

AGENDA

**Equal Employment
Opportunity
Committee**

Meeting Date

November 13, 2018

Time

3:30 P.M.

Location

Board Room (532)

CALL TO ORDER

Robert F. Nolan

ADOPTION OF MINUTES

Robert F. Nolan

MAY 8, 2018

CONDITIONAL CONTRACTORS

Matilde Roman, Esq.

CANON SOLUTIONS AMERICA

INFORMATION ITEM

Matilde Roman, Esq.

PROPOSAL– NEW STANDING COMMITTEE
OF EQUITY, DIVERSITY AND INCLUSION

OLD BUSINESS

NEW BUSINESS

ADJOURNMENT

**EQUAL EMPLOYMENT
OPPORTUNITY
COMMITTEE**

MINUTES

Meeting Date

May 8, 2018

**BOARD OF
DIRECTORS**

**EQUAL EMPLOYMENT OPPORTUNITY
COMMITTEE MEETING**

A meeting of the Equal Employment Opportunity Committee of the NYC Health + Hospitals Board of Directors was held on May 8, 2018 in the Board Room at 125 Worth Street, Room 532, New York City with Committee Chair, Robert F. Nolan, presiding.

COMMITTEE MEMBERS

Robert F. Nolan, Chairperson
Josephine Bolus, RN, Board Member
Helen Arteaga Landaverde, Board Member
Gordon Campbell, Chairman of the Board
Mitchell Katz, President/Chief Executive Officer

HHC STAFF

Yvette Villanueva, Human Resources
Colicia Hercules, Chair's Office
Blanche Greenfield, Legal Affairs
John Kim, Legal Affairs
Matilde Roman, Diversity and Inclusion
Therese Russo, Diversity and Inclusion

OTHER ATTENDEES

U.S. FOODS

Cindy Kaneshiro, US Foods, Inc.
Terry Brown Edwards, US Foods, Inc.

CALL TO ORDER

The meeting was called to order at 3:30 p.m. by Robert F. Nolan. The minutes of the March 13, 2018 EEO Committee were adopted as submitted.

2018 CONDITIONALLY APPROVED CONTRACTORS UPDATE

CONDITIONAL APPROVAL CONTRACTS

U.S. FOODS INC. CONTRACT

U.S. Foods, Inc. contract for dietary services was awarded in 2014 and valued at \$358 million. NYC Health + Hospitals workforce analysis is specific to its Metro New York Distribution Center location. This year, the vendor has 6 job groups with workforce underrepresentation for women and/or minorities, as follows: Job Group 1C Middle Management, for minorities and women; Job Group 4A Commission Only Sales, for minorities and women; Job Group 2A Professionals, Administrative, for minorities and women. Cindy Kaneshiro, Director of Workforce Compliance, and Terry Brown Edwards, Northeast Region Legal Counsel, represented U.S. Foods.

Terry Brown Edwards stated that from 2017 to 2018, the size of the company's Metro New York Distribution Center's workforce - located in Perth Amboy, New Jersey - increased from 706 to 734 employees. Total number of minority employees also increased, from 398 to 439, for a net increase of 41. The total number of women on staff remained flat at 86. Ms. Brown Edwards explained that in the same period of time, there was a company-wide restructuring of its supply chain procurement function across 62 distribution centers across the enterprise as a result of instituting centralized procurement in 2017. This resulted in reducing the number of employees. In the metro NY area there was 100% attrition during the middle of last year. In response, the company had internal and external recruitment efforts and increased the salary of warehouse personnel during the same period of time.

Job Group 1C, Middle Management, experienced zero changes for minorities and women from 2017 to 2018. In Job Group 2A Professionals, Administrative, Ms. Brown Edwards asserted that while the total number of females decreased, the percentage of female representation increased by 2.7%. In Job Group 4A Commission Only Sales, both the number of women and minorities decreased. Most employees left for better opportunities and on their own volition, and not as a result of a corporate-wide initiative.

Robert Nolan asked if U.S. Foods matched opportunities for employees who resigned. Ms. Brown Edwards explained that type of information would be gathered during the exit interview process, and it would depend on whether the resignation was based on the employee seeking an external opportunity. Generally a conversation to match the opportunity would be made if an employee planned to resign from a position for another within the Company or something comparable. That said, she stated she did not have facts to support this assertion.

Robert Nolan asked what opportunities are provided to employees in Job Group 4A Commission Only Sales to move up into a Middle Management job group. Ms. Brown Edwards stated that there are pipelines and training initiatives available that feed into middle management positions that includes leadership classes, emerging leadership programs, resources for high potential performers, and a robust evaluation process that provides opportunities for discussions about career trajectory within U.S. Foods.

Helen Arteaga Landaverde, Board Member, pointed out that there is a stark difference between the number of male and female employees in Job Group 4A Commission Only Sales. She commented that if travel is limited to the tri-state area that job requisite wouldn't necessarily attribute to the low number of females in that job group. Josephine Bolus, Board Member, asked if Ms. Brown Edwards knew whether men and women are getting paid equally. Ms. Brown Edwards said that within the same job group grade, she believes they are. Gordon Campbell, Chairman of the Board, echoed Ms. Landaverde's concern about the low number of females in the 4A Commission Only Sales position and stated that travel expectations should not account for the low number of females in the job group.

Blanche Greenfield asked for clarification on Job Group 4A's salary structure. Ms. Brown Edwards replied that when territory managers start in their roles, they have a percentage draw. Then, after a robust onboarding process, assignment to a territory, and additional time to increase their customer base, they scale to commission only. She confirmed that based on the amount of travel, there is no reason for the unbalanced gender ratio, and plans to return to Matilde Roman with an answer to that question.

Yvette Villanueva, Vice President of Human Resources, asked Ms. Brown Edwards whether she knows when in their job tenure are minorities and women resigning from U.S. Foods. Ms. Brown Edwards responded that she does not have that information, but will uncover it and provide it to Ms. Roman. Ms. Edwards highlighted that Warehouse Category 7A is no longer an underrepresented group, as it has been in prior years.

Ms. Brown Edwards stated that the company plans to start new employee resource groups that will assist with staff engagement and increase recruitment efforts for minorities and women in underrepresented groups. Metro New York plans to bring job fairs to U.S. Foods facilities, so that prospects can better see and understand what the work entails. Mr. Nolan asked how employee resource groups will benefit the corporation. Ms. Brown Edwards replied that increasing the platforms available for receiving employee feedback improves inclusivity and retention.

Ms. Brown Edwards shared that the company is securing a shuttleyard in Westchester. Shuttleyards are where food trucks are kept. Drivers come to shuttleyards to pick up these trucks at the beginning of their shifts.

Mr. Nolan asked if Ms. Brown Edwards can speak in more detail about efforts to recruit and retain women and minorities in underrepresented job groups. Ms. Brown Edwards responded that local recruitment sources include: Bergen County Job Fair; Middlesex County VoTech; NJ Department of Labor and Workforce Development; Rutgers University; and the College of New Jersey. Internal career advancement programs include tuition assistance, succession planning, and emerging leaders programs. Mr. Campbell asked which demographics are using those resources, and Ms. Brown Edward replied that she would have to get back to Ms. Roman with an answer after the meeting. Mr. Nolan asked for specific examples of how many women and/or minorities have participated and benefited from U.S. Food's tuition assistance and emerging leader programs. Ms. Brown Edwards said she will find that information and send it to Ms. Roman as well.

Mr. Nolan asked what the company has learned after experiencing the high level of attrition over the past year, and what it plans to do to correct it. Ms. Brown Edwards replied that the company addressed internal financial and workforce management leadership issues. They also increased their go-to-market salaries to match that of two of their major competitors.

Mr. Nolan asked what U.S. Foods is doing to attract the large Latino population in Perth Amboy. Ms. Brown Edwards replied that there has been increased efforts to hire bilingual managers and supervisors. Mr. Nolan thanked Ms. Brown Edwards and Ms. Kaneshiro for presenting before the Committee and concluded the session with U.S. Foods.

EEO COMMITTEE PRESENTATION

Blanche Greenfield, Chief Employment Counsel, stated the mission of the Office of EEO is to uphold and reaffirm the System's commitment to equal employment opportunity and support a culture of respect and inclusion in the workplace. They do this by maintaining the System's compliance with federal, state and local anti-discrimination laws; providing an internal avenue for complaints of unlawful employee discrimination and harassment; reviewing and responding to requests for reasonable accommodations; and administering EEO programs and trainings throughout the System.

From 2015 to 2017, system-wide reasonable accommodations requests tripled. Ms. Greenfield attributes this increase to the centralization of the reasonable accommodation request process. Now, only EEO officers designated to each facility can review and respond to these requests. Josephine Bolus asked what causes a reasonable accommodation request to be administratively closed. Ms. Greenfield replied that requests might be administratively closed for a number of reasons, including but not limited to: the requester withdrawing the request as it is no longer required; the request is not covered by the EEO Policy-(e.g. childcare); the requester seeks leave

that is otherwise covered by an HR-approved leave (e.g. FMLA); or the requester is separated from the System prior to a determination. If the reasonable accommodation request is better placed into an alternate leave category, the Office of the EEO will redirect the employee to Human Resources to ensure that their request for leave is addressed in some fashion.

While the number of reasonable accommodations requests have increased from 2015 to 2017, the number of annual internal and external complaints have dropped. Ms. Greenfield attributes this to the new avenue employees have for addressing their concerns. Ms. Greenfield stated that when people feel they have a voice and are being heard, they are less likely to complain. Mr. Nolan asked how employees file their complaints and Ms. Greenfield replied that usually employees reach out through email.

23% of reasonable accommodation requests are made by individuals in nursing job titles. 17% of all requests are for people who have a lifting restriction. Ms. Greenfield clarified that every nurse that is in need of a reasonable accommodation will be considered for one, even if they are not ultimately granted one.

Many workers sustain work-related injuries, and wish to come back to work with some accommodations made to their lifting activities. Dr. Mitchell Katz asked if there are lifting teams at any of the hospitals. Ms. Greenfield responded that the NYS Safe Patient Handling laws have been recently enacted. As part of the mandate, equipment is required to be made available to any employee handling over 35 pounds, and the implementation is being directed by the Chief Nursing Executive, Dr. Kim Mendez. Additionally, the Office of the EEO is working with Human Resources to help determine if a nurse who sustained an injury and can no longer complete the essential functions of their nursing job, can be offered another job in which they can complete the essential functions. Ms. Greenfield then reviewed the number of complaints received in 2017, by disposition, and by category of sexual harassment.

Mr. Nolan asked how often the System's employees are required to attend sexual harassment training. Ms. Greenfield responded that in April 2018, the New York City Council passed the Stop Sexual Harassment in NYC Act, which makes mandatory annual sexual harassment training as well as mandatory annual reporting of sexual harassment information within city agencies. The Office of the EEO has updated its sexual harassment training, which is in review by the City. Once it is implemented system-wide, it will be required for all employees to take on an annual basis. Mr. Nolan asked if there is any required sexual harassment trainings for board members. Ms. Greenfield said no, but offered to meet with Mr. Nolan to discuss this. It was also clarified that the Office of the EEO will disseminate a report to the committee in another six months. At that time, the committee will determine the ongoing frequency of EEO Office reporting.

Mr. Nolan asked for questions from the EEO Committee. There were none, so he thanked the EEO Committee, NYC Health + Hospitals staff and board members for their time and adjourned the meeting.

The meeting was adjourned at 4:38pm.

RFN: tr



CANON SOLUTIONS AMERICA

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October 22, 2018

TO: Matilde Roman, Senior Director, Office of Diversity and Inclusion
NYC Health + Hospital

FR: William E. Mayer, Senior Vice President, Human Resources
Canon Solutions America

RE: Response to New York City Health & Hospitals Corporation – Correction Plan

1. Identification of Problem Areas: For each underutilized job group, identify the specific job titles that are driving the underutilization and whether the focus is on females and/or minorities.

The submission to NYC Health + Hospitals identified four (4) areas of underutilization:

Canon Solutions America, Inc.

Comparing Incumbency to Availability and Placement Goals

Date 1-Oct-18				Placement Goals Yes/No		Shortfall # Persons	
Job Groups	Total	Fem	Min	Fem	Min	Fem	Min
1C First/Mid-Level Managers: Sales and Service	25	2	6	Yes	No	3	None
1D First/Mid-Level: Site Supervisors, Part Supervisors	23	4	16	Yes	No	6	None
2A Professionals: Analysts, Engineers, Specialists	17	0	8	Yes	No	2	None
5C Miscellaneous Clerical: Interns, Site Reps, etc.	137	32	116	Yes	No	14	None

2. Provide a brief explanation of the causes for underutilization and highlight any challenges in our ability to correct.

Job Group 1C:

Within the Group, while we did increase our representation of females from 7.4% to 8.0%, this was the result of reducing the total headcount in this category from 27 to 25 while retaining our two female service managers. Historically there is little turnover in these management roles, which provides few recruiting or promotional opportunities. We remain underutilized by 3 females.

Job Group 1D:

The majority of our supervisory positions within NYC are found in our business out-sourced services division ("GMS"). Those positions are tied to the number of contracts that we have and the number of outsourced employees attached to the contract. When the number of our contracts grows, opportunities to place females in these positions will become more numerous. In the past 12 months, the Group decreased by a net of two, including a net decrease of three females. We remain underutilized by 6 females.

Job Group 2A:

The majority of these positions are Software or Solutions Analysts or Engineers who are hired from the outside. We had 1 termination within this Group this year and filled that position with an external hire. We were not able to hire a female Senior Solutions Analyst into that role and are underutilized by 2 females.

Job Group 5C:

The employees in this group are also primarily in our out-sourced services division. This population tends to grow when we land a new contract - although we may also be requested by the client to hire many of the existing staff from the predecessor company which limits our ability to diversify - and is extremely stable at other times. In 2018, the population of this Group decreased by 16, from 153 to 137. We separated 32 within this Group, of whom 6 (18.8%) were females, and hired 20, of whom 7 (35.0%) were females. Our percent of females in the Group increased from 20.8% to 24.0% but, nonetheless, we remain underutilized by 14 females which is an improvement from our underutilization in 2017 of 20 females.

3. If the underutilization is reflected in the same job category as the prior year, please highlight and include an explanation of all the actions taken in the prior year and its effectiveness in addressing the underutilization.

Job Group 1C:

As we have very low turnover in this Job Group and most candidates come from within, our approach was to work closely with Sales and Service management to identify female candidates for our Emerging Leaders program which is designed to prepare participants for management roles. Our 2017-2018 class for our NE Zone, which encompasses New York City, included two very high potential female candidates from our sales organization. Unfortunately, both left the Company voluntarily for personal reasons. One of the participants from an earlier class was promoted but the opportunity she filled was outside in Philadelphia, not NYC. In 2017, however, we actually reduced the headcount within this group by two (2) and did not hire or promote anyone into the Group. We did maintain our representation of two (2) females.

Job Group 1D:

We did not grow this Group in 2018 but, instead reduced our headcount by 2. We lost 6 members from the Group, 2 of whom were females. We hired 1 from the outside, promoted 2 from Job Group 5C and moved 1 from Job Group 1B into this group. Neither the external hire nor any of the internal transfers were female.

Job Group 5C:

The employees in this group are primarily our out-sourced division employees. As such they are often subject to the terms and conditions of our contractual agreements, and we often have limited ability to impact hiring. We implemented a series of outreach programs to increase our pool of qualified female candidates, including sharing all of our positions across all the Job Group. We hired 20 employees into this Job Group, 7 of whom were females, representing 35.0% of the total. This is the second consecutive year we have increased our female representation in the Job Group, although still below what we require of ourselves.

4. Include any new actions to address the underutilization.

To address the underutilization we plan the following:

Job Group 1C:

We will aggressively source females interested in technical careers from the Ho Ho Kus RETS School in Nutley, NJ, the Hunter Business School in Nassau County and Lincoln Technical Institute in Queens, each of which has proven a source of female candidates for our technical roles. We will also use our relationships with military placement resources. In addition, we will

use our growing roster of Emerging Leader program graduates to determine if female managerial candidates from other disciplines might be interested in Field Service as a career opportunity. Finally, we will reach out to other business that have significant populations of technical service personnel in an effort to partner with them on best practices for recruiting females into these technical roles.

With regard to sales personnel, we will continue to focus on our Emerging Leaders programs as excellent avenues for aspiring female sales reps to move into sales management roles. Not surprisingly, we often find that our top female sales reps prefer the relatively lucrative individual contributor roles that also offers more freedom and flexibility of schedule than is available in a manager's position.

Job Group 1D:

As opportunities develop, we will tap our EMSD Emerging Leader program graduates, as well as graduates from other disciplines, to better utilize our internal pipelines. Based on our 2017-2018 results YTD, our internal pipelines provided us with the best results.

Job Group 2A:

As opportunities develop, we will ensure that every opening has at least one (1) qualified female candidate. As these positions are generally filled from within, we will concentrate on identifying female candidates for every entry level (Account Executive) sales representative in order to expand our pipeline for Job Group 2A positions.

Job Group 5C:

We will work closely with our hiring managers to ensure we understand the skills, competencies and experience requirements for each role within this Job Group so we are only presenting a representational mix of fully qualified female and male candidates. We will also work closely with those hiring managers to understand the reasons candidates perceived by Talent Acquisition to be qualified are not chosen.

We will also increase our focus on sourcing external candidates, using both the most popular job boards, such as LinkedIn, Monster and Indeed, as well as State and community job placement offices.

5. Identify any new strategies to expand the applicant pool that will result in increased opportunities.

Throughout the course of 2018, we have concentrated our recruiting efforts around expanding our applicant pool of females, particularly for the target Job Groups, with significant success. We increased our average monthly ratio of female applicants to male applicants from around 50% in 2016 to nearly 60% through September. More importantly, the ratio of qualified female candidates referred and hired was either 1:1 or even 3:2. Granted it is a relatively small sample size but it is, we believe, significant. Our opportunity now, as we have candidates, is to identify and, when we have openings, present the most qualified candidates to ensure an intake rate that will increase our overall female representation in these Job Groups.

6. Explain any modification to your recruitment strategies.

As noted above, we made a concerted effort to expand our candidate pools. We also reached out to some local organizations who promote females in the workplace, such as Girls, Inc. but with very little tangible results. Our own efforts focused on growing our candidate pools was much more successful and will be continued.

7. Highlight any talent or career development opportunities.

As previously mentioned, we have a program called Emerging Leaders which is designed prepare participants for management roles and it is our intent to grow more of our talent for

our Job Groups 1C and 1D opportunities from within. While this is more of a long term strategy, it has the greatest potential for a sustainable result.

8. *Highlight any other approaches you believe will be successful.*

Over the past few years, we have focused a great deal of energy and effort into our Succession and Development programs, which are intended to help us cultivate some of our high potential talent. These programs are important resources for us to develop both females and minorities for the important leadership roles so they can be role models for the next generation of talent. While we will continue to develop our candidate pools for external hiring, we are committed to growing our organizational diversity from within.

**Canon Solutions America, Inc.
Canon Underutilizations (2018)**

Job Group: 1C - First/Mid Officials & Mgrs
Test: Standard Deviation
Total Employees: 25

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	23	2	6	19	0	6	0	0	0	0
Employees (%)	92.0	8.0	24.0	76.0	0.0	24.0	0.0	0.0	0.0	0.0
Availability (%) Goal	61.6	38.4	31.1	68.9	10.1	10.8	8.7	0.1	0.0	1.5
Test: Standard Deviation	NO 3.12	YES -3.12	NO -0.76	NO 0.76	NO -1.67	NO 2.13	NO -1.53	NO -0.12	NO -0.01	NO -0.60
Add'l Needed to Eliminate Problem Area (#)	0	3	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	8	2	0	3	0	3	1	0	1

**Canon Solutions America, Inc.
Canon Underutilizations (2018)**

Job Group: 1D - First/Mid Officials & Mgrs
Test: Standard Deviation
Total Employees: 23

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	19	4	16	7	7	7	2	0	0	0
Employees (%)	82.6	17.4	69.6	30.4	30.4	30.4	8.7	0.0	0.0	0.0
Availability (%) Goal	36.6	63.4	42.2	57.8	15.5	17.5	7.4	0.1	0.0	1.6
Test: Standard Deviation	NO	YES	NO	YES	NO	NO	NO	NO	NO	NO
	4.57	-4.57	2.65	-2.65	1.98	1.62	0.22	-0.18	-0.07	-0.61
Add'l Needed to Eliminate Problem Area (#)	0	6	0	2	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	11	0	7	0	0	0	1	0	1

Canon Solutions America, Inc.
Canon Underutilizations (2018)

Job Group: 2A - Professionals
Test: Standard Deviation
Total Employees: 17

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	17	0	8	9	4	4	0	0	0	0
Employees (%)	100.0	0.0	47.1	52.9	23.5	23.5	0.0	0.0	0.0	0.0
Availability (%) Goal	64.0	36.0	46.8	53.2	10.8	7.8	26.1	0.0	0.1	1.9
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	YES	NO	NO	NO
	3.09	-3.09	0.02	-0.02	1.68	2.40	-2.45	-0.02	-0.13	-0.56
Add'l Needed to Eliminate Problem Area (#)	0	2	0	0	0	0	1	0	0	0
Add'l Needed to Reach Availability (#)	0	7	0	1	0	0	5	0	1	1

Canon Solutions America, Inc.
Canon Underutilizations (2018)

Job Group: 5C - Administrative Support
Test: Standard Deviation
Total Employees: 137

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	105	32	116	21	63	45	2	2	0	4
Employees (%)	76.6	23.4	84.7	15.3	46.0	32.8	1.5	1.5	0.0	2.9
Availability (%) Goal	58.4	41.6	62.8	37.2	27.9	22.2	10.6	0.0	0.0	2.1
Test: Standard Deviation	NO	YES	NO	YES	NO	NO	YES	NO	NO	NO
	4.33	-4.33	5.30	-5.30	4.72	2.99	-3.46	60.61	-0.02	0.67
Add'l Needed to Eliminate Problem Area (#)	0	14	0	19	0	0	5	0	0	0
Add'l Needed to Reach Availability (#)	0	26	0	31	0	0	13	0	0	0

EEO Committee Presentation

Tuesday, November 13, 2018



Conditional Approved Contracts

CANON SOLUTIONS AMERICA, INC.
Melville, NY

Materials Management
(Managed Print Services)
\$74,334,132.00



CANON SOLUTIONS AMERICA	2016	2017	2018
# EMPLOYEES	562	547	540
# JOB GROUPS	15	15	15
# JOB GROUPS WITH UNDERREPRESENTATION	4	5	4
TOTAL # MINORITIES & FEMALES TO ELIMINATE PROBLEM	24	30	24
# MINORITY		Sales Worker JG 4A Total Employees: 66 Total Minorities: 9 -2.43 2 to eliminate problem area	
# FEMALES	Managers JG-1C Total Employees: 30 -3.29 Total Females: 2 3 to eliminate problem area Managers JG-1D Total Employees: 23 -3.78 Total Females: 6 4 to eliminate problem area Professionals JG- 2A Total Employees: 16 Total Females: 0 -2.63 1 to eliminate problem area Admin JG-5C Total Employees: 134 Total Females: 30 -4.71 16 to eliminate problem area	Sales Worker JG 4A Total Employees: 66 Total Females: 13 -2.25 1 to eliminate problem area Managers JG-1C Total Employees: 27 Total Females: 2 -3.05 3 to eliminate problem area Managers JG-1D Total Employees: 25 -3.74 Total Females: 7 4 to eliminate problem area Admin JG 5C Total Employees: 154 Total Females: 32 -5.27 20 to eliminate problem area	Managers JG-1C Total Employees: 25 Total Females: 2 -3.12 3 to eliminate problem area Managers JG-1D Total Employees: 23 -4.57 Total Females: 4 6 to eliminate problem area Professionals JG- 2A Total Employees: 17 Total Females: 0 -3.09 1 to eliminate problem area Admin JG 5C Total Employees: 137 Total Females: 32 -4.33 14 to eliminate problem area



Information Item

Proposal- New Standing Committee of Equity, Diversity and Inclusion

Presented by: Matilde Roman, Chief Diversity & Inclusion Officer



Current State

- Article VI, Section 2 identifies the Equal Employment Opportunity Committee as a standing committee.
- Standing Committees are identified in Section 1 (A) as committees . . .” whose function are determined by a continuous need.”
- Article VI, Section 11 identifies the duties and responsibilities of the Equal Employment Opportunity Committee as addressing “issues related to the recruitment and retention of minority and women staff, and contracting with minority and women-owned businesses, as these affect the Corporation.”

Source: By-Laws Amended through Dec. 17, 2015



Replace the EEO Committee with the Committee of Equity, Diversity and Inclusion

- Expand the EEO Committee's role to support the integration of diversity and inclusion best practices and alignment with the organization's priorities and goals.
- **Rationale:** There has emerged a more expanded approach that considers diversity and inclusion as a key driver toward improving business outcomes that not only looks to ensure a diverse workforce but promote employee engagement through workplace inclusion efforts, and tailor services to meet diverse consumer needs.
- The broader focus will elevate this work as a system wide priority and help support efforts toward successful integration of best practices within key areas of the business, as well as support efforts to ensure key business owners and stakeholders understand their respective role in the work and its alignment with their business goals.
- **Goal:** To amend Article VI, Section 2 of the By-Laws to form the Standing Committee of Equity, Diversity and Inclusion responsible for the review and oversight of the organization's efforts to integrate equity, diversity and inclusion best practices into organizational policies, operations and processes.



Proposed Expansion

- The Equity, Diversity and Inclusion Committee would continue EEO related activities, but expand the current committee's reach to support system wide strategies and solutions to integrate diversity and inclusion best practices. The following sets forth the areas of focus:
 - ❖ **Foster workforce diversity:** Continue to support recruitment and retention of minority and women staff to ensure a diverse workforce.
 - ❖ **Promote supplier diversity:** Continue to address issues related to vendor workforce representation of minority and women, and opportunities to contract with minority and women-owned businesses.
 - ❖ **Support workplace inclusion efforts:** Oversee diversity and inclusion goals and strategies that promote employee engagement and respectful encounters for patients, visitors and staff.
 - ❖ **Advance equity & access initiatives:** Support efforts to provide equitable care and access through cultural responsive services, intervention and prevention measures.



Example – Topics Before the Committee

Initiatives related to patient experience and employee engagement- facility lead and system wide.

- Workplace Inclusion
- LGBTQ Program
- Language Access
- Population Health



Proposed Next Steps

- Approval process
 - Governance Committee- November 29, 2018
 - Board of Directors- December 20, 2018

