



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

Date: Wednesday, July 26, 2017  
Time: 2:00pm – 4:00pm  
Place: Board Room – K107  
Chair: Ms. Whiting  
Trustees: Ms. Dee, Mr. McDonald, and Mr. Spain  
Present: Dr. Boutros, Mr. Stern, Mr. Phillips, Ms. Rajki, Ms. Delp, Ms. Warman, Mr. Jones, Mr. Hodges, Ms. Johnson-Hall, Dr. Kea, Mr. Martucci, Ms. Negrón-McDaniel

**MINUTES**

The meeting was called to order by Ms. Whiting at 2:05pm.

1. The minutes of the April 26, 2017 were reviewed and approved.
2. Ms. Negrón-McDaniel presented Office of Inclusion and Diversity (I&D) Report.

**2017 Enterprise Diversity Strategic Plan**

- Committees are formalized and activities are in place to be responsive to the I&D goals:
  - Supplier Diversity and Campus Transformation: Leverage and grow supplier network. Ensuring sustainable growth in supplier diversity spend by enhancing the vendor pool, and retaining diverse suppliers. Also, increase awareness within the system of diverse vendor opportunities.
  - Leadership Recruitment and Provider Recruitment: Attract qualified and diverse candidates. Human Resources owns the recruitment and selection process while department leaders should request a diverse talent pool. Provider workgroup will focus on increasing the diversity of our faculty and non-physician providers, particularly with underrepresented minorities.
  - The goal is to focus on mentoring and developing those in entry level positions to supervisor level; the Best-in-Class Leadership program focuses on training and developing employees to shift to the next level of leadership. We are performing well from entry into the organization and manager positions; for director and above we will continue to intervene with the candidate inclusion protocol.
  - Workforce Re-Entry: We will establish and implement a workforce re-entry policy, and will engage and employ underrepresented workforce re-entry applicants. Dr. Boutros reported that while many organizations shy away from employing this group, MetroHealth wants to focus on this; we want to be the first organization people reach out to for employment opportunities. We already have an established relationship with the county jail.
  - Nursing- Mr. Hodges reported nursing has their own definitions for recruitment and they are shifting to their approach to focus on nursing's specific recruitment needs.

### Underrepresented Minority Physician Recruitment Initiative Updates:

- Provider Recruitment- will be selecting a recruitment advertising agency to assist with overall recruiting efforts to include ad placement and online ads. This advertising agency will also support our minority recruitment needs, conduct appropriate research and make recommendations.
- Coordinating a Resident Recruitment Fair to be held in September. This event will attract internal and external Residents.
- Resident Performance Assessments identified eight (8) African American residents and five (5) Hispanic/Latino residents scored high on their assessments.
- Recruiting to fill the Recruitment of Diverse Provider Recruiter position.

Community Sponsorships and Memberships: MetroHealth has a formal sponsorship process and supports many organizations, including recognized organizations serving under-represented populations (race and gender) via sponsorships, memberships and community programming.

### Inclusion & Diversity Updates:

- Dr. Ines Cuebas accepted the position of Director of the Oscar Hispanic Pediatric and Adolescent Clinic.
- Dr. Melissa Armstrong, director of the MetroHealth Autism Clinic, requested support to survey patients and their families to develop more culturally and linguistically appropriate services. The Autism Clinic will create a Hispanic Autism Clinic.
- Brian Rentschler, Service Line Administrator, is working with Inclusion and Diversity and other system partners on ensuring resources are in place for Hispanic Services.
- New Providers presented:
  - Oladele Akinsiku, MD, Internal Medicine
  - Joi Stallworth, DDS, Oral Health

### Inclusion & Diversity Integration into Operations Updates:

- Goals:
  - Highlight and integrate the value of inclusion and diversity in management and operations.
  - Integration of inclusion and diversity strategy:
    - Fifty (50) staff were oriented on inclusion and diversity goals
    - Support goal-setting for aggregate diversity goals and metrics
    - 1:1 coaching for individuals interested in learning more
  - Workplace Inclusion:
    - We have eight (8) Employee Resource Groups
    - Continue to facilitate Values Orientations
    - Increased the number of Employee Experience sessions at the ambulatory sites
  - Training and Development:
    - I &D is participating in Best-in-Class Leadership program
  - Community Engagement:
    - Participated in LGBTQ Roundtable Forum; MetroHealth at La Placita summer community series.

### 3. Mr. Jones presented the Community Business Enterprise Report.

- Presented Q3 2017 current active committed spend
- Four companies have responded to the RFP, these are local major firms that know the business well
- We have a local focus, and as we continue to move through the transformation we will engage non-local businesses as well for capacity-building purposes
- Ms. Whiting shared the need to redirect businesses towards the certification process as there are many businesses that are not certified or qualified (MetroHealth will only engage certified)

- Over the course of the year's reports, variation will be displayed because of:
  - New projects, consultants, contractors being added.
  - The progression of project as more specific information becomes known.
  - Actual value of spend at the end of the project engagement.

4. Mr. Martucci presented Supplier Diversity (SD).

- The Spend is being measured differently. It will be reviewed by Baseline and Local/Regional Spend Trend. There is a fairly steady trend.
  - Presented Q2 2017- compared Q2 – Q4 2016 and Q1 & Q2 2017 Spend: No significant change year-to-year. Spend Trend is at 27%.
  - Presented Q2 2017 Baseline and Diverse Spend Trend:
    - Compared Q2 – Q4 2016 and Q1 & Q2 2017 Spend: Increased slightly Q1 2017.
  - Presented Q2 2017: Diverse Vendor Trends: (2,993 vendors)
    - Compared Q2 – Q4 2016 and Q1 & Q2 2017 Spend: No significant change year-to-year. Spend Trend ranged from 8%, 7% and at 6% by Q1 & Q2 2017.

Supplier Diversity Accomplishments

- New diverse vendor classifications defined and instituted (ethnicity is also defined).
- Pursuing a 3<sup>rd</sup> party – CVM Solutions: For diverse vendor data scrub; and subscription to National Database to expand diverse supplier sourcing.
- Purchasing process enhancements: Requiring solicitation of at least one (1) diverse supplier for purchases over \$20K.
- We will not automatically extend contracts without reassessment of diverse supplier opportunity.

5. Mr. Hodges presented the Talent Acquisition Report – Candidate Initiative.

Leadership Racial Diversity Composition by Title (Vice President, Director, Manager)

- Reviewed the changes and fluctuations in leadership from 2013 – 2017.
- 2015 – 2017 leadership changes were due to leaders retiring or resigning.
  - Vice President: 13%, 5%, 5%
  - Director: 12%, 11%, 13%
  - Manager: 18% 19%, 16%

Dr. Boutros requested that the director leadership metric is reflected in future reports as two different types of directors' levels of leadership.

- Executive Director Leadership
- Director Leadership

Ms. Dee requested that leadership metrics are added to include the rate of promotions and terminations.

Management Recruitment Strategies to recruit and attract the best talent.

- Approved to Recruit: Identify relevant areas to post job, and establish a recruitment timeline.
- Recruitment Strategy: LinkedIn; Networks; Periodicals.
- Candidate Slate: Review candidate pool with panel; Vice President of Human Resources reviews prior to employment offer.
- Onboarding: Help new hires with ongoing professional development. Assign a mentor to the new management hire.

Pipeline Development.

- Workforce Development: Partnership with Towards Employment and Tri-C.
- Tuition Reimbursement: Since 2014, \$1.7 million utilized for higher education.
- College Now: Access to resources for higher education. Nearly twenty percent (20%) of participants are diverse.
- Learning & Performance Classes: Twenty-seven percent (27%) of participants are diverse. Participants take an average of two (2) classes.

6. Ms. Whiting and Rajki presented the Refinement of the 2017 Metrics for Performance Based Variable Compensation Plan.

- Ms. Whiting reported the board adopted the metrics in March of 2017, internally the metrics were tied to performance compensation program; this is a new tactic in this field.
- The 2017 Metrics include an aggregate diversity score composed of underlying diversity and inclusion metrics.
- Ms. Whiting stated that there is an intention to live the values of inclusion and diversity; we will continue to track the goals and they are in line with the strategic plan. Ms. Whiting also stated there will need to be a review of the diversity charter and would like board representation on a review committee.
- Dr. Boutros made the recommendation that MetroHealth accept the refinement of the 2017 metrics for the plan already approved to incorporate the Diversity and Inclusion Metrics in the form present at today's meeting; the recommendation was accepted and approved by the board members in attendance.

Meeting adjourned at 3:45pm

The next BOT meeting is scheduled October 25, 2017

Respectfully submitted by Francine Johnson-Hall