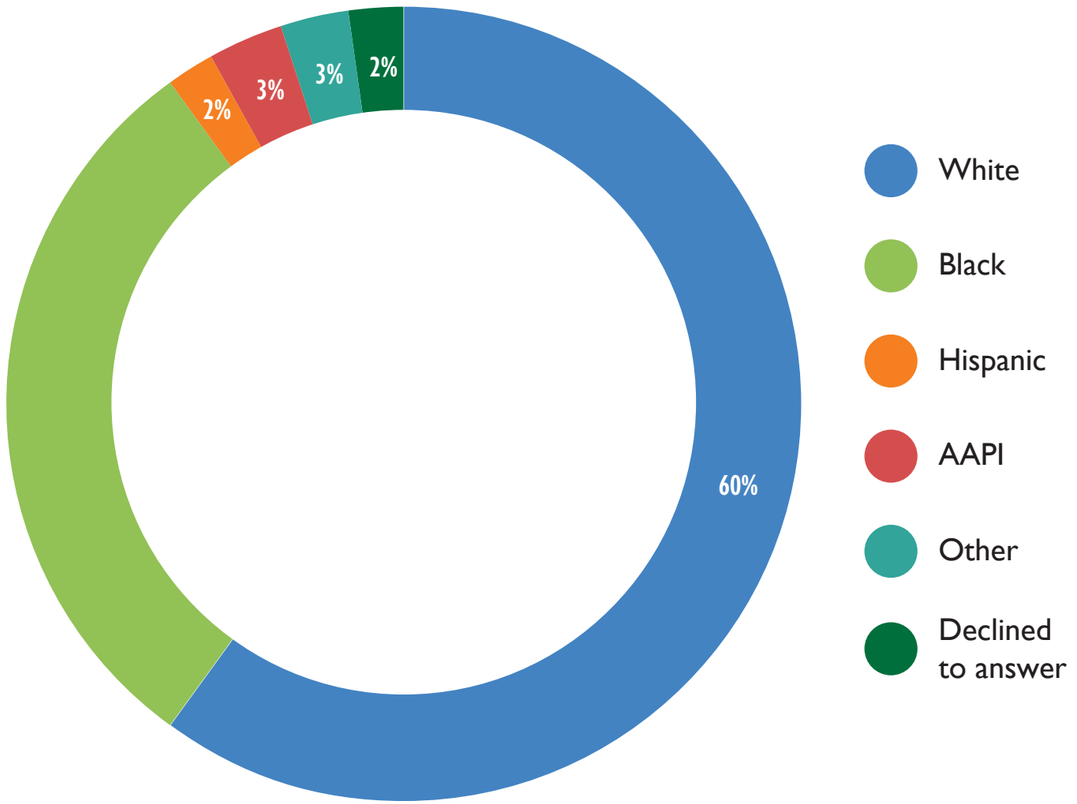
GBMC Health Partners

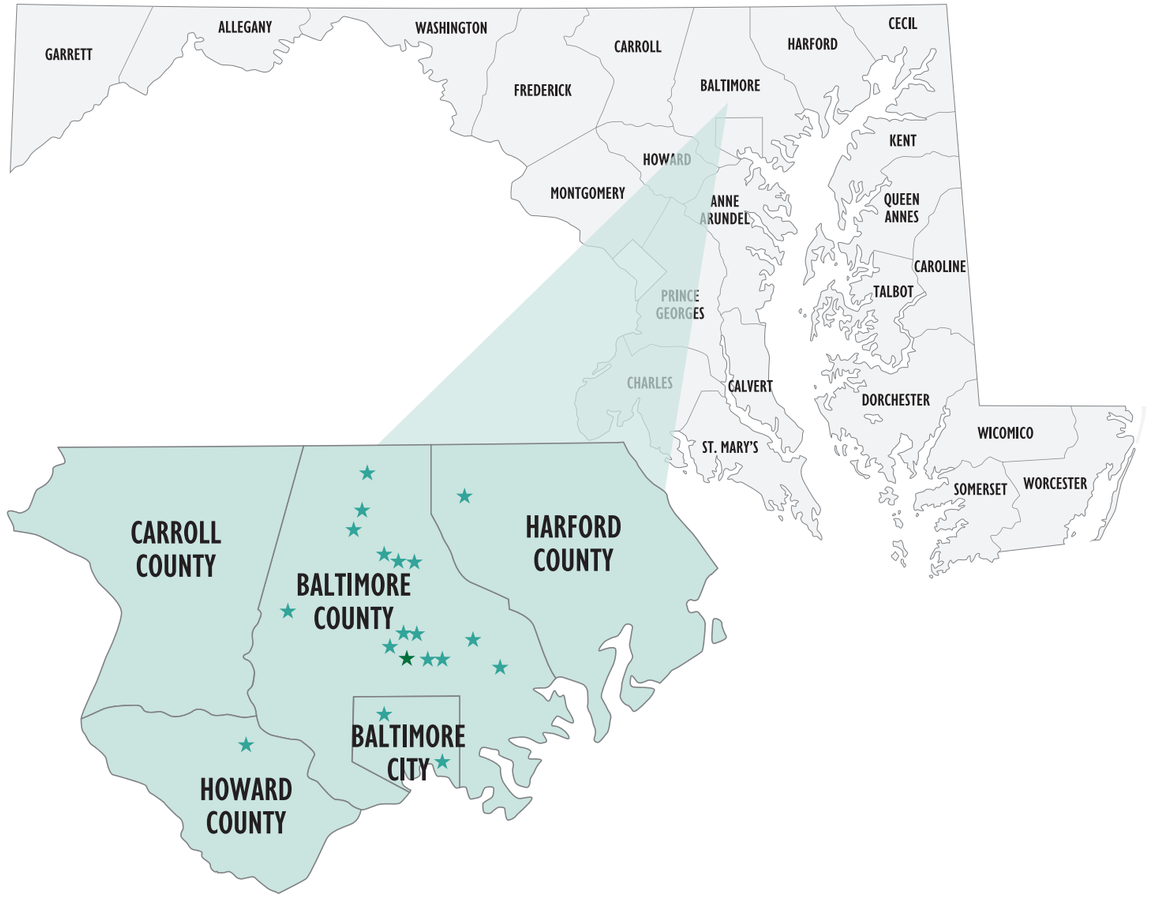
employed physician group of
300+ primary care providers
and specialists

gilchrist

elder and end
of life care

Patient Population (Race and Ethnicity)





19,417
Hospital IP and Observation Discharges

156,788
Hospital Outpatient Clinic Visits

17,133
Outpatient Surgical Cases
(including 6,705 endo, 10,428 without endo)

52,459
Outpatient ED Visits
(not admitted to hospital as either observation or inpatient)

89,850
Health Partners Specialty Clinic Visits
(excluding Infusion encounters and GA Infusion Therapy department)

192,357
Health Partners Primary Practice Visits

7,429
Endoscopy Cases
(all patient classes, including 6,705 outpatient)

13,101
Infusion Visits

INTRODUCTION

A Message From Our Leadership

At GBMC HealthCare, we are committed to a mission of providing the care that we would want for our loved ones at every stage of life.

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 mission 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

INCLUSION, EQUITY, BELONGING & ACCESSIBILITY 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



Accessibility

Remove barriers and ensure equitable access to care, information, services, and opportunities for all



Culture of Inclusion and Belonging

Foster an inclusive and welcoming environment for all



Health Equity

Identify and remove barriers to optimal health

REPRESENTATION MATTERS

Fostering Inclusive Leadership and 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 leads governance and supports advocacy efforts that are equity focused and drives the organization's comprehensive equity and inclusion strategy.



76%
Female Members



27%
Racially and Ethnically Diverse Members

DEI Strategic Advisory Council

- Align diversity of media appearances to our patient population
- Increase participation in recruitment efforts to expand our talent pipeline
- Increase employee participation in ERG sponsored events and activities
- Improve respectful care for the MNH population as evidenced by an increase in the HCAHPS score for the question, "Did caregivers respect your needs regarding culture/race/religion?"
- Increase provider-led community engagements per month
- Achieve new annual enrollees in Gilchrist geriatric care
- Increase utlization of employee wellbeing programs
- Increase employee participation in celebrations and educational efforts

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
- Living Classrooms
- Baltimore County Public Schools
- Baltimore County Workforce Development
- Western Tech
- Mayor's Office of Employment Development
- GEDCO

Wellbeing and Engagement

At GBMC HealthCare, we recognize that employee wellbeing is closely connected to a sense of belonging and inclusion. When team members feel supported, valued, and connected to meaningful resources, they are better equipped to thrive personally and professionally while continuing to provide exceptional care to the patients, families, and communities we serve. Our focus this year has been on increasing awareness, accessibility, and engagement with wellbeing resources to ensure employees can readily access programs and support that promote their physical, emotional, financial, and social wellbeing.

This year's accomplishments included:

- Developed and launched a monthly Wellbeing & Engagement Resource Flyer highlighting upcoming programs, workshops, events, and support resources available to employees.



- Included "In Case You Missed It" resources in each monthly communication, providing easy access to recordings and materials from prior wellbeing events and educational sessions.
- Increased visibility and awareness of wellbeing offerings through consistent communication and resource sharing.
- Continued to reinforce the connection between wellbeing, belonging, and inclusion by promoting programs that support the diverse needs and experiences of our workforce.
- Encouraged employee engagement with resources designed to foster resilience, connection, and overall wellbeing across the organization.

Through these efforts, we continue to strengthen a culture where employees feel supported, connected, and empowered to bring their best selves to work every day.

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'26, the team focused on:

- Aligning paid media appearances to the population that we serve
- Implementing best practices for social media responses

THE POWER OF INCLUSION & BELONGING

EMERGE: Emerging Leaders Program

EMERGE is our emerging leaders development program designed to cultivate the skills, confidence, and impact of informal leaders across the organization. The program provides participants with opportunities to strengthen leadership capabilities, build meaningful connections, and contribute to organizational priorities through collaborative learning and action-oriented projects.

Cohort 2 focused specifically on advancing initiatives that support belonging, inclusion, and wellbeing, reinforcing our commitment to creating a workplace where every employee feels connected, valued, and supported.

This year's accomplishments included:

- Completed capstone projects centered on enhancing employee belonging and wellbeing across the organization.
- Developed a **Belonging Toolkit for Leaders**, providing practical resources and strategies to help leaders foster inclusive, welcoming, and psychologically safe team environments.
- Established an **employee-led Wellbeing Committee** to support ongoing engagement, promote wellbeing initiatives, and elevate employee voices in shaping a culture of care and support.
- Strengthened collaboration across departments through team-based projects that addressed organizational opportunities and employee experience.
- Equipped emerging leaders with the knowledge and skills to positively influence culture, engagement, and belonging regardless of formal leadership title.

Through EMERGE, participants demonstrated how leadership at every level can contribute to a more connected, inclusive, and supportive workplace, helping to advance the healthcare system's commitment to belonging, wellbeing, and exceptional care.

Caregivers Planning Committee

The Caregivers Planning Committee is dedicated to supporting caregivers by providing education, resources, and opportunities for connection. The committee works to raise awareness of caregiver needs, promote well-being, and ensure caregivers have access to valuable information and community support.

2026 Caregivers Planning Committee Highlights

- Hosted the first annual **Caregivers Expo** at both the **Towson** and **Gilchrist Howard County** locations, attracting a combined attendance of approximately **100 participants**.
- Provided caregivers with access to educational resources, community organizations, support services, and expert guidance through the expos.
- Organized and delivered an **Alzheimer's Awareness Webinar** in **June**, offering education on Alzheimer's disease, caregiving strategies, available resources, and support for caregivers and families.
- Continued to advance caregiver engagement and awareness through programs designed to support caregivers in navigating the challenges of caring for loved ones.

Employee Resource Groups Create Community at GBMC HealthCare

Employee Resource Groups (ERGs) continue to help 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'26, 1264 employees participated in the following ERG sponsored events:

- Transgender Day of Remembrance
- Sickle Cell Awareness Webinar
- 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
- Pride Month — Dr. John Adams Round Panel Discussion
- Baltimore Pride Parade and Community Fair
- 4th Annual Juneteenth Jubilee

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

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









ERG Overview

Black Alliance

Black Alliance Employee Resource Group

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

gilchrist GBMC GBMC Health Partners
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

Neurodiversity
Employee Resource Group

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

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.

2026 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 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.



Katie Koestler
Inclusion Champion Award



Dr. Susan Aucott
Leadership Award



Gina Altekruse
Lifelong Learner Award



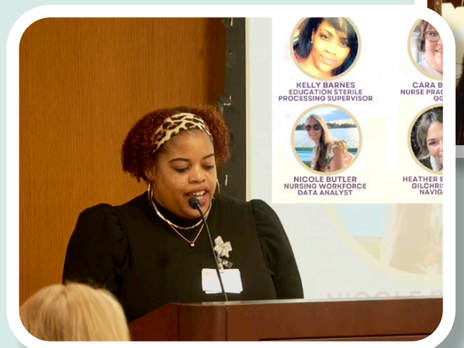
Diana Gomez
Mentor Award



Tina Rosier
Unsung Hero Award











ADVANCING HEALTH EQUITY

GBMC's HERC Grant and Community Health Work

Greater Baltimore Medical Center (GBMC) HealthCare is one of the **12 Health Equity Resource Communities (HERC)** funded by the Maryland Community Health Resources Commission (CHRC) under the **Maryland Health Equity Resource Act**. The HERC program runs from **July 1, 2024, to June 30, 2029**, and is designed to address health disparities, expand access to primary care, and reduce healthcare costs across Maryland.

The project addresses diabetes, hypertension, weight disorders and elder in-home health care for low-income residents and frail, elderly residents in Baltimore City in various zip codes. The program expands the Pathways pilot program. Interventions include prioritization of patients in this service area by extending patient-centered medical home hours at the Jonestown practice; expanding staffing of the Gilchrist Elder Medical Care program; and providing in-home care, coordination, and medical management to homebound adults. The program will also host health fairs and screening events for diabetes and hypertension at community centers, places of worship, senior residences, barbershops, and beauty salons. Interventions provide linkages for SDOH support that address transportation, food, housing, and access to care needs.

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'26, GBMC continued the efforts of the Maternal Newborn Health Equity Committee to continue 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'26, GBMC funded 21 community-based organizations for a total of $128,250 to improve the health and well-being of our community.

Pride Health Consortium-Established as a new interdisciplinary workgroup is working to strengthen inclusive, patient-centered care for LGBTQ+ patients across GBMC HealthCare. The purpose is to remove barriers to access and reduce silos while focusing on staff and provider education to improve the patient experience.

DEI AWARDS & RECOGNITION

America's Greatest Workplaces for Diversity 2023 — Newsweek — Plant-A Insights Group

America's Greatest Workplaces for Women 2023 — Newsweek — Plant-A Insights Group

2024 LGBTQ+ Healthcare Equality High Performer — Human Rights Campaign Foundation — Healthcare Equality Index

Executive Alliance — A Catalyst for Women Leaders in Maryland — Honor Roll Award for Women's Representation



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

2025 Executive Alliance Honor Roll Gender Diversity

OUR PATH FORWARD

As we look ahead to FY'27, we remain committed to fostering a culture where every individual feels valued, respected, safe, and empowered to contribute their best. Our work continues to evolve beyond traditional diversity, equity, and inclusion efforts toward cultivating a deep sense of **belonging**, strengthening **conscious leadership**, and creating environments where psychological safety supports innovation, collaboration, and excellence in care.

As a health system spanning acute care, ambulatory services, hospice, and palliative medicine, we recognize that our ability to serve our communities depends on the strength of our people and our culture. By advancing equity, inclusion, and belonging across our workforce and patient populations, we strengthen our ability to provide seamless, patient-centered care at every stage of life and health.

Through these efforts, we will continue building a workplace where employees thrive, leaders lead with intention, and every patient experiences compassionate, equitable care. Together, we will advance our vision of being the region's trusted continuum of care, connecting exceptional hospital care, frictionless access to ambulatory services, and compassionate hospice and palliative medicine.

Our Key Focus Areas

Health Equity

Purpose: Ensure every patient receives high-quality care regardless of race, income, language, disability, or background.

Focus:

- Equitable clinical outcomes
- Social determinants of health
- Culturally responsive care
- Eliminating disparities in access, treatment, and outcomes

Measures:

- Outcome disparities (readmissions, chronic disease management, maternal health, etc.)

- Access to care (wait times, specialty access, transportation barriers)
- Patient demographic stratification of quality metrics
- Community health indicatorsent.

Inclusive Care & Culture

Purpose: Build an environment where staff and patients feel psychologically safe, respected, and able to participate fully in care.

Focus:

- Psychological safety for staff and patients
- Cultural humility and trauma-informed care

Measures:

- Patient experience scores (stratified by demographic groups)
- Staff engagement and inclusion indices
- Training completion and competency assessments
- Reports of bias or discrimination in care settings

Belonging & Community Partnership

Purpose: Strengthen trust, connection, and shared voice between the organization, staff, and the communities served.

Focus:

- Patient and community voice (PFAC efforts)
- Trust-building/listening sessions
- Community engagement
- Employee experience

Measures:

- Belonging scores (staff and patient)
- Community partnership engagement
- ERG involvement in community health initiatives

Accessibility & Care Navigation

Purpose: Remove barriers that prevent patients and families from receiving care.

Focus:

- Physical accessibility of facilities
- Digital accessibility (telehealth, patient portals)
- Language access and interpretation services
- Care navigation for complex or underserved populations

Measures:

- ADA and digital accessibility audits
- Accommodation timing
- Language access utilization
- Patient navigation outcomes (missed appointments, follow-through rates)

Together, we will continue building an organization where belonging drives engagement, conscious leadership inspires trust, and equitable practices strengthen our ability to provide exceptional care across the continuum. By investing in our people and our culture, we position ourselves to better serve our patients, families, and communities today and into the future.

GBMC HEALTHCARE