

# Diversity and Inclusion at Keystone

## Our Philosophy

Since our founding in 1996, Keystone has been dedicated to the betterment and growth of individuals, knowing intrinsically that team members with any background can contribute meaningfully if given the appropriate opportunity to do so. Respect, gratitude, and authentic care for every individual have always been paramount to Keystone.

**Our business is about people and our stakeholders are at the heart of every decision we make.**



The events of 2020 surfaced the apparent need for a renewed focus on diversity and inclusion nationwide. In June of 2020, Keystone’s then-Chief Executive Officer, Andrew Portelli, addressed the company in a private email stating the following.

*“We stand in solidarity against racism, injustice, discrimination, and violence of any kind. We must continue to make real change happen for our employees. We must be intentional about recruiting from diverse pools of talent. We must do our part to make sure each employee has a positive work experience and feels included. We must remunerate employees equitably, addressing gender and racial disparities. We must ensure organizational accountability by making sure managers have the resources and tools to effectively manage an increasing diverse workforce”*

The statement marked a company-wide commitment to vulnerably reevaluating and recommitting Keystone to addressing societal issues, particularly through the lens of delivering on our Mission, “To efficiently deliver high-quality, patient-centered care through innovative management solutions in partnership with hospitals and clinicians.”

## Our Journey

### What we have accomplished.

Since making the commitment above, our Diversity, Equity & Inclusion Team has been working daily on impactful strategies to drive systemic change. Key milestones of our work to date include:

**Formation of the DE&I Council and IDEAS Committee**

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**Regular meetings and cross-business unit collaboration through the IDEAS Committee**

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**Monthly, company-wide communications to communicate updates from the Committee and to regularly reiterate the focus on DE&I values**

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**Development of new Company Values**

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**Development of a Diversity and Inclusion Statement**

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**Benchmarking Surveys, for each: executives, people leaders and employees**

### What the future holds.

The focus on Diversity, Equity and Inclusion has been folded into Keystone's 2021-2024 Strategic Plan, ensuring it will have a long-ranging orientation. The Plan has been informed by the DE&I Council to include key metrics that were identified as areas of opportunity in the Benchmarking Survey as well as quarterly initiatives that will be managed and executed by the IDEAS Committee.

The IDEAS Committee will rotate annually to foster fresh perspective and insights and also to safeguard the time and human resources dedicated to diversity and inclusion initiatives.

## Our Foundation

### Company Values

Through Equity & Inclusion, we value and celebrate individual differences. With a Now Mentality, we will Grow the business and offer professional development and opportunity at all levels. We will hold ourselves Accountable to meet and/or exceed all goals and expectations as THE preferred EM & HM provider in the industry.

Our Gratitude for our clients and fellow co-workers will show in all that we do and will assist us in living out our Mission and Vision. Our continued success will be accomplished through employee Focus and Commitment. Ongoing, consistent and Dynamic Communication will continue to be foundational to our success.

- E** Equity & Inclusion (value and celebrate differences)
- N** Now mentality (sense of urgency to follow-up and follow-through)
- G** Growth (professional & personal)
- A** Accountability
- G** Gratitude
- E** Employee focus and commitment
- D** Dynamic Communication

## Our Commitment

### Diversity and Inclusion Statement

**More Engaged for Better Results** – We are committed to treating all team members with dignity and respect, consistently building engagement via an equitable and supportive environment, to achieve collective success among all Keystone Healthcare team members.

Diversity is at the core of our Mission, Vision and Values – both seen and unseen. We celebrate inclusiveness and provide an open and communicative environment through awareness, understanding and empathy. Individually diverse voices and perspectives are encouraged, appreciated and valued.

We are committed to resources that foster individual growth for all team members. We manage diversity to enhance the workplace culture, and to achieve a competitive advantage that produces results.

To remain the preferred provider of Emergency Medicine and Hospital Medicine, we will consistently strive to implement practices that position us as the preferred employer in our industry.

## Our Diversity, Equity & Inclusion Team

*With Diversity, Equity and Inclusion – We All Belong.*

### DE&I COUNCIL MEMBERS

Lead the direction of the IDEAS Committee Members, help to prioritize the work internally, allocate resources and support accordingly.



**Andrew Portelli**  
Chairman &  
Senior Adviser



**Katie Herster**  
Human  
Resources  
Director

### IDEAS COMMITTEE MEMBERS

Committee Members are nominated and selected to represent each of the three business units, noted below.

Keystone Medical Billing Services in Plano, TX

Keystone Corporate Services in Tampa, FL

Keystone Healthcare Partners in Memphis, TN