



AGENDA

Equity, Diversity and Inclusion Committee

Meeting Date

March 5, 2024

Time

3:00 P.M.

Location

50 Water Street, Room 1701

CALL TO ORDER

Patricia Marthone

ADOPTION OF MINUTES

Patricia Marthone

APRIL 3, 2023

DIVERSITY & INCLUSION UPDATE

Ivelesse Mendez-Justiniano

EQUITY & ACCESS COUNCIL UPDATE

Natalia Cineas
Nichola Davis
Leo Gordon Eisenstein

VENDOR DIVERSITY REPORT

Keith Tallbe

EQUAL EMPLOYMENT OPPORTUNITY REPORT

Blanche Greenfield
Nicole Phillips

OLD BUSINESS

NEW BUSINESS

ADJOURNMENT

Equity, Diversity and Inclusion Committee Meeting - April 3, 2023

As Reported by: Feniosky Peña-Mora

Committee Members Present: Feniosky Peña-Mora, José Pagán, Mitchell Katz, Freda Wang - left at 11:26, and Erin Kelly

CALL TO ORDER

The meeting of the Equity, Diversity and Inclusion Committee of the NYC Health + Hospitals' Board was called to order at 11:20 a.m.

Per By-Laws - Section 14. Committee Attendance. If any member of a standing or special committee of the Board will not be present at a scheduled committee meeting, the member may ask the Chair of the Board to request that another Board member, not a member of that committee, attend the scheduled meeting and be counted as a member for purposes of quorum and voting.

José Pagán has designated Erin Kelly representing Anne Williams-Isom to attend this Committee meeting and be counted as a member of purposes of quorum and voting.

Mr. Peña-Mora moved for a motion to adopt the minutes of the January 9, 2023 meeting.

Upon motion made and duly second the minutes of the January 9, 2023 meeting was unanimously approved.

DIVERSITY AND INCLUSION UPDATE

Ivelesse Mendez-Justiniano, the System's Chief Learning Officer and Interim Chief Diversity & Inclusion Officer provided an overview of the System's latest diversity and inclusion achievements and activities.

Ms. Mendez-Justiniano reported on updates in the Language Access category, which included the following:

- Translation of 23 documents in English into other languages which were made available for staff
- Ability to offer interpretation services to all patients when in the street/community via the new Street Health Outreach and Wellness (SHOW) vans
- Placement of Jacobi and other H+H facilities to priority list for over the phone interpretation calls over non-healthcare agencies

There were over 10k diversity and inclusion training completed System-wide in January and February 2023. Top trainings included Sexual Harassment Prevention, Interreligious Awareness for Patient-Centered Care, and Strategies for Fostering Inclusion in the Workplace. Ms.

Mendez-Justiniano then provided an ethnicity and gender breakdown of training completed, noting that the System's overall staff demographics aligns with the training completion demographics.

Ms. Mendez-Justiniano continued on to highlight other achievements which included:

- Addition of key documents to the Essential Documents Directory, translated from English to the top 13 languages and made available to all staff
- Printing and distribution of 500+ Diversity Calendars for 2023
- Internal review of LGBTQ+ content on the Office of Diversity & Inclusion Insider pages to ensure it is user friendly and easily accessible
- Re-launch of Pride Health Advisory Council meetings to be in-person

Ms. Mendez-Justiniano then presented updates in the Gender Equity category. There were several virtual trainings and live workshops held throughout January and February, which included the Achieving Health Equity for LGBTQ+ People training. Ms. Mendez-Justiniano also confirmed that the System's Long-Term Care Equality Index (LEI) application for Post-Acute Care is awaiting to receive a final decision on whether the designation will be awarded. She went on to share that the System is gearing up for Pride Month in June and currently in the process of finalizing collateral and ensuring staff participation and representation.

Ms. Mendez-Justiniano provided an overview of key System events which include:

- 2/9/23 - Hosted Black History Month Panel: Racial Differences and Disparities in Healthcare for African Americans, 148 attendees
- 2/15/23 - Participated in Diversity Equity and Inclusion Empower Panel Event, over 7,000 registered
- 2/28/23 - Impact of Race in Workplace Dynamics: Race Matters, 145 attendees

Ms. Mendez-Justiniano highlighted several Systemwide communications with a Diversity & Inclusion focus. Some of these communications included: Black History Month, International Women's Day, and the Holy Month of Ramadan.

Ms. Mendez-Justiniano was happy to announce that NYC Health + Hospitals received global recognition and was awarded the 2023 International Inclusion Award and the 2023 Diversity Champion Award.

She went on to highlight current ongoing projects, some of which include: ensuring restroom signage across the system is up to date and compliant with current laws and Human Resources training focused on

enhancing communication using LGBTQ+ affirming best practices.

Ms. Mendez-Justiniano continued on to present a Joint Commission update, as new and revised requirements to reduce healthcare disparities have been introduced, which apply to Ambulatory Care, Behavioral Health, and Hospitals. The Standard is that reducing healthcare disparities is a quality and safety priority and it is accompanied by six elements of performance. The Office of Diversity & Inclusion is working jointly with the Office of Quality & Safety and the Office of Population Health to ensure compliance with the new standard across all facilities.

Ms. Mendez-Justiniano was pleased to share that the Office of Diversity & Inclusion is working on applying for a grant via the NYC Unity Project, intended to build capacity at NYC Health + Hospitals/Elmhurst in advance of a Pride Health Center opening at this facility. The grant submission will be focused on affirming clinical care for Transgender, Gender Non-Conforming adults. This training is a prerequisite for staff prior to the opening of the pride health center.

Lastly, Ms. Mendez-Justiniano discussed upcoming plans based on open initiatives:

- Participation in Mayor's Office Initiative - Student Apprenticeships
- Conducting review of LGBTQ+ e-learning modules to ensure all training is up to date and relevant
- Participation in the Health Equity Roadmap Transformation Model

EQUITY AND ACCESS COUNCIL UPDATE

Dr. Nichola Davis, Chief of Population Health and Co-Chair of the Equity and Access Council ("Council") initiated the presentation by providing an overview of the four workgroups under the Equity and Access Council. She indicated that the Workplace Inclusion workgroup, specifically the African American Caribbean American workgroup, would be providing an update today. She introduced the co-chairs for the group, Ms. Christie Davis and Ms. Dionne Durant.

Ms. Durant addressed the purpose of the group, which is to develop programming to bridge the gap between what unites the African American and Caribbean American groups internal and external to the NYC Health + Hospitals while educating on the diverse heritage and cultures. In addition, the inclusion group will help to educate the health system on the value of these ethnic groups to the productivity and longevity of the health system.

Ms. Davis then shared photographs of when the group was launched in August 2022 at the African American Day Parade.

Ms. Durant indicated facts that drive the African American Caribbean American inclusion group include:

- A large portion of staff members employed by the System identify as African American or Caribbean American
- Several of the hospitals within the System are in communities of color or mixed cultural populations and service members of the African American and Caribbean American communities

Ms. Davis went on to present activities the group has planned which include the following:

- Educational workshops covering topics which express the diverse cultures and include health disparities affecting the African American and Caribbean American diaspora.
- Day of Solidarity which will explore the concept of solidarity in the context of the inclusion group.
- Multicultural Day to celebrate and bring awareness to the diaspora of African American and Caribbean American culture.

Ms. Davis also highlighted key dates for the group to consider. These include: Black History Month, National Caribbean American Heritage Month, International Day for the Remembrance of the Slave Trade and its Abolition, West Indian Day Parade, and African American Day Parade.

Ms. Durant then spoke of potential workshop topics:

- What are our differences vs. what unites us?
- Inclusion journey as an African American or Caribbean American
- The topic of privilege for any race/color
- First generation immigrant navigating NYC systems
- Highlighting notable achievements of H+H staff who are African American & Caribbean American

Ms. Davis shared details of the group's Black History Month event, which included a three-part virtual series, featuring Ruth D. Hunt as speaker.

Ms. Durant continued on to discuss indicators of success for the group which include: number of activities scheduled and completed, pre/post tests, workshop attendance, publicity on the Insider, and workshop or event outcomes.

Ms. Davis concluded the presentation by sharing the group's first achievement, which was a photo feature on the Insider.

Mr. Peña-Mora inquired if a workshop will be conducted to educate on the meaning and significance of Juneteenth. Ms. Davis and Ms. Durant confirmed they would both like to host an educational workshop regarding Juneteenth. They will reconvene with their group to discuss options. Mr. Peña-Mora also asked if Kwanzaa was going to be considered in terms of educating and informing. Both Ms. Davis and Ms. Durant agreed they will look into it.

Mr. Peña-Mora asked if there was any old business or new business, and hearing none, the meeting concluded and was adjourned at 11:55 a.m.

FPM: tzk

EQUITY, DIVERSITY AND INCLUSION COMMITTEE

Diversity, Equity & Inclusion Office Updates
March 5, 2024

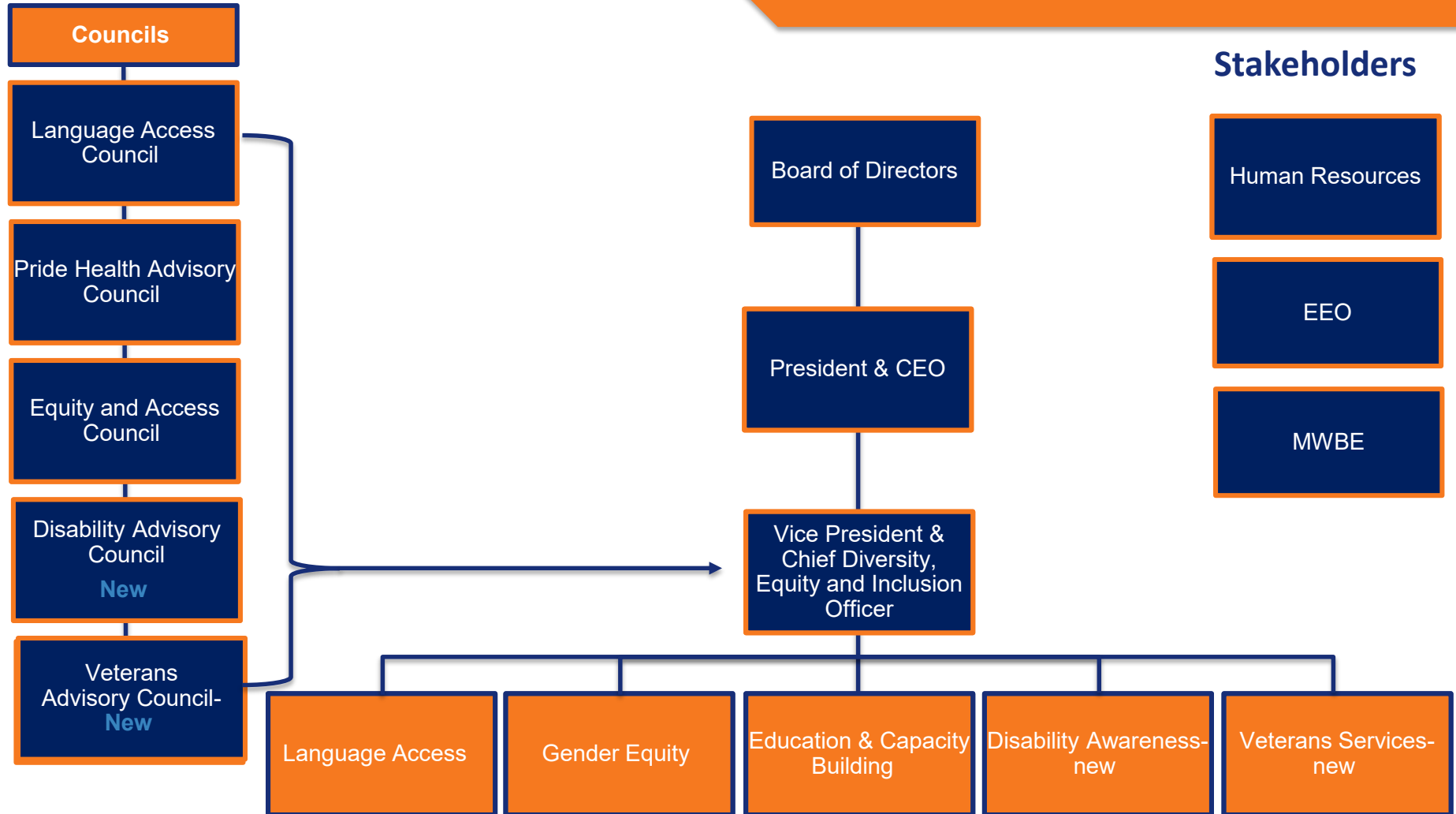
Ivelesse Mendez-Justiniano

Vice President & Chief Diversity, Equity & Inclusion Officer

Pronouns: she, her, hers



ODEI ORGANIZATIONAL CHART



Total number of employees: 43,550 (point in time)

Total number of training participants: 48,771*

Training Breakdown:

Training	Modality	Total Completions
Identifying and Managing Unconscious Bias	E-learning	41,871
Culturally Responsive Services at NYC Health + Hospitals LGBTQ Awareness	E-learning	4,924
Achieving Health Equity for LGBTQ+ People (*Virtual and In-person)	(*Virtual and In-person)	545
Diversity and Inclusion in a Healthcare Setting	(*Virtual and In-person)	428
Let's Talk Disability	Live Training	232

* These are not unique employees as some may have engaged in more than one training.

EDUCATION AND CAPACITY BUILDING

Training	Modality	Total Number of Participants
Racial Differences and Disparities in Healthcare for African Americans	Workshop	148
Impact of Race in Workplace Dynamics	Workshop	145
Café con Leche – Combatting Imposter Syndrome	Workshop	96
Creating a More Inclusive Environment – HR Staff	Live Training	64
Health Literacy Training for Clinicians	Live Training	54
Mitigating Unconscious Bias for Hospital Police	Workshop	48
Combatting Antisemitism	Workshop	35
Religion as a Social Determinant of Health	Workshop	23
The Power of Essential Conversations	Workshop	23
Interreligious Awareness for Patient-Centered Care	Workshop	15
Become an Upstander and An Effective Ally	Workshop	13
Providing Affirming Clinical Care for Transgender and Gender Non-conforming (TGNC) Adults	Workshop	11
Café con Leche – Combatting Imposter Syndrome	Workshop	96



LANGUAGE ACCESS

Translation (written)

- 2,023 English source documents translated into other languages across the System with over 30 languages represented
- Data is for services provided Jan 1, 2023 – Dec 10, 2023

Interpretation (spoken)

- 2,168,978 interactions with interpreters provided across the System
- 29,141,773 minutes of interpretation provided across the System
- Top 5 languages:
 - Spanish: 1,664,786 interactions (76.75%)
 - French: 64,636 interactions (2.98%)
 - Haitian Creole: 64,242 interactions (2.96%)
 - Bangla/Bengali: 64,053 interactions (2.95%)
 - Russian: 52,380 interactions (2.41%)
- Data is for services provided Jan 1, 2023 – November 30, 2023

Medical Interpreter Skills Training Program (MIST):

- 72 staff members across 15 sites completed program to become qualified medical interpreters and four languages.
- Staff were celebrated in a recognition ceremony which took place in August.
- A Haitian Creole specific cohort of 18 staff members at Kings County began in September
 - 350 staff applications received, 159 acceptances representing 21 sites
 - Spanning 10 languages- (Arabic, Bangla/Bengali, Chinese – Cantonese, Chinese – Mandarin, French, Haitian Creole, Hindi, Korean, Russian, Spanish)
 - 2023-2024 cohort launched in December

LAC Forums:

- 55 Water Street on May 24th with LACs from 10 facilities.
- Language Access Roundtables at the InterContinental in Times Square on May 12th
- Virtual LAC Forum on June 29th with LACs from 17 facilities.
- Gouverneur on Sept 26th

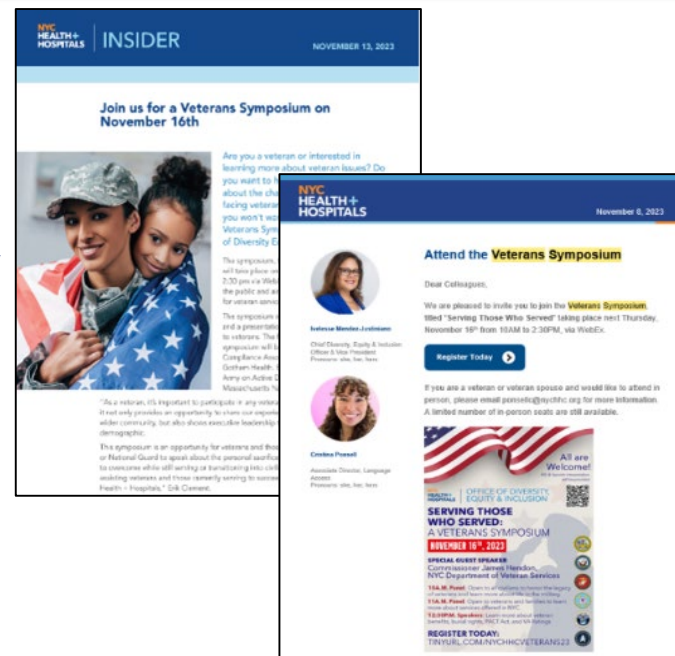


VETERANS SERVICES - NEW

- Population: 402 employees who are Veterans (self-reported)
- Goals:
 - Creation of Veteran Advisory Council to inform Veteran community needs.
 - Provide educational opportunities to veterans
 - Increase use of Veteran benefits for employees/families
 - Include Veteran-focused recruitment in the Talent Acquisition Strategy
 - Launch Veteran Pop Up sites throughout the System (Metropolitan Hospital Pilot)
- Outreach Initiatives:
 - Symposiums
 - Recruitment Fairs
 - Partnering with NYC Commissioner of Veteran's Affairs

Veterans Symposium:

- Inaugural veterans' event, *Serving Those Who Served*, to celebrate and support our veterans with information around different services available to veterans across a myriad of aspects.
- In partnership with Central Office Comms, ODEI released system-wide communications supporting the event.
- Held at Gouverneur on 11/16/23
- 137 participants



DISABILITY AWARENESS - NEW

Let's Talk Disability Training:

- Launched Disability Awareness with four (4) training sessions between June and September 2023.
- 232 Participants
- Each session provided
 - a better understanding of what constitutes a disability;
 - taught the appropriate terminology and behaviors for being inclusive of colleagues and patients with disabilities;
- After completion, staff received a Certification of Participation accompanied by a *Disability Ally* pin button.



CULTURAL AND HERITAGE OUTREACH

Juneteenth

Celebrating our Heritage Panel

38 Participants

Hispanic Heritage Month

Café Con Leche: “Imposter Experience”

96 Participants

Lincoln Hospital- Movie Screening “In the Heights”

51 Participants

Polish American Heritage Month

Elmhurst Hospital- Introduction to Polish Folk Art

20 Participants

Italian American Heritage Month

Central Office- Pastry Tasting

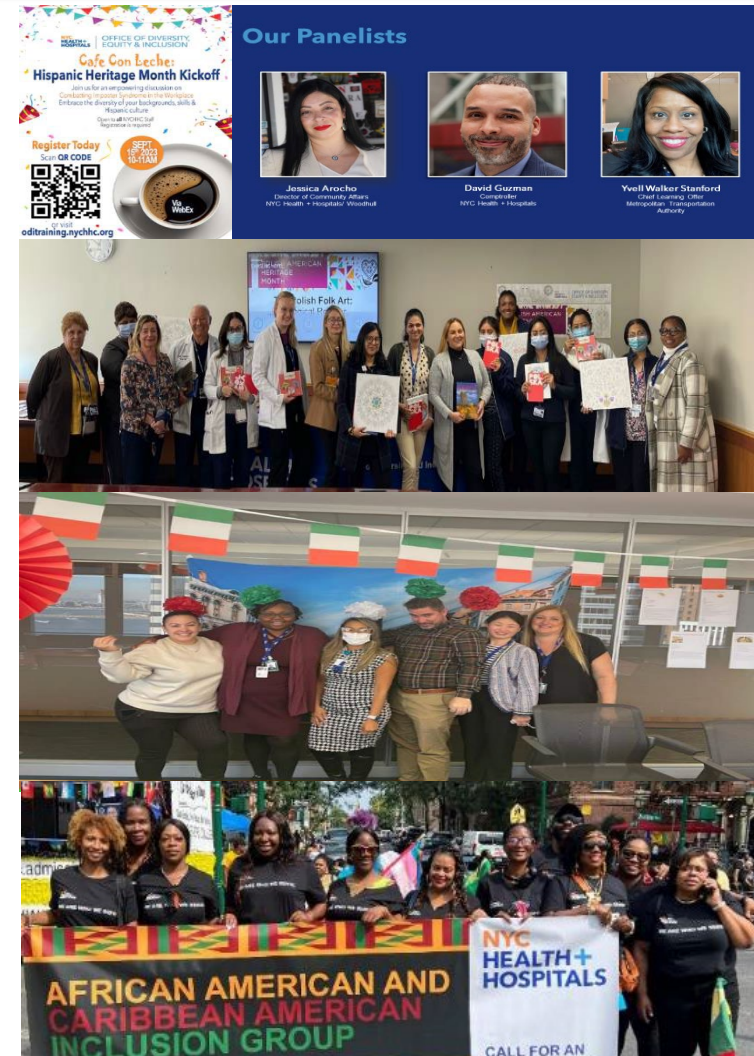
250 participants

Filipino Heritage Month

Healthcare Disparities in the Filipino Community

57 Participants

West Indian Day Parade (9/4/23)



WORKFORCE DEVELOPMENT

AMERICA'S ESSENTIALS HOSPITALS FELLOWS

- 12-month leadership development program for rising senior leaders.

BLOOMBERG FELLOWS PROGRAM

- Provides full scholarship, towards graduate and doctoral level degrees.

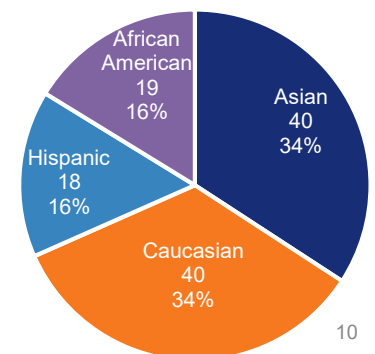
HANYS HEALTHCARE MIDDLE MANAGER TRAINING

- Designed to empower and successfully lead their responsible areas and achieve strategic goals.
- 21 middle managers were nominated by their Chief Executive Officer.

INTERNSHIP AND CAREER LADDER PROGRAM

- Provides opportunities to high school and college students from diverse communities in New York City to get hands on experience in healthcare.
- High School partnerships include
 - SYEP
 - Ladders for Leaders
 - Mayor's Office of Talent and Workforce Development.
- College partnerships include
 - CUNY
 - NYU
 - John Jay College
 - St. John's

Intern Ethnicity

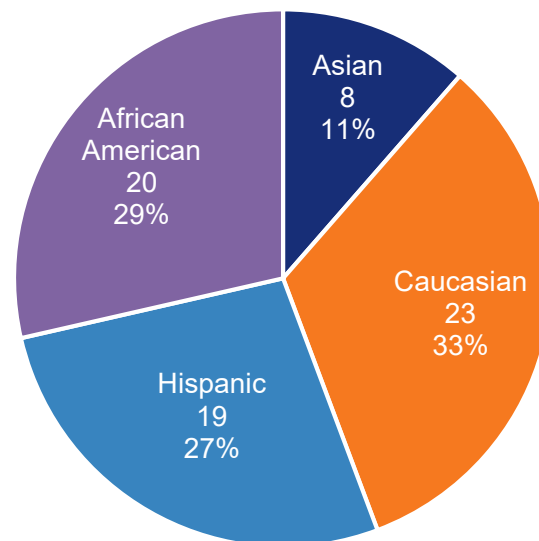


LOAN REPAYMENT

Office of Mental Health Community Diversity Equity & Inclusion Set Aside Fund

- Program provides student loan forgiveness for eligible licensed mental health professionals, with specific designations for priority mental health assignments.
- Includes a separate Diversity, Equity, and Inclusion Set Aside Fund.
 - Applicants must be a member of a traditionally underrepresented group in the mental health field and/or a multilingual eligible professional.
- 47 of the 70 submitted applications were eligible for both Student Loan Forgiveness and the Set Aside Fund

Total Submitted Loan Forgiveness Applications



■ Asian ■ Caucasian
 ■ Hispanic ■ African American

FOOD & NUTRITION EDUCATION FUND

- The Food & Nutrition Fund offers educational and career development opportunities.



Reimbursement

Up to \$2000 per calendar year for qualifying employees for degree programs, certifications, conferences/continuing education, memberships, etc.



Cohort Programs

Certification programs, professional development sessions, conferences, continuing education programs with dedicated instructors provided by vendors.



Vouchers

The Fund provides CUNY City University Program vouchers

- **CERTIFIED DIETARY MANAGER (CDM) PROGRAM**

- 15 month online course with 13 employees participating.

- **NYC DEPT. OF HEALTH FOOD HANDLER CERTIFICATION**

- 50 staff members attended course, 44 passed certification exam
- Credential does not expire.

- **SERVSAFE FOOD HANDLER CERTIFICATION**

- 22 employees attended course, 20 passed certification exam.
- Credential is valid for five years.

- **REIMBURSEMENT & CUNY VOUCHERS FOR TUITION**

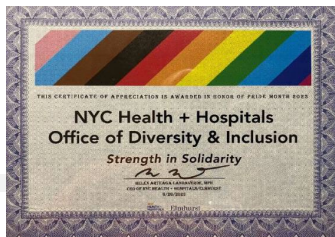
- Approved \$59,458 this year in reimbursement for 65 employees who participated.

- **SERVSAFE MANAGER CERTIFICATION**

- 16 staff members completed course, 14 passed certification exam.
- Credential is valid for five years.

- **CLIENT-DIRECTED CERTIFICATE PROGRAM WITH CORNELL UNIVERSITY**

- Eight week program with 19 dietitians participating.

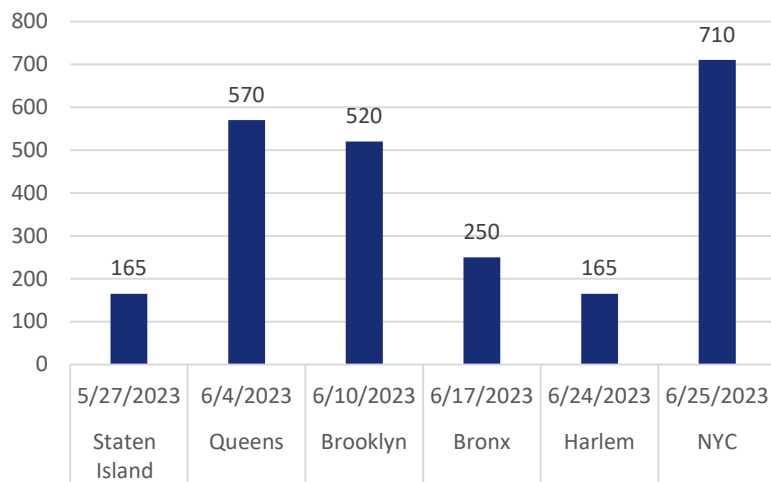


GENDER EQUITY

Projects:

- Healthcare Equality Index biennial survey completed – results to follow in 2024.
- LGBTQ+ Mental Health Training project (collaboration with IHI launched in November).

Pride 2023:



- System represented at 3 Pride marches/parades (Queens, Brooklyn, NYC Pride).

Awards:

- Leader in Long-Term Care Equality: NYC Health + Hospitals was recognized as a 2023 LGBTQ+ Long-Term Care Equality Leader by the Human Rights Campaign and SAGE.
- ODE&I Team: International Inclusion Award 2023; Diversity Champion Non-For-Profit Award 2023 (The International Diversity Mark).
- June 2023 - Elmhurst leadership presented the Office of Diversity, Equity & Inclusion with the 'Strength in Solidarity Award'



Training:

Certificate of LGBTQ Health Equity

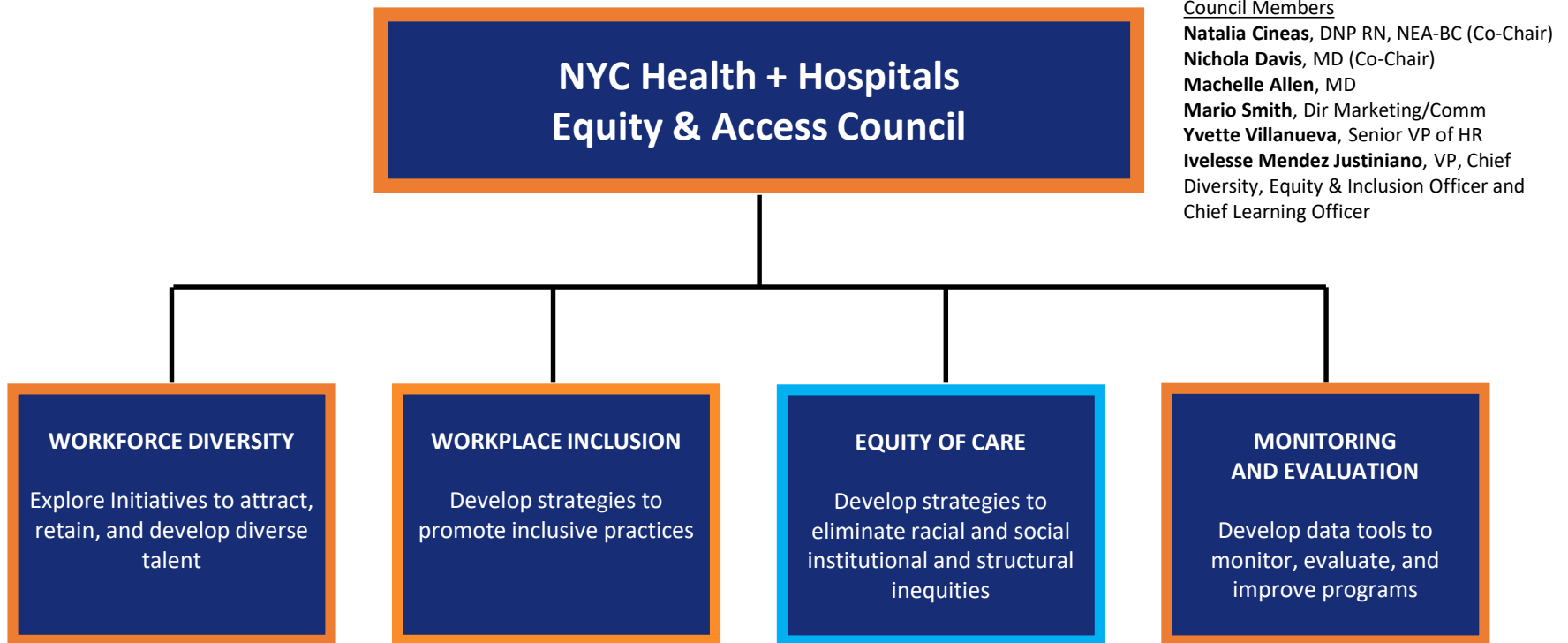
- Boosts providers' knowledge and skills in delivering equitable, compassionate, and affirming care.
- Recognition ceremony held on 5/11/23 recognizing 600+ staff members who completed.
- Elmhurst recognized as facility with the most providers who completed the program (217).

Equity & Access Council Update

Natalia Cineas, DNP, RN, NEA-BC
Sr. Vice President, Chief Nurse Executive

Nichola Davis, M.D.
Vice President, Chief of Population Officer

Equity and Access Council Governance Structure



Equity of Care Chair

Leo Gordon Eisenstein, MD
Director, Health Equity
Social Determinants of Health Team
Office of Population Health

Equity of Care Project Leaders

- **Ending Racism in Clinical Algorithms**
 - Dr. John Wagner, Dr. Leo Eisenstein & Dr. Nichola Davis
- **Increased Access to Pregnancy/Abortion Care**
 - Dr. Marisa Nadas
- **Equity and Access for Persons With Disabilities**
 - Dr. Michael Shen
- **Sickle Cell Disease Management**
 - Dr. Kenneth Rivlin

Ending Racism in Clinical Algorithms



Clinical Algorithms - Overview of Initiatives

- **Project Leaders:**

John Wagner MD, Leo Eisenstein MD & Nichola Davis MD, MS

- **Goal:**

To eliminate race-based algorithms in the electronic medical record that may adversely impact health outcomes and create inequities in treatment plans

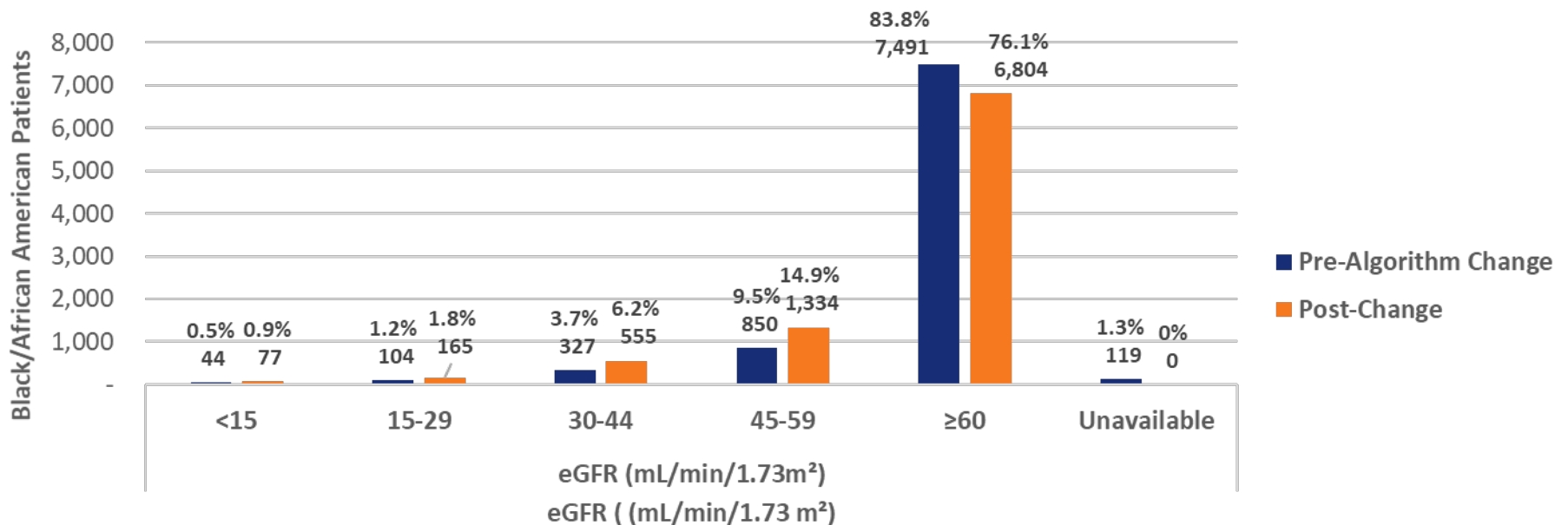
- **Progress:**

H+H participation in DOHMH's Coalition to End Racism in Clinical Algorithms (CERCA)

- Implemented changes in two algorithms (Vaginal Birth After C-section and eGFR)
- Pursuing opportunities for CKD awareness-raising with the National Kidney Foundation
- Completed analysis to understand impact of change in kidney function algorithm

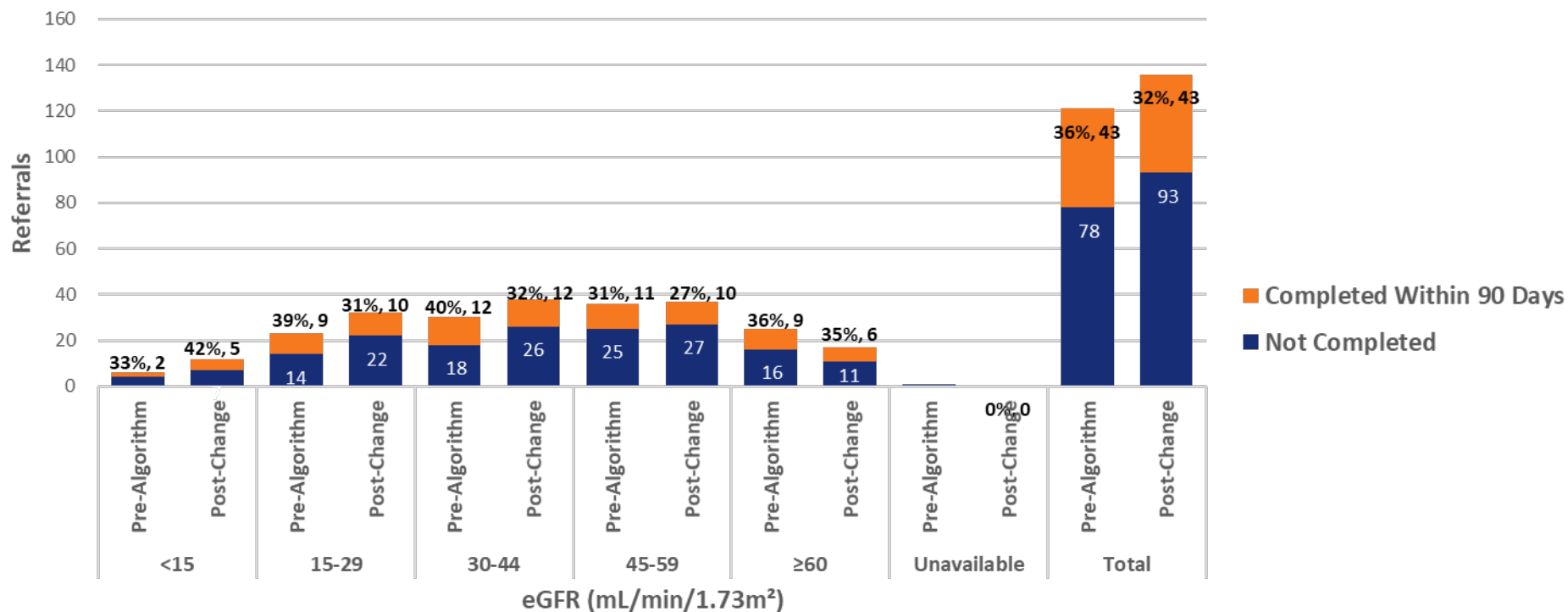
Clinical Algorithms - Data Overview

eGFR Values for 8,935 Black/African American Patients Seen in Both Time Periods



Clinical Algorithms - Data Overview

Black/African American Referrals Completed Within 90 Days in eGFR Categories



Clinical Algorithms - Data Summary

- eGFR algorithm change associated with:
 - more Black patients with eGFR < 60, which raises concern for previously under-diagnosed CKD.
 - an increase in nephrology referrals for most patients, including Black patients.

- Increased nephrology referrals was not associated with more timely nephrology evaluations:
 - Only ~1/3 of system-wide nephrology referrals → evaluation within 90 days.
 - Caveat: this finding includes no-shows
 - Reminder that algorithm changes, while important, may be overshadowed by broader issues of sub-optimal access to specialty care.

Clinical Algorithms – Next Steps

- CERCA 2.0: Most health systems are focusing on access to transplant as key site of impact of eGFR change.
- Since NYC H+H is not a transplant center, we are currently limited in our ability to affect transplant access.

Is there more H+H could do to support patients who may benefit from a transplant?

United Network of Organ Sharing Board of Directors (June 2020): Inclusion of a “modifier for patients identified as Black ... has led to a systemic underestimation of kidney disease severity for many Black patients.

Specifically in organ transplantation, it may have negatively affected the timing of transplant listing, or the date at which candidates qualify to begin waiting time for a transplant.”

By Jan 2024, all transplant programs must:

- Determine whether a race-neutral eGFR calculation shows Black patients should have qualified sooner to start gaining waiting time for a transplant; and,
- Submit waiting time modifications for Black candidates affected by race-inclusive eGFR calculations

The New York Times

<https://www.nytimes.com/2023/05/16/nyregion/undocumented-immigrants-organ-transplants.html>

Why Undocumented Immigrants Struggle to Receive Organ Transplants

A few states have expanded health insurance benefits to include organ transplants for undocumented immigrants. Some lawmakers hope New York will be next.



By Joseph Goldstein

May 16, 2023

Clinical Algorithms – Next Steps

- CERCA received ~ \$3 million grant from Doris Duke Foundation
- 2022-2023: NY Academy of Medicine developed evaluation plan for NYC H+H to understand:
 - impact of eGFR change
 - status quo of transplant access for our patients
- 2023-2025: NYC H+H and NY Academy of Medicine to carry out this evaluation

“No movement to eradicate the pernicious role of race in medicine will succeed without the support of clinicians on the frontlines of care.

We are proud to support New York City's CERCA coalition and applaud their courage and leadership in demonstrating a more just path forward.”

Sam Gill, Doris Duke Foundation President and CEO

Clinical Algorithms – Next Steps

- **Project**: Addressing Bias in Electronic Medical Record Algorithms
- **Grant Source**: Schmidt Futures, \$210,000 (2023-2024)
- **Principal Investigators**: Remle Newton-Dame, Leo Eisenstein MD
- **Goal**: Investigate bias in five EMR algorithms, and identify strategies to mitigate bias:
 - Unplanned readmission
 - Inpatient falls
 - Asthma hospital admission or ED visit
 - Outpatient no-show
 - Deterioration index

Access to Pregnancy/Abortion Care



Access to Pregnancy/Abortion - Overview of Initiatives

- **Project Leaders:**

Marisa Nadas MD, MPH

- **Goal:**

To increase access to pregnancy care, including abortion, across the NYC H+H system.

- **Progress:**

A new initiative launched summer 2023, leveraging the Virtual ExpressCare platform to offer virtual on-demand abortion care

Access to Care for Persons With Disabilities



Persons with Disabilities (PWDs) – Overview of Initiatives

▪ **Project Leaders:** Michael Shen, MD

▪ **Summary:**

- Evidence suggests that PWDs receive screening tests at a lower rate than the general population.
 - ✓ Contributing factors: limited access to transportation, lower rate of tests being ordered by clinicians.

▪ **Background:**

- Since 2012, H+H has partnered with an organization, Independence Care Systems, to improve access to care for patients with mobility disabilities
- Previously partnered with five facilities: Morrisania, Lincoln Hospital, Cumberland, Woodhull Hospital, and Gouverneur
 - Sensitivity and awareness training to over 250 H+H staff
 - Competence training on equipment such as patient transfer lifts
 - Morrisania: renovated radiology suite to improve access to modalities such as mammography for people with disabilities

Persons with Disabilities (PWDs) – Overview of Initiatives

- **Project Leaders:** Michael Shen, MD
- **Next steps:**
 - Independence Care Systems obtained a \$400K grant to further their partnership with H+H
 - Goal: Create a *Center of Excellence for Disability Competent Care at H+H*
 - Focus: Persons with a physical disability and wheelchair dependence
 - Progress:
 - Embedded “disability liaisons” in Woodhull primary care to observe clinic workflow and offer recommendations
 - Currently, no standardized practice for documentation of disabilities in Epic
 - Collaboration with DnA: consider strategies for improved system-wide documentation and data collection

Access to Care for Patients with Sickle Cell Disease



Management of Sickle Cell Disease - Overview of Initiatives

Project Leaders:

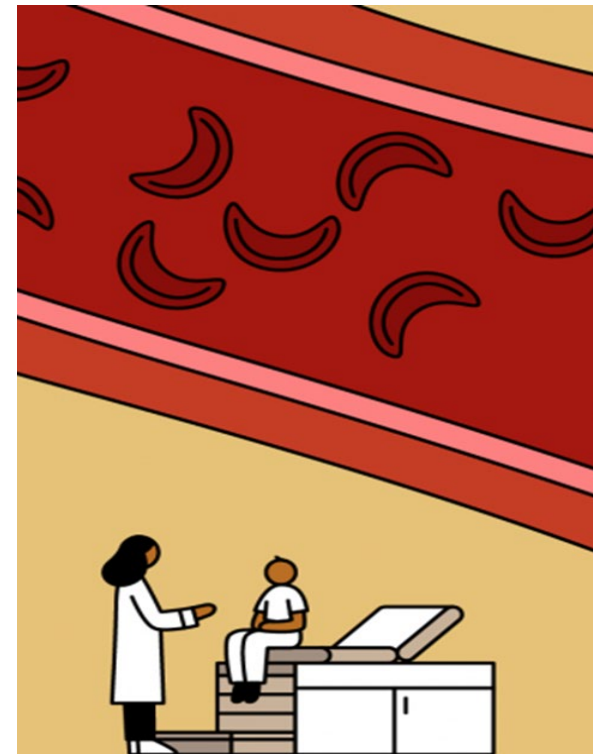
Kenneth Rivlin MD

Summary:

- Key example of racial health inequity, from bench to bedside
- At H+H: Dramatic drop off in PCP engagement from pediatrics to adult
 - Pediatric SCD: 83% with H+H PCP
 - Adult SCD: 50% with H+H PCP
- Difficulty accessing comprehensive SCD services contributes to:
 - Fragmented care and distressing hospital encounters
 - Higher rates of ED visits, hospitalizations, readmissions

Goals:

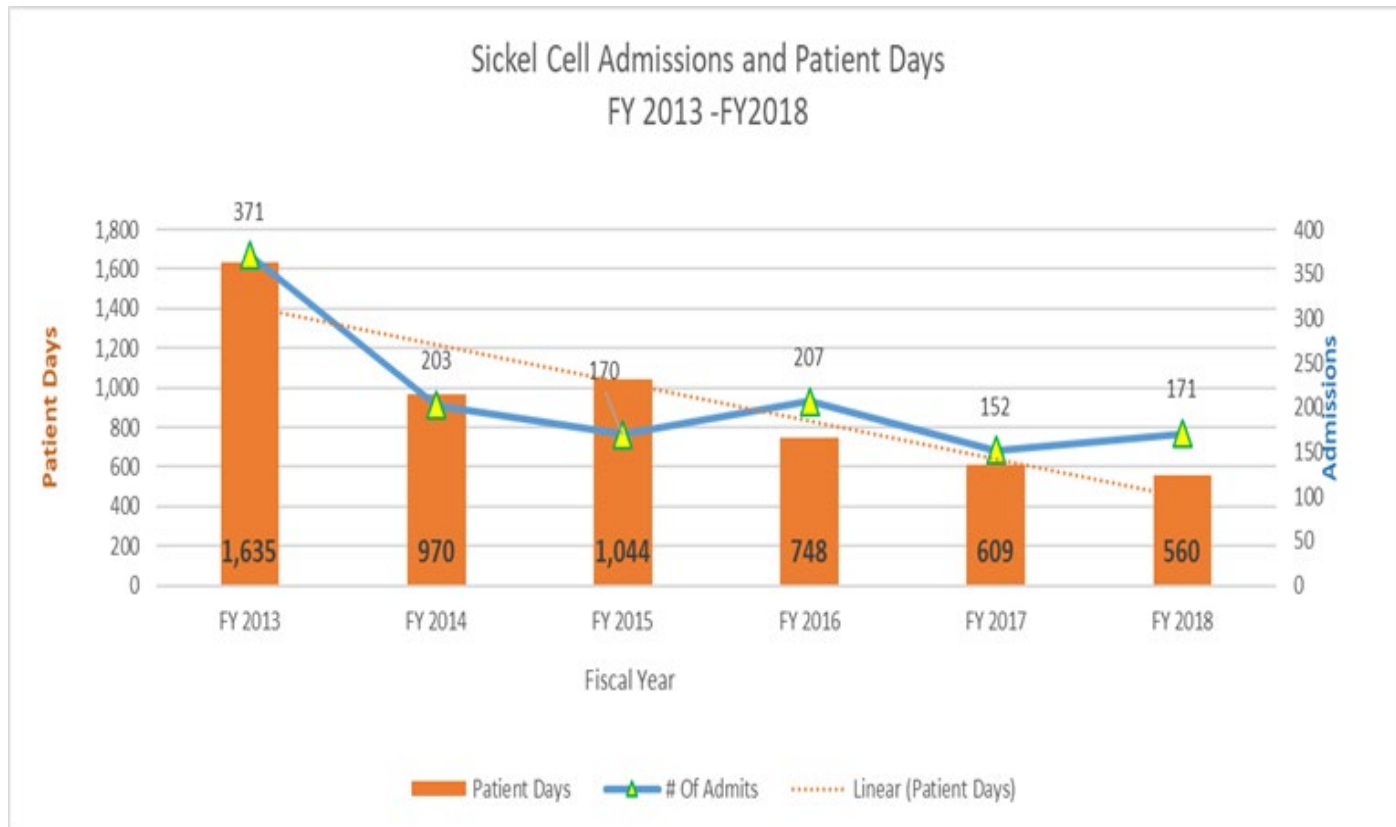
- Optimize quality of care for adult patients with SCD
- Leverage system-wide data to inform and standardize best-practices across H+H
- Create non-ED pathways for pain management



Management of Sickle Cell Disease – Next Steps

Queens Hospital Model

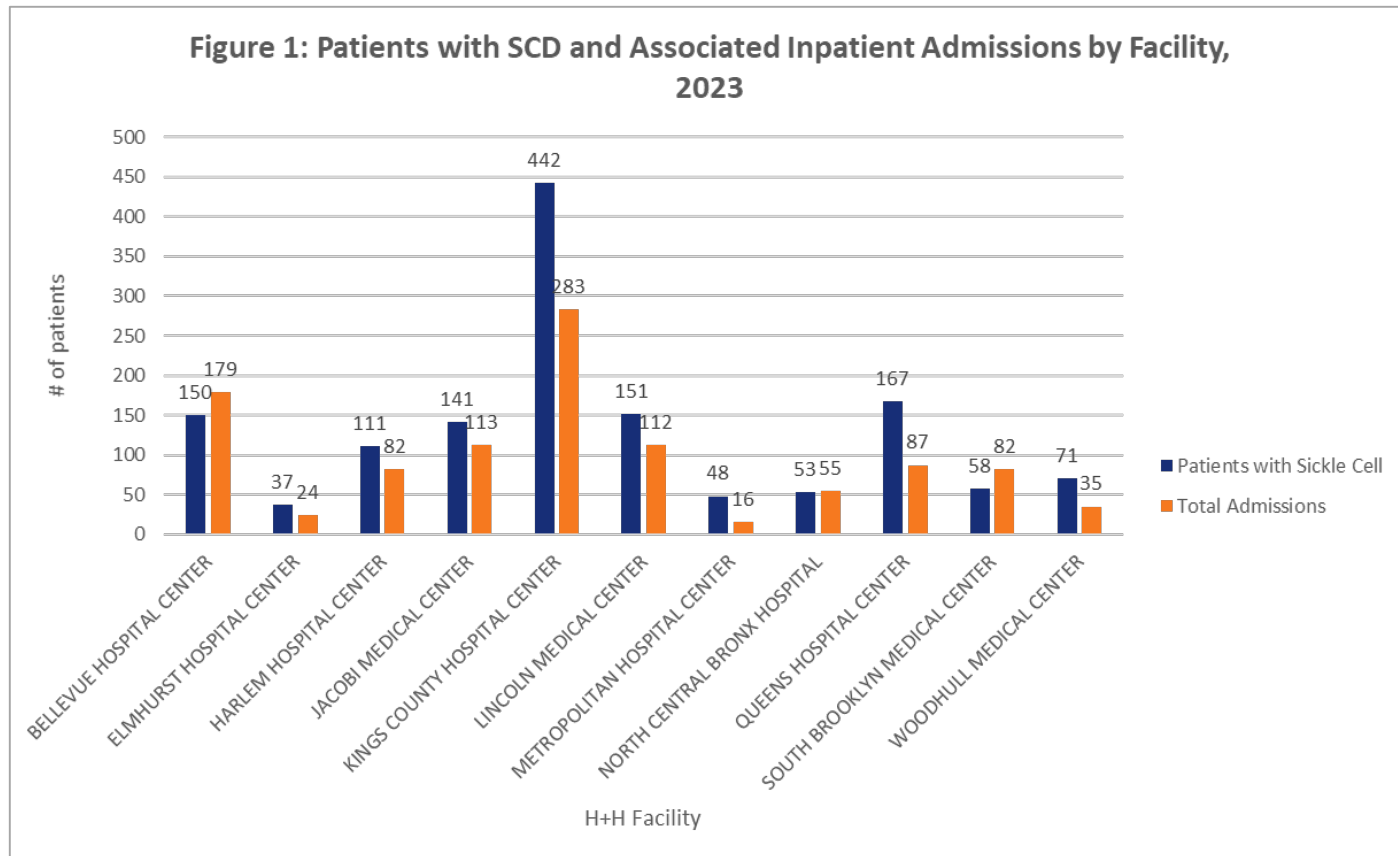
- Hired a dedicated NP to streamline SCD care
- 2013 → 2018: reduction in hospitalizations, 30-day readmissions, and length of stay for patients with SCD



Management of Sickle Cell Disease – Next Steps

Next steps: Replicate Queens Hospital model across H+H?

- DataCore analysis to situate Queens Hospital experience in context of other facilities
- Leveraging Finance and Managed Care to develop business plan



Vendor Diversity Program Update

Keith Tallbe
Senior Counsel / Supply Chain

Program Development

NYC Health + Hospitals has had an MWBE program since 1998. The program followed New York State's law and only accounted for NYS certified MWBEs.

Beginning in 2015, the program expanded its scope to reflect a broader view of supplier diversity in line with modern corporate social responsibility as well as other municipal government best practices that track and report on a broad variety of certifications, not just minority or women owned businesses.

The program now tracks and reports on the following certification types:

- New York City (MWBE)
- New York State (MWBE)
- Federal government (WOSB, 8(a), HUB Zone, SDVOSB...)
- Other government certifications (MTA, PANYNJ)
- Private certifications - National Minority Supplier Development Council (NMSDC), Women's Business Enterprise National Council (WBENC)

Program Development

In 2017, Supply Chain and the Vendor Diversity Program revised the system's procurement policy, OP 100-05, to add new tools to help increase MWBE utilization. These tools remain best in class:

- MWBE as a quantitative scoring factor in the evaluation of solicitations
- MWBE only solicitations
- Discretionary MWBE purchases if the cost is less than \$1 million

Standard processes and controls are in place to ensure that every procurement has consideration of MWBE:

- Since 2018
 - all contracts are reviewed for MWBE compliance
 - all RFPs have 30% MWBE goals
- Since 2019 all RFPs have MWBE quantitative scoring
- Since 2021
 - all RFPs have review for MWBE goal setting and strategy
 - all service contracts greater than \$1 million are reviewed by the Contract Review Committee for MWBE compliance

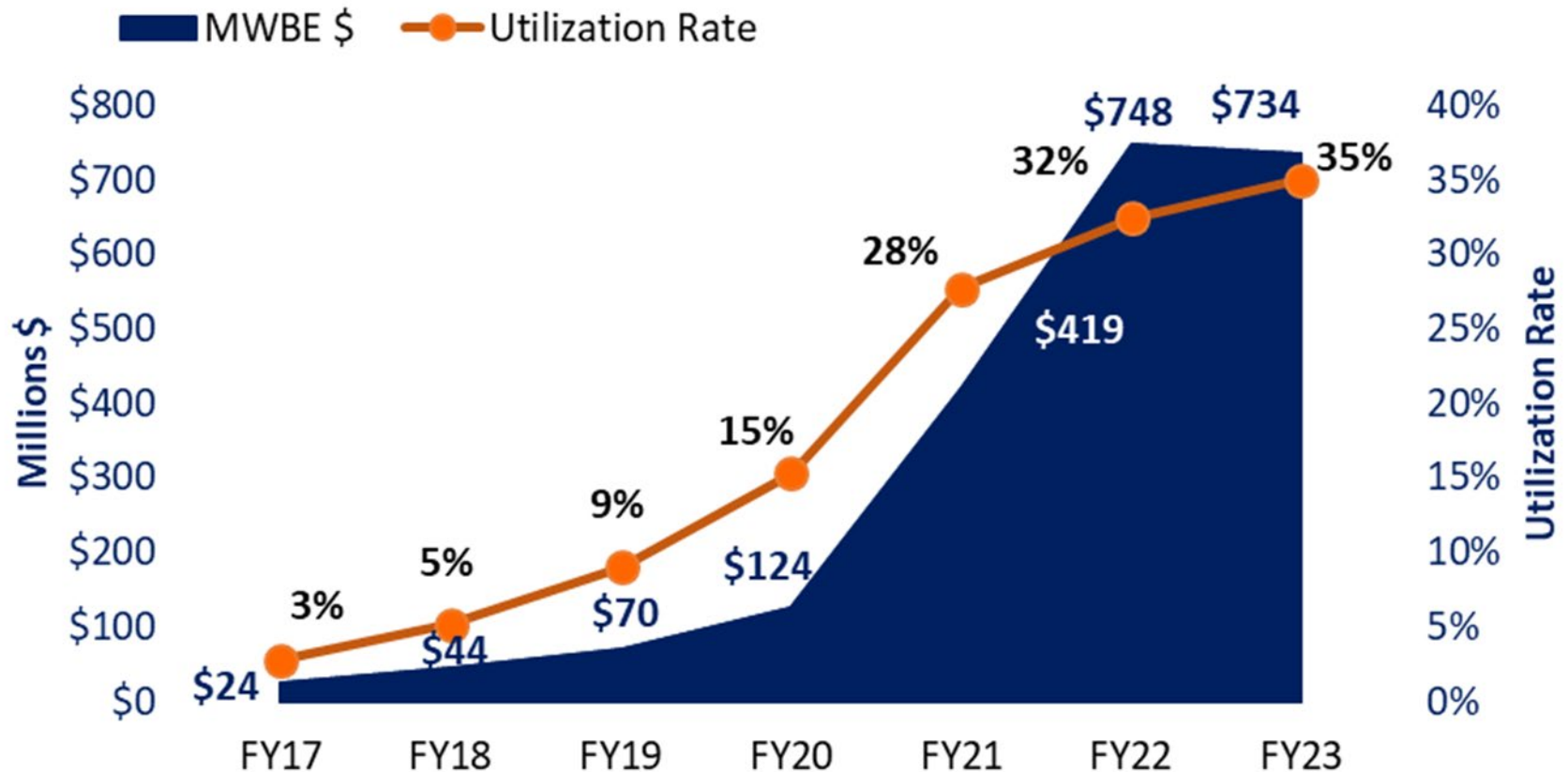
Historical Utilization

NYC Health + Hospitals' historical utilization (FY13 to FY17) averaged 4%.

Since Supply Chain Services assumed responsibility for the Vendor Diversity program utilization has increased as follows:

- FY 2018: 5%
- FY 2019: 9%
- FY 2020: 15%
- FY 2021: 28% (\$419 million)
- FY 2022: 32% (\$748 million)
- **FY 2023: 35% (\$734 million)**

Historical Utilization



FY21 - FY23 Diversity Data

NYC Health + Hospitals MWBE Spend Breakdown

	FY 2021	FY 2022	FY 2023
Total Eligible Spend*	\$1,504,625,546	\$2,306,651,962	\$2,077,869,707
Total Contracted Spend**	\$289,601,283	\$426,684,049	\$373,096,997
Total Subcontracted Spend***	\$126,849,304	\$320,899,675	\$360,922,628
Total MWBE Spend	\$419,450,587	\$747,583,724	\$734,019,625
Utilization Rate	28%	32%	35%
Total Diverse Vendors	284	363	413

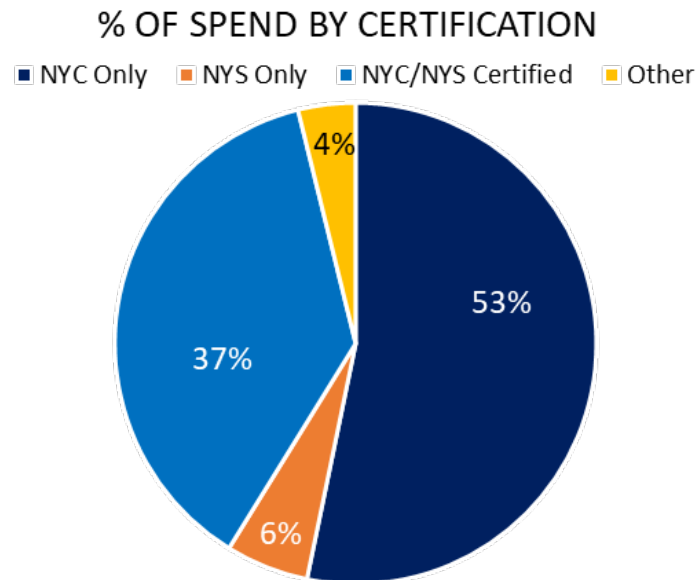
*Total Eligible Spend - All spend minus exempt spend or waived spend (e.g., utilities, leases, pharmaceuticals)

**Total Contracted Spend - All spend paid directly to diversity vendors

***Total Subcontracted Spend - All spend paid by contractors to diversity subcontractors

FY23 Certifications Breakdown

NYC Health + Hospitals tracks spend for all diversity certifications. In FY 2023, 37% of spend was with NYC/NYS dual certified vendors, 53% with NYC certified vendors, 6% with NYS certified vendors, and 4% with other certifying bodies such as WBENC*, NMSDC*, SDVOSB*, the Port Authority of NY/NJ, etc.

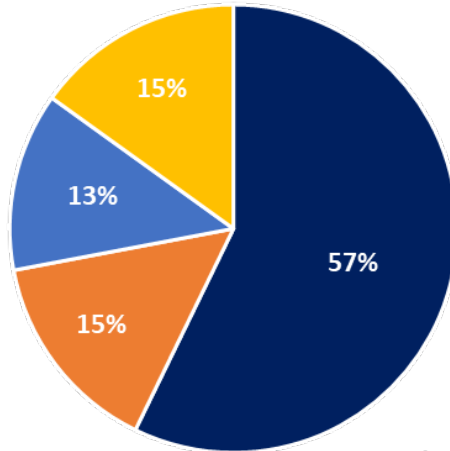


*NMSDC (National Minority Supplier Development Council) and WBENC (Women's Business Enterprise National Council) are the two largest private vendor diversity certifying bodies. NYC Health + Hospitals also tracks all other certifying bodies, such as federal programs (e.g. Service Disabled Veteran-Owned Small Businesses (SDVOSB), HUBZone).

FY23 Eth/Gen Breakdown

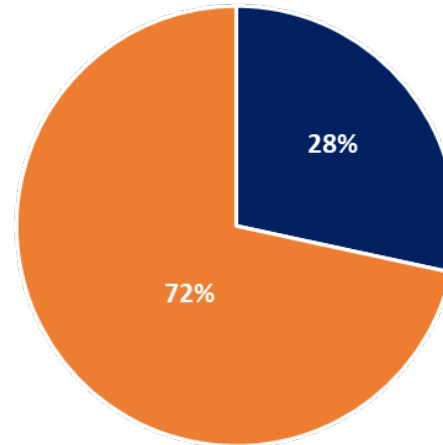
% of Spend by Ethnicity

■ ASIAN ■ BLACK ■ HISPANIC ■ NON-MINORITY

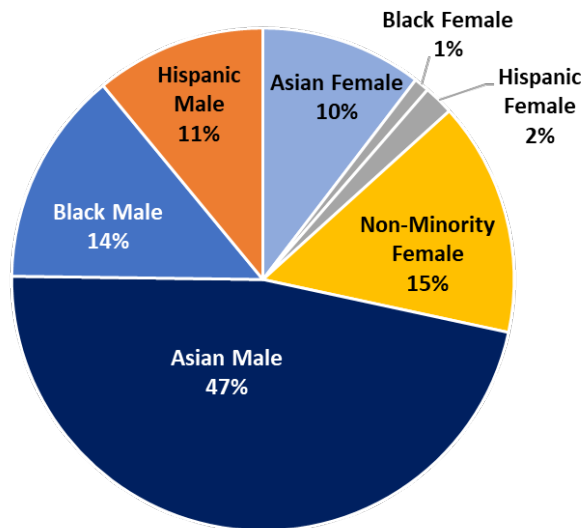


% of Spend by Gender

■ FEMALE ■ MALE



% of Spend by Ethnicity/Gender



OFD FY23 Spend Breakdown

	FY 2022	FY 2023
Total Eligible Spend	\$254,173,749	\$329,739,159
Total Contracted Spend	\$57,068,151	\$55,668,708
Total Subcontracted Spend	\$32,434,956	\$60,400,603
Total MWBE Spend	\$89,503,107	\$116,069,311
Utilization Rate	35%	35%

- In FY23, OFD spent **\$116 million** with diverse vendors, achieving an estimated **35%** overall utilization rate
 - Top Tier 1 OFD diverse vendors included BA Global Construction, Care Free Alarms, Avenue Contracting, and Neelam Construction
 - Top performing non-MWBE primes included **Consigli Construction**, who paid more than **\$20M** to 16 MWBE subcontractors.

EITS FY23 Spend Breakdown

	FY 2022	FY 2023
Total Eligible Spend	\$221,081,432	\$333,379,099
Total Contracted Spend	\$91,457,791	\$205,156,117
Total Subcontracted Spend	\$10,267,562	\$10,401,699
Total MWBE Spend	\$101,725,353	\$215,557,816
Utilization Rate	46%	65%

- In FY23, EITS spent **\$205 million** with diverse vendors, achieving an estimated **65%** overall utilization rate
 - Top Tier 1 EITS diverse vendors included Hitorra (multiple large awards), Coranet (Cisco Smartnet), QNA Tech (Dell Storage), and Agilant (Dell reseller)
 - Dyntek paid **\$3.5 million** to MWBE subcontractors under the Enterprise IT Consulting contract, while G Systems paid **\$3.2 million** to MWBEs across several contracts.

Major Accomplishments

Won Premier Supplier Diversity Award

Major contract awards of \$2.1 billion include \$717 million in MWBE contracts/subcontracts:

- **\$217 million** to NYC MBE LIC Com for Migrant Hotel Food Services
- Implementation of MWBE-first model helped increase Rightsourcing MWBE utilization from 12% in FY21 to 20% in FY22 and **33% in FY23**
 - **\$230 million** in spend with NYC and NYS MWBEs in FY 23
- Partnered with NYC SBS to support a new vendor, Barupon, to gain NYC MWBE certification, resulting in **\$40 million** in diverse spend on COVID test kits
- EITS supplemental staffing contract carries a 30% goal on **\$283 million**; 6 of the awarded vendors are MWBEs

Closed Pool Solicitations

- **\$200 million** award to Dell Reseller Agilant Solutions
- **\$50 million** award to Dell Reseller Derive Technologies

Communication and Outreach

Launched Vendor Diversity Website

- Informs MWBEs how to do business with us

- Allows vendors to directly communicate with Vendor Diversity team

- Provides best practices to MWBEs

- Informs public and non-diverse vendors about our program and its success

Engaged with more than 200 MWBEs at diversity expos and events, including the NYC annual procurement fair

Joined NMSDC and WBENC, the two largest, private diverse certifying bodies, which will allow us to reach more MWBEs, attend events, and share best practices

Joined Premier's supplier diversity council.

Discussed best practices with other agencies and IDNs with strong programs to learn and leverage best diversity practices

Next Steps and Program Objectives

Adopt and issue Vendor Diversity Policy	✓ Complete
Develop formalized procurement processes	✓ Complete
These processes include goal setting, new RFP language, pre-proposal conference, matchmaking, award negotiations, new standard contract language, new standard CRC slides, CRC MWBE form, new utilization plan, new waiver form	
Develop formalized data processes	✓ Complete
These processes include new Supply Chain contract approval workflow, new data elements, new contract information database, new purchase order process, new PeopleSoft processes for contract spend reports, as well as standardized report processes to pull spend and award data	
Implement formalized procurement and data processes	✓ Complete
Train and educate staff on new processes	✓ Complete
Develop new website to communicate with MWBEs	✓ Complete

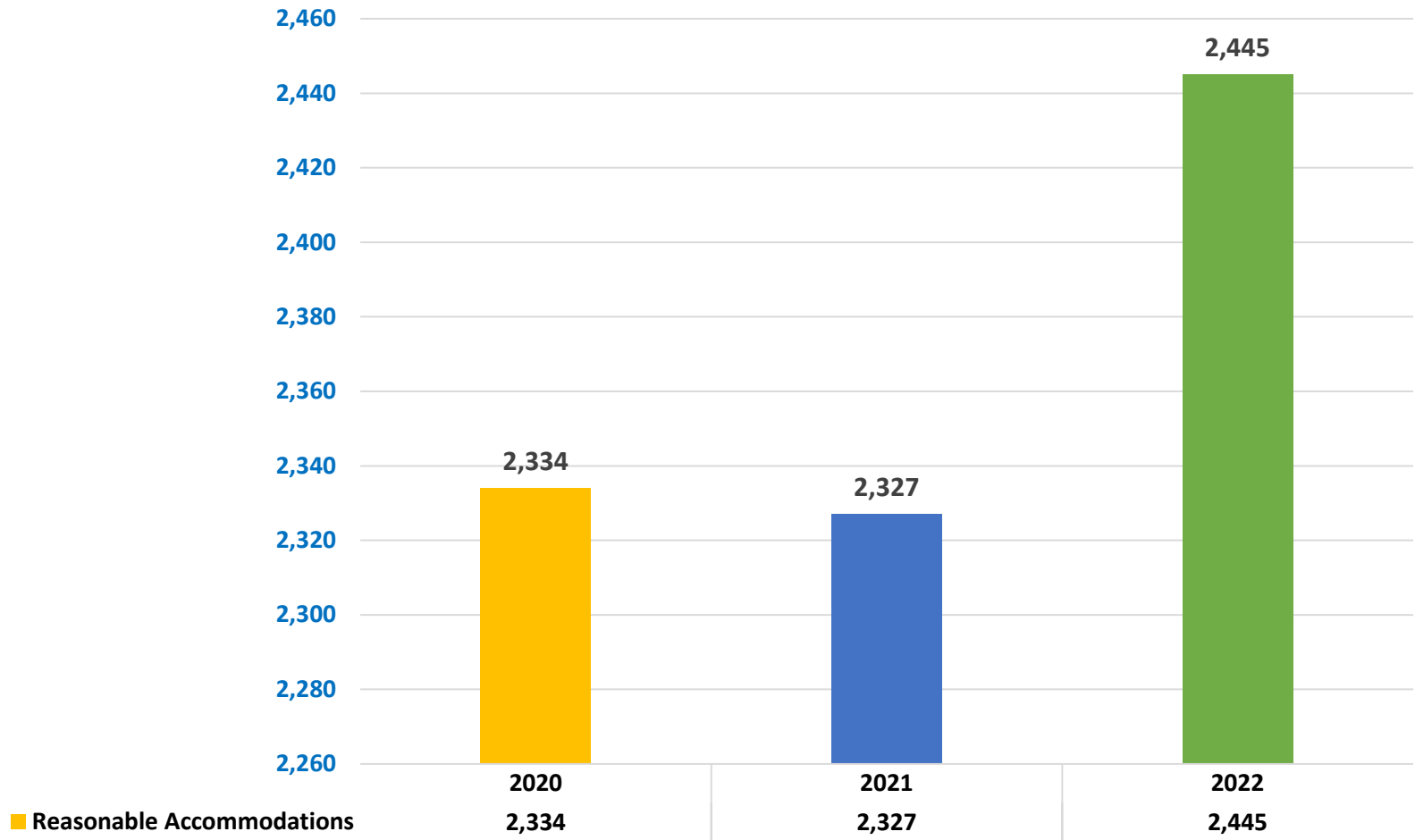
Program objectives include maintaining 30% system-wide utilization, increasing the number of diverse vendors doing business with us, reducing the disparity within the disparity, and developing our capacity building program.

Equal Employment Opportunity (EEO) Report CY 2020-2022

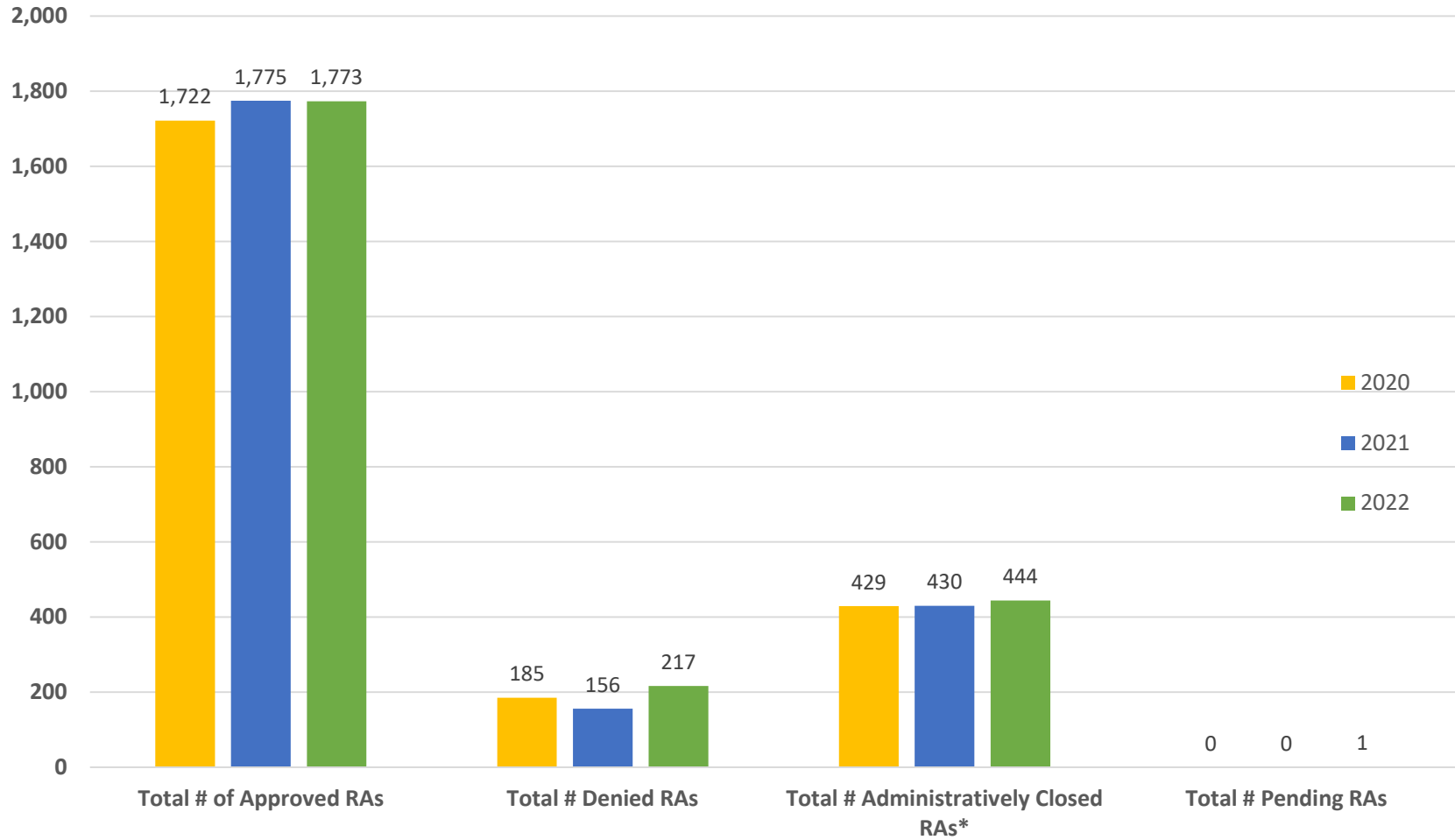
Nicole Phillips, Director, EEO

Blanche Greenfield, Deputy Counsel, Legal Affairs / EEO

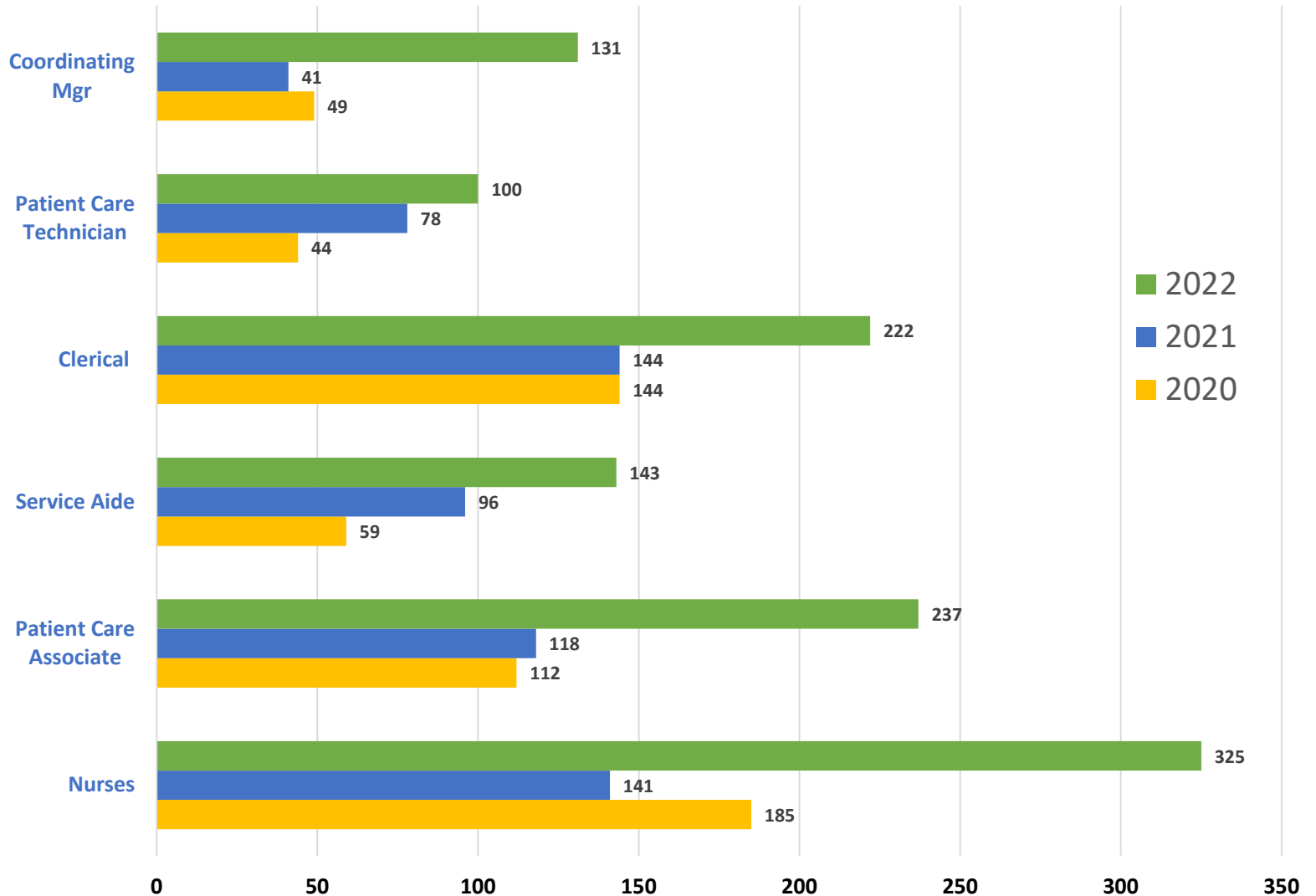
Reasonable Accommodations Requested CY 2020-2022



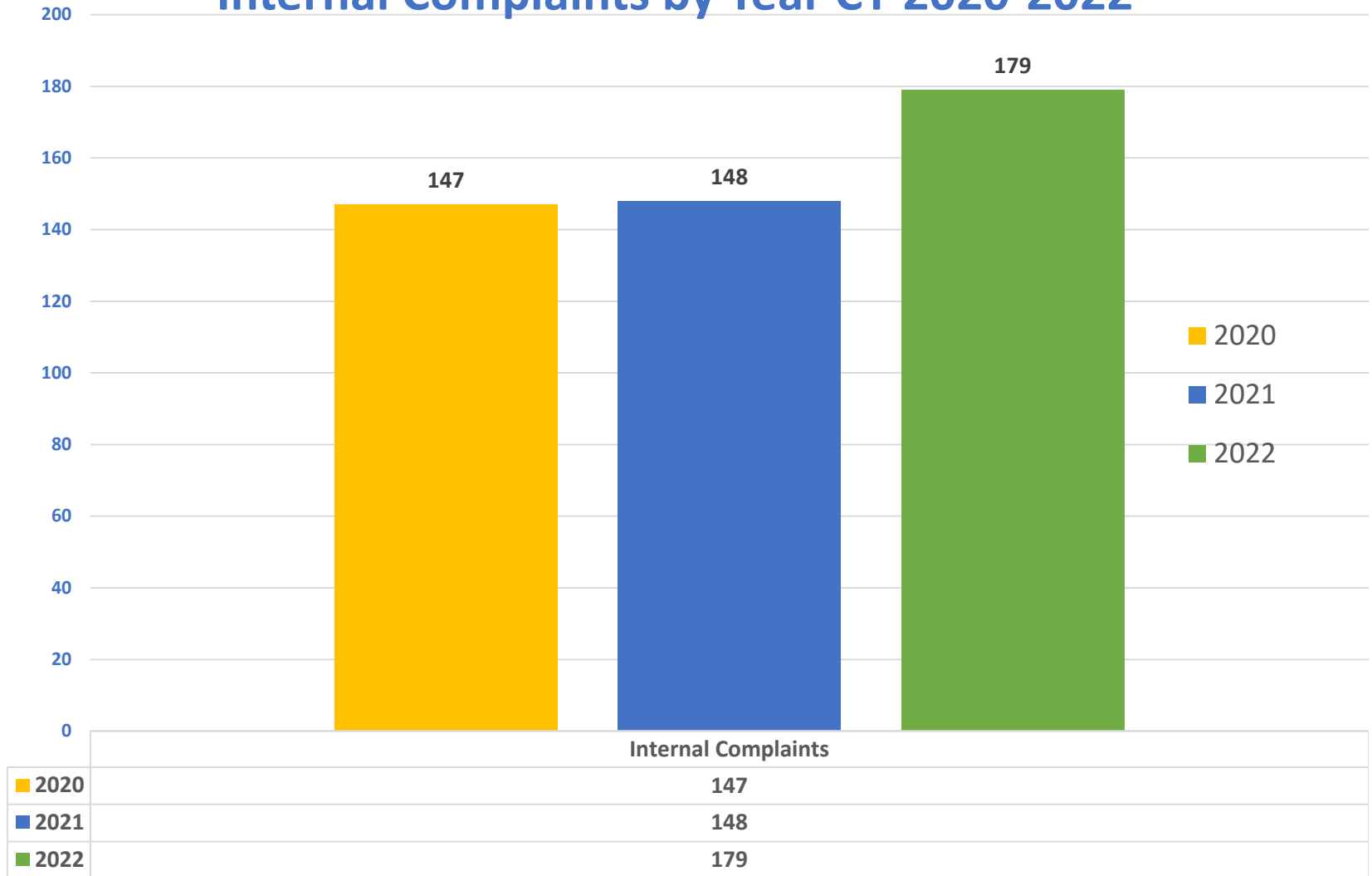
Reasonable Accommodation Status Update on Dec 2023



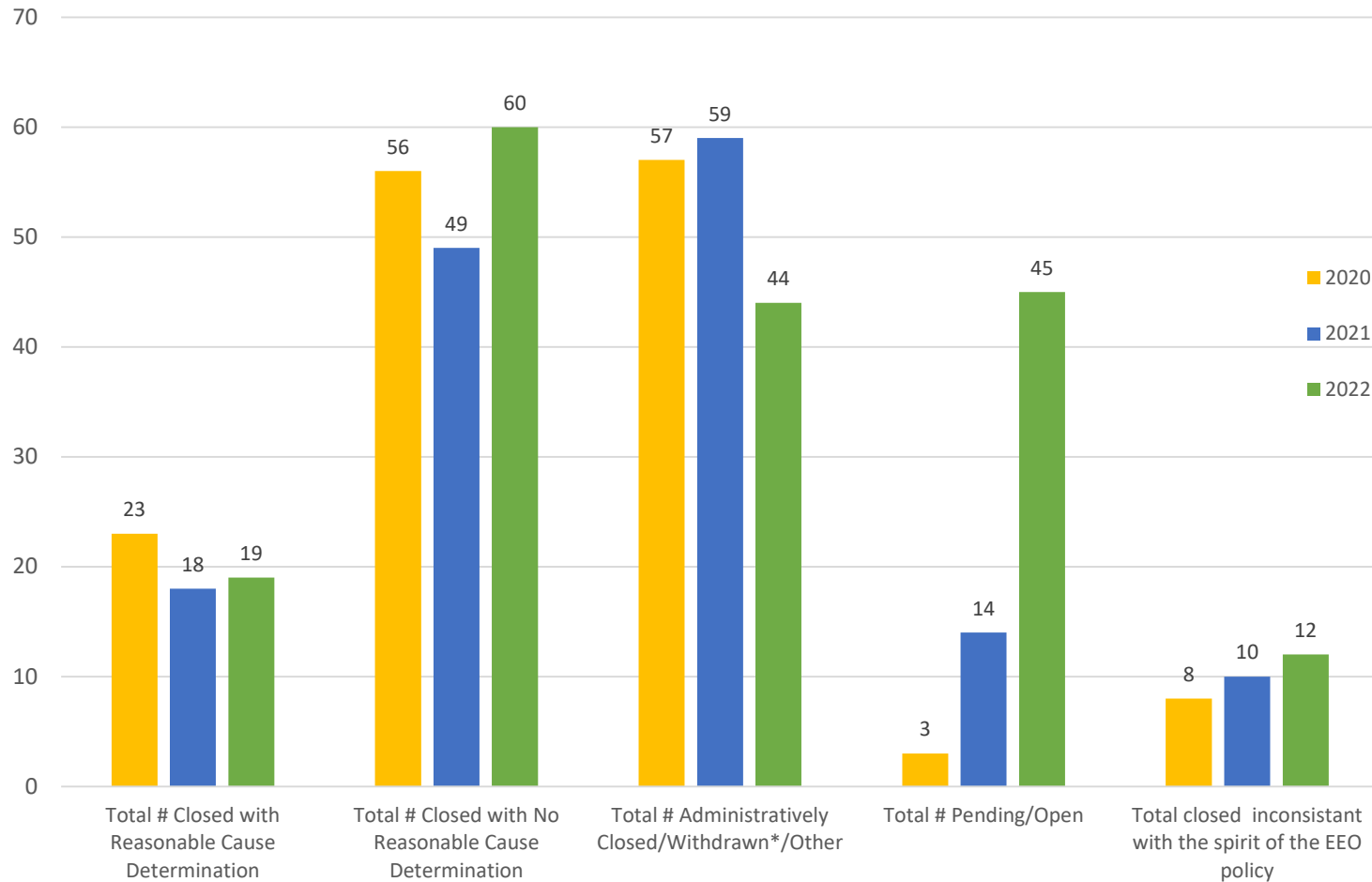
Reasonable Accommodations Most Requested by Title CY 2020-2022



Internal Complaints by Year CY 2020-2022



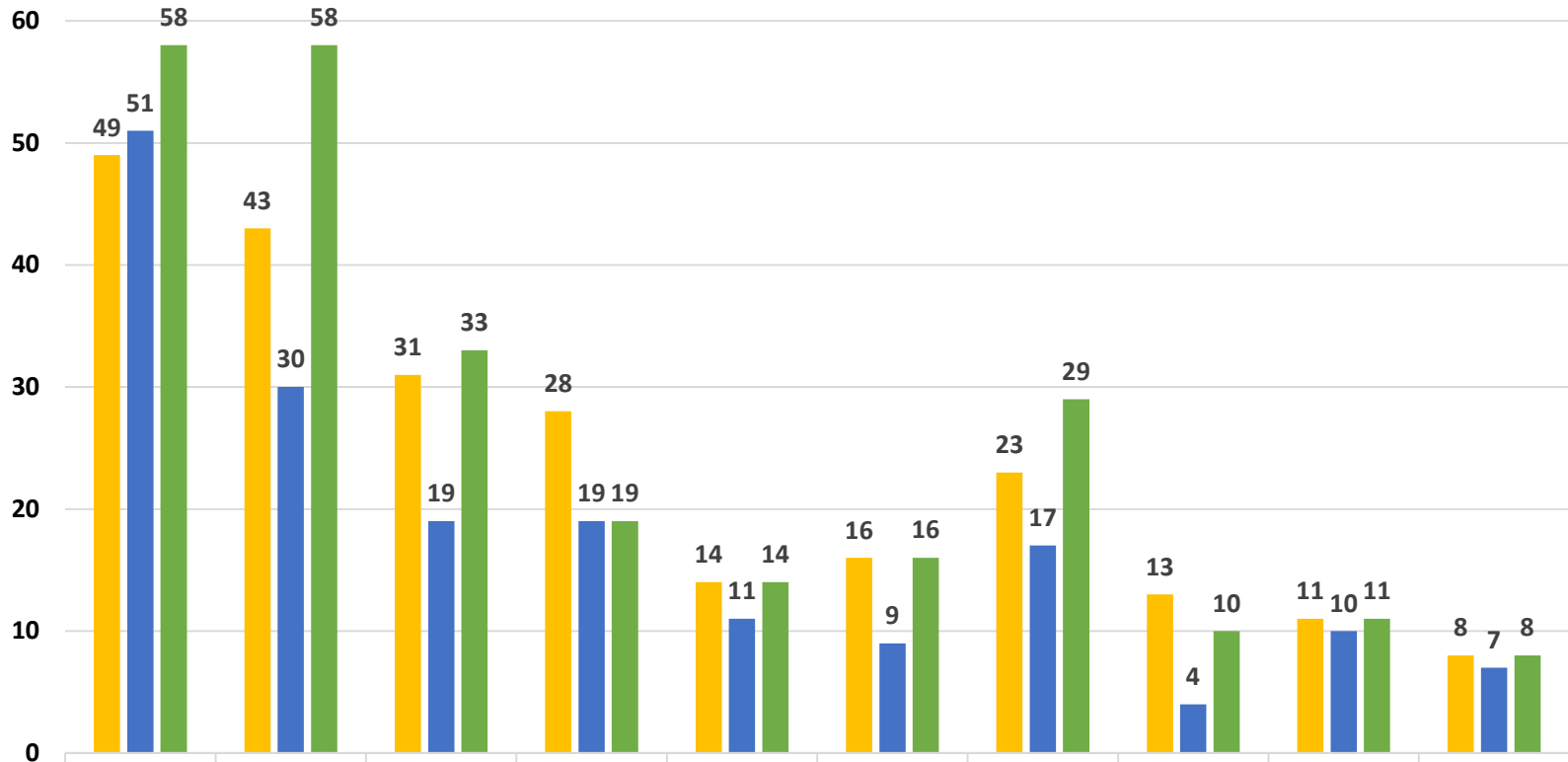
Internal Complaints Status for 2020-2022 as of December 2023



Internal Complaints by Basis (primary basis) CY 2020-2022

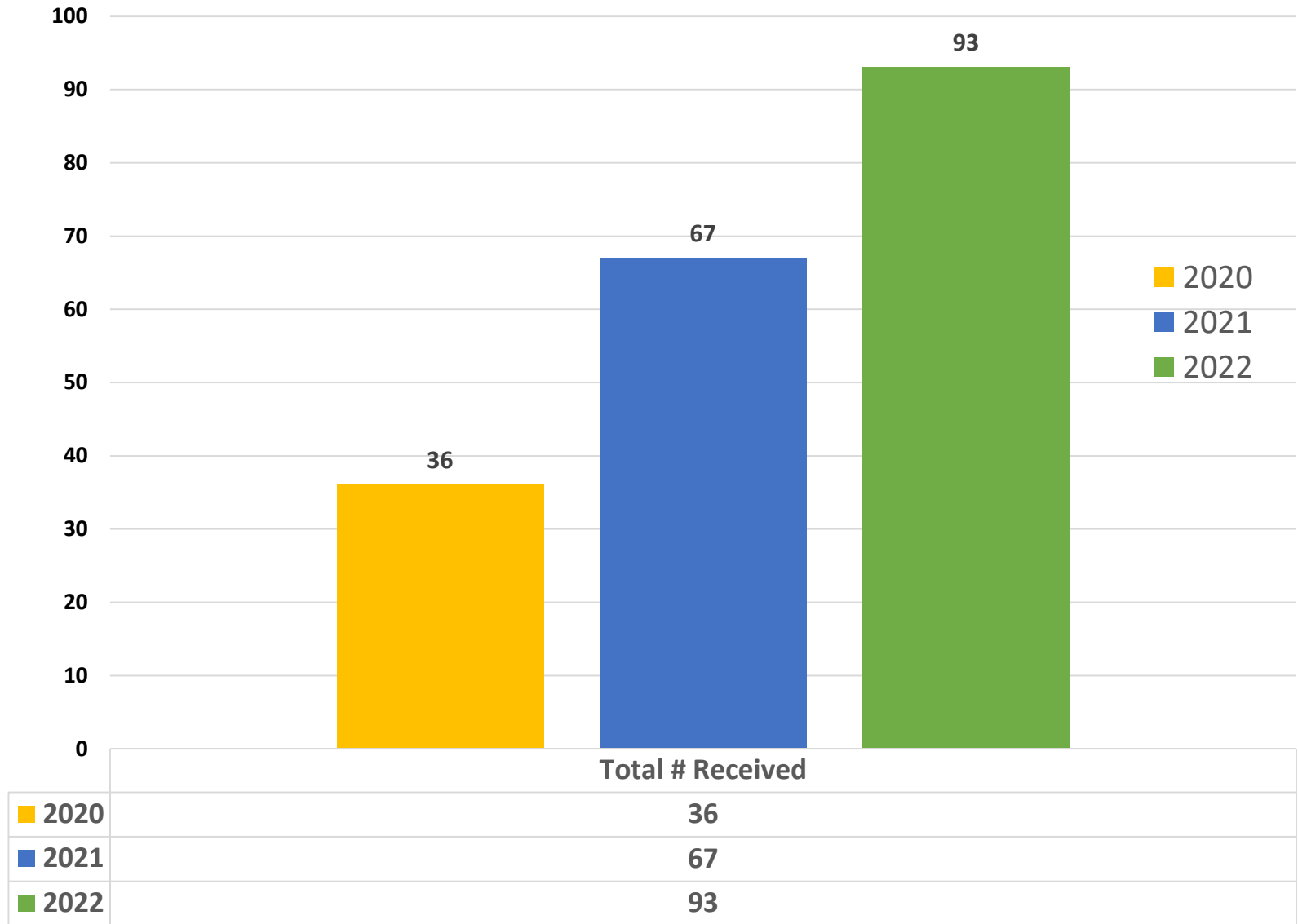
70

Note: There may be multiple bases for a single complaint. Data does not reflect total number of complaints.

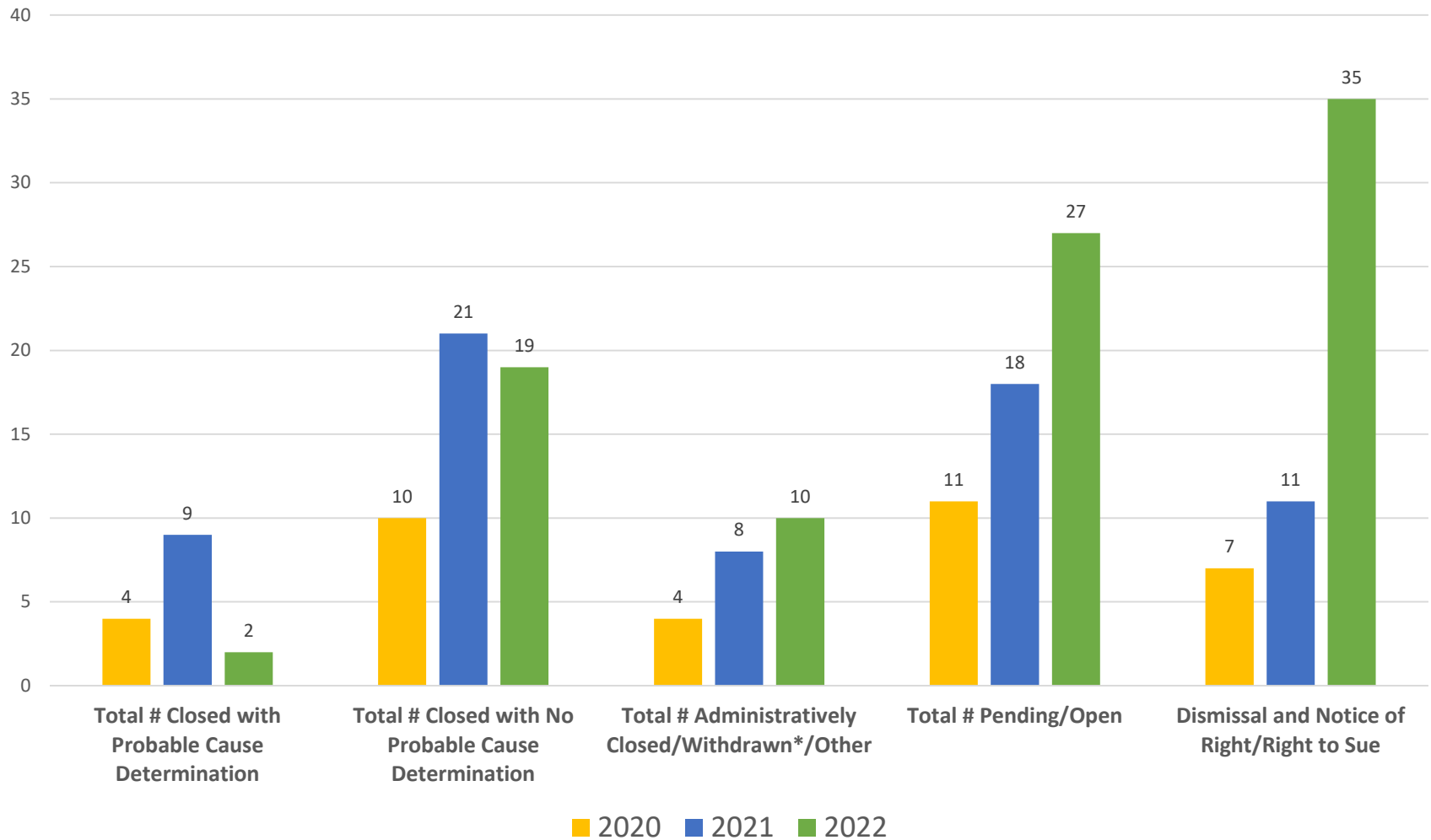


2020	49	43	31	28	14	16	23	13	11	8
2021	51	30	19	19	11	9	17	4	10	7
2022	58	58	33	19	14	16	29	10	11	8

External Complaints by Year CY 2020-2022

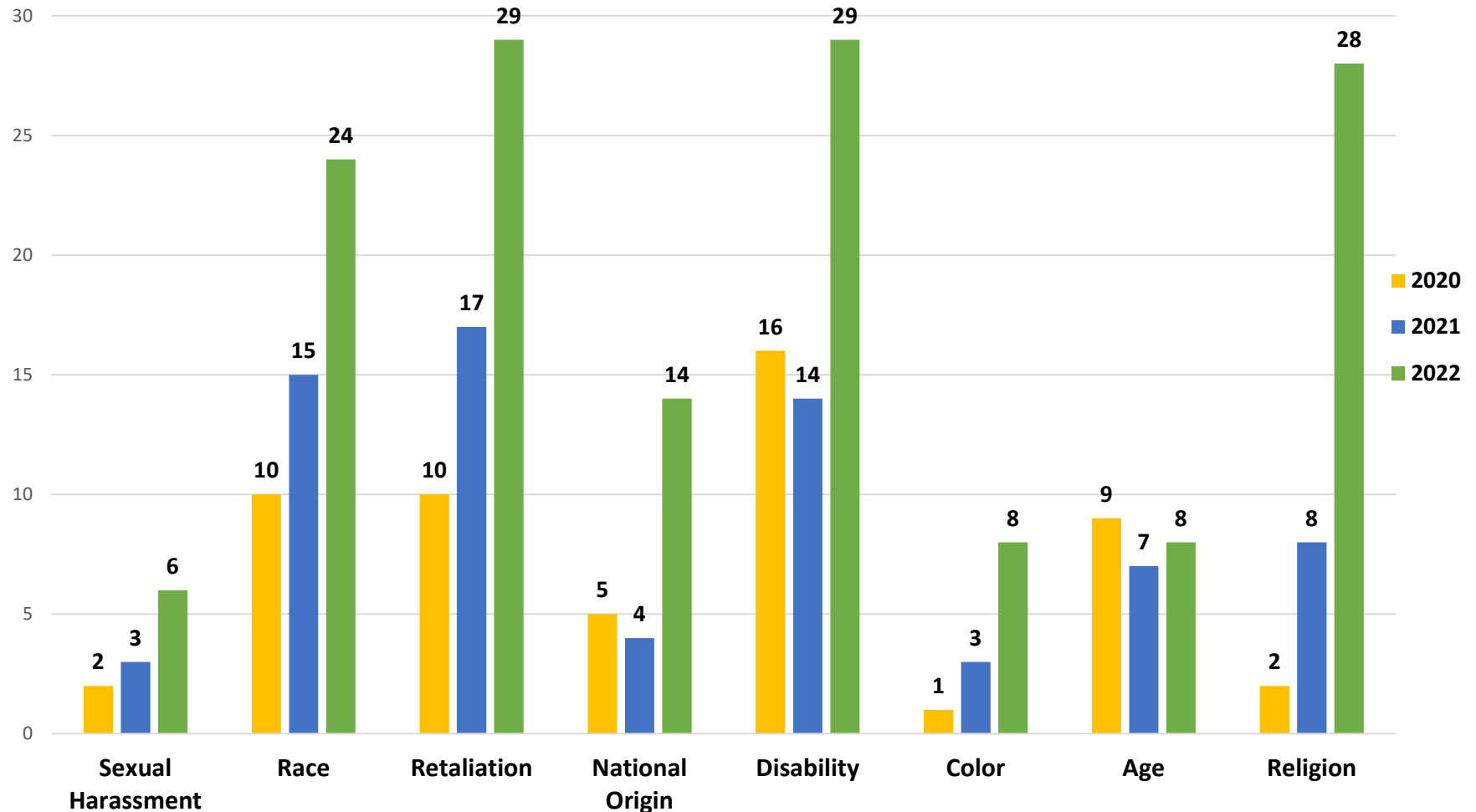


Status of External Complaints as of December 2023



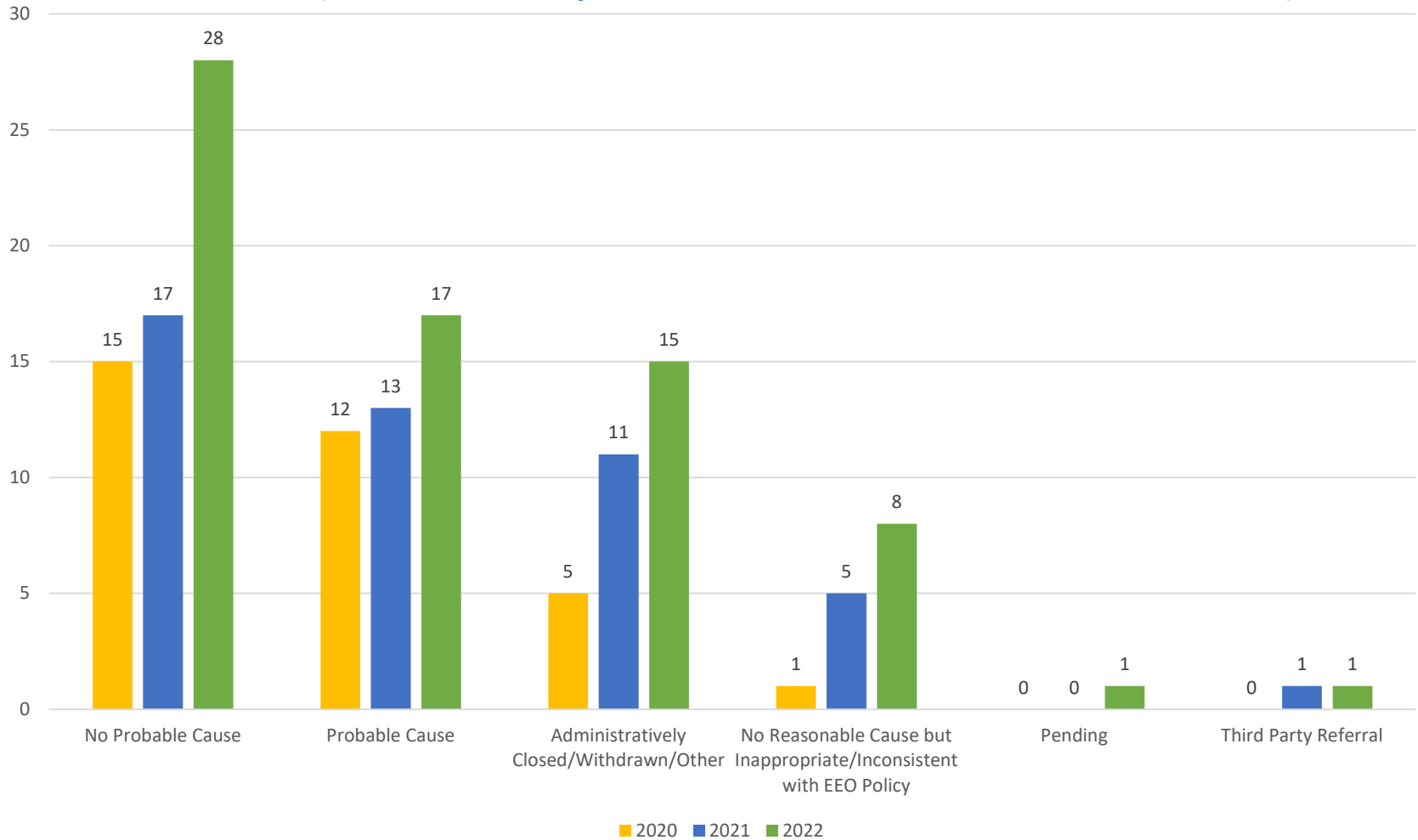
CY 2020-2022 Complaints External by Basis (primary basis)

Note: There may be multiple bases for a single complaint. Data does not reflect total number of complaints.



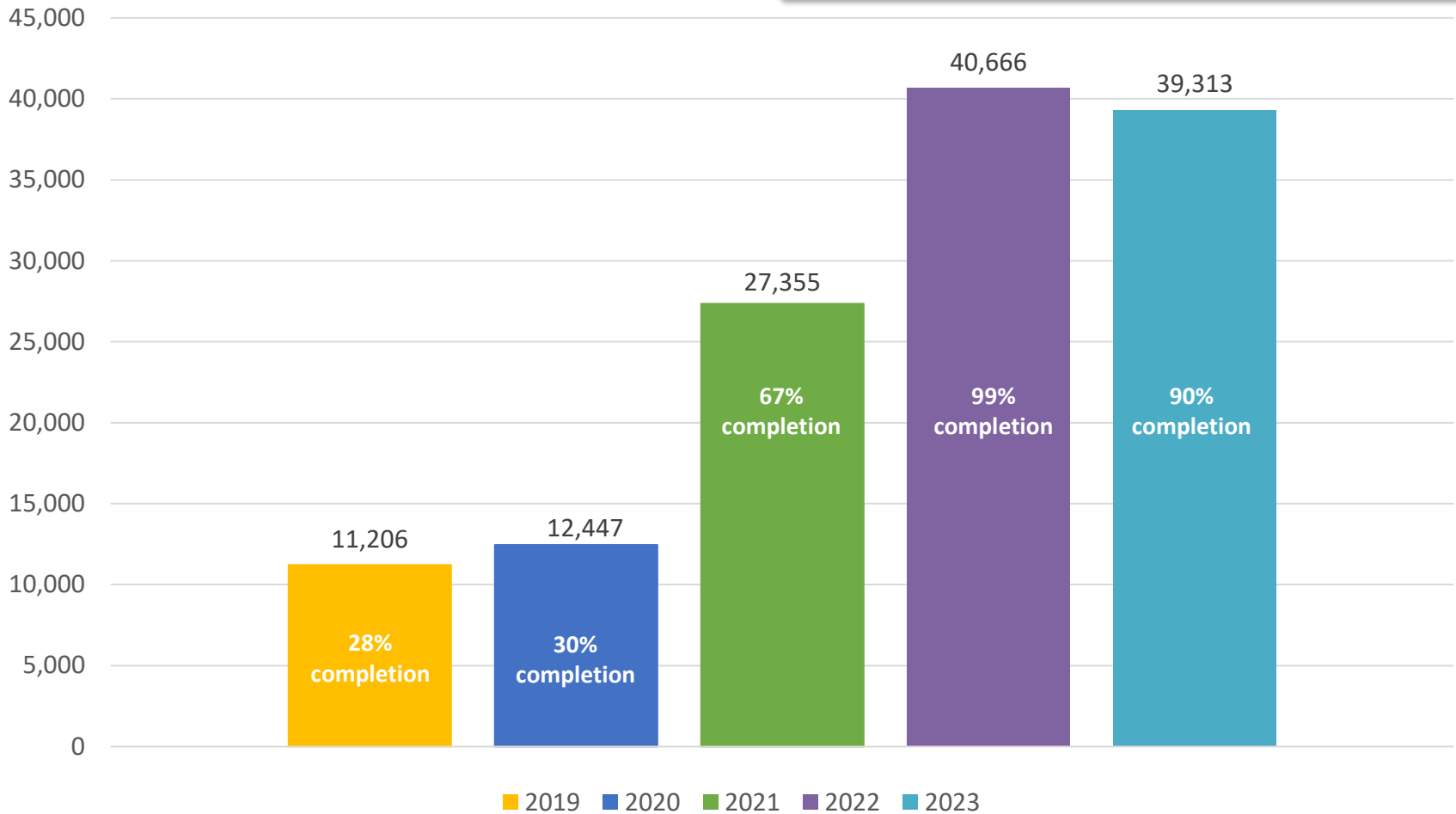
Sexual Harassment 2020-2022

(Current update as of December 2023)



Sexual Harassment Prevention

TRAINING



Data spans across three cycles which span across three years