

Westchester County Health Care Corporation

Diversity & Inclusion Committee Meeting

September 25, 2018

8:00 A.M.

Board Annex Room

COMMITTEE MEMBERS PRESENT: Mr. Wishnie
Dr. Adamson
Dr. Garrick
Mr. Israel
Mr. Hochberg – via phone
Ms. Gevertz – via phone

STAFF PRESENT: Gary Brudnicki
Kara Bennorth
Mecca Santana
Jordy Rabinowitz
Michelle Johnson
AnnMarie Fernandez

The September 25, 2018, meeting of the Westchester County Health Care Corporation Diversity & Inclusion Committee was called to order at 8:00 a.m. by Mr. Wishnie, Chair. A quorum was present.

Mr. Wishnie opened the meeting by thanking Mr. Hochberg and Mr. Israel for the opportunity to Chair the Diversity & Inclusion Committee. He stated that he felt WMCHHealth Network was very fortunate to have Mecca Santana as its Senior Vice President of Diversity and Inclusion and Community Engagement.

Mr. Wishnie read a front page article from the September issue of Modern Healthcare to the Board on the need to have bilingual, bi-cultural providers employed in health networks.

MR. WISHNIE ASKED FOR A MOTION TO APPROVE THE MINUTES FROM APRIL 20, 2017. DR. GARRICK MOTIONED, SECONDED BY MR. ISRAEL. THE MOTION CARRIED UNANIMOUSLY.

Ms. Santana advised the Committee that she would review the 2017 Goal Updates; where the Network stands for 2018; 2017/2018 Public Recognition; and the next couple of go-forward meetings.

Ms. Santana informed the Board of the following general updates:

- Michelle Johnson is the new Senior Director of Diversity and Community Engagement
- Addition of a Diversity and Inclusion Regional Director
- Alignment of Community Engagement Network Representatives under Ms. Santana
- Establishment of Diversity Councils at MHRH and Charity

Ms. Santana reviewed the completed 2017 Diversity and Inclusion Board Level Goals:

- Financial – Enhance supplier diversity efforts through training, community-based supplier diversity outreach, local and statewide supplier events, and leadership messaging regarding organization’s supplier diversity commitment
- Operations – Explore the creation of culturally diverse content on WMC web micro-site
- Patient Experience – Initiate LGBTQ – related program and policy development, and launch WMC Language Access Committee
- Strategic Initiative – Take AHA Health Equity Pledge at WMC

Ms. Santana reviewed the 2017 Workforce Diversity Goals of increasing workforce diversity at all levels to reflect the diverse communities that the Network serves throughout the Hudson Valley:

- Implement structured interviewing rubric to standardized interview questioning and ensure equitable candidate treatment.

- Utilize new applicant tracking system to provide timely and comprehensive workforce demographic data for sophisticated analyses of hiring, promotions, and separations from employment.
- Incorporate panel interviewing technique into existing hiring process. Ensure diversity of panel members.
- Explore the use of mandatory external posting policies to encourage transparency and increase opportunities to diversify the workforce.

Ms. Santana reviewed the 2017 Workforce Diversity Initiatives for the Committee as follows:

- Regular meetings with HR to discuss workforce diversity action plans
 - Increase publication of vacant positions/distribution of vacancy information to diverse recruitment sources
 - Revised the language used in executive search firm contracts to reflect diversity commitment
 - Pilot training on structured recruitment, interview, and selection process to reduce bias and increase opportunities to hire the best talent. Training content compromised of the following:
 - Defines and identifies manifestations of conscious/unconscious biases
 - Presents mechanisms to minimize impact of bias (identify objective criteria before process begins, utilize panel interviews, standardize questions for each candidate)
- Expand pipeline and increase recruitment of diverse talent, while also positively impacting WMCHHealth's communities
 - GNYHA & Institute for Diversity in Health Management Summer Experience Fellowship Program
 - Increased participation to 3 fellows this year
 - 2 fellows have been hired
 - Expanded WMC STEM Scholarship Program
 - Expanded Pathways to Practice Program by including fall and spring sessions in Valhalla and Poughkeepsie

Ms. Santana reviewed the 2017 Inclusive/Equitable Environment Goals of creating inclusive and equitable environments for patients, families, and the workforce for the Committee as follows:

- Site specific Diversity & Inclusion Councils
- Health Equity Campaign Pledge
- LGBT Policies and Practices
 - Rooming policies
 - Admission policies
 - Facilities policies
 - Enhanced Education and Awareness

- WMC Women's Leadership Forum
- Annual Diversity, Inclusion, and Community Engagement Report
- Network-wide message from CEO
- HeLa Diversity Award (Renamed: Vital Value Award)
- Spanish language micro-site

Ms. Santana reviewed the 2017 Inclusive/Equitable Environments Initiatives as follows:

- Newly created WMCHealth Diversity & Inclusion Policy being disseminated throughout organization (e.g. New Employee Orientation, training sessions, etc.)
- Conducted environmental audits in search of accessibility for patients/families and workforce, diverse images in buildings, language services, patient and employee's rights
- Review and analyzed patient satisfaction surveys and complaint/grievance information for diversity issues
- Partnered with Service Excellence to revitalize the Language Access Committee and expanded its focus
- LGBT Subcommittee of Executive Diversity Council

Ms. Santana reviewed the 2017 Enhanced Education and Awareness Goals as follows:

- Diversity & Inclusion Classroom Training
 - Diversity Management
 - Cultural Competence & Health Literacy embedded in LifeWings Training
 - Social Determinants of Health
- Equal Employment Opportunity Classroom Training
 - EEO in the Workplace
 - Sexual Harassment
 - Workplace Accommodation
- Diversity Dialogue Series

Ms. Santana reviewed the 2017 Enhanced Education and Awareness Initiatives as follows:

- Expanded training curriculum to include:
 - Unconscious Bias
 - Interrupting Unconscious Bias
 - Effective Methods to Reduce Bias During Selection Process
 - Autism Awareness Training
 - LGBT Awareness Training
- Ongoing review of workforce and patient complaints/grievances for trends informing trainings, consultations, coaching, and curriculum development
 - Advise supervisors on handling cultural conflicts among staff
 - Facilitated on-demand training and consultation for individual units

Ms. Santana reviewed the 2017 Supplier Diversity Goals to ensure supplier diversity (MWBE & SDVOB) procurement opportunities as follows:

- Create internal database of MWBEs/SDVOBs
- Host community outreach events
- Network-wide communication regarding WMC Commitment to supplier diversity
- Create WMC supplier Diversity marketing materials

Ms. Santana reviewed the 2017 Supplier Diversity Initiatives as follows:

- Hosted several supplier diversity outreach events (Senior Leadership Participation)
 - Ambulatory Care Pavilion Outreach Event
 - Supplier Diversity Matchmaking Event
 - Hosted – in partnership with NY & NJ Supplier Development Counsel – 7th Annual Supplier Diversity Healthcare Symposium
- Conducted supplier diversity training for senior leaders

Ms. Santana reviewed the 2017 Community Engagement Goals as follows:

- Develop WMCHHealth Network and local Community Outreach/Partnership Plan
- WMC Speakers Bureau
- Faith-based Institutions
 - Parish Nurse/Health & Wellness Committees
 - Collaborative Health Events
- Academic Institutions
 - Pathways to Practice Expansion
 - WMC STEM Scholarship Expansion
 - Workforce Development Initiatives
- COACH (Community Outreach And Community Health) Mobile Unit

Ms. Santana reviewed the 2017 Community Engagement Initiatives as follows:

- Faith-based Partnerships
- Academic Institutions
- COACH
- Sponsorships
- Event Tabling

Ms. Santana reviewed the following 2017 Public Recognitions:

- Westfair Magazine's – 2017 Diversity in Business Champion
- City & State's – 2017 Corporate Social Responsibility Award
- The LOFT Community Center's – 2017 LGBT Business Ally of the Year Award

- Westchester Magazine 914 Inc. – Meet Our Next Generation of Healthcare Leaders

Ms. Santana discussed the 2018 Goals and overarching Diversity & Inclusion Ecosystem as follows:

- Workforce Diversity
 - *Women's Leadership Cohorts**
 - WMC Emerging Leaders Talent Pool
 - Workforce Demographic Analysis for Charity & HealthAlliance
- Inclusive & Equitable Environments
 - Resident Diversity Sub-committee
 - CEO Action Pledge
- Enhanced Education & Awareness
 - *WMC/NYMC Diversity Conference**
 - Diversity Management embedded in Leadership Training
- Supplier Diversity
 - *WMC Supplier Diversity Executive Sub-Committee**
 - Supplier Diversity Training for site representatives

**Board Goals*

Ms. Santana advised the Committee of the 2018 Community Engagement Goals as follows:

- Community Engagement
 - *Public Safety Summit**
 - Faith and Flavor
 - WMCHHealth REACH Councils
 - Public Library Speaker Series: Clinical Conversations
 - WMC Ambassador Program
 - NYMC Medical Student Community Advocacy Program
 - Healthify utilization in community
 - LGBT Listening Sessions
 - Community Board Representation by Senior Leaders

**Board Goals*

Ms. Santana advised the Committee of the following 2018 Public Recognitions:

- National Diversity Council's – 2018 Healthcare Diversity Excellence Award
- Dutchess County – 2018 Business of the Year Grand Award Recipient
- YWCA's - 2018 Community Champion Award Recipient

Respectfully submitted,

AnnMarie Fernandez, Assistant Secretary to the Board