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A LEADER ON THE PATH TOWARD EQUITY FOR ALL

As the nation's largest municipal public health care system, NYC Health + Hospitals is committed to serving everyone regardless of who they are, where they come from, what language they speak. Our health care professionals reflect the diversity of the patients we serve and personify these values every day – at work and in their communities.

Treating everyone with respect and dignity is the foundation of our success and the impetus for so much of what we do to serve New Yorkers and reduce the inequities in health care.

The recent period of upheaval, acts of hate and bigotry, and the devastating health disparities highlighted by the COVID-19 pandemic has made our essential role in the struggle for social and racial equity more meaningful than ever.

Thanks to our shared values, we prioritize access to care to all those in need, deliver the highest quality care to all no matter what they can pay, and combat structural inequities in partnership with community. We reach deep into communities disproportionately impacted by the COVID-19 pandemic to help close the gap in health disparities, ensure a racially just recovery, and save lives.

We are also strengthening our commitment to equity and diversity in our workplaces, recognizing unconscious bias, calling out bigotry, and rooting out systemic racism within clinical practices.

I'm proud of the work we have done and will continue to do to promote understanding and expand equal access to health care.

Mitchell Katz, MD President and CEO

NYC HEALTH + HOSPITALS 5-YEAR REVIEW OF SYSTEM-LEVEL ACTIVITIES



PROGRESS AND THE JOURNEY AHEAD FROM MATILDE ROMAN, ESQ.

As I reflect on the last five years of having the honor to serve in this inaugural role, I am deeply heartened by the great strides made to advance diversity, equity and inclusion across the System.



A MESSAGE FROM YVETTE VILLANUEVA

Today, more than ever, the events of the past 18 months have strengthened and reaffirmed NYC Health + Hospitals' commitment to diversity, equity and inclusion. I applaud the System's ongoing efforts to optimize opportunities to support diversity among employees and foster a strong culture of inclusion and respect in the workplace. These efforts have deepened individual and collective awareness and action in alignment with the System's commitment to its mission and our communities.

Today's times illuminate the important role diversity, equity and inclusion play within our organization, and the critical nature of the work to contribute to the organization's growth and the people that we serve.

In this report, you'll read about our accomplishments that highlight the strategy, framework and programs that strengthened our capacity, and demonstrated our resolve to continue evolving in our diversity, equity and inclusion journey. Although progress has been made, there is more to do, especially in these challenging times. Indeed, our work in diversity, equity and inclusion is not—and will never be—finished.

You can learn more about the next steps in this journey in the "The Way Forward" section of the report.

Thank you for supporting our work. We look forward to sharing our future accomplishments.

Matilde Roman, Esq. Chief Diversity and Inclusion Officer

Our staff continue to recognize the principles of diversity, equity and inclusion as key drivers for excellence and innovation for equitable and compassionate delivery of health care services, and how integral they are to our mission and core values.

We encourage each member of our workforce to support practices that promote a welcoming and affirming space for our patients, and to ensure all employees feel accepted and welcomed, and that their background, personal differences, unique challenges and circumstances are valued. As we progress in our journey, the Office of Human Resources will continue to champion a diverse workforce, and encourage everyone to actively engage in activities to support system-wide efforts that foster a multicultural and inclusive work environment, and attract diverse talent that reflects the patients we are called to serve.

Yvette Villanueva

Senior Vice President of Human Resources, Executive Sponsor

I. INTRODUCTION

As the largest municipal health delivery system in the nation, NYC Health + Hospitals plays an integral role in providing quality care to its most vulnerable regardless of race, ethnicity, gender identity or expression, national origin, religion, sexual orientation or ability to pay.

Over the past several years the System has made significant investments on its commitment to equity, diversity and inclusion to ensure that it remains strongly aligned to its mission, vision and values of providing quality health services to New York City's diverse residents.

KEY ROLES AND RESPONSIBILITIES: OFFICE OF DIVERSITY AND INCLUSION

II. ABOUT THE OFFICE OF DIVERSITY AND INCLUSION

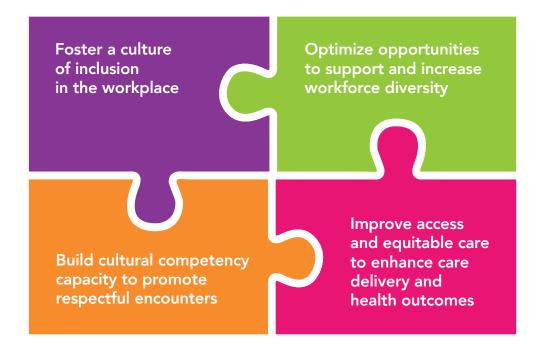
Established in 2016, the Human Resources' Office of Diversity and Inclusion has led efforts to develop and implement strategies and solutions to integrate equity, diversity and inclusion best practices, and provide system-wide support for the delivery of culturally and linguistically responsive services. The Office uses an integrated approach that promotes workforce diversity and inclusion, and also enhances patient care through culturally responsive services.



III. STRATEGY AND PLANNING

THE OBJECTIVES

Build the framework and approach to integrate diversity and inclusion best practices into the organization's policies, operations and processes with the purpose of achieving the following objectives:



STRATEGIC PLANNING PROCESS – HEALTH EQUITY SYMPOSIUM

NYC Health + Hospitals underwent a comprehensive strategy and planning process to evaluate its current state as a culturally competent organization.



As part of the approach, the System brought together over 90 senior leaders and key external stakeholders for a fullday strategic planning session to discuss six areas of quality improvement that would support organizational change to enhance equitable care.

SIX AREAS OF QUALITY IMPROVEMENT:

- 1. Patient experience and engagement
- 2. Workforce capacity building and long-term planning
- 3. Health literacy

- 4. Data collection and governance
- 5. Communication
- 6. Governance and leadership

Participants were assigned to one of six work groups and charged with identifying measurable goals and outcomes. At the conclusion of the work group sessions, each group had articulated goals, supported by solutions and action steps that informed the development of the *Plan to Enhance Equitable Care*.

THE PLAN

ENHANCE EQUITABLE CARE

Released in the fall of 2015, the Plan to Enhance Equitable Care was designed as an organizational road map with five key areas of focus to improve individual and community health. The Plan represented a comprehensive and ongoing approach that highlighted the need to evaluate the System's:

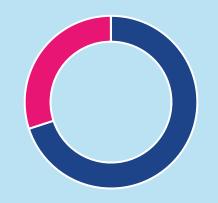
- organizational strengths
- standard policies and practices
- workforce strategies for capacity building
- stewardship of data
- staff, patient and community engagement

As part of the Plan, the Office of Human Resources led efforts to ensure the System met the diversity outcomes through a strategic approach to recruit, retain and develop its workforce. To achieve workforce diversity, the System determines vacancy needs annually and uses a variety of recruitment methods to match qualified and diverse job candidates with employment opportunities. These methods include advertising to minority health care associations, participating in career fairs specific to underrepresented groups and non-traditional backgrounds, as well as sourcing in non-traditional recruitment platforms. The System also works to build pipeline programs with local schools and public/private organizations to support engagement and

awareness of employment opportunities in the public health sector. Investment in professional development programs, internally and externally, offer employees professional growth opportunities. Moreover, the System created a mentorship program to build connections among co-workers, facilitate employee development and generate networks that improve retention.

WORKFORCE DIVERSITY: RACE/ETHNICITY

WORKFORCE DIVERSITY: GENDER



Nearly 70% are Women

As a result of these efforts, NYC Health + Hospitals prides itself on having a diverse workforce that reflects the communities it serves.

THE ORGANIZATIONAL ASSESSMENT

FIRST ORGANIZATIONAL ASSESSMENT ON CULTURAL COMPETENCY AND HEALTH LITERACY

In 2016, an organizational assessment was conducted to evaluate the System's maturity as a culturally competent organization and obtain data-driven diagnostics. The assessment was deemed a key deliverable identified during the strategy and planning process.

The Communication Climate Assessment Tool (C-CAT) was administered to evaluate the System in nine domains where organizations provide culturally and linguistically responsive services. The assessment also included an evaluation of the System's readiness to provide LGBTQ affirming services that was identified as a high-priority need.

The multipronged assessment helped us understand current policies, practices and efficacy in providing culturally responsive care. The assessment also offered an inventory of the types of activities across the System, as well as gaps and priority needs.

CULTURAL COMPETENCY AND HEALTH LITERACY (CCHL) ASSESSMENT

- The assessment tool used was the Communication Climate Assessment Tool (C-CAT) developed by the American Medical Association and managed by the University of Colorado.
- The tool has nine domains that reflect areas where organizations provide culturally and linguistically appropriate services, and are based on practices to improve patient-centered communication.
- Assessment process included administering staff, executive and patient surveys, key informant interviews, and facilities completing an organization workbook to share their understanding and application of cultural competence best practices.

LGBTQ SERVICES AND CARE READINESS ASSESSMENT

- The assessment tool used was created and administered by the Fenway Institute/National LGBTQ Health Education Center.
- Evaluation approach included administering staff and executive surveys, and focus groups with staff, patients, and LGBTQ-serving organizations.

KEY ASSESSMENT FINDINGS

The findings confirmed feedback from the strategy and planning process, and identified additional opportunities to support the System's diversity and inclusion efforts.

- Creation of a centralized structure to drive diversity and inclusion activities and goals
- System-level education to build knowledge capacity and competencies
- Implementation of standard practices
- Integration of patient demographic data into electronic health records
- Delivery of services and aids to facilitate effective communication for limited English proficient (LEP) individuals and people with disabilities
- Communication strategies to elevate awareness of equity, diversity and inclusion

THE STRATEGY

OVERARCHING GOAL: INTEGRATION AND ALIGNMENT

The Office of Diversity and Inclusion partners with key facility stakeholders and executive and senior leaders to direct the diversity and inclusion strategy for the System.



IV. KEY ACCOMPLISHMENTS (FY16-FY21)

CREATING THE DIVERSITY AND INCLUSION FRAMEWORK

To support the execution of diversity and inclusion activities across the System, the following elements were applied as the framework, rooted in key areas. The development and implementation spanned several years and required a multidisciplinary, multi-facility approach to build the foundational elements on behalf of the System.



BUILDING THE ORGANIZATIONAL INFRASTRUCTURE

In February 2016, the Inaugural **HR Office of Diversity and Inclusion** was established to drive system-level strategies and solutions to integrate diversity, equity and inclusion activities and best practices. The System's first Chief Diversity and Inclusion Officer was appointed.

2016

The Board of Director's **Standing Committee on Equity, Diversity and Inclusion** was formed when NYC Health + Hospitals revised its corporate bylaws.

2019

HR Office of Diversity and Inclusion established formal Councils for initiatives in key areas:

The Language Access Council is made up of site representatives who oversee and coordinate the provision of language services. The Council meets quarterly to ensure standard delivery of services across the System.

2016

The **Pride Health Advisory Council** (formally the LGBTQ Advisory Council, established in 2016) is comprised of administrative and clinical leads that convene to strengthen collaboration across the System's Pride Health Centers.

2019

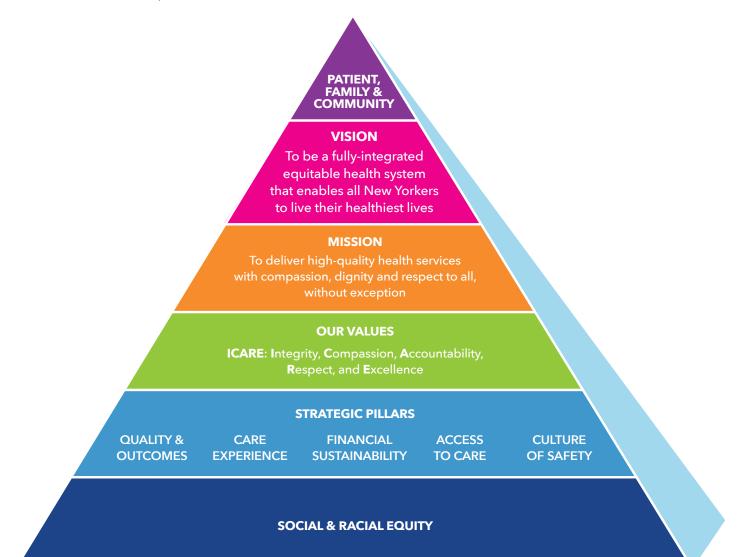
The **Equity & Access Council** supports initiatives that promote social and racial equity, and optimize the delivery of care and health outcomes in furtherance of the organization's strategic priorities.

2020

LEADERSHIP AND ACCOUNTABILITY

EMBED 'EQUITY' INTO NYC HEALTH + HOSPITALS' STRATEGIC PRIORITIES

In 2021, equity was embedded into the System's strategic priorities serving as a core foundational element to the NYC Health + Hospitals' vision, mission and values.



DEVELOPMENT OF SYSTEM-LEVEL METRICS

System leaders developed metrics to assess improvements on workforce diversity and equity of care. The system-level metrics create transparency and strengthen accountability to help drive diversity and inclusion priorities and goals for the System.

SUPPLIER DIVERSITY PROGRAM

The Supplier Diversity Program, operated by Supply Chain Services under the direction of the Office of Business Operations, proactively engages with and encourages Minority- and Women-Owned Business Enterprises (M/WBE), or other historically underrepresented groups. The goal is to help M/WBE businesses participate in procurement opportunities and create a more inclusive supply base that better serves local businesses and the City's diverse communities.

DIVERSITY AND INCLUSION PROGRAMS AND INITIATIVES

NYC Health + Hospitals has taken actionable steps that build a comprehensive diversity and inclusion program. These steps align with the System's mission, priorities and values and are developed to ensure long-term, sustainable results.

FUNDING TO SUPPORT PROGRAMS

Secured over \$1.5 million for programs

Over the years, through generous support from the NYC Council, City Hall, and grant awards, over \$1.5 million in funds and in-kind contributions were granted to support system-level activities.

REGULATORY AND COMPLIANCE

The diversity and inclusion activities support compliance with federal, state and local laws and regulatory requirements.

RELEVANT LAWS AND REGULATORY REQUIREMENTS

- ACA 1557
- $\checkmark\,$ Americans with Disabilities Act
- Title VI of the Civil Rights Act
- Executive Order 13166
- National CLAS Standards
- The Joint Commission Standards
- Section 405 of the NYS Consolidated Laws
- V NYC Human Rights Law

LANGUAGE SERVICES OPTIMIZATION

Enhance delivery of language services to better serve limited English proficient (LEP) patients and visitors

In an effort to improve meaningful access through the provision of languages services, the focus has been to optimize service delivery by:

- Expanding services and increasing operational capacity to ensure language services 24 hours a day, 7 days a week, in over 200 languages and dialects.
- Developing standard policies and practices for the delivery of language assistance services.
- Leveraging technology to enhance service delivery through equipment and platform integration.
- Creating resources, trainings and tools to support awareness for appropriate service utilization and access.
- Building monitoring tools and processes to track utilization and performance.
- Supporting the standardization of health literate, plain language essential patient-facing documents in the top languages understood by LEP New Yorkers.
- Providing ongoing technical assistance and support for the language access program.



- Interpretation Database: A centralized reporting system to collect language service utilization and key performance indicators.
- Essential Documents Directory: A repository of key patientfacing documents in English and the top languages understood by LEP patients.
- Standard Language Access Resources: Tools to notify the public of free interpretation services. Examples are the "We Provide Free Interpretation Services" poster, the "I Speak" cards, and the Language ID desktop display.
- Annually, we fulfill over one million language interpretation requests, which account for more than 13 million interpretation minutes.
- Every year the System translates over 180,000 English words into the top 13 languages requested by LEP patients. This work results in nearly 3,000 unique documents for systemwide use.

ENHANCE ACCESSIBILITY AND EFFECTIVE COMMUNICATION

The System strengthened its capacity to support effective communication and other forms of accommodation to better serve persons who are deaf, hard of hearing, blind or have low vision. Over the past several years, the System increased the availability of qualified sign language interpreters, auxiliary aids and services to provide meaningful access for people with disabilities. Below is a summary of key highlights:

 Initiated a Communication Needs Assessment to understand NYC Health + Hospitals' process for providing effective communication to individuals who are deaf and hard of hearing that included an **inventory** of the types of auxiliary devices and services currently available at facilities.

- Established a Disability Advisory Committee comprised of disability advocates and representatives from the Mayor's Office for People with Disabilities to support the development of resources and tools to facilitate effective communication.
- Developed guidelines used for system-wide implementation of services for communication accommodations for persons who are blind or have low vision.

- Expanded equipment, such as tablets for video remote interpretation services, and other devices that include personal sound amplifiers, induction loops, paging systems, and communication boards.
- Offered technical assistance and support on website accessibility and other communication accommodation requests.
- Expanded communication services to include Certified Deaf Interpreters and Communication Access Real-Time Translation (CART).

Hearing Assistance Available Asistencia auditiva a su disposición

Speak to someone at the registration or information desk if you need auxiliary aids and services. Avísenos en el mostrador de admisión o de información si necesita soporte y servicios auxiliares. **CART**, also known as "real-time captioning," is a professional service that can be delivered on location or remotely. Services provide instant translation of the spoken word into English text using a stenotype machine, notebook computer and real-time software.

The text produced by the CART service can be displayed on a monitor, projected onto a screen, combined with a video presentation to appear as captions, or otherwise made available using other transmission and display systems.

A Certified Deaf Interpreter

(CDI) is a specialist who provides interpreting, translation, and transliteration services, utilizing American Sign Language and other visual and tactual communication forms used by individuals who are deaf, hard of hearing, and deaf-blind.

GENDER EQUITY PROGRAM – LGBTQ AFFIRMING SERVICES

Programs to advance LGBTQ affirming clinical care and inclusive practices

• Support Expansion of Pride Health Centers to ensure LGBTQ Centers of Excellence were available in more site locations.

PRIDE HEALTH CENTERS

- Metropolitan established the first Pride Center and offers gender-affirming surgery
- Bellevue
- Woodhull
- Gouverneur
- Judson/Gotham Health
- Jacobi
- Lincoln: Gender-Affirming Integrated Services Practice (as of 2021)
- Implemented policies and guidelines to promote inclusive practices and affirming care to Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ), and Gender Non-Conforming (TGNC) patients.
 - Trans Guide to Care, policy guidelines for health care professionals related to providing care to TGNC patients.
 - Facility implementation of Executive Order 16, the City's Gender Neutral Single-Sex Facility Policy.

- Developed an Inclusive Room Assignment Policy, guidelines on inclusive practices for assigning rooms to transgender and gender non-conforming patients.
- Established a Pronoun
 Guide to increase employee awareness on the use of pronouns.
- Released the LGBTQ
 Affirming Toolkit, resources to support clinical practices in creating affirming experiences for LGBTQ patients and visitors.
- Advocated for the inclusion of transgender inclusive health benefits information in NYC Employee Benefits Summary Plan—implemented in the fall of 2017.
- Successfully supported the integration of Sexual Orientation and Gender Identity (SO/GI) values in the System's electronic medical records.
- Annually, since 2016, all qualifying facilities have been designated "Leader in LGBTQ Healthcare Equality" by the Human Rights Campaign Foundation for demonstrating LGBTQ inclusive practices and commitment to LGBTQ affirming care.



- NYC Health + Hospitals was recognized for its LGBTQinclusive policies in the Human Rights Campaign first edition of the Long-Term Care Equality Index (LEI). The LEI will serve as a national benchmarking tool to evaluate long-term care communities based on the equity and inclusion of their LGBTQ residents and patients.
- Provide ongoing policy expertise and technical assistance on LGBTQ Equity and inclusive best practices.

Why am I being asked about my sexual orientation and gender identity?

Every patient has unique health needs. Research shows that lesbian, gay, bisexual, and transgender (LGBT) people have health needs that differ from the rest of the population. Due to societal stigma, they also experience higher rates of certain health issues compared to others. Learning about sexual orientation and gender identity will help us to deliver appropriate health services and culturally responsive care to LGBT patients as well as all of our patients.



Sexual Orientation and Gender Identity Questions for Patients

LEARNING AND DEVELOPMENT

Resources and training to build knowledge, skills and competencies

Over the years, the System developed and delivered diversity and inclusion blended trainings that include in-person and instructor-led training methods, e-learning modules, workshops, videos and webinars with subject matter experts to build employee skills and knowledge capacity and enhance professional development.

Diversity and inclusion content has been integrated into new employee orientation and annual mandatory training. In addition, more than 25 distinct diversity and inclusion educational programs are available year-round that include a range of topics such as language access, unconscious bias, interreligious awareness, accessibility, LGBTQ affirming services, health literacy, inclusive practices, and cultural sensitivity.

The trainings, webinars and workshops have been instrumental in creating shared meaning, awareness and building cultural humility among staff by providing resources and tools to support employees that work in multicultural settings, and the provision of culturally responsive services that promote a welcoming environment for our patients and visitors.



PFLAG/Tanenbaum Strategies for Inclusion Workshop



Testimonial from Staff at the Street Health Outreach and Wellness (SHOW) Team about the Achieving Health Equity for LGBTQ People Training

A social worker engaged with a transgender patient who uses they/them pronouns and was extremely hesitant about the J+J vaccine. After talking to the social worker and roving clinicians, the patient decided to move forward with getting the shot and felt great about their decision to do so. The patient was very appreciative of our team respecting their identity and using their preferred pronouns.

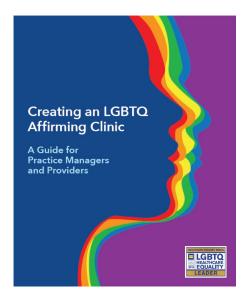


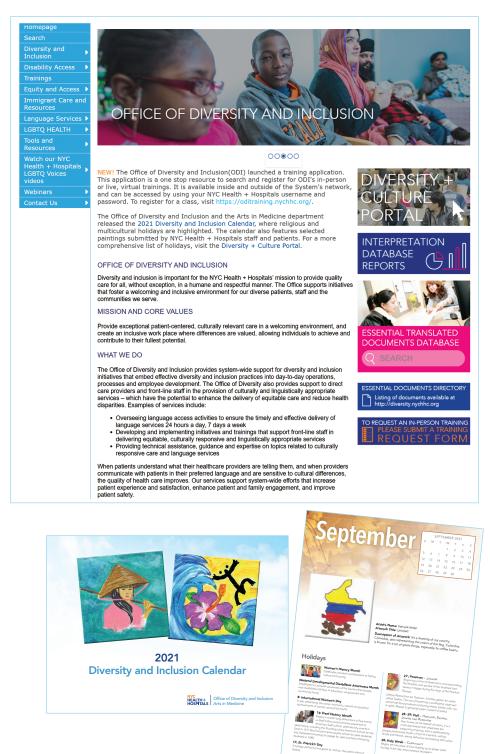
DIVERSITY AND INCLUSION SHAREPOINT SITE

An online resource for direct care providers and front-line staff to access information, best practices and practical tools to better serve our diverse patients.

Information that can be found on the intranet portal include:

- Social and Racial Equity Toolkit: contains curated information on topics related to social and racial equity.
- Language Services: offers key information and resources about translation and interpretation services.
- Immigrant Care & Resources: has information to learn about resources for immigrants.
- Diversity and Inclusion Calendar: a compilation of religious and multicultural holidays and observances.
- LGBTQ Health: information related to policies and resources to support affirming services for the LGBTQ+ community.





dependence Day

HEALTH+ HOSPITALS Office of Diversie Arts in Medicine



COMMUNICATION AND ENGAGEMENT

Initiatives to elevate and amplify diversity and inclusion

The development of multichannel communication supports the dissemination of clear and accessible information about



LGBTQ Voices videos

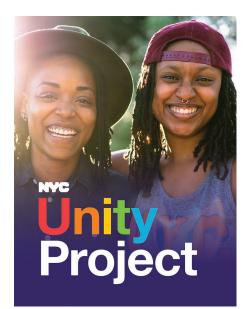
the System's diversity and inclusion activities to a broad audience, strengthens strategic partnerships, and expands external outreach to increase visibility of key initiatives and services. Highlighted here are communication and engagement initiatives:



- Celebrating Diversity at NYC Health + Hospitals Video
- UNCOVERED: How We Look is Not Always Who We Are
- LGBTQ Voices Videos aimed at promoting key messaging about affirming services
- Partners in LGBTQ Health: A campaign to increase awareness and promote information about the LGBTQ community.

- NYC Pride: Host the annual Pride Committee, comprised of staff across the system to coordinate and organize the annual system-level Pride Participation, and support facility events throughout the month of June.
- LGBTQ Community Engagement Initiatives to connect, engage, and facilitate affirming services to New York City's LGBTQ communities.
- CURED Documentary Screening and Panel Discussion: In honor of Mental Health Awareness Month and Pride Month, hosted system-wide documentary screening and panel discussion to increase awareness about the experiences of LGBTQ people in accessing mental health care.
- "I Speak" awareness campaign to promote patient rights to language services.
- Seek Care without Fear campaign to assure immigrant New Yorkers that NYC Health + Hospitals is a safe space to receive care.
- Immigrant Health Care Initiative: Activities intended to reemphasize NYC Health + Hospitals' commitment to immigrant New Yorkers and engage with staff and communities:
 - Supported development of the Open Letter to Immigrant New Yorkers.

- Hosted webinars with NYLAG Legal Health for staff to Help our Immigrant Patients Cope in the Uncertain Political Climate.
- Participation in Immigrant Health care Rights forums across the city to inform immigrant communities about their legal rights, including their right to privacy.
- Immigrant Heritage Week (IHW): Annual citywide events aimed at building cross-cultural understanding between diverse New Yorkers to celebrate the wealth of immigrant experiences and contributions.
 - Launched the Share Your Immigration Story campaign highlighting a number of employees who shared their story to help form a connection between who they are and who they serve.
 - Supported and sponsored multicultural events and activities across the System.
- Interagency partnerships and collaboration with communitybased organizations, which include the Mayor's Office NYC Unity Project, NYC Mayor's Office for People with Disabilities, New York State Department of Health, New York City Human Resources Administration, Department of Youth and Community Development, NYC Department of Health and Mental Hygiene, the City University of New York, the Mayor's Office to End Domestic and Gender-Based Violence, NYC Commission



on Gender Equity, Destination Tomorrow, Brooklyn Pride Center, Fierce NYC, Staten Island Pride Center and The LOFT: LGBTQ+ Community Center.

- Hosted events to connect employees and create safe spaces to have critical conversations on diversity and inclusion topics.
 - Employee Voices (EV) Sessions to create a safe, confidential space for employees to have anonymous conversations on the topic of bias and racism.
 - Leadership+ Speaker Series to create a pathway for employees to connect and engage with System leaders from diverse backgrounds, learn about their leadership journey, and discuss relevant topics.
 - AAPI Town Hall Sessions to offer colleagues a safe space for facilitated dialogues to share their thoughts on anti-Asian American and Pacific Islander (AAPI) hate crimes and to learn about available resources.

V. THE WAY FORWARD: NYC HEALTH + HOSPITALS' JOURNEY

THE NEXT PHASE OF NYC HEALTH + HOSPITALS' DIVERSITY AND INCLUSION JOURNEY

During the past five years, NYC Health + Hospitals' diversity and inclusion program has matured and become a critical component of the organization's business strategy. As the organization progresses on its journey, leaders have gained a more sophisticated understanding of diversity and inclusion and the link to its business strategy. However, there is still much work to do to anchor diversity and inclusion activities and goals, and attain transformative change that has long-term sustainable results.

As we move forward, we must ensure that the core values of equity, diversity and inclusion are at the heart of our leadership behaviors and operational practices. A key element to the approach is to maintain an environment that is welcoming and affirming for all individuals, whereby they can celebrate their uniqueness. Every person should be able to feel safe: whether they are patients seeking care, or employees who feel they can realize their purpose while achieving their professional aspirations. To get there, we need to continue applying an equity lens to our practices, policies and behaviors to ensure that our culture promotes equity in our clinical practices, inclusive workplace practices, diverse representation, retention, and career progression for employees across the System.

Our internal framework needs to apply intersectionality as a core element in achieving equity, diversity, and inclusion. We understand that our patients and employees identify across multiple dimensions of diversity such as race, ethnicity, nationality, gender, religion, ability, and many others. We recognize that how people self-identify affects their experiences and can compound the difficulties they face in receiving care or achieving their optimal health. We also recognize the correlation between our employees' experience in the workplace, and how patients experience their overall care and satisfaction.

In today's environment, it has never been more critical to demonstrate our commitment to addressing inequality and how employees experience the culture, leadership behaviors, and support systems intended to deliver on its mission and promise. To achieve this, we must continue to:

- Ensure systems and processes are evaluated on an ongoing basis to ensure equitable clinical and operational practices are in place.
- Advance recruitment best practices to attract diverse talent.
- Focus on evaluating policies, benefits, and programs that support and contribute to retention and development of diverse talent and foster a culture of inclusion in the workplace.
- Ensure that we take a clear stance in support of equity in the communities we serve by leveraging our considerable scale and influence in support of products and services which help grow wealth and equity for nondominant groups such as women, people of color, people with disability and other marginalized groups.
- Establish indicators to measure progress and ensure transparency and accountability.

VI. ACKNOWLEDGMENTS

IT TAKES A VILLAGE

The work highlighted in this document was made possible with the support and guidance of key contributors throughout the years.

A special thank you to the members of the Diversity and Inclusion team, past and present, for their work to advance activities and programs in the common pursuit of true diversity, equity and inclusion for the benefit of our patients, colleagues, and communities we serve.

Author: Matilde Roman

Editors: Margarita Larios, Ahram Kim and Matilde Roman

ADDENDUM: DIVERSITY THROUGH THE YEARS

HEALTH EQUITY SYMPOSIUM



NYC PRIDE MARCH











MULTICULTURAL EVENTS











NYC HEALTH + HOSPITALS/CUMBERLAND CELEBRATES DIVERSITY





NYC HEALTH + HOSPITALS/COLER CELEBRATES DIVERSITY









NYC HEALTH + HOSPITALS/KINGS COUNTY CELEBRATES DIVERSITY













