



Health Services
LOS ANGELES COUNTY

EDIA

Equity
Diversity
Inclusion
Antiracism

ANNUAL REPORT 2024

DIVERSITY
WORKS HERE!





Message from Our EDIA Director

In 2024, LA County Health Services uplifted Equity, Diversity, Inclusion, and Anti-Racism (EDIA) efforts across the organization.

The EDIA mission is driven by the thought that equity is a goal, diversity is a fact, inclusion is a practice, and anti-racism is the outcome. With steadfast support from leadership, we have amplified initiatives that nurture equity and inclusion, ensuring that these values are central to our decision-making processes and will continue guiding us toward collective anti-racism.

This past year we celebrated our diversity through cultural events, strengthened our connections to one another, and expanded support for our gender-affirming practices. These efforts reinforce our dedication to cultivating a work environment where everyone feels seen, valued, and respected.

It has been proven that patients benefit from seeing their diversity reflected in those caring for them. This is why we have continued to explore and implement strategies to attract and support a workforce that reflects our diverse patient population, with an emphasis on inclusive recruitment and retention approaches.

Our mission to increase equity, inclusion, and belonging is far from over. We remain committed to developing and implementing strategies that build upon our progress.

Thank you to everyone who has contributed to this essential work. We look forward to another year of growth, learning, and continued dedication to the EDIA mission.

Danielle Gautt, EDIA Director





MARCH 2025

Looking Ahead with the CEEOs

Chief Equity and Engagement Officers (CEEOs) are critical in strengthening Equity, Diversity, Inclusion, and Anti-Racism (EDIA). Together they embed EDIA into the conversations, operations, and strategic planning across LA Health Services.

Although the team has shared goals, each facility has an appointed CEEO who is given the latitude to reach those goals in the most impactful way while recognizing each facility's unique culture.

CEEOs support initiatives such as EDIA training, capacity building, expanding language access services, and implementing new behavior standards that help prioritize compassionate care.



Quentin O'Brien
(Interim)
He/Him
Ambulatory Care Network

Looking to next year, we are eager to onboard the new Ambulatory Care Network CEEO and continue the work to uplift EDIA in our everyday work, while building a stronger network of supporters through EDIA capacity-building training. We will also look to increase EDIA collaboration across the Ambulatory Care Network for the 26 clinics and Juvenile Court Health Services.



Angel Martinez
All Pronouns
Community Programs

As we look forward to the upcoming year, we are excited about introducing lived experience boards in Community Programs, which will foster meaningful two-way feedback regarding our services. We will continue hosting events that recognize and celebrate our diverse workforce and continue our efforts to promote equitable hiring.

Looking Ahead with the CEEOs



Lauren Black
(Interim)
She/Her

Correctional Health Services

EDIA programming at Correctional Health Services next year will include a continuation of Diversity Dialogues, establishing Affinity Groups, and launching educational campaigns to spotlight EDIA topics that are particularly relevant to our workforce and patients. Additionally, we are eager to explore patient programming and collaborate with the LA County Sheriff's Department to maximize our impact.



Azar Kattan
(Interim)
She/Her

Harbor-UCLA Medical Center

Harbor-UCLA is heading into 2025 ready to onboard the new CEEO. Under their guidance, we hope to continue educating and working with managers on understanding their daily work through an equity lens, as well as expanding education for staff on what EDIA means, so they too can be empowered in their respective roles through an equity perspective.



Erika Braxton
She/Her

Los Angeles General Medical Center

Over the next year, LA General's EDIA efforts will be centered around training that educates our workforce about EDIA, how it impacts their work, and their role in ensuring we apply an EDIA lens across the organization. As a medical center that serves an extremely diverse patient population and employs an equally diverse workforce, we must apply EDIA principles across all areas to ensure equitable and accessible healthcare for all.



Looking Ahead with the CEEOs

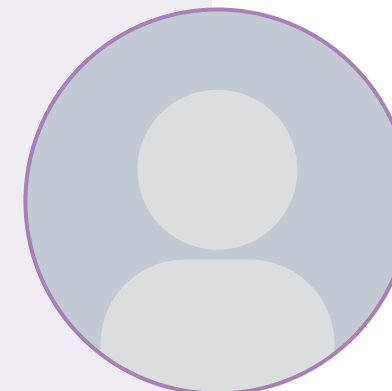


Brenda Yanez
(Interim)

She/Her
Olive-View Medical Center

In 2025, Olive View Medical Center will launch regular Lunch and Learn sessions, allowing workforce members to engage in meaningful conversations about equity, diversity, inclusion, and other vital topics. These sessions will allow staff to share perspectives, deepen their understanding, and collaborate on ideas for creating a more inclusive environment.

Additionally, we will ramp up our outreach efforts and expand recruitment to our EDIA Sub Committee, aiming to increase diverse representation.



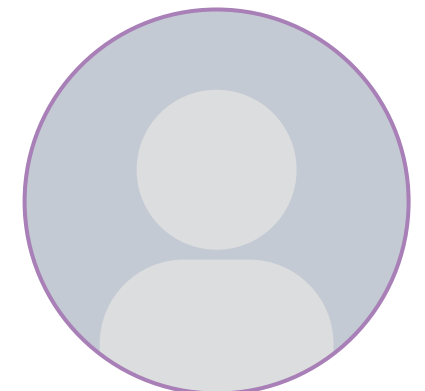
DHS Central
Coming Soon!



Deborah Arroyo

She/Her
Rancho Los Amigos
Rehabilitation Center

Our projects for next year include the creation of nine 15-Minute Conversation Toolkits for Rancho Los Amigos management teams. Topics include Pronouns; Belonging vs. Fitting In; Difficult Conversations; and Vulnerability. EDIA Committee members will conduct the 15-Minute Conversations at monthly management meetings, with the expectation that all managers will conduct the same 15-Minute Conversation at their monthly team meetings. Creating the same conversation throughout the campus will allow EDIA to become the universal language.



ACN
Coming Soon!

Committee Highlights

Pride In Our Work

EDIA Committees support the advancement of Health Services’ strategic EDIA goals at the facility level. Each facility has a committee comprised of co-leads and workforce members from diverse roles and identities. Members facilitate two-way communication between facility leadership and various EDIA teams. This includes supporting events like Diversity Dialogues, advancing facility-specific initiatives, and collaborating on projects that impact all of Health Services. Their work fosters engagement, education, and awareness of EDIA values.

In 2024, we prioritized strengthening the role of EDIA Committees, formalizing the committees’ structure, identifying the scope of work, and ensuring protected time.



Pilar Brown
She/Her

Lisa Jenkins Baughman
She/Her

We are most proud of our committee members who continue to demonstrate passion, commitment, and eagerness to participate in this work with a commitment to take on the challenges, limitations, and constraints that deep equity work requires.



Joey Anne Pangilinan
She/Her

Veronica Love
She/Her

Our EDIA Committee established the Community Programs Black People Experiencing Homelessness (CP BPEH) collaborative work group. During monthly meetings, we review and discuss recommendations to reduce racial disparities in homelessness within LA County.

Committee
Highlights



Hana Khidir
She/Her

Jackie Shibata
She/Her

We successfully advocated for enterprise-wide updates to the non-discrimination signs posted throughout our hospitals, ensuring they now include sexual orientation and gender identity, alongside other populations we are committed to protecting from discrimination.



Mojgan Bashiri
She/Her

We are advancing our journey toward equity through a steadfast commitment to inclusive leadership, continuous improvement, and adaptable, innovative practices. Strategic partnerships and open dialogues, such as Diversity Dialogues, have been essential, allowing us to uplift and celebrate our richly diverse workforce.



Isadora L Romero, LCSW
She/Ella

Jennifer Luzano Hawkins Paolini, RN
She/They

We are proud to have hosted “Embracing Equity: Evaluating the Human Experience,” where our esteemed panel of speakers explored the intersectionality between patient experience, diversity, equity, and inclusion efforts within our healthcare system. We had well over 130 virtual attendees listening in!



Los Angeles General
Medical Center

Rebecca Woods
She/Her

Donnabelle Ouiocho-Weigel
She/Her

We take great pride in our role in finalizing the DHS Strategic Plan and reviewing hospital protocols to enhance our healthcare environment. Our efforts focus on addressing healthcare disparities and ensuring that all workers and community members feel respected, valued, and have a strong sense of belonging.



Shilana Williams
She/Her

Trevon Smith
He/Him

CHS hosted over five Diversity Dialogue sessions! What began as virtual discussions with 50 participants has now doubled, thanks to our new hybrid approach which engages live and virtual participants. This transition underscores our commitment to inclusivity, ensuring that employees across all locations and departments have access to these critical conversations.



Joseph Robinson
He/Him

Katherine Chan
She/Her

We are proud of our ongoing efforts to foster dialogues between management and line staff about EDIA and the development of our new Affinity Groups. This work has increased awareness of EDIA principles, strengthened our collective mission, and reinforced a culture of openness and support.

Committee Highlights

Projects and Accomplishments

Patients & Community

Creating Connections for Equity Event

The Creating Connections for Equity event brought together Patient Family Advisor Council (PFAC) members, Health Services workforce members, and Patient and Family Centered Care partners for an inspiring in-person gathering aimed at advancing equity in healthcare. Attendees collaborated to co-design sustainable, person- and family-engaged care models, define Patient Family Engagement for Equity within Health Services, and strengthen community ties. Notably, PFAC members were compensated for their participation for the first time, highlighting our commitment to equitable engagement. This event exemplified transformative practices in patient care, fostering collaboration and advancing EDIA principles across the system.



Social Determinants of Health Data Collection and Analysis

Managing chronic illness falls down the list of priorities when you don't know where your next meal is coming from. This is the reality many patients face. Health Services is taking an active role in mitigating social determinants of health through thoughtful data collection. The new screening and intervention process will support mandated reporting and targeted efforts to reduce chronic disease risk.



Black People Experience Homelessness Collaborative

Minority communities, specifically the black community, are disproportionately affected by homelessness. The Black People Experience Homelessness Collaborative was developed to actively combat this crisis. The interdisciplinary workgroup has identified two priority recommendations: increase housing retention services through training, and develop a roadmap for Black community members to understand how to connect with services. These efforts will utilize a human-centered approach, focused on uplifting the voices of people with lived experience.



Latinx People Experiencing Homelessness Taskforce

Health Services, in partnership with local community leaders and service providers, gathered to develop recommendations to address Latinx people experiencing homelessness in LA County. This taskforce was brought together over a 9-month period to improve the homeless services delivery system, identify how to better meet the needs of our most vulnerable community members, and reduce homelessness. The final report is expected to be published in 2025.

Projects and Accomplishments



Safety Net Institute (SNI) Equity Project

Health Services has joined the conversation, alongside 21 other California public health systems, focused on dismantling systemic racism, advancing health equity, and transforming care delivery for those most in need. The SNI Racial Equity Cohort will support Health Service’s goal to integrate an equity lens into quality improvement, enhance patient and community engagement, and drive organizational change.



LA County Health Equity Collaborative

DHS joined the Health Equity Los Angeles Collaborative, a workgroup dedicated to advancing health equity and mitigating health disparities across Los Angeles communities. This Collaborative brings together Chief Health Equity Officers, academics, public health representatives, hospital systems, community-based organizations, payors, and other stakeholders to promote equitable access to health and well-being opportunities.



Gift Cards for Community Participation

Feedback received from patients and community members is invaluable. Their perspectives tell the stories that lead to effective, long-lasting change. As a token of appreciation, Health Services has begun distributing gift cards and prepaid debit cards to people who participate in councils, committees, and other projects designed to advance our goal to improve access to care and eliminate health disparities.

Thank you to our patients and community members!



EDIA Development & Education



See, Engage, Act: Our Role as Leaders to Advance Equity

Health Services' foundational leadership development program, Transforming the Organization through People (TOP), hosted an alumni reunion titled 'See, Engage, Act: Our Role as Leaders to Advance Equity.' Attendees had the opportunity to explore themes related to how our identities inform our leadership, how history has shaped current inequities, and how we can work together to advance EDIA.

EDIA will be back at TOP in 2025! The current program will expand to include a full in-person day for managers and supervisors to explore and learn about mindsets and practices related to advancing EDIA.

Projects and Accomplishments

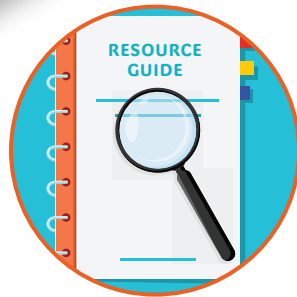


New Employee Orientation & EDIA

Introducing EDIA concepts during New Employee Orientation (NEO) sets clear expectations and lays a strong foundation for a supportive and inclusive culture. The newly redesigned NEO will embed EDIA values into the new hire conversation to develop a collective vocabulary and encourage all workforce members to reflect on their privilege. These efforts will continue to strengthen our inclusive culture, support the broader organizational goal of advancing health equity, and improve care for individuals from all backgrounds.

Gender Diverse Benefits Guides

To help ensure all County employees are informed about the variety of services and benefits available to them, Health Services developed two new resource guides for transgender and gender-diverse benefits. The Benefits Resource Guide for Transgender & Gender Diverse Employees specifically addresses the needs of transgender or gender-diverse employees and their dependents. The Family-Friendly Benefits Resource Guide highlights family-oriented benefits for County employees.



Coaching and Capacity Building

Capacity building is a key element in the roll out of the EDIA strategic plan. In partnership with LUMOS Transforms, targeted training and 1:1 coaching was provided throughout the enterprise. This coaching was instrumental in helping workforce members translate training concepts into practical, real-world applications, deepening their understanding of equity work and implementation. Fostering a shared understanding of EDIA principles empowered leaders with the tools, confidence, and strategies needed to drive meaningful change, align efforts across teams, and cultivate inclusive, equitable environments within their facilities.



Projects and Accomplishments



Diversity Works Here

We introduced the Diversity Works Here workforce engagement campaign to help amplify the value of our diversity across LA Health Services. Diversity Works Here – on one hand, speaks to the diverse workforce that physically works within Health Services; at the same time, it refers to the value our diverse identities add to our everyday work and the populations we serve. The new EDIA campaign aims to center diversity as a highly valued strength within Health Services. The simple yet effective message positions itself as a creative tool to engage workforce members in embracing and valuing our collective diversity.

This campaign soft-launched this year with the Diversity Works Here pin, modeled after the “You are Here” pin often seen in maps.



Wellness



Well-Being Department

The COVID-19 pandemic exacerbated the pre-existing conditions known to plague healthcare workers: burnout, trauma, and a multitude of mental health conditions. The new Well-Being Department will move to create opportunities to prioritize wellness among healthcare workers. The team has begun to create a strategic action plan to improve well-being, develop system-wide resources to address well-being at various levels, and provide consults, trainings and resources for well-being, burnout, and professional fulfillment.



Pronouns, Legal and Preferred Name Change

From the day we are born, our names become the focal point of our identities. They help us connect to our culture and our ancestors and make us feel seen. Health Services understands the impact a name can have on a person’s well-being. Through the new electronic Pronouns, Legal and Preferred Name Change Request Form, workforce members can now conveniently update their preferred name to match their preferred gender identity or correct their legal name.

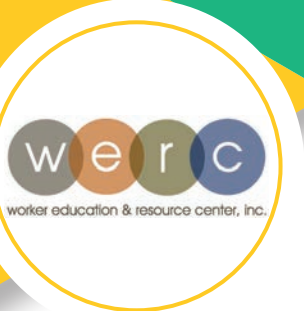


Workforce Advancement & Support



Communities of Support

Opportunities for open dialogue are essential to broadening the conversations around equity, diversity, inclusion, and anti-racism (EDIA). To keep the conversations going, Communities of Support were launched across our facilities, offering monthly sessions in which workforce members can engage with colleagues and CEEOs to explore health equity. These sessions prioritize connection, support, and consultation, fostering meaningful dialogue and collaboration on EDIA-related topics.



Worker Education and Resource Center (WERC) English Language Learners Collaborative

Health Service’s ability to recruit, hire, and retain multilingual workers is essential to effectively serving our diverse patient population.

The new English Language Learners program offers contextualized language instruction and practice.

Multilingual workforce members are given tools and strategies to increase verbal and written English proficiency, encourage communication, help navigate miscommunication, advance adherence to safety protocols, and enhance patient experience.

The hope is that this program will shine a light on the value of multilingual workers while creating a stronger sense of belonging.



Human Resources Dashboard

Effective planning and development begin with knowing where we currently stand. In a cross departmental effort, Health Services Human Resources (HR) has developed a new versatile dashboard. The HR Dashboard is designed to offer a comprehensive overview of various areas within Health Services, including Personnel Operations, Regulatory Compliance, EDIA, Recruitment, and Examinations. This dashboard aims to equip leadership with the essential data for evaluating and planning programs and initiatives.



Equitable Hiring

Navigating the medical system as a patient can feel intimidating and overwhelming for anyone, and these feelings become further amplified when there is a language barrier or cultural disconnect. Health Services recognizes the benefit of a diverse workforce reflective of our patient population. The new comprehensive hiring roadmap integrates EDIA principles into the hiring process to create a structured guide for hiring managers. The guide includes steps for equitable hiring, strategies to mitigate biases, and tools to evaluate candidates objectively. Its impact lies in fostering transparency, inclusivity, and fairness, ensuring the recruitment processes align with EDIA values.

Projects and Accomplishments



EDIA in Action

LA Health Services implemented over a dozen events and Diversity Dialogue series across its facilities, emphasizing its commitment to Equity, Diversity, Inclusion, and Anti-Racism (EDIA) in patient care. These events and dialogues fostered meaningful conversations and encouraged learning, growth, and engagement with change agents who inspire action. The Diversity Dialogue series featured guest presenters, including artists, activists, and leaders in healthcare, offering perspectives on building inclusivity. Highlights included “What is EDIA and Why is it Important?”, “Equity in Maternal Health”, “Stigma of Mental Health in AAPI Communities”, and “LGBTQIA: What is it and Why is it Important?”. These sessions advanced understanding and addressed systemic inequities across the workforce.



In Closing

As we look to the future, LA County Health Services is joyful as we more fully embrace our role as a nationally recognized model of an inclusive, compassionate, and accountable health system. In the years ahead, we will continue to expand our Equity, Diversity, Inclusion, and Anti-Racism (EDIA) programs and resources, invest in workforce capacity, and dig deeper into expanding healthcare services to those most in need.

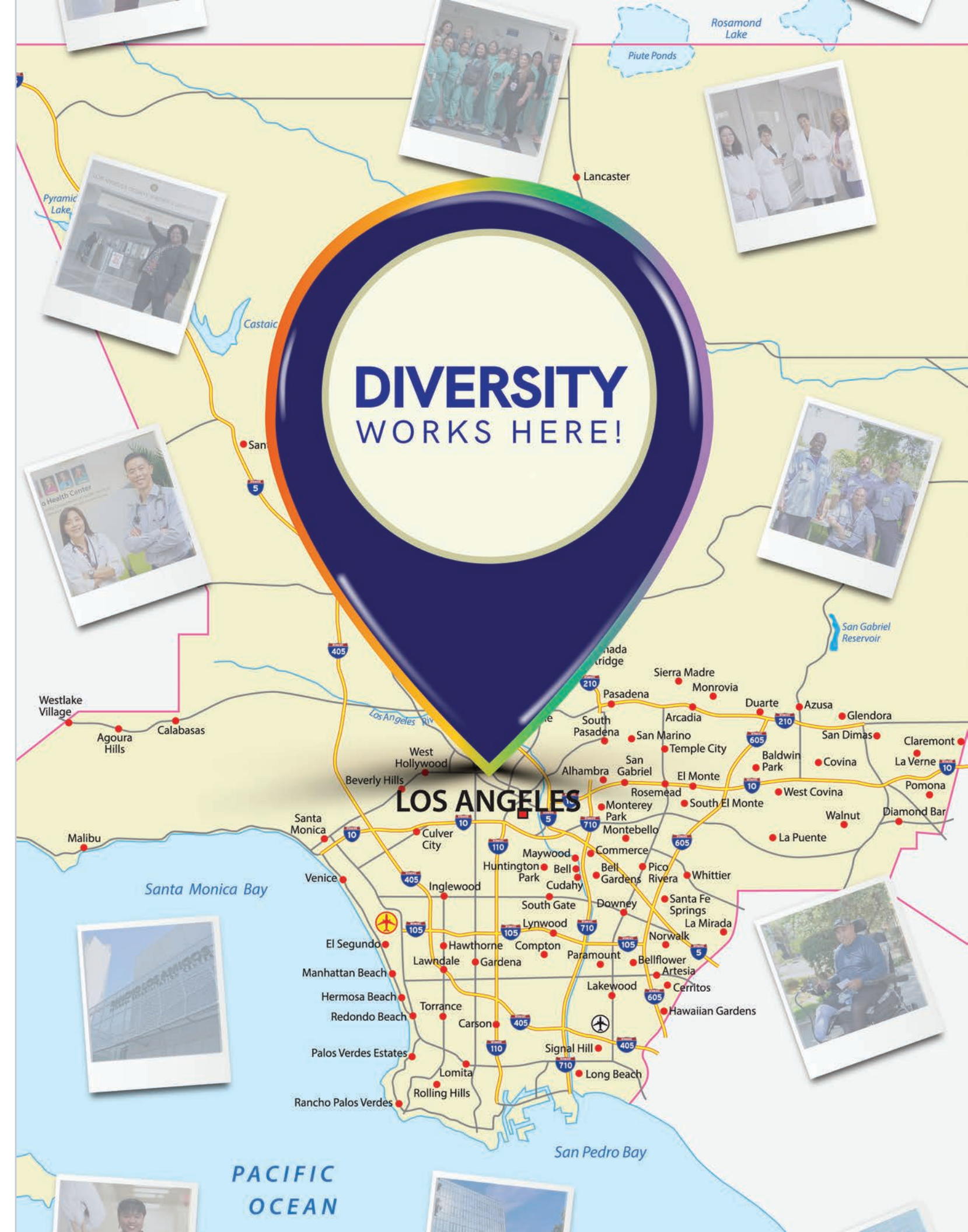
Central to our work is our continued commitment to health equity. As we work to identify disparities and ensure quality care for all, we will expand initiatives that focus on social determinants of health to eliminate barriers and improve outcomes for patients of all backgrounds. This strengthened commitment to health equity will require a collaborative effort from all of us within Health Services.

Equally critical is our work to support and uplift our workforce. This includes prioritizing workforce capacity and recognizing that investing in our workforce is essential to achieving extraordinary care. Through comprehensive EDIA training, staff at all levels will be equipped with skills to foster a culturally responsive environment. Our new Workforce Wellbeing Unit will focus on fostering safety, equity, connection, and community within our workforce to achieve work-life harmony.

By embracing equity as a transformative force, we are building a resilient health system that champions diversity, inclusion, and justice at every level.

Thank you for supporting this journey. Together, we will continue to make meaningful strides, strengthening our ability to provide extraordinary care that reflects and respects the diverse needs of the Los Angeles County residents.

Christina Ghaly, DHS Director





Affinity Groups:

Employee-led groups within LA Health Services where people who share a common identity or experience, like their race, gender, or background, come together. These groups focus on comradery by fostering a supportive environment, discussing shared experiences, and working together to make sure everyone feels valued and respected. Anyone can join, and there is no application process.

Anti-racism:

Actively working to stop racism by changing systems, rules, and practices to ensure everyone has equitable access to resources and opportunities. In addition to the racial groups we typically consider, this also includes addressing antisemitism, Islamophobia, and xenophobia. Antiracism involves recognizing and challenging both widespread and individual acts of discrimination and prejudice. Anti-racism means promoting fairness, inclusion, and respect for everyone regardless of race, religion, or origin. It requires ongoing learning, self-reflection, and a commitment to social justice to create a fairer and more inclusive society.

Belonging:

The feeling of being an important part of the group. Members feel seen for their differences, and valued for their contributions, and perspectives.

Cultural Humility:

Requires a lifelong commitment to learning, self-evaluation, and critique, to redress imbalances of power, and to cultivate relationships with mutuality and collaboration – not simply as individuals but as an organization.

Diversity:

Having a variety of people in a group. This includes differences in race, ethnicity, gender, age, religion, ability, sexual orientation, and other characteristics. Diversity brings valuable perspectives, experiences, and ideas, making the group richer and more creative.

EDIA Committees:

Each LA Health Services location has its own EDIA (Equity, Diversity, Inclusion, and Anti-Racism) committee that workforce members can apply to join. They invite diverse perspectives and consist of workforce members with a variety of roles and identities. Our EDIA committee members use their unique insights and expertise to focus on engagement, education, and awareness across the enterprise.

Equality:

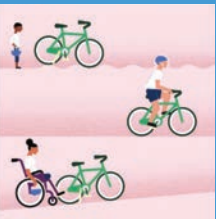
Treating everyone the same way, regardless of individual needs. The outcome may not always be fair or just.

Equity:

Treating others in a way that considers their unique needs, barriers, and circumstances resulting in fair outcomes and processes. Benefits and challenges are shared justly to ensure everyone thrives regardless of their characteristics like gender, age, or ethnicity. Equity leads to equal outcomes.

EQUALITY:

Everyone gets the same—regardless if it's needed or right for them.



VS.

EQUITY:

Everyone gets what they need—understanding the barriers, circumstances, and conditions



Ethnicity:

A group of people who share common cultural traits like heritage, language, and customs.

Inclusion:

Actively creating an environment where everyone feels welcomed, respected, and valued, regardless of their differences, such as race, gender, disability, or background. Ensuring everyone has equal opportunities to participate, contribute, and be heard.

Inequality:

Historical patterns of privilege and disadvantage, leading to different treatment for different people.

Inequity:

Unfairness and injustice that exclude or deny opportunities, rights, and protections. When the outcome of equal treatment results in unfair and unjust treatment. Excluding or denying opportunities, rights, and protection.

Intersectionality:

A way of understanding how the different parts of a person's identity, like their race, gender, or age, combine to create unique experiences. Acknowledging these overlaps in our identity provides a new lens for understanding the complexity of discrimination. For example, a Black woman might face challenges for both her race and gender at the same time.

