



**THE METROHEALTH SYSTEM  
BOARD OF TRUSTEES  
INCLUSION & DIVERSITY COMMITTEE MEETING MINUTES**

Date: Wednesday, October 28, 2015  
Time: 2:00 p.m. – 3:37 p.m.  
Place: Board Room - K107  
Trustees: Mr. McDonald, Mr. Spain and Ms. Whiting  
Present: Dr. Boutros, Ms. Becerra, Ms. Delp, Ms. Diaz, Mr. Hodges,  
Mr. Jones, Dr. Kea, Ms. Krisak, Ms. Negron-McDaniel, Mr. Phillips,  
Ms. Rajjki, Ms. Rose, Ms. Warman and Mr. Pettus.

**MINUTES**

The meeting was called to order by Mr. McDonald at 2:05 p.m.

1. The minutes of the July 22, 2015 meeting were reviewed and approved.
2. Mr. Jones presented the Community Business Enterprise Report for Campus Transformation.
  - Current Contractor Commitments Displayed.
  - Projects coming to completion this quarter with a 29% increase – up from 17%.
  - Current Contractor Commitments with 30% Ethnic Minority.
  - The data includes a 12-month rolling report of actual versus projects in place with 24% participation.
  - Projects as closed for October 2014 and actual distribution to CBE were originated the week prior.
  - Dr. Boutros stated the goal was 20% for last year and 24% for this year.
  - The closed projects are at 24%.
  - 30% will be the goal for this year per Dr. Boutros.
  - Transformation Projects displayed with total costs.
  - Quarterly Summary for 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> Quarter for Non-CBE% and CBE%.
  - Dr. Boutros requested that Mr. Jones “track the individual worker” and report out at the next meeting.
  - Mr. Jones stated the data for outreach efforts, transformation projects and selected contractors with goals can be found on the Web.
  - Mr. Jones plans to explain to firms and designers/engineers, our opportunities and to Network.
  - Mr. Spain suggested Mr. Jones reach out to the State Contractors’ Assistant Program.
  - Ms. Becerra is collaborating with L. McBride from the Legal Dept. regarding what are our legal obstacles.
    - Dr. Boutros directed Ms. Becerra to work with M. Phillips to move forward since Ms. McBride has been on maternity leave.

- Dr. Boutros and Mr. Jones met with the Labor Unions and were very clear on our diversity workforce at different levels including local minority and women.
  - Suggestions for working with H/R for hiring veterans.
  - Mr. Jones stated his goals:
    - Collaborating with Construction, Design & Engineering.
    - Test the market at NEOMA.
    - Start small and build up.
    - Conduct professional audits.
    - Obtain professional firms to mentor.
3. Ms. Krisak presented Diversity & Local Spend
- Krisak will report out the high level data at the next meeting.
  - Total Number of Vendors = 3,490.
  - A large percentage of vendors have certification and 50% have several certifications.
  - Total 27.8% which includes: Minority Owned, Woman Owned, Veteran Owned, Disabled Vet, Hub Zone and Small Business.
  - YTD Sept. 2015 Diverse Spend - \$7.24 MM.
  - Businesses are minority-owned and we have certifications up to 7.2 million this year which were 4.5 million last year.
  - Steps Taken Towards Improving Diversity – Q3 2015
    - Plexus Network Night – Attendees included: MHS, Chamber of Commerce, PNC Bank and the LBGT Community was represented by us.
    - Greater Cleveland Partnership Economic Development Event at Corporate College.
    - Premier National Council Meeting.
    - The Ohio River Valley Women’s Business Council Round Table – C. Becerra attended.
    - Northern Ohio Minority Architects (NOMA) – Outreach Session.
    - Hispanic Business Center and Tremont West Community Development Council.
    - Appointed “Mentor” – Supplier Diversity Coordinator for Henry Ford Health System – Detroit.
      - C. Becerra served on the National Committee for Premier and now will serve as a Mentor to Henry Ford Health System who are new to Premier.
    - Vendor Outreach.
4. Mr. Hodges presented the Talent Acquisition Diversity Recruitment work
- Diversity in Management is represented well with a combined score of 40%.
  - We are above goal with 60% across the board.
  - Mr. Hodges attended the October Conference, “How to Mitigate Bias in Process” encouraging us to review our methods/strategies and raise awareness.
  - Dr. Boutros stated if we attract the right diverse candidates, we will fill our positions with the best candidate.
  - Physician & Leadership Composition data shows an increase of 4%.
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- A focus on Physicians coming out of Medical Schools was suggested at our last meeting.

- Dr. Williams and T. Gallagher attended a 4-day conference visiting the University of Chicago, University of Illinois and the University of Detroit to focus on physicians just coming out of medical school.
  - Dr. Boutros' goal for 2016 includes moving to Practitioners.
    - We need to improve the hiring process for Hispanic and African Americans.
    - Suggestions for incentive packages which include paying half of college tuition with restrictions and creating a pipeline in the high schools.
- 5. Ms. Diaz presented the Health Equity Initiatives.
  - Collaboration with Quality, Nursing, Residency, Medical Programs, Patient Experience, IS and H/R.
    - Increase awareness of the significance of health disparities and their impact at the individual level, family and local communities we serve.
    - Promote Health Equity by improving health outcomes for racial, ethnic and all under-served patient populations.
    - Implement education to staff around cultural competency and providing culturally and linguistically appropriate services.
    - Work with system partners on data gathering and utilization of data to reduce health disparities and improve health equity.
  - Initiate: REAL (Race, Ethnicity and Language)
    - Gap analysis completed to determine compliance of collection REAL data; have identified areas with the highest “declined” and “no response” rates.
    - Will focus on those areas first for education and implementation of the REAL online module and coaching services.
  - The data obtained helps us measure and implement programs to address disparities.
  - MetroHealth, Cleveland Clinic and Neighborhood Family Practice are participating on this committee, with the goal to identify short and long term collaborative opportunities to meet the needs of the Hispanic population while engaging external stakeholders (community members).
  - Initiative: LGBTQ Health
    - Survey implemented at the Medical Faculty Meeting to gauge their cultural competence on LGBTQ care with 25% of the respondents offering collaboration.
      - In the process of online education programming.
      - Partnering with Patient Experience Patient Relations Team (Don Vild) on how to better serve the LGBTQ patient community.
      - Working with Marketing to promote the PRIDE Clinic – updating signage.
      - Transgender Job Fair Committee formed for next year's April 2016 Fair.
  - Initiative: Diverse Nurse Recruitment
    - M. Diaz collaborating with M. Bechtle & M. Kline to develop and implement a diversity recruitment process for Nursing at MHS.
    - Partner with Talent Management and Human Resources for nurse recruiters to develop a structured nursing diversity recruitment process.
- Initiative: CLAS Standards

- ✓ Foster Cultural Competence
- ✓ Ensure Language Access
- ✓ Reflect and Respect Diversity
- ✓ Collect Diversity Data
- ✓ Build Community Partnerships
- ✓ Benchmark, Plan and Evaluate
- Initiative: Cultural Competency Education:
  - ✓ Nursing
  - ✓ Physician Leadership
  - ✓ Ancillary and Non-Clinical Employees
  - ✓ Methods of Learning
- L. Negron-McDaniel presented the Office of Inclusion & Diversity Report
  - Add meaningful metrics around employee movement – are opportunities being provided internally for employee development and promotion or repositioning?
  - We will look at a cross-section of employee development and promotion.
  - Meet with Dyad Leaders and engage them in the initial phase of diversity.
  - Dashboard process (create awareness, discuss resources and best practices and develop champions).
  - Track new talent (will select a cross-section of employees) to see the opportunities available to them, survey them on organizational culture, employee engagement and developmental opportunities (beyond new employee onboarding).
- Look at our culture.
- Check into learning/development.
- Take a deeper look at why “we hire them but don’t keep them?”
- How the Diversity Dashboards were implemented?
  - ✓ Partnership between Inclusion & Diversity and Human Resources was formed.
  - ✓ Customized Diversity Dashboards for targeted organizational leaders.
  - ✓ Met individually with each leader, presented their dashboard, and created space for robust dialogue.
  - ✓ Discussed challenges and opportunities.
  - ✓ Engaged each leader in discovering possible practices or solutions.
  - ✓ Agreed to meet again to discuss potential action planning/next steps.
  - ✓ Focused on race and gender.
- Community Engagement
  - Committee on Employee Experience (internal)
  - Women at Metro (WAM) Employee Resource Group (ERG) – first event 10/28/2015
  - Advocacy – space request for 30 Muslim employees for prayer (working with Facilities Management Dept.)
  - Hispanic Heritage Events
  - LGBT Events
  - Residency Recruitment Fair
  - Networking Event for Residents
  - New ERG information to target frontline staff
  - Employment and Vendor outreach

- Lincoln West Mentoring Program (Juniors & Seniors – D. Warman (executive sponsor) – I&D manages- Carole Becerra and Myles Pettus
- TRUE2U (Eighth graders) - C. Becerra (I&D), Debbie Warman (HR) and three other system partners
- MetroHealth Scholars Program ninth graders- (A. Hill and R. Andolsen manage)
- La Villa Hispana/DREAM Neighborhood (1/4 mile on W. 25<sup>th</sup> Corridor – submitted Bond funds).
- La Placita Summer Series
- LEAD Diversity and Diversity Center partnership (TV and radio).
- Advocacy – Jewish family use of the Sukkah for their religious observance –
  - (Identified space for a patient at OBC and worked with the family for their celebration).
- 2016-2018 Inclusion & Diversity Strategic Goals:
  - ✓ Goal 1: Culturally Competent Health Care
  - ✓ Goal 2: Recruitment and Retention
  - ✓ Goal 3: Workplace Inclusion
  - ✓ Goal 4: Training & Development
  - ✓ Goal 5: Supplier Diversity
  - ✓ Goal 6: Community Engagement
  - ✓ Goal 7: Sustainability & Accountability
- L. Negron-McDaniel would appreciate any feedback at any time.
- Equity of Care- Sign the Pledge
  - The Process – Dr. Boutros will sign.
  - Take the Pledge to achieve the three areas of the Call to Action within the next 12 months. We will focus on REAL (race, ethnicity and language data collection), language access services, and continuing to implement the CLAS standards.
  - Take Action – implement strategies that are reflected in your strategic plan and supported by the board and leadership.
  - Provide quarterly updates on progress to AHA and the board in order to track progress nationally.
  - Tell Others – achieve the goals and be recognized. Tell your story and share your learnings with others in conference calls and other educational venues including social media to accelerate progress collectively.
- Non-Consent/Action Items  
None
- Consent Items  
None

Meeting adjourned 3:37 p.m.

The next BOT meeting is scheduled for January 27, 2016, from 2:00 pm to 4:00pm in K-107.

Recorder:

Pamela Adams

Secretary, Center for Quality