



AGENDA

Equity, Diversity and Inclusion Committee

Meeting Date

May 11, 2026

Time

10:00 A.M.

Location

50 Water Street, Room 1701

CALL TO ORDER

Patricia Marthone

ADOPTION OF MINUTES

Patricia Marthone

January 12, 2026

DIVERSITY & INCLUSION UPDATE

Ivelesse Mendez-Justiniano

EQUAL EMPLOYMENT OPPORTUNITY (EEO) REPORT

Yvette Villanueva
Aliza Balog
Nicole Phillips

OLD BUSINESS

NEW BUSINESS

ADJOURNMENT

Equity, Diversity and Inclusion Committee Meeting - January 12, 2026

As Reported by: Patricia Marthone

Committee Members Present: Mitchell Katz, Patricia Marthone, Vanessa Rodriguez, Karen St. Hilaire

CALL TO ORDER

The meeting of the Equity, Diversity and Inclusion Committee of the NYC Health + Hospitals' Board was called to order at 12:00 p.m.

Dr. Patricia Marthone noted for the record that Karen St. Hilaire is representing Molly Wasow Park in a voting capacity.

Upon motion made and duly second the minutes of the September 9, 2025 meeting was unanimously approved.

DIVERSITY AND INCLUSION UPDATE

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

Ms. Mendez-Justiniano provided an update on the System's education and capacity building and reported that there have been over 46K completions of the Sexual Harassment Prevention training, putting the System at a 97% completion rate. All other trainings are ad-hoc, where employees can choose to take the training. Managing Unconscious Bias is one such training with over 42K completions in 2025.

Ms. Mendez-Justiniano also provided an update on the Women Who Lead educational sessions, which is a virtual series highlighting women in leadership roles at NYC H+H. November featured the Senior Vice President of Human Resources, Yvette Villanueva, and December featured the Vice President of Data & Artificial Intelligence, Divya Pathak. The series enables female leaders in the System to share their leadership trajectory and valuable insights from their careers with aspiring leaders who can consider various growth paths in their careers as well.

Next, Ms. Mendez-Justiniano provided a synopsis of the latest educational assistance programs. Some of these programs included:

- National Health Services Corps/Nurse Corp
- NYS HESC LSW Loan Forgiveness
- Nurses Across New York
- Group 11 Tuition Reimbursement Program
- OMH Community Loan Repayment Programs (Various Rounds)
- Public Service Loan Forgiveness

Each program has various titles eligible to apply, a minimum service commitment, and application periods. It is significant to note that to date, NYC H+H employees have self-reported a cumulative of \$4.8 million in PSLF loan forgiveness since the program's centralized inception in 2022.

Ms. Mendez-Justiniano reported that over 40 million minutes of interpretation services were provided between 1/1/2025 - 12/9/2025 with a 96.8% satisfaction rate. The top three languages were Spanish (30.4 million minutes), French (1.8 million minutes), and Bangla (1.2 million minutes). She also indicated that there is an Epic integration for interpretation being launched, which will allow providers to easily access interpreters within Epic. The final language access update was that the written translation RFP is currently live, with the contract negotiation process about to commence.

Ms. Mendez-Justiniano continued with an update on veteran support services. Veteran Pop-ups took place throughout the year, where Veterans are connected with free resources provided by NYC Department of Veteran Services. A Veteran Resource Expo was held in October which honored veterans and brought together a variety of veteran organizations, services, and information. Looking at attendance data over time of the Veteran Pop-Ups, it is clear that the program may have reached saturation, so the strategy and focus for veteran support is being shifted moving forward to better align with the veteran population's needs. Some upcoming initiatives include:

- Launching a Veterans Advisory Council to better serve veteran employees and patients
- Partnering with the New York City Department of Veterans Affairs to offer military cultural competency training for physicians
- Developing a veteran services website and digital patient navigator toolkit to assist veterans in navigating the health system

In the LGBTQ+ area, Ms. Mendez-Justiniano highlighted the Transgender Day of Remembrance which took place on 11/20 and honored the lives lost throughout the past year and shared resources available to support patients, staff and visitors. In commemoration, the Office of Diversity, Equity & Inclusion hosted a virtual vigil which over 370 staff members attended.

Ms. Mendez-Justiniano then announced that in May, all five NYC Health + Hospitals Post-Acute Care facilities were recognized as LGBTQ+ Long-Term Care Equality Leaders by The Human Rights Campaign Foundation and SAGE. In December 2025, evidence for the upcoming 2026 Healthcare Equality Index (HEI) award was submitted for all 18 eligible facilities (to be announced in May 2026). The HEI is the leading national benchmarking tool for LGBTQ+ inclusive policies and best practices in health care facilities.

From a Communications & Marketing perspective, Ms. Mendez-Justiniano shared that there have been several promotional materials distributed and Systemwide emails highlighting holidays and observances. She concluded the presentation by sharing Community Engagement photos from the Veteran Resource Expo.

Following the presentation there were commendations from the Board Members about the great work being done in the DEI space.

EQUITY & ACCESS COUNCIL UPDATE

Nichola Davis, Chief Population Health Officer, and Co-Chair of the Equity and Access Council initiated the presentation, and that she will be presenting on behalf of the workgroup Lead, Dr. Leo Eisenstein, who was unable to join. The two projects being presented include Facilitating Access to Kidney Transplant and Expanding Care for Patients with Sickle Cell Disease (SCD).

Dr. Davis started off with providing background on kidney transplant access. H+H has been the lead institute in joining the Department of Health in the Coalition to End Racism in Clinical Algorithms (CERCA). The System also eliminated race from eGFR and from how kidney function is calculated. Additionally, H+H received a Doris Duke grant to evaluate the impact of the eGFR algorithm change, including assessment of transplant access.

Dr. Davis then presented how the transplant access pilot intervention came to fruition. As NYC H+H is not a transplant center, there is limited ability to support transplant access. In 2024, a working group was developed to characterize care gap and design a pilot intervention to support transplant candidates, since findings revealed that a large portion of H+H patients referred for transplant did not progress to waitlist due to incomplete workup or financial/insurance complications. In 2025, H+H hired a Transplant Navigator as a pilot to address the issue.

Dr. Davis continued on to further elaborate on the H+H transplant navigator. The pilot parameters were focused on the kidney transplants and the Brooklyn area only. The Navigator's role consisted of outreach to patients identified by nephrologists/PCPs as potential transplant candidates by assisting with patient navigation and educating patients on transplant options; and liaising monthly with local transplant centers to review shared patients, identifying outstanding workup barriers, and troubleshooting across systems.

Looking at the first year of the Navigator, they had 154 patient engagements and 677 patient encounters. The data revealed that 16% of these patients do not have a regular PCP/nephrologist they see, which is a key opportunity for NYC H+H, for re-engagement with a medically complex population.

Dr. Davis then moved on to Expanding Care for Patients with Sickle

Cell Disease (SCD), primarily adult patients. Background facts to note include:

- H+H is one of the largest providers of SCD care in the US (6 pediatric centers, 2 adult SCD centers)
- Drop-off in PCP engagement from pediatrics to adult (Pediatrics: 79% with H+H PCP, Adult: 40% with H+H PCP)
- SCD = single qualifying diagnosis for Health Home
- Difficulty accessing comprehensive SCD services contributes to fragmented care and higher rates of ED visits

The SCD dashboard metrics in 2025 indicate high emergency room visits and inpatient admissions for adult sickle cell patients, highlighting care fragmentation.

Dr. Davis then shared that in the expansion of care for patients with SCD, several goals have been set including:

- Warm hand-off transitions from pediatrics to adult
- Access to as-needed outpatient infusion services for pain episodes
- Integration of psychosocial support services

Progress to date has included stakeholder discussions (2023), development of clinical and business plans (2024), approval to expand adult SCD services (Jan. 2025) and grant recipient for workforce development (Feb. 2025). Since H+H previously did not have adult services specific to SCD in Harlem or the Bronx, the expansion project is addressing this by establishing a new adult SCD clinic at Harlem Hospital, slated to start in January. Additionally, the existing adult SCD clinics at Kings County and Queens Hospitals are being enhanced.

One follow-up item coming out of the discussion is sharing the data regarding the number of patients with SCD at each hospital to see where expansion efforts should be focused on. Additionally, Dr. Katz indicated it would be beneficial to consider adding a quality measure for the percentage of sickle cell patients on disease-altering treatments across locations.

The Board members expressed appreciation for the work done and the data shared by the team.

Dr. Marthone asked if there was any old business or new business.

Hearing no old or new business from the Committee members, the meeting was adjourned at 12:45 p.m.

Equity, Diversity & Inclusion Committee

Diversity, Equity & Inclusion Office Updates
May 11, 2026

Ivelesse Mendez-Justiniano, PhD
Vice President & Chief Diversity, Equity & Inclusion Officer

EDUCATION AND CAPACITY BUILDING

Required E-Learning Modules

Training	Modality	Total Completions*	Total Enrolled	% Completed
Sexual Harassment Prevention Training***	e-learning	4,821	6,442	74%

- This SHP training cycle runs from 9/1/25 – 9/1/26

Top Training Breakdown (1/1/26 – 4/16/26)

Training	Modality	Total Completions*
Identifying and Managing Unconscious Bias**	e-learning	28,386
Black History Month Celebration	Workshop	828
Women Who Lead Webinar Series	Workshop	345
Civility in the Workplace	Workshop	142
Achieving Health Equity for LGBTQ People	Workshop	116
Generations at Work / Menopause	e-learning	517
Generations at Work / Retirement	e-learning	473
TOTAL		30,807

- Continuous trainings (i.e. Identifying and Managing Unconscious Bias and Achieving Health Equity for LGBTQ People) will see completion numbers fluctuate throughout the calendar year, which closes December 2026

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

**Unconscious Bias Training contributes to the general Diversity training requirement put forth under Local Law 121 and Senate Bill S911/A5160. Under these training requirements, several clinical titles must complete diversity and inclusion training inclusive of Unconscious Bias content every two years; NYC H+H reports out the training data completion annually.

*** Stop Sexual Harassment NYC Act 2018, NYS Labor Law Section 201 G

EDUCATION AND CAPACITY BUILDING

Black History Month Celebration: Legacy in Leadership

- Featuring **Neil J. Moore**, CEO NYC Health + Hospitals/Queens
- Record-breaking participation: 828 attendees

Legacy in Leadership
An intergenerational conversation honoring the journey between Black leadership, legacy, and what comes next.

Thursday, February 26, 2026
1:00 PM - 2:00 PM via WebEx

Neil J. Moore, MBA, MPA, FACHE
Chief Executive Officer
NYC Health + Hospitals/Queens

With more than two decades of executive leadership experience, Mr. Moore is widely respected for building high-performance teams and transforming organizational culture. This conversation will highlight how legacy is built — not only through professional achievement, but through mentorship, community service, and a lifelong dedication to opening doors for others.

Join the conversation.

Care for NYC. No Exceptions.
NYC HEALTH+ HOSPITALS

Women Who Lead Sessions

- Virtual series highlighting women in leadership positions at NYC Health + Hospitals
- March:** Born in the System, Leading in the System: A Full Circle Leadership Journey
Featuring **Sandra Sneed**, CEO NYC Health + Hospitals/Woodhull
Attendees: 345
- Upcoming Session May 13th:** The Climb Toward Purpose: Advancing Leadership, Equity, and Care
Featuring **Cristina Contreras**, CEO, NYC Health + Hospitals/Lincoln

WOMEN WHO Lead

Episode Seven
Born in the System, Leading in the System: A Full-Circle Leadership Journey

With over 20 years of leadership experience, Sandra Sneed has transformed hospital operations, expanded patient access, and improved care delivery. In this webinar, Sandra will share her inspiring full-circle journey from healthcare professional to executive leader, offering lessons on leadership, resilience, and making an impact in healthcare.

Thursday, March 5, 2026
1:00 PM - 2:00 PM

Register

Sandra Sneed
Chief Executive Officer
NYC Health + Hospitals/Woodhull

NYC HEALTH+ HOSPITALS

WOMEN WHO Lead

Episode Eight
The Climb Towards Purpose: Advancing Leadership, Equity & Care

In this session, Cristina Contreras, CEO of NYC Health + Hospitals/Lincoln, shares her journey from caseworker to executive leader and her commitment to advancing equity in healthcare. With over 30 years of experience, she reflects on leading with purpose, building inclusive teams, and expanding access to care for underserved communities.

Wednesday, May 13, 2026
12:00 PM - 1:00 PM

Register

Cristina Contreras
Chief Executive Officer
NYC Health + Hospitals/Lincoln

NYC HEALTH+ HOSPITALS

EDUCATION AND CAPACITY BUILDING

Women's History Month Event 2026: "Prepare Her"

- On **March 18**, over **100 women** from across the system gathered to celebrate Women's History Month at the inaugural **Women's Leadership Summit**, hosted by the Office of Diversity, Equity, and Inclusion.
- Event recognized emerging leaders who demonstrate leadership in their everyday work and provided an opportunity for participants to hear from leaders across the system.
- Speakers:
 - **Natifha Forde, Executive Director of NYC Her Future**, shared insights on leadership and professional growth.
 - **Alina Moran, CEO, NYC Health + Hospitals/Elmhurst**
 - **Wendy Wilcox, Chief Women's Health Officer.**
- The theme, "**Prepare Her,**" was intentionally curated to inspire and empower both current and future generations of leaders.



LANGUAGE ACCESS

Phone & Video Interpretation

- User feedback positive for OPI/VRI
 - 98.2% satisfaction (based on over 100K calls rated 1/1/2026 – 04/15/2026)
- 12,980,983 minutes of interpretation in 142 unique languages (1/1/2026 – 04/15/2026)

Written Translation

- Translation RFP is live with goal of new contracts to start in CY 2026.

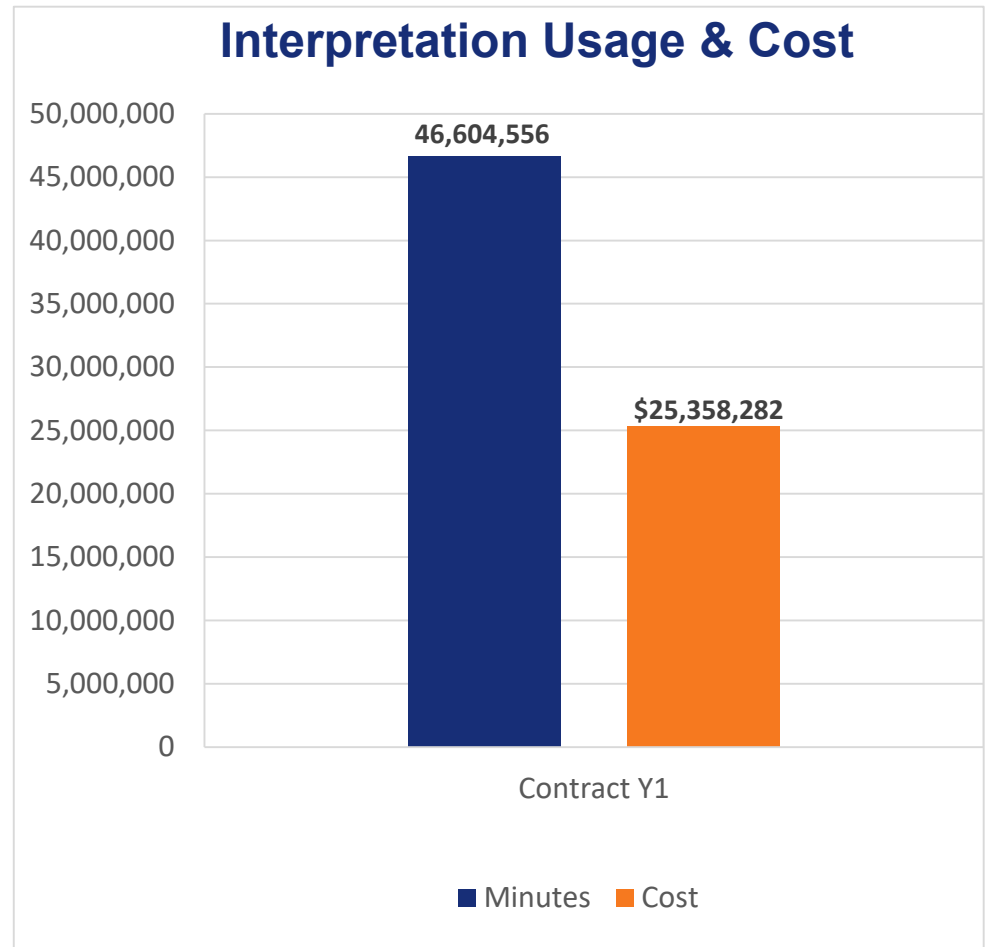
Minutes by Language

Language	Calls	Minutes
Spanish	650,329	10,020,175
French	32,006	511,593
Bangla/Bengali	27,245	425,215
Haitian Creole	20,282	316,055
Mandarin	20,080	264,523
Arabic	12,909	202,523
Russian	15,829	196,691
Wolof	9,211	144,737
Cantonese	9,811	124,073
Fulani	3,574	65,364
Polish	4,863	64,229
Albanian	4,024	60,115
ASL	2,704	51,931
Korean	3,830	50,806

INTERPRETER SERVICES SPEND UPDATE

Usage: Review and Comparison

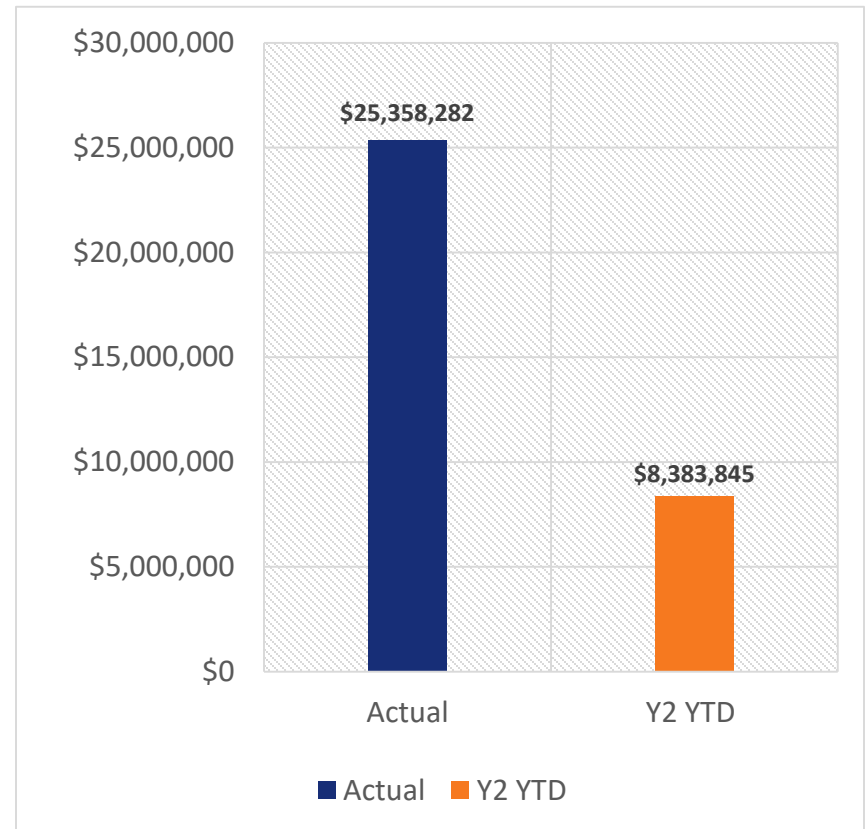
- In **Contract Year 1** (Nov 2024 – Oct 2025) we provided **46,604,556 minutes of interpretation** at a cost of **\$25,358,282** for our limited-English proficient (LEP) patients.
- 5 year NTE for the contract is \$126,371,490



INTERPRETER SERVICES SPEND UPDATE

Contract Year 1 Spend v. Forecast for Year 2

- **Year One** in review demonstrated an increase in system-wide LAS services and usage.
- **Year Two** is trending in the same direction showing a greater demand for all Language Access Services.



INTERPRETER SERVICES SPEND UPDATE

Contracting Efficiency

- Negotiated pricing parity for VRI and OPI services
- OPI/VRI vendor providers supply equipment at no cost to the System
- Implemented centralized invoicing process
 - Streamlined vendor invoice submission process
 - Improved ability to monitor usage vs. spend for all interpretation services
 - Staff within ODEI Language Access review vendor invoices for potential errors, patterns, and track spend

Growth in Services

- Significant Increase in Demand for Interpretation Services
 - Increase seen across all languages
 - Uptick in French and Haitian Creole, Bangla, and Fulani –
- Other factors:
 - Additional on-demand interpretation equipment available at facilities
 - Heightened staff awareness due to increased staff training
 - Patient awareness about the right to access interpreter services

COMMUNITY ENGAGEMENT / LANGUAGE ACCESS

Language Access Month Celebration Events

The Office of Diversity, Equity & Inclusion hosted Language Access tabling sessions in April 2026 across each acute care facility to help raise awareness of every patient's right to receive care in a language they understand 24 hours a day, 7 days a week.



COMMUNITY ENGAGEMENT / CULTURE

- Elmhurst celebrated Eid-al-Fitr
- Queens celebrated Holi
- Lincoln celebrated Dominican Republic Independence Day
- Harlem celebrated Black History Month
- Gouverneur celebrated Lunar New Year



COMMUNITY ENGAGEMENT / LGBTQ+

Transgender Day of Visibility

- **Trans Joy Fest** on Monday, April 13, reaching over **70** community members.
- The event connected community members with vital resources, support and care including health care, legal resources and other essential services.



COMMUNITY ENGAGEMENT / EQUITY

Gender Equity Interagency Partnership Conference

Conference was for City Equity leads and included workshops, networking opportunities, and panels

Featuring keynote speakers:

- **Afua Atta-Mensah**, NYC Chief Equity Officer and Commissioner of the NYC Mayor’s Office of Equity and Racial Justice
- **Ivelesse Mendez-Justiniano**, Chief Diversity, Equity & Inclusion Officer, NYC Health + Hospitals

3RD ANNUAL GENDER EQUITY INTERAGENCY PARTNERSHIP CONFERENCE

Celebrate the Commission on Gender Equity's 10th anniversary!

Experience a day packed with engaging workshops, networking opportunities, and inspiring speakers as we reflect on the legacy of past movements to strengthen equity across New York City.

TUESDAY, APRIL 28, 2026 | 9:30 AM - 4:00 PM

4 World Trade Center,
The Dumpson Center, 43rd Floor
Manhattan, New York 10007

Enjoy light refreshments and lunch on us!



Keynote Speaker
Afua Atta-Mensah
NYC Chief Equity Officer and
Commissioner of the NYC Mayor's
Office of Equity and Racial Justice



Keynote Speaker
Ivelesse Mendez-Justiniano, MBA, MS, PhD
Vice President
Chief Diversity, Equity & Inclusion
Officer, NYC Health + Hospitals

Panelists



Daryl J. Cochrane
Manhattan Borough
Director & Lead Advisor to
LGBTQ+ Communities,
NYC Commission on
Human Rights



Maria J. D'Agostino, Ph.D
Professor, CUNY John Jay
College and Co-Director,
Initiative for Gender Equity in
the Public Sector



Moderator
Shyama Venkateswar, Ph.D
CGE Commission Member



Kazi Tejwar
CGE Commission Member



Bryan Warde, Ph.D
Professor, Lehman College

Register Now!



NYC **GEIP** **NYC** **A E**
COMMISSION ON GENDER EQUITY Gender Equity Interagency Partnership Department of Social Services Administration Department of Health Services

The Conference is for City Employees

COMMUNICATIONS & MARKETING

January 2026

- Cultural Holidays & Observances Calendar released on all staff desktops with 200 physical copies distributed to cabinet and executive leadership members

February 2026

- Systemwide newsletter highlighting Black History Month, Ramadan, Ash Wednesday, Lunar New Year, etc.

March 2026

- Systemwide newsletter – Eid al-Fitr, National LGBTQ+ Health Awareness Week, Purim, Holi, among others
- Branded assets for inaugural Women’s Leadership Summit and distributed event photos across social media

April 2026

- Systemwide newsletter – national ASL Day, Celebrate Diversity Month, Autism Acceptance, among others.
- Celebrate Language Access Month systemwide communication on behalf of Dr. Katz & Ivesse to spread awareness of our language assistance services



2026 - COMING SOON

May 2026 – The Cultural Innovation E-Learning Hub

Virtual platform designed to deepen cultural awareness and strengthen employee competency in serving diverse communities.



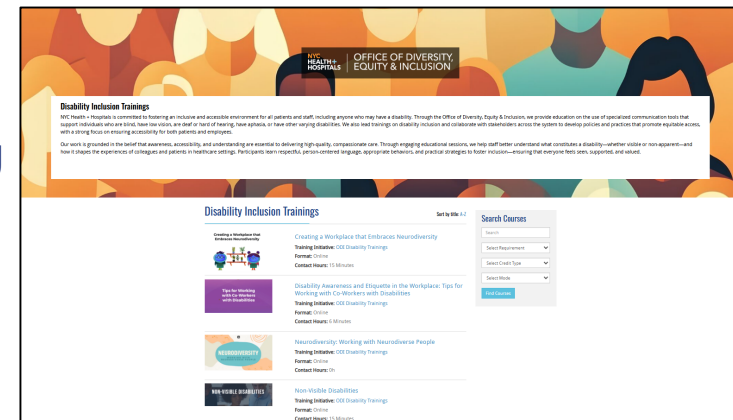
June 2026 – Built to Last: The Men's Summit

In recognition of June as Men's Health Month, the Office of Diversity, Equity, and Inclusion will host: Men's Health Symposium. The theme, **HIM – Heal. Inspire. Maintain** emphasizes personal growth, challenging limiting beliefs, and fostering healthier, more productive lives.



June 2026 – Disabilities Inclusion Training Page

Virtual platform offering educational resources, including specialized communication tools, disability inclusion training, and engaging content like modules, TED Talks, and videos.



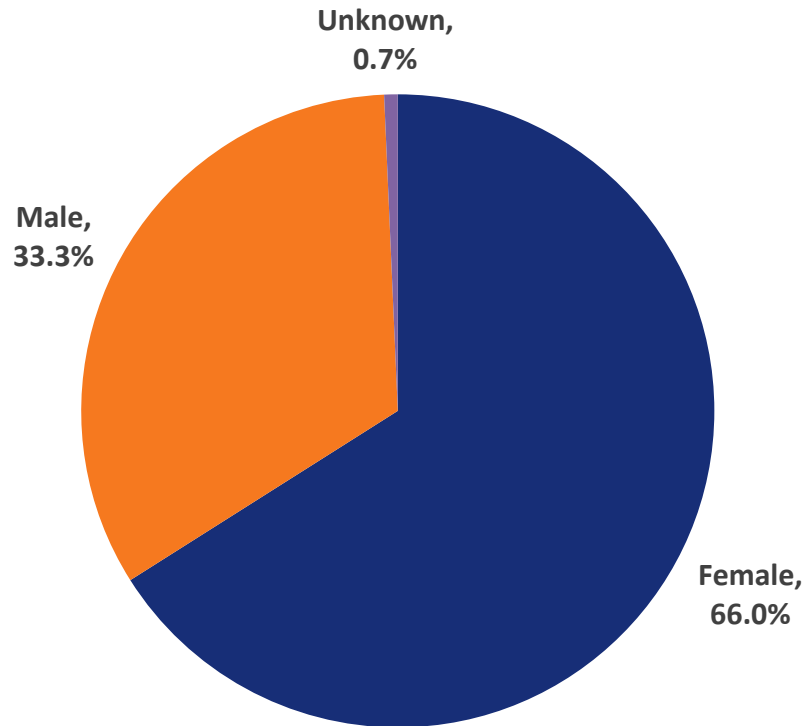
Equal Employment Opportunity (EEO) Report

Yvette Villanueva
Senior Vice President, Human Resources

Aliza Balog
Chief Employment Counsel & Senior Counsel,
Legal Affairs / EEO

Nicole Phillips
Director, EEO

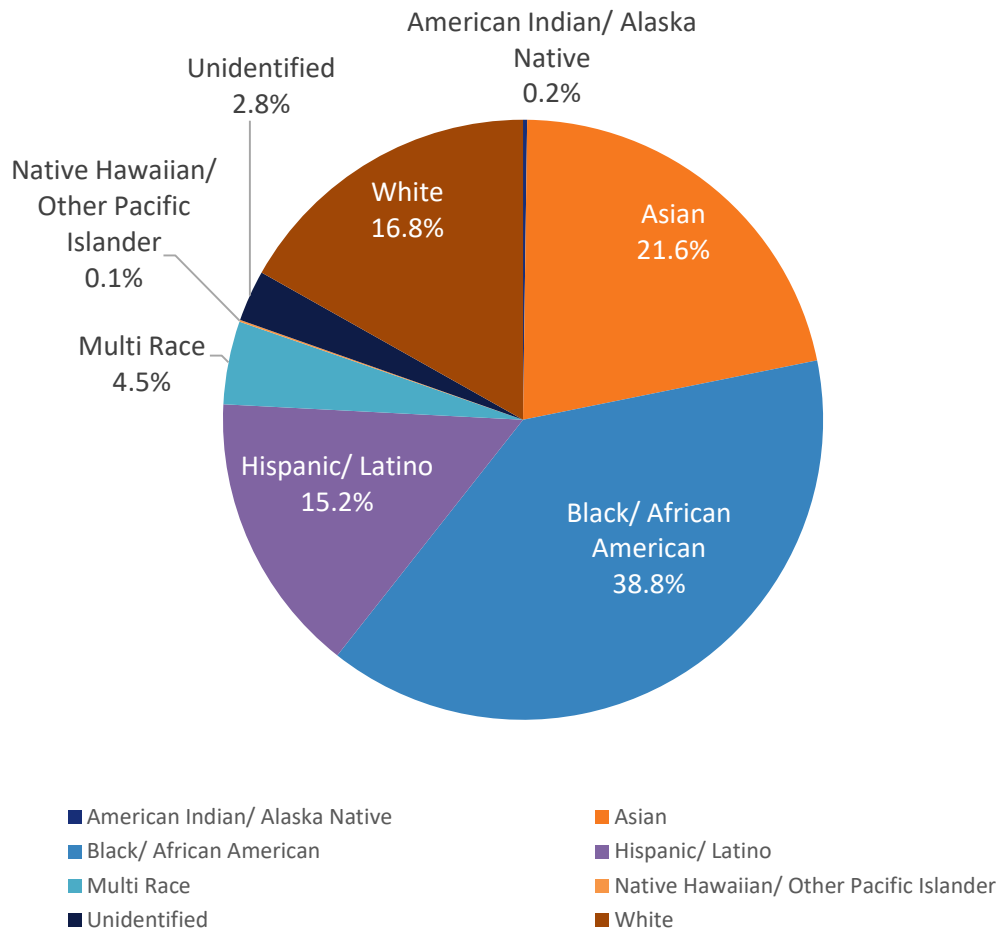
2025 Employee Demographics Workforce Gender



- 66% of our workforce identifies as female.

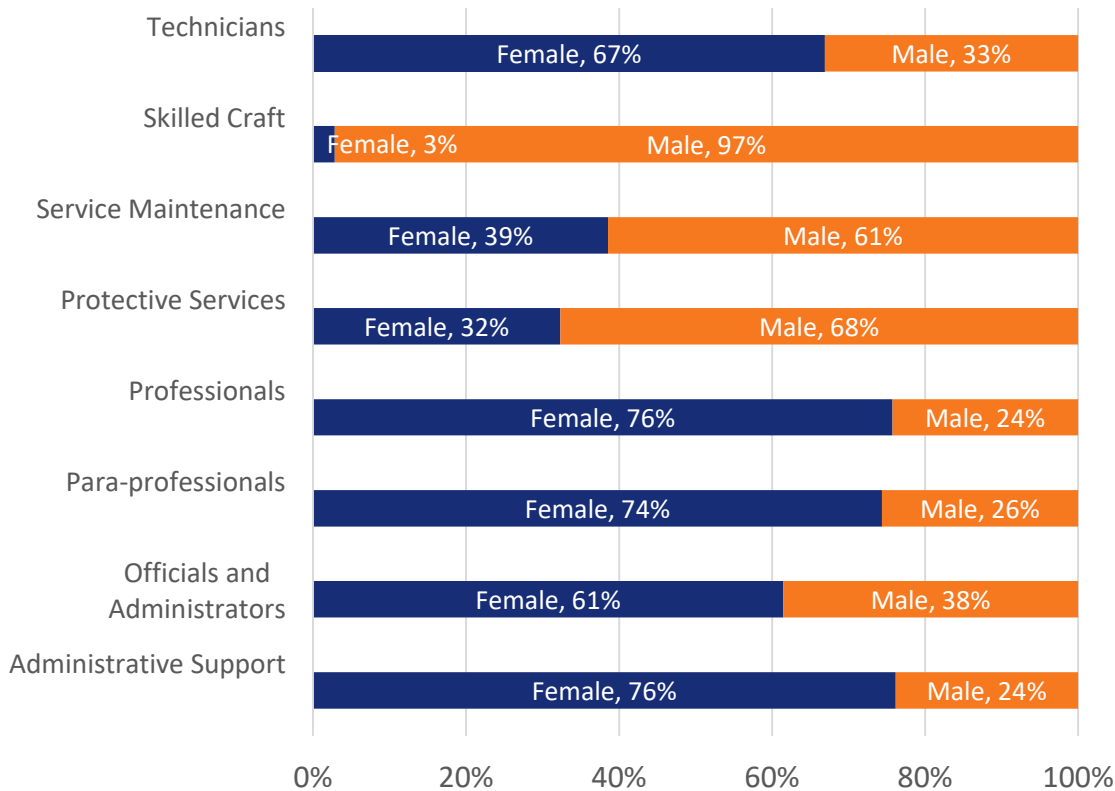
■ Female ■ Male ■ Non-Binary ■ Unknown

2025 Employee Demographics Workforce Ethnicity/Race



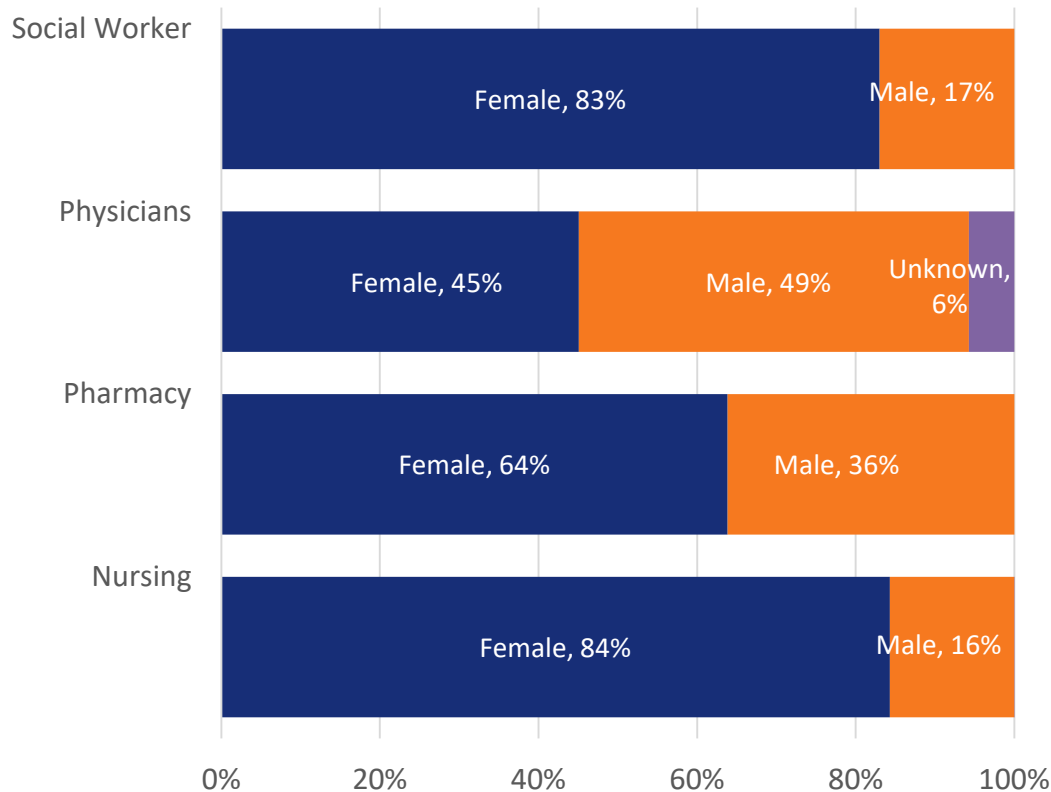
- The race/ethnicity values are based on the federal EEO-4 reporting requirements.
- Approximately 80% of the workforce identifies as part of a minority group, reflecting a highly diverse employee population.

2025 Employee Gender Breakout EEO-4 Job Groups



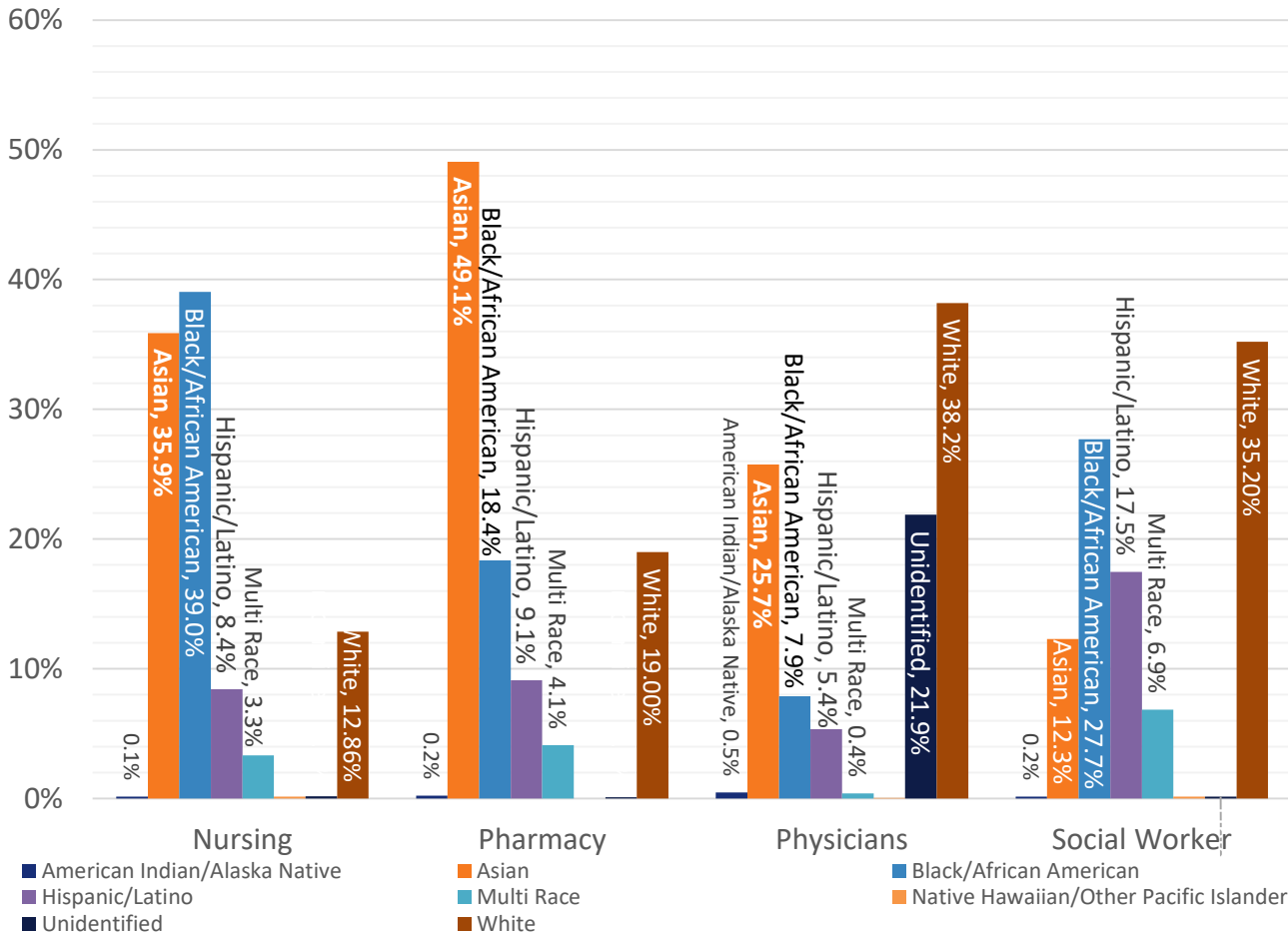
- Based on U.S. Equal Employment Opportunity Commission (EEOC): EEO 4 Job Categories.
- EEO-4 job groups capture the demographics of government employees, and focus on roles more prevalent in public sector environments.
- Skilled Craft, Service Maintenance, Protective Services are majority male workers.
- All other categories are primarily female workers.

2025 Nurses, Pharmacists, Social Workers & Physicians Gender Breakout



- Most of our clinical positions are occupied by females, with the exception of the Physician group.
- The Physician group has almost equal gender representation at H+H and is inclusive of Affiliate providers.

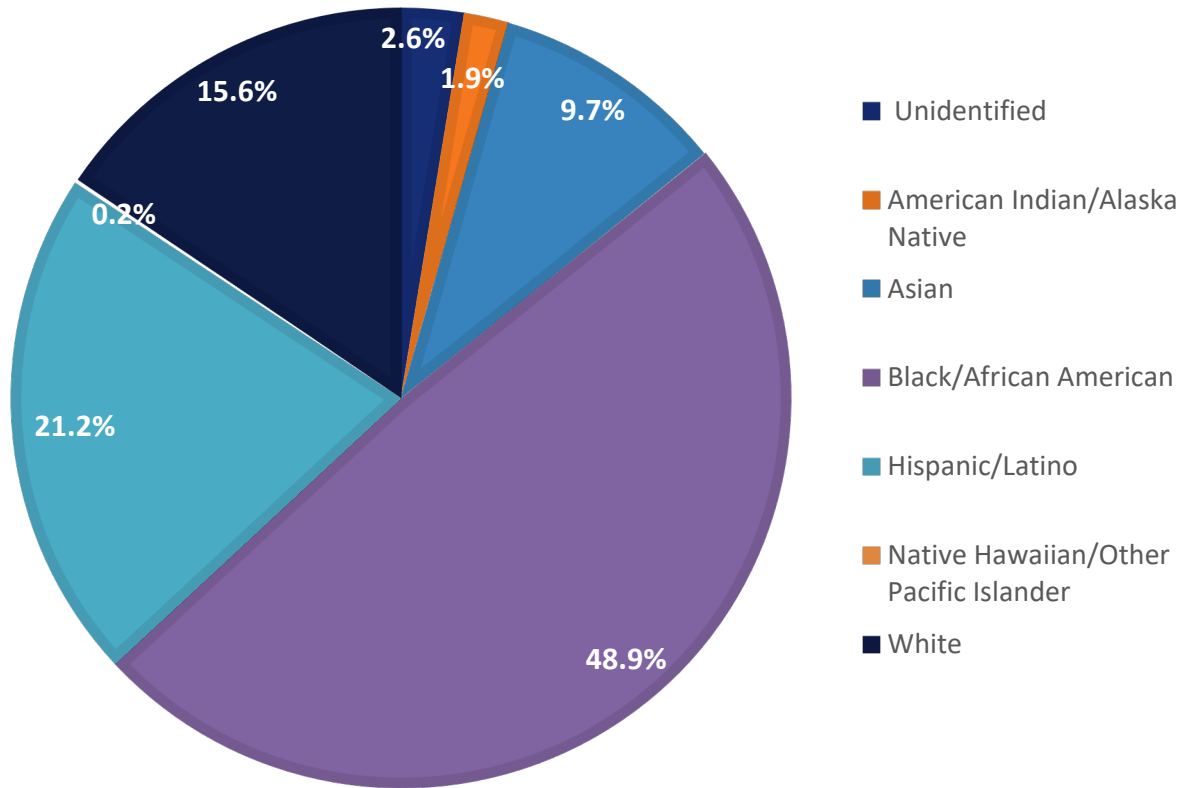
2025 Nurses, Pharmacists, Social Workers & Physicians Race / Ethnicity Breakout



- Three out of four clinical job groups reflect over 50% minority.
- The Physician group reflects 41% minority representation at H+H and is inclusive of Affiliate providers.

Employee Demographics – 2025 Veteran Data

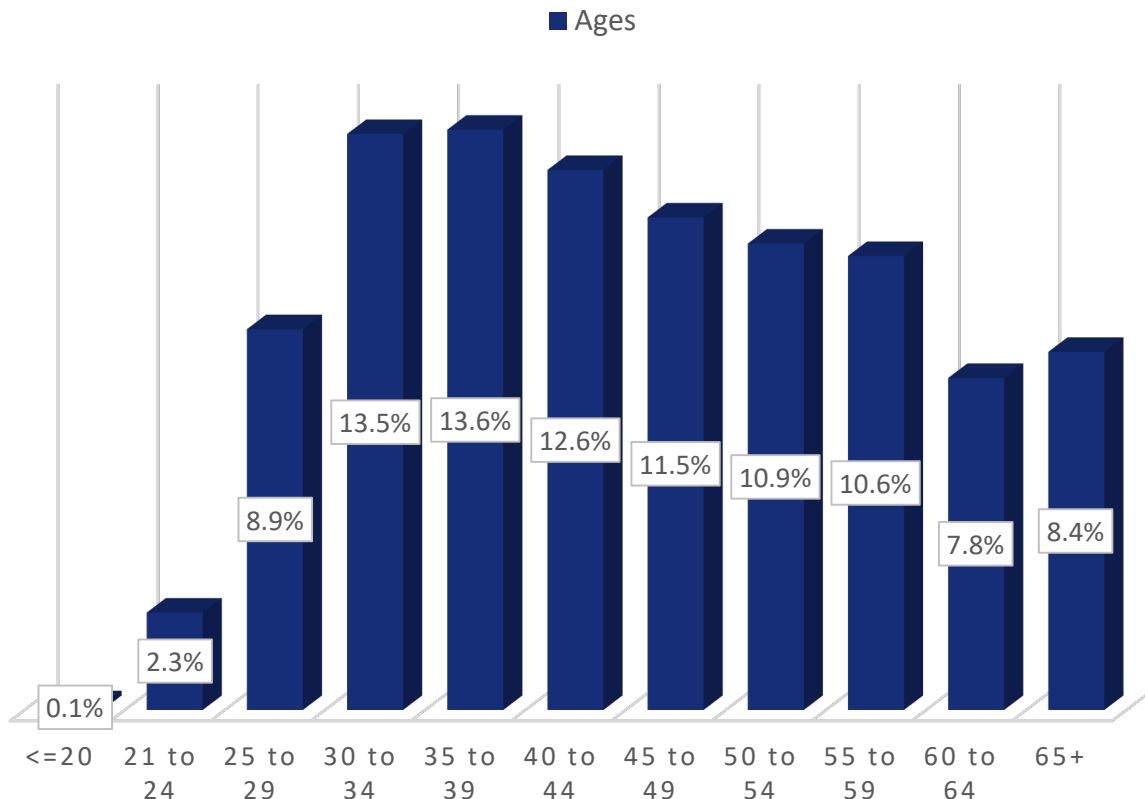
% OF 585 EMPLOYEES SELF IDENTIFY AS A VETERAN



- Of employees who have self-identified as veterans, 67% are male and 32% are female.
- 82% of Veteran employees are minority.

Employee Demographics – Age Distribution for Calendar Year 2025

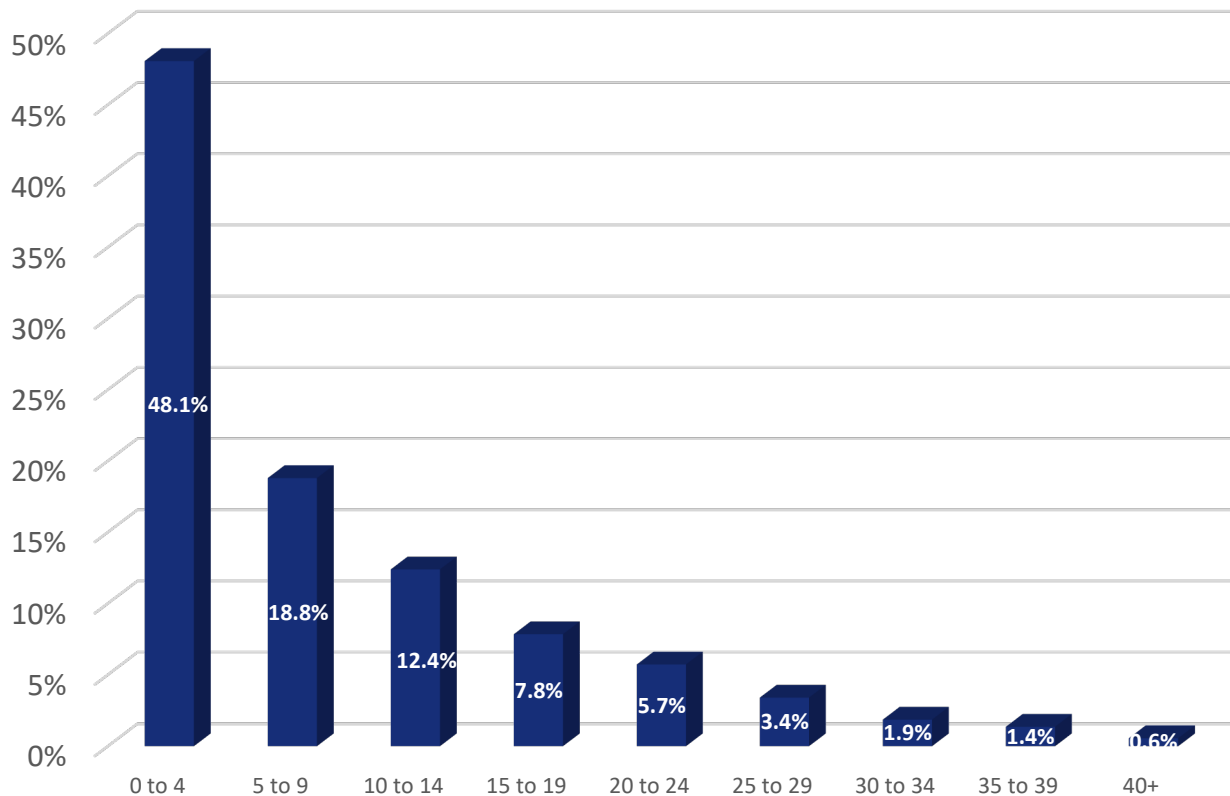
% OF WORKFORCE



- The workforce has a median age of 40 and an average age of 45, indicating a slightly higher concentration of employees in the more experienced age range.
- Half of the workforce falls within the 30–49 age demographic, representing a significant concentration of mid-career professionals.
- Our workforce spans across 6 generations; the majority of our staff fall under 2 generations (Millennials and Generation X).

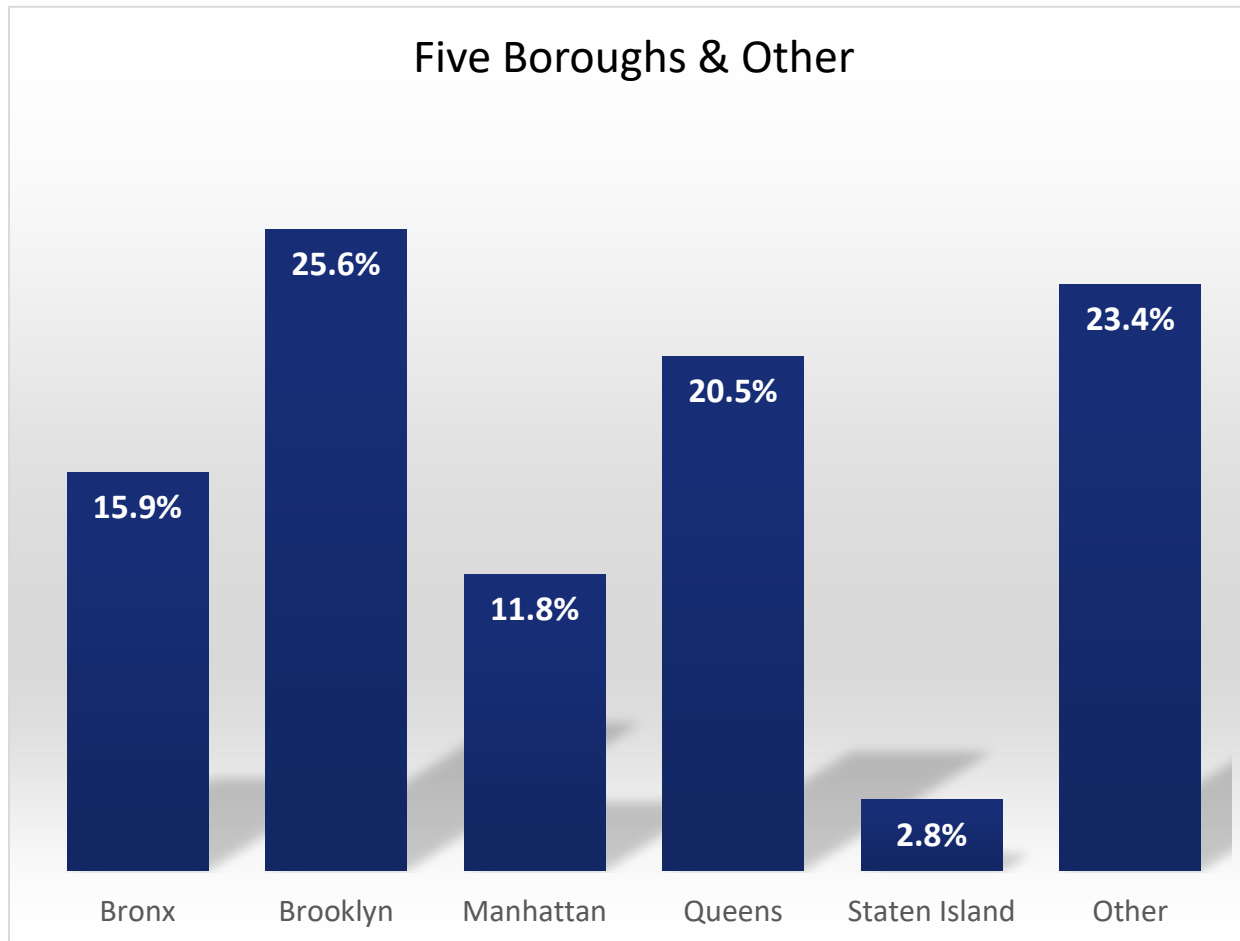
Employee Demographics – Years of Service for Calendar Year 2025

% of Workforce



■ 48% of our workforce have 0-4 years of service.

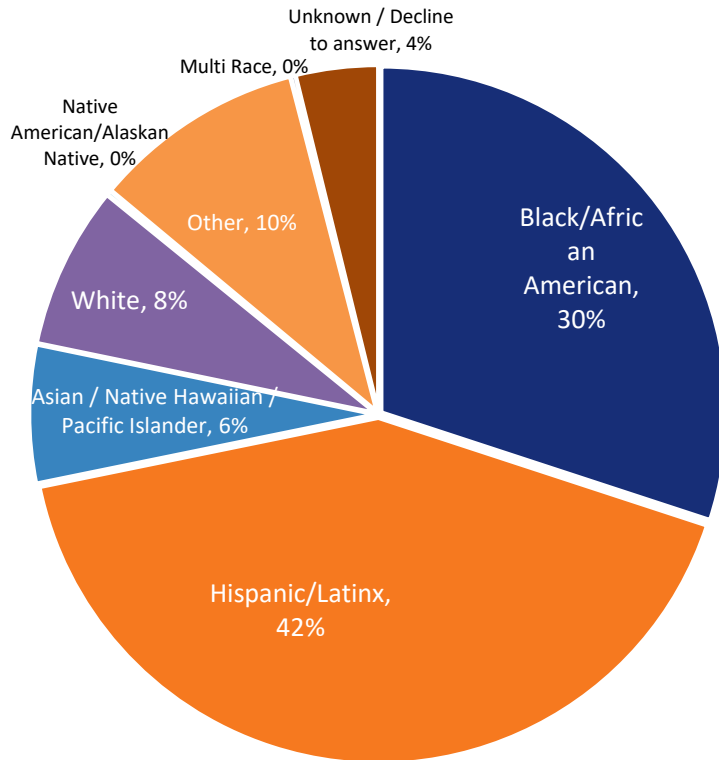
2025 Employee Demographics – Home Zip Code



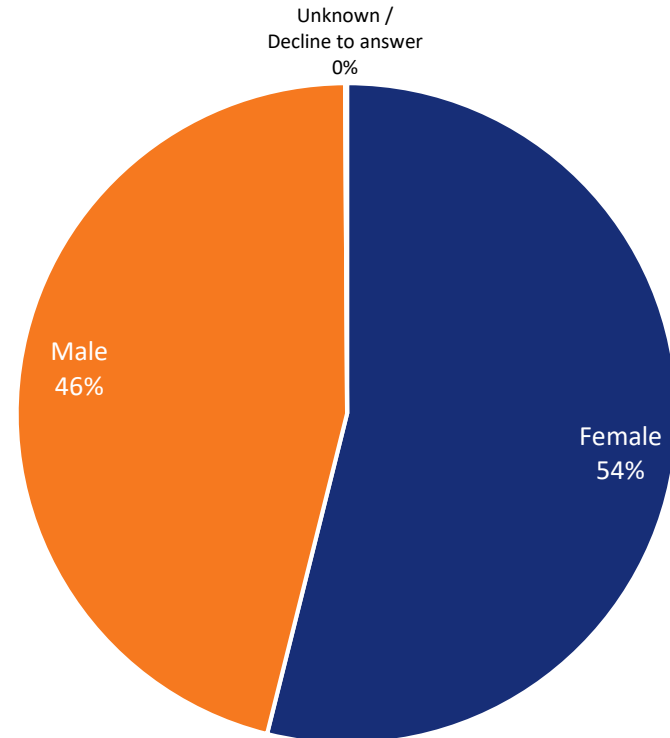
- 76.6% of our workforce resides within the five boroughs

Patient Demographics

Patient Ethnicity



Patient Gender*

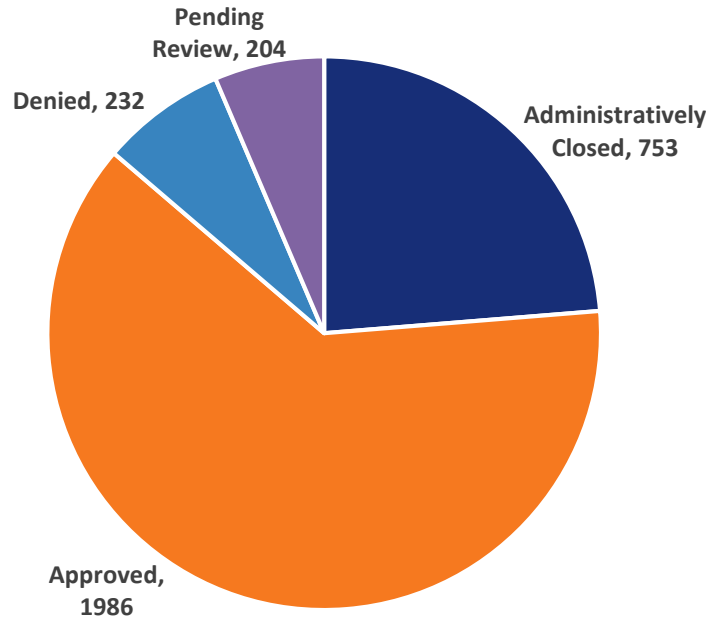


**Due to variation in data entry systems, non-binary gender is not currently captured.*

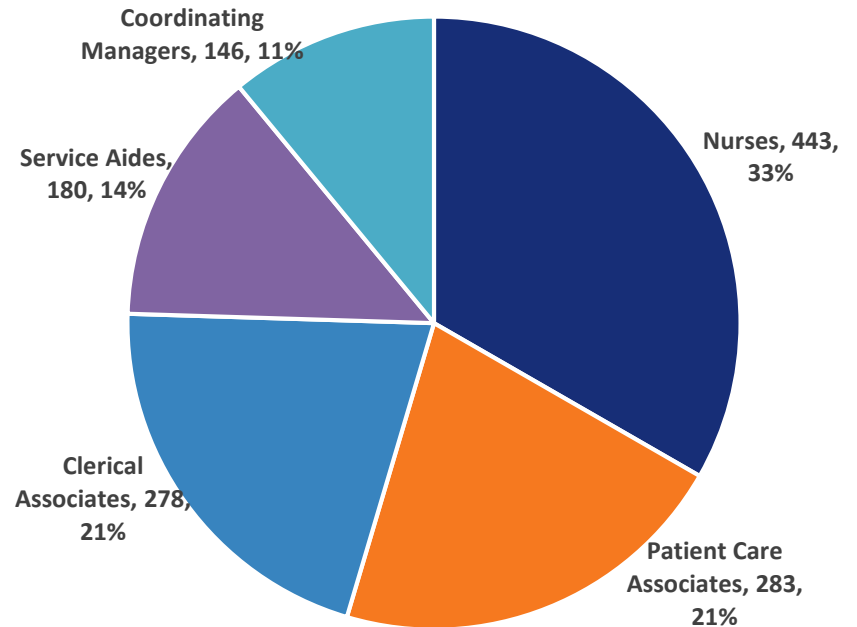
- 75% of our patients identify as minorities.
- There is a fairly even representation of females and males among our patients.

Reasonable Accommodations CY 2025

Reasonable Accommodations Status

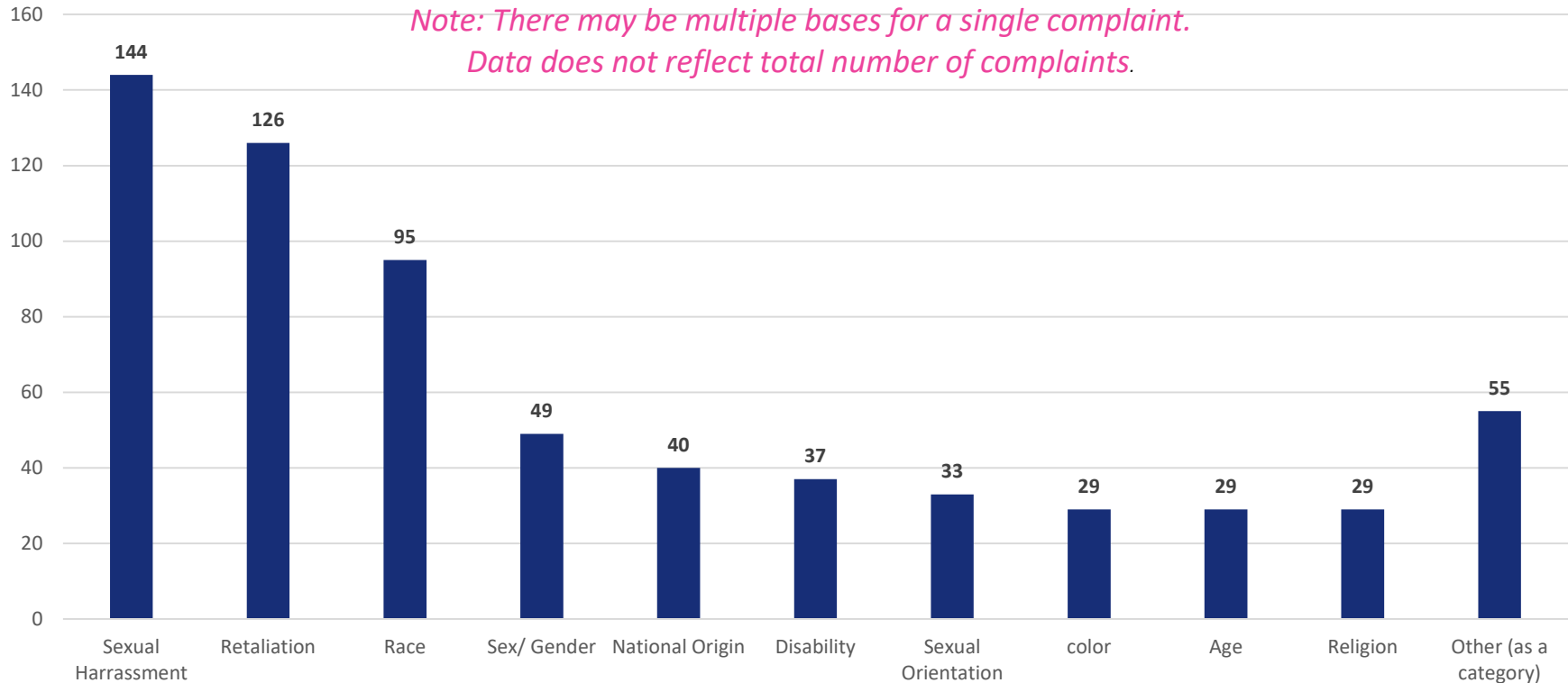


Reasonable Accommodations by Title - Top 5



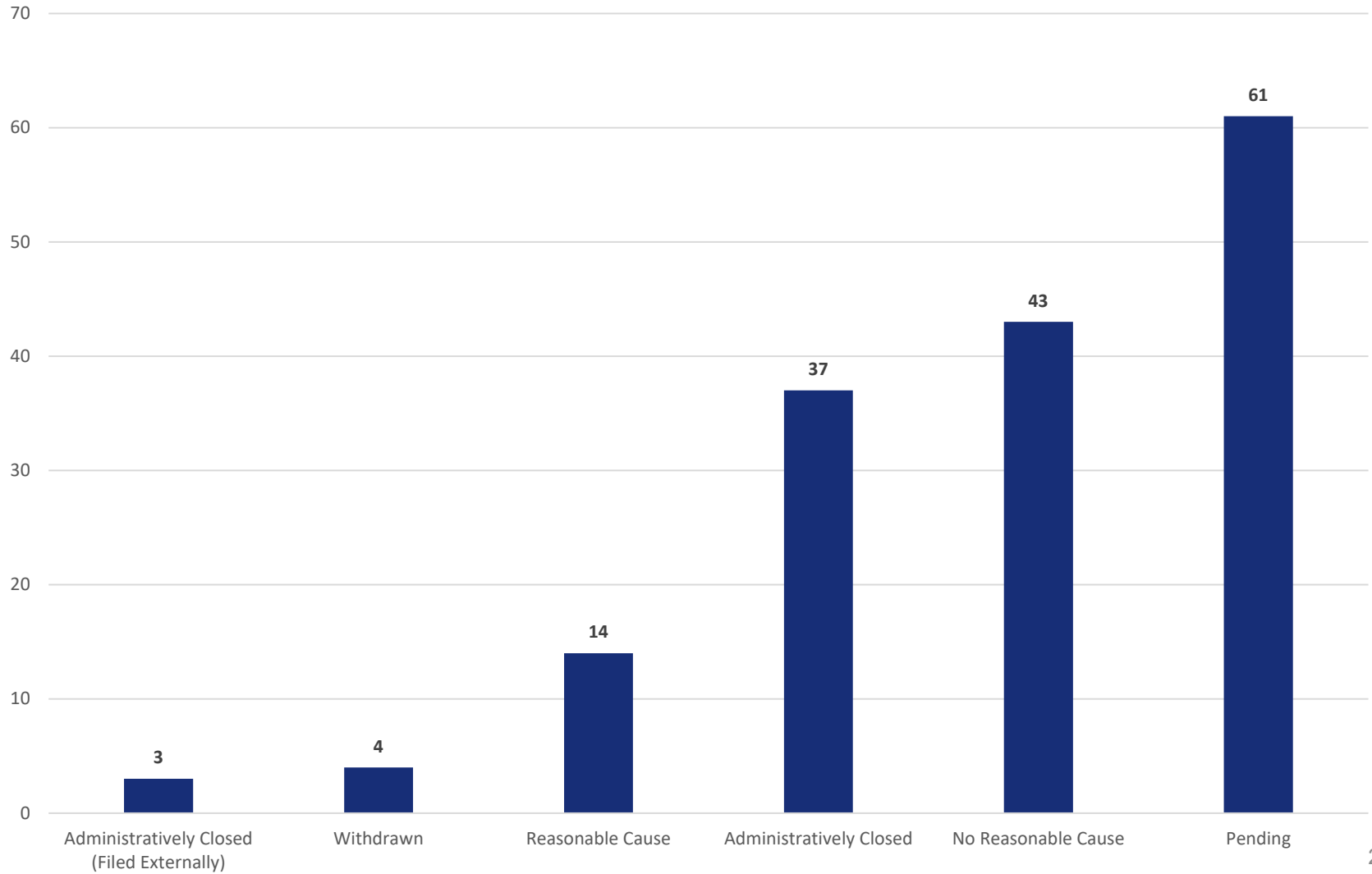
- The Office of EEO is responsible for making determinations regarding Reasonable Accommodation requests made on the basis of disability; pregnancy, childbirth, or a related medical condition; and status as a victim of domestic violence, stalking, or sex offenses.
- **3,175** Reasonable Accommodation requests were processed in CY 2025

Internal Complaints by Basis CY 2025



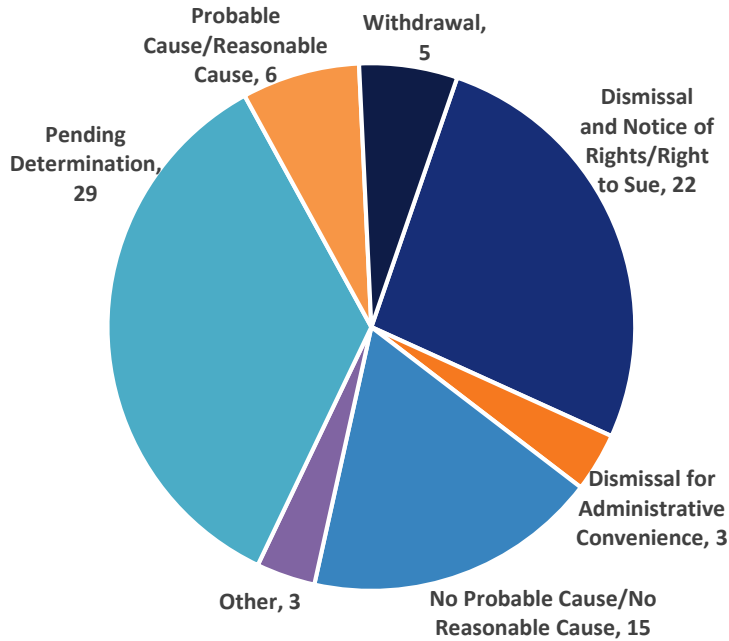
- The Office of EEO is responsible for investigating allegations of discrimination and/or harassment on the basis of a protected characteristic(s) as well as allegations of retaliation resulting from filing an EEO complaint, cooperating in an EEO investigation, or otherwise opposing illegal discrimination in the workplace.
- 435** Internal Complaints were processed in CY 2025

Sexual Harassment Internal Complaints CY 2025

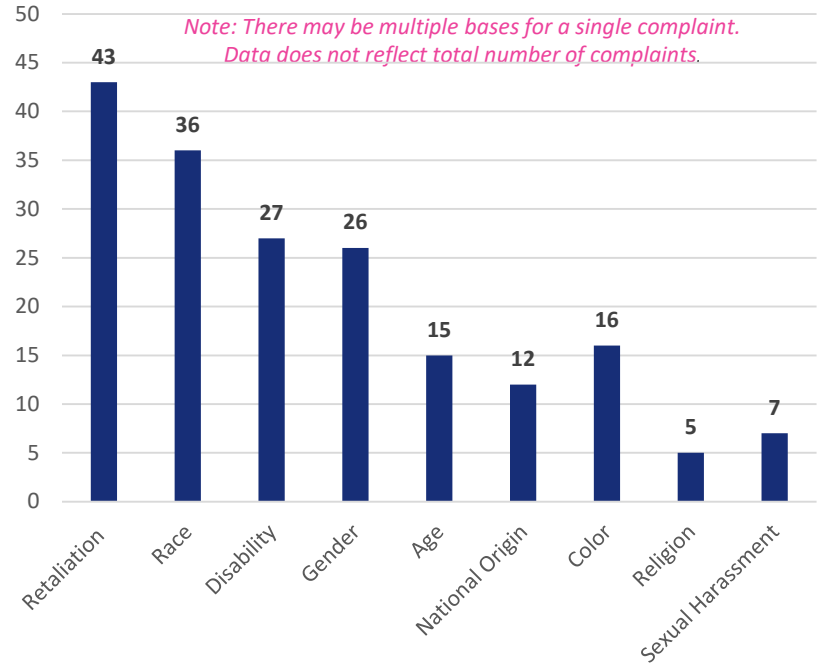


External Complaints CY 2025

External Complaints Status



External Complaints by Primary Basis CY 2025



- Individuals who believe they have been subjected to illegal discrimination, harassment, and/or retaliation in the workplace have a the right to file a complaint with an external enforcement agency.
- 83** External Complaints were processed in CY 2025