



AGENDA

Equity, Diversity and Inclusion Committee

Meeting Date

May 14, 2019

Time

3:30 P.M.

Location

Board Room (532)

CALL TO ORDER

Helen Arteaga Landaverde

ADOPTION OF MINUTES

Helen Arteaga Landaverde

MARCH 12, 2019

CONDITIONAL CONTRACTORS

Matilde Roman, Esq.

GE HEALTHCARE

US FOODS, INC.

M/WBE REPORT OUT

Keith Tallbe, Esq.

DIVERSITY REPORT OUT

Matilde Roman, Esq.

OLD BUSINESS

NEW BUSINESS

ADJOURNMENT

**EQUITY, DIVERSITY AND
INCLUSION
COMMITTEE**

MINUTES

Meeting Date
March 12, 2019

**BOARD OF
DIRECTORS**

**EQUITY, DIVERSITY AND INCLUSION
COMMITTEE MEETING**

A meeting of the Equity, Diversity and Inclusion Committee (formerly the Equal Employment Opportunity Committee) of the NYC Health + Hospitals Board of Directors was held on March 12, 2019 in the Board Room at 125 Worth Street, Room 532, New York City with Committee Chair, Helen Arteaga Landaverde, presiding. Matthew Siegler was in attendance representing Dr. Mitchell Katz.

COMMITTEE MEMBERS

Helen Arteaga Landaverde, Chairperson
Robert F. Nolan, Board Member
Matthew Siegler, Managed Care

HHC STAFF

Yvette Villanueva, Human Resources
Colicia Hercules, Chair's Office
Blanche Greenfield, Legal Affairs
Ryan Shaffer, Legal Affairs
Matilde Roman, Diversity and Inclusion
Crystal Cheng, Diversity and Inclusion
Machelle Allen, Medical and Professional Affairs
Sharon Foxx, Supply Chain Services

OTHER ATTENDEES

Nicole Delts, PAGNY-HR

W.B. MASON COMPANY, INC.

Giselle Rojas
Brian Charpentier
Trevis Hinds
Bob Berrian
Adrienne Rosa

MICROSOFT CORPORATION

Rob Lyv
Donna Francis
Tammie Beatty
Mario Montero
Brooke Lowry

CALL TO ORDER

The meeting was called to order at 3:30 p.m. by Helen Arteaga Landaverde, noting the committee is officially the Equity, Diversity, and Inclusion Committee, formerly known as the Equal Employment Opportunity Committee. A motion to approve the minutes of the November 13, 2018 meeting was duly made and unanimously approved.

CONDITIONAL APPROVAL CONTRACTS

W.B. MASON COMPANY, INC.

W.B. Mason's Material Management (Office Supplies) contract was awarded in November of 2016 with a value of \$8.8 million. NYC Health + Hospitals workforce analysis is specific to its New York City location. This year, the vendor has 3 job groups with workforce underrepresentation as follows: First/Mid-Level Managers Job Group 1B for women and minorities; Sales Job Group 4A for women; and Laborers and Helpers Job Group 8A for women.

Trevis Hinds, Regional Director of Human Resources; Adrienne Rosa, HR Representative; Bob Berrian, HR Manager; Brian Charpentier, Branch Manager; and Giselle Rojas, Account Executive represented W.B. Mason.

Trevis Hinds, Regional Director of Human Resources introduced his colleagues who collectively support the NYC Health + Hospitals account. This year, they refined their workforce data to better identify the workforce that supports the NYC Health + Hospitals account. Manhattan, Bronx, Brooklyn, and Secaucus are the four locations that provide support. The total number of employees reflected for 2019 are from those specific locations. Based on their recruiting model,

the majority of the company's core elements of support (distribution, customer service, and sales) have an overwhelming number of diverse people of color and women.

In 2017, W.B. Mason hired a learning and development specialist who had over 25 years of experience. On a quarterly basis, the company monitors and trains their workforce who are predominantly people of color. In Management it is 57% diverse, Customer Service is 51% diverse, Sales is 22% diverse, Distribution is 85% diverse, and Human Resources is 80% diverse. The total workforce is at least 50% diverse, but Mr. Hinds noted an opportunity for improvement in Sales, with only 22% women and/or minority representation. W.B. Mason promotes for leadership positions from within, especially for Distribution, Customer Service, and Sales in which 98% of leadership roles in those departments are promotions from within. 100% of Distribution supervisors and managers have been drivers. Since W.B. Mason hires mostly people of color as drivers and also promotes from within, their ratio increases for people of color who are leaders. The learning and development leader trains new supervisors and managers in order to provide the tools, techniques, and reinforcement necessary to be successful in their new role. The Chair, Helen Arteaga Landaverde, asked if the 98% in leadership roles were in Manager Level 3 and what the rate of promotion from within from Manager Level 2 to 3. Mr. Hinds stated that the promotion rate is the same since they almost exclusively promote from within. There is a driver level, a supervisory level, a warehouse manager level, and a regional level, which all have workforce representation at least 50% people of color. Mr. Hind also expressed that the company struggles with increasing the representation of women as these are labor intensive roles, especially for drivers. Since they promote from within, 9 out of 10 promotions were drivers.

Blanche Greenfield, Deputy Counsel, asked if there were weight requirements for the positions. Mr. Hinds responded that the weight requirement is up to 50 pounds. Ms. Greenfield then asked how this compares to FedEx or UPS. Mr. Hinds stated that it is higher since FedEx, UPS, and DHL primarily ships letters and small packages, not heavy office supplies. Ms. Greenfield asked if the drivers are required to have commercial driver's licenses. Mr. Hinds replied that not all driver positions require commercial driver's licenses. Ms. Greenfield inquired if W.B. Mason has relationships with trucking schools in order to encourage and hire women. Mr. Hinds stated that they do and meets with schools quarterly. Mr. Hinds expressed they have had minimal success in recruiting women when asked by Ms. Greenfield.

Additionally, Ms. Greenfield asked if the sales force is salaried or commissioned and whether they have difficulty finding women for those roles. Mr. Hinds stated that they are both salaried and commissioned and have had better success in hiring women in sale roles. Because of the nature of the business, they depend on diversity. It is important for their sales people to reflect the diversity of businesses in New York City, therefore the company primarily hires from the community, local schools throughout the boroughs and Lower Westchester county. Ms. Greenfield stated that despite the need, there is still an underrepresentation and asked what W.B. Mason attributes that to. Mr. Hinds stated that it may be attributed to the overall economy and

low unemployment rate, and expressed the need to build relationships within local schools earlier in the process.

W.B. Mason promotes from within and strives to position their leaders for success through trainings created by the learning and development leader. The training helps new supervisors and managers transition to their new leadership roles. Their next training session is on March 21 and 22 with an average of 8-14 trainees attending each session. Matilde Roman, the Chief Diversity and Inclusion Officer, asked how many people have been trained under the new learning and development lead. Mr. Hinds stated that 100% of their new and existing supervisors have been trained as the training is mandatory. W.B. Mason has also upgraded their trainings to allow employees to take them remotely using their smart phone or tablet, making it accessible to all employees. The e-learning modules range from 2-6 minutes so the content does not take up too much of their time and they can learn in real-time

The Committee Chair, Helen Arteaga Landaverde, asked about the 43% decrease in the workforce totals from 2018. Mr. Hinds stated the lower employee numbers are due to refining the workforce data with a focus on the four locations that actually service the NYC Health + Hospitals account. In years past, they provided a larger workforce sample that included employees that had no impact on the business.

Turnover occurs generally between 6-9 months of hiring, with both resignation and separation as reasons, and the overall tenure is four years. With the fairly stable workforce, it is unlikely to see immediate changes since there is no opportunity for turnover.

Matthew Siegler, Vice President for Managed Care, asked the NYC Health + Hospitals team if they know whether this workforce pattern is representative of competitors in the same industry. Ms. Greenfield stated there are still traditional gender roles with certain jobs, for example commission based roles are not typically single-mother friendly since they need to rely on a steady paycheck to keep their family going even though there may be a potential for higher earnings. Pay structures impacts the candidate pools for these roles. Also, if the position is predominately occupied by men, women may be reluctant to work there but that is when we look to employers and ask how they can make it a welcoming environment. Customer service teams are still predominately women – at W.B. Mason, they are 75% women. Ms. Greenfield asked what the pay scale hierarchy looks like and Mr. Hinds answered that they are in the upper tier. W.B. Mason utilizes the intimacy model where each account is supported by the same driver, customer service representative, and sales representative. In response to Mr. Siegler's question, a W.B. Mason representative stated that there were only two other major competitors in the market: Office Depot and Staples. They primarily outsource distribution to couriers and third-parties and their customer service departments are centralized. Meanwhile, W.B. Mason is localized.

Robert F. Nolan, Board Member, asked for clarification on the loss of 43% of W.B. Mason's workforce. Mr. Hinds replied that there is no loss – they have just removed other branches data, primarily from upstate since they had no bearing on the NYC Health + Hospitals account. Mr.

Nolan asked how far upstate and Mr. Hinds replied that W.B. Mason has the entire state. There are 14 locations in New York including Buffalo, Rochester, Albany, and Syracuse.

Helen Arteaga Landaverde asked for questions from the EDI Committee. There were none, so she thanked and excused the W.B. Mason representatives.

MICROSOFT CORPORATION

Microsoft Corporation's Volume Licensing Enterprise Agreement contract with NYC Health + Hospitals was awarded in 2013 with a value of \$34.5 million. Microsoft has 2 Job Groups with workforce underrepresentation for women in 2019: Professional Job Group 1, and Professional Job Group 12. Donna Francis, NYC Health + Hospitals Account Manager; Tammie Beatty, Talent Management Consultant; Rob Lyv, Technical Account Manager; Mario F. Montero, Human Resources Lead; Brooke Lowry, Diversity and Inclusion Director represented Microsoft Corporation.

This year, for Job Group 1, there are two technical sales roles: Account Technology Specialist and Technology Solution Professional. For Job Group 12, there are two service roles: the Technical Consultants and the Premier Field Engineer. From August 2017, which is the last time Microsoft presented before NYC Health + Hospitals, Microsoft has made significant growth in representation of women in the technical sales roles. Microsoft increased from 2.3% of the overall population to 8% representation. The demand for the role has slowed but the retention remains strong. The service roles are back on the list this year due to internal movement – the women have moved on into other roles within Microsoft. Brooke Lowry said that a good thing about this is that they are seeing these women and other diverse talent move into engineering.

Since Microsoft works as a national/regional model, if a role sat in New York as a Premier Field Engineer, it does not mean that it will be backfilled in New York as a Premier Field Engineer. From a recruiting perspective, Microsoft looks based on where the talent is, so they will look for candidates regionally. Talent will sit where they want to sit but they will be able to travel in or work on different accounts. The workforce data provided are employees who sit in the New York office but once someone there leaves or is promoted, it does not automatically create a vacancy which makes it difficult to report out to NYC Health + Hospitals. The numbers comprise of employees who sit in the Times Square office in field service and sales roles, but does not include their retail footprint which is large and has great diversity. Microsoft sees that as a future pipeline for other roles but it is not included in the 707 employee number. Microsoft has been providing workforce data that is specific to the field sales office as instructed, which makes it difficult to eliminate the current underrepresentation. To obtain a better representation of the workforce, it would require advanced data mining for Microsoft to be able to report the associated employees to NYC Health + Hospitals. Ms. Beatty goes on to say that she does have Microsoft's New York City employee data. Their female representation across the board is 30%, which is above Microsoft local. African American/Black is at 10.5%, and Hispanic is at 12.5%. They did not have data on the percentage of the workforce who are Asian. There are 14

affirmative action programs across the U.S. and are broken down by region. The programs hit all of the major field offices across job categories. Mr. Siegler mentioned that this is a tricky problem since NYC Health + Hospitals cares about both those physically located in New York City and also who services our accounts. Ms. Roman stated they should rethink the process and perhaps look at workforce data regionally and if necessary, drill into the data for a better representation of Microsoft's workforce.

Ms. Roman mentioned that Microsoft eliminated the underrepresentation of women in the professional job group 2 from 2017. Ms. Beatty said that that was an area with growth. That job group has two main titles: Cloud Solution Architect and Customer Success Manager. The Customer Success Manager was a new role and therefore came up underrepresented when they only had one employee with the title. Since then 23 additional employees were hired, and the role is now 63% women. In the areas with growth, they have been strong with driving diversity numbers. In the areas without growth, or when it does not matter where the role sits, it is more difficult.

Ms. Lowry mentioned that Microsoft will be hosting an inclusion summit on March 28 in their New York office. There are internal and external groups attending so she extended an invite to NYC Health + Hospitals. Microsoft will forward the details to Ms. Roman.

NYC Health + Hospitals will follow up with Microsoft on the reporting strategy. Helen Arteaga Landaverde asked for questions from the EDI Committee. There were none, so she thanked and excused representatives from Microsoft.

WORKFORCE DIVERSITY REPORT OUT

Matilde Roman, Chief Diversity and Inclusion Officer, reported the demographic data for NYC Health + Hospital's workforce as of January 2019. There were over 38,000 employees, of which 80% represent a minority group and 69% represent women in the workforce. The average age of the workforce is 48. Note the data excludes affiliate staff, vendors, and temp agencies. 43% are Black/African American, 21% Asian, 19% Hispanic/Latino, and 16% White.

Dr. Machelles Allen, Senior Vice President for Medical and Professional Affairs, mentioned when looking at the separations, hiring, and promotions, it would be helpful to look at the denominator; for example, for x number of Black/African American employees, looking at what percentage were separated, hired, or promoted. It would be another way of looking at the data. The team agreed. Mr. Siegler pointed out that Black/African Americans had 27.5% of the promotions but they represent 43% of the entire workforce, which is another way of looking at the data. Ms. Villanueva stated that this pattern is similar to what other companies are facing – if the opportunities are not there, then there is no place for employee promotions. Ms. Greenfield mentioned that many of our staff are in a unionized title, therefore there may not be direct lines for promotion. Also, some may not want to go from a unionized job to a group 11 managerial job

since there is less job certainty. This is a consideration for people, especially during challenging times.

It was reported that NYC Health + Hospitals participates in over 80 job boards and professional organization sites. NYC Health + Hospitals' Talent Community has attracted over 1,000 candidates who are interested in working for NYC Health + Hospitals. The Human Resources Talent Acquisition team has held 12 events in 2018 which led to over 300 hires/promotions as well as 25 college/university career events. External partners include Workforce1, NYS DOL, and as of March 2019, NYC DOE. NYC Health + Hospitals also advertises recruitment and retention efforts, loan forgiveness and scholarship programs. Worth noting is the HRSA – National Health Service Corp which currently has 34 staff enrolled. The estimated cumulative return is anywhere from \$170,000 to \$1.7 million depending on the years of commitment required. The System has hosted over 80 student internships in 2018 and we will also be rolling out the nursing residency program in April 2019 which will help nurses successfully transition during their first year out in the field. The tuition discount program has been expanded to 17 schools to help attract talent. Program information is offered during new employee orientation and available on the learning academy site.

Ms. Villanueva added that the nursing residency program will be very important in retaining new nurses hired. An analysis was conducted that shows nurses join NYC Health + Hospitals, work a year or two to get training and then leave. In response to a need identified by employees, NYC Health + Hospitals now offers tuition discount programs for certain colleges, that can be anywhere from 10 to 20 percent off tuition. This is something that has attracted our employees and is also available for our affiliate staff. Ms. Landaverde mentioned the importance of the National Health Service Corp (HRSA), as it financially helps the next round of future physicians.

Mr. Nolan asked about the Talent Community. Ms. Villanueva explained that it is a new way of allowing individuals interested in NYC Health + Hospitals visit our website and let us know for example that they are a manager interested in Human Resources even though there are no available opening at this time. This way, we would be able to keep them in mind when roles become available. It keeps a pipeline of candidates available.

In terms of future efforts, we will be conducting workforce analysis on affiliate staff, working on the recruitment strategy for NYC Care, identifying broader categories of diversity such as gender identity and veteran status, conducting workforce/patient population analysis, and reporting on diversity training. Mr. Siegler asked historically how NYC Health + Hospitals fared from a hiring perspective during economic downturns. Ms. Villanueva replied that when the unemployment rate is low, the System has difficulty recruiting.

Ms. Landaverde asked if there were any old business or new business. There were none, so she thanked the EDI Committee, NYC Health + Hospitals staff and board members for their time and adjourned the meeting. The meeting was adjourned at 4:30 p.m.

HAL: cc

GE Healthcare

2019

2019

Total # of Employees 1,654

of Job Groups 113

of Underutilizations 9

of Minority Underutilizations 1

Operatives-HRLY-Manufacturing

of Female Underutilizations 8

Professionals-LPB-Sourcing
Professionals-SPB-Engineering/Technology
Professionals-SPB-Marketing
Technicians-OTHSAL-Manufacturing
Technicians-OTHSAL-Services
Sales Workers-LPB-Sales
Craft Workers-HRLY-Manufacturing
Operatives-HRLY-Manufacturing

NOTE: This is a first time analysis for GE Healthcare. Further discussion needs to be had in regard to analyzing how many of the 1,654 employees are directly involved in the New York City Health + Hospitals Imaging Agreement.

GE Healthcare 2019
Underutilizations

Job Group: 7.HRLY.MFG - Operatives-HRLY-Manufacturing
Test: Standard Deviation
Total Employees: 197

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	151	46	52	145	12	7	30	0	0	3
Employees (%)	76.6	23.4	26.4	73.6	6.1	3.6	15.2	0.0	0.0	1.5
Availability (%) Goal	69.8	30.2	33.2	66.8	14.0	14.4	4.0	0.2	0.0	0.6
Test: Standard Deviation	NO	YES	YES	NO	YES	YES	NO	NO	NO	NO
	2.08	-2.08	-2.03	2.03	-3.20	-4.32	8.04	-0.68	0.00	1.66
Add'l Needed to Eliminate Problem Area (#)	0	1	1	0	6	12	0	0	0	0
Add'l Needed to Reach Availability (#)	0	14	14	0	16	22	0	1	0	0

GE Healthcare 2019
Underutilizations

Job Group: 2.LPB.SOU - Professionals-LPB-Sourcing
Test: Standard Deviation
Total Employees: 38

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	25	13	8	30	3	2	3	0	0	0
Employees (%)	65.8	34.2	21.1	78.9	7.9	5.3	7.9	0.0	0.0	0.0
Availability (%) Goal	37.7	62.3	17.8	82.2	15.0	2.0	0.8	0.0	0.0	0.0
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO
	3.57	-3.57	0.52	-0.52	-1.22	1.41	4.87	0.00	0.00	0.00
Add'l Needed to Eliminate Problem Area (#)	0	5	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	11	0	2	3	0	0	0	0	0

GE Healthcare 2019
Underutilizations

Job Group: 2.SPB.ET - Professionals-SPB-Engineering/Technology
Test: Standard Deviation
Total Employees: 101

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	89	12	24	77	3	4	17	0	0	0
Employees (%)	88.1	11.9	23.8	76.2	3.0	4.0	16.8	0.0	0.0	0.0
Availability (%) Goal	74.2	25.8	15.1	84.9	4.6	3.0	6.4	0.8	0.0	0.3
Test: Standard Deviation	NO	YES	NO	YES	NO	NO	NO	NO	NO	NO
	3.20	-3.20	2.41	-2.41	-0.77	0.56	4.30	-0.92	-0.02	-0.58
Add'l Needed to Eliminate Problem Area (#)	0	5	0	2	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	15	0	9	2	0	0	1	0	1

GE Healthcare 2019
Underutilizations

Job Group: 2.SPB.MKT - Professionals-SPB-Marketing
Test: Standard Deviation
Total Employees: 17

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	10	7	4	13	0	1	3	0	0	0
Employees (%)	58.8	41.2	23.5	76.5	0.0	5.9	17.6	0.0	0.0	0.0
Availability (%) Goal	35.4	64.6	10.8	89.2	1.1	9.5	0.1	0.0	0.0	0.1
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO
	2.01	-2.01	1.68	-1.68	-0.43	-0.50	24.71	-0.06	0.00	-0.12
Addtl Needed to Eliminate Problem Area (#)	0	1	0	0	0	0	0	0	0	0
Addtl Needed to Reach Availability (#)	0	4	0	3	1	1	0	0	0	1

GE Healthcare 2019
Underutilizations

Job Group: 3.OTHSAL.MFG - Technicians-OTHSAL-Manufacturing
Test: Standard Deviation
Total Employees: 89

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	83	6	16	73	5	1	10	0	0	0
Employees (%)	93.3	6.7	18.0	82.0	5.6	1.1	11.2	0.0	0.0	0.0
Availability (%) Goal	77.2	22.8	16.5	83.5	9.7	2.4	4.5	0.0	0.0	0.0
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO
	3.60	-3.60	0.36	-0.36	-1.29	-0.79	3.09	0.00	0.00	0.00
Add'l Needed to Eliminate Problem Area (#)	0	7	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	15	0	2	4	2	0	0	0	0

GE Healthcare 2019
Underutilizations

Job Group: 3.OTHSAL.SVC - Technicians-OTHSAL-Services
Test: Standard Deviation
Total Employees: 58

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	55	3	6	52	1	2	3	0	0	0
Employees (%)	94.8	5.2	10.3	89.7	1.7	3.4	5.2	0.0	0.0	0.0
Availability (%) Goal	70.5	29.5	12.6	87.4	8.0	2.4	1.9	0.3	0.0	0.0
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO
	4.05	-4.05	-0.51	0.51	-1.76	0.50	1.84	-0.40	0.00	0.00
Add'l Needed to Eliminate Problem Area (#)	0	7	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	15	2	0	4	0	0	1	0	0

GE Healthcare 2019
Underutilizations

Job Group: 4.LPB.SAL - Sales Workers-LPB-Sales
Test: Standard Deviation
Total Employees: 48

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Lat. Amer.	NHOPI	Two +
Employees (#)	34	14	11	37	1	4	4	0	0	2
Employees (%)	70.8	29.2	22.9	77.1	2.1	8.3	8.3	0.0	0.0	4.2
Availability (%) Goal	54.7	45.3	25.1	74.9	7.9	10.4	4.7	0.4	0.1	1.4
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO
	2.24	-2.24	-0.34	0.34	-1.49	-0.47	1.17	-0.45	-0.23	1.59
Add'l Needed to Eliminate Problem Area (#)	0	1	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	8	2	0	3	2	0	1	1	0

GE Healthcare 2019
Underutilizations

Job Group: 6.HRLY.MFG - Craft Workers-HRLY-Manufacturing
Test: Standard Deviation
Total Employees: 55

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	50	5	8	47	3	0	4	0	0	1
Employees (%)	90.9	9.1	14.5	85.5	5.5	0.0	7.3	0.0	0.0	1.8
Availability (%) Goal	74.6	25.4	22.7	77.3	9.9	8.9	2.8	0.2	0.0	0.9
Test: Standard Deviation	NO	YES	NO	NO	NO	YES	NO	NO	NO	NO
	2.77	-2.77	-1.44	1.44	-1.11	-2.31	2.04	-0.35	0.00	0.74
Add'l Needed to Eliminate Problem Area (#)	0	3	0	0	0	1	0	0	0	0
Add'l Needed to Reach Availability (#)	0	9	5	0	3	5	0	1	0	0



April 24, 2019

Sharon Pringle
Assistant Director, EEO
160 Water Street, 13th Fl, New York, NY 10038
Tel: 212-788-3370
Sharon.foxx@nychhc.org

RE: Conditional Approval for Imaging Services

Dear Ms. Pringle,

In response to the Conditional Approval dated Thursday, March 07, 2019, GE Healthcare submits the following action plan:

GEHC provides equal opportunity in all areas of its employment practices and prohibits unlawful discrimination against any employee on the grounds of race, color, creed, religion, sex, gender identity or expression, sexual orientation, pregnancy, status as a parent, age, marital status, national origin, ancestry, citizenship status, disability, genetic information, political beliefs, protected veteran status or other basis protected by law. GEHC also takes affirmative action to employ, advance in employment and otherwise treat minorities, women, qualified individuals with disabilities and protected veterans without discrimination in all employment practices, terms, conditions and privileges of employment.

GEHC's headquarters, located in Waukesha, WI, (base data of the EEO Questionnaire form) has an Affirmative Action Program (AAP) to satisfy its equal employment opportunity/affirmative action responsibilities under Executive Order 11246, as amended, and the implementing rules and regulations of the Department of Labor. As part of that AAP, GEHC established percentage annual placement goals for minorities and/or women in those job groups where the percentage of minorities and/or women employed was less than reasonably expected given their availability. These placement goals are objectives or targets reasonably attainable by means of applying every good faith effort to make all aspects of its AAP work. GEHC has developed and will execute action-oriented programs designed to correct any focus areas identified in the AAP.

GEHC has a dedicated diversity recruiter to design, develop and implement strategic recruiting programs focused on diversity and inclusion. Often, she sends direct emails to candidates for applicant's better outreach experience.

NYCHH have identified underrepresented and underutilizations mainly for women. Apart from GE careers, GEHCs utilizes the following local recruitment sources to provide opportunities for the advancement of women and minorities:

Privileged & Confidential

<u>Women Specific Networks</u>	<u>Minority Specific Networks</u>
GE Womens Network	National Sales Network (NSN)
Womens Connect	National Black MBA
Professional Women's Network	National Society of Black Engineers (NSBE)
Military Spouse Professional	Black Career Network (BCN)
Womens Network	National Association of Asian American Professionals
National Ass'n of Professional Women	Pan Asian Council
Women In Technology (WIT)	Latin America Network
Women 2.0	National Society of Hispanic MBA (MSHMBA)
Womens Wear Daily	Society of Hispanic Professional Engineers (SHPE)
Women In Software Engineering (WISE)	The National Hispanic Sales Network

GEHC's outreach partnership with the above organizations includes, but is not limited to, posting its open positions, attendance at job fairs, providing facility tours and conducting informational sessions about our organization and its employment opportunities. In addition, GEHC has hosted on-site job fairs as another means to communicate our job opportunities.

Kindly see exhibit A – a list of Good faith efforts from GE Healthcare during the prior 12 months.

We note that we have slightly different availability numbers for the job groups you have noted as underrepresented, but for these purposes, GEHC has developed a plan to work to increase the percentage of women and/or minorities in 2019-20 in the following job groups:

- ✓ Professionals-LPB-Sourcing for women
- ✓ Professionals-SPB- Engineering/Technology for women
- ✓ Professionals-SPB-Marketing for women
- ✓ Technicians-OTHSAL-Manufacturing for women
- ✓ Technicians-OTHSAL-Services for women
- ✓ Sales Workers-LPB-Sales for women
- ✓ Craft Workers-HRLY-Manufacturing for women and
- ✓ Operatives-HRLY-Manufacturing for women and minorities

We have reviewed each job group and have not identified any specific job types that drive the underrepresentation. Instead, it appears that for these job groups we tend to have minimal applicants, in some as low as 5% of applicants are women. To mitigate that, one of our action items is to collaborate with a diversity recruiter and HR manager to ensure they all understand where we have goals and target organizations and applicants from the underrepresented groups.

As job openings occur in the job groups indicated above, GEHC will work with the professional and community-based organizations as listed and will work to identify additional resources/organizations that could improve our applicant flow.

- performance development @ GE
- on-the-job training
- external/internal training
- succession planning
- high potential programs
- emerging leader programs
- coaching/mentoring
- internal affinity groups

GEHC monitors the above training and development programs to ensure that they are carried out in a non-discriminatory manner. Finally, GEHC conducts a periodic review of its affirmative action programs, including a review of employment transactions and progress toward the goals and objectives identified in the AAP. GEHC analyzes its employment transactions to verify that its selection processes are non-discriminatory and do not disproportionately impact minorities and/or women.

GEHC is and will continue to commit to the above action plan that is directed toward increasing the percentage of minorities and women in its workforce, particularly where underrepresentation exists.

Please feel free reach out to us if you have any questions or concerns.

Sanchita Chaudhary
EEO / AAP Compliance Leader
Email: sanchitachaudhary@ge.com
Tel: (732) 429-3611



US FOODS, INC.

2019 UPDATE

	<u>2018</u>	<u>2019</u>	<u>Difference</u>
Total # of Employees	734	680	(-54)
# of Job Groups	14	14	
# of Underutilizations	6	4	(-2)
# of Minority Underutilizations	3	2	(-1)
	Mid Mgrs JG 1C Adm Prof JG 2A Sales JG 4A	Mid Mgrs JG 1C Sales JG 4A	
# of Female Underutilizations	3	2	(-1)
	Mid Mgrs JG 1C Adm Prof JG 2A Sales JG 4A	Sales JG 4A Warehse Clerical JG 5B	

NOTE: US Foods underutilizations have remained consistent. Their total employment decreased by 54, yet they eliminated 1 minority underutilization and 2 female underutilizations.

US Foods, Inc. (2019)
Underutilizations

Job Group: 1C - Mid Management (Grades 12-14)
Test: Standard Deviation
Total Employees: 20

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOP1	Two +
Employees (#)	15	5	2	18	1	0	0	0	0	1
Employees (%)	75.0	25.0	10.0	90.0	5.0	0.0	0.0	0.0	0.0	5.0
Availability (%) Goal	57.1	42.9	30.4	69.6	8.1	11.4	9.2	0.1	0.1	1.4
Test: Standard Deviation	NO	NO	YES	NO	NO	NO	NO	NO	NO	NO
	1.61	-1.61	-1.98	1.98	-0.51	-1.60	-1.42	-0.13	-0.12	1.36
Addtl Needed to Eliminate Problem Area (#)	0	0	1	0	0	0	0	0	0	0
Addtl Needed to Reach Availability (#)	0	4	5	0	1	3	2	1	1	0

US Foods, Inc. (2019)
Underutilizations

Job Group: 4A - Commission Only Sales
Test: Standard Deviation
Total Employees: 84

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	75	9	5	79	0	1	4	0	0	0
Employees (%)	89.3	10.7	6.0	94.0	0.0	1.2	4.8	0.0	0.0	0.0
Availability (%) Goal	72.8	27.2	16.7	83.3	3.6	6.4	3.4	0.2	0.1	1.0
Test: Standard Deviation	NO	YES	YES	NO	NO	YES	NO	NO	NO	NO
	3.39	-3.39	-2.64	2.64	-1.78	-2.37	0.69	-0.43	-0.27	-0.93
Add'l Needed to Eliminate Problem Area (#)	0	6	2	0	0	1	0	0	0	0
Add'l Needed to Reach Availability (#)	0	14	10	0	4	7	0	1	1	1

US Foods, Inc. (2019)
Underutilizations

Job Group: 55 - Warehouse Clerical
Test: Standard Deviation
Total Employees: 31

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	26	5	22	9	6	13	0	0	0	3
Employees (%)	83.9	16.1	71.0	29.0	19.4	41.9	0.0	0.0	0.0	9.7
Availability (%) Goal	67.1	32.9	62.7	37.3	21.3	32.2	6.8	0.1	0.0	2.2
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO
	1.98	-1.98	0.95	-0.95	-0.26	1.15	-1.50	-0.16	-0.07	2.81
Add'l Needed to Eliminate Problem Area (#)	0	1	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	6	0	3	1	0	3	1	0	0

US Foods, Inc. (2019)
Underutilizations

Job Group: 7A - Warehouse
Test: Standard Deviation
Total Employees: 181

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	180	1	169	12	71	91	2	0	0	5
Employees (%)	99.4	0.6	93.4	6.6	39.2	50.3	1.1	0.0	0.0	2.8
Availability (%) Goal	96.4	3.6	77.3	22.7	24.5	49.0	2.3	0.2	0.1	1.3
Test: Standard Deviation	NO	YES	NO	YES	NO	NO	NO	NO	NO	NO
	2.18	-2.18	5.16	-5.16	4.61	0.34	-1.05	-0.54	-0.42	1.79
Add'l Needed to Eliminate Problem Area (#)	0	1	0	18	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	6	0	30	0	0	3	1	1	0



April 24, 2019

Ms. Sharon Pringle
Assistant Director, EEO
Supply Chain Services
New York Health and Hospitals
160 Water Street, 13th Floor
New York, NY 10038

Dear Ms. Pringle:

In response to the Conditional Approval dated April 9, 2019, US Foods, Inc. (USF) submits the following action plan.

USF provides equal opportunity in all areas of its employment practices and prohibits unlawful discrimination against any employee on the grounds of race, color, creed, religion, sex, gender identity or expression, sexual orientation, pregnancy, status as a parent, age, marital status, national origin, ancestry, citizenship status, disability, genetic information, political beliefs, protected veteran status or other basis protected by law. USF also takes affirmative action to employ, advance in employment and otherwise treat minorities, women, qualified individuals with disabilities and protected veterans without discrimination in all employment practices, terms, conditions and privileges of employment.

USF's Metro New York Distribution Center, located in Perth Amboy, NJ, has an Affirmative Action Program (AAP) to satisfy its equal employment opportunity/affirmative action responsibilities under Executive Order 11246, as amended, and the implementing rules and regulations of the Secretary of Labor. As part of that AAP, USF established percentage annual placement goals for minorities and/or women in those job groups where the percentage of minorities and/or women employed was less than would reasonably be expected given their availability. These placement goals are objectives or targets reasonably attainable by means of applying every good faith effort to make all aspects of its AAP work.

USF has developed and will execute action-oriented programs designed to correct any focus areas identified in the AAP. USF's Metro New York Distribution Center utilizes the following local recruitment sources to provide opportunities for the advancement of minorities and females:

- Bergen County Job Fair & Career Resource
- Middlesex County VoTech
- Lincoln Technical Institute
- NJ Department of Labor & Workforce Development
- Rutgers University
- The College of New Jersey
- Westchester-Putnam Career Center Network
- New York State Department of Labor
- The Examiner News

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- The Riverdale Press

Specific partnerships exist through the following veterans' organizations:

- Hudson County Veterans
- US Department of Veteran Affairs

USF's outreach partnership with the above recruitment sources include, but is not limited to, posting its open positions, attendance at job fairs, providing facility tours and conducting informational sessions about USF and its employment opportunities. In addition, US Foods has hosted on-site job fairs as another means to communicate our job opportunities. To the extent that NYC Health and Hospitals is aware of other recruitment sources in the New York Metro area, USF is always open to considering additional outreach partners.

To address the areas of underrepresentation¹ identified by NYC Health and Hospitals below, USF makes the following commitments to developing a plan that will be directed toward increasing the percentage of minorities and/or women in 2019:

1C Mid Management (Total Minorities)

4A Commission Only Sales (Females and Total Minorities)

5B Warehouse Clerical (Females)

7A Warehouse (Females)

As job openings occur in the job groups indicated above, USF will work with the professional and community-based organizations as listed, including posting open jobs. In addition to the outreach efforts, USF utilizes the following programs to provide opportunities for the advancement of minorities and females within its organization:

- tuition assistance
- performance evaluation
- job posting
- on-the-job training
- external training
- succession planning
- high potential programs
- emerging leader programs
- coaching

USF monitors the above training and development programs to ensure that they are carried out in a non-discriminatory manner. Additionally, USF conducts a periodic review of its affirmative action programs, including a review of employment transactions and progress toward the goals and objectives identified in the AAP. USF analyzes its employment transactions to verify that its selection processes are non-discriminatory and that staff reductions do not impact disproportionately on minorities and/or women.

Of note in 2018, the goals for females and minorities in the 2A Administrative Professionals category were met and are not reflected in the 2019 plan.

Additionally, in 2018, USF built upon its commitment to continued workplace diversity efforts in the following ways:

1. Targeted training to reinforce appropriate and respectful behavior.
 - a. For our leaders, we rolled out Respectful Workplace Training to promote respectful communication and foster an inclusive environment. This program will continue to be rolled out to additional employees throughout 2019. The intent of the training is to give employees a common framework and language for identifying and discussing inappropriate behavior or comments.
 - b. Unconscious bias training for employees will be conducted throughout 2019. This training will educate our workforce on avoiding social stereotypes that can be formed unintentionally. Specifically, leaders are trained to focus on evaluating behaviors that are based only on observable behaviors versus possible social stereotypes.
2. A continued commitment to our employees ensuring safety, inclusion and value.

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- a. There are formal and informal ways to address instances where an employee may feel uncomfortable. Available avenues to report a situation have been shared with our workforce.
3. Employee Resource Groups (ERGs) at our corporate headquarters locations.

USF formally launched 8 Employee Resource Groups (ERGs) at our corporate headquarters locations. Field rollout will begin in 2019. The vision of these ERGs is to provide employees with access to an inclusive community and network of individuals in locations where they may feel like the "only." Each ERG is sponsored by an executive leader and the groups are as follows:

 - Administrative Professionals Organization
 - Black Resource Utilization Hub
 - Collective Asian Network
 - HispanicLatino
 - Pride Alliance
 - Those Who Serve
 - Women in Network
 - Young Professionals
4. Annual involvement in the Women's Foodservice Forum.
 - a. Focus is placed on networking, support and the expansion of inclusive connections within the company and industry.
5. Increased diversity efforts at all levels of hiring.
 - a. For all external searches for VP and above, we require a diverse slate of candidates, but we ensure the best candidate is hired.
 - b. For our high potential programs, the criteria for participation has been changed to require a diverse pool of nominees as part of our commitment to diversifying our leadership ranks.
 - c. In the last year and a half, we've added three diverse members to our Board of Directors.

USF is committed to the above action plan that is directed toward increasing the percentage of minorities and women in its workforce, particularly where underrepresentation² exists.

If you have any questions, I can be reached at the telephone number below or my email address is cindy.kaneshiro@usfoods.com.

s/Cindy R. Kaneshiro

Cindy R. Kaneshiro
Director, Workplace Compliance

¹ Use of the term "underrepresentation" is not an admission that minorities and/or women have been or presently are being discriminated against in any way in violation of federal, state or local fair employment practices laws.

² Use of the term "underrepresentation" is not an admission that minorities and/or women have been or presently are being discriminated against in any way in violation of federal, state or local fair employment practices laws.

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Equity, Diversity, and Inclusion Committee

Tuesday, May 14, 2019

Conditional Approved Contracts

GE HEALTH CARE
Waukesha, WI
(NEW)

Supply Chain Services
(Enterprise Imaging Agreement)
\$224,000,000

US FOODS, INC.
Rosemont, IL
(Perth Amboy, NJ location)

Supply Chain Services
(Dietary Services)
\$358,000,000

GE Healthcare

2019

	<u>2019</u>
Total # of Employees	1,654
# of Job Groups	113
# of Underutilizations	9
# of Minority Underutilizations	1
	Operatives-HRLY-Manufacturing
# of Female Underutilizations	8
	Professionals-LPB-Sourcing Professionals-SPB-Engineering/ Technology Professionals-SPB-Marketing Technicians-OTHSAL-Manufacturing Technicians-OTHSAL-Services Sales Workers-LPB-Sales Craft Workers-HRLY-Manufacturing Operatives-HRLY-Manufacturing

NOTE: This is a first time analysis for GE Healthcare. Further discussion needs to be had in regard to analyzing how many of the 1,654 employees are directly involved in the New York City Health + Hospitals Imaging Agreement.

US FOODS, INC.

2019 UPDATE

	<u>2018</u>	<u>2019</u>	<u>Difference</u>
Total # of Employees	734	680	(-54)
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# of Female Underutilizations	3	2	(-1)
	Mid Mgrs JG 1C Adm Prof JG 2A Sales JG 4A	Sales JG 4A Warehse Clerical JG 5B	

NOTE: US Foods underutilizations have remained consistent. Their total employment decreased by 54, yet they eliminated 1 minority underutilization and 2 female underutilizations.

M/WBE

Keith Tallbe

Senior Counsel

Office of Legal Affairs for Supply Chain Services

Overview

- Generally:
 - NYC Health + Hospitals follows NYS Executive Law 15-A, requiring the system to set a goal of 30% utilization of State certified MWBE subcontractors on all procurements (Tier 2)
 - NYC Health + Hospitals also gets utilization credit for direct contracting with MWBEs and “preferred sources” (NYS Industries for the Blind, NYS Industries for the Disabled) (Tier 1)
 - If goals cannot be met in good faith a waiver is issued
- Compliance with goals
 - Implemented in 2016, NYC Health + Hospitals uses compliance software which tracks each vendor’s compliance with MWBE contract goals
 - Also tracks NYC MWBE spend, as well as other certifications

Historical MWBE Spend

	State Fiscal Year						
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Tier 1	\$ 41,508,313	\$ 22,634,619	\$ 44,576,167	\$ 29,233,201	\$16,236,987	\$ 20,007,106	\$ 33,838,611
Tier 2 (all)	\$ -	\$ -	\$ -	\$ 1,485,975	\$ 7,719,575	\$ 13,754,265	\$ 10,498,863
Total	<u>\$ 41,508,313</u>	<u>\$ 22,634,619</u>	<u>\$ 44,576,167</u>	<u>\$ 30,719,176</u>	<u>\$ 23,956,562</u>	<u>\$ 33,761,372</u>	<u>\$ 44,337,474</u>
Total %	4.9%	2.43%	5.04%	4.52%	2.75%	~4.01% (PSFT report not available)	~5.26% (PSFT report not available)

Ongoing Work

- Tier 2 compliance software is effective
- Recent changes/opportunities:
 - Added MWBE as 10% scoring factor on all RFPs
 - Office move to 7 Hanover Square
 - Internet cabling, relocation services, furniture
- Go forward:
 - Hire new FTE for MWBE
 - Process Improvement
 - Engage all business owners (EITS, OFD, temp staffing) to find and follow up on opportunities
 - Participate directly in procurements
 - Regular dashboard reporting with senior executives
 - Engage MWBE community, look for opportunities with other hospital systems (WMC, NUMC, SUNY)

DIVERSITY & INCLUSION

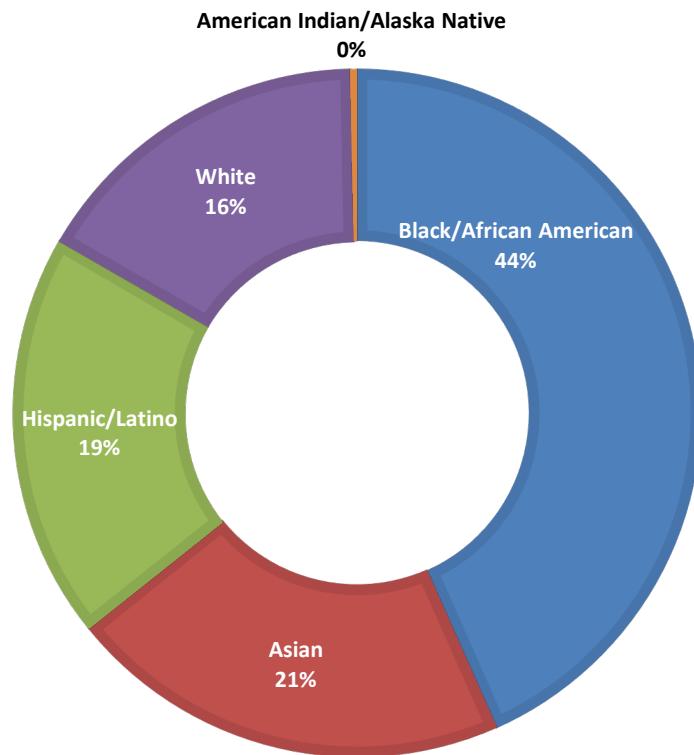
Workforce Analysis

May 2019 Employee Data

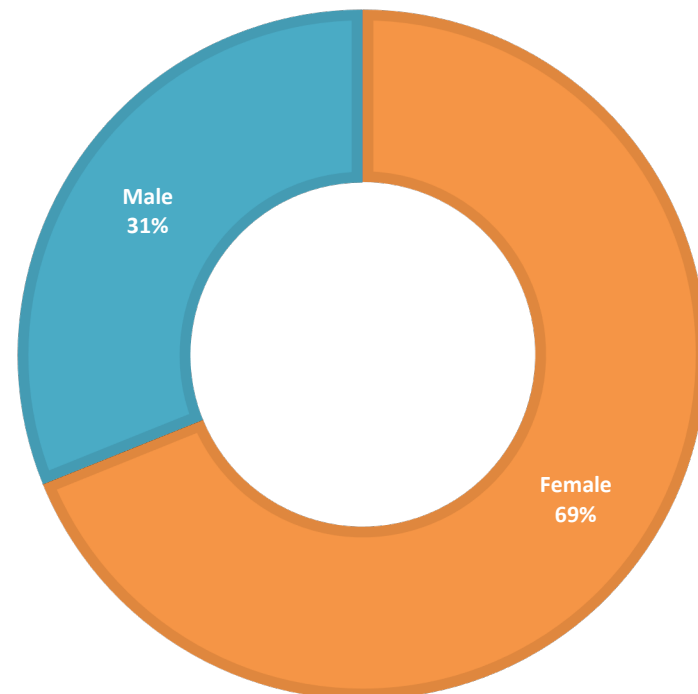
Overview

- Demographic data on NYC Health + Hospitals' workforce as of May 2019
- Total of 38,985 employees
- Data is segmented to reflect direct service job titles for nurses, medical residents, employee physicians, social workers, and clerical associates.
- Also included are titles for the following administrative roles: Executive, Senior Leaders, Middle Managers, and First-Line Managers.
- This data excludes affiliate staff, vendors and temp agencies.

Race / Ethnicity and Gender- All



■ Black/African American
 ■ Asian
■ Hispanic/Latino
 ■ White
■ American Indian/Alaska Native

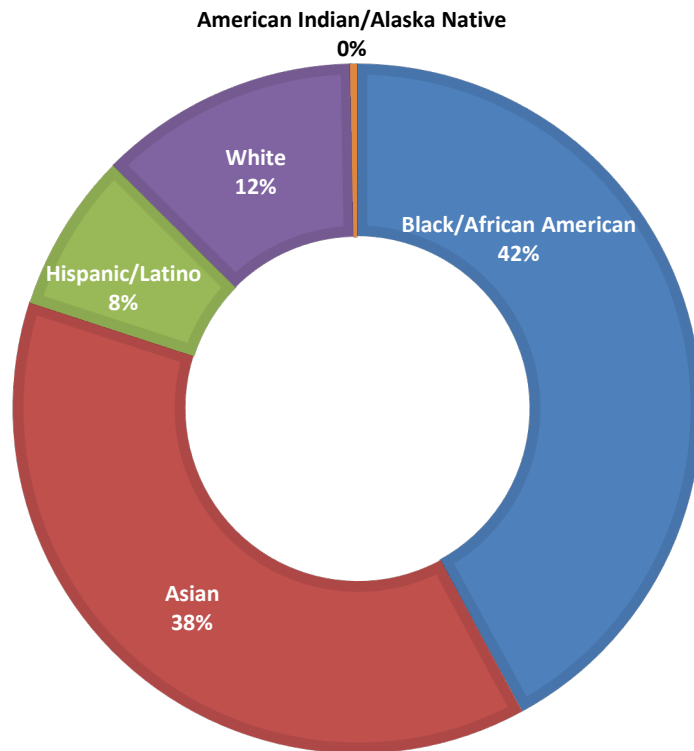


■ Female
 ■ Male

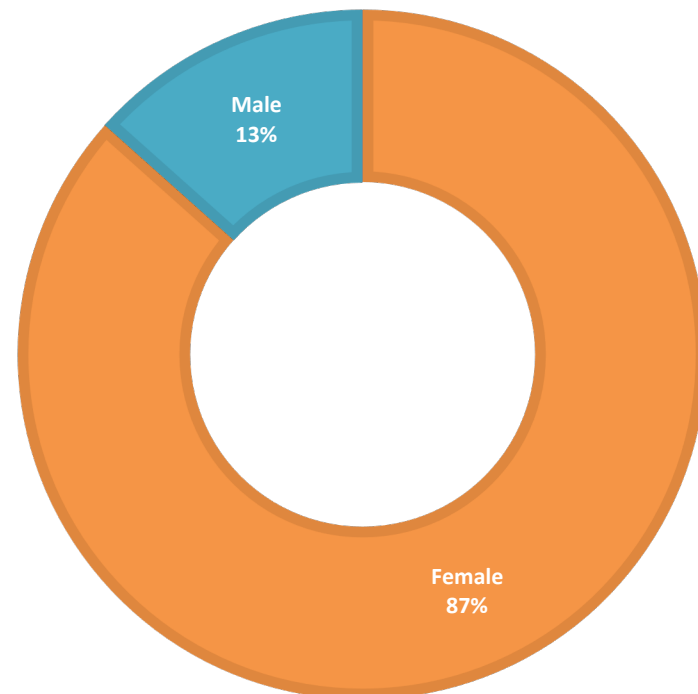
N=38,985

Data as of May 2019

Race / Ethnicity and Gender – Nurses*



■ Black/African American ■ Asian
■ Hispanic/Latino ■ White
■ American Indian/Alaska Native



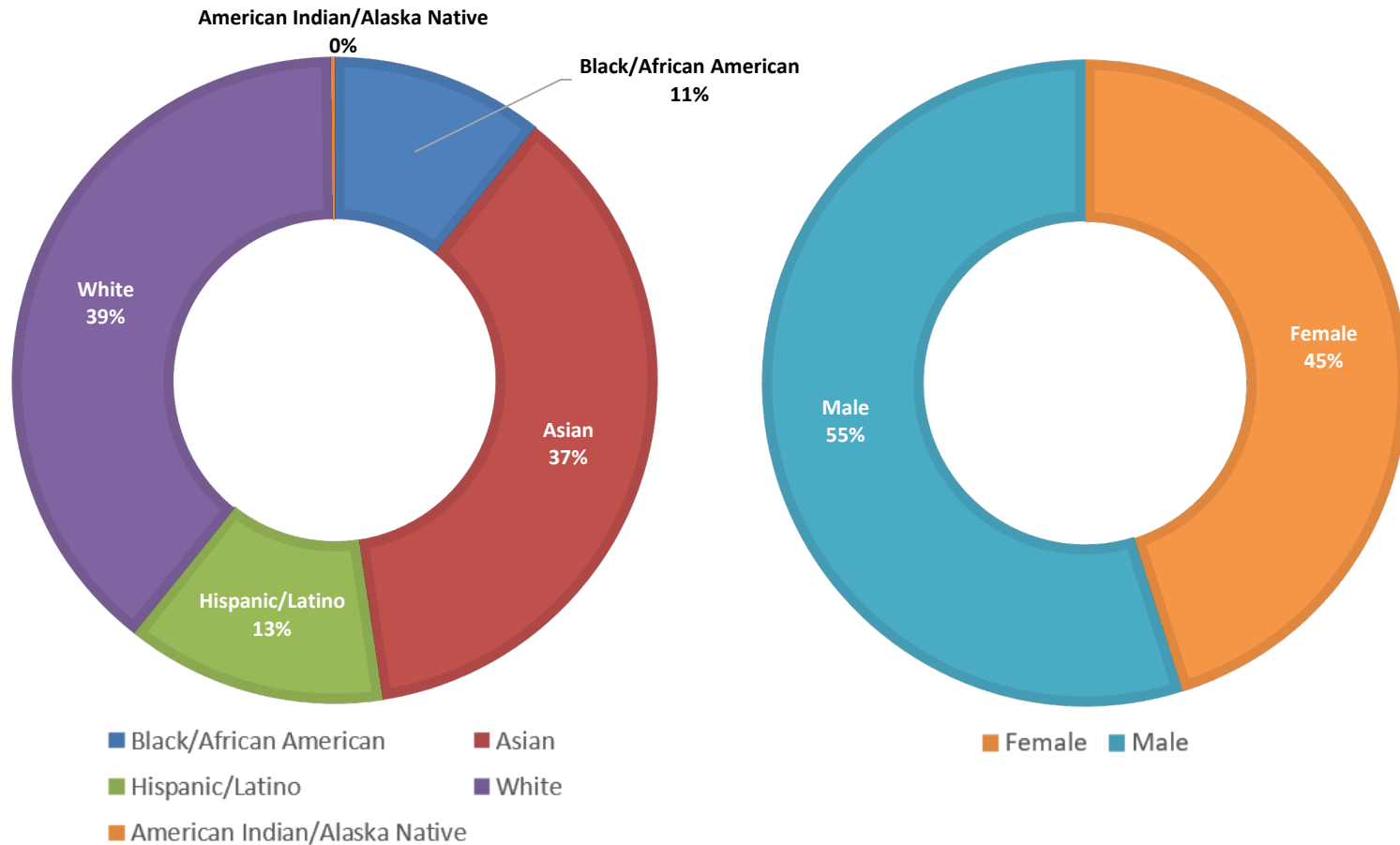
■ Female ■ Male

N=8,126

Data as of May 2019

*Comprises of 12 nursing titles

Race / Ethnicity and Gender - Residents

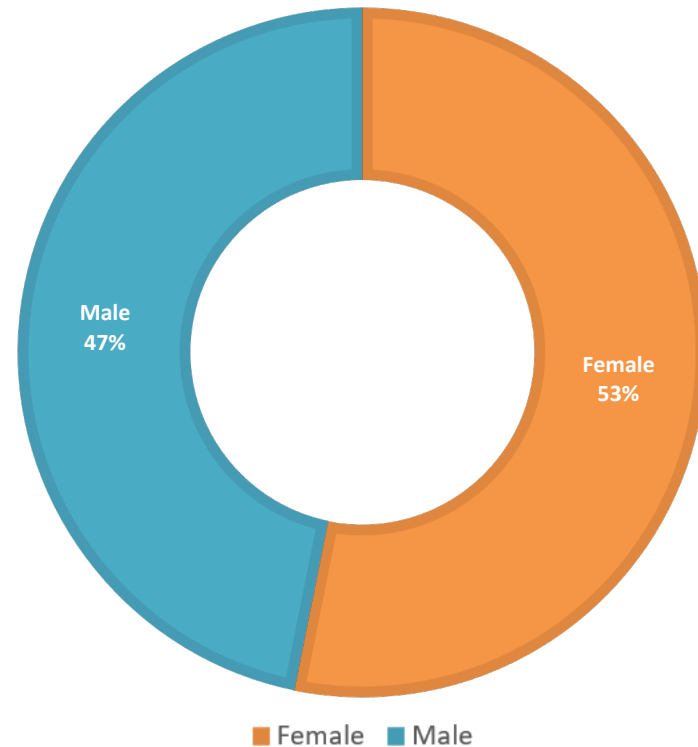
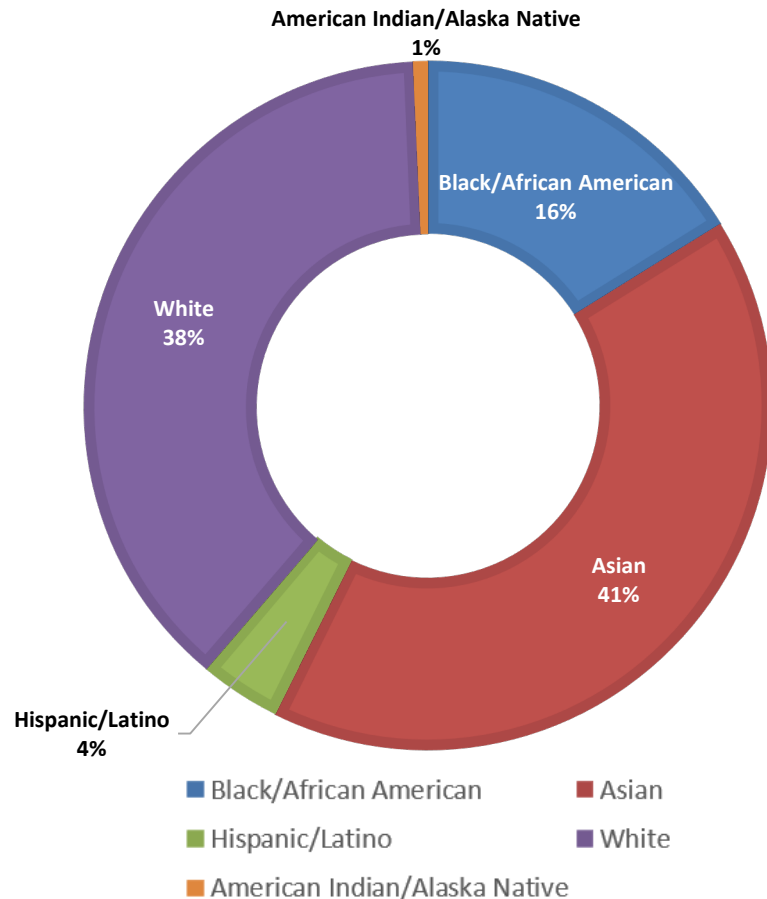


N=2,177

Data as of May 2019

Titles include Dental Resident PGY levels I-VI, and Resident PGY levels I-VIII

Race / Ethnicity and Gender – Employee Physicians



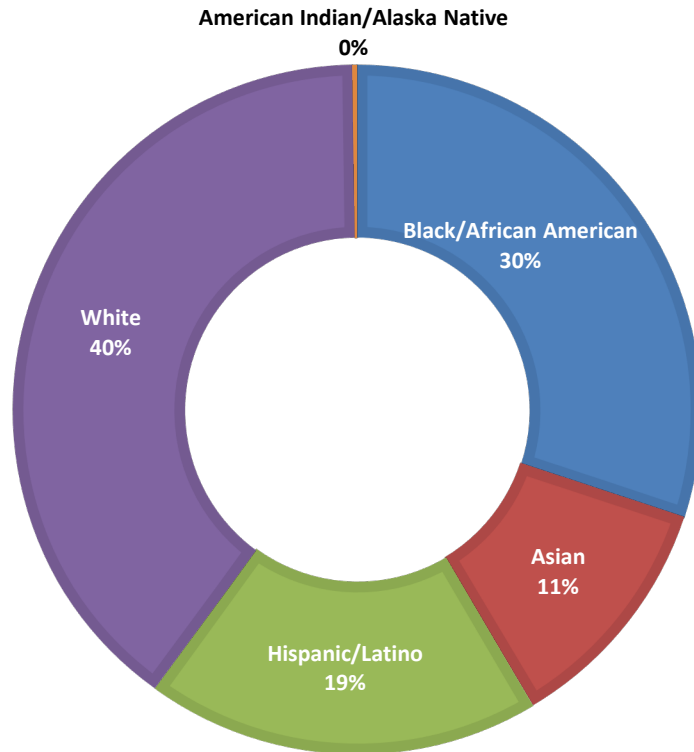
N=1,040

Data as of May 2019

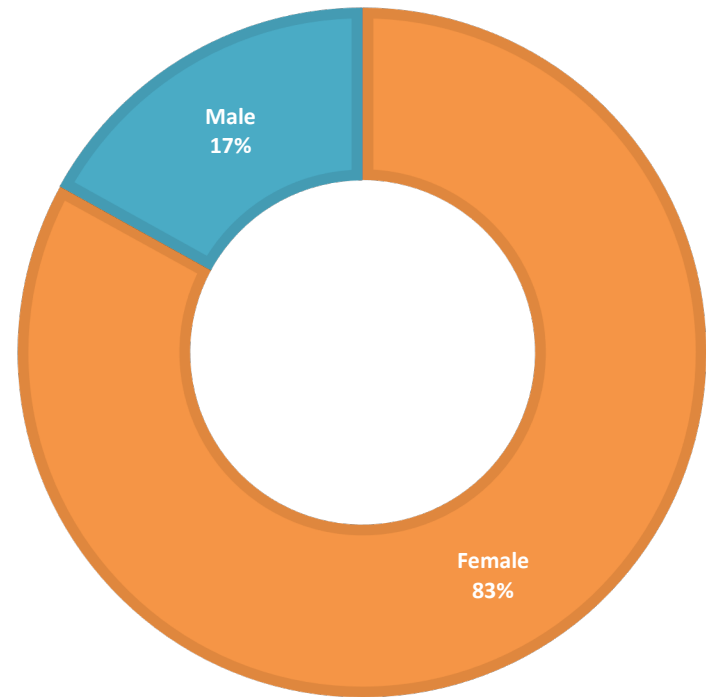
Titles include primary care physicians and specialists who are employed by NYC Health + Hospitals

Note: Does not contain affiliate staff data

Race / Ethnicity and Gender – Social Workers



■ Black/African American ■ Asian
■ Hispanic/Latino ■ White
■ American Indian/Alaska Native



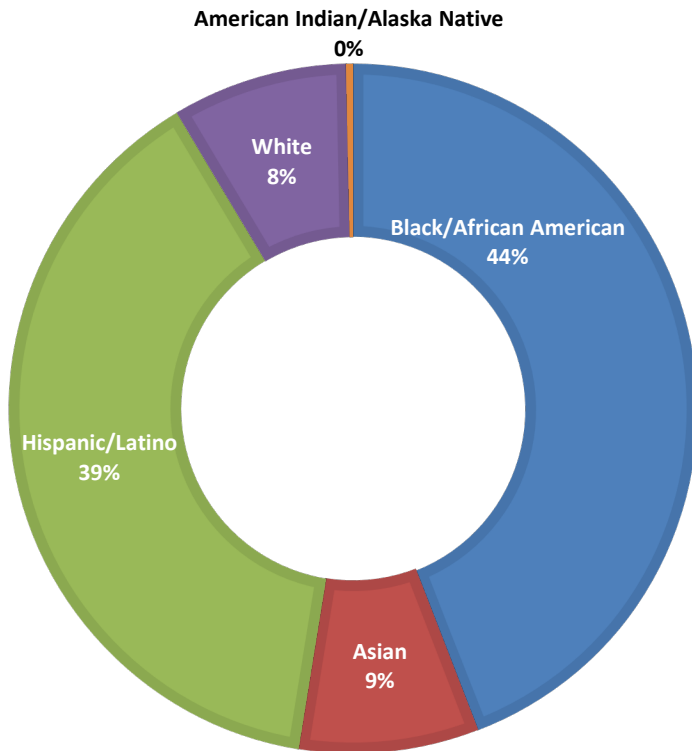
■ Female ■ Male

N=895

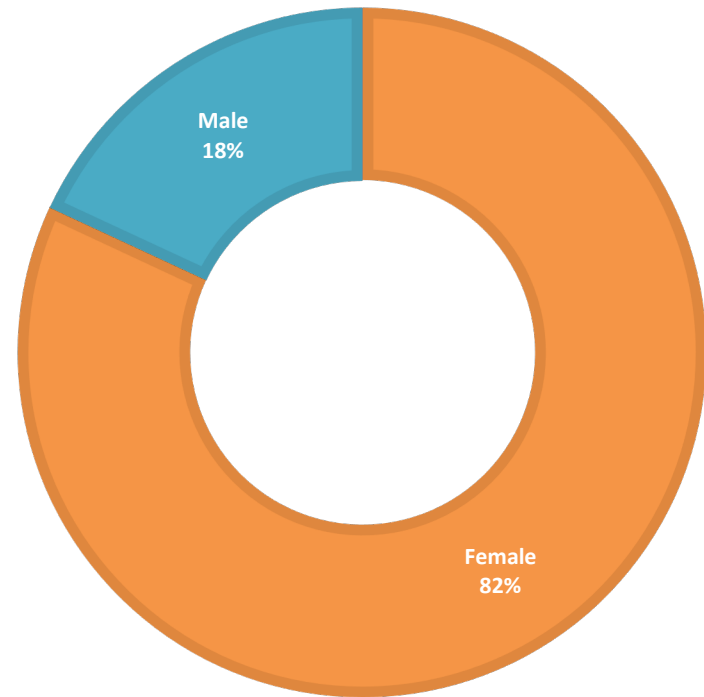
Data as of May 2019

Titles include Social Worker, Social Worker levels I-V, and supervisor roles

Race / Ethnicity and Gender – Clerical Staff



■ Black/African American
■ Hispanic/Latino
■ American Indian/Alaska Native
■ Asian
■ White

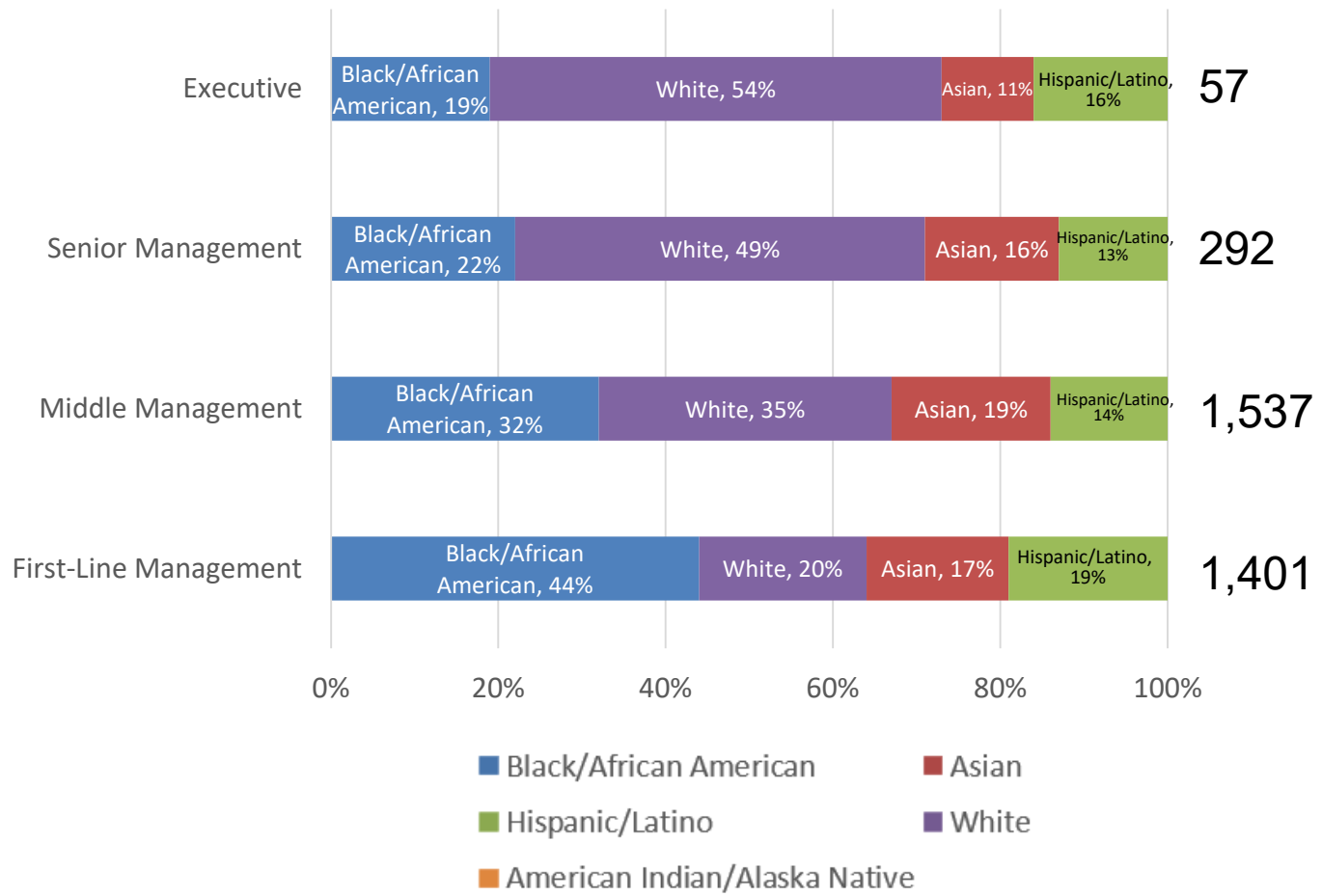


■ Female
■ Male

N=2,844

Data as of May 2019
Clerical Associate titles

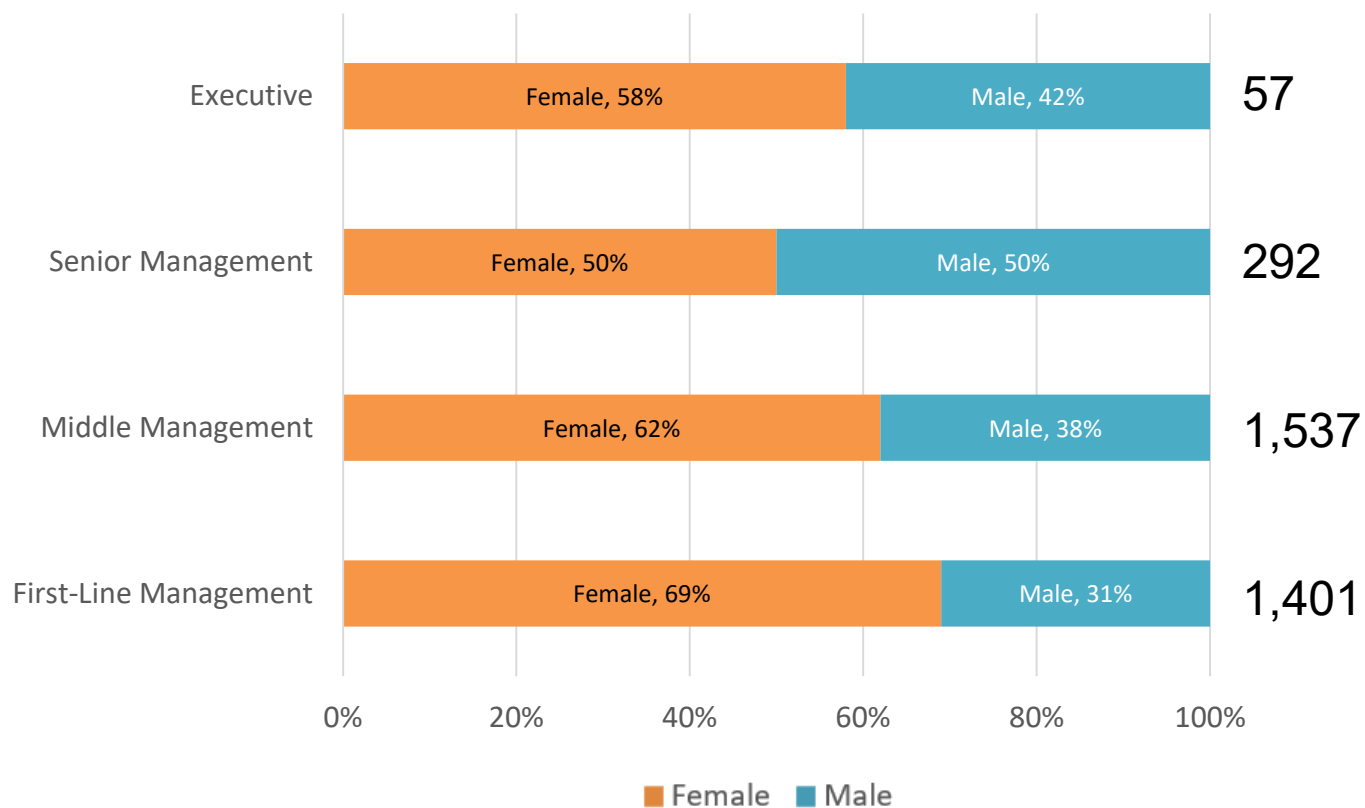
Race / Ethnicity – All Leadership



N=3,287

Data as of May 2019

Gender – All Leadership



N=3,287

Data as of May 2019