



## AGENDA

**Equal Employment  
Opportunity  
Committee**

**Meeting Date**

March 7, 2017

**Time**

3:30 P.M.

**Location**

Board Room (532)

CALL TO ORDER

Josephine Bolus, R.N.

ADOPTION OF MINUTES

Josephine Bolus, R.N.

SEPTEMBER 8, 2016

CHIEF PEOPLE OFFICER'S REPORT

Rosa Colon-Kolacko, Ph.D

CHIEF DIVERSITY OFFICER'S REPORT

Matilde Roman, Esq.

CORPORATE M/WBE UPDATE

Keith Tallbe, Esq.

CONDITIONAL CONTRACTORS

Matilde Roman, Esq.

W.B. Mason Company, Inc.

OLD BUSINESS

NEW BUSINESS

ADJOURNMENT

**EQUAL EMPLOYMENT  
OPPORTUNITY  
COMMITTEE**

**MINUTES**

Meeting Date  
September 8, 2016

**BOARD OF  
DIRECTORS**

**EQUAL EMPLOYMENT OPPORTUNITY  
COMMITTEE MEETING**

A meeting of the Equal Employment Opportunity Committee of the HHC Board of Directors was held on September 8, 2016 in the Board Room at 125 Worth Street, New York City with Robert Nolan, Committee Chair, presiding.

**COMMITTEE MEMBERS**

Robert F. Nolan, Chairperson  
Ramanathan Raju, MD, President  
Josephine Bolus, RN

**HHC STAFF**

Paul Albertson, Supply Chain Services  
Colicia Hercules, Chairman's Office  
Sharon Foxx, Supply Chain Services  
Blanche Greenfield, Legal Affairs  
Norma Irizarry, Affirmative Action/EEO  
Barbara Keller, Legal Affairs  
James Keys, EEO  
John Kim, Legal Affairs  
Ava Laughman, Supply Chain Services  
Patricia Lockhart, Chairman's Office  
Antonio D. Martin, President's Office  
Maureen McClusky, Post-Acute/Long Term Care  
Steven Newmark, President's Office  
Gail Proto, Diversity & Inclusion  
Matilde Roman, Diversity & Inclusion  
Salvatore J. Russo, Legal Affairs  
Keith Tallbe, Supply Chain Services  
Dion Wilson, Legal Affairs

**OTHER ATTENDEES**

**SUNGARD AVAILABILITY SERVICES, LP**

Patricia Boujoukos, SunGard Availability Services, LP  
Peggy Campbell, SunGard Availability Services, LP

**ALTICE USA DBA CABLEVISION LIGHTPATH, INC.**

Judy Courtney, Altice USA dba Cablevision Lightpath, Inc.  
Alyson D'Anna, Altice USA dba Cablevision Lightpath, Inc.  
Rochelle, Noel, Altice USA dba Cablevision Lightpath, Inc.  
Gee Williams, Altice USA dba Cablevision Lightpath, Inc.

**MICROSOFT CORPORATION**

Darcy Bagnosco, Microsoft Corporation  
Donna Francis, Microsoft Corporation  
Jennifer Learned, Microsoft Corporation  
Antuan Santana, Microsoft Corporation

**CANON SOLUTIONS AMERICA, INC.**

Bill Mayer, Canon Solutions America, Inc.

**CALL TO ORDER**

The meeting was called to order at 2:45 p.m. by Robert Nolan, Committee Chairman. The minutes of the June 9, 2016 EEO Committee were adopted as submitted.

**ASSISTANT VICE PRESIDENT'S REPORT**

Salvatore J. Russo, Senior Vice President and General Counsel, Legal Affairs, reported EEO officer vacancies. He stated that out of the eight EEO Officers that work in the field, three have left to pursue other opportunities and one is on maternity leave. He hopes to fill the three vacancies soon.

Matilde Roman, Interim Chief Diversity Officer, reported that the Office of Diversity and Inclusion is exploring strategies and approaches to support Supply Chain Services and Human Resources as it relates to diversity among vendors and the workforce. The first step is compiling baseline data on the systems' workforce and affiliate composition related to race and ethnicity. In addition, the Office of Diversity is working with Legal Affairs on workforce related topics that include ensuring implementation of single-sex facility signage and exploring opportunities to create accommodations for qualified employees with a mental or physical impairment in some competitive-class titles.

Keith Tallbe, Associate Counsel, Legal Affairs, reported that the organization only counts New York State certified vendors under New York State Executive Law Article 15A, which mandates 30% Minority and Women Business Enterprise (MWBE) utilization for each contract. This year, Supply Chain reexamined the spend and found increased M/WBE utilization largely due to contracting with industries for the Blind, a NYS preferred source with whom NYC Health + Hospitals did approximately \$10 million in business during the State's fiscal year for surgical gloves, incontinence and janitorial supplies. As a result, NYC Health + Hospitals spent 7% of M/WBE utilization. They are now live with the B2GNow database system which is a tool that allows us to better track spend for both prime contractors and their subcontracts. In addition, we will begin tracking New York City vendors which include veteran owned companies and reaching out and including certifications by other government entities such as the MTA and the Port Authority. Also, as we begin tracking subcontractors, we will ensure we assess them against a broader definition of eligible entities to obtain a more comprehensive picture of what our diversity spending looks like. In addition, Supply Chain Services is considering a revision to their procurement operating procedure to allow for restricted solicitations to a subset of diversity businesses which would be another tool to allow diversity contracts.

## **2016 CONDITIONALLY APPROVED CONTRACTORS UPDATE**

### **CONDITIONAL APPROVAL CONTRACTS**

The following four conditionally approved contractors reported to the Committee: Sungard Availability Services, LP; Altice USA d/b/a Cablevision Lightpath, Inc.; Microsoft Corporation; and Canon Solutions America, Inc.

#### **SUNGARD AVAILABILITY SERVICES, LP**

Sungard Availability Services, LP has a contract with NYC Health + Hospitals for both an Alternate Data Center and for Colocation and Work Recovery Services. Matilde Roman stated that this year they had a female underutilization in Professionals Job Group 3 for the fourth consecutive year showing a trend, and that this year, they need four additional female employees in the Technical titles to eliminate their underutilization; a minority underutilization in Managers Job Group 3 consistent with last year, needs one additional minority; Sales Job Group 5 eliminated last years' female underutilization, but this year, has a minority underutilization and needs one additional minority employee.

Patricia Boujoukos, Chief Compliance Officer and Peggy Campbell, Assistant General Counsel, Law and Employment, reported to the Committee. They stated that this year, their Wayne, PA facility, decreased by 7%.

Their flagship facility is in Philadelphia and they noted that it is the nature of their business to emphasize confidentiality to their clients which can be a deficit in terms of recruiting as they are not well known in the area. For Managers Job Group 3 and Professionals Job Group 3, they are hoping to expand the job group size in the coming year and in addition, the company is undertaking new programs to correct their underutilizations including ensuring that a diverse slate of candidates be presented for each new hire or promotion, especially in Managers Job Group 3.

In 2016, Sungard Availability Services, LP, launched a global internship/new hire program which targeted entry level candidates as they are aware that they very much need entry level candidates, especially in technical areas. They continue to reach out and offer career workshops to Drexel University and to Lincoln University, which is a historically Black University, and hosted Lincoln University students at their Philadelphia data center where presentations were given by their Cyber Security Cloud and Data Center teams.

Sungard ran a number of programs trying to engage young female middle school students to have an interest in IT. They did outreach to a school district in Philadelphia and invited a classroom to walk through a data center to introduce them to the possibilities in the technology field. They also participated in a TechGirlz TechShop for sixteen middle school girls in Wayne, PA. TechGirlz empowers middle school girls to be future technology leaders and they were exposed to technology professionals and participated in a “how to build your own app” TechShop. They also used the “POP” app on their iPhones to brainstorm and code their ideas. They are actively looking for other ways to reach out to students in middle school, high school and college to inspire them to enter the technology field.

Sungard established the global Diversity Employee Resource Group which meets quarterly to collaborate and leverage differing perspectives and engage employees on diversity issues. In April 2016, they sponsored ten female technology employees at the Women in Tech Summit in Philadelphia which provided hands-on workshops and networking. Twenty-four female employees participated in “Sculpt” which is a program for early to mid-career women to boost their professional acumen and careers.

Mrs. Bolus suggested that based on the fact that they have needed females in Professionals Job Group 3 since 2013, they need to reach out to additional colleges. In addition, she suggested that they research the reasons that several of their female Sales employees have voluntarily resigned.

Mr. Nolan suggested that they expand their outreach to other Philadelphia colleges i.e. St. Josephs etc. He also advocates that they develop a relationship with the Philadelphia NAACP and Urban League as a means to increase access to minorities and females. Sungard stated that they just started to develop ties with the Philadelphia Chamber of Commerce and that they understand that they need to do additional hiring and do a better job with retention.

#### **ALTICE USA D/B/A CABLEVISION LIGHTPATH, INC.**

Altice USA d/b/a Cablevision Lightpath, Inc., provides telecommunications for NYC Health + Hospitals. This year, they had four underutilizations, one in Directors Job Group 1B for the fourth consecutive year in both minorities (needs one additional minority) and females (needs two additional females). Also, for females in Vice Presidents & Executives Job Group 1A, one additional female is needed consistent with last year, and there is one new underutilization for females in Senior Sales Account Executives Job Group 4B, (which needs two additional females).

Judy Courtney, Director, Human Resources, Alyson D’Anna, Director, Talent Acquisition, Rochelle Noel, Vice President, Employment Law and Gee Williams, Talent Acquisition Manager represented Cablevision Lightpath, Inc.

Cablevision was purchased this year by global organization Altice USA as part of the Altice acquisition of Cablevision Lightpath. Lightpath had been a smaller stand-alone business in the Cablevision organization. Lightpath is now part of business services which is more of the commercial side of the business which opens up opportunities in terms of growth in positions at the senior level.

Kevin Stephens has been appointed Executive Vice President of Business Services for Altice USA and is responsible for commercial services which includes Lightpath. He is an active member of the Executive Leadership Council and sits on the board of the National Association for Multi-Ethnicity in Communications (NAMIC) and is nationally recognized for his work in the telecom industry.

This year, the company will ensure that diverse candidates will be included in the slates and they are going to be doubling their efforts to secure top diverse qualified female candidates. Alyson D'Anna stated that they have hired Gee Williams, Senior Recruiter and that all efforts to hire and promote will be centralized through him.

In addition, the emphasis is on "utilizing direct sourcing" to understand the marketplace and go out and find passive candidates to have more control over the interviewee slate which is more of a "boots on the ground approach." They will be going beyond contacting social media sites as they will go to more specifically diverse sites including posting on Hispanic websites with both NAMIC and LinkedIn. They realized they have to be more aggressive and proactive, as well as progressive in their search going forward. This approach will give them more opportunities to control their slates which they will monitor before they make an offer. They will track who has applied and who has been interviewed.

Some of the groups that they are targeting include: Women in Technology Sales, Black Women in Science & Engineering, Women in Science, Engineering & Technology, and Women In Software Engineering (WISE) and Diversity a World of Change.

In addition, recruiters will attend conferences with the intention of building relationships with candidates for current and future staffing needs and at those events they will be simultaneously advertising their opportunities for employment and marketing the company through banner ads.

Two other successful initiatives are their New Hire Debriefing sessions where the recruiter asks for names of potential female candidates in the market place; and their Diversity Market Intelligence program where they develop lists of diverse candidates at targeted companies. They have found that targeted recruitment has proven to be more effective than posting on a diversity website.

Mrs. Bolus asked on what merits, promotions are decided upon and if promotions are advertised internally. In this instance the particular promotion referenced was not posted, due to the fact that it was a natural career progression based on a success at a lower level. In the future, as openings occur, they will do a Talent review through a diversity lens and look at high potentials to see who is ready for promotion.

### **MICROSOFT CORPORATION**

The analysis of Microsoft Corporation, resulted in four underutilized Job Groups, the same number as reported last year. Since 2013, they have reflected a consistent underutilization of females in Professionals Job Group 1 and need 22 additional females to eliminate the underutilization. In Professionals Job Group 2 the vendor would need four additional female employees and in Professionals Job Group 3 they would need one additional minority employee to eliminate the underutilization, the same as 2015. This year, the title that had driven an underutilization for females in Professionals Job Group 6 for the past two years, was realigned as the sole title of field engineer in Professionals Job Group 12. The realignment resulted in eliminating the underutilization in Job Group 6, but added a new female underutilization in the new Professionals Job Group 12.

Microsoft was represented by Donna Francis, Enterprise Account Manager, Darcy Bagnosco, Senior Talent Acquisition Manager and Jennifer Learned, Manager, Global Human Resources Business Partner and Antuan Santana, Community Manager in New York City.

They stated that their Chief Executive Officer, Satya Nadella and his senior leadership team has mandated that every employee take online "Unconscious Bias" training which entails understanding diversity and inclusion and "How Bias Can Affect Behaviors." Managers are also required to take workshops in Dialogue across Differences

and Inclusive Hiring. The Microsoft Strategy includes their global four pillar diversity and inclusion strategy 1) Transform Our Culture 2) Empower Our People 3) Expand Our Pipeline and 4) Delight Our Customers.

This year, Microsoft emphasized that they are seeking to empower people through retention efforts and by concentrating on succession planning including “One on One” coaching and career development initiatives like “Management Excellence Communities” (MEC) which focuses on managing diverse talent. Their sponsorship initiative pair’s high potential female and minority employee talent in the sales and services team with senior leaders who can help develop them and advocate for their careers at Microsoft.

Their New York Metro Blacks at Microsoft (BAM) held two outreach events geared towards building a long term pipeline of individuals interested in technology careers. They also utilize online sourcing and recruiting and attend conferences such as the National Society of Black Engineers and National Black MBA. Their recruitment team has also partnered with a minority owned talent firm to help source potential talent.

They offer classroom training and round tables with senior leadership where diverse employees get exposure and coaching. Their sponsorship program is dedicated to high potential female and minority talent and goes beyond mentorship in that they are paired up with employees at the senior partner level.

Mr. Nolan and Mrs. Bolus questioned why they are short twenty-two women in Professionals Job Group 1 which has remained underutilized since 2013. They asked for clarification as to what the job duties were and what is being done to diversify the Technical Sales Team Job Group 1.

Microsoft Professionals Job Group 1 is comprised of Solution Architects, Account Technology Strategists and Technology Solutions Professionals. Their jobs are to design customer solutions with an understanding of all the systems involved and the impact the new solutions will have on those systems. The job is part consultant, part business analyst, part programmer and part technical support and ten plus years of experience is needed. It requires an in-depth knowledge of the core system, its strengths and weaknesses, integrations with other systems, customizations, third party add-ins and the desired implementation, upgrades and conversions.

Microsoft stated that they put great emphasis on the need to attract more women to STEP positions especially in New York City. They run monthly events and invite diversity candidates in the hopes of eventually hiring them. They partner with Job Well which focuses on females early in their career and this year they launched an autism pilot program initiative. New York Metro Citizenship group held a seven-week summer immersion Partnering with “Girls who Code School” to continue to increase school based programs. They are looking to improve outcomes for young people by offering Technology grants to nonprofit organizations. This past year, there were 76 activities that reached 6,600 people.

Mrs. Bolus mentioned that there is still a deficit and that they do not seem to be serious about hiring additional women and asked them to have conversations with their CEO. Antonio Martin, Executive Vice President & Chief Operating Officer, NYC Health + Hospitals stated that their contract was 34.5 million and that they have a lot of work to do to elevate females in New York especially in Job Group 1 and that also in Job Group 3, there are no African American or Hispanic employees. Mr. Nolan asked them to seek help from the NAACP and other groups.

Salvatore Russo requested that they send a document detailing their outreach log highlighting their efforts and activities in order to see what worked and what didn’t work. Mr. Nolan reiterated that from our perspective it’s absolutely imperative that Microsoft hires diverse candidates. He also specified that he would like them to provide a log from August through December after the first of the year.

**CANON SOLUTIONS AMERICA, INC.**

Canon Solutions America, Inc. is reporting to the Committee for the first time this year. Their Managed Print Services contract is valued at \$74,334,132. There are four female underutilizations consisting of: Managers Job Groups 1C (Sales & Service) which needs three additional females, and Managers Job Group 1D (Outsourced Supervisors), needs four additional females, Professionals Job Group 2A needs one additional female and Administrative Job Group 5C (Representatives), needs 16 additional females to eliminate the underutilizations.

Bill Mayer, Senior Vice President, Human Resources, reported that Canon Solutions America has had difficulty attracting women in technical positions and have limited female staff in the promotion pipeline, especially in the two Managerial job groups. To remedy this, Canon is developing an Emerging Leaders program which is designed to take employees not in the managerial world and give them the tools to become good candidates for succession. They are also launching a "Consolidated Sales and Service Leaders" class for the New York Metropolitan area to fill needed slots. In addition, as Service positions have traditionally been filled by employees with field service experience, Canon is considering the possibility of transferring women from areas outside the Service norm and build onto their managerial skills by having technical support staff teach them what they would need to be successful. They are thinking outside the box as a service organization that has historically been hardware and tools out in the field dealing with copiers and printers.

Mr. Mayer explained that generally, Job Group 5C (Representatives) tends to be based on contracts and due to that, the makeup of the groups can be quite fluid. They are usually site representatives and they are in their outsourced services division. Often, when they receive a contract, the organization requests that they retain many of the existing staff from the prior vendor. It puts limitations on their ability to diversify and improve numbers when they are asked to take over the management of the mailroom and the management of the copier fleet and keep employees that are already on site. Those employees typically provide service on copiers, take orders for production and do the kind of things that a mailroom does and they are essentially entry level positions. Mr. Mayer stated that when they are not restricted to keep the employees already on site that they have more of an opportunity to hire females and minorities.

He then stated that the pipeline that he hopes to put in place would enable him to hire people in Job Group 5C (Representatives) and that they currently have a healthy number of African Americans and Hispanics that can move up to that particular category. Their responsibility is to source them from outside and inside through performance reviews and certain targeted expectations. Through the emerging leaders concept they are actually going to give this group exposure to the skill sets that they want them to have. Canon offers tuition reimbursement that is well utilized by employees.

Mrs. Bolus stated that H+H needs to evaluate differently when a vendor is required to hire employees from another contractor when awarded a contract. She emphasized that supervisors were needed. Mr. Mayer mentioned that supervisors are either promoted from Job Group 5C (Representatives) or externally. Canon has begun initiatives as they want to start sourcing better. He also mentioned that at the beginning of this year, Canon hired Traci Spero a former Health + Hospitals Human Resources employee. Ms. Spero is currently helping to analyze pools of candidates to understand where their talent is coming from and where there are road blocks.

Mr. Nolan requested that Mr. Meyer send us a log of whom was contacted.

Mr. Nolan also noted that since geographically Canon is on the border of Nassau and Suffolk Counties, they have the opportunity to do outreach at a number of colleges. Mr. Mayer mentioned that Canon partners with their parent



organization Canon Solutions America in their Diversity & Inclusion initiatives and that they are hoping to create a relationship with Stony Brook and other universities beyond just job fairs. They want to continue the connection so that when students are searching for opportunities, the colleges will counsel their students to go to Canon Solution America. In addition, since Canon is not as well-known as their parent company, they are looking into how they can rebrand themselves to the millennial population and begin to draw in more candidates that will want to be a part of the company. This past year, they had nine interns and seven of them were females. Mr. Mayer would like the company to train them and find a few of them on the payroll in a year or two. Mrs. Bolus suggests that they have a class or walkthrough every couple of months so that they can visualize the actual machines they would need to know how to work.

Mr. Nolan advised that Canon also contact the Nassau County and/or Suffolk County Borough President, Chamber of Commerce and the excellent schools including Adelphi, Hofstra, and the High Schools in the surrounding neighborhoods.

There being no further business, the meeting was adjourned at 3:55 pm.



# Equal Employment Opportunity Committee

Tuesday, March 7, 2017





# Diversity Strategy & Workforce Analysis 2016

Office of Diversity and Inclusion



We take care and develop our people and maximize their potential to serve others



Transform Care

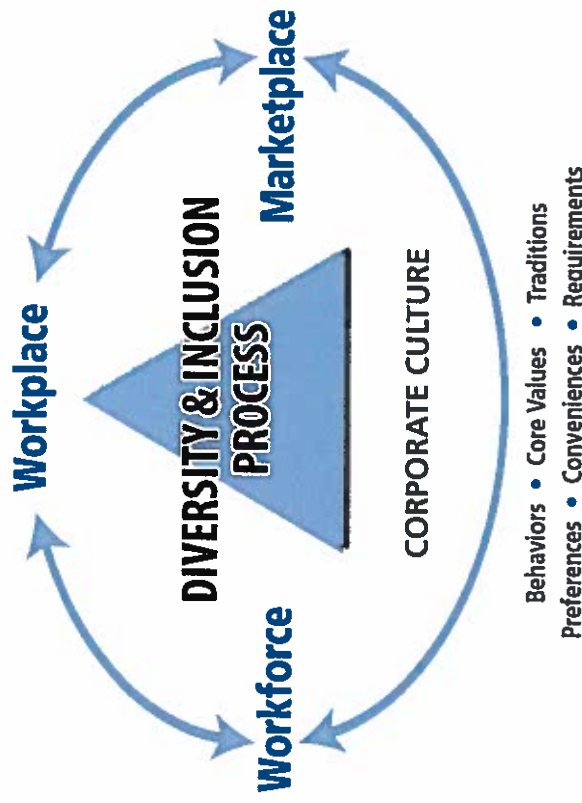


Transform Employee Experience

Transform Patient Experience for better Outcomes

A People Strategy to enable transformation and becoming an employer of choice, building a culture of inclusion and engagement while improving patient experience to be a provider of choice for our community.

Three Component of a Diversity Focus



**To achieve this end, NYC Health + Hospitals implements an integrated strategic framework that integrates diversity and inclusion goals across the system that aims to:**

- Foster a strong culture of inclusion in the workplace
- Optimize opportunities to support and increase diversity among employees (staff and affiliates) to ensure it continues to reflect the diverse communities we serve.
- Build cultural competency capacity among our staff to promote respectful encounters.
- Promote and improve supplier diversity.
- Improve access and equitable care among our patient and local community populations.



# WORKFORCE DATA

NYC Health + Hospitals' Employee and Affiliate Staff



## Overview

- The Office of Diversity and Inclusion undertook a system-wide analysis of workforce diversity
- Data represents a snapshot of workforce as of June 2016 ( $n=40,874$ ), inclusive of part-time employees.
- Samples of data from the following job groups were analyzed
  - Executive/Senior Level Officials (Senior Staff 1A) ( $n=469$ )
  - First and Mid Level Officials (Middle Managers and First-Level Managers, 1B and 1C) ( $n=5,455$ )
  - Nursing titles include 35 nursing and nurse management titles across several job groups (1B, 2D) ( $n=9,355$ )
- Additional analyses of the remaining job groups are not included:
  - Professionals, Operatives, Sales Workers, Service Workers, Craft Workers, Technicians, Laborers and Helpers, Administrative Support Workers
- Affiliate data sets are submitted by NYU, MT. SINAI, SUNY and PAGNY upon request in the fall of 2016
  - Data sets include gender and race/ethnicity

\*Note: If someone is working less than the standard hours associated with a job family, then they are part time. Some positions' standard hours are different than 35 hours. Part-time staff make up 6% of NYC Health + Hospitals workforce ( $n=2445$ ).



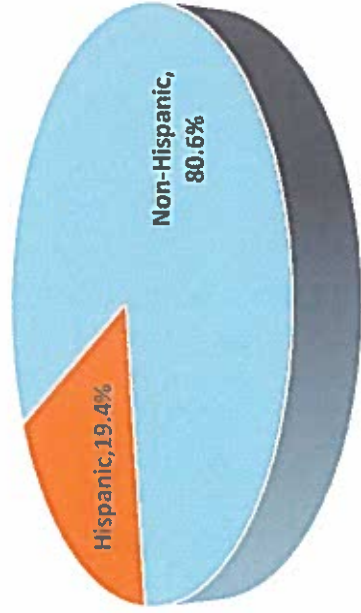
# Employee Data



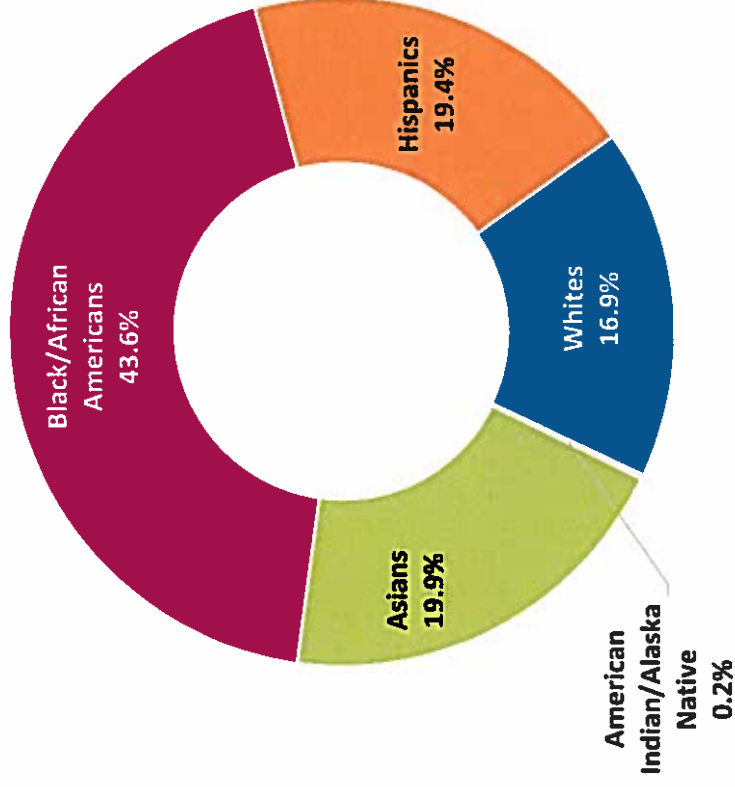


## System-Wide Workforce, by Race and Ethnicity

NYC Health + Hospitals Workforce Ethnicity, 2016  
N=40,874 staff as of June 2016

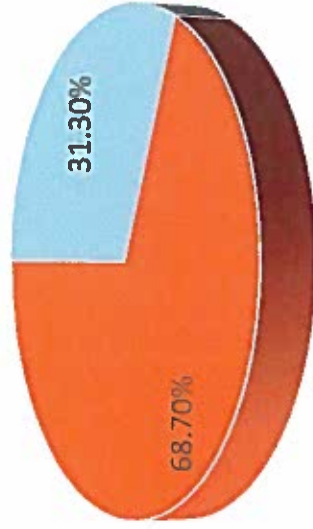


NYC Health + Hospitals Workforce Race and Ethnicity, 2016  
N=40,874 staff as of June 2016

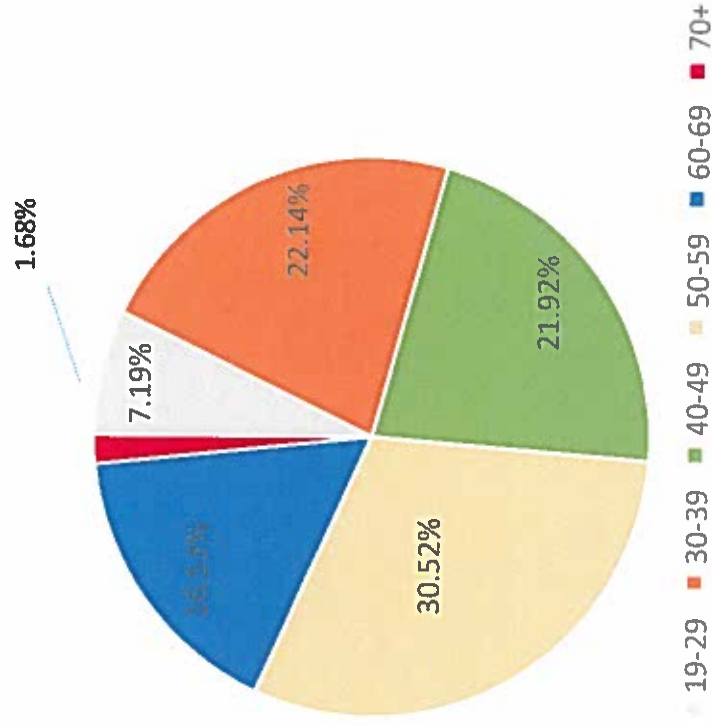


## System-Wide Workforce, by Gender and Age

Gender



Age

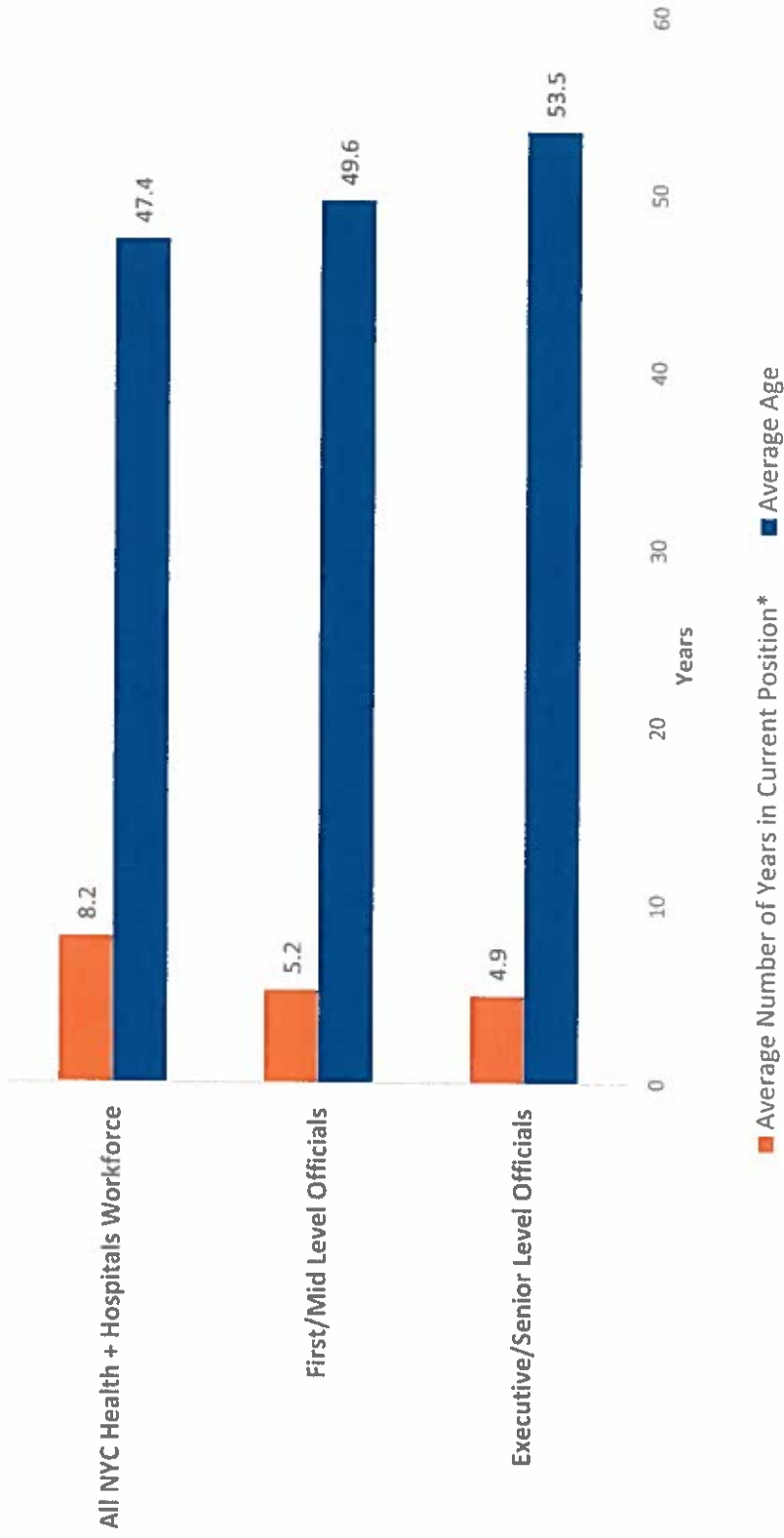


Source: Snapshot of June 2016 Workforce  
N=40,847



## Average Age and Tenure in Position, by Select Job Groups

Workforce Tenure in Current Position\* and Average Age, by Select Job Groups



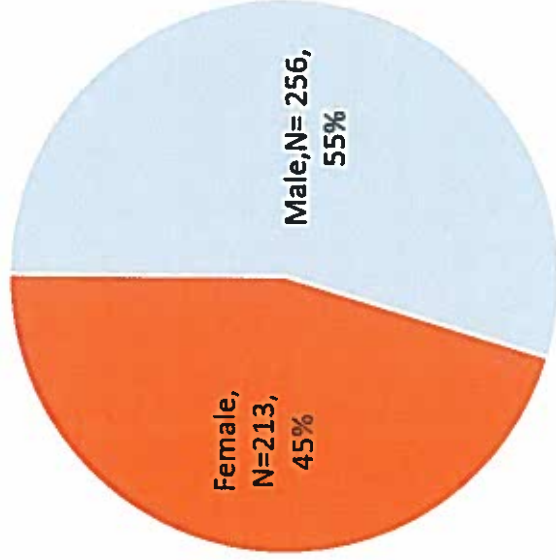
Source: Snapshot of June 2016 Workforce

\*Tenure is defined as average number of years in current position, and is *not* reflective of average number of years within NYC Health + Hospitals system. E.g. a staff person could be in their current position for 4 years but within NYC Health + Hospitals system for 20 non-consecutive/consecutive years. Also, note that for all NYC Health + Hospitals workforce, median age is 49, and most frequent age among all staff is 56.

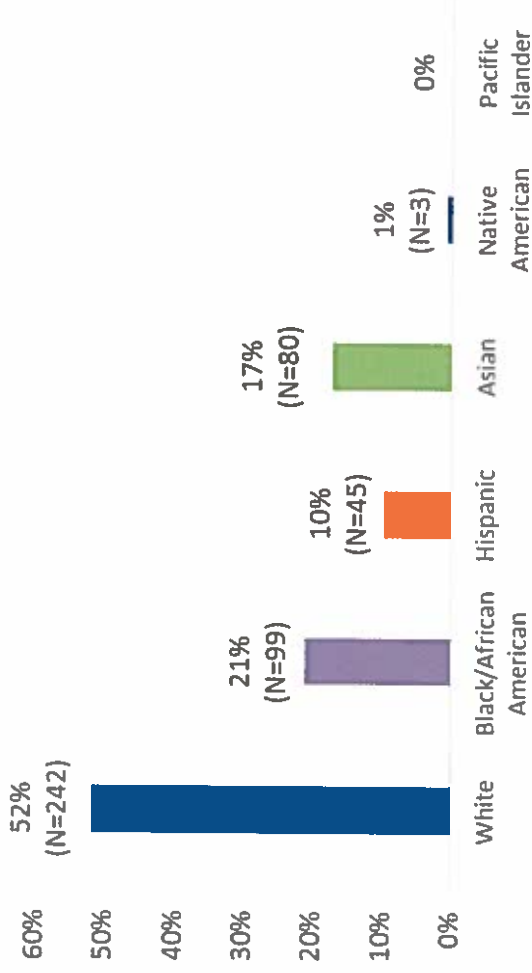


# Gender and Minorities, Executive/Senior Level Officials (1A)

Gender



Minority Status



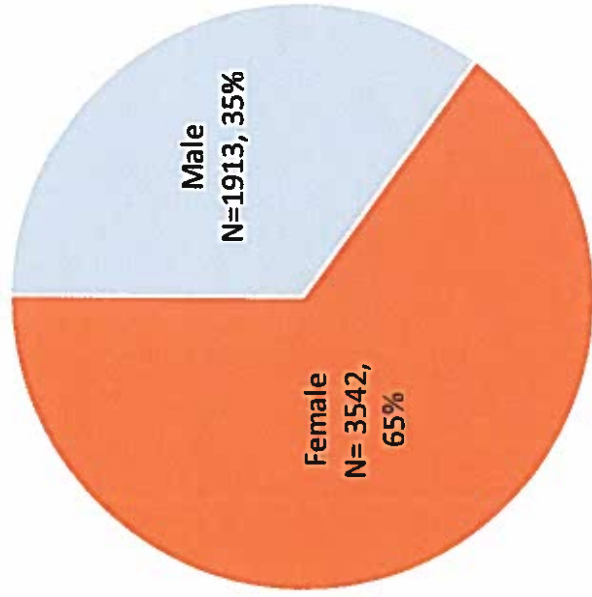
Percentage rounded

Source: Snapshot of June 2016 Workforce  
N=469 within JG

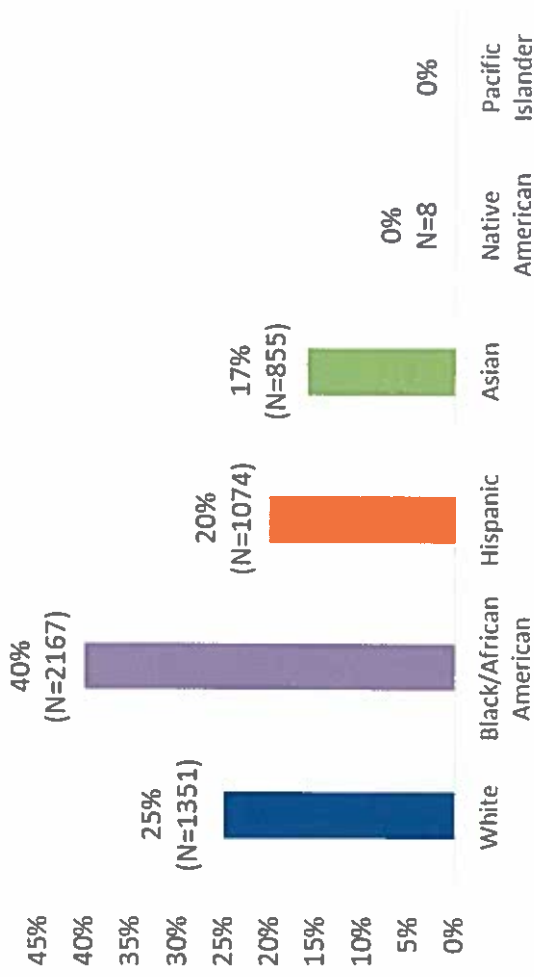


# Gender and Minorities, First and Mid-Level Officials (1B and 1C)

Gender



Minority Status

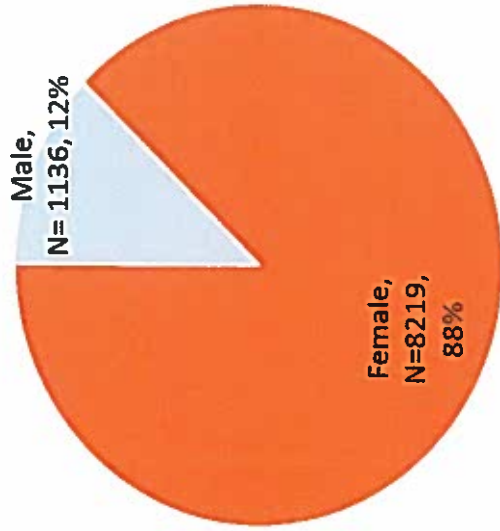


Source: Snapshot of June 2016 Workforce  
N=5,45547

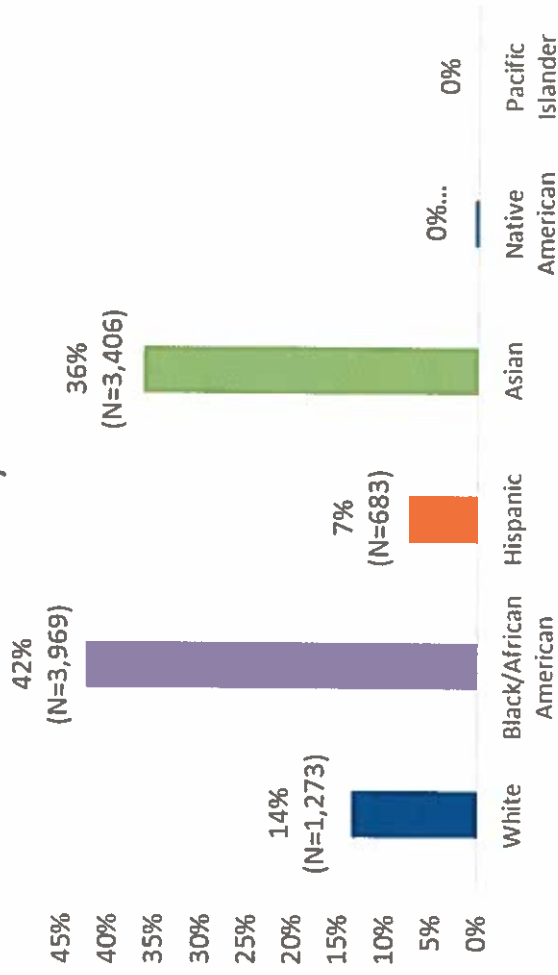


# Gender and Minorities, Nursing Titles across Workforce

Gender



Minority Status



Nursing titles include 35 nursing and nurse management titles across several job groups (1B, 2D)

Source: Snapshot of June 2016 Workforce  
N=9,355 nursing staff



## Employee General Findings

- 83% are employees are minority (33,979) and nearly 69% are female (28,066).
- Over 50% of employees are between the ages of 40-59, and the average time in current position is 8.2 years.
- Underrepresentation of Hispanic employees in key job groups.
- Estimated 8,201 employees are non-citizens (work authorization), which include individuals with Employment Authorization Cards, Lawful Permanent Residents and other non-immigrant employment categories (e.g., H1, TN, J1).
- The above number does not include U.S. citizen employees who become American citizens through the naturalization process.



## Minority Underrepresentation

- There are 2 job groups with a total minority underrepresentation:
  - 6A – Supervisors-Skilled Craft (only 1 Hispanic hire to eliminate underrepresentation; n= 88)
  - 6C- Construction Trades (Need 31 employees to eliminate Hispanic underrepresentation; n= 273)
- Below are a few job groups that although do not have total minority underrepresentation, there exists gaps in representation:
  - 2N- Math Mgmt. & Computer: There is a need for greater Asian representation (36 to eliminate underrepresentation; n= 538)
  - 6D-Precision Production Occupations: There is a need for greater Hispanic representation (26 to eliminate underrepresentation; n= 241)
  - 7A- Motor Vehicle Operators: There is a need for a greater Hispanic representation (25 to eliminate underrepresentation; n= 161)

Source: Snapshot of June 2016 Workforce  
N=40,847





## Female underrepresentation

- There are 7 job groups that have a female underrepresentation
- Of the 7 job groups, the following are highlighted due to the large number of positions needed to eliminate the underrepresentation:
  - 1A- Senior Staff (50 needed to eliminate underrepresentation; n= 469)
  - 9B- Health Services Occupations(602 needed to eliminate underrepresentation; n= 5,952)
  - 9F- Clean Bldg Svcs (147 needed to eliminate underrepresentation; n=2,669)

Source: Snapshot of June 2016 Workforce  
N=40,847



# Affiliate Data

A total of 9,242 affiliates across the system  
October 2016 data



**MT. SINAI SCHOOL OF MEDICINE**

NYC Health + Hospitals/ Elmhurst  
NYC Health + Hospitals/ Queens

**NEW YORK UNIVERSITY SCHOOL OF MEDICINE**

NYC Health + Hospitals/ Bellevue  
NYC Health + Hospitals/ Coler  
NYC Health + Hospitals/ Carter  
NYC Health + Hospitals/ Gotham Health, Gouverneur  
NYC Health + Hospitals/ Woodhull  
NYC Health + Hospitals/ Gotham Health, Cumberland

**PHYSICIAN AFFILIATE GROUP OF NEW YORK, P.C.**

NYC Health + Hospitals/ Coney Island  
NYC Health + Hospitals / Harlem  
NYC Health + Hospitals/ Jacobi  
NYC Health + Hospitals/ North Central Bronx  
NYC Health + Hospitals/ Lincoln  
NYC Health + Hospitals/ Gotham Health, Sydenham / Morrisania / Belvis  
NYC Health + Hospitals/ Correctional Health

**STATE UNIVERSITY OF NEW YORK (SUNY) HEALTH SCIENCE CENTER AT BROOKLYN**

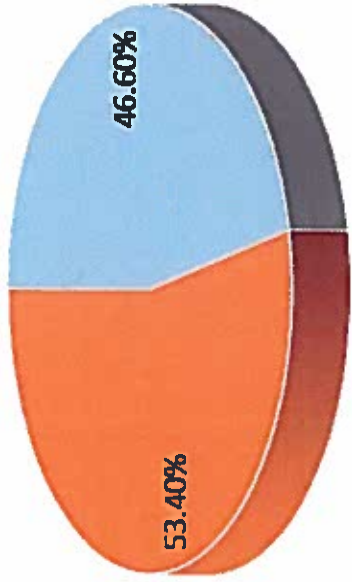
NYC Health + Hospitals/ Kings

A total of 9,242 affiliates across the system  
October 2016 data



# Affiliate Workforce by Gender & Minority Percentage

## Mt. Sinai

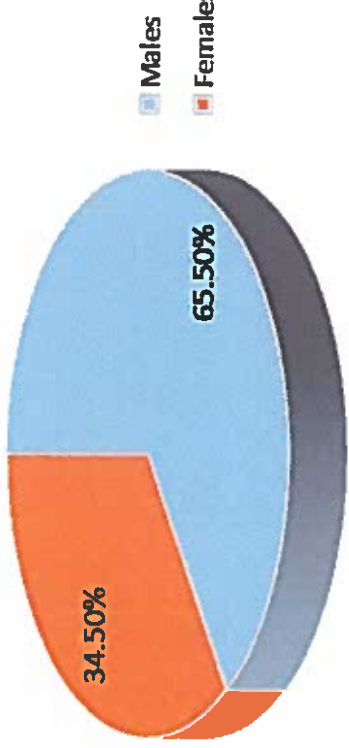


Source: Snapshot of October 2016 Workforce  
N=1604



# Affiliate Workforce by Gender & Minority Percentage

**NYU**

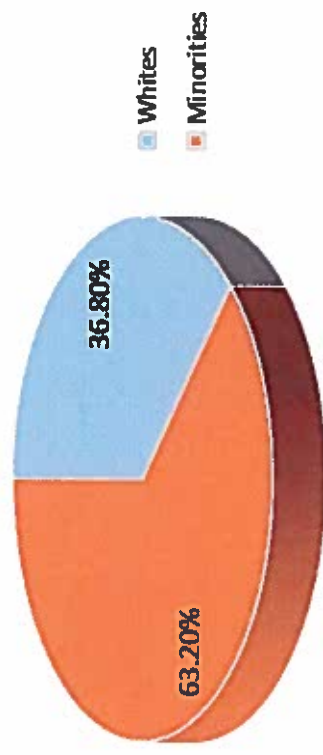
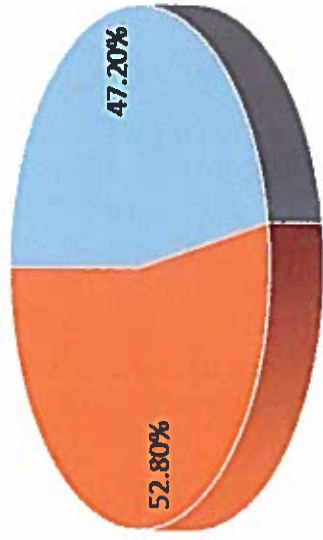


Source: Snapshot of October 2016 Workforce  
N=3653



# Affiliate Workforce by Gender & Minority Percentage

## PAGNY

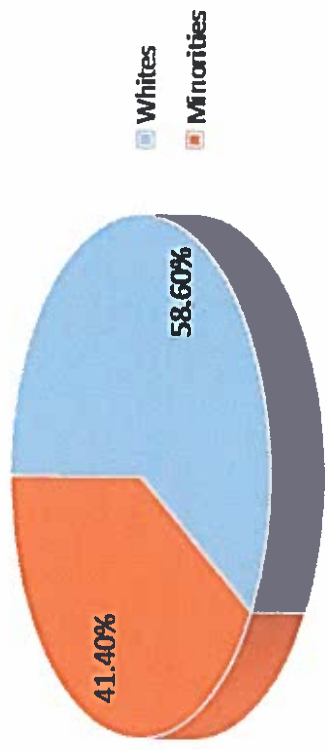


Source: Snapshot of October 2016 Workforce  
N= 3927



# Affiliate Workforce by Gender & Minority Percentage

## SUNY



Source: Snapshot of October 2016 Workforce  
N= 58



## AFFILIATE ACTIVITIES

Activities identified that are geared toward recruiting minorities and women include:

- Visiting medical schools with a high proportion of Black and Hispanic enrollment (e.g., Morehouse School of Medicine)
- Attending conferences like the National Hispanic Medical Association, Women and Minority Healthcare Associations and Korean American Medical Association.

To recruit Minority and Women Affiliates:

- Attend conferences
- Advertise on internet sites and publications
- Hold recruitment fairs
- Attend committee meetings
- Initiate mentoring partnerships
- Visit public and private colleges and universities





# Vendor Diversity

MWBE



## **New Software for Tracking Contracting between a prime vendor and its subcontractors or “Tier 2 Contracting”**

- Previously had no compliance tool
- Last year we implemented B2GNow software
- Over the past year we captured ~\$5M in spend



## **First enterprise-wide contracts with 30% MWBE goals**

- **WB Mason – Office Supplies**
  - Paper
- **Canon– Managed Print Services**
  - MFD Leasing



## MWBE Projected Annual Spend

- 2014-2016 range of MWBE spend: \$33.3M to \$36.5M
- On target to meet or exceed prior years
- Projected 2017: \$38M



## Outreach and Process

- Ongoing work with Premier, our largest GPO
  - 12 Tier 1 Vendors (those with direct contracts with NYC H+H) in NYS certification pipeline
  - Working on Tier 2 Vendor visibility (those with subcontracts with Tier 1 Vendors)
  - Best practices: Chrysler
- OLA now researches MWBE opportunities for each solicitation



# Conditional Contracts

W.B. Mason Company, Inc.



W.B. Mason				2017 (12/2016 data)	
# EMPLOYEES				646	
# JOB GROUPS				17	
# Job GROUPS With UNDERREPRESENTATION				9	
# OF TOTAL MINORITY & FEMALE UNDERREPRESENTATION				14	
JOB GROUP	TOTAL EMPLOYEES	MINORITY UNDERREPRESENTATION	FEMALE UNDERREPRESENTATION		
Administrative Level 2 - Administrative Workers	74	25 Standard deviation: -3.68 Number of hires needed: 7			
Managers Level 2 - First/Mid-Level Manager/Official	24	4 Standard deviation: -2.46 Number of hires needed: 1	3 Standard deviation: -2.13 Number of hires needed: 1		
Operatives Level 2 - Operative	124	60 Standard deviation: -3.00 Number of hires needed: 6			
Operatives Level 3 - Operative	21	8 Standard deviation: -6.57 Number of hires needed: 7	2 Standard deviation: -4.33 Number of hires needed: 5		
Sales Worker Level 1	16	1 Standard deviation: -2.47 Number of hires needed: 1	3 Standard deviation: -2.33 Number of hires needed: 1		
Sales Worker Level 2	29	1 Standard deviation: -3.65 Number of hires needed: 4	5 Standard deviation: -3.30 Number of hires needed: 4		
Sales Worker Level 3	210	35 Standard deviation: -5.82 Number of hires needed: 27	47 Standard deviation: -7.39 Number of hires needed: 39		
Laborers Level 1 - Laborers & Helpers	55		10 Standard deviation: -5.71 Number of hires needed: 14		
Managers Level 3- First/Mid-Level Manager/Official	21		0 Standard deviation: -2.40 Number of hires needed: 1		



## Workforce Diversity initiatives



- Develop Human Capital Diversity Recruitment strategy including identified gaps (Example: Hispanics in key job groups: Nursing Management).
- Implement “Diversity Impact Groups” to ensure workforce mirrors patient population and aligns with organizational priorities.
- Understand data available to measure LGBTQ workforce, language assets, disabilities and retention and research data collection practices.
- Roll-out results of “Diversity Index” survey questions measuring employee’s perceptions of working with leadership in order to develop action plans that promote trust, respect and consideration of ideas.
- Targeted training strategy to build workforce capacity to provide culturally responsive care and promote workplace inclusion (e.g., interreligious, diversity, LGBTQ, disability, etc.)







32073



December 6, 2016  
Mr. Keith Tallbe  
Associate Counsel, Director of Procurement  
Legal Affairs, Supply Chain Services  
NYC Health + Hospitals  
160 Water St., 13<sup>th</sup> Fl.  
New York, NY 10038

RE: Action Plan Directed Towards Correcting Deficiencies in Workforce Representation

Dear Mr. Tallbe:

Thank you for your correspondence dated November 7, 2016 with regards to areas of workforce underrepresentation within certain job groups at the W.B. Mason Company. It is the policy of the W.B. Mason Company to recruit, develop, and promote for all job classifications without regard to race, color, religion, sex, national origin, disability, sexual orientation, age, or veteran status. Our affirmative action philosophy specifies that all recruiting, hiring, training, and promoting for all job classifications is done without regard to race, color, religion, sex, sexual orientation, disability, age or national origin, except when there is a bona fide occupational qualification. All decisions on employment are made to further the principle of equal employment.

In an effort to augment that policy in a proactive manner with the specific goal of correcting deficiencies as identified by your office in certain specific areas of the Company's employment profile, the Company hereby commits to undertaking the following actions:

- 1) With regards to further **efforts to develop a training program that will result in opportunities for minorities and/or women to enter or be promoted within the organization**, W.B. Mason has identified a third party vendor, Interactive Business Inclusion Solutions (IBIS) an organization focused on diversity and inclusion practices that lead to organizational growth, that will be providing W.B. Mason personnel with input at all levels on hiring decisions with training on recruiting and hiring. Mason personnel employed in such a capacity will be required to attend unconscious bias

training provided by IBIS. W.B. Mason's Human Resources staff will work with relevant Company personnel managers in deficient categories as identified by NYCHH to ensure that granting full opportunities to women and minorities in the affected areas will be a critical priority on a go forward basis towards the ultimate goal of eliminating all relevant deficiencies in their entirety. Interactive Business Inclusion Services is a certified as a woman and minority owned business. Additionally, W.B. Mason will partner with other consultative organizations to augment this component as necessary.

- 2) As pertains to increased efforts to conduct recruiting and hiring activities that will result in increased opportunities for minorities and women, when the Company has an opportunity to fill a position in an area in which a deficiency has been identified, we will look to minorities and females first to source and promote. Towards that end, the Company will solicit minority and women candidates through a number of diversity posting sites including:

Partner Website	Domain
Military.com (Diversity & Veteran Job Ad only)	<a href="http://www.military.com">http://www.military.com</a>
Hire Disability	<a href="http://hireds.com">http://hireds.com</a>
National Association of Asian MBA's	<a href="http://www.asianmba.org/">http://www.asianmba.org/</a>
Asian Life (A division of Asian Diversity Inc)	<a href="http://asianlife.com">http://asianlife.com</a>
Huff Post - Queer Voices	<a href="http://www.huffingtonpost.com/queer-voices/">http://www.huffingtonpost.com/queer-voices/</a>
Huff Post - Black Voices	<a href="http://www.huffingtonpost.com/black-voices/">http://www.huffingtonpost.com/black-voices/</a>
Huff Post - Latino Voices	<a href="http://www.huffingtonpost.com/latino-voices/">http://www.huffingtonpost.com/latino-voices/</a>
Huff Post - Women	<a href="http://www.huffingtonpost.com/women/">http://www.huffingtonpost.com/women/</a>
Huff/Post 50	<a href="http://www.huffingtonpost.com/50/">http://www.huffingtonpost.com/50/</a>
Huffington Post - Paving the Way	<a href="http://www.huffingtonpost.com/news/paving-way/">http://www.huffingtonpost.com/news/paving-way/</a>
HBCU CONNECT	<a href="http://HBCUConnect.com">http://HBCUConnect.com</a>
UNCF.org	<a href="http://careers.uncf.org">http://careers.uncf.org</a>
BlackHistory.com	<a href="http://BlackHistory.com">http://BlackHistory.com</a>
HBCU.COM	<a href="http://hbcu.com">http://hbcu.com</a>
BlackWomenConnect.com	<a href="http://blackwomenconnect.com">http://blackwomenconnect.com</a>
HBCUNetwork.com	<a href="http://HBCUNetwork.com">http://HBCUNetwork.com</a>
BlackPhD.com	<a href="http://blackphd.com">http://blackphd.com</a>
BlackAccountants.com	<a href="http://blackaccountants.com">http://blackaccountants.com</a>
The Connect Platform	<a href="http://connectplatform.com/cgi-bin/jobs/index.cgi">http://connectplatform.com/cgi-bin/jobs/index.cgi</a>
BlackInAmerica.com	<a href="http://blackinamerica.com">http://blackinamerica.com</a>
BlackJobs.com	<a href="http://blackjobs.com">http://blackjobs.com</a>
BlackNews.com	<a href="http://www.blacknews.com/">http://www.blacknews.com/</a>
HBCUParents.com	<a href="http://hbcuparents.com/cgi-bin/jobs/index.cgi">http://hbcuparents.com/cgi-bin/jobs/index.cgi</a>
BlackHealth.org	<a href="http://blackhealth.org/cgi-bin/jobs/index.cgi">http://blackhealth.org/cgi-bin/jobs/index.cgi</a>
BlackCEOs.com	<a href="http://blackceos.com">http://blackceos.com</a>
AfricanAmericanCareers.com	<a href="http://AfricanAmericanCareers.com">http://AfricanAmericanCareers.com</a>
BlackAuthorsConnect.com	<a href="http://blackauthorsconnect.com">http://blackauthorsconnect.com</a>
BlackInColumbus.com	<a href="http://blackincolumbus.com">http://blackincolumbus.com</a>
AfricanAmericans.NET	<a href="http://africanamericans.net">http://africanamericans.net</a>
BlackGreeks Connect	<a href="http://blackgreekconnect.com/cgi-bin/jobs/index.cgi">http://blackgreekconnect.com/cgi-bin/jobs/index.cgi</a>
Hampton University Alumni	<a href="http://pirateconnect.com/cgi-bin/jobs/index.cgi">http://pirateconnect.com/cgi-bin/jobs/index.cgi</a>
SupplierDiversity.com	<a href="http://SupplierDiversity.com">http://SupplierDiversity.com</a>
MinoritiesInHealthcare.com	<a href="http://MinoritiesInHealthcare.com">http://MinoritiesInHealthcare.com</a>

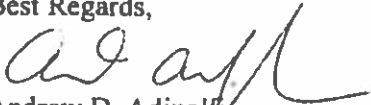
- 3) In an effort to assure that staff reductions do not impact disproportionately on minorities or women, in cases of staff reduction W.B. Mason will conduct

an impact ratio analysis to ensure that minorities and women will not be adversely impacted.

We are confident at W.B. Mason that these measures will help us make significant and tangible strides towards eliminating the areas of workforce underrepresentation identified by NYCHH in its review of our EEOC data.

Should you have any further questions or follow up items of any type on this matter, please do not hesitate to contact me via toll free telephone at (800) 242-5892, x1822 or via E-mail at [andrew.adinolfi@wbmason.com](mailto:andrew.adinolfi@wbmason.com). I look forward to working with you on this program in the future and speak for all of us at W.B. Mason in thanking you for your ongoing consideration of the Company.

Best Regards,



Andrew D. Adinolfi  
Special Projects Manager  
W.B. Mason Co., Inc.