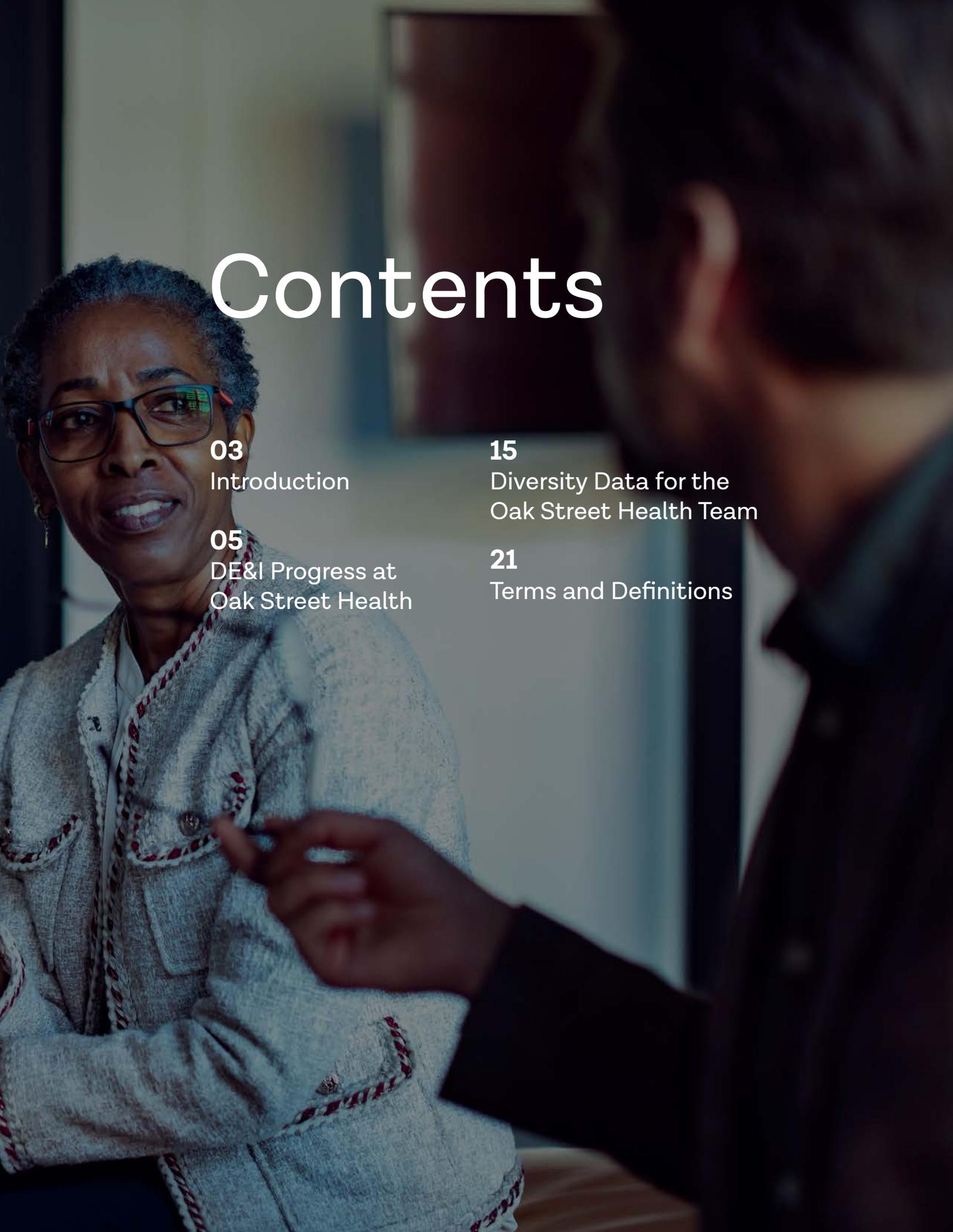




# Diversity, Equity and Inclusion at Oak Street Health

A woman with short grey hair and glasses, wearing a light-colored textured jacket with red and white trim, is smiling and looking towards a man. The man is in profile, wearing a dark suit and tie, and is gesturing with his hand. The background is a blurred office setting.

# Contents

**03**

Introduction

**05**

DE&I Progress at  
Oak Street Health

**15**

Diversity Data for the  
Oak Street Health Team

**21**

Terms and Definitions

# Introduction

Oak Street Health is glad to share our annual Diversity, Equity and Inclusion (DE&I) Report.

**Our mission is to rebuild healthcare as it should be. This mission is advanced through a commitment to DE&I. Our vision is to build Oak Street Health into the leading healthcare provider for Diversity, Equity, and Inclusion, for our team, our patients, and our communities.**

This work will enable us to advance our goal of being a Great Place to Work for our teams, providing the Best Care Anywhere for our communities, and delivering an Unmatched Patient Experience for our patients.

Our People Resource Groups (PRGs) have expanded and engaged more Oakies than ever; we have supported our teams and communities throughout the COVID-19 pandemic; and we have advanced health equity through our community engagement and clinical care. Our team of Oakies is very diverse – a majority of our team are people of color. We have measurably advanced diversity in our leadership ranks though we need to continue to make progress in this area.

As we shared last year, this work is an urgent priority for us and we are committed to making progress consistently and sustainably. We're glad to be able to share the data and roadmap in this document. Thank you for taking the time to review this report.



**Geoff Price,**  
Chief Innovation Officer,  
DE&I Executive Sponsor



**Charniece Tisdale,**  
Director of DE&I

*Note: As you review the report you will see the term "Treehouse," which refers to our corporate headquarters. The findings in this report are inclusive of our Treehouse, Regional, Health Center (Center) and Contact Center team members. Additional terms and definitions are located at the end of the report.*

# DE&I Progress at Oak Street Health

In 2020, we outlined three overarching goals to help move Oak Street Health forward in our DE&I journey.

1. Build a diverse and empowered team at all levels of the organization
2. Advance health equity for our patients through outcomes and patient experience
3. Improve our communities through local investment, job creation, and service

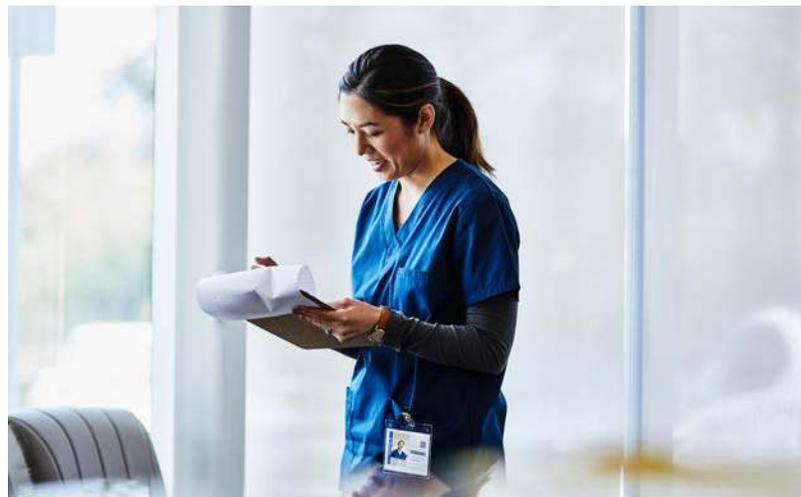
In the following pages we provide an update on our progress in these areas.

# DE&I Goal 1

Build a diverse and empowered team at all levels of the organization.

## Progress Updates

- **Hired the first Director of Diversity, Equity and Inclusion, Charniece Tisdale.** Charniece's goals are to build organizational awareness of DE&I, set DE&I goals, and to integrate DE&I into all of our people systems and processes.
- Established **two new People Resource Groups (PRGs)** – The Alliance Network and Female Minorities in Medicine (FM<sup>2</sup>).
- **Launched the Executive Women in Leadership (EWIL) program** for women in Sr. Director+ roles across the organization. The goals of the program include building personal mastery skills, further developing executive acumen and fostering support and camaraderie among female executive leaders.
- Added a new optional field in Workday that allows all Oakies to select their **personal pronouns** in an effort to support employees with expressing and affirming gender identity. Designating pronouns helps to foster a respectful culture, while reducing the potential for inaccurate or harmful assumptions about gender expression.
- Conducted a training on **“Social Identity & Communicating Across Differences”** with 100+ Oakies, including those who work in our Centers, Treehouse leaders, and field leaders. Oak Street Health partnered with the Nova Collective, a Black-owned, women-owned company devoted to transforming organizational cultures, to provide the training.
- Gathered input to refine our vision for the future of Oak Street Health as a **Great Place to Work (GPTW)**, which included **how to make Oak Street Health a more inclusive place to work.** The People Experience leadership team collected this feedback by hosting 15 sessions (in-person and virtual) with Center, Treehouse and Contact Center team members and by sending out an organization-wide survey; our outputs will be used to inform our **HR Roadmap for 2022 & beyond.**



“

I have often struggled to find acceptance as an African American male that is also a part of the LGBTQIA+ community. Oak Street Health was the first organization to accept, embrace and empower my unique qualities, which, paired with my hard work, created endless opportunities of growth. Our focus on DE&I is embedded in our mission and I am honored to be a part of an organization that strives to make this a great place to work for all.



**Jeremy Nowell**  
Director, Talent Acquisition

# DE&I Progress in Action: PRGs

## What are People Resource Groups?

PRGs are voluntary, team member-led groups focused on fostering diversity, inclusion and belonging within Oak Street Health.

These groups help team members build stronger internal and external connections; offer social, educational, and outreach activities; create development opportunities for future leaders; and increase engagement among team members.

### Who can join/start a PRG?

Any Oaky can join or start a PRG! Membership is open to both team members who identify with the diversity dimension that is the PRG's focus and allies who wish to advocate and support the mission of the PRG.

### Examples of PRG Events in 2021

- Mentorship Program Kick Off (FM^2)
- Chicago AIDS Run & Walk (LGBTQIA+)
- Parenting Coach Series with Dawn Lantero (Parents)
- Coffee and Conversations (Womens)
- Back-to-School Drive (Alliance Network)
- Virtual Slumber Party (FM^2)
- GLMA Health Professionals Conference (LGBTQIA+)



LGBTQIA+ PRG members at the 2021 Chicago AIDS Run & Walk



### Laura Hickey

Overall PRG Lead  
Project Manager, Special Projects

PRG	2022 Leadership Team	PRG Mission
<b>Women's</b>	 Deb Cordogan - Co-Lead Senior Associate, Growth Training   Deepa Sheth - Executive Sponsor Senior Vice President, Partnerships & Business Development	To cultivate a gender inclusive environment at both Oak Street Health and in the greater community. Through the PRG, we create spaces for women to engage with one another as peers and mentors, develop leadership skills and broaden their network, and elevate the importance of sex inclusivity at Oak Street Health.
<b>Parents'</b>	 Mel Clark - Co-Lead Executive Assistant   Tayler Stogsdill - Co-Lead Senior Vice President, Provider Services   Katie Rehberger - Executive Sponsor Chief Growth Officer	Focuses on creating a forum to share experiences, struggles, discuss balance, and support each other. The group shares best practices in being successful in your career while also being a parent.
<b>LGBTQIA+</b>	 Adam Christensen - Co-Lead Director, Learning & Development   Robert Saqueton - Co-Lead Medical Director   Geoff Price - Executive Sponsor Chief Innovation Officer	Focuses on three ways in which we can support the needs of our LGBTQIA+ patients and staff: networking and social engagement through direct community support, knowledge sharing among Oakies for clinical and social support, and building Oak Street Health to be an industry and clinical care leader for LGBTQIA+ people as employees, patients, and community partners.
<b>FM^2</b>	 Claire Dundon - Co-Lead Associate, Population Health   Nadiya Little - Co-Lead Associate, Population Health - Field   Marisa Rogers, MD - Executive Sponsor Executive Medical Director	Female Minorities in Medicine (FM^2) exists to promote opportunities for education, networking, leadership and mentorship within the medical/ healthcare field. This group aims to provide the resources needed to successfully pursue one's career aspirations and personal development through female racial minority empowerment.
<b>Alliance Network</b>	 Acqualen McClinton - Co-Lead Service Excellence C3 Supervisor   Grant Walker - Executive Sponsor Division President, Atlantic Division	Promote education, mental health awareness, and career growth for Oak Street Health team members. Additionally, the OSH Alliance Network will serve local communities.

# DE&I Partnership with RubiconMD

In October 2021, RubiconMD, one of the nation’s leading virtual specialty care services, joined the Oak Street Health team. The partnership with RubiconMD has provided us with significant opportunities and potential to integrate, not only our Care Model, but also DE&I planning. In 2022, we will identify and promote joint efforts between the Oak Street Health DE&I Committee and the RubiconMD DEI&B (Diversity, Equity, Inclusion and Belonging) Committee to influence the growth and development of employees across both teams.

## Overview of RubiconMD’s DEI&B

RubiconMD is a purpose-driven organization with the mission to democratize access to care for all. At the core, RubiconMD continuously strives for diversity, inclusivity, and equity, and proactively cultivates consistent transparency and accountability through data. RubiconMD’s DEI committee actionizes the company’s collective purpose to make a positive impact within the organization and the broader healthcare ecosystem.

## RubiconMD’s 2022 Goals:

- Establish structure for sponsorship and engagement with RubiconMD leadership for DEI&B efforts.
- Identify areas of synergies between Oak Street Health and RubiconMD’s DEI&B efforts and support joint efforts, such as an integrated Lunch and Learn series.
- Publish a RubiconMD DEI&B Committee Playbook including roles & responsibilities, membership commitments and formalized structure for addition of new participants.
- Promote a data-driven feedback system through an established cadence for DEI&B Engagement Surveys across RubiconMD.
- Support opportunities for employee development by launching a RubiconMD playbook for People Resource Groups (PRGs).
- Formalize RubiconMD’s DEI&B Diversity Audit series with annual readouts and establish an internal forum. Publish metrics around diversity to promote transparency and accountability.
- Develop mentoring programs and opportunities for mentoring through partnership with Oak Street Health’s PRGs.

## RubiconMD’s People Resource Groups (PRGs)

PRG	2022 Leadership Team	PRG Mission
<b>Black @ RMD</b>	 <p>Mishka Thomas - Co-Lead Executive Assistant</p>	<p>The mission of Black @ RMD is to provide a designated space for Black individuals within the company to assemble, discuss and tackle race-related issues specific to and outside of the company. We hope to promote the development of Black individuals within the company by fostering mentoring, networking, and personal and professional growth opportunities with a focus on the retention, advancement, and recruitment of Black individuals at RubiconMD.</p>
	 <p>Christian Lewis - Co-Lead Senior Data Scientist</p>	
<b>Women at RMD</b>	 <p>Jeanette Freed - Co-Lead SVP, Finance &amp; Business Operations</p>	<p>The mission of Women at RMD is to create a forum for female employees at the organization to share experiences within and outside the organization and offer support to one another. This is a safe space carved out to promote personal and professional development of members and fostering valuable connections.</p>
	 <p>Brittany Duck - Co-Lead Senior Manager of People &amp; Culture</p>	

# DE&I Goal 2

Advance health equity for our patients through outcomes and patient experience.

## Progress updates

- Endorsed a **Health Equity Pledge**, in partnership with [Health Evolution](#), which states that in the next 3 years, **Oak Street Health will collect, stratify, and review the race, ethnicity, language, and sex (REaLS) data for at least 50% of our patient populations.**
- Formed a DE&I Committee working group to **stop the use of race-based estimated glomerular filtration rate (eGFR) for Black/African American patients** for Chronic Kidney Disease (CKD) testing. This is a step towards reducing health disparities by eliminating potential sources of bias in our clinical protocols and will give our Black/African American patients increased access to appropriate kidney care.
- The Population Health DE&I workgroup implemented a **new patient-facing race/ethnicity and preferred language data capture process** on >17K patients.
- **Updated the Canopy Quick Guide** with step-by-step instructions to help aid Medical Assistants (MAs) and Patient Relations Managers (PRMs) in the **collection of race/ethnicity and preferred language data on all new and established patients** using the Canopy Rooming and Check-in modules. This **data will allow us to assess and address health disparities and identify social and cultural needs of our patients.**



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Just like everything at Oak Street, in order for us to deliver on our commitment to equity in how we care for patients, we have to measure it. This starts with collecting race, ethnicity, sex and language data for our patients so we can target gaps and be sure we're doing all we can to be our best.



**Griffin Myers**

Chief Medical Officer

# DE&I Goal 3

Improve our communities through local investment, job creation, and service.

## Progress updates

- 90+ Oakies, across the Treehouse, Centers, and the Contact Center, hosted a **week-long celebration of Juneteenth** in their respective regions, which culminated with local service events. The initiative was spearheaded by a DE&I Committee working group to increase awareness about the holiday, encourage a sense of camaraderie among Black and Brown teammates and to enhance community impact and Oak Street Health staff engagement.
- Launched a plan to **build civic engagement and voter empowerment into the core framework of our care model and organizational strategy** to proactively impact the health of the patients and communities we serve. As part of this initiative, a multidisciplinary working group partnered with regional leadership and **identified Center Champions for approximately half of all Oak Street Health centers and established metrics to track voter activation and demonstrate improvement in outcomes in patients** registered to vote. As of the start of Q4, these champions helped 91 people get registered to vote and 49 people with absentee ballot requests.
- **Our Population Health and Clinical Quality teams hosted two summer college interns from the Chicago Scholars program**, the largest college access, success, and leadership organization in Chicago. **Oak Street Health was also a corporate sponsor** for their 25th Anniversary Celebration in October 2021; the program serves more than 5,000 first-generation and low-income students and alums from all 76 community areas around the city.
- Entered into a **corporate partnership with the [LGBT Chamber of Commerce Illinois](#)**, which promotes economic opportunities for the LGBTQ community by partnering with and advocating for all member businesses that champion equality.



Cheltenham Center (PA-1) team registering community members and patients for free blood pressure checks, blood pressure calibrations, and a shoe drive giveaway.



Illinois (IL) At-Home, Senior Living and Transitions Team volunteering at the Greater Chicago Food Depository for Juneteenth.

“

As a healthcare organization deeply committed to caring for underinvested and marginalized communities, we are uniquely positioned to ensure that we work to reduce and eliminate healthcare disparities. Having a comprehensive understanding of our patients' racial and ethnic makeup, their preferred language, and their unique social experiences and needs will allow us to take decisive action around identifying and eliminating any blind spots in our care model that result in potential sources of bias or discrimination. This, combined with our civic engagement efforts, will allow us to come up with targeted interventions while simultaneously advocating for addressing the root causes of inequality.



**Surabhi Bhatt**

Senior Associate, Population Health

# Diversity Data for the Oak Street Health Team

# Executive Summary for Diversity Data

**The following pages include detailed data on the diversity of the Oak Street Health team.**

The data presented in this report demonstrates that Oak Street Health continues to have a diverse workforce. This level of diversity is a clear strength of our organization. In 2021, we built on this strength and actually grew slightly more diverse - from a sex and racial/ethnic diversity perspective - from 2020 to 2021.

Another strength of our organization is that our provider team continues to be very diverse - 75% women and majority non-White. Diversity among our provider team helps us take great care of the diverse patient population that we serve.

Last year, we set the goal of increasing racial/ethnic diversity among our manager and leadership cohorts, especially at senior levels (VP+ and the Executive Committee). We have made clear progress toward this goal over the last year, though we continue to have room for further improvement.

You are encouraged to review the data on the following pages for yourself.

## A few items to note:

- Data is for all Oak Street Health team members as of September 2021; only those who have chosen to report this information are included in the data.
- Each category includes year-over-year comparisons from 2020 to 2021; this is to help illustrate the changes to our workforce over time. Some categories also include comparisons to benchmark representation data in the US. These benchmarks are to put our data into a broader context.
- The data in this report is rounded to the nearest tenth (therefore, some totals may not add to 100%).
- Data for the Executive Committee shows the current (as of January 2022) Executive Committee and last year's Executive Committee, for comparison.
- Ethnicity reflects the EEO-1 categories required by the U.S. government reports. These are imperfect categorizations of both race and ethnicity. For future years, we are exploring options to be more inclusive in our reporting categories.
- Today, we do not capture information on other types of diversity, such as LGBTQIA status, gender identity, neurodiversity, parent status, or veteran status. For future years, we aim to create a self reporting mechanism to support reporting on these areas.
- Interns are excluded from analysis.

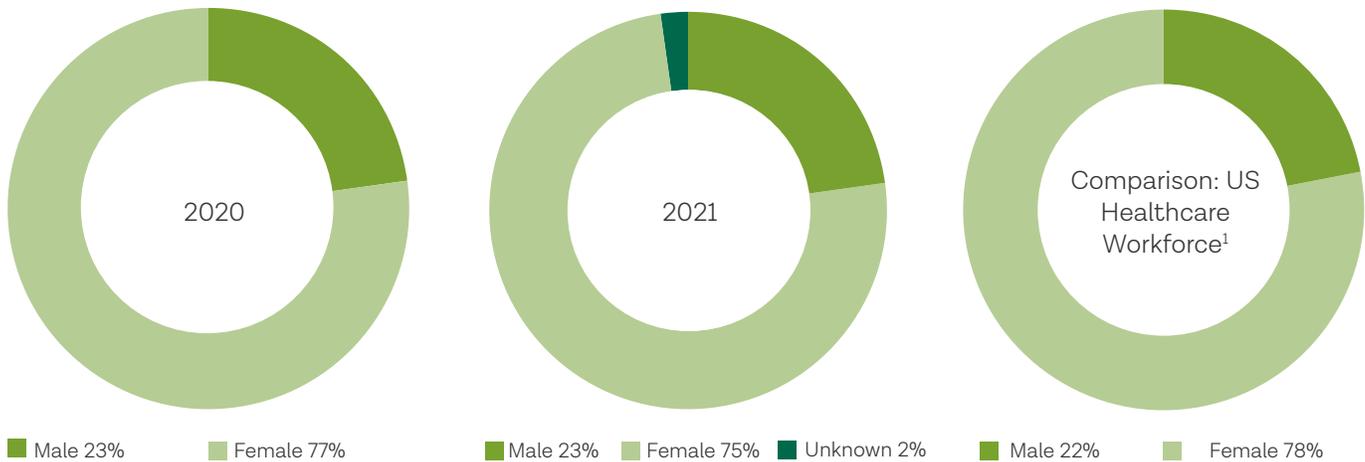
## Role categories captured in report

- All Oak Street Health
- Providers
- Managers
- Oak Street Health Leadership

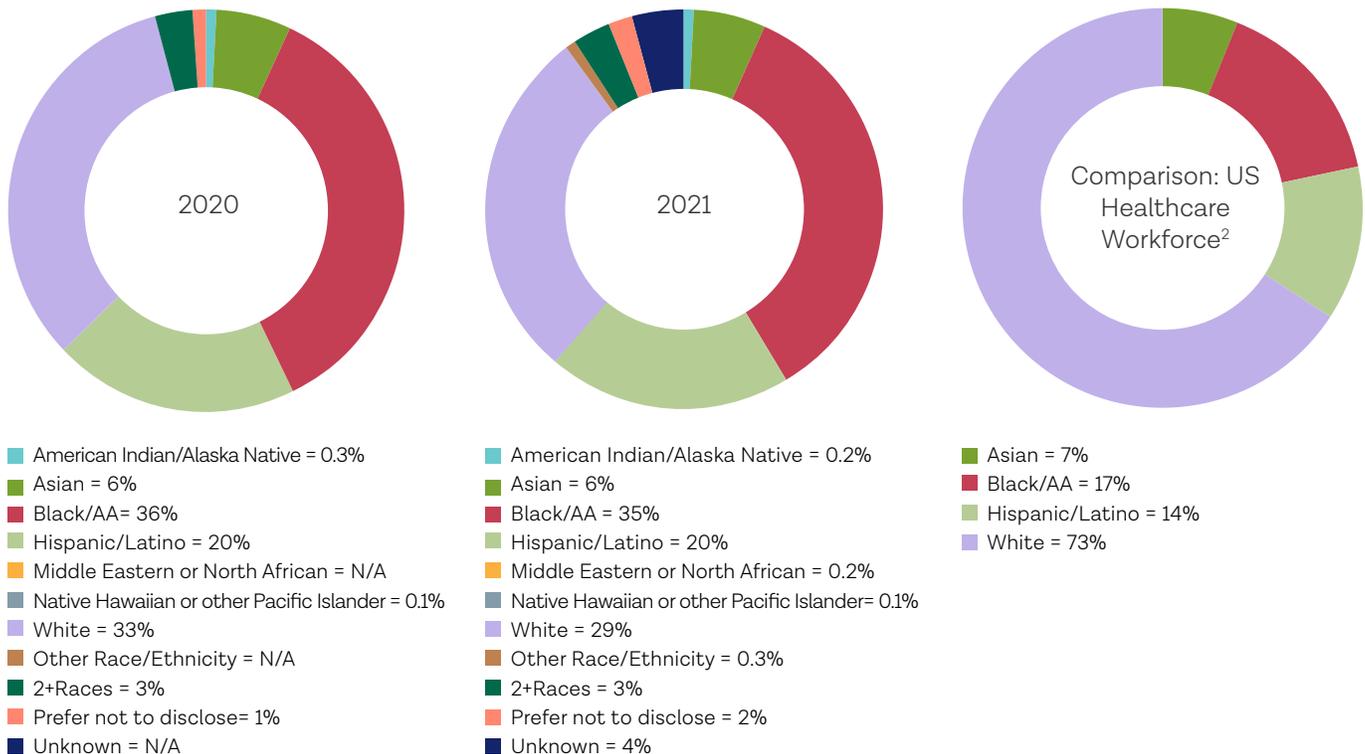
# All Oak Street Health

- The Oak Street Health team is racially diverse: 35% of the Oak Street team identifies as Black or African American, 20% as Hispanic/Latino, 6% as Asian, and 29% as White. This diversity is reflective of the communities we serve.
- Our workforce is more diverse than the US Healthcare Workforce overall (meaning other healthcare organizations), which is 17% Black or African American, 14% Hispanic/Latino, 7% Asian, and 73% White.
- 75% of Oakies identify as Female, which is in-line with the healthcare workforce overall.

## All Oak Street Health: Sex



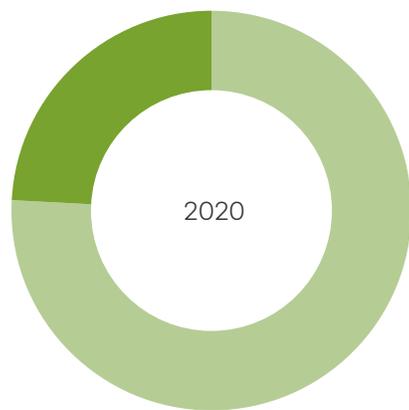
## All Oak Street Health: Race/Ethnicity



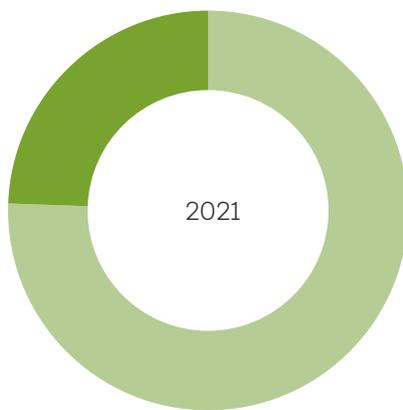
# Providers

- We measure diversity in our provider cohort because literature indicates that a diverse provider cohort is better able to build relationships and effectively care for a diverse patient population.
- The Oak Street provider team is very diverse - 75% Female and nearly 60% people of color.
- This compares favorably to the overall US Provider Workforce, which is 43% Female and 35% people of color.

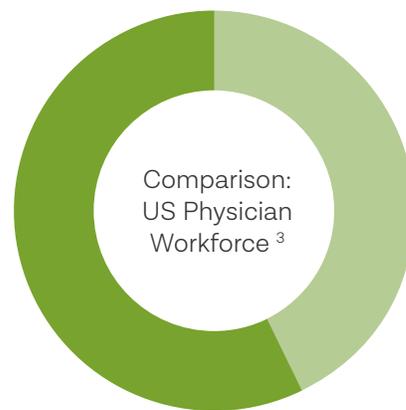
## Providers: Sex



Male 24% Female 76%

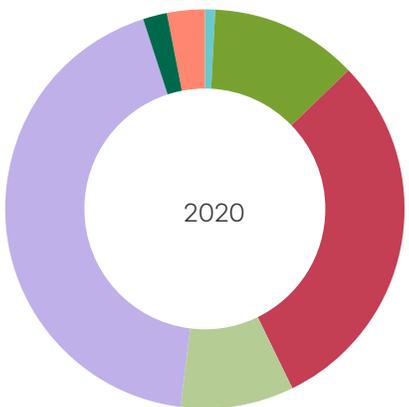


Male 25% Female 75%

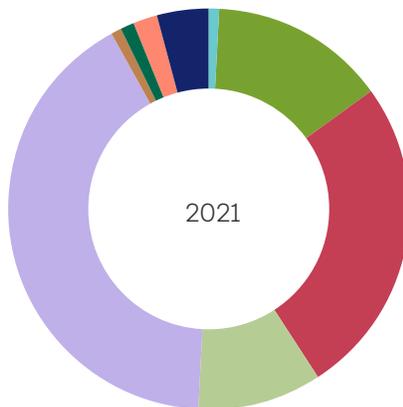


Male 57% Female 43%

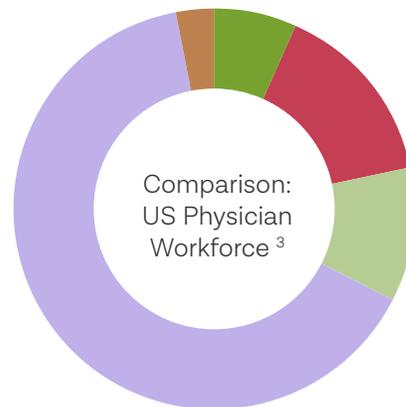
## Providers: Race/Ethnicity



American Indian/Alaska Native = 0.5%  
 Asian = 12%  
 Black/AA = 30%  
 Hispanic/Latino = 9%  
 Middle Eastern or North African = N/A  
 Native Hawaiian or Other Pacific Islander = 0%  
 White = 43%  
 Other Race/Ethnicity = N/A  
 2+Races = 2%  
 Prefer not to disclose = 3%  
 Unknown = N/A



American Indian/Alaska Native = 0.5%  
 Asian = 13%  
 Black/AA = 26%  
 Hispanic/Latino = 10%  
 Middle Eastern or North African = 0%  
 Native Hawaiian or Other Pacific Islander = 0%  
 White = 41%  
 Other Race/Ethnicity = 1%  
 2+Races = 1%  
 Prefer not to disclose = 2%  
 Unknown = 4%

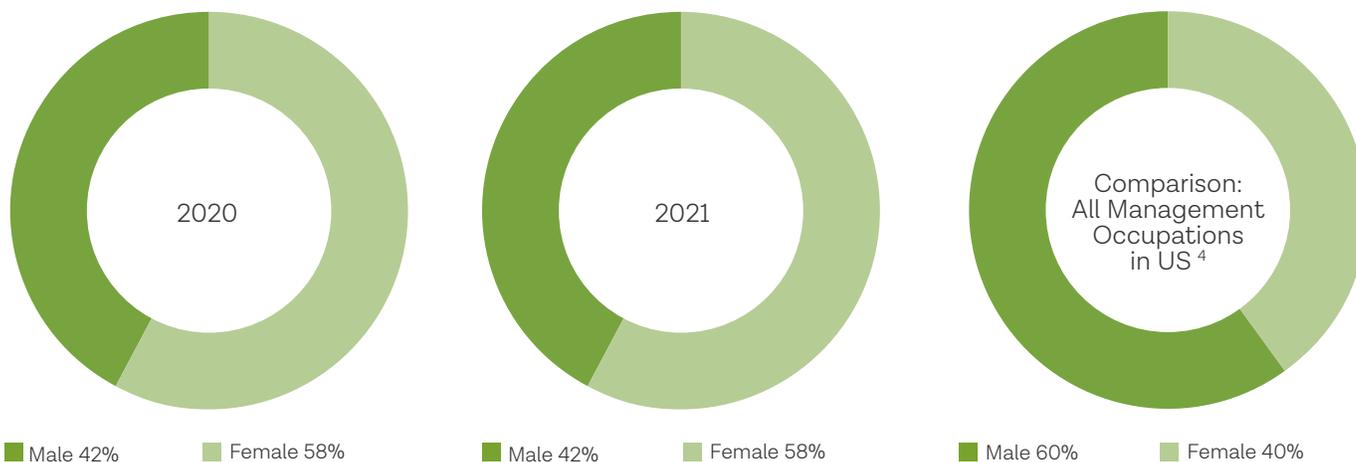


Asian = 7%  
 Black/AA = 15%  
 Hispanic/Latino = 11%  
 White = 65%  
 Other Race/Ethnicity = 3%

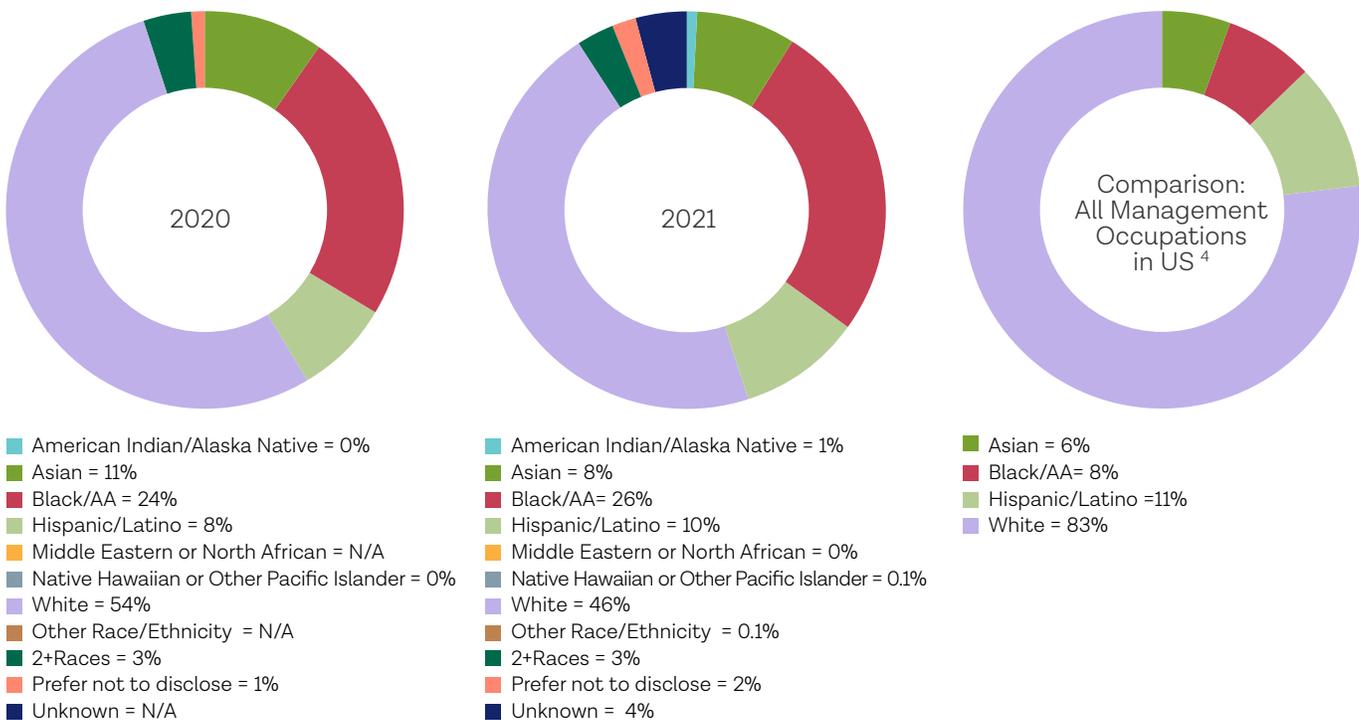
# Managers

- 58% of all managers at Oak Street Health are Female. This compares favorably to management careers overall in the US, which is 40% Female.
- Our management group grew more racially/ethnically diverse in 2021 and is now 26% Black or African American, 10% Hispanic/Latino, and 46% White.
- We continue to have room to improve the diversity of our management group, while also noting that we are substantially more diverse than management roles in the US on average.

## Managers: Sex



## Managers: Race/Ethnicity



## Oak Street Health Leadership

- We continue to focus on building a diverse leadership group across the organization. Over the past year, we have improved the diversity of the Executive Committee, though we still have further progress to make.
- We have three formal leadership development programs: the [Leadership Development Program](#) focused on developing operational, outreach, and population health leaders, the [Fellowship for Value Based Care Delivery](#), focused on clinical leaders, and the Executive Women in Leadership, which is focused on further developing the executive acumen of Female Oakies. Note: we are also adding a Nurse Practitioner (NP) Residency program in 2022.
- These are important avenues through which we will develop future Oak Street leaders.

### Oak Street Health Leadership: Sex, 2021

	Female	Male
Center Leaders (PM, OD, Med Dir)	59%	40%
Regional Execs (RVP, Sr RVP, SMD, RMD)	49%	51%
Other Regional Leaders (see the terms and definitions section for included roles)	59%	41%
Treehouse and Contact Center Managers	68%	31%
Treehouse and Contact Center Directors and VP+	47%	53%
All Medical Directors (Med Dir, SMD, RMD, EMD)	57%	43%
2022 Executive Committee (as of Jan 2022)	42%	58%
Comparison: 2021 Executive Committee	37%	63%

### Oak Street Health Leadership: Race/Ethnicity, 2021

	Black/ African American	Hispanic/ Latino	Asian	White	American Indian or Alaska Native	Middle Eastern or North African	Native Hawaiian or Other Pacific Islander	Other Race/ Ethnicity	2+ Races	Unknown / Prefer not to Disclose
Center Leaders (PM, OD, Med Dir)	33%	14%	6%	35%	1%	0%	0%	4%	0%	1%
Regional Execs (RVP, Sr RVP, SMD, RMD)	16%	8%	16%	49%	3%	0%	0%	3%	3%	3%
Other Regional Leaders (see the terms and definitions section for included roles)	17%	6%	10%	47%	0%	0%	0%	4%	0%	0%
Treehouse and Contact Center Managers	33%	13%	3%	40%	0%	0%	0%	3%	0%	6%
Treehouse and Contact Center Directors and VP+	6%	5%	13%	75%	0%	0%	0%	3%	0%	5%
All Medical Directors (Med Dir, SMD, RMD, EMD)	18%	5%	15%	47%	2%	0%	0%	1%	1%	11%
2022 Executive Committee (as of Jan 2022)	9%	0%	18%	70%	0%	0%	0%	3%	0%	0%
Comparison: 2021 Executive Committee	3%	0%	17%	80%	0%	0%	0%	0%	0%	0%

# Terms and Definitions

# Data Included

This report contains data for all 3,800+ Oak Street Health team members as of September 2021. The report includes data for those who have not identified sex or race/ethnicity in Workday (approx 4% of our team has not entered in gender and/or race/ethnicity data) - these individuals have been categorized as “Unknown”.

## Role Groupings

The following roles have been grouped accordingly for the ease of presentation.

**Providers:** Includes Physicians, Nurse Practitioners, Physician Assistants, Podiatrists, Clinical Pharmacists, and Psychiatrists.

**Managers:** Includes all supervisors at Oak Street Health, defined as those with a Manager title and/or at least one direct report.

**Center Leaders:** Center level leadership, including Practice Managers (PM) and Senior Practice Managers; Outreach Directors (OD) and Senior Outreach Directors; Medical Directors (MD); and other center-based supervisors.

**Regional Executives:** Regional leadership dyads, including Regional Vice Presidents/Senior Regional Vice Presidents and Regional Medical Directors/Senior Medical Directors.

**Other Regional Leaders:** Regional and Divisional leadership roles such as, Regional Growth Director, Regional Director of Operations, Population Health

Director, Senior PRM, Senior CIS, and other regional and divisional supervisors.

**All Medical Directors:** Includes everyone with a Medical Director title (i.e., Medical Director, Senior Medical Director, Executive Medical Director, and specific program Medical Directors).

**Treehouse and Contact Center Managers:** Leaders with Manager, Senior Manager or Supervisor titles.

**Treehouse and Contact Center Directors:** Leaders with Director or Senior Director titles.

**Treehouse and Contact Center VP+:** Leaders with Vice President (VP), Senior Vice President (SVP), or C-level titles.

**Executive Committee:** Includes Senior Vice Presidents (SVP), Division Presidents (DP), Executive Medical Directors (EMD), and C-level.

## Demographic Data

Race/Ethnicity data reflects the EEO-1 categories as required by the US government. The data in this report is all self-reported in Workday. This information is initially completed at the time of hire, but can be updated at any time.

### Sex (listed as Gender in Workday):

- Male
- Female
- Decline to Identify

*Note: Oak Street Health does not currently collect data on Gender or Gender Identity (non-binary). As stated in the 2022 Refreshed Goals section, we aim to collect Gender and Gender Identity data through a larger Self-ID campaign in the future state.*

### Race/Ethnicity:

- American Indian/Alaska Native
- Asian
- Black or African American
- Middle Eastern/North Africa
- Native Hawaiian or other Pacific Islander
- Hispanic or Latino
- Two or more races
- White
- Prefer not to disclose
- Other (self identified)

*Note: New this year, individuals who self-selected more than one race were recorded as Two or more races; if an individual self-selected Hispanic/Latino, they were recorded as such, regardless of other races selected.*

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<sup>1</sup> US Census Bureau - 2019 Data for Health Care & Social Assistance Workers

<https://datausa.io/profile/naics/health-care-social-assistance#about>

<sup>2</sup> US Bureau of Labor Statistics - 2020 Labor Force Statistics from the Current Population Survey

<https://www.bls.gov/cps/cpsaat18.htm>. Chart includes data for Health care and social assistance workers.

<sup>3</sup> American Association of Medical Colleges; Diversity in Medicine: Facts and Figures 2019

<https://www.aamc.org/data-reports/workforce/report/diversity-medicine-facts-and-figures-2019>

<sup>4</sup> US Bureau of Labor Statistics - Characteristics of the Employed. 2020 Data for "Management Occupations".

<https://www.bls.gov/cps/tables.htm#charemp>