

Supplemental Digital Appendix 2

New Iconography and Messaging Represents University of Chicago Medicine's Equity-Centered Approach to Operations Change^a

E⁴ Leadership



Equity is the foundation of E⁴ Leadership

We all **Engage** in improvement efforts

We **Evolove** to meet diverse and changing needs

We **Excel** at using our expertise to remain **At the Forefront** in all we do



E⁴ Leadership supports our team in creating innovative solutions for the patients of today and tomorrow

^aA seven-department workgroup, which includes Diversity, Equity and Inclusion Department, Operational Excellence (University of Chicago Medicine's version of Lean Management System), Patient Experience and Engagement, Quality Performance Improvement, Strategic Planning, Marketing and Communications, and Human Resources teams, has been working on integrating equity-focused culture and operations change. As the first process outcome, the group integrated equity as the foundational element of UCM's approach to operations change and revised UCM's E3 Leadership (Engage, Evolve, and Excel) management system to incorporate equity via E4 (Equity, Engage, Evolve, and Excel) Leadership iconography and messaging. E4 represents the new approach to all operations change (see E4 graphic image). Copyright © 2021 by the Departments of Diversity, Equity, and Inclusion and Operational Excellence, University of Chicago Medicine. Reprinted with permission.