



AGENDA

Equity, Diversity and Inclusion Committee

Meeting Date

September 8, 2026

Time

12:00 P.M.

Location

50 Water Street, Room 1701

CALL TO ORDER

Patricia Marthone

ADOPTION OF MINUTES

Patricia Marthone

May 11, 2026

DIVERSITY & INCLUSION UPDATE

Ivelesse Mendez-Justiniano

EQUITY & ACCESS COUNCIL UPDATE

Natalia Cineas
Nichola Davis
Ramiz Rafailov

OLD BUSINESS

NEW BUSINESS

ADJOURNMENT

Equity, Diversity and Inclusion Committee Meeting – May 11, 2026

As Reported by: Patricia Marthone

Committee Members Present: Mitchell Katz, Jose Pagan, Patricia Marthone, Vanessa Rodriguez, Jackie Rowe-Adams

CALL TO ORDER

The meeting of the Equity, Diversity and Inclusion Committee of the NYC Health + Hospitals' Board was called to order at 12:36 p.m.

Upon motion made and duly second the minutes of the January 12, 2026 meeting was unanimously approved.

DIVERSITY AND INCLUSION UPDATE

Ivellesse Mendez-Justiniano, Vice President, Chief Diversity, Equity, & Inclusion Officer, provided an overview of the System's 2026 diversity and inclusion achievements and activities.

Ms. Mendez-Justiniano started with an update on the System's education and capacity building and reported that year-to-date there have been almost 5K completions of the Sexual Harassment Prevention (SHP) training, putting the System at a 74% completion rate. She noted that the SHP training cycle ends in early September, giving the System some time to increase the completion rate. There were additional ad-hoc trainings, including Managing Unconscious Bias which saw over 28K completions YTD.

Ms. Mendez-Justiniano highlighted a Black History Month celebration session which was an interview with CEO Neil Moore that had record breaking participation, with over 800 attendees. She 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. March featured CEO Sandra Sneed and May featured CEO Cristina Contreras.

Ms. Mendez-Justiniano then focused on a specially curated Women's History Month event, the inaugural Women's Leadership Summit which recognized over 100 emerging female leaders who demonstrate leadership in their everyday work and provided an opportunity for participants to hear from leaders across the System. Speakers included:

- Natifha Forde, Executive Director of NYC Her Future
- Alina Moran, CEO, NYC Health + Hospitals/Elmhurst
- Wendy Wilcox, Chief Women's Health Officer

Ms. Mendez-Justiniano reported that almost 13 million minutes of interpretation services were provided between 1/1/2026 -4/15/2026 with a 98.2% satisfaction rate. The top three languages were Spanish (10 million minutes), French (511K minutes), and Bangla (425K minutes). She also indicated that the written translation RFP is currently live, with the goal of new contracts to start in CY 2026.

Ms. Mendez-Justiniano then provided an update on interpretation usage and costs under the new contract, which went into effect November 2024. In Contract Year 1, the System provided over 46.6 million minutes of interpretation services at cost of \$25.4 million. Overall Year 1 demonstrated an increase in Systemwide Language Access services and usage. Year 2 is trending in the same direction and showing a greater demand for Language Access services. Given that the 5-year NTE for the contract is \$126.4 million, the Language Access team will continue to monitor the usage and spend to ensure the System is on track to meet the demand for services. Ms. Mendez-Justiniano highlighted contracting efficiencies, the implementation of a centralized invoicing process, growth in services, and other factors impacting the growth.

Ms. Mendez-Justiniano shared that in April, in celebration of Language Access Month, The Office of Diversity, Equity & Inclusion hosted Language Access tabling sessions 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.

Continuing within the Community Engagement area, Ms. Mendez-Justiniano showcased a variety of diverse cultural celebrations that took place across different facilities including Eid-al-Fitr at Elmhurst, Dominican Republic Independence Day at Lincoln, and Lunar New Year at Gouverneur. She also shared the celebration of Transgender Day of Visibility, which was honored by hosting an event, Trans Joy Fest, which connected community members with vital resources, support and care including health care, legal resources and other essential services. Ms. Mendez-Justiniano also noted that she was one of the keynote speakers, alongside Afua Atta-Mensah, NYC Chief Equity Officer and Commissioner of the NYC Mayor's Office of Equity and Racial Justice, at the Gender Equity Interagency Partnership Conference.

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 discussing what's to come in the future, including a Cultural Innovation E-Learning Hub, a Men's Health Symposium, and a Disabilities Inclusion training page.

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

EQUAL EMPLOYMENT OPPORTUNITY (EEO) REPORT

Ivelesse Mendez-Justiniano continued on and initiated the EEO presentation on behalf of Yvette Villanueva, Senior Vice President, Human Resources, by sharing 2025 workforce demographics.

Ms. Mendez-Justiniano presented some of the key workforce statistics below:

- 66% of the workforce is female; 33% is male (1% is unknown)
- Approximately 80% of the workforce identifies as minority, which reflects a highly diverse employee population.
 - 39% is Black/African American
 - 22% is Asian
 - 15% is Hispanic/Latino
 - 5% is Multi Race
 - The race/ethnicity values are based on Federal EEO-4 reporting requirements
- Based on EEO-4 Job Groups and their respective gender breakouts, Skilled Craft, Service Maintenance, Protective Services are majority male workers. All other categories (Administrative Support, Professionals, Para-Professionals, etc.) are primarily female workers.
- Most of NYC H+H clinical positions (Nurses, Pharmacists, and Social Workers) are predominantly females, with the exception of the Physicians, who have almost equal gender representation and is inclusive of Affiliate providers.
- Looking at the race/ethnicity breakout, three out of four clinical job groups reflect over 50% minority. The Physician group reflects 41% minority representation and is inclusive of Affiliate providers.
- Out of 585 employees that self-identified as a Veteran, 67% are male, 32% are female, and 82% are minority.
- Median age of the NYC H+H workforce is 40 (with an average age of 45) and half of the workforce is 30-49 years old, representing a significant concentration of mid-career professionals; the workforce spans 6 generations with majority falling under Millennials and Generation X.
- 48% of the workforce have 0-4 years of service.
- 77% of the System's workforce resides within the five boroughs of NYC.

Ms. Mendez-Justiniano also presented high level patient demographics which showed that 75% of the System's patients identify as minorities and there is a fairly even representation of females and males.

The EEO presentation was continued by Aliza Balog, Chief Employment Counsel, Legal Affairs / EEO and Nicole Phillips, Director, EEO. Ms. Phillips indicated that reasonable accommodations are modifications of job duties, work environment, or a policy that allow people with disabilities, pregnancy, childbirth, or related medical conditions, or victims of domestic violence, stalking or sex offenses to perform

their essential job functions. In calendar year 2025, 3,175 reasonable accommodation requests were submitted, with majority of them from Nurses (33%) and Patient Care Associates (21%).

Ms. Phillips went on to discuss Internal Complaints in 2025. She explained that the office of EEO is responsible for investigating complaints made to the office that alleged discrimination, harassment, and or retaliation on the basis of one or more protected characteristics. A protected characteristic is a personal trait or status on the basis of which it is illegal to discriminate, harass or retaliate against someone. The protected characteristics that most people are familiar with are age, race, gender, religion, national origin, sexual orientation, and pregnancy, but there are several other ones as well. In 2025, 435 internal complaints were submitted, majority on the basis of sexual harassment, retaliation and race. The complaints are reviewed by an EEO Officer and a determination is made. If the staff member is unhappy with the determination made by the Office of EEO, they can file externally with a civil rights enforcement agency.

Ms. Phillips indicated that the Office of EEO has experienced significant staff turnover over the last three years. The department has made several changes recently to not only improve staff retention but also better manage the volume of work received.

Ms. Phillips concluded by addressing External Complaints, which are when individuals file complaints externally. In 2025, there were 83 external complaints submitted, majority on the basis of retaliation, race, and disability.

Board members inquired about how complaints are tracked and Ms. Phillips explained there is a database system in place to track details regarding all complaints, which helps identify any trends.

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 1:10 p.m.

Equity, Diversity & Inclusion Committee

Diversity, Equity & Inclusion Office Updates
September 8, 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	47,337	49,191	96%

Top Training Breakdown (1/1/26 – 8/24/26)

Training	Modality	Total Completions*
Identifying and Managing Unconscious Bias**	e-learning	31,726
Black History Month Panel	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		34,147

- 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

Women Who Lead Sessions

- Virtual series highlighting women in leadership positions at NYC Health + Hospitals
- **May:** The Climb Toward Purpose: Advancing Leadership, Equity, and Care
Featuring **Cristina Contreras**, CEO,
NYC Health + Hospitals/Lincoln
Attendees: 900
- **July:** Becoming a Voice That Shapes Communities
Featuring **Deborah Brown**, Senior Vice President
and Chief External Affairs Officer
Attendees: 481

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



WOMEN WHO Lead

Episode Nine

Becoming a Voice That Shapes Communities

True leadership isn't defined by a title; it's measured by the ability to inspire trust, build meaningful relationships, and create lasting impact. Join Deborah Brown as she shares insights from her leadership journey and explores how purpose-driven leadership can strengthen organizations, empower communities, and drive meaningful change.

Wednesday, July 22, 2026
3:00 PM - 4:00 PM

[Join here](#)

Deborah Brown, JD, MSW
Senior Vice President
Chief External Affairs Officer
NYC Health + Hospitals



EDUCATION AND CAPACITY BUILDING

Men's Health Month

- On June 4th, the Beyond The Badge Summit brought together 65+ men from the System for a day of reflection, learning, and connection.
- Participants explored their emotional, physical, and mental well-being and explored how these dimensions of health can serve as powerful tools for building careers that honor the fullness of what it means to be a man.
- Speakers:
 - **Jeremy Segall**
System Chief Wellness Officer
NYC Health + Hospitals
 - **Georges Leconte**
Chief Executive Officer
NYC Health + Hospitals/Harlem
 - **Jason Rosario**
Founder and CEO, The Lives of Men
 - **Amostapha Stevens**,
Assistant Personnel Director
NYC Health + Hospitals



EDUCATION AND CAPACITY BUILDING

Summer Youth Employment Program (SYEP)

- Six-week internship program aimed at providing youth (~220 participants) from underserved communities throughout NYC an opportunity to gain hands-on experience, build new skills, and learn how to serve their communities through public health care



EDUCATION AND CAPACITY BUILDING

Career Pathways Training (CPT) Program

- The New York State Career Pathways Training (CPT) Program is a workforce development initiative created through New York's 1115 Health Equity Reform Waiver.
- 110 current NYC H+H employees participating in CPT
- Program is designed to:
 - Expand the healthcare talent pipeline
 - Increase workforce retention and career mobility
 - Require a 3-year post training service commitment
 - Address shortages in nursing, behavioral health, social care, and allied health professions
 - Improve access to care for Medicaid and underserved populations
 - Support healthcare organizations in building sustainable workforce capacity

LANGUAGE ACCESS

Phone & Video Interpretation

- User feedback positive for OPI/VR
 - 98.0% satisfaction (based on over 1.8M calls rated 1/1/2026 – 08/11/2026)
- 28,736,926 minutes of interpretation in 166 unique languages (1/1/2026 – 08/11/2026)

Written Translation

- Translation RFP is live with new contracts effective as of 07/01/2026

Minutes by Language

Language	Calls	Minutes
Spanish	1,440,480	22,239,959
French	70,190	1,129,949
Bangla/Bengali	61,482	952,442
Haitian Creole	44,648	696,436
Mandarin	43,415	582,659
Arabic	28,188	443,236
Russian	34,992	435,524
Wolof	20,145	313,175
Cantonese	20,878	267,629
Fulani	8,045	145,558
Polish	9,991	130,291
Albanian	8,582	127,429
ASL	6,664	118,816
Urdu	7,334	103,825

LANGUAGE ACCESS

Medical Interpreter Skills Training (MIST)

- 80 graduates in the 2025 cohort
- 20 languages offered
- July 28th 2026 celebration hosted by NYC Health + Hospitals / Woodhull



LGBTQ+ EQUITY

HEI Award

- All 18 eligible NYC Health + Hospitals facilities have earned the Human Rights Campaign (HRC) Foundation's **LGBTQ+ Healthcare Equality Leader** designation, the highest recognition awarded through the biennial Healthcare Equality Index (HEI).
- This is an accomplishment these facilities have received consistently since 2015.
- This news was shared externally via a press release, internally via an Insider article, and on social media.



COMMUNITY ENGAGEMENT / LGBTQ+ EQUITY

Pride Month

- The Office of DE&I oversaw systemwide participation in **9** city-wide Pride Month events.
- # of people engaged with across 6 festivals: **2,552** (a 14.5% increase on 2025)
- # of staff tabling and marching across 9 events: **194** (a 17.5% increase on 2025)

Event	# community members	# staff participating
Staten Island Pride Festival	150	2
Queens Pride Festival	670	17
Queens Pride Parade	-	87
Brooklyn Pride Festival	624	12
Brooklyn Pride Parade	-	26
Bronx Pride Festival	217	7
Harlem Pride Festival	174	4
NYC Pride Festival	717	7
NYC Pride March	-	32
Total:	2552	194



COMMUNITY ENGAGEMENT / CULTURE

- Juneteenth
- FIFA World Cup Celebrations
- Knicks Championship Celebrations



COMMUNICATIONS & MARKETING

May 2026

- Cultural Holidays & Observances Calendar released to all staff emails celebrating the AAPI community, Haitian Heritage Month, Older Americans Month, National Interpretation Day

June 2026

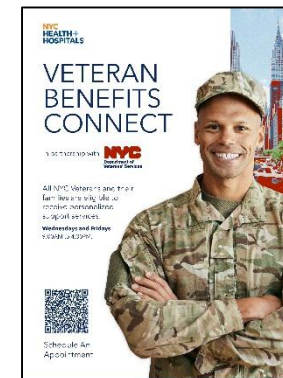
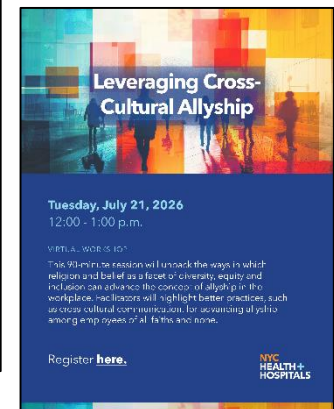
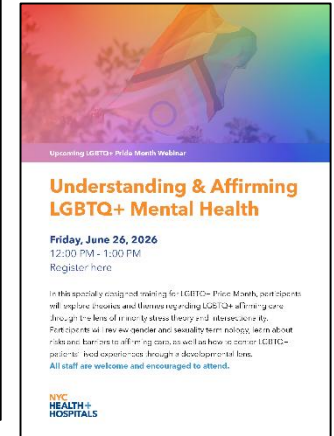
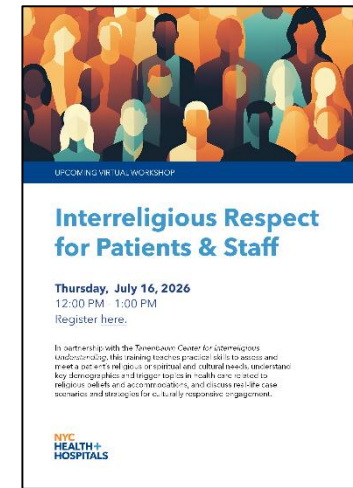
- Men's Health Month event Beyond The Badge Summit brings together male leaders from across the system for a day of wellness, conversation, and connection
- Systemwide letter highlighting LGBTQ+ Pride Month, Juneteenth, Immigrant Heritage, Caribbean Heritage Month

July 2026

- Systemwide newsletter – Disability Pride Month, Disability Independence Day, Non-Binary People's Day
- Apply for LGBTQ+ Mental Health Training sent on behalf of Dr. Ivelesse Mendez-Justiniano and Dr. Omar Fattal
- NYC Health + Hospitals was named a Worlds Top Disability Inclusive Business in the Disability Index. Press released published on July 27, 2026

August 2026

- Largest health care system representation in the 2026 Dominican Day Parade with over 100 participants across the Metropolitan, Lincoln, and Gotham Health floats
- NYC Health + Hospitals partners with NYC Department of Veterans' Services to offer Veteran Benefits Connect sessions virtually. Press release to be published mid-August.



COMMUNICATIONS & MARKETING / AWARDS

World's Top Disability Inclusive Businesses

Our health system has been recognized as one of the 2026 World's Top Disability Inclusive Businesses, based on our performance on the [Disability Index®](#), the leading global benchmark for disability inclusion.

This recognition reflects the system's progress towards building a workplace where all employees can contribute and drive long-term success.

Communications & Media Strategy

- External Press release on July 27
- Insider Article to be released
- Social media assets distributed across LinkedIn, Facebook, Instagram

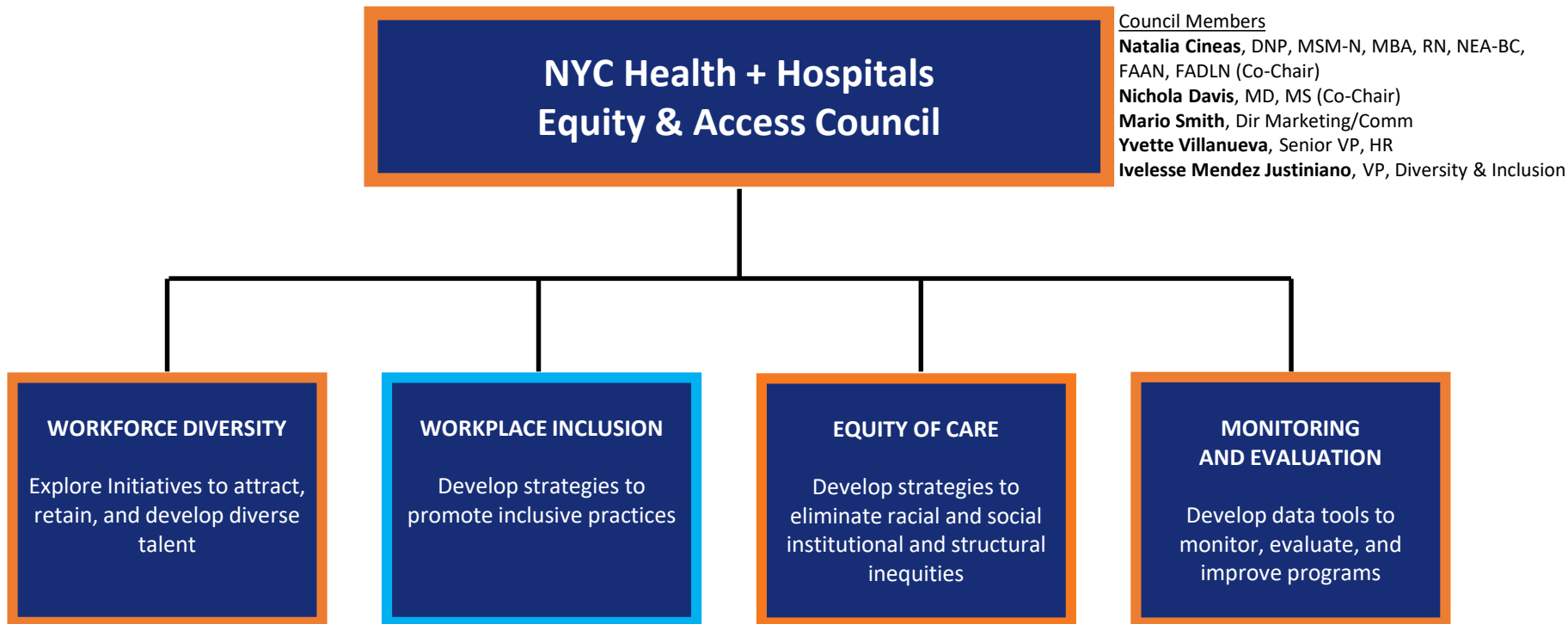


Equity & Access Council Update

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



Workplace Inclusion Group



Presented by: Natalia Cineas, DNP, MSM-N, MBA, RN, NEA-BC, FAAN, FADLN
Senior Vice President, Chief Nursing Executive, Co-Chair Equity & Access Council

Women Mentorship

LGBTQIA+

Anti-Racism Advocates & Allies

Heritage & History

Hispanic/Latinx

Asian American Pacific Islander

African American Caribbean American

Generational

Jewish

Veterans

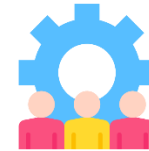
Black Female Physicians

Hispanic/Latinx Physicians

Black Male Physicians

Muslim

Disabilities



15 Inclusion Groups



Jewish Inclusion Group



Lead by
Ramiz Rafailov, PsyD, Jacobi Medical Center

Group Goals & Objectives

- To foster a safe, inclusive and open workspace where Jewish members of the NYC Health + Hospitals community feel like valued members of the system.
- Increase visible representation, awareness, and allyship of Jewish culture through education, service, and bridge building among diverse communities.
- To create a community and develop mutual support among the Jewish staff at NYC Health + Hospitals.
- To educate staff and community members about the Jewish religion, history, traditions, culture, and contributions.

2023-2026

- **September 2023**
 - Jewish Holiday - Sukkot Celebration @ Queens Hospital
- **May 2024**
 - Virtual Workshop – Combating Anti-Semitism (Jewish Heritage Month)
- **September 2025**
 - Rosh Hashanah Celebrations
- **October 2025**
 - **Virtual Workshop** – Unpacking Jewish Identity: Culture, Care & Connections in Healthcare
- **December 2025**
 - Chanukah Celebrations across 4 H+H Facilities
 - Jacobi, Elmhurst, Metropolitan
 - Queens Hospital – first time ever!
- **January 2026**
 - First in-person Networking event
- **March 2026**
 - Purim Megillah (Book of Esther) Readings
 - Mitzvah Project: Pre-Passover Holiday Food & Supply Packaging w/ Met Council
- **April 2026**
 - Hybrid Event: Yom HaShoah – Holocaust Commemoration (in Collaboration with Elmhurst Hospital)
- **May 2026**
 - Group Outing: Greek – Jewish Festival @ Kehilah Kedosha Janina NYC
- **August 2026**
 - Mitzvah Project: Partnered with Hispanic/LatinX Inclusion Group @ G-ds Love We Deliver packing meals

Sukkot at Queens

2023 September Jewish Holiday
Celebration @ Queens Hospital



JEWISH INCLUSION GROUP
PRESENTS...

COMBATting ANTISEMITISM

Objectives:

EXAMINE what antisemitism is,
throughout history and today.

EXPLORE the impact of antisemitism in
health care, workplaces, and beyond.

GAIN skills to address antisemitism and
discrimination.

VIRTUAL EVENT

TUES., MAY 14, 2024

12PM-1PM



Scan Me

REGISTRATION LINK:
[HTTPS://HHC.WEBEX.COM/WEBLINK/REGIS
TER/RE8C745CE7B7F9305DFAA028B3AAB
EFDC](https://hhc.webex.com/weblink/register/RE8C745CE7B7F9305DFAA028B3AABEFDC)



Virtual Workshop

- May 2024
 - Combating Anti-Semitism
(Jewish Heritage Month)

Summary

Facilitated by Educators at the
Tanenbaum Foundation

Participants engaged in dialogue
about understanding anti-Semitism,
explored the impact of anti-Semitism
in the healthcare setting and beyond,
and worked on tools to address
discrimination, bigotry, and biases.

UNPACKING

Jewish Identity

CULTURE, CARE, AND CONNECTION IN HEALTHCARE



Examine Jewish identity through its cultural, ethnic, spiritual, and religious dimensions.

Learn about Jewish innovation and historical contributions in advancing healthcare field.

Develop cultural awareness and skills to engage in identity-related conversations with empathy, curiosity, and confidence.



RABBI MOLLIE CANTOR, MA ACPE CE
DIRECTOR OF SPIRITUAL CARE
BELLEVUE HOSPITAL CENTER

WED.
10.29.25
12 PM- 1 PM

REGISTER NOW



SCAN ME!

Virtual Workshop

- **October 2025**
 - Unpacking Jewish Identity: Culture, Care and Connection in Healthcare

Summary

Facilitated by Rabbi Mollie Cantor, MA, ACPE CE - Director of Spiritual Care at Bellevue Hospital Center

Participants examined aspects of Jewish identity, learned about Jewish innovation in healthcare, and developed tools for cultural humility in conversations about identity

HOLOCAUST REMEMBRANCE COMMEMORATION

YOM HA SHOAH

CLICK HERE

Hybrid Event

Join Us in Person @ Elmhurst
Hospital Auditorium & Online on
WebEx

SCAN ME!



THURSDAY, APRIL 16TH - 1:00 PM - 2:00 PM

Learning Objectives:

- **Foster** a connection to past historical events through personal survivor stories to understand the impact of the Holocaust on the Jewish community
- **Reflect** on the impact of the Holocaust and the implications of Anti-Semitism in the modern world
- **Engage** in community action to raise awareness about the Holocaust, gaining tools to speak out against hate, bigotry, and misinformation



Rosette Teitel

Holocaust Survivor | Speaker

Join us in hearing Mrs. Teitel's tale of identity & triumph in dark times

Virtual Workshop

- **April 2026**
 - Yom HaShoah: Holocaust Remembrance Commemoration (Holocaust Remembrance Day)

Summary

In Partnership with Elmhurst Hospital & Kupferberg Holocaust Center @ Queensborough Community College

Participants heard a personal Holocaust Survivor's story, explored the impact of Holocaust and implications of anti-Semitism in the modern world, and gained tools to speak out against hate, bigotry and misinformation

Networking Event



Tuesday, January 20th 2026



Mitzvah Project

Mitzvah Day of Service Pre-Passover @ Met Council



Sunday, March 22nd 2026

Jewish Celebrations Across Health + Hospitals



NYC HEALTH+HOSPITALS | Jacobi | North Central Bronx

NYC HEALTH+HOSPITALS | EQUITY & ACCESS COUNCIL

Community Chanukah Candle Lighting Celebration

with generous support from Jewish Inclusion Group
Wednesday, December 17, 2025
Time: 12:00pm – 1:00pm
Jacobi Campus
BUILDING 8 | ATRIUM

Email for more information
rafailor2@nychhc.org
or by phone (718) 918 – 6616
Refreshments will be served

Scan the QR Code
to learn more about
The Jewish Inclusion
Group

Help spread joy this holiday season by bringing a
new, unwrapped toy to donate. Let's make a difference together!

Jewish Celebrations Across Health + Hospitals



Looking Ahead!

Future Events

- **Workshop** – Combating Anti-Semitism in the Workplace
- **Mitzvah Projects** – Volunteering with communities across NYC
- Celebrate Israel Day Parade!
- **Group Outings** – Cultural Festivals, Film Screenings, Broadway Plays & More!

הוא היה אומר, אם אין אני לי, מי לי. וכשאני לעצמי, מה אני. ואם לא עבשיו, אימתי:

He [also] used to say: If I am not for myself, who is for me? But if I am for my own self [only], what am I? And if not now, when?

Our tradition teaches:

אל תפרש מן הצבור
"Do not separate yourself from the community." (Pirkei Avot 2:4)