

Diversity Council Charter Greenwich Hospital

Last revised 02/28/2018

Commitment Statement

Our system will be a model for inclusion and respect. – We value diversity so that *ALL* patients and loved ones, employees, and physicians will be empowered to share their unique differences and similarities with each other, which will significantly enrich the patient experience, the quality of care we deliver, our workforce, and the communities we serve.

Statement of Intent:

Yale New Haven Health System Diversity and Inclusion Councils serve all Yale New Haven Health System employees, patients, and our surrounding communities. Yale New Haven Health System Diversity and Inclusion Councils are made up of employee representatives that promote and embrace diversity and inclusion.

Alignment:

Diversity and Inclusion Councils and this charter are aligned with Yale New Haven Health System's Vision, Mission and Values, the Office of Diversity and Inclusion's strategic goals and are supported by the Office of Diversity and Inclusion. Each Diversity and Inclusion Council has an Executive Sponsor whose roles and responsibilities are outlined in the Executive Sponsor Agreement (see Appendix A).

I. Vision

Yale New Haven Health enhances the lives of the people we serve by providing access to high value, patient-centered care in collaboration with those who share our values.

II. Mission

Yale New Haven Health is committed to innovation and excellence in patient care, teaching, research and service to our communities.

III. Values

- Patient-Centered – Putting Patients and families first
- Respect – Valuing all people
- Compassion – Being empathetic
- Integrity – Doing the right thing
- Accountability – Being responsible and taking action

Definition of Diversity

We define diversity as the full range of human and or organizational differences. Aspects of personal and cultural backgrounds that reflect our community's diverse expectations, values and communication styles may include but are not limited to:

- Age
- Gender
- Gender identity and expression
- Sexual orientation
- Marital/Parental status
- Race, color, and ethnicity
- Physical and/or mental ability
- Religion, ancestry or national origin
- Citizenship status
- Veteran status
- Socioeconomic status

Measure of Membership & Accountability (Individual Member & Overall Diversity and Inclusion Council)

We will continuously monitor our effectiveness by completing an annual action plan focused on three objectives set by the Corporate Diversity & Inclusion Council. Diversity and Inclusion Council objectives are Education, Talent Management, and Community Engagement.

- **Individual Membership**
 - 1) 60 % participation in meetings and events is expected of all Diversity and Inclusion Council members. Members are expected to notify the Chair and/or Vice-Chair if s/he cannot attend a regularly scheduled meeting or event.
 - 2) Promote and support at least one event annually that will increase employee awareness of the value of diversity & inclusion at Yale New Haven Health System
 - 3) Accountability
 - a. After 2 months of inactivity in meetings and events, Diversity & Inclusion Consultant sends a formal email.
 - b. After 4 months of inactivity in meetings and events, Diversity & Inclusion Consultant contacts member.
 - c. Discretion of Chair or Vice-Chair to remove a member or consult the Office of Diversity & Inclusion, if needed.
- **Local Diversity and Inclusion Council Measurements**
 - 1) Each council will create an Action Plan at the beginning of each fiscal year.
 - 2) Obtain approval of a final version of the annual action plan at the Corporate Diversity & Inclusion Council meeting at the start of each fiscal year.

- 3) Evaluate the impact of annual action plan via a scorecard, which will be used to report progress at all Corporate Diversity & Inclusion Council meetings. Scorecards will be maintained by the Diversity & Inclusion Consultant.
- 4) Attain 75 % completion of the goals created in the annual action plan

IV. Membership

All employees are eligible to participate on a Diversity and Inclusion Council and can apply or be recommended by his/her Supervisor, Manager, or Director. Interested employees are advised to let his/her immediate Supervisor know of his/her interest in serving on the Diversity and Inclusion Council and notifying his/her Manager, Supervisor, or Director of his/her interest. Written approval of membership must be sent via email by the immediate supervisor to the Diversity and Inclusion Council Chair when a new member wants to join the Council.

a. Selection Process:

Service on a Diversity and Inclusion Council is voluntary and open to any employee within the Yale New Haven Health System network. Approval to participate on a Diversity and Inclusion Council is required from your direct supervisor.

b. Size of the Diversity and Inclusion Council:

The Diversity and Inclusion Council suggested composition should be a cross-section of employee representatives from the service lines. Recommended, but not mandatory, size of the Diversity and Inclusion Council will be approximately 15-25 members.

c. Level of Commitment and Meetings

Members should serve an initial two-year term. At the end of each year the Chair and Vice-Chair will make recommendations based on member participation and engagement to determine membership for continued participation. Meetings are usually held once a month. Members will adhere to the Individual Measurement requirements and be actively engaged for the duration of their term.

d. Training and On-boarding for Diversity and Inclusion Council positions

Training and on-boarding for all Diversity and Inclusion Council positions will be conducted by the Office of Diversity and Inclusion. Each new member will receive an on-boarding folder and be required to contact their Diversity and Inclusion Council Chair for a short on-boarding session.

V. Leadership Officer Roles: Chair and Vice-Chair; Communications; Web Site Administrator; Volunteer Manager; Treasurer

Leadership roles are required to be filled by Diversity and Inclusion Council members to uphold the annual objectives. Members can be nominated by his/her peers or by his/her manager or director to any leadership position. In addition, a member can nominate himself/herself. A ballot voting process will be utilized if more than one person is nominated for the same position. However, any nominee reserves the right to reject any nomination without question or explanation. Founding Chairs of Diversity and Inclusion Councils are appointed by the Office of Diversity and Inclusion rather than elected. Dual roles (e.g., an individual who serves as both Communications Officer and Web Site Administrator) are permitted.

Ballot Voting Process:

1. Nominees are given 1-2 minutes to communicate their platform
 2. Voters are then given blank paper to use as a ballot to vote for the candidate of their choice
 3. Ballots are collected and counted
 4. Candidate with the highest number of votes is elected
- a. Chair and Vice-Chair:** The Chair and Vice-Chair serve in the leadership role for the localized Diversity and Inclusion Council. Each Diversity and Inclusion Council should have a Chair and Vice-Chair to share in this responsibility. Each term a person is elected to fulfill a one-year commitment, to begin with the fiscal year. The Chairperson will oversee the responsibilities for the local Diversity and Inclusion Council and mentor the Vice-Chairperson to be able to assume the role and responsibilities of the Chairperson. In the event that one of the roles become vacant during the term, an election of a new Vice-Chairperson will be required for the remaining term. The Vice-Chairperson will have the right of first refusal once Chairperson becomes vacant after the first year.

Administrative Responsibilities and Duties:

All of the duties listed below will include the guidance, direction and oversight of the Office of Diversity and Inclusion. Administrative responsibilities and duties include:

- Responsible for setting the monthly meeting agenda and facilitating each meeting.
- Email meeting appointments to Diversity and Inclusion Council members along with agenda.
- Schedule meeting rooms for all Diversity and Inclusion Council meetings:

| Location | Room Request Process/Point of Contact |
|-------------------------|--|
| Yale New Haven Hospital | |
| Bridgeport Hospital | |
| HSC/NEMG/Grimes | |
| | |

- Provide equipment when necessary for presentations and other activities. (projector, internet connection, conference phone, etc)
- Distribute meeting minutes to Diversity and Inclusion Council members and the Office of Diversity and Inclusion via email.
- Work with the Office of Diversity and Inclusion to incorporate educational/learning elements into each meeting and keeping members working and moving forward on the established goals of Diversity and Inclusion Council.
- Attend and present updates at the Corporate Diversity and Inclusion Council meetings.
- Attend and present updates at the annual Diversity Summit
- The Chair and Vice-Chair may invite guest speakers, set up e-learning, webinars, community outreach initiatives, and other activities to promote continuous learning and engagement of its members.

Expectations of Attendance (Mandatory) for Both the Chair and Vice-Chair:

- Participate twice a year in Chair and Vice-Chair training in specialized Diversity topics facilitated by the Office of Diversity and Inclusion; and to learn best practices from each other to take back to the Diversity and Inclusion Council.

b. Communications Officer: Communication to members and to the larger community will be handled by the Communications person/Secretary of the Council. Meeting minutes will be recorded and distributed to members with each monthly agenda. The Communications person will also monitor attendance and communicate to the Diversity & Inclusion Consultant any members missing 4 months.

Responsibilities and Duties:

- The communications officer of the Diversity and Inclusion Council provides the central point of administration, information and communication. This role manages all correspondence and communications, and is a key person in helping the Diversity and Inclusion Council be successful
- To maintain accurate and up to date records of the Diversity and Inclusion Council roster to include current member names and contact information
- To record minutes at monthly meetings, and distribute minutes to the Co-Chairs of the Diversity and Inclusion Council
- To maintain records of all meeting minutes, charter updates and member changes
- Request access to the Diversity & Inclusion Drive for all Diversity and Inclusion Council officers
- Monitor and maintain attendance records

c. Website Administrator: Each Diversity and Inclusion Council will have a designated web page on Intranet, Yale New Haven Health System's intranet, under the Diversity and Inclusion department. Information will be updated by the Website Administrator. This position will work closely with the Diversity and Inclusion Consultant to maintain current information about their Diversity and Inclusion Council.

- Accountable for keeping stories updated and rotating them on a monthly or quarterly basis. Image uploads should be submitted to the Diversity and Inclusion Consultant for posting on Diversity and Inclusion Council web page. Stories and photos can be sent directly to the Diversity and Inclusion Consultant. Be sure the story has been reviewed by the Chair or Vice-Chair and that you are specific with the Diversity and Inclusion Consultant about where to place the story.
- To submit event updates on the calendar function of the Diversity & Inclusion Council web page send them to the Diversity and Inclusion Consultant. The calendar is maintained through Google/Gmail and the information is as follows:
Username: (need to create) Password: (need to create)
- To maintain records of all stories, images and event information.
- Responsible for sending all updates concerning the Diversity and Inclusion Council (including educational classes, leadership/membership changes, special events, status updates, reports, etc.) to the Diversity and Inclusion Consultant.
- Provide a monthly status update to Diversity and Inclusion Council and Diversity and Inclusion Consultant. Diversity and Inclusion Consultant will send a monthly email asking for a status update to the Website Administrator.
- Coordinate a group photo of all members to be posted on the web page. Contact Marketing to take a group photo.

d. Volunteer Manager: The Volunteer Manager will be responsible for recruiting new members and coordinating all volunteers for events that their localized Diversity and Inclusion Council represents or events sponsored by the Office of Diversity and Inclusion. The manager will also track attendance at these events and submit attendance records to the Communications Administrator, Chair & Vice-Chair.

e. Treasurer: The Treasurer will be accountable for the management of the Diversity and Inclusion Council’s annual budget. All expenses should support the objectives of Education, Talent Management, and Community Engagement and the specific goals outlined in each Diversity and Inclusion Council’s annual strategic plan. The budget should not be used for social events or the purchase of alcohol. However, networking outside of work (e.g., through an organized dinner) is encouraged with each member paying his/her own way. All on-site catering must be ordered through Yale New Haven Health System Nutrition Services. Description of responsibilities is below.

Responsibilities and Duties:

• **The Treasurer must:**

- Submit original receipts to the Office of Diversity and Inclusion for payment in a timely manner.
- Complete a Purchase Order Request Form for any items that the Diversity and Inclusion Council decides to purchase. This can be found on Intranet. Go to Intranet→Departments→Purchasing→Purchasing Forms→Purchase Requisition Form. The department cost center number and GL/Account number can be obtained from Chief Diversity Officer.
- Present all accounts for payment and approval to the Diversity and Inclusion Council during monthly meetings.

The Treasurer must maintain:

- Maintain copies of cash receipts and payments records
- Maintain receipts and payment summary via the Diversity and Inclusion Council Budget Tracking Form

• **Important Websites/Information for Purchasing Decisions**

- To purchase anything from catering you can locate the catering menu on Intranet. Go to Intranet

Diversity & Inclusion Council Budget Expenditure Tracking Form

| Expenses | October | November | December | January | February | March | April | May | June | July | August | September | Totals |
|------------------|---------|----------|----------|---------|----------|--------|--------|--------|--------|--------|--------|-----------|--------|
| | | | | | | | | | | | | | \$0.00 |
| | | | | | | | | | | | | | \$0.00 |
| | | | | | | | | | | | | | \$0.00 |
| | | | | | | | | | | | | | \$0.00 |
| | | | | | | | | | | | | | \$0.00 |
| | | | | | | | | | | | | | \$0.00 |
| Sub Total | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Totals | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |

VI. Subcommittee(s)

- a. Subcommittees will be formed as needed and in conjunction with the established goals of each Diversity and Inclusion Council.

- b. Subcommittees will serve to help in coordination of planned events throughout the fiscal year.

VII. Meeting Schedule

Each Diversity and Inclusion Council will have monthly meetings except for the Corporate Diversity and Inclusion Council. Each meeting will be scheduled for approximately 1½ hours and be located in a meeting room located within a Yale New Haven Health System facility. As stated previously, member attendance at meetings is expected and members are asked to notify the Chair and/or Vice-Chair if s/he cannot attend a regularly scheduled meeting. Once a year, a Diversity Summit will be held for all Diversity and Inclusion Council members; during that month, Diversity and Inclusion Councils are advised to cancel their regularly scheduled meeting.

Diversity and Inclusion Council Time Matrix (hours may vary per Council)

| Role | Monthly | Yearly |
|--------------------------------------|----------------|---------------|
| Chair | 8-12 hours | 96-144 hours |
| Vice-Chair | 5-7 hours | 60-84 hours |
| Treasurer | 1-2 hours | 12-24 hours |
| Communications/Website Administrator | 4-5 hours | 48-60 hours |
| Volunteer Manager | 3-4 hours | 36-48 hours |
| Website Administrator | 3-4 hours | 36-48 hours |
| Member | 1-2 hours | 12-24 hours |

VIII. Diversity and Inclusion Council Meeting Purpose

Each Diversity and Inclusion Council will meet to serve all Yale New Haven Health System employees, patients, and our surrounding communities. To do this each Council is assigned to work as a Council to complete objectives set forth by the Corporate Diversity and Inclusion Council. The objectives assigned are to fulfill at least one action item within the following goals:

1. **Education and Awareness** – Ensure staff is culturally competent and proficient to serve Yale New Haven Health System’s increasingly diverse patient and employee population.
2. **Talent Management** – Assist in creating opportunities to increase our talent pool with a highly skilled workforce that reflects diverse communities served by Yale New Haven Health System.
3. **Community Engagement** – Engage patients, physicians and increase Yale New Haven Health System’s presence in the community.

IX. Member Expectations

Individuals champion the Principles of Diversity & Inclusion in accordance with our definition of diversity. To that end, we will assess committee members in the following areas:

1. Influencing Others

Members are engaged in discussing the importance of diversity at every possible opportunity. Champions of diversity and inclusion can exert influence by making a persuasive connection between organizational performance and progress on diversity and inclusion.

2. Being a Role Model

Members “talk the talk and walk the walk.” It is not just what members say, it is how they act that signals whether diversity and inclusion is truly important to the organization. For example, members can demonstrate that mentoring is valued by personally mentoring someone from a different background. In addition, it is a powerful communication tool when members discuss openly and honestly how they manage their professional and personal lives. Employees must be and remain in good standing with no performance counselling at the written warning level.

3. Continually Learning

To be an effective member, it is important to understand the challenges faced by different groups in the profession. These challenges and the barriers they can present often unintentionally go unnoticed by members of a majority group who have never experienced being an outsider in their profession. A champion of diversity and inclusion regularly reaches out to diverse groups to understand first-hand the experiences of someone from a different background.

5. Innovating

Members of diversity and inclusion believe change is possible and see opportunities where others see obstacles.

6. Accountability

Accountability is an evolutionary process beginning with systematically making the case that diversity and inclusion is beneficial to the organizations and individuals bottom-line. When individuals are not participating, diversity and inclusion members can use their personal influence to encourage others to take action.

7. External Leadership Involvement

On its own or in conjunction with internal activities, diversity champions can take an active role in fostering diversity and inclusion. Champions of diversity and inclusion can also forge connections with schools, colleges, high schools, and other organizations in order to broaden the diversity pipeline.

X. *Marketing*

The Office of Diversity and Inclusion will work with Marketing to design this section.

- Event Flyers
- Table Clothes & Banners
- Shirts

Please contact the Diversity and Inclusion Consultant for all marketing related materials.

Appendix A – Executive Sponsor Agreement

DIVERSITY COUNCIL EXECUTIVE SPONSOR AGREEMENT

Diversity Councils are both Diversity Advisory Council's (DACs) and Employee Resource Groups (ERGs)

Corporate Vision: We will seek out and embrace diversity so that all Yale New Haven Health System employees, patients, and families will feel empowered to share their unique differences which will significantly enrich the patient experience, the quality of care we deliver and our workforce environment.

Diversity Council Strategy: Leadership, Education, Talent Management and Community Engagement

Leadership

This document addresses Leadership—specifically, the Executive Sponsor's role to his/her local Diversity Council. The Executive Sponsor “enhances ownership among key stakeholders for building an inclusive workforce; and, creates an environment that understands and leverages diversity and inclusion as a critical means to achieve business goals.”

Executive Sponsor's Roles as Leader of His/Her Diversity Council

A Senior Leader of the organization serves as Executive Sponsor of a Yale New Haven Health System Diversity Council. The Executive Sponsor's roles and responsibilities include but are not limited to the following:

- Overseeing his/her Diversity Council and providing leadership, direction and support to its members.
- Working with Yale New Haven Health System's Director of Diversity Services and the Office of Diversity and Inclusion.
- Attending Sponsor's Diversity Council meetings, participating in discussions, learning activities, and making recommendations. It is recommended to attend (3) meetings a year.
- Serving as a champion for diversity and inclusion by demonstrating support and participating in Diversity Council sponsored community events, internal events, promotions or recruiting fairs; and, by reaching out to other stakeholders and Senior Leaders that are also working to build an inclusive workforce and welcoming environment.
- Providing financial support to help his/her Diversity Council achieve its goals.
- Establishing specific processes for the Diversity Council Chair, Co-Chair, and its members to seek and receive direction and guidance.

- Attending the Corporate Diversity Advisory Council's bi-monthly meetings.
- Monitoring his/her Diversity Council's performance and progress in achieving its work plan, tasks, and goals for each fiscal year.
- Contributing to the annual Progress Report by providing information of the Sponsor's Diversity Councils activities, achievements, and progress for each fiscal year.

Executive Sponsors' Skills and Values

Beyond the Executive Sponsor's specific roles and responsibilities, as outlined above, the Association of Diversity Councils (2012) recognized these top skills and values needed from Executive Sponsors:

- Commitment of time and resources
- Open minded and willing to learn
- Be trusted and respected among his/her peers, subordinates, internally/externally
- Self-awareness
- Risk-taker
- Change agent/politically astute
- Integrity, credibility, objectivity
- Supportive
- Strong, cross-cultural communicator
- Walk the Talk

Source: Association of Diversity Councils (2012)

We thank you for your leadership and Executive Sponsorship of a Yale New Haven Health System Diversity Council. We know that, with your support and guidance, your Diversity Council will have a greater chance to succeed while helping you meet your Diversity business goals.