

# AGENDA

**Equal Employment  
Opportunity  
Committee**

**Meeting Date**

June 9, 2016

**Time**

2:00 P.M.

**Location**

Board Room (532)

CALL TO ORDER

Robert F. Nolan

ADOPTION OF MINUTES

Robert F. Nolan

APRIL 12, 2016

SENIOR VICE PRESIDENT'S REPORT

Salvatore J. Russo

INTERIM CHIEF DIVERSITY OFFICER'S REPORT

Matilde Roman

CONDITIONAL CONTRACTORS

Matilde Roman

SODEXO OPERATIONS, LLC  
CROTHALL FACILITIES MANAGEMENT, INC.

OLD BUSINESS

NEW BUSINESS

ADJOURNMENT



**EQUAL EMPLOYMENT  
OPPORTUNITY  
COMMITTEE**

**MINUTES**

Meeting Date  
April 12, 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 April 12, 2016 in the Board Room at 125 Worth Street, New York City with Robert Nolan, Committee Chair, presiding.

**COMMITTEE MEMBERS**

Robert Nolan  
Lilliam Barrios-Paoli, PHD  
Josephine Bolus, RN  
Helen Arteaga Landaverde, MPH  
Antonio Martin (representing Dr. Ram Raju in a voting capacity)

**HHC STAFF**

Paul Albertson, Supply Chain Services  
Brittney Blakeney, Metropolitan Hospital Center  
Steven Bussey, President's Office  
Shazana Cochran, Kings County Hospital Center  
Martin O. Everette, Affirmative Action/EEO  
Sharon Foxx, Affirmative Action/EEO  
Blanche Greenfield, Legal Affairs  
Colicia Hercules, Chairman's Office  
Norma E. Irizarry, Affirmative Action/EEO  
James Keys, Coney Island Hospital  
John Kim, Legal Affairs

Patricia Lockhart, Chairman's Office  
Maureen McClusky, Post Acute/Long Term Care  
Luz Nazario, South Manhattan Healthcare Network  
Nicole Phillips, Generations +/Northern Manhattan Health Network  
Tania Pierre, Central Office  
Frank Proscia, MD, Doctors Council, SEIU  
Gail Proto, Affirmative Action/EEO  
Matilde Roman, Diversity & Inclusion  
Salvatore J. Russo, Legal Affairs  
Melissa Samuels, North Brooklyn Healthcare Network  
Yvette Villanueva, Human Resources/Workforce Development

**OTHER ATTENDEES**

**SODEXO OPERATIONS, LLC**

Rosa Coppedge, Sodexo Operations, LLC  
Myles Foley, Sodexo Operations, LLC  
Robyn Welter, Sodexo Operations, LLC

**US FOODS, INC.**

Terri Brown-Edwards, US Foods, Inc.  
Cindy Kaneshiro, US Foods, Inc.

**CARETECH SOLUTIONS**

Jenna Andrusisian, Caretech Solutions, Inc.  
Perry Sham, Caretech Solutions, Inc.

**CALL TO ORDER**

The meeting was called to order at 11:00 a.m. by Robert Nolan, Committee Chairperson. The minutes of the January 12, 2016 EEO Committee were adopted as submitted.

**SENIOR VICE PRESIDENT'S REPORT**

Salvatore J. Russo, Senior Vice President/General Counsel, Legal Affairs, commenced by having his colleagues introduce themselves to the Committee.

Matilde Roman, Interim Chief Diversity Officer for the newly established Office of Diversity and Inclusion, stated that her focus is building on how NYC Health + Hospitals supports the system and provides culturally competent responsive care, including language services, as well as creating a more inclusive environment for staff across the System. Strategies include imbedding policy initiatives and programs that will help the organization with talent acquisition, talent development, and improving patient outcomes

and patient satisfaction. This includes training staff and involving staff in conversations on creating better experiences for patients and employees. In addition, as Interim Chief Diversity Officer, Ms. Roman said she will focus on identifying all of the resources the NYC Health + Hospitals' workforce can offer and how best to leverage them.

Ms. Roman noted that NYC Health + Hospitals has a uniquely diverse workforce and that it is well established that health outcomes are improved when providers offer culturally competent care. Ms. Roman stated that a principal goal of the Office of Diversity and Inclusion will be to leverage the diversity of NYC Health + Hospitals' workforce to improve patient outcomes and experience. To that end, the Office will be vetting policy initiatives and programs to analyze how to include all 42,000 employees and bring into the fold perspectives that enable further inclusion of employee context, employee engagement, and talent acquisition. Emphasis is put on processes aimed at furthering NYC Health + Hospitals' strategic agenda to increase market share and create better experiences for patients and employees. Some of the initiatives will be more granular, such as identifying where opportunities can be created for peer-to-peer dialogue on how to move forward to enhance the work.

Antonio Martin, Executive Vice President and Chief Operating Officer, stated that analyzing data can result in better outcomes for both staff and patients. He stated that NYC Health + Hospitals is thinking on a broader scale about these issues and that the missing link has been identifying and leveraging the resources the System's employees can offer. He further stated that NYC Health + Hospitals' greatest asset is the unique diversity of its workforce.

Blanche Greenfield, Senior Counsel, Office of Legal Affairs, stated that, along with John Kim, Associate Counsel, Office of Legal Affairs, she handles employment related matters and assists and provides legal oversight to the very dedicated facility EEO Officers as they work to implement procedures set forth in NYC Health + Hospitals' EEO policy statements and respond to complaints of discrimination and requests for reasonable accommodations.

Paul Albertson, Senior Assistant Vice President, Supply Chain Services, stated that Supply Chain Services contracts for goods, supplies, services, and equipment and was created a couple of years ago by consolidating all of the hospital-based purchasing departments to provide an opportunity to have system-wide standardized contracts wherever feasible and to improve quality and cost. He further stated that Supply Chain Services is responsible for negotiating agreements and supporting the Governor's mandate and adhering to City and Federal government requirements with respect to Women and Minority Owned Enterprises (M/WBE). He stated that there is no uniformity nationally as to the requirements to be a certified M/WBE and hopes to broadly take all of the definitions that exist across the country and utilize them to improve quality and cost. He then stated that Supply Chain Services obtained new software to allow it to better track vendors and subcontractors. Supply Chain Services recently downloaded 8,500 certified vendors to look at the secondary and/or subcontractors who often provide or meet that definition M/WBEs. He stated that Supply Chain Services is focusing on

being able to capture all that is done as it relates to diversity and enlarging the vendor pool to make sure NYC Health + Hospitals is pushing the envelope to get as many diverse vendors as appropriate as possible. Mrs. Bolus stated that the sub-contractors are not getting paid by the prime contractors. Mr. Albertson stated that one of the features in the new software requires the primes to upload their subcontractors and enables Supply Chain Services to track that they are being paid in a timely manner.

Mr. Martin stated that NYC Health + Hospitals needs to enlarge its pool of M/WBE subcontractors as it has 1.5 million dollars being spent annually and a significantly small amount goes to M/WBEs. He then stated that we need to increase the volume of M/WBEs in order for them to get their fair share.

Mr. Russo stated that even though under the leadership of Ramanathan Raju, MD, President, NYC Health + Hospitals, is a nationally regarded figure in diversity and inclusion, the diversity and inclusion efforts need to extend beyond the Affirmative Action/Equal Opportunity (AA/EEO) Office. He stated that the newly created position of Chief Diversity Officer in addition to assistance by the Supply Chain Leadership will enable NYC Health + Hospitals to better advance the System's diversity and inclusion goals.

Mr. Martin congratulated Mr. Russo for developing the new structure to advance diversity and inclusion at NYC Health + Hospitals.

## **CONDITIONAL APPROVALS**

### **SODEXO OPERATIONS, LLC**

Sharon Foxx, Assistant Director, Affirmative Action/EEO reported on three conditionally approved contractors. Sodexo Operations, LLC, U.S. Foods Inc., and CareTech Solutions, Inc.

Ms. Foxx stated that Sodexo Operations, LLC has a total of four underutilizations. They are in Senior Management Job Group 1D, Sales Job Group 4A and Professionals Job Group 2C for females, and in Clericals Administrators Job Group 5B for minorities. Myles Foley, Regional Vice President, Operations Health Care Division, Robyn Welter, Assistant General Counsel, and Rosa Coppedge, Director AA/EEO Compliance, represented Sodexo Operations, LLC.

Ms. Welter stated that diversity and inclusion is in their everyday health care business including cultural competency for staff at the hospitals. Over the past year, they have been going through a global restructuring based in Paris, France and that they now have a female Chief Executive Officer (CEO) of North America a female Global CEO, and a female Global Head of Healthcare Division. She also noted that their Chairwoman is woman and the head of Human Resources for North America is an African-American female. She went on to say that they have not had a lot of hiring needs with the global restructuring taking place in the job groups that are underutilized. She stated that their

Buffalo, New York office supports the New York City locations and that while last year they were underrepresented in five Job Groups, this year they are underrepresented in four Job Groups.

Ms. Coppedge noted that internally, there is movement within the job groups as some of their employees decide to move over to the Sales Accounting Assistant roles which offer higher pay. In addition, the office is in a suburb that receives a lot of snow and has little public transportation, which makes it more difficult to attract qualified women and minority candidates.

Mrs. Bolus stated that she is interested in the sixty-seven NYC Health + Hospitals managers and that she would like for the report to zero in on them. Mr. Nolan asked about the sixty-seven managers and it was stated that those positions are Sodexo's front line managers for NYC Health + Hospitals employees who work on the environmental food service account. These managers are spread out across fifteen System locations at hospitals, nursing homes, and the cook chill plant in Brooklyn.

Mr. Martin stated that Sodexo Laundry Services, Inc. needs to redouble its efforts for the next time they come before the Committee, the report be much more positive. He then stated that going forward, the Committee will have reports from both the micro and macro perspective.

### **US FOODS, INC.**

Ms. Foxx reported that US Foods, Inc. had seven underutilizations. The underutilized groups as reported are Managers Job Group 1C for females and minorities, Administrative Professionals Job Group 2A for females, Sales Job Group 4A for females, and minorities, Operators Warehouse Job Group 7A for females and Drivers Job Group 7B for females.

Terri Brown Edwards, Regional Counsel, Cindy Kaneshiro, Director, Workplace Compliance represented US Foods, Inc. They explained that their employees which service NYC Health + Hospitals are from the Perth Amboy facility. They are a food company and deliver groceries on a day-to-day basis. Ms. Edwards stated that in Mid Managers Job Group 1C for minorities and females, they have set a goal for minorities and females, and has made progress in regard to minorities. Administrative Job Group 2A US Foods has set a goal for females. They made an effort from last year by hiring one female. Ms. Edwards further discussed their outreach and what they are doing in New Jersey and their internal efforts. Mr. Nolan explained that they needed to do more outreach in New York. For Sales Job Group 4A for females and minorities, she stated that they met their goals last year, but set new goals for this year. She also stated that they have had hires, as well as terminations in this job group. In Warehouse Job Group 7A for women, they have set a goal and as openings occur, they will work with the professional and community based outreach organizations to fill these openings. She then explained

that it is a very labor intense job and that they have expended a lot of effort in this area. Drivers Job Group 7B is another very physically, taxing and demanding job and not very popular among women and thus it is difficult to recruit women. They had hired one woman who left the company.

USF's Metro New York Distribution Center utilizes the following local recruitment sources to provide opportunities for the advancement of minorities and females:

- Hiring Our Heroes
- Middlesex County Department of Workforce Development
- Rider University
- African American Chamber of Commerce
- Apostolate for Military and Veteran Families
- Collaborative Support Services of NJ
- Driver Recruitment Events
- Lincoln Technical Institute
- NJ State Parole Board Veterans Initiative
- Woodbridge Military Assistance Center
- Puerto Rican Association for Human Development
- The College of New Jersey
- US Chamber of Commerce
- West Virginia University
- Mercer County Labor & Workforce Development
- Perth Amboy Housing Authority

USF's outreach partnership with the above organizations includes, but is not limited to, posting its open positions, attendance at job fairs, providing facility tours and conducting Informational sessions about USF and its employment opportunities. Mr. Nolan asked the office of Diversity & Inclusion to compile a list of other recruitment sources in New York City for USF to consider as additional outreach partners.

In addition to the above outreach efforts, USF utilizes the following programs to provide opportunities for the advancement of minorities and females within its organization:

- Tuition assistance
- Performance evaluation
- Job posting
- On-the-job training
- External training
- Succession planning
- High potential programs
- Emerging leader programs
- Coaching

Finally, USF's conducts a periodic review of its affirmative action programs, including a review of employment transactions and progress toward the goals and objectives

identified in the AAP. They analyze their employment transactions to verify that their selection processes are non-discriminatory and that staff reductions do not impact disproportionately on minorities and/or women.

Mrs. Bolus expressed her desire that they have a small warehouse in New York and asked them to carry the message back that some board members expressed an interest in a facility that could be built or leased in New York City.

### **CARETECH SOLUTIONS, INC.**

Ms. Foxx stated that CareTech Solutions, Inc. is a new vendor from Detroit, Michigan. Their primary focus is Healthcare Service Desk for complex hospital IT systems. They have a total of four underutilizations, Professionals Job Group 2D (Operations) and Professionals Job Group 2I (Other IT) for minorities and Technicians Job Group 3E (IT Entry Level) and Technicians Job Group 3F (IT Senior Level) for females.

Venu Vaishya, Vice President, Human Resources, CareTech Solutions, Inc. represented CareTech Solutions, Inc. a wholly owned subsidiary of HTC Global Services, Inc. (HTC). He stated that HTC is a minority owned company, which acquired CareTech Solutions, Inc. in December 2014. He stated that CareTech is in the Healthcare Provider market servicing more than 150 hospitals throughout USA. Their Service Desk operations are based in Troy, Michigan and this location enables them to remain competitive in the market place. Besides Service Desk, they offer IT Outsourcing, Provisioning, Pulse Monitoring, Web Services, and Security Services. He stated that they won the Service Desk contract in December 2015 and the implementation has gone exceedingly well.

The discussion focused on the four underutilized areas as cited in the report. Mr. Vaishya stated that CareTech Solutions, Inc. is an Equal Opportunity Employer and hires talent from local schools, community colleges, and other educational institutions such as FOCUS HOPE in Detroit, Michigan. He then stated that high school graduates and two-year associate degree students are given cross training and are offered tuition reimbursement if they want to pursue a four-year college degree. He also stated that the firm reaches out to members of the local chamber of commerce and local colleges with the focus on hiring females. In addition, they do not require a standard 8-5 shift and can offer part-time jobs and evening and weekend shifts, which can be attractive to women with child care responsibilities. He stated that part-time employees are provided with benefits and opportunities to transition to full-time employment if and when they are ready. He further stated that they provide its employees with training and career opportunities to grow within the company and that it is their policy to promote from within based on performance and potential. In this effort, all jobs are posted on their intranet site. In addition, they make an effort to attract talent from external sources to infuse new thinking into the company. Towards this effort, they advertise on portals such as Dice, Monster, Career Builder, etc. HTC, CareTech's parent company, is certified by MMSDC (Michigan Minority Supplier Development Council) and NMSDC (National Minority Supplier Development Council) and participates in numerous events organized



by these two organizations. In addition, they focus on Asian recruitment by publishing jobs on the APACC (Asian Pacific Chamber of Commerce) web-site. Mr. Nolan stated that they should make an increased effort to employ females in their underutilized areas. Mr. Vaishya stated that they will make every effort to correct their underutilizations.

### **EEO COMPLAINT AND REASONABLE ACCOMMODATIONS 2015**

Blanche Greenfield, Senior Counsel, Legal Affairs, reported on the 2015 EEO Complaints. She stated that if an employee files a complaint of discrimination internally and is not satisfied with the result, the employee can file a complaint externally. She then stated that NYC Health + Hospitals employees often avail themselves of these rights and file complaints with agencies such as the New York City Commission on Human Rights (CCHR), the New York State Division of Human Rights (SDHR), the U.S. Equal Employment Opportunity Commission (EEOC). She further stated that employees who have suffered an illness or injury employees may need a modification of their work environment or their job duties in order to perform the essential functions of their job. Such modifications are called reasonable accommodations. During 2015, 478 requests were made for ADA accommodations and 325 or 79% were granted. She stated that if an employee qualifies for leave under the Family and Medical Leave Act (FMLA), the employee can receive an approved leave of absence for up to twelve weeks during which time he/she continues to receive his/her medical benefits. She also stated that often employees exhaust the twelve weeks of leave under FMLA and require additional time, which can be provided as a form of reasonable accommodation. In other cases, employees may be undergoing cancer treatments and want to come back to work part-time and a modified work schedule can be provided as an accommodation. In yet other cases, an employee may have a physical restriction, which can be accommodated by the EEO Officer to enable the employee to continue working. She noted that the provision of reasonable accommodations is required under the law and is reflected in the spirit of NYC Health + Hospitals' EEO Policy. She stated that one of the most rewarding parts of EEO Officers' jobs is to provide accommodations to employees who have disabilities so that they can continue to work. She further stated that the NYC Health + Hospitals has EEO policies to provide for a discrimination free workplace as well as procedures for employees to lodge complaints of discrimination. Employees have the right to file an informal complaint called an internal complaint with an EEO Officer which is investigated by the officer. Employees can also elect to file a complaint with an outside agency. These complaints are also investigated by EEO Officers to determine if a violation of a policy occurred. In cases where a violation has occurred, the EEO Officer recommends remedial or corrective action.

There being no further business, the meeting was adjourned at 12:35 pm.

**CONDITIONALLY APPROVED CONTRACTORS**

Annual Update

Sodexo Laundry Services, Inc.  
Gaithersburg, MD

Materials Management  
(Laundry Services)  
\$125,106,355.00

Crothall Facilities Management, Inc.  
Wayne, PA

Facilities Development  
(Clinical Engineering Services)  
\$252,884,799.00

**SODEXO LAUNDRY SERVICES, INC.**

**2016 UNDERUTILIZATIONS**

	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>DIFFERENCE</u></b>
<b>Total # of Employees</b>	1,596	1,339	(257)
<b># of Job Groups</b>	20	18	(2)
<b># of Underutilizations</b>	6	3	(3)
<b># of Minority Underutilizations</b>	3	0	(3)
<b># of Female Underutilizations</b>	3	3	-
	Admin JG 5A Admin JG 5B Prof JG 2F	Sr. Director JG 1D  Prof JG 2C Landscape Wrkr, Stock Wrkr JG 8A	

**NOTE:** Sodexo was able to eliminate the three minority underutilizations from last year, as well as two female underutilizations, yet picked up two additional female underutilizations which brings them back to three.

**Sodexo Laundry Underutilizations (2016)**  
**Comparison of Incumbency to Availability and Placement Goals**

**Job Group:** 1D - Senior Director, Executive Director

**Test:** Standard Deviation

**Total Employees:** 87

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	60	27	12	75	4	4	4	0	0	0
Employees (%)	69.0	31.0	13.8	86.2	4.6	4.6	4.6	0.0	0.0	0.0
Availability (%) Goal	56.0	44.0	22.3	77.7	7.3	8.1	5.2	0.4	0.1	1.2
Test: Standard Deviation	NO	YES	NO	NO	NO	NO	NO	NO	NO	NO
	2.43	-2.43	-1.91	1.91	-0.98	-1.19	-0.25	-0.58	-0.29	-1.03
Add'l Needed to Eliminate Problem Area (#)	0	2	0	0	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	12	8	0	3	4	1	1	1	2

**Sodexo Laundry Underutilizations (2016)**  
**Comparison of Incumbency to Availability and Placement Goals**

**Job Group:** 2C - Professional  
**Test:** Standard Deviation  
**Total Employees:** 101

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	72	29	27	74	5	3	19	0	0	0
Employees (%)	71.3	28.7	26.7	73.3	5.0	3.0	18.8	0.0	0.0	0.0
Availability (%) Goal	37.0	63.0	33.4	66.6	19.4	5.4	6.5	0.0	0.0	2.0
Test: Standard Deviation	NO	YES	NO	NO	YES	NO	NO	NO	NO	NO
	7.15	-7.15	-1.41	1.41	-3.68	-1.07	5.00	-0.17	-0.21	-1.42
Add'l Needed to Eliminate Problem Area (#)	0	25	0	0	7	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	35	7	0	15	3	0	0	0	2

**Sodexo Laundry Underutilizations (2016)**  
**Comparison of Incumbency to Availability and Placement Goals**

**Job Group:** 8A - Landscape Worker, Stock Worker

**Test:** Standard Deviation

**Total Employees:** 89

	Total									
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	54	35	88	1	70	16	1	0	0	1
Employees (%)	60.7	39.3	98.9	1.1	78.7	18.0	1.1	0.0	0.0	1.1
Availability (%) Goal	49.4	50.6	87.1	12.9	15.9	51.2	19.5	0.0	0.0	0.5
Test: Standard Deviation	NO	YES	NO	YES	NO	YES	YES	NO	NO	NO
	2.13	-2.13	3.32	-3.32	16.19	-6.27	-4.37	-0.16	0.00	0.85
Add'l Needed to Eliminate Problem Area (#)	0	1	0	4	0	20	9	0	0	0
Add'l Needed to Reach Availability (#)	0	11	0	11	0	30	17	0	0	0

**CROTHALL FACILITIES MANAGEMENT, INC.**

**2016 UNDERUTILIZATIONS**

	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>Difference</u></b>
<b>Total # of Employees</b>	157	151	(6)
<b># of Job Groups</b>	13	10	(3)
<b># of Underutilizations</b>	3	1	(2)
<b># of Minority Underutilizations</b>	-	-	-
<b># of Female Underutilizations</b>	3	1	(2)
	Mid/Lower Level VPs & Dir JG 1B Biomed Techs JG 3A Imaging Techs JG 3B	Mid/Lower Level VPs & Dir JG 1B	

**NOTE:** Crothall was able to eliminate two of the female underutilizations from last year.

**Crothall Underutilizations (2016)**  
**Comparison of Incumbency to Availability and Placement Goals**

**Job Group:** 1B - Mid/Lower Level VPs & Directors

**Test:** Standard Deviation

**Total Employees:** 29

Total										
	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Employees (#)	26	3	14	15	6	3	4	0	0	1
Employees (%)	89.7	10.3	48.3	51.7	20.7	10.3	13.8	0.0	0.0	3.4
Availability (%) Goal	45.3	54.7	29.2	70.8	14.3	7.4	6.2	0.1	0.0	1.1
Test: Standard Deviation	NO	YES	NO	YES	NO	NO	NO	NO	NO	NO
	4.80	-4.80	2.26	-2.26	0.98	0.62	1.69	-0.19	-0.03	1.17
Add'l Needed to Eliminate Problem Area (#)	0	8	0	1	0	0	0	0	0	0
Add'l Needed to Reach Availability (#)	0	13	0	6	0	0	0	1	0	0