

HEALTH EQUITY REPORT

2023



LETTER FROM DR. CHASANOV

Greetings!

One of Beebe Healthcare's most significant priorities is to build, deliver, and expand services to meet the needs of EVERY person who lives, works, or visits Sussex County. We understand that people are diverse and unique, and their healthcare needs are, too. It is our responsibility, as a community-based healthcare organization, to do everything we can to meet those needs, even when it requires thinking and working differently.

Much of what we do at Beebe focuses on the achievement of health equity, with ongoing efforts to address social determinants of health and reduce barriers to healthcare. Through the ongoing diligence of the Beebe team, we are putting systems in place to make healthcare services more accessible, allowing Beebe to meet people where they are, rather than expecting that they will (or can) always come to us – when they need us. Our commitment to diversity, equity, inclusion, and belonging in our day-to-day work has been clear with Beebe's growth over the past few years. Now, we must work to assure members of our community understand the programs and resources we have worked so hard to make available to them and that they know what steps to take to access them.

We have developed our first Health Equity Report to educate key stakeholders and members of the community about what health equity means to Beebe, why we believe it is important, what we are doing about it, and how our efforts will lead to positive, long-term impact on the health of our community. It is designed to educate and inspire you. Great things are happening as Beebe Healthcare grows, with a continued and underscored commitment to helping each person in our community attain their highest level of health and wellness. We appreciate your engagement and support.

Sincerely,

William Chasanov II, DO, MBA, FACP

CHIEF HEALTH SYSTEM DESIGN OFFICER
Beebe Healthcare



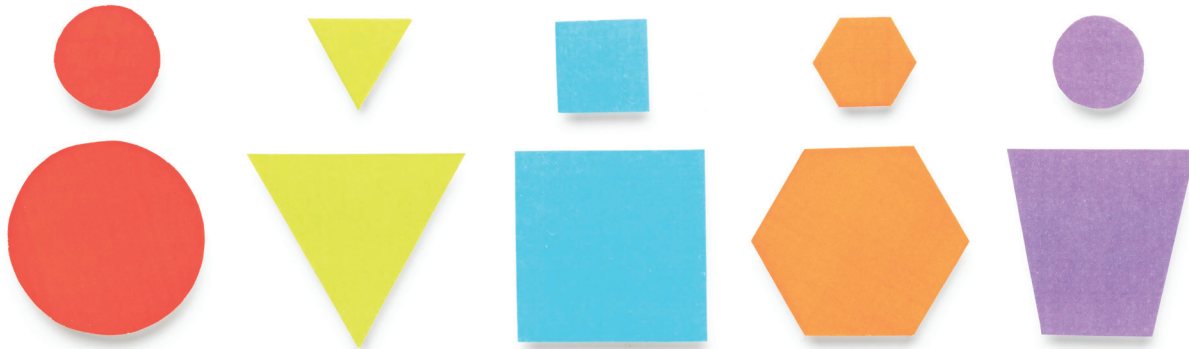
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OUR HEALTH EQUITY GOALS

Leaders at Beebe Healthcare view health equity achievements as a journey that continues over time. The establishment of key goals helps our team identify our action items, track our progress, and measure our impact along the way. Health equity concepts are incorporated throughout Beebe's Strategic Plan as a thread that ties together our goals to guide operations and growth through 2027.



The CDC defines health equity as the state in which everyone has a fair and just opportunity to attain their highest level of health and health disparities as preventable differences in the burden of disease, injury, violence, or opportunities to achieve optimal health that are experienced by populations that have been disadvantaged by their social or economic status, geographic location, and environment.

Our health equity goals include:

- + Develop a Population Health Program that is patient-centric for all people, demonstrating our commitment to community health through bringing wellness and care solutions to communities of focus
- + Deploy plans to address social determinants of health with programs built to impact healthcare services, socioeconomic statuses, physical environments of living, and health behaviors
- + Evolve structures and processes to support health equity work as an organizational strategic priority
- + Promote Beebe as the employer and partner of choice through creation of a culture that values and empowers employees as key contributors to the organization's success
- + Position diversity, equity, and inclusion as foundational elements in leadership and governance
- + Increase internal education, awareness, and engagement efforts through providing cultural competency training for staff
- + Strengthen partnerships with other community-based organizations that understand our goals, share our vision, and can realize mutual benefit through relationship-building and collaboration
- + Collect, analyze, and report demographic information to clarify specific health and wellness resources that are needed by the community
- + Participate in local, regional, and national quality improvement initiatives focusing on increasing health equity and reducing health disparities for those we serve

We understand reaching health equity is an ongoing journey, without a target "end date." Over time, our community's needs will change. As they do, Beebe's health equity goals will change, too. Alignment, and the availability of resources the public needs the most, will be our continued priority.

DIVERSITY, EQUITY, INCLUSION, AND BELONGING THE WHAT, WHY, AND WHO

Beebe Healthcare is implementing a long-term Diversity, Equity, Inclusion, and Belonging (DEIB) strategy, focusing on fostering an inclusive culture, bolstering results and growth, improving patient outcomes, creating and sustaining high-performance teams, and advancing the organization's position as a valuable community leader and partner. We believe our ability to succeed relies on our PEOPLE, as we seek to attract and retain high-performing employees who are demographically and culturally diverse;

our CULTURE, built to promote the value of diversity, equity, inclusion, belonging, and well-being; and our COMMUNITY, through the creation of partnerships with others who are working to address and resolve health equity disparities across Sussex County.

Learn about the new leadership roles created this past year to help guide our direction and advance health equity in their day-to-day work:



William Chasanov II, DO, MBA, FACP
VICE PRESIDENT,
CHIEF HEALTH SYSTEM DESIGN OFFICER

Dr. Chasanov provides executive leadership with a focus on improving the health of the community through strategic planning and the deployment of public health outreach programs, designed to reach under-resourced populations across Sussex County.



Loretta Ostroski, MSN, RN, NE-BC
VICE PRESIDENT OF INTEGRATIVE CARE,
CONTINUUM OF CARE

Continuing her role within integrative care, Loretta Ostroski's priority is to build, bridge, and align the continuum of care Beebe offers patients and the community at large. She focuses on the development of care coordination, community health, and health equity programs, with a goal to reduce social determinants of health, improve health outcomes, and build healthier communities, locally.



Danielle Socrates, MBA, CPXP
VICE PRESIDENT OF VALUE-BASED CARE

Danielle Socrates' work aims to strategically transform the way healthcare is delivered across Sussex County, with a focus on value, quality, and experience. She is building an infrastructure to ensure all community members have the means to see primary care physicians on an annual basis, schedule preventive screenings, and have access to coordinated care when specialty healthcare services are needed.



Elizabeth Campbell, JD
DIRECTOR OF DIVERSITY, EQUITY,
INCLUSION & BELONGING

Beebe's first DEIB Director, Elizabeth Campbell, develops plans to bring people and teams together, with respect for all perspectives and with appreciation for the establishment of equitable practices. Her work centers around building high-performance teams, fostering creativity in the workplace, improving business results, promoting growth, and optimizing patient outcomes and experience.

A Board of Directors Priority

Beebe Healthcare’s five-year strategic plan identifies five priority pillars, in line with organizational growth goals for the future. Population Health touches all of them. In light of that, a Population Health Advisory Council was created to give Beebe’s Board of Directors and community members an opportunity to become actively involved in efforts to increase equitable access to healthcare, for all across Sussex County.

“Our Population Health Advisory Council unites leaders and stakeholders who are truly interested in improving community health, and who are working hard to understand more about what people need and what Beebe can do to meet those needs,” said William Chasanov II, DO, MBA, FACP, Chief Health System Design Officer at Beebe. “Collectively, the people on this committee bring different experiences and views to the table and give us perspective on the types of things we should be looking at and addressing in order to achieve our health equity goals.”

For example, research shows that blood pressure rates in Sussex County are significantly higher than other areas of Delaware. The Population Health Advisory Council is tasked to understand why, as well as what can be done to address the problem. This includes breaking down the data into identity groups such as race, ethnicity, gender and more to determine how to decrease blood pressure rates for those specific groups, taking into account their unique needs of healthcare. What could the long-term impact be, if more people understood what high blood pressure is, what causes it, why

treatment is important, and how it links to heart attacks, strokes, kidney disease, and other chronic medical conditions? Similarly, the incidence of diabetes is higher in Sussex County than in other counties across Delaware. In one specific community with a predominantly African American population, upwards of 20 percent of people have been diagnosed with diabetes. What steps can Beebe take to help people in this community, whose lives have been impacted by chronic disease?

“This is about taking the data and information we have, and acting on it,” said Dr. Chasanov. “The Advisory Council is working to identify what services, programs, and resources we can make available to educate, support, and treat people, and thus improve the overall health of our community. And, this work is being done in alignment with five of Beebe’s core clinical services: primary care, cardiovascular care, musculoskeletal behavioral health, and oncology services.”

As the Population Health Advisory Council dives deep into its charter, a cornerstone of all work to be completed is to understand, recognize, and value the importance of diversity, equity, inclusion, and belonging.

“There is a big difference between equality and equity,” said Dr. Chasanov. “It is great that we give people options for how to schedule an appointment. But what if the person who needs care doesn’t have a phone or internet access? What if they don’t have transportation to get to their appointment? Equitable

care is about making sure we are delivering our services in a way that makes it possible for the majority of our community to access them. We are committed and working hard to accomplish exactly that.”

Beebe’s Population Health Advisory Council Members

- + Matthew R. Lukasiak
- + Kim Blanch, BSN, RN
- + Ronald Blanck, DO
- + William Chasanov, DO, MBA, FACP
- + Christina Deidesheimer
- + Hollie Ford
- + Christine Gillan
- + Cliffvon Howell
- + Marcy Jack JD, BSN, CPHRM, CPHQ
- + Sandra Meagher
- + Michael A. Meoli
- + Julius Mullen, Ed.D., LPCMH, NCC
- + Loretta Ostroski, MSN, RN
- + Danielle Socrates, MBA, CPXP
- + David Tam, MD, MBA, CPHE, FACHE
- + Chanta Wilkinson
- + Kay Young



COMMUNITY HEALTHCARE SERVICES

Meeting People Where They Are, with Healthcare Services They Need

In late 2022, Beebe Healthcare unveiled its new Community Mobile Health Clinic, underscoring the organization's commitment to making healthcare accessible and convenient, and meeting the needs of the community in new ways. Operated collaboratively by Beebe's Population Health, Community Outreach, and Behavioral Health teams, the Mobile Health Clinic aims to address the physical, social, and behavioral healthcare needs of people across Sussex County, with particular emphasis on care for under-resourced populations.

"Since we introduced this service, the Mobile Health Clinic has made it possible for Beebe to deliver care when and where patients need it," said David A. Tam, MD, MBA, CPHE, FACHE, President and CEO. "We are bringing our services out into the community in a way that reduces barriers to healthcare, expands Beebe's presence in the community, and promotes the establishment of trusting relationships between our care teams and the patients we are here to serve."

The Mobile Health Clinic is staffed by a multidisciplinary team of care providers focused on addiction medicine and behavioral health services. The mobile clinic's dedicated team offers these services to patients and communities literally where they are, rather than requiring them to come to a medical office or emergency department, as well as a series of



From February to November 2023, the Mobile Health Clinic participated in 90 community health events, serving more than 1,600 patients.

preventive screenings, education, and connection to health and wellness resources.

"This is about bringing care to the community, and the community to care," said Kim Blanch, RN, Director of Community Outreach. "It makes it possible for people to get the care they need, by removing certain barriers to care like transportation and offering resources or support before it rises to the level of needing emergency care."

Many layers of philanthropy have made this Community Mobile Health Clinic and its programs and services possible. In August 2021, the Delaware Division of Substance Abuse and Mental Health awarded the Beebe Medical Foundation a State Opioid Response grant to expand its treatment capacity and to engage and serve high-risk populations. The \$550,000 in

funding enabled Beebe to purchase this first mobile unit.

One of the very first donors to partner with Beebe was Michelle Freeman, Owner and CEO of the Carl M. Freeman Companies and President and Chair of the Carl M. Freeman Foundation. In April 2022, the Carl M. Freeman Foundation awarded a three-year matching grant of \$370,000 in support of this mobile health initiative. Many individual donors have graciously helped support the project, too.

"The Mobile Health Clinic exemplifies our organizational commitment to helping people achieve health and wellness, and we are incredibly grateful to those who have supported Beebe philanthropically, to make the Mobile Health Clinic a reality," said Tom Protack, President of the Beebe Medical Foundation.

Caring for People Holistically Through the Power of Partnership

Beebe is committed to providing holistic, patient-centered care. Often times, clinical providers must look beyond the medical issue a patient is presenting with, and identify what resources an individual needs to get well and stay well. Challenges such as food insecurities, housing instabilities, financial stress, and lack of transportation often must be addressed, and through the power of partnership, they can be – and are.

“It is through our deep and longstanding partnerships with other community-based organizations, independent facilities, and state agencies, that Beebe is creating an equitable continuum of care, with connection to other services our patients need,” said Kim Blanch, RN, Director of Community Outreach at Beebe. “Beebe provides medical care in the service delivery equation, and partners with community champions who are also working to create effective strategies to address health inequities. We work with organizations who share our mission and goal to improve the overall health and wellbeing of our demographically diverse population.”

With focus on achievement of its health equity goals, Beebe has collaborated with local partners to build and launch a wide range of community-based services. Collectively, they focus on meeting people where they are and simplifying access to the resources they need. Among them:

- + Launch of a behavioral health consultation line
- + Establishment of a Peer Program
- + Scheduling of community mobile health clinics to bring healthcare services into local neighborhoods that traditionally struggle with access

- + Reinvigoration of self-management education programs to improve management of chronic disease
- + Expansion of social care networks
- + Growth of post-acute care relationships to ensure proper healthcare follow-ups and solidify the continuum of care
- + Continuation of food programs to provide families in need with access to daily essentials
- + Integration of health literacy into patient and community education programs
- + Increased training and distribution of Narcan
- + Alignment with community-based initiatives that aim to reduce social determinants of health, to ensure all local residents have access to food, transportation, quality care, and culturally competent care

“Through partnership, we are able to better understand the diverse needs of our community, and then work together to tailor our outreach and services accordingly,” said Blanch. “It is through this targeted and personalized approach to community-based care that we are maintaining focus on Beebe’s health equity goals, and moving the needle forward in the right direction.”



EQUITY IN HEALTH SERVICES

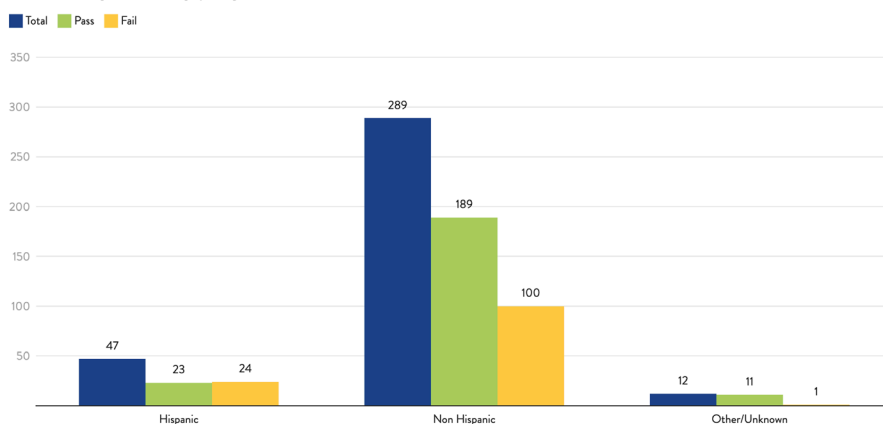
Closing the Gaps in Healthcare Disparities

It is important to use data to reduce disparities and improve health equity. Gaps can exist in healthcare quality for patients based on race, ethnicity, gender, gender identity, age, sexual orientation, zip code, socioeconomic status, disability status, education, and more.

Beebe Healthcare’s Quality Commitment Department partners with clinical departments and service lines to review the numbers and determine whether a gap exists between different identity groups. If a disparity is identified, then actions are taken to try to eliminate that disparity.

“Patients will never achieve their ideal health outcomes unless preventable health disparities are eliminated,” says Marcy Jack, JD, BSN, CPHRM, CPHQ, Beebe Healthcare’s Vice President and Chief Quality Officer. “Even if we are achieving overall amazing outcomes,

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before we congratulate ourselves for a job well done, we need to pick apart that data and see if one or more groups are being left behind. To truly take pride in providing healthcare to our community, we need to be sure we are providing healthcare fairly to the different groups within our community.”

One example of how Beebe has worked to eliminate disparities relates to exclusive breastmilk feeding. There are many proven health benefits for both mothers and infants to exclusively breastfeed for the first six months of the infant’s life. Therefore, Beebe committed to achieving Baby Friendly™ designation and has a program that helps mothers feed their infants with breastmilk exclusively.

Although Beebe’s overall exclusive breastmilk feeding scores are high, once the data was broken down, a disparity was discovered – those who were non-Hispanic had a higher overall rate of breastfeeding than the mothers who were Hispanic.

Leadership with Beebe Healthcare’s Women’s and Children’s Department

took action and Beebe’s Lactation Consultants made a plan to improve education on the benefits of exclusive breastfeeding to help improve the rate of Hispanic mothers to exclusively breastfeed their infants.

To ensure that Hispanic mothers received all information they needed to make an informed choice, Beebe Lactation Consultants and interpreters met Hispanic mothers-to-be at a local federally qualified health center where the mothers received much of their prenatal care.

Beebe provided information about the benefits of breastfeeding for mom and baby. In addition, education was provided about the importance of skin to skin and breastfeeding in the immediate postpartum can help create a path of exclusive breastfeeding.

A year later, although the data suggests the disparity continues to exist, Beebe is committed to continuing to take actions to improve exclusive breastmilk feeding for Hispanic mothers, with a goal that all mothers breastfeed their infants for optimal health.



DIVERSITY, EQUITY, INCLUSION & BELONGING – TEAM STORIES

Alina Ferrer, Beebe’s lead healthcare interpreter, oversees interpreting services. She recently celebrated 20 years of relaying critical information to Spanish-speaking patients. Cuban-American, she is committed to enhancing language access in healthcare, and she serves as board president of La Esperanza Community center.



“Not only am I a part of the Latino community here in Sussex County, I am also part of the LGBTQ community. The community in Sussex County is very open and welcoming. I don’t think we realize that until we go elsewhere and feel stigmatized or fearful in some cases. Living here in Sussex County has really nurtured that part of me because it is so inclusive. Even though I come from an urban area, I think that what you find in Sussex County is a true gem.”

Beebe Healthcare is unequivocally committed to providing the best care to our patients and all people in our diverse Sussex County community. Our culture of empathy and excellence represents a critical part of that mission. Please know that we see you and we support you. You can be yourself with us. We will continue to hold space for staff, both members and supporters of the LGBTQ+ community, to speak about their experiences. Together, we’re fostering a community that strives for acceptance, equity and a sense of belonging for all. #BeebePride



Brittany Carney: “On May 20, 2023, my now wife, Rebekah Collins, and I tied the knot! Rebekah and I have been together almost 10 years and we are both PROUD Beebe Team Members! Rebekah is a surgical technician in the operating room, and I am the lead EKG technician on the Margaret H. Rollins Lewes Campus.”



Joyce Robert, MD, FFAFP, Family Medicine Residency Program Director, in partnership with Jasmine Brown, author and medical student at the Perelman School of Medicine at the University of Pennsylvania, presented at the Lewes History Book Festival at the Lewes Public Library. They facilitated a discussion about the book “Twice as Hard: The Stories of Black Women Who Fought to Become Physicians, from the Civil War to the 21st Century.”