



# Center for Diversity, Inclusion and Health Equity Report



**Northwell**  
Health®



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# Dear friends,

Expanding access to care is a strategic priority in Northwell Health's mission to provide our communities with customized, quality health care.

How and where you are born, mature, work and live your daily lives all determine how healthy — or unhealthy — you are.

Our Center for Diversity, Inclusion and Health Equity identifies the roots of health disparities between populations and then finds ways to address them.

State-of-the-art technology is certainly valuable to affect positive outcomes, but our ultimate tool is the human touch — health care's most crucial element.

For that reason, the Center for Diversity, Inclusion and Health Equity puts a priority on rekindling humanism in delivering high-quality medical care.

True healing needs compassion, so center staff members devote time “on the ground” toward developing rapport and trust with underserved community members and their loved ones.

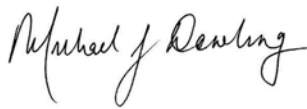
To advance our goal of addressing health disparities, the Center for Diversity, Inclusion and Health Equity has focused on diversity, inclusion, health literacy and community. An integral part of those efforts involves the creation of Business Employee Resource Groups (BERGs).

BERGs give cohorts from across the health system a platform to be heard. They promote unity by addressing the needs of neighbors and colleagues who are veterans (VALOR), LGBTQ members and allies (EXPRESSIONS), environmental advocates (GreenBERG) or are our cultural ambassadors (BRIDGES). Launched this year, N-Able is our newest resource for individuals with disabilities, their loved ones, employees, hiring leaders, clinicians and our communities.

For years, Northwell Health, its hospitals and other facilities have been recognized for their culture of diversity and inclusion by the most influential organizations in the field, including the Human Rights Campaign, DiversityInc and *Fortune* magazine.

We are building on these accomplishments, gaining momentum and narrowing formidable gaps in healthcare access. Together we can make a difference.

Sincerely,



Michael J. Dowling  
President and CEO  
Northwell Health



# Dear friends,

Over the last seven years we have expanded our diversity, inclusion and health literacy strategies to support Northwell Health's mission to eliminate healthcare disparities and deliver culturally sensitive health care. We started our journey to health equity in 2010 when a multi-year strategic plan was put in place. The strategy included baseline assessments of several hospitals' readiness to ensure effective communication, cultural knowledge and patient-centered care.

**The results of this assessment were used to establish the six pillars that remain relevant today.**

- **Education & Development:** In partnership with the Center for Learning and Innovation (CLI), we established educational programs to introduce these values and their importance to our employees.
- **Communication:** Policies and protocols to advance effective communication. Health literacy and cultural awareness were implemented for the delivery of high-quality, culturally and linguistically appropriate patient-centered care.
- **Community Partnerships:** Business Employee Resource Groups (BERGs) were established in partnership with Human Resources to enhance recruitment and retention of culturally diverse employees as well as provide workforce engagement and community outreach.
- **Commitment:** A strategic partnership was established with the New York/New Jersey Minority Supplier Diversity Council to ensure we prioritize minority suppliers and partners as part of our vendor strategy and provide metrics that included these partnerships.
- **Culture and Accountability:** Incorporated leadership governance is a vital part of our strategy. As such, the Executive, Physician and System Councils were launched to focus on diversity, inclusion and health equity. Given that 80% of health outcomes are influenced by cultural and social encounters, this approach was timely and relevant in advancing Northwell Health's mission.
- **Workforce Engagement and Supplier Diversity:** As Northwell Health continues to align its mission to focus on a partnership for improved health and wellness of our communities, our next chapter will include a more intensified focus on reigniting humanism to achieve health equity. We are proud to serve as a resource for Northwell Health workforce so that culturally sensitive care can be provided to Northwell Health communities. The Center for Diversity, Inclusion and Health Equity conveys a focus on diversity, inclusion, gender equity, women's health (The Katz Institute of Women's Health), health literacy, cultural and linguistic competency, community partnership and community and gender-based research initiatives. In our work, the spirit of inclusiveness, equality and dignity finds its voice. Our task is to make those core aspirations concrete and discover what will take us further.

The Center for Diversity, Inclusion and Health Equity will continue to align its efforts with the U.S. National Prevention Strategy (NPS) to improve the health and wellness of the more than eight million people who live in the communities served by Northwell Health. The NPS guides us to the most effective and achievable means for improving health and well-being.

As a participating organization in the American Hospital's Association #123forEquityPledge to Act to Eliminate Health Care Disparities, we are continuing to develop and implement strategies to fulfill metric requirements, refine community outreach programs, provide cultural competency training and diversify our leadership pipeline.

We are eager to listen to people in every community, challenge our own assumptions, and chart new territory. We empower Northwell Health to look beyond science, embrace the unknown, and ask different questions. It's our way of looking at healthcare differently.



A handwritten signature in black ink that reads "Jennifer Mieres".

**Jennifer H. Mieres, MD**  
Senior Vice President,  
Chief Diversity and  
Inclusion Officer











A handwritten signature in black ink that reads "Michael P. Wright".

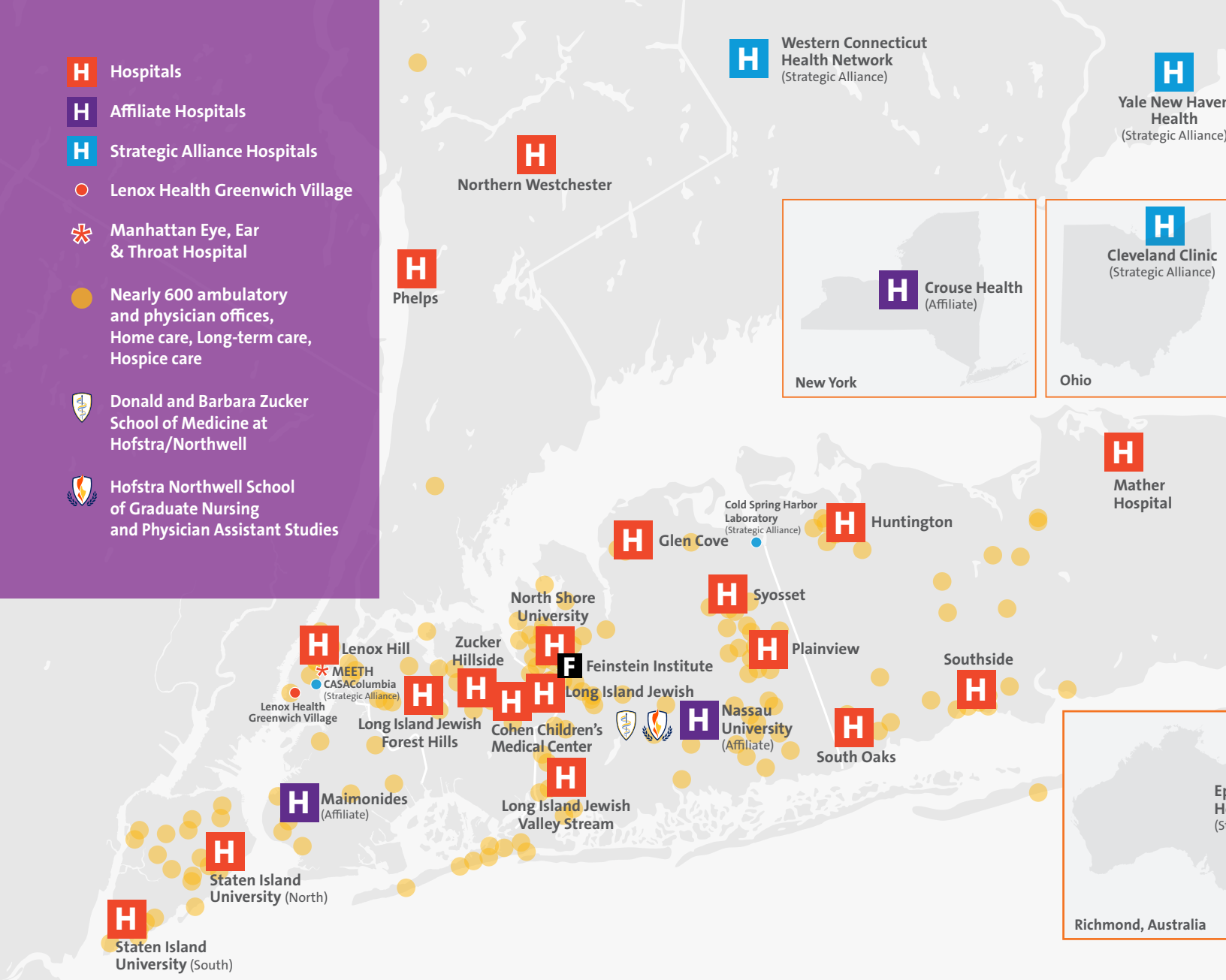
**Michael P. Wright, EdD**  
Vice President,  
Diversity and Health  
Equity



A handwritten signature in black ink that reads "Eugene S. Tangney".

**Eugene S. Tangney**  
Senior Vice President  
and Chief Administrative  
Officer

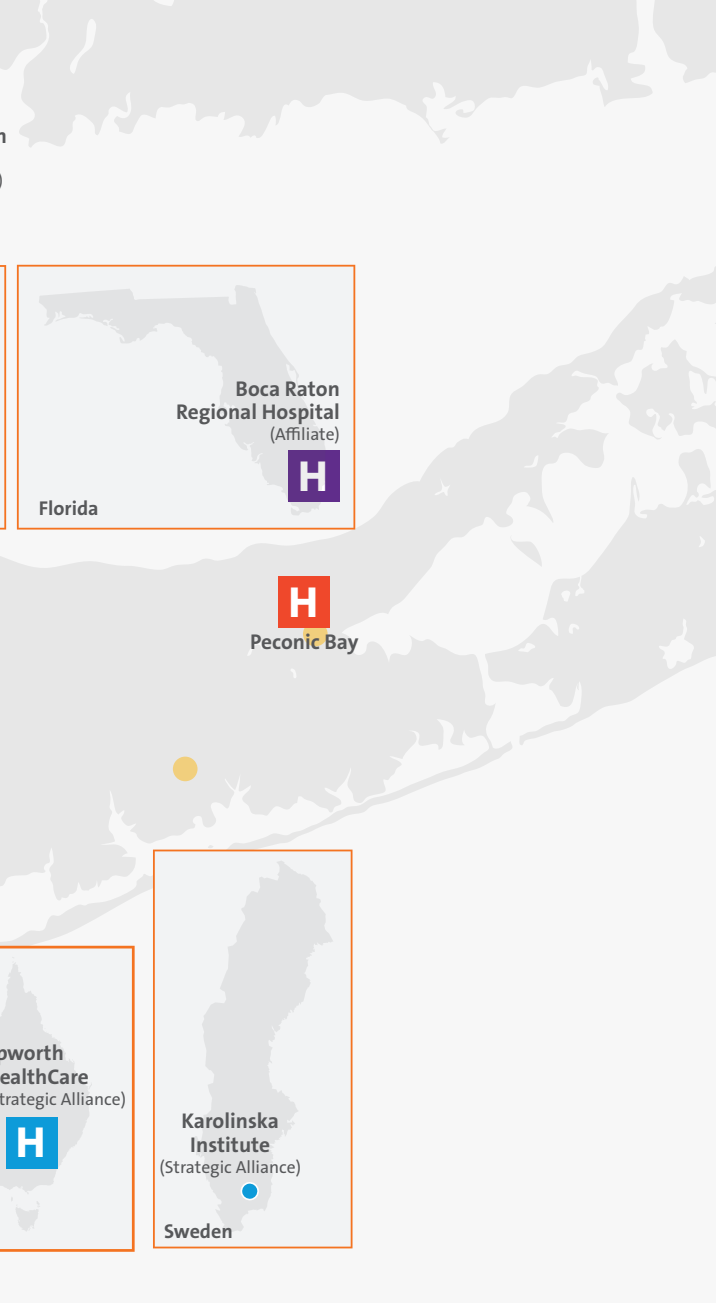
-  Hospitals
-  Affiliate Hospitals
-  Strategic Alliance Hospitals
-  Lenox Health Greenwich Village
-  Manhattan Eye, Ear & Throat Hospital
-  Nearly 600 ambulatory and physician offices, Home care, Long-term care, Hospice care
-  Donald and Barbara Zucker School of Medicine at Hofstra/Northwell
-  Hofstra Northwell School of Graduate Nursing and Physician Assistant Studies



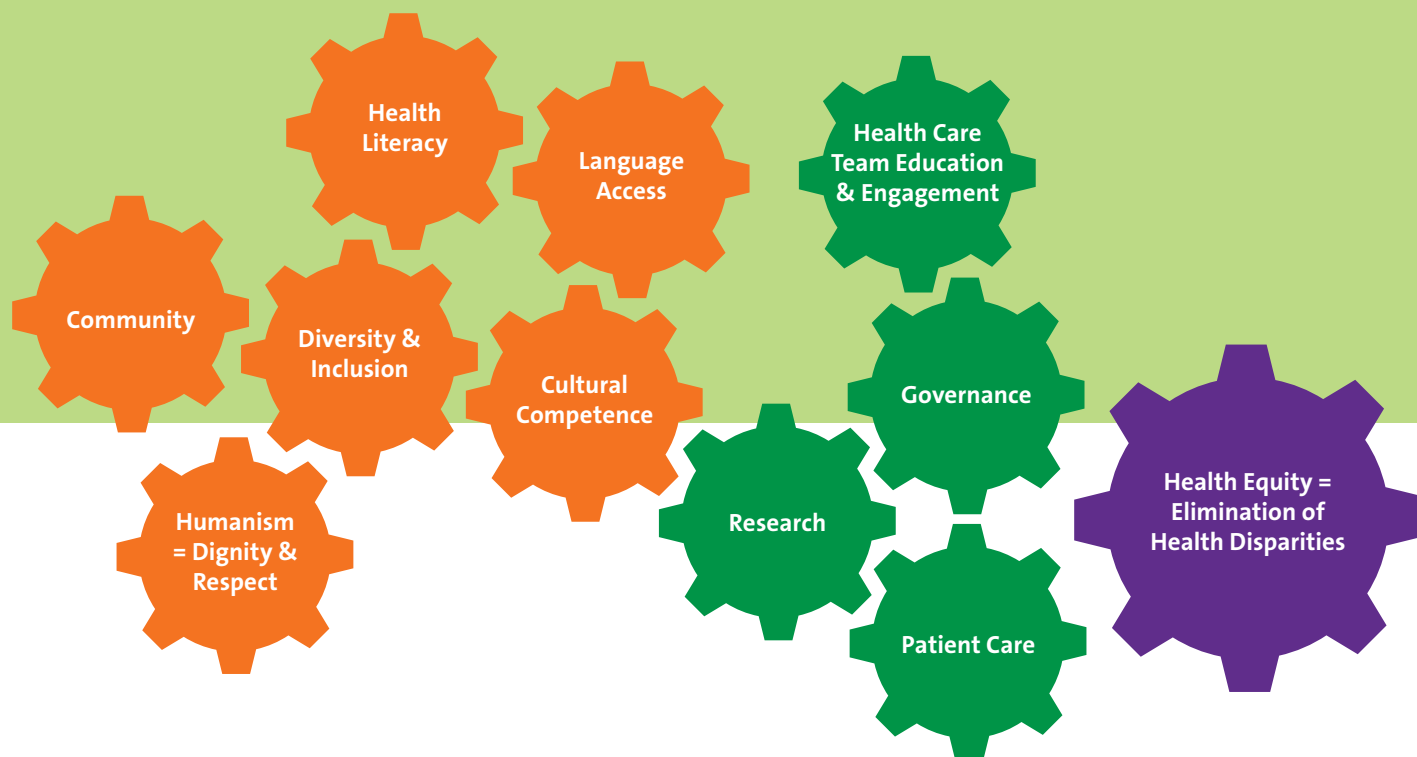
# Northwell service area

“Health equity is a priority for Northwell and it can’t just be words on a page. We have to listen to our communities and we have to understand what they are asking of us.”

— Mark Solazzo, Executive Vice President and Chief Operating Officer



Northwell Health is the **14th largest** health care system in the U.S. It is comprised of **23 hospitals**, over **600 ambulatory practices**, and other health care, home care, long-term care, and hospice facilities. It is New York State's largest private employer with **66,000 employees**, including **15,000 physicians** and **15,000 nurses**. It serves an area of over **eleven million people**, **39%** of whom speak a language other than English, on Long Island, the five boroughs of New York City and Westchester County.



# Center for **Diversity, Inclusion and Health Equity**

“As we analyze components needed to deal with the epidemic of chronic disease, we recognize that 80% of health outcomes depend on everything other than the medical encounter. Our culture, spiritual beliefs, factors of socioeconomic status, where we live, or how we view our health, our job or lifestyle will impact our health outcomes.”

— Jennifer H. Mieres, MD, Senior Vice President, Center for Diversity, Inclusion and Health Equity;  
Chief Diversity and Inclusion Officer

## Journey traveled: integrating diversity, inclusion and health equity into a health system

As the surrounding communities of the metropolitan New York City area have become more diverse, Northwell Health has established a formalized approach to diversity and inclusion in healthcare delivery and in healthcare leadership to address the changing demographics in the community; recognizing the importance of linking cultural competency to patient safety and improved health outcomes; and meeting legislative, regulatory and accreditation mandates. This means advancing cultural and linguistic competence, and promoting effective communication to eliminate health disparities and enhance patient outcomes.

In July 2010, Northwell Health and the Donald and Barbara Zucker School of Medicine at Hofstra/Northwell aligned their existing diversity and health literacy initiatives, and established the Office of Diversity, Inclusion and Health Literacy. During the first year, the office executed the American Medical Association's Communication Climate Assessment Tool (C-CAT), which is a baseline assessment of several hospitals' readiness to ensure effective communication, cultural competence and patient-centered care. Findings from this assessment were presented to Northwell leadership, which resulted in the creation of a multi-year strategic plan to establish goals and initiatives to foster a culture of diversity, inclusion and health literacy across the health system, medical school and our communities. There have been strategic steps put in place comprised of education and programs specific to diversity, inclusion, cultural competency, health literacy and language access.

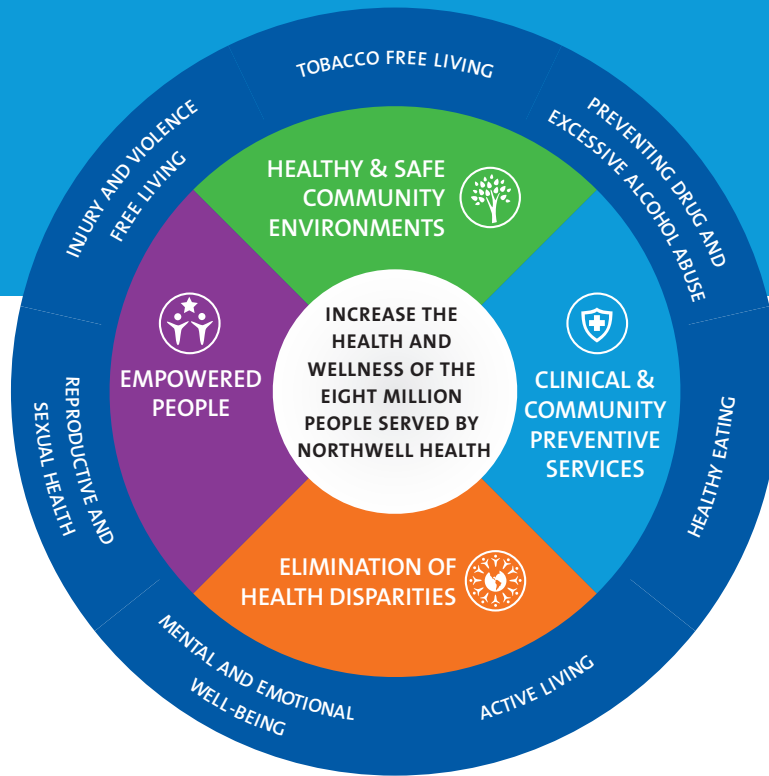
**“Institutions that highlight equity and diversity are ones that are optimistic; they focus on fairness and opportunity for all.”**

— Stacey E. Rosen, MD, Vice President, Women's Health,  
Katz Institute for Women's Health

## Alignment of Diversity, Inclusion and Health Equity to the Workforce



\*American Medical Association Communication Climate Assessment Toolkit



## Alignment with the **National Prevention Strategy (NPS)**

The NPS promotes reducing disparities in health to enable all people to live healthier lives and improve the overall quality of life for all Americans. The Center for Diversity, Inclusion and Health Equity is integral to Northwell's success in advancing this imperative.



**“Healthcare organizations that incorporate the tenets of diversity, inclusion and health equity into their healthcare delivery model are the ones that foster a partnership with their patients, with their teams, their communities and excel at improving health outcomes.”**

– Jennifer H. Mieres, MD, Senior Vice President, Center for Diversity, Inclusion and Health Equity;  
Chief Diversity and Inclusion Officer

In June 2011, The U.S. Department of Health and Human Services announced the nation’s new **National Prevention Strategy**. Called for under the Affordable Care Act, its vision is working together to improve the health and quality of life for individuals, families and communities by moving the nation from a focus on sickness and disease to one based on prevention and wellness.

Four of the **Strategic Directions** delineated in the NPS – Healthy and Safe Community Environments, Clinical and Community Preventive Services, Empowered People, and Elimination of Health Disparities – have components that prove essential in understanding how diversity, inclusion and health equity can be operationalized within the context of medical care. Drawing on the current landscape

of healthcare reform and innovation, the center has aligned its philosophy and activities with the NPS in order to maximally improve the health of the populations it serves. Diversity, inclusion and health equity align with two of the four strategic directions of the NPS, **Empowered People** and **Elimination of Health Disparities**, which are fundamental to improving the nation’s health.

We have evolved our strategy and function to better support and integrate the NPS into our core development to meet the changing needs of our organization and the communities we serve. Renamed as the Center for Diversity, Inclusion and Health Equity, our next chapter is focused on re-igniting humanism in health care.

# ▲ Achieving a health equity framework

“Health equity means patients can achieve the outcomes they are supposed to – according to the patients. We don’t just treat diabetes. We treat John who has diabetes.”

—Ram Raju, MD, Senior Vice President, Community Health Investment

Healthcare organizations are increasing their efforts to find more impactful strategies to achieve health equity. There can be no quality without equity. Diversity and inclusion practices and community partnerships are essential strategies toward that goal. To achieve this goal, the Center for Diversity, Inclusion and Health Equity will focus on equity of care:

**Increased focus** on the elimination of health care disparities through inclusion, respect and the importance of partnerships between our organization and the communities we serve.

**Serving as a resource** for the health system and communities, focused on diversity and inclusion, women’s health (sex and gender), health literacy, education, cultural and linguistic competency, community partnership and appropriate community- and gender-based research initiatives.

**Operating as an inter-disciplinary center** with collaborative teams who partner with all of our constituents to ensure the elimination of health and gender disparities through partnerships, education and access.



# Center for Diversity, Inclusion and Health Equity



Our mission is to **advance the delivery of culturally and linguistically appropriate health care in partnership with our communities with the goal of achieving health equity.** We align with our health care teams and the communities we serve to:

- Address racial, ethnic, sex and gender disparities
- Be a trusted partner by fostering a culture of inclusion
- Empower all people to be partners in their healthcare management
- Implement an expanded model of healthcare delivery through health literacy, education and cultural and linguistic competency

# The path towards health equity

## Achieving health equity framework

There can be no quality without equity — diversity and inclusion practices and community partnerships are essential strategies toward that goal.

Vision: A society of healthy communities where **all individuals reach their highest potential for health.**

Health Equity




Discussions of health equity provide an opportunity to address ways on how to best serve the changing demographics. The Center for Diversity, Inclusion and Health Equity has adopted the **patient as a partner** approach to health care that is intentional about recognizing, acknowledging and understanding the numerous individual challenges that exist in diverse patient populations. Providers need to have the ability to meet the cultural and spiritual needs of our diverse patient and family population. The **patient as a partner** approach enhances the patient/customer experience achieving better health outcomes by commitment to service. To deliver excellent patient- and family-centered care, all healthcare professionals will require a unique level of competency, understanding and sensitivity to the diverse populations served by Northwell Health.




Going forward, the Center for Diversity, Inclusion and Health Equity will focus on eight key strategic priorities to heighten awareness and address the need to enhance health equity.

## The goals of the center are to:



**Improve** the collection and use of race, ethnicity and language data by establishing consistent standards across all electronic medical record and registration platforms and training employees to accurately collect and use data.




**Develop** our cultural competency curriculum including enterprise-wide unconscious bias education, virtual learning platforms and aligning and embedding cultural competency training resources into existing clinical and nonclinical training.



**Enhance** leadership diversity through strategic initiatives focused on diversity and inclusion through the entire employee life cycle. This includes ensuring the attraction and retention of a diverse pipeline of talent; diverse slate; diverse recruitments; continued diversification of the Board of Directors; leadership governance for diversity and health equity and the establishment of system diversity and inclusion dashboard tracking and reporting.



**Launch** a community education campaign to support the cultural and linguistic needs of the community members.




**Expand** the Business Employee Resource Groups to attract and retain a diverse pipeline of talent, be the trusted partner within the communities Northwell serves and ensure strategic alignment of BERGs to workforce, marketplace and community needs.



**Advance** our inclusive model and gender-specific programs for women's health through the Katz Institute for Women's Health.



**Evolve** our supplier diversity strategy and accountabilities to better promote our diverse community vendors.



**Promote** our story and be known as a leader in health equity nationally.



## A commitment from leadership

### Board of Trustees Subcommittee: Community & Public Health

The Board of Trustees ensures the development of community benefit initiatives to promote the broader health of the community. In fulfilling these responsibilities, the Board has charged

Northwell's Committee on Community Health with establishing priorities based on community needs and assets, approving the community service plan and monitoring progress toward identified goals. The Board of Trustees requires an annual report of community benefits from the CEO. This report will contain an inventory of current services and practices; monies expended; and, as applicable, collaborations with other community agencies within its service area.

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**“An organization that embraces health equity is one that is inclusive and has a management team that makes this a major priority...it’s a culture – it’s not a program. It’s never perfect. It’s a goal without a finish line. You can never take your eyes off of it.”**

– Michael J. Dowling, President and CEO

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## The Executive Council on Diversity and Health Equity

The Executive Council on Diversity and Health Equity provides executive oversight on diversity, inclusion, health literacy programs, language access services and other initiatives. The Executive Council is chaired by the president and chief executive officer of the health system, and is comprised of other members of senior leadership including the SVP and chief diversity and inclusion officer.

## Katz Institute for Women’s Health (KIWH) Steering Committee

The KIWH Steering Committee is a multi-disciplinary group with representatives from Northwell Health’s major clinical areas. The Committee participates in developing the strategic plan, defining and launching initiatives for KIWH and disseminating gender-based clinical guidelines throughout the health system, all with the goal of achieving clinical integration and advancing the KIWH mission.

## Physician Council on Diversity and Health Equity

The Physician Council on Diversity and Health Equity was established in an effort to promote institutional excellence in patient care, patient health outcomes and

research. Comprised of senior level full-time faculty members from the volunteer staff society and recommended service lines, the Physician Advisory Council is co-chaired by physician leaders for the organization.

## Diversity & Health Equity System Council

The Diversity and Health Equity System Council shares best practices, fosters collaboration and supports diversity and health equity strategic priorities throughout the organization. The Council is chaired by the senior vice president, chief administrative officer of the health system and the SVP and chief diversity and inclusion officer. Members are representative from each site or facility of the organization.

## Effective Communication in Health Care Committee

In an effort to promote organizational changes necessary to enhance the alignment of healthcare demands with the abilities and skills of the communities we serve, multi-disciplinary committees were established. The Committee members are responsible for health literacy, patient education and language access at their respective facilities with corporate oversight from the Center for Diversity, Inclusion and Health Equity.

## Graduate Medical Education Council

Northwell Health is committed to training, supporting and nurturing physicians from all backgrounds. We fully understand that diversity is integral for our institutional excellence and a means to attaining health equity. As a result, our diversity and inclusion efforts are a part of everything we do, from education, to clinical care, to research, to physician well-being. The Council is chaired by the director of GME Diversity and Health Equity.

## Diversity & Inclusion Workforce Council

The purpose of the council is to help create and support Northwell’s strategy around attracting, developing and retaining a diverse and skilled workforce. The Council created a strategic platform focused on promoting diversity, equality and inclusion in four key areas:

- Recruitment and Selection
- Employee Value Proposition (Engagement, Well-being and Total Rewards)
- Training and Development
- Promotion, Empowerment and Retention

The Council is chaired by the SVP and chief people officer.

# Our commitment to education & development

Northwell Health focuses on improving the health of the communities it serves and is committed to providing the highest quality clinical care. In doing so, Northwell recognizes the following as essential components for the delivery of excellent, safe, quality patient care: humanism, diversity and inclusion, language access services, health literacy, cultural competency, research and publications, and community outreach.

The center established system-wide policies and procedures to ensure meaningful access to services, programs and activities to incorporate health literacy, language access and cultural competency into patient-centered care.

The Center for Diversity, Inclusion and Health Equity hosted the **2017 Diversity, Inclusion and Health Equity Senior Leadership Summit: The Journey to Health Equity: “How Do We Close the Gap?”** as an educational forum for 200 Northwell senior leaders. The keynote address was delivered by Daniel E. Dawes, attorney and health policy expert. Mr. Dawes highlighted the journey to health equity: looking back and moving forward and stressing the importance of increasing health and wellness of all Americans.

**Unconscious Bias Training Program** – a new initiative was introduced, designed to address the challenges of unconscious bias in the healthcare setting. Towards this end, several dozen facilitators across Northwell Health have been trained to offer intensive workshops to all Northwell Health employees.



The objectives of these workshops, which have taken the form of Grand Rounds, departmental staff meetings, classes offered at our Center for Learning and Innovation, among other settings, include: understanding the science of unconscious bias including



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“We need to put in place training and education techniques and patterns so that we can work with diverse populations. We need to understand how people want to be treated. It’s not enough anymore to think about how I think you want to be treated. We’ve got to flip the equation and think about it from the other way.”

— Joseph Moscola, SVP and Chief People Officer

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**“Ignorance causes exclusion.  
Education forces inclusion if  
you do it right.”**

— Michael J. Dowling, President and CEO

the processes of the unconscious mind; identifying how biases can impact critical healthcare decisions and outcomes; increasing awareness of how our own backgrounds impact on our perceptions; learning how to promote and advocate for inclusion individually and organizationally. In the past few months, **over one thousand** Northwell employees have been trained including physicians, nurses, and representatives from every segment of our workplace. Our overarching goal is to have every employee trained in unconscious bias so as to be able to put these principles into practice for the betterment of our patients and our employees.

**“Diversity and inclusion is the  
critical culture of trying to  
have your workforce reflect  
the patients you care for in  
health care. Everyone, both the  
patients and the workforce, can  
be themselves and be uniquely  
welcomed as part of the team.”**

— Lawrence Smith, MD, Executive Vice President,  
Physician-In-Chief



## Offerings:

- **Hofstra School of Nursing Health Literacy curriculum:** This course consists of four seminars designed to introduce the student to fundamental concepts and issues surrounding health literacy.
- **Hofstra University Physician Assistant Program:** Two-hour course for all Physician Assistant students. This interactive course focuses on the medical, legal and business case for language access services, and techniques to enhance effective communication and health literacy.
- **Institute for Nursing:** One-hour course for all registered nurses, nurse practitioners and physician assistants to exemplify Northwell’s commitment to the cultural and linguistic needs of our patients, families, colleagues and the communities we serve. The course highlights how various issues involving race, ethnicity, biases, culture, language, and health literacy critically impact engagement and patient experience.
- **Zucker School of Medicine at Hofstra/Northwell:** One-hour course for all third-year medical school students. This interactive course focuses on the medical, legal and business case for language access services and techniques to enhance effective communication and health literacy.
- **Physician Leadership Development Program (PLDP):** This four-hour course focuses on leadership’s central role in promoting, sustaining and advancing an environment that supports Northwell Health’s principles of equity, diversity, inclusion, health literacy and cultural awareness. These core competencies are an integral component to providing an increasingly patient-focused, inter-professional and collaborative healthcare model. This course discusses how participants as physician leaders can further develop their awareness of unconscious bias and how it impacts leadership decisions.





## Our commitment to our **workforce**

As a leader in health care serving multicultural communities, we have a responsibility to cultivate and foster diversity within our organization so that we may better serve our diverse populations. Health care needs both diversity and inclusion to be successful. The Business Employee Resource Groups (BERGs) were established to enhance engagement, innovation, talent development, and promote an inclusive culture ensuring the delivery of culturally-sensitive, quality patient care. The BERGs foster a diverse, inclusive workforce that aligns with our organizational mission, values, goals, business practices, future leaders and objectives.

Benefits of joining a BERG include the opportunity for professional development and networking, a collective voice, a role in fostering a community of support, respect and advancement, engagement in recruitment and retention efforts, and broadening cultural awareness throughout Northwell Health.

**BERG objectives leading to high-quality patient care and community wellness include:**

- Employee engagement
- Enhancing talent recruitment, retention and development

- Serving as ambassadors to internal/external communities

All employees are encouraged to voluntarily join a BERG based on their commonalities to bring their whole self to work, expand our market reach and provide an opportunity for talent development.

**As an integral component of our Diversity and Health Equity strategy, our BERGs:**

- Foster and cultivate a diverse pipeline of talent
- Create a mentoring culture by recognizing, inspiring and fostering high potential talent
- Serve as a solid support system for Northwell Health to foster education, awareness, respect, and inclusion within the workplace

To join a BERG, please go to: Employee Intranet ➔ MySelfService myTools ➔ BERG Membership Application. For additional information please contact: [BERGroup@northwell.edu](mailto:BERGroup@northwell.edu)



## **Valor**

Our military and veterans BERG, VALOR (Veterans and Allies: Liaisons of Reintegration), is comprised of employees who have served or currently serve in the U.S. Military, have family members in the service or are interested in issues pertaining to veterans and veterans' affairs.

The mission of VALOR is to engage and positively impact military personnel, veterans and their families through community reintegration, counseling, employment assistance as well as health and wellness care. VALOR offers opportunities for Northwell employees who have served in the armed forces to speak to veterans from local colleges about how to transition their military experiences to the civilian workplace; outreach to veterans communities and government organizations; increasing awareness of treatments and services available to military veterans and their families; and sponsorship of educational and fundraising events for existing programs that serve military veterans and their families. VALOR's goal is to positively impact Northwell's measurable objectives as they relate to recruitment, talent development and mentorship, as well as to increase community outreach and awareness of available treatment and services to best care for our veterans and their families.



## Accomplishments

- **The Nassau County 5k/10k Run & Walk for Veterans** – collaboration with Military and Veterans Liaison Services, Nassau County Veterans Service Agency and Semper4Veterans, all donations and race proceeds assisted disadvantage veterans with much needed assistance with housing, employment, suicide prevention
- **Annual Military Luncheon** – with special guest Veteran Dan Lasko (The Return)
- **Face of America Liberty** – West Point to Ground Zero, 55-mile warrior bike ride honoring military veterans who have been injured or disabled during their service. Riders include active duty, retired military, first responders and civilians. Northwell Health was a presenting partner
- **RangersTown 5K at Flushing Meadows Park** – Presented by Northwell Health, proceeds benefited The Garden of Dreams and Northwell Health Foundation
- **2017 Stephen Siller Tunnel to Towers Walk/Run (5K)**

“I pursued a career at Northwell Health because of the organization’s commitment to military service members and veterans; knowing there is a BERG made up of people who share my passion to support these men and women was the icing on the cake.”

– Lisa Fischer, VALOR member



## Bridges

BRIDGES is comprised of employees, also referred to as ‘cultural ambassadors,’ dedicated to enhancing cultural sensitivity by engaging employees who are passionate about embracing relationships with the diverse communities served by the health system, through a shared understanding of cultural, spiritual and ethical values in the context of healthcare delivery.

**Chinese:** The Chinese BRIDGES was created to promote cultural diversity, and improve the health of the Chinese-American population through the delivery of culturally and linguistically appropriate care across Northwell Health’s service area.

**Korean:** Korean BRIDGES was created to meet the healthcare needs of the Korean community by being responsive to the cultural and linguistic challenges and to engage, educate and empower Korean populations to provide the best possible care within Northwell Health.

**Black/African American:** The Black/African American BRIDGES was created to increase awareness of Black/African American cultural needs through education and community partnerships. This group serves as a resource to engage and educate team members who are passionate in providing culturally competent care, resulting in positive patient experiences and health outcomes.

**Latino:** The Latino BRIDGES was created to enhance the healthcare delivery and health outcomes of Latino patients through building stronger community relationships. The Latino BRIDGES partners with the community to help engage, educate and empower the Latino patient population.

## Accomplishments

- Lunar New Year Parade
- Hepatitis B & C Screening and Research at Queens Crossing
- Town of North Hempstead’s 8th Annual Asian-American Festival
- First Annual Asian American and Pacific Islander Heritage Month Celebration
- Korean American Association of Queens (KAAQ) Annual Gala
- Garden of Hope New York (GOHNY) Annual Gala  
Sponsored by Katz Institute for Women’s Health
- Korean Community Services (KCS) Gala  
Sponsored by Northwell Health
- Featured on Northwell Health Careers Blog
- Celebrating Chinese & Hindu Culture and traditions through Mid-Autumn Festival & Diwali

“The best part of participating in the BERG is having the opportunity to network with many engaged employees who have so much passion and enthusiasm about making a greater impact. Our BERG is like a community that supports each other and our members are the driving force for making amazing things happen at Northwell Health.”

— Emmelyn Kim, MA, MPH, CCRA, CHRC, AVP, Research Compliance and Privacy Officer



## Expressions

EXPRESSIONS, the lesbian, gay, bisexual, transgender, and queer (LGBTQ) BERG, consists of Northwell Health employees who identify as LGBTQ or are allies of the LGBTQ community, and any other employees passionate about promoting health equity and awareness of the LGBTQ community. EXPRESSIONS serves as a resource to enhance workforce engagement and promote awareness of the LGBTQ community through education and development activities that foster a safe and inclusive environment across Northwell Health.

### Accomplishments

- **Joined the National Gay and Lesbian Chamber of Commerce (NGLCC) at both the local New York City and National levels.** Northwell is the first hospital/health system to partner in New York State
- **LGBTQ Education Sessions: Dispelling the Myths About Being Transgender** – For healthcare professionals, held at Lenox Hill and The Feinstein Institute for Medical Research
- **Celebrated National Coming Out Day across the health system**
- **Partnered with LGBTQ Organizations to celebrate Pride Month**
  - June's Pride Month at Northwell Health, 2nd Annual Pride Night at Citi Field
  - Long Island Pride Parade and Festival, New York City Pride Parade and Festival
- **EXPRESSIONS Networking Event** – Held at the Northwell Health Doctor's House in Cherry Grove, Fire Island, NY
- **Trans Health 101: What everyone should know** – Webinar hosted by Dr. Rosenthal

**“I am extremely proud as a Northwell Health employee and co-leader of the Expressions BERG for all the organization does to include and do outreach to the LGBTQ community. The work of the organization makes Northwell Health a better and more inclusive atmosphere for both patients and employees.”**

— Wayne Kawadler, Director, Community Relations



## GreenBERG

GreenBERG was created to improve the environmental impact of Northwell Health facilities by leveraging team members through sustainable and socially responsible initiatives throughout the workplace and within our communities. This group is dedicated to enhancing recycling and waste optimization, improving transportation in an effort to reduce the carbon footprint, and improving energy efficiency.

### Accomplishments

- **GreenBERG received its third grant**, given by the City Council to the Northwell Green Ambulance Program, bringing the total award to \$1.493 million.
- **Glen Cove's food sustainability garden was published in *Management* magazine.**
- **Teaching Kitchens to employees, community and patients.** There have been 74 teaching kitchen events that have reached over 3,500 people.
- **Seven hospitals have hospital gardens and utilize the harvest in foodservice production**
- **Three hospitals piloted the first ever vegan/vegetarian day in their cafeterias.**
- **Plainview Hospital provided 44,000 packaged meals to the community** through the Meals on Wheels program.
- **GreenBERG co-chairs were guest keynote speakers at CleanMed.**
- **Eastern Region was recognized for their contributions to Long Island Cares**, highlighting their food donation and drive efforts and their salvaging of over 400 pounds of food waste.
- **Drug Take Back Day** – Over 100 pounds of drugs were collected at LHH and over 50 pounds of drugs were collected at LHSV, Southside and Peconic.
- **Car Free Day** – Northwell Health is the overall 2017 Grand Champion.
- **GreenBERG & Harlem Grown sent kids back to school with 150 brand-new backpacks**

**“BERGs allow you to take your passions and turn them into actionable items improving the communities for which we serve.”**

— Paul M. Power, Director, Workforce Safety



“I am proud to serve as the co-chair of the N-Able Berg as it demonstrates Northwell Health’s Commitment to inclusion. As a long-time employee, working in transitioning people with disabilities back to the community, I know firsthand of Northwell’s commitment to inclusion both internally and in the community.”

— Carmine DeSena, Director, Psychiatric Rehabilitation

## N-Able

N-Able BERG was created as a resource and educational center for individuals with disabilities, family members, friends, employees, hiring leaders, healthcare providers and the community at large, around issues of acceptance and inclusion. This group provides education and enrichment to our Northwell Health employees with disabilities and/or employees who have individuals with disabilities among their friends, families and co-workers.



“The BERGs continue to exemplify and bring to life the Northwell values, in particular ‘Truly Ourselves.’ It is because of their dedication to each other and our community that our culture is able to grow in such a positive way.”

— Joseph Moscola, SVP and Chief People Officer

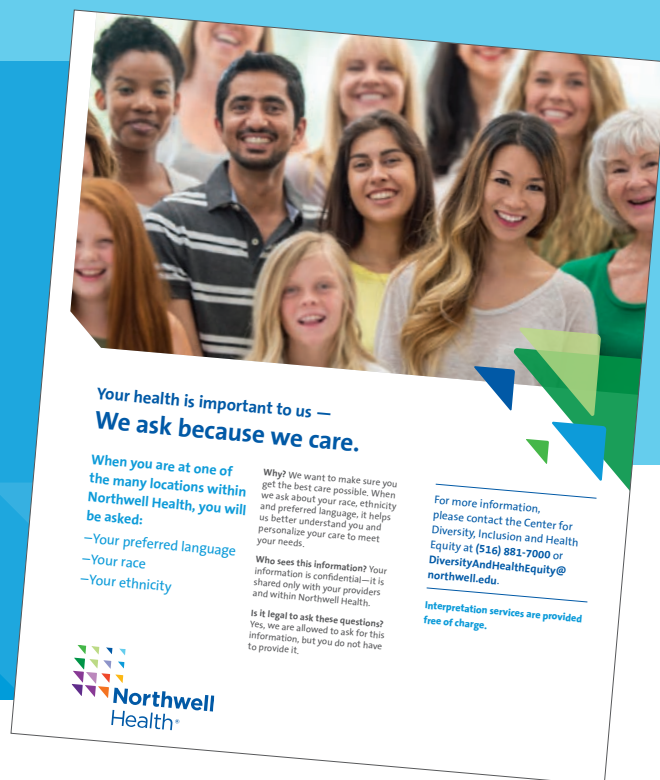
“It is a pleasure and privilege to co-lead the N-Able BERG. The commitment by Northwell Health to inclusion and to all of its employees, underscores our value of Truly Ourselves and celebrating our uniqueness.”

— Cheryl Davidson, Senior Director, Workforce Readiness

請攜帶此卡，以獲取所有醫療服務。

我說廣東話。

請安排一名口譯人員。  
謝謝。



## Our commitment to our **communities**

### #123forEquity Pledge Campaign:

America's hospitals and health systems are working hard to ensure that every person in every community receives high quality, equitable and safe care. To do that, we must eliminate health and health care disparities that continue to exist for far too many racially, ethnically and culturally diverse individuals. To accelerate progress on these efforts, the American Hospital Association (AHA) launched its #123forEquity pledge campaign.

**The pledge builds on the efforts of the National Call to Action to Eliminate Health Care Disparities and asks hospital and health system leaders to begin taking action to accelerate progress on the following areas:**

- Increasing the collection and use of race, ethnicity, language preference and other socio-demographic data
- Increasing cultural competency training
- Increasing diversity in leadership and governance
- Improve and strengthen community partnerships

**“As an organization we live into our value – we are Truly Ourselves, and in doing so, seek to build trusted partnerships with our communities we serve.”**

— Michael Wright, EdD, VP Diversity and Health Equity

In 2015, Michael J. Dowling, Northwell Health's President and CEO, signed the pledge and made the commitment to work on efforts within the organization and the community related to diversity, inclusion and health equity.

To accelerate progress on these efforts, we have launched the **We Ask Because We Care Campaign**. This is a national campaign to reduce health care disparities and advance diversity and inclusion to support the goals of the National Call to Action to Eliminate Health Care Disparities. The two main goals of this campaign are to: improve accurate patient data collection of race, ethnicity and preferred language and educate the communities we serve about the importance of providing accurate race, ethnicity and preferred language data. As part of this campaign, an e-learning module will be deployed to all registrars and front-line staff to educate them on the importance of accurate patient data collection and provide them with the tools needed to accurately and efficiently collect and use this data.

## Rev. Dr. Martin Luther King Jr. Annual Program



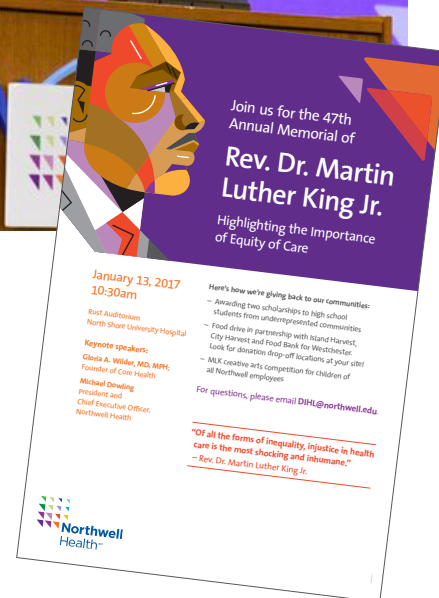
Northwell Health held the 47th Annual Rev. Dr. Martin Luther King Jr. Memorial Program, honoring the life and legacy of Dr. King. The theme of the memorial was "Highlighting the Importance of Equity of



Care" and the keynote speaker was Gloria Wilder, MD, MOH, founder of Core Health, a community-driven social justice solutions company that is dedicated to helping health care providers in underserved communities to improve their quality of service. As part of the expanded celebration, Northwell organized a system-wide food drive in partnership with four local food pantries serving our communities in need. The program also included the presentation of two \$5,000 student scholarships to high school students from underrepresented communities and the Zucker School of Medicine at Hofstra/Northwell's Medical Scholars Pipeline Program. Over 300 employees attended the live presentation at North Shore University Hospital and the event was broadcasted to 55 viewing centers throughout the health system for employee viewing.

## Rev. Dr. Martin Luther King Jr. Annual Food Drive

Each year, the Diversity, Inclusion and Health Equity team organizes the health system's Annual Rev. Dr. Martin Luther King Jr. Memorial Food Drive. With over 22 sites participating, the health system collected over 6,000 pounds of food — approximately 7,200 meals — for Island Harvest, City Harvest, the Food Banks of Westchester, and the Ossining Food Pantry.



## SPARK!

The Northwell Health SPARK! Challenge is an exciting competition that enables teams of students from local high schools to participate in onsite "Career Days." After the "Career Day" visit, the students are then required to collaborate with team members to create a career advertisement and presentation.

## STEM Diversity Summit

The STEM Diversity Summit inspires students from underserved communities to explore careers in Science, Technology, Engineering and Math (STEM). Best practices and research exhibits in STEM by public school students in grades 8-12 are featured, as well as presentations from Northwell Health employees discussing education/career paths that led up to their current employment at Northwell.



## Black History Month: My role as a leader at Northwell

At Northwell, we are Truly Ourselves and we stand united, proud and respectful, always celebrating our differences, together. February is Black History Month, and we sat down with some of our leaders to learn about their history, their dreams, and their career aspirations. With an ever-changing healthcare landscape, their leadership is critical to our organization's success because of their unique backgrounds.

### Zacharie Saintyl, MBA, BSN, RN, Nurse Manager, Long Island Jewish Valley Stream Hospital

The best part of being a leader at Northwell Health is being able to contribute to the Northwell mission. I am grateful to be a member of a great health system that invests in its mission and vision to improve and promote health care across diverse communities.

### Janna Andrews, MD, Radiation Oncologist, Northwell Health

I'm currently serving as a co-chair for the BERG (Business Employee Resource Group) that focuses on employees of African American and Caribbean descent. We are just getting started, but collectively we are committed to ensuring that these employees are aware of opportunities that exist for themselves or their families at Northwell. We are also committed to hosting health initiatives that will have a positive and lasting impact on the communities of color in the surrounding areas.

The best part of being a leader at Northwell is having a platform to make a difference. I've been extremely fortunate to sit down with some great mentors that have really opened my eyes to the opportunities that exist at Northwell, but also to the impact that I can potentially have.

### Allen Toles, MD, Vice Chairman, Obstetrics and Gynecology, Long Island Jewish Medical Center

The best part of being a leader here at Northwell, is that I have the opportunity every day to break down barriers and stereotypes and be a role model for other employees and my community.

We are no longer a homogenous population; we are a "melting pot" of such diversity now, with the breaking down of bias, stereotypes and ignorance. People are in relation with one another, and as a result, families are now multicultural, multiracial, bringing forth more heterogeneity than ever. To this end, "humanism" has to be primary when delivering health care, so that one can understand the whole person – what makes them who they are. Then they may have a better insight into their health challenge and develop the best approach to heal the body, mind and spirit.



## Northwell Health Employee Lunch and Learn: **Women in Leadership**

Moderated by: Penny Stern, MD, MPH, FACPM, FACOEM

The panel of three leaders from the organization discussed topics regarding their career progression and celebrated the inspiring women who helped them along the way.

### Tochi Iroku-Malize, MD, MPH, MBA, Chair and Professor of Family Medicine

“My advice will be the same advice my mother gave to me, which was: Why are you letting other people define you? If you know what you want to do, then do it.”

### Emmelyn Kim, AVP, Research Compliance and Privacy Officer

“Seek to become a change agent. Do not fear adversity as it usually manifests itself in your life to challenge you, to build your resiliency, to help you evolve and achieve greater goals. Always seek to participate in something greater than yourself, something with a community or global impact. The effects will be powerful and meaningful. Don’t just wait for change to happen, lead the change and make it what you want it to be.”

### Penny Stern, MD, Director of Preventive Medicine

“Women continue to make extraordinary contributions in healthcare leadership roles. To continue to do so, we need to believe that everything is possible – we are limited only by our imaginations. Seek out role models and mentors. I love the quote from the Greek philosopher, Epictetus, ‘We all carry the seeds of greatness within us, but we need an image as a point of focus in order that they may sprout.’”



# ▼ Diversity and health equity initiatives across Northwell Health







## Spotlight on graduate medical education (GME)

Understanding that the causes to health inequities are complex and multi-factorial, our graduate medical education (GME) health equity strategy includes tactics in three main domains—clinical transformation, workforce diversity, and education.

### Clinical Transformation

We have embarked on creating innovative models of healthcare delivery that can assist in addressing the needs of the populations our GME trainees serve. In 2018 Northwell's Office of Academic Affairs, in collaboration with others, will launch two inaugural programs our community health track and medical legal partnership. The community health track includes physicians-in-training, commonly called residents, from the departments of Family Medicine, Internal Medicine and Pediatrics. This track, named ENHANCE (ENgaging in Health Advocacy through Neighborhood Collaboratives and Education) will allow residents to gain skills in population health, social determinants of health, and community engagement. The track is unique in its bringing together of trainees from the three primary care disciplines to create longitudinal and meaningful partnerships with community-based organizations. ENHANCE allows our trainees to provide patient care outside the traditional four walls of a clinic. The launching of our Northwell-Hofstra Law medical legal partnership (MLP) allows us to further distinguish ourselves as one of the nation's leading health organizations that recognize the importance of leveraging legal expertise and services to address the health-related social needs of the patients and communities we serve. In our MLP we will have lawyers join our interprofessional residency teams by co-located law providers in our clinical spaces. Both programs complement our broader initiatives to better address social determinants of health for all of our patients as a means of achieving health equity.

### Workforce Diversity

Each year many of our residency and fellowship programs prioritize physician workforce diversity. To that aim, several programs have put into place specific tactics around trainee selection and recruitment. Some of the tactics utilized in the last academic year include establishing benchmarks informed from national physician workforce trends and working to achieve them, diversifying selection committees, training faculty members involved in interviewing and recruitment on unconscious bias, creating opportunities for social networking events, using a holistic approaches to ranking candidates and second look opportunities. Additionally, our GME workforce has been assisting with several of the pipeline programs at our medical school. Since incorporating these targeted approaches we can proudly report that in the residency programs at Northwell, in the departments of Internal Medicine, Obstetrics and Gynecology, Pediatrics, and Psychiatry, we have had anywhere from a 47% to 60% increase in our incoming residency class.

### Education

Understanding that all physicians, irrespective of their own gender, race/ethnicity, sexual orientation and/or faith need to provide high quality, culturally-competent care, we have embarked on getting our learners trained in one or more of the following content areas—unconscious bias, use of interpreters, social determinants of health, patient-centered communication skills, health literacy, cultural humility, linking equity to quality, patient mistrust of the healthcare system, community engagement and structural competencies. Just this year we have trained over 200 trainees on unconscious bias. We are currently tracking process measures but hope to eventually report on trainees' skill-based outcomes in these areas.



## Spotlight on deaf health services



The Deaf Health Services (DHS) was established in 1997 by Eric Weiselberg MD, from Adolescent Medicine at Cohen Children's Medical Center, to provide full access to the medical center for Deaf individuals and their families. The DHS has three Coordinators of Interpreter Services: Kim Hirschberger for Cohen Children's Medical Center and LIJ; Danielle Davoli for North Shore University Hospital; and Tara Rogers for Zucker Hillside Hospital. Kim, Danielle and Tara, along with over a dozen per diem interpreters, serve over 3,000 patient visits annually and strive to make sure that all Deaf patients, including their children, parents, spouses, or deaf caretakers, have complete language access to medical care.

Sign language interpreters are available at no cost to families, 24 hours a day, every day. DHS are available in the emergency department, for in-patient care and outpatient visits, doctor's rounds, surgical appointments, radiology testing, psychiatry, and wherever the deaf individual may need care.

All of the interpreters hold national certification from the Registry of Interpreters for the Deaf, and are skilled to interpret in the medical setting. Depending on patient needs, the interpreters are skilled in American Sign Language

or Signed English, as well as tactile Sign Language for the Deaf-Blind, or for those with minimal sign language skills.

Besides interpreting services, DHS strives to make sure that care is delivered in a culturally-appropriate and sensitive manner. DHS will also assist in setting up telecommunications, televisions and any other provisions to make a patient's stay more comfortable.

For more information or to arrange for an interpreter, please contact:  
Kim Hirschberger for CCMC,  
LIJ: **516-838-6426**  
Danielle Davoli for NSUH:  
**516-562-4602**  
Tara Rogers for ZHH: **516-838-6424**

# Spotlight on language access services

Language barriers in health care are associated with poor quality of care, inadequate communication of diagnosis, treatment and prescribed medication, and higher rates of medical errors.

The Center for Diversity, Inclusion and Health Equity developed a Language Access Plan (LAP) to define actions to be taken to ensure meaningful access to healthcare services, programs and activities on the part of persons who have Limited English Proficiency (LEP). The Center for Diversity, Inclusion and Health Equity reviews and updates this LAP on an annual basis in order to ensure continued responsiveness to community needs and compliance with accreditation standards and state and federal regulations.

Language Access Coordinators (LACs) are provided with a regulatory binder containing all pertinent Language and Communication Access Services (LCAS) information including: vendor contacts, policies and procedures, implementation plans, regulatory information (Joint Commission,

Provided services  
for more than  
**263,642**  
language  
interpretation calls

NYS Department of Health, Culturally Linguistic Appropriate Services, and Center for Medicaid Services), service demographics, and resources and guides.

A number of tools were created by the department to assist LACs with education and auditing of LCAS documentation. A Sunrise Clinical Manager LCAS audit tool was created in partnership with the Office of the Chief Information Officer, allowing for concurrent and retrospective review of all LCAS documentation. The department

**The Center for Diversity, Inclusion and Health Equity oversaw the revisions of numerous areas within the electronic medical record. Such revisions included:**

- Addition of "Patient Preferred Language" to top banner
- Customization of the Language Access Parameter
- Customization of Sunrise Clinical Manager Discharge Plans
- Scripting
- Single language selection
- Reduce "other" free text to 15 characters

also created a Non-English Language Report. This report is captured from our registration and billing application, and identifies all LEP patients admitted to each facility on a daily basis. This report is emailed to all LACs and quality representatives every morning to assist coordinators with identifying charts to monitor for documentation to ensure compliance with regulatory standards. Both reports allow staff to ensure, in real time, that patients' language access needs are met.

In 2016, there were revisions made to Section 1557 of the Affordable Care Act (ACA) concerning language access. As part of these revisions, in 2017, all of Northwell Health is in compliance with the mandated Notices of Nondiscrimination and taglines in New York States' top 15 languages. This signage states that Northwell Health complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex and that Northwell Health does not exclude people or treat them differently because of race, color, national origin, age, disability, or sex. Northwell Health has designated The Center for Diversity, Inclusion and Health Equity to serve as the central contact for all grievances related to violations of civil rights.

In 2017, Northwell Health System made **over 263,642** calls to our telephonic interpretation vendor. From 2009 to 2017, our telephonic interpretation calls have **increased by 415%** from **51,207 to 263,642**. Additionally, there were **1,500** onsite interpretation sessions and **119** new document translations. Northwell Health added more documents and languages to the Vital Documents platform. There are a **total of 65** vital documents; **all are translated to 22 languages** and are offered in large print and braille for our blind or visually-impaired patients. The increase in services and utilization displays Northwell Health's strong ability to effectively communicate with our Limited English Proficient population.

# Spotlight on supplier diversity

## Supplier Diversity

The Center for Diversity, Inclusion and Health Equity, in partnership with the Northwell Health Office of Procurement, has redefined and enhanced Northwell's supplier diversity program. Northwell is a member of the Minority Supplier Development Council (NY/NJ), the global leader in advancing business opportunities for its certified Asian, Black, Hispanic and Native American business enterprises and connecting them to member corporations. Northwell Health evaluates potential vendors within categories and product-specific needs defining three schema—quality of product/service and fulfillment of patient and Northwell's needs, cost mitigation, and alignment with the strategic vision including the promotion of diversity.

- Vendor Relationships with Diverse Suppliers
- Global health
- Medical Equipment Group

Northwell's Office of Procurement participated on the panel at the NY/NJ MSDC 2017 Business Exchange. Considered New York City's top conference on business development and corporate outsourcing to multicultural businesses, the Business Opportunity Exchange brings together hundreds of certified minority-owned businesses enterprises and member corporations to discuss future business opportunities in a cost-effective and dynamic manner. The impact of demographic and economic shifts on healthcare supply chains was discussed and Northwell Health's panel participation provided.

## Global Health Initiatives Advisory Board

This board was established to streamline the multiple national and international efforts of the organization and its employees to maximize our positive impact on reducing disparities in health care within our national and international communities. The Advisory Board includes representatives from Diversity and Inclusion, Administration, Community and Public Health, Procurement, Development, Public Relations, and Medicine. The Global Health Advisory Board provides processes to support consistent management of medical and financial contribution requests, tools to support senior leadership decision-making, and appropriate stakeholder involvement in long-term strategic planning.

## Medical Equipment Program

Northwell Health partners with MedShare, an organization that recovers valuable, unused surplus medical supplies and equipment in the United States, which would otherwise be discarded. This partnership successfully bridges the gap between surplus in the U.S. and healthcare institutions in developing countries, which have a significant need for medical surplus and expertise. Over half of Northwell Health hospitals and the Integrated Distribution Center provide donations, including beds, biomedical equipment and other assorted medical supplies.

### Member of the NY/NJ Supplier Diversity Council

- Hosted the first Northwell Health Supplier Diversity Vendor Development Forum.
- Partnered with the NY/NJ Supplier Diversity Council to educate diverse suppliers on the certification process

### Panel Participant - National Women Business Owners Corporation (NWBOC)

- NWBOC's "Are You Ready" event
- Panel expert – "Navigating the procurement maze and bid strategy"

### Member of the Healthcare Supplier Diversity Alliance

- A national group of healthcare suppliers and providers committed to sharing and collaborating on the development and implementation of best practices to promote supplier diversity across the healthcare supply chain

### 2018 Diversity Symposium

- Northwell Health to host symposium (September 2018)

### Strategic Partners: Procurement, NY/NJ Minority Supplier Developing Council Inc.

# Spotlight on awards

## The Human Rights Campaign - Healthcare Quality Index (HEI)



Northwell Health continues to increase annual participation in the HEI, the national **LGBTQ** benchmarking tool that evaluates healthcare facility policies and practices related to the equity and inclusion of their **LGBTQ** patients, visitors and employees. This year Northwell has expanded from 15 individual applications and leadership designation to 22 individual applications, including the Center for Transgender Care.

## DiversityInc Top 12 Hospitals and Health Systems

Since 2012, Northwell has ranked in the top 10. Health systems and hospitals on this list score well in talent pipeline, talent development, leadership commitment and supplier diversity. They demonstrate best practices in employer resource group participation, manager participation in cross-cultural mentoring, and educating and mentoring diverse suppliers.



Diversity



## Online resources



### CultureVision

A learning tool accessible by Northwell employees with over 114,450 employee views to date. This resource is available on the employee intranet and is intended to assist health system employees who are interested in developing their cultural knowledge. This resource provides accurate, up-to-date information on 75 cultural groups, 16 religions and 13 additional communities.

### Health Literacy Module

A web-based resource to provide employees with the fundamental skills and resources to enhance the patient experience, strengthen effective communication and promote patient-centered care. The module reviews the impact of low health literacy skills on patient outcomes and the importance of using plain language in both oral and written communication.



### DiversityInc Best Practices (DIBP)

Provides webinars, literature, case studies, and videos on best practices. Topics are presented by

senior-level executives from the DiversityInc Top 50 that are the most successful in each management area. Meeting in a Box (MIB) is DiversityInc's comprehensive diversity management and cultural competency toolkit.

### Race, Ethnicity and Language Training (REL)

Web-based registrar training program for front-line staff and managers provides education for obtaining accurate patient race, ethnicity and preferred language information.





## Meet the team

**Jennifer H. Mieres, MD, FACC, MASNC, FAHA**

Senior vice president, chief diversity and inclusion officer,  
Center for Diversity, Inclusion and Health Equity

**Michael P. Wright, EdD**

Vice president, diversity and health equity

**Shawndel Crumpton, MA, EMBA**

Coordinator, diversity and health equity

**Marilyn Dienstag, BSN, RN**

Program director, diversity and health equity

**Neela Gomes**

Executive assistant,  
Center for diversity, inclusion and health equity

**Richard LaRoche**

Project coordinator, diversity and health equity

**Cynthia Lewin**

Senior executive assistant,  
Center for Diversity, Inclusion and Health Equity

**Lori Loose**

Administrative office supervisor

**Johanna Martinez, MD**

GME director, diversity and health equity

**Elizabeth McCulloch, PhD, MS**

Assistant vice president, diversity and health equity

**Samantha Rosario**

Program manager, language access services

**Colleen Ruggiero**

Senior financial analyst

**Penny Stern, MD, MPH, FACPM, FACOEM**

Director, preventive medicine

# Acknowledgements

## Executive Council on Diversity and Health Equity

### **David Battinelli, MD**

Senior vice president and chief medical officer

### **Kevin Beiner**

Senior vice president, regional executive director

### **John Bosco**

Senior vice president, chief information officer

### **Michele Cusack**

Senior vice president and chief financial officer

### **Yosef Dlugacz, PhD**

Senior vice president, chief clinical quality, education and research

### **Michael J. Dowling**

President and chief executive officer

### **Donna Drummond**

Senior vice president, consolidated services

### **Kathleen Gallo, RN, PhD**

Senior vice president and chief learning officer

### **Sven Gierlinger**

Vice president and chief experience officer

### **Rebecca Gordon**

Chief, labor

### **Mark P. Jarrett, MD**

Senior vice president, chief quality officer

### **Laurence Kraemer, JD**

Senior vice president, general counsel

### **Jeffrey Kraut**

Executive vice president, strategy and analytics

### **Joseph Lamantia**

Executive director, health solutions, vice president, population health

### **Winifred B. Mack, RN**

Senior vice president, health system operations

### **Rita Mercieca, RN**

Senior vice president, regional executive director

### **Jennifer H. Mieres, MD**

Senior vice president and chief diversity and inclusion officer

### **Joseph Moscola**

Senior vice president and chief people officer

### **Jason Naidich, MD**

Senior vice president, regional executive director

### **Ira Nash, MD**

Senior vice president and executive director, Northwell Health Physician Partners

### **Ram Raju, MD**

Senior vice president, community health investments

### **Stacey Rosen, MD**

Vice president, women's health, Katz Institute for Women's Health

### **Joseph Schulman**

Senior vice president, regional executive director

### **Kristofer Smith, MD**

Senior vice president, population health management

### **Lawrence Smith, MD**

Executive vice president, physician-in-chief

### **Mark Solazzo**

Executive vice president and chief operating officer

### **Ramon Soto**

Senior vice president, chief marketing officer

### **Eugene S. Tangney**

Senior vice president and chief administrative officer

### **Thomas V. Thornton**

Senior vice president, Northwell ventures

### **Maureen White, RN**

Senior vice president and chief nursing officer

### **Michael Wright, EdD**

Vice president, diversity and health equity

### **Andrew C. Yacht, MD**

Senior vice president, chief academic officer

## Key partners

- BERG Co-Chairs
- BERG Executive Sponsors
- Brand, Marketing and Communications
- Center for Learning and Innovation
- Center for Patient and Customer Experience
- Community Investment
- Digital Marketing and Strategy
- Diversity & Health Equity System Council
- Donald and Barbara Zucker School of Medicine at Hofstra/Northwell
- Effective Communication in Health Care Committee
- Feinstein Institute for Medical Research
- Graduate Medical Education Council
- Graduate School of Nursing and Health Professions at Hofstra/Northwell
- Health Solutions
- Human Resources
- Institute for Clinical Excellence and Quality
- Institute for Nursing
- Katz Institute for Women's Health (KIWH) Steering Committee
- Krasnoff Quality Management Institute
- Physician Council on Diversity and Health Equity
- Procurement
- Site/Service Line Leadership
- System Quality
- Workforce Council

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**Rosagna Mancebo**

**Kim McHugh, BA**

**Barbara Milone, RN, MA, FACCA**

**Stacey E. Rosen, MD, FACC, FACP, FAHA**

**Doraine Russin**

Over

# 92%

of team members feel Northwell Health values employees from different backgrounds.

# 87%

see value in the diversity and inclusion activities sponsored by Northwell Health such as our Business Employee Resource Groups and our educational programs.

# 84%

of staff members have shown that they care about communicating effectively with all populations.

For more information about the Center for Diversity, Inclusion and Health Equity,  
**visit: [northwell.edu](http://northwell.edu) or contact 516-881-7000**

**Jennifer H. Mieres, MD**

Senior Vice President, Chief Diversity and Inclusion Officer  
[JMieres@northwell.edu](mailto:JMieres@northwell.edu)

**Michael P. Wright, EdD**

Vice President, Diversity and Health Equity  
[MWright10@northwell.edu](mailto:MWright10@northwell.edu)



