



# **NATIVIDAD**

## **Equal Opportunity Plan**

### **2022**

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HOSPITAL CHIEF EXECUTIVE OFFICER

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## Table of Contents

	<u>Page</u>
Section 1: Department Head's Acknowledgment & Commitment to the 2021 Departmental Equal Opportunity Plan	3
Section 2: Organizational Profile	4
Section 3: Department's Workforce Analysis Chart and Focused Review	8
Section 4: Personnel Activity	21
Section 5: Recruitment Data	41
Section 6: Action-Oriented Programs	46
Section 7: Accomplishments and Resource Needs	59
Section 8: EOCRAC Follow up	60
Section 9: Title VI of the Civil Rights Act	61

## **Section 1**

### **Department Head's Acknowledgment & Commitment to the 2022 Departmental Equal Opportunity Plan**

The Monterey County Board of Supervisors adopted an ordinance reaffirming their long-standing commitment to the principles of providing equal opportunities for all and preventing and eliminating unlawful discrimination. The Board of Supervisors values providing an open and empathetic communication channel for County officials and employees, applicants for employment, and business relationships with the County. Through the adoption of the Nondiscrimination, Prevention of Sexual Harassment, Reasonable Accommodations for Persons with Disabilities, and the Language Access and Effective Communication Policies, the Board of Supervisors also reaffirms its expectation that each County official and employee is responsible for maintaining a workplace that is free from unlawful discrimination, harassment, and retaliation.

As Department Head my signature below verifies the accuracy of this report and affirms my commitment to equal opportunity and civil rights, as outlined in County policies and ordinances.

A handwritten signature in blue ink, appearing to read 'C. R. Harris', is written over a horizontal blue line.

**Charles R. Harris, M.D.**

**Hospital Chief Executive Officer**

## Section 2

### Organizational Profile Natividad

Page 1 of 4

NMC CEO 1WM ADMINISTRATION SUPPORT TOTAL 6 4HF, 2WF					
<b>CHIEF NURSING OFFICER</b>  1WF	<b>CHIEF MEDICAL OFFICER</b>  1WM	<b>CHIEF FINANCIAL OFFICER</b>  1AM	<b>CHIEF INFORMATION OFFICER</b>  1WM	<b>ASSISTANT ADMINISTRATOR- OPERATIONS &amp; SUPPORT</b>  1WF	<b>ASSISTANT ADMINISTRATOR- HUMAN RESOURCES</b>  1AAF
<b>INTENSIVE CARE UNIT</b>  TOTAL 43  14AF, 5AM, 1AAF, 8HF, 2HM, 9WF, 4WM	<b>PHYSICIANS</b>  TOTAL 42  3HF, 4AM, 1AF, 1AAM, 19WF, 14WM	<b>PURCHASING &amp; MATERIALS MANAGEMENT</b>  TOTAL 21  1AF, 2AM, 3HF, 11HM, 2WF, 2WM	<b>INFORMATION TECHNOLOGY</b>  TOTAL 27  1AF, 1AM, 1AAM, 5HF, 5HM, 1AIM, 5WF, 8WM	<b>DIETARY &amp; CLINICAL NUTRITION</b>  TOTAL 50  9AF, 5AM, 2AAF, 22HF, 5HM, 3WF, 1UU, 2APIF	<b>HUMAN RESOURCES</b>  TOTAL 17  1AM, 2AAF, 9HF, 5WF
<b>NEONATAL INTENSIVE CARE UNIT</b>  TOTAL 33  6AF, 2AM, 10HF, 15WF	<b>FAMILY PRACTICE RESIDENCY</b>  TOTAL 40  3AF, 1AAM, 1AM, 13HF, 5HM, 6WF, 11WM	<b>GENERAL ACCOUNTING</b>  TOTAL 11  3AF, 3HF, 1HM, 2WF, 1WM, 1UF	<b>HEALTH INFORMATION MANAGEMENT</b>  TOTAL 29  1AF, 1AM, 2AAF, 1AAM, 16HF, 2HM, 1AIF, 4WF, 1UU	<b>ENVIRONMENTAL SERVICES</b>  TOTAL 88  6AF, 1AAF, 9AM, 3AAM, 35HF, 1AIF, 28HM, 2WF, 2WM, 1UU	<b>EMPLOYEE HEALTH</b>  TOTAL 13  2AF, 7HF, 1HM, 3WF
<b>MEDICAL SURGICAL UNIT</b>  TOTAL 128  38AF, 10AM, 2AAM, 4AAF, 35HF, 9HM, 3APIF, 23WF, 4WM	<b>PHARMACY</b>  TOTAL 38  8AF, 2AM, 3AAF, 10HF, 3HM, 4WF, 6WM, 2HU	<b>PATIENT ACCOUNTING</b>  TOTAL 23  2AF, 18HF, 3WF		<b>ENGINEERING &amp; SAFETY</b>  TOTAL 19  1HF, 9HM, 1AIF, 1WF, 6WM, 1UU	<b>RECORDS &amp; RETENTION</b>  TOTAL 3  3HF
<b>PEDIATRIC UNIT</b>  TOTAL 16  3AF, 5HF, 8WF	<b>NATIVIDAD MEDICAL GROUP</b>  TOTAL 9  7HF, 1HM, 1WF	<b>PHYSICIAN BILLING</b>  TOTAL 3  3HF		<b>LABORATORY</b>  TOTAL 64  19AF, 5AM, 1AAF, 2AAM, 16HF, 6HM, 2AIF, 11WF, 1WM, 1HU	<b>VOLUNTEER AUXILIARY</b>  TOTAL 1  1WF

CHIEF NURSING OFFICER 1WF	CHIEF MEDICAL OFFICER 1WM	CHIEF FINANCIAL OFFICER 1AM	CHIEF INFORMATION OFFICER 1WM	ASSISTANT ADMINISTRATOR- OPERATIONS & SUPPORT 1WF	ASSISTANT ADMINISTRATOR- HUMAN RESOURCES 1AAF
MENTAL HEALTH UNIT TOTAL 56 8AF, 4AM, 2AAF, 21HF, 9HM, 9WF, 3WM	SPECIALTY CLINIC TOTAL 26 4AF, 13HF, 3HM, 2WF, 3WM, 1AAM	ADMITTING & REGISTRATION TOTAL 29 26HF, 1WF, 2HM		RADIOLOGY TOTAL 43 2AF, 1AM, 16HF, 5HM, 11WF, 8WM	STAFFING RESOURCES TOTAL 8 1AF, 4HF, 1WF, 1HM, 1UU
MATERNAL INFANT & LACTATION/NINOS CLINICS TOTAL 61 18AF, 1AAF, 27HF, 2HM, 1APIF, 12WF	INTERPRETER SERVICES TOTAL 12 9HF, 3HM	MANAGED CARE/FINANCIAL COUNSELING TOTAL 9 7HF, 2WF		ULTRASOUND TOTAL 12 1AAF, 4WF, 4HF, 1HM, 1WM, 1AIF	
ACUTE REHABILITATION UNIT TOTAL 78	MEDICAL STAFF OFFICE / LIBRARY TOTAL 9	DECISION SUPPORT TOTAL 2		COMMUNICATIONS TOTAL 9	
28AF, 7AM, 2AAF, 20HF, 5HM, 2AIF, 10WF, 4WM	1AF, 3HF, 4WF, 1WM	1HF, 1HM		6HF, 3HM	
EMERGENCY DEPARTMENT TOTAL 103 10AF, 4AM, 1AAF, 2AAM, 31HF, 8HM, 35WF, 12WM	DIABETIC CLINIC TOTAL 3 3HF			THERAPY SERVICES TOTAL 27 6AF, 3AM, 7HF, 7WF, 3WM	
LABOR & DELIVERY / ANTENATAL TOTAL 70 10AF, 4AAF, 35HF, 19WF, 1UF, 1WM	QUALITY MANAGEMENT TOTAL 12 2AF, 1HF, 1HM, 1AM, 7WF			MARKETING TOTAL 1 1WF	
SURGERY & RECOVERY TOTAL 42 7AF, 3AM, 1AAF, 1AAM, 10HF, 5HM, 11WF, 4WM	INFECTION CONTROL TOTAL 2 1HF, 1WM			NUCLEAR MEDICINE TOTAL 1 1HF	
OUTPATIENT SURGICAL SERVICES / ENDOSCOPY TOTAL 17 3AF, 1AM, 8HF, 2HM, 3WF	EDUCATION ADMIN/MED STAFF TOTAL 14 5HF, 2AF, 4WF, 1HM, 2WM				

CHIEF NURSING OFFICER 1WF	CHIEF MEDICAL OFFICER 1WM	CHIEF FINANCIAL OFFICER 1AM	CHIEF INFORMATION OFFICER 1WM	ASSISTANT ADMINISTRATOR- OPERATIONS & SUPPORT 1WF	ASSISTANT ADMINISTRATOR- HUMAN RESOURCES 1AAF
TRAUMA SERVICES TOTAL 16 3AF, 2HF, 8WF, 3WM	COUMADIN CLINIC TOTAL 1 1WF				
PACU TOTAL 10 1AF, 3HF, 1HM, 2WF, 2WM, 1UU	CASE MANAGEMENT TOTAL 14 3AAF, 2HF, 1HM, 5AF, 1AM, 2WF				
INTERVENTIONAL RADIOLOGY (NURSING) TOTAL 12 1AF, 1HF, 1AIF, 5WF, 2HM, 2WM	SOCIAL SERVICES TOTAL 6 6HF				
CENTRAL STERILE TOTAL 8 1AF, 1AM, 5HF, 1WF					
NURSING ADMINISTRATION TOTAL 18 2AF, 5HF, 7WF, 2WM, 2AM					
NURSING EDUCATION/TRAINING TOTAL 13 1AF, 2AM, 1HF, 2HM, 1AIM, 5WF, 1WM					
NURSING FLOAT POOL TOTAL 76 11AF, 3AM, 2AAF, 1AAM, 46HF, 4HM, 8WF, 2UU					
CARDIOPULMONARY SERVICES / CARDIAC ULTRASOUND TOTAL 53 6AF, 1AAF, 3AM, 17HF, 12HM, 8WF, 5WM, 1HU					

CHIEF NURSING OFFICER 1WF	CHIEF MEDICAL OFFICER 1WM	CHIEF FINANCIAL OFFICER 1AM	CHIEF INFORMATION OFFICER 1WM	ASSISTANT ADMINISTRATOR- OPERATIONS & SUPPORT 1WF	ASSISTANT ADMINISTRATOR- HUMAN RESOURCES 1AAF
BARIATRIC SERVICES TOTAL 5 3HF, 1WF, 1WM					
JUVENILE HALL TOTAL 6 1AAF, 5HF					
CENTRAL TRANSPORTATION TOTAL 7 2HF, 1HM, 1AAM, 1WF, 1WM, 1UF					
CARDIOLOGY CLINIC TOTAL 12 10HF, 2WF					

Self-reported gender and ethnicity:

M – Male      F – Female

AA - African American; H – Hispanic; API – Asian/Pacific Islander; W - White other than Hispanic; AI – American Indian/Alaskan Native

## Section 3

# Department's Workforce Analysis Chart (MC-HRM-EO-0003)

Report ID : MC-HRM-EO-0003

Run Date : 01/05/2022

Run Time : 12:15 PM

County of Monterey Workforce Analysis Chart  
Job Group Within Department

Cover Page

### Parameters and Prompts

Home Department: 9600

Occupational Group: \*

Title: \*

### Report Description

The Monterey County Workforce Analysis Chart for Job Classifications within Job Groups Report is a listing and count of ethnicity, gender, classification and job group within Department(s).

AMS infoAdvantage



Run Date : 01/05/2022

Run Time : 12:15 PM

9600 - Natividad Medical Center

JOB GROUP 01: Management II - (30.4% Minority Availability) - (51.1% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours		
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T	
HOSPITAL ASSISTANT ADMINISTRATOR	OA	0	2	2	0	1	1	0	0	0	0	0	1	1	0	0	0	1	1	0	0	0	2	0	
HOSPITAL CHIEF FINANCIAL OFFICER	OA	1	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	1	0	
HOSPITAL CHIEF NURSING OFFICER	OA	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	
<b>TOTAL Management II</b>		1	3	4	1	1	2	0	0	0	1	0	2	1	0	0	0	2	1	0	1	0	4	0	
		75.0%			50.0%								50.0%					25.0%		0.0%		25.0%		0.0%	

JOB GROUP 02: Management I - (32.7% Minority Availability) - (48.2% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours		
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T	
DIRECTOR OF MARKETING AND COMMUNITY RELATIONS	OA	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0		
DIRECTOR OF RESPIRATORY CARE SERVICES	OA	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0	
HOSP DIRECTOR OF ENGINEERING AND SAFETY	OA	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0	
HOSPITAL CHIEF INFORMATION OFFICER	OA	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0		
HOSPITAL CONTROLLER	P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0	
HOSPITAL DIRECTOR OF ENVIRONMENTAL SERVICES	OA	1	0	1	1	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	
HOSPITAL PATIENT ADMITTING MANAGER	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
HOSPITAL PURCHASING & MATERIALS SUPPORT DIRECTOR	OA	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0	
INFORMATION TECHNOLOGY MANAGER	P	2	1	3	0	1	1	2	0	0	0	0	0	0	1	0	0	2	0	1	0	0	3	0	
MANAGER OF DIAGNOSTIC IMAGING SERVICES	P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0	
PATIENT ACCOUNT MANAGER	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
PATIENT FINANCIAL SERVICES DIRECTOR	P	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0		
<b>TOTAL Management I</b>		6	8	14	3	5	8	3	1	2	0	3	0	3	2	0	6	1	5	2	0	14	0		
		57.1%			57.1%								42.9%					7.1%		35.7%		14.3%		0.0%	

9600 - Natividad Medical Center

JOB GROUP 03: Professionals - Administration - (49.2% Minority Availability) - (62% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
ACCOUNTANT III	P	0	1	1	0	1	2	0	0	0	0	0	0	0	1	0	0	0	0	2	0	0	2	0
ADMINISTRATIVE SERVICES ASSISTANT	P	0	3	3	0	3	3	0	0	0	0	0	0	0	2	1	0	0	0	2	1	0	3	0
BUYER II	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
CHIEF HOSPITAL ACCOUNTANT	P	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
HOSPITAL DECISION SUPPORT ANALYST	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
HOSPITAL DECISION SUPPORT MANAGER	P	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
HOSPITAL REVENUE CYCLE EXAMINER	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
HOSPITAL SECURITY & DATABASE ADMINISTRATOR	P	2	0	2	0	0	0	2	0	0	0	0	0	0	0	0	0	2	0	0	0	0	2	0
HOSPITAL SOFTWARE ANALYST II	P	2	6	8	2	5	7	0	0	2	0	0	1	0	5	0	0	1	0	7	0	0	8	0
HOSPITAL SOFTWARE ANALYST III	P	2	1	3	2	0	2	0	0	1	1	0	1	0	0	0	0	1	0	1	1	0	3	0
IT PROJECT MANAGEMENT ANALYST II	P	1	0	1	1	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0
IT PROJECT MANAGEMENT ANALYST III	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
MANAGEMENT ANALYST I	P	1	4	5	1	4	5	0	0	1	0	0	0	0	3	1	0	0	0	4	1	0	5	0
MANAGEMENT ANALYST II	P	1	2	3	1	0	1	0	0	1	0	0	2	0	0	0	0	2	0	1	0	0	3	0
MANAGEMENT ANALYST III	P	1	1	2	1	0	1	0	0	1	0	0	1	0	0	0	0	1	0	1	0	0	2	0
MEDICAL STAFF COORDINATOR	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
PHYSICAL PLANT MANAGER	OA	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
PROJECT MANAGER I	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
PROJECT MANAGER III	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
SENIOR PERSONNEL ANALYST	P	1	3	4	1	2	3	0	0	0	1	0	1	1	1	0	0	1	1	1	1	0	4	0
SUPERVISING PERSONNEL ANALYST	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
SYSTEMS PROGRAMMER ANALYST II	P	1	0	1	1	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	1	0
SYSTEMS PROGRAMMER ANALYST III	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
<b>TOTAL Professionals - Administration</b>		18	27	45	12	18	31	6	1	8	2	1	9	1	15	2	0	15	2	24	4	1	46	0
		60.0%			68.9%													33.3%	4.4%	53.3%	8.9%	2.2%		

County of Monterey Workforce Analysis Chart  
 Job Group Within Department

9600 - Natividad Medical Center

JOB GROUP 05: Professionals - Human Services - (44.8% Minority Availability) - (79% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours		
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T	
PSYCHIATRIC SOCIAL WORKER I	P	1	1	2	1	1	2	0	0	1	0	0	0	0	0	1	0	0	0	1	1	0	2	0	
SOCIAL WORKER V	P	0	5	5	0	4	4	0	0	0	0	0	1	0	4	0	0	1	0	4	0	0	5	0	
SOCIAL WORK SUPERVISOR II	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
<b>TOTAL Professionals - Human Services</b>		1	7	8	1	6	7	0	0	1	0	0	1	0	5	1	0	1	0	6	1	0	8	0	
		87.5%			87.5%								12.5%					0.0%		75.0%		12.5%		0.0%	

JOB GROUP 07: Professionals - Health, Administration - (29.5% Minority Availability) - (59% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours		
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T	
BEHAVIORAL HEALTH SERVICES MANAGER I	P	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0	
CLINICAL LABORATORY MANAGER	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	
DIRECTOR OF HEALTH INFORMATION MANAGEMENT	P	0	1	1	0	1	1	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	1	0	
DIRECTOR OF MEDICAL CENTER PHYSICIAN SERVICES	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	
HOSPITAL DIRECTOR OF FOOD SERVICES	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	
HOSPITAL INTERPRETER SERVICES MANAGER	P	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0	
MANAGED CARE OPERATIONS MANAGER	OA	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	
OUTPATIENT SERVICES MANAGER II	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
PHARMACY DIRECTOR	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	
QUALITY/COMPLIANCE ADMINISTRATOR	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	
REHABILITATIVE SERVICES MANAGER	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	
UTILIZATION MANAGEMENT COORDINATOR	P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0	
<b>TOTAL Professionals - Health, Administration</b>		3	9	12	2	3	5	1	0	2	0	0	6	1	1	1	0	7	1	3	1	0	12	0	
		75.0%			41.7%								58.3%					8.3%		25.0%		8.3%		0.0%	

County of Monterey Workforce Analysis Chart  
 Job Group Within Department

9600 - Natividad Medical Center

JOB GROUP 08: Professionals - Health, Ancillary - (37.3% Minority Availability) - (71.7% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours		
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T	
CLINICAL PHARMACY COORDINATOR	P	1	1	2	0	1	1	1	0	0	0	0	0	0	0	1	0	1	0	0	1	0	1	1	
DIETITIAN	P	0	6	6	0	4	4	0	0	0	0	0	2	0	1	3	0	2	0	1	3	0	3	3	
OCCUPATIONAL THERAPIST	P	2	10	12	2	5	7	0	0	2	0	0	5	0	2	2	1	5	0	4	2	1	9	3	
PHARMACIST I	P	2	8	10	1	5	6	1	0	1	0	0	3	1	0	4	0	4	1	1	4	0	4	6	
PHYSICAL THERAPIST	P	5	6	11	2	3	5	3	0	0	2	0	3	0	0	3	0	6	0	0	5	0	9	2	
SPEECH PATHOLOGIST	P	2	3	5	1	1	2	1	0	1	0	0	2	0	1	0	0	3	0	2	0	0	5	0	
SUPERVISING CLINICAL LABORATORY SCIENTIST	P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0	
SUPERVISING DIETITIAN	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	
SUPERVISING RESPIRATORY CARE PRACTITIONER	P	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0	
SUPERVISING THERAPIST	P	0	2	2	0	1	1	0	0	0	0	0	1	0	0	0	1	1	0	0	0	1	2	0	
<b>TOTAL Professionals - Health, Ancillary</b>		13	38	51	7	21	28	6	0	5	2	0	17	1	4	14	2	23	1	9	16	2	35	16	
		74.5%			54.9%								45.1%					2.0%		17.6%		31.4%		3.9%	

Run Date : 01/05/2022

Run Time : 12:15 PM

9600 - Natividad Medical Center

JOB GROUP 09: Professionals - Health, Doctors - (30.7% Minority Availability) - (33.2% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours		
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T	
ASSISTANT DIRECTOR FAMILY PRACTICE RESIDENCY PROG	OA	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0
CHIEF OB/GYN SURGEON	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0
CHIEF OF SURGERY	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0
CONTRACT PHYSICIAN	P	20	19	39	6	4	10	14	1	1	4	0	15	0	4	0	0	29	1	5	4	0	0	32	7
DIRECTOR OF SURGICAL SERVICES	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0
HOSPITAL CHIEF MEDICAL OFFICER	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0
RESIDENT PHYSICIAN I	P	6	5	11	4	4	8	2	0	3	1	0	1	0	4	0	0	3	0	7	1	0	0	11	0
RESIDENT PHYSICIAN II	P	5	4	9	2	4	6	3	1	1	0	0	0	0	3	1	0	3	1	4	1	0	0	9	0
RESIDENT PHYSICIAN III	P	3	7	10	1	6	7	2	0	1	0	0	1	0	4	2	0	3	0	5	2	0	0	10	0
<b>TOTAL Professionals - Health, Doctors</b>		39	35	74	13	18	31	26	2	6	5	0	17	0	15	3	0	43	2	21	8	0	0	67	7
		47.3%			41.9%													58.1% 2.7% 28.4% 10.8% 0.0%							

Run Date : 01/05/2022

Run Time : 12:15 PM

9600 - Natividad Medical Center

JOB GROUP 10: Professionals - Health, Nurses - (37.3% Minority Availability) - (88.1% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours		
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T	
ADMIN NURSE/HOUSE SUPV	P	1	5	6	0	2	2	1	0	0	0	0	3	0	0	2	0	4	0	0	2	0	0	1	5
CASE MANAGEMENT NURSE	P	1	13	14	1	9	10	0	0	0	1	0	4	2	2	5	0	4	2	2	6	0	0	8	6
CLINICAL NURSE SPECIALIST	P	2	2	4	1	0	1	1	0	0	0	1	2	0	0	0	0	3	0	0	0	0	1	4	0
CLINIC NURSE PRACTITIONER	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	1
HOSPITAL DIRECTOR OF NURSING EDUCATION	P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
HOSPITAL NURSE AUDITOR	P	0	2	2	0	1	1	0	0	0	0	0	1	0	1	0	0	1	0	1	0	0	0	2	0
HOSPITAL NURSE PRACTITIONER	P	1	9	10	0	2	2	1	0	0	0	0	7	0	0	2	0	8	0	0	2	0	0	3	7
HOSPITAL QUALITY ASSURANCE NURSE	P	0	5	5	0	0	0	0	0	0	0	0	5	0	0	0	0	5	0	0	0	0	0	4	1
INFECTION CONTROL NURSE	P	1	1	2	0	1	1	1	0	0	0	0	0	0	1	0	0	1	0	1	0	0	0	2	0
NURSING SERVICES DIVISION MANAGER	P	1	4	5	0	2	2	1	0	0	0	0	2	1	1	0	0	3	1	1	0	0	0	5	0
NURSING SERVICES UNIT MANAGER	P	0	2	2	0	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	0	0	0	2	0
SENIOR CENTRAL STERILE TECHNICIAN	T	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	1
SENIOR CLINIC NURSE	P	1	10	11	0	8	8	1	0	0	0	0	2	0	6	2	0	3	0	6	2	0	0	4	7
SENIOR OBSTETRICAL TECHNICIAN	T	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	1
STAFF NURSE I	P	5	32	37	4	21	25	1	1	2	1	0	11	0	12	9	0	12	1	14	10	0	0	0	37
STAFF NURSE II	P	61	297	358	37	196	233	24	2	14	21	0	100	6	97	93	0	124	8	111	114	0	0	14	344
STAFF NURSE III	P	7	23	30	5	16	21	2	0	2	3	0	7	2	4	10	0	9	2	6	13	0	0	13	17
SUPERVISING CLINIC NURSE	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	1	0
SUPERVISING NURSE I	P	3	14	17	2	9	11	1	0	0	2	0	5	0	5	4	0	6	0	5	6	0	0	9	8
SUPERVISING NURSE II	P	0	2	2	0	1	1	0	0	0	0	0	1	0	0	1	0	1	0	0	1	0	0	2	0
<b>TOTAL Professionals - Health, Nurses</b>		84	426	510	50	271	321	34	3	18	28	1	154	11	130	130	0	188	14	148	158	1	0	75	435
		83.5%			62.9%													36.9% 2.7% 29.0% 31.0% 0.2%							

Run Date : 01/05/2022

Run Time : 12:15 PM

9600 - Natividad Medical Center

JOB GROUP 13: Paraprofessional - Technicians II - (60.6% Minority Availability) - (70.8% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
ANESTHESIA TECHNICIAN	T	0	2	2	0	1	1	0	0	0	0	0	1	0	0	1	0	1	0	0	1	0	1	1
CENTRAL STERILE TECHNICIAN	T	1	6	7	1	6	7	0	0	0	1	0	0	0	5	1	0	0	0	5	2	0	1	6
DIAGNOSTIC IMAGING SUPERVISOR	T	0	2	2	0	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	0	0	2	0
ENDOSCOPY TECHNICIAN	T	0	3	3	0	2	2	0	0	0	0	0	1	0	2	0	0	1	0	2	0	0	1	2
HEALTH CARE TECHNICIAN	T	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1
HEALTH INFORMATION MANAGEMENT CODING SUPERVISOR	PP	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
HOSPITAL MEDICAL INTERPRETATION COORDINATOR	PP	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
HOSPITAL SOFTWARE ANALYST I	PP	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
LICENSED VOCATIONAL NURSE	T	2	7	9	1	7	8	1	0	1	0	0	0	0	6	1	0	1	0	7	1	0	6	3
NUCLEAR MEDICINE TECHNOLOGIST	T	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
OBSTETRICAL TECHNICIAN	T	1	5	6	0	5	5	1	0	0	0	0	0	1	4	0	0	1	1	4	0	0	0	6
ORTHOPEDIC TECHNICIAN	T	1	0	1	1	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0
PHYSICAL THERAPIST ASSISTANT	PP	2	2	4	2	2	4	0	0	0	2	0	0	1	1	0	0	0	1	1	2	0	4	0
SENIOR CLINICAL LABORATORY ASSISTANT	PP	1	1	2	1	1	2	0	0	1	0	0	0	0	1	0	0	0	0	2	0	0	2	0
SENIOR CLINICAL LABORATORY SCIENTIST	T	2	6	8	2	6	8	0	0	1	1	0	0	0	0	6	0	0	0	1	7	0	8	0
SENIOR RADIOLOGIC TECHNOLOGIST	T	4	1	5	2	1	3	2	0	2	0	0	0	0	0	0	1	2	0	2	0	1	5	0
SENIOR RESPIRATORY CARE PRACTITIONER	T	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
SENIOR SONOGRAPHER	T	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1	0
SONOGRAPHER	T	3	6	9	2	5	7	1	0	1	1	0	1	1	3	1	0	2	1	4	2	0	4	5
SURGICAL TECHNICIAN	T	5	5	10	5	3	8	0	1	3	1	0	2	0	2	1	0	2	1	5	2	0	1	9
TELEMETRY TECHNICIAN	T	1	5	6	1	4	5	0	0	1	0	0	1	0	3	1	0	1	0	4	1	0	0	6
<b>TOTAL Paraprofessional - Technicians II</b>		<b>25</b>	<b>56</b>	<b>81</b>	<b>19</b>	<b>46</b>	<b>65</b>	<b>6</b>	<b>2</b>	<b>11</b>	<b>6</b>	<b>0</b>	<b>10</b>	<b>3</b>	<b>28</b>	<b>13</b>	<b>2</b>	<b>16</b>	<b>5</b>	<b>39</b>	<b>19</b>	<b>2</b>	<b>42</b>	<b>39</b>
			<b>69.1%</b>			<b>80.2%</b>												<b>19.8%</b>	<b>6.2%</b>	<b>48.1%</b>	<b>23.5%</b>	<b>2.5%</b>		

Run Date : 01/05/2022

Run Time : 12:15 PM

9600 - Natividad Medical Center

JOB GROUP 14: Paraprofessional - Technicians I - (51.5% Minority Availability) - (70.9% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
BUYER I	PP	1	1	2	1	1	2	0	0	1	0	0	0	0	1	0	0	0	0	2	0	0	2	0
CLINICAL LABORATORY ASSISTANT	T	4	17	21	4	12	16	0	2	2	0	0	5	1	8	2	1	5	3	10	2	1	11	10
CLINICAL LABORATORY SCIENTIST	T	3	10	13	3	10	13	0	0	1	2	0	0	0	0	10	0	0	0	1	12	0	11	2
COMMUNITY SERVICE AIDE III	PP	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	1
DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	PP	1	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	1	0
DIETITIAN AIDE	PP	0	5	5	0	5	5	0	0	0	0	0	0	0	3	2	0	0	0	3	2	0	5	0
EDUCATOR AND VOLUNTEER COORDINATOR	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
EEG TECH	T	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
HEALTH EDUCATION ASSISTANT	PP	0	2	2	0	2	2	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	2	0
HEALTH INFORMATION MANAGEMENT CODER I	T	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0
HEALTH INFORMATION MANAGEMENT CODER II	T	0	4	4	0	3	3	0	0	0	0	0	1	0	3	0	0	1	0	3	0	0	4	0
HOSPITAL INFORMATION SYSTEMS SUPPORT TECHNICIAN	T	3	0	3	2	0	2	1	0	2	0	0	0	0	0	0	0	1	0	2	0	0	3	0
MEDICAL LABORATORY TECHNICIAN	T	1	1	2	1	1	2	0	0	1	0	0	0	0	0	0	1	0	0	1	0	1	1	1
PERSONNEL TECHNICIAN-CONFIDENTIAL	PP	0	5	5	0	5	5	0	0	0	0	0	0	0	5	0	0	0	0	5	0	0	5	0
PHARMACY TECHNICIAN	T	4	8	12	3	7	12	1	0	2	1	0	1	1	5	1	0	2	1	9	2	0	9	5
PHYSICAL THERAPIST HELPER	PP	3	1	4	3	1	4	0	0	3	0	0	0	0	1	0	0	0	0	4	0	0	4	0
RADIOLOGIC TECHNOLOGIST	T	10	14	24	4	6	10	6	0	3	1	0	8	0	6	0	0	14	0	9	1	0	19	5
RESPIRATORY CARE PRACTITIONER	T	9	18	27	7	14	21	2	0	5	2	0	4	0	12	2	0	6	0	17	4	0	1	26
SENIOR PHARMACY TECHNICIAN	T	0	2	2	0	2	2	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	2	0
<b>TOTAL Paraprofessional - Technicians I</b>		<b>39</b>	<b>92</b>	<b>131</b>	<b>29</b>	<b>71</b>	<b>102</b>	<b>10</b>	<b>2</b>	<b>20</b>	<b>7</b>	<b>0</b>	<b>21</b>	<b>2</b>	<b>49</b>	<b>18</b>	<b>2</b>	<b>31</b>	<b>4</b>	<b>71</b>	<b>25</b>	<b>2</b>	<b>83</b>	<b>50</b>
			<b>70.2%</b>			<b>77.9%</b>												<b>23.7%</b>	<b>3.1%</b>	<b>54.2%</b>	<b>19.1%</b>	<b>1.5%</b>		

County of Monterey Workforce Analysis Chart  
 Job Group Within Department

9600 - Natividad Medical Center

JOB GROUP 16: Skilled Craft I - (62.6% Minority Availability) - (9.5% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours		
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T	
BUILDING MAINTENANCE WORKER	SC	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	
HOSPITAL MAINTENANCE MECHANIC	SC	8	0	8	6	0	6	2	0	6	0	0	0	0	0	0	0	2	0	6	0	0	8	0	
MAINTENANCE PAINTER	SC	2	0	2	1	0	1	1	0	1	0	0	0	0	0	0	0	1	0	1	0	0	2	0	
<b>TOTAL Skilled Craft I</b>		<b>11</b>	<b>0</b>	<b>11</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>4</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>0</b>		
		0.0%			63.6%								36.4%					0.0%		63.6%		0.0%		0.0%	

County of Monterey Workforce Analysis Chart  
 Job Group Within Department

9600 - Natividad Medical Center

JOB GROUP 17: Office Clerical II - (79.1% Minority Availability) - (85.9% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours		
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T	
ACCOUNTING CLERICAL SUPERVISOR	OC	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0		
ACCOUNTING TECHNICIAN	OC	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	2	0	
ADMINISTRATIVE SECRETARY	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	
ADMINISTRATIVE SECRETARY-CONFIDENTIAL	OC	0	3	3	0	3	3	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	0	
HOSPITAL MEDICAL INTERPRETER	OC	1	7	8	1	7	8	0	0	1	0	0	0	0	7	0	0	0	8	0	0	0	6	2	
HOSPITAL SUPERVISING COMMUNICATIONS OPERATOR	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	1	0	
MEDICAL ASSISTANT	SM	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	1	0	
OFFICE ASSISTANT III	OC	0	16	16	0	14	14	0	0	0	0	0	2	0	13	1	0	2	0	13	1	0	15	1	
PRINCIPAL OFFICE ASSISTANT	OC	1	12	13	1	11	12	0	0	1	0	0	1	1	9	1	0	1	1	10	1	0	13	0	
SENIOR ACCOUNT CLERK	OC	0	3	3	0	2	2	0	0	0	0	0	1	0	1	0	1	1	0	1	0	1	3	0	
SENIOR PATIENT ACCOUNT REPRESENTATIVE	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	1	0	
SENIOR PATIENT SERVICES REPRESENTATIVE	OC	0	2	2	0	2	2	0	0	0	0	0	0	0	2	0	0	0	2	0	0	0	2	0	
SENIOR SECRETARY	OC	0	5	5	0	3	3	0	0	0	0	0	2	0	1	2	0	2	0	1	2	0	4	1	
SUPERVISING OFFICE ASSISTANT I	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	1	0	
SUPERVISING OFFICE ASSISTANT II	OC	1	2	3	1	2	3	0	1	0	0	0	0	1	0	0	1	0	2	0	0	1	3	0	
SUPERVISING PATIENT SERVICES REPRESENTATIVE	OC	0	3	3	0	3	3	0	0	0	0	0	0	0	3	0	0	0	3	0	0	0	3	0	
<b>TOTAL Office Clerical II</b>		<b>4</b>	<b>60</b>	<b>64</b>	<b>3</b>	<b>54</b>	<b>57</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>2</b>	<b>45</b>	<b>5</b>	<b>2</b>	<b>7</b>	<b>3</b>	<b>47</b>	<b>5</b>	<b>2</b>	<b>60</b>	<b>4</b>	
		93.8%			89.1%								10.9%					4.7%		73.4%		7.8%		3.1%	

9600 - Natividad Medical Center

JOB GROUP 18: Office Clerical I - (57.8% Minority Availability) - (79% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours		
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T	
CASHIER	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0	
COURIER	OC	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	
DATA ENTRY OPERATOR II	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
HOSPITAL COMMUNICATIONS OPERATOR II	OC	3	4	7	3	4	7	0	0	3	0	0	0	0	4	0	0	0	0	7	0	0	6	1	
MEDICAL UNIT CLERK	OC	1	30	31	1	29	30	0	0	1	0	0	1	0	28	1	0	1	0	29	1	0	15	16	
OFFICE ASSISTANT II	OC	3	3	6	3	3	6	0	1	2	0	0	0	0	3	0	0	0	1	5	0	0	6	0	
PATIENT ACCOUNT REPRESENTATIVE II	OC	0	25	25	0	24	24	0	0	0	0	0	1	0	22	2	0	1	0	22	2	0	25	0	
PATIENT SERVICES REPRESENTATIVE I	OC	0	3	3	0	3	3	0	0	0	0	0	0	0	3	0	0	0	0	3	0	0	3	0	
PATIENT SERVICES REPRESENTATIVE II	OC	6	40	46	6	38	44	0	0	6	0	0	2	0	38	0	0	2	0	44	0	0	39	7	
STOREKEEPER	OC	8	1	9	7	1	8	1	0	7	0	0	0	0	1	0	0	1	0	8	0	0	9	0	
<b>TOTAL Office Clerical I</b>		22	108	130	20	104	124	2	1	19	0	0	4	0	100	4	0	6	1	119	4	0	106	24	
		83.1%			95.4%								4.6%					0.8%		91.5%		3.1%		0.0%	

JOB GROUP 19: Service Maintenance II - (75.6% Minority Availability) - (47.4% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours		
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T	
HEAD COOK	SM	1	1	2	1	1	2	0	0	0	1	0	0	0	1	0	0	0	0	1	1	0	2	0	
HOSPITAL SENIOR ENVIRONMENTAL SERVICES AIDE	SM	1	2	3	1	2	3	0	0	0	1	0	0	0	2	0	0	0	0	2	1	0	2	1	
HOSPITAL SUPERVISING ENVIRONMENTAL SERVICES AIDE	SM	1	2	3	1	2	3	0	0	1	0	0	0	0	1	1	0	0	0	2	1	0	3	0	
SENIOR COOK	SM	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
<b>TOTAL Service Maintenance II</b>		3	6	9	3	6	9	0	0	1	2	0	0	0	5	1	0	0	0	6	3	0	8	1	
		66.7%			100.0%								0.0%					0.0%		66.7%		33.3%		0.0%	

9600 - Natividad Medical Center

JOB GROUP 20: Service Maintenance I - (76.6% Minority Availability) - (53.7% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours		
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T	
COOK	SM	2	5	7	2	5	7	0	0	1	1	0	0	0	5	0	0	0	0	6	1	0	7	0	
CUSTODIAN	SM	1	2	3	1	2	3	0	0	1	0	0	0	0	2	0	0	0	0	3	0	0	3	0	
FOOD SERVICE WORKER II	SM	5	10	15	5	10	15	0	0	3	2	0	0	1	6	3	0	0	1	9	5	0	13	2	
GROUNDSKEEPER	SM	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0	
HOSPITAL ENVIRONMENTAL SERVICES AIDE	SM	27	31	58	25	29	54	2	1	17	7	0	2	1	23	5	0	4	2	40	12	0	41	17	
NURSING ASSISTANT	SM	12	81	93	12	74	86	0	0	6	6	0	7	3	55	16	0	7	3	61	22	0	50	43	
PATIENT TRANSPORTER	SM	3	3	6	2	1	3	1	1	1	0	0	1	0	1	0	0	2	1	2	0	0	6	0	
<b>TOTAL Service Maintenance I</b>		51	132	183	48	121	169	3	2	30	16	0	10	5	92	24	0	13	7	122	40	0	121	62	
		72.1%			92.3%								7.1%					3.8%		66.7%		21.9%		0.0%	

TOTAL - 9600 Natividad Medical Center	Total Employees			Minorities			Male					Female					Totals					Hours		
	M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T	
	320	1,007	1,327	218	745	966	102	15	132	69	2	260	27	492	218	8	362	42	627	287	10	692	638	
	75.9%			72.8%								27.3%					3.2%		47.2%		21.6%		0.8%	

## FOCUSED REVIEW AND ANALYSIS OF NATIVIDAD'S WORKFORCE

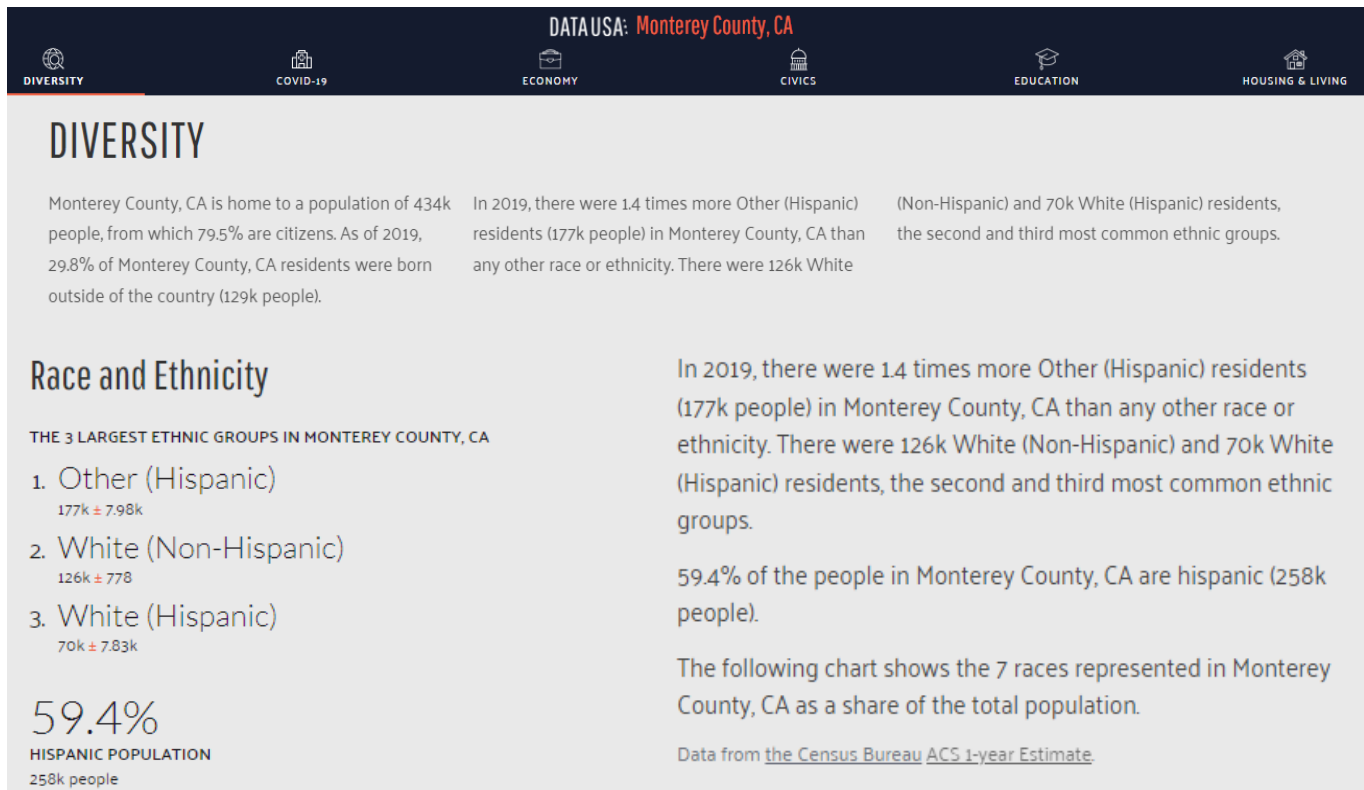
Natividad's minority representation continues to exceed availability in all job groups for the third year in a row, after 2021's recruitment efforts. Our Human Resources Department performs a detailed review every year within each job group to identify areas for improvement and create a plan of action. Although each job group on the Workforce Analysis Chart continues to show that the hospital meets or exceeds availability for minorities and females overall within the organization every year, there are still job groups in which females are underrepresented when compared to listed availability, and specific categories within the minority designation that have low representation within the hospital workforce.

Natividad HR has made improvements to their recruitment outreach efforts since our last report by facilitating more collaborative involvement between the Recruitment Team, department managers/supervisors/SMEs, our advertising firm, and including more outside agencies to assist with identifying outreach sources in order to meet our goal of increasing the diversity within the individual minority categories in each job group. This practice will continue in 2022.

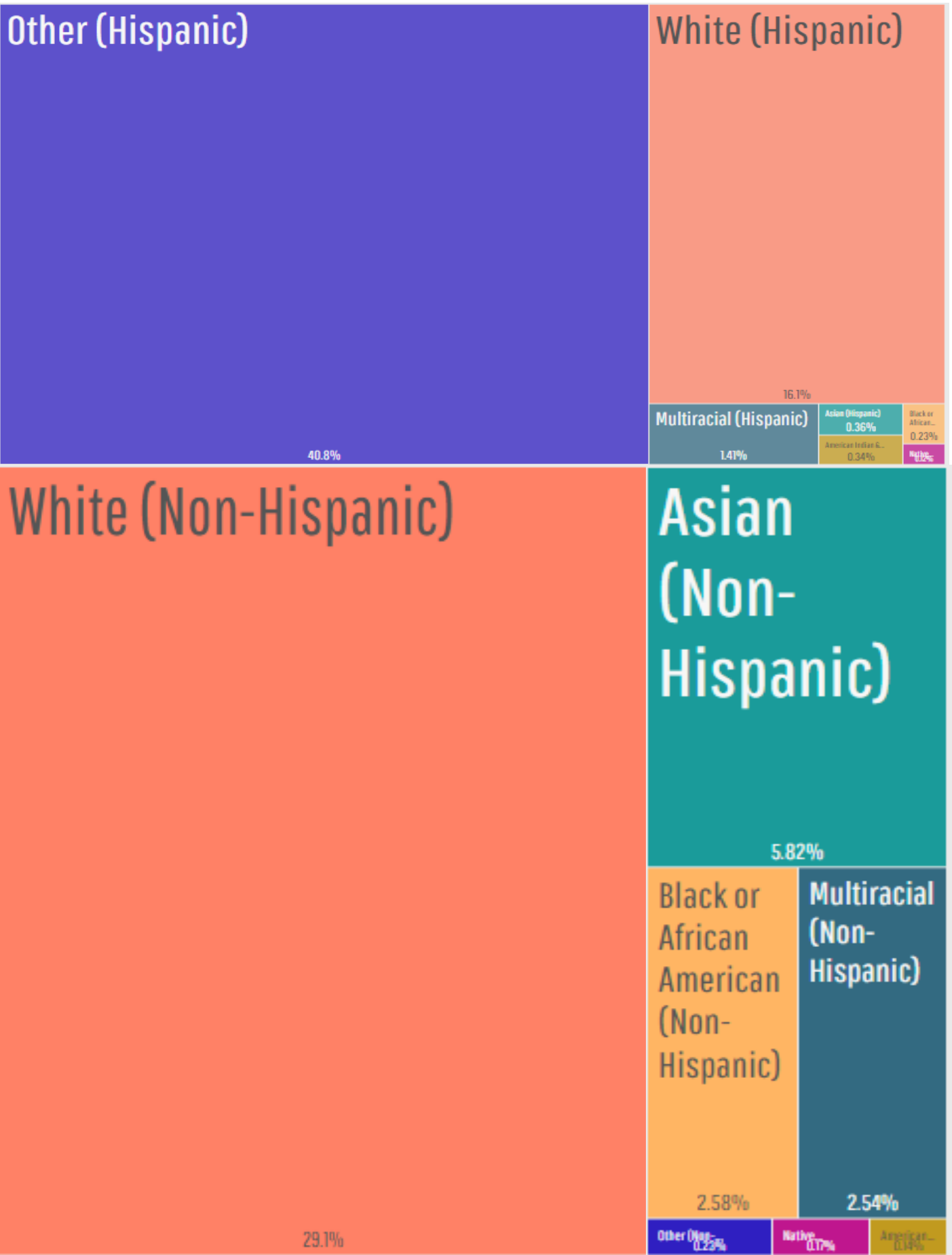
During a review of our workforce statistics, we compared Natividad's current workforce to the most recent demographic data available for Monterey County residents. As a hospital providing care and services to all residents of this community, regardless of age or ethnic background, the diversity of our workforce should closely resemble the population that we serve.

- 1) According to the data below, the 5 largest ethnic groups in Monterey County, CA are Other (Hispanic) (40.8%), White (Non-Hispanic) (29.1%), White (Hispanic) (16.1%), Asian (Non-Hispanic) (5.82%), and Black or African American (Non-Hispanic) (2.58%), comprising 94.4% of the County's population. *The ethnic groups representing the remaining 5.6% of the population are: Multi-Racial (Hispanic 1.41%; Non-Hispanic 2.54%), Asian (Hispanic 0.364%), Black or African American (Hispanic 0.235%), Native Hawaiian & Other Pacific Islander (Hispanic 0.122%; Non-Hispanic 0.174%), American Indian & Alaska Native (Hispanic 0.34%; Non-Hispanic 0.137%), and Other (Non-Hispanic 0.227%).*

Source: <https://datausa.io/profile/geo/monterey-county-ca#demographics>







■ White
 ■ Other
 ■ Asian
 ■ Multiracial
 ■ Black or African American
 ■ American Indian & Alaska Native
 ■ Native Hawaiian & Other Pacific Islander

2013 2014 2015 2016 2017 2018 2019

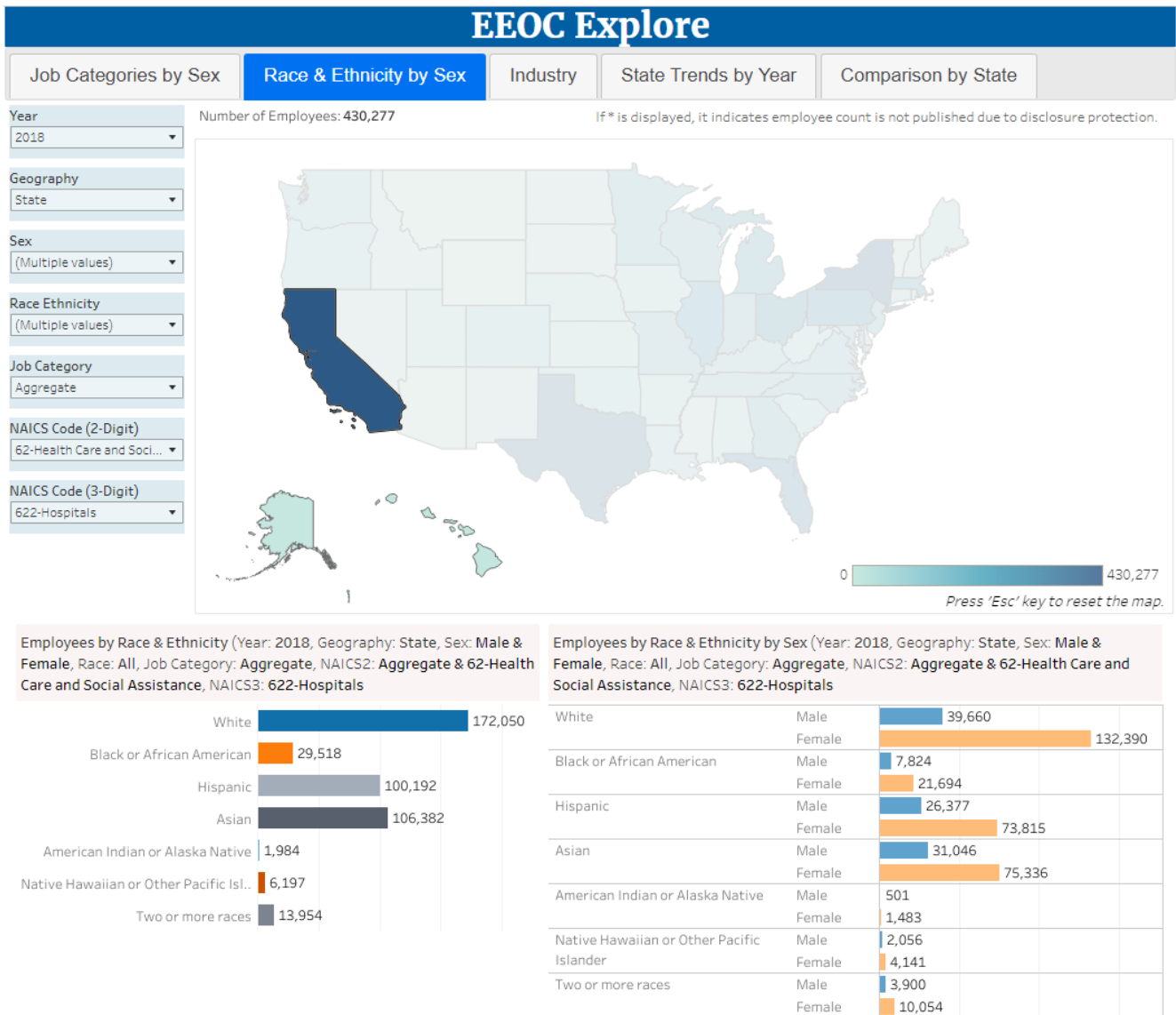
Natividad’s organization-wide representation in each ethnic category compared to the demographic data above for the population of Monterey County is detailed below. This data shows that representation within the organization is similar to the community in which we serve, as well as the pool from which a majority of our prospective employees live. *(According to applicant records for CY 2021, 72.0% of all applicants lived in Monterey County, and of the applicants that lived outside of Monterey County, 24.5% lived within the State of California, and only 3.5% lived out-of-state.)*

As the data shows, Natividad’s workforce representation in each ethnic category as listed below exceeds the representation when compared to Monterey County’s population in each of the last 2 years.

ETHNIC CATEGORY	Current Year Comparison County Population to Natividad Workforce			Natividad Workforce Comparison January 2021 to January 2022	
	% REPRESENTATION IN MONTEREY COUNTY, CA POPULATION (Total Minorities: 70.28%)	% REPRESENTATION IN NATIVIDAD WORKFORCE January 2022 (Total Minorities: 72.8%)	VARIANCE BETWEEN MONTEREY COUNTY DATA & NATIVIDAD WORKFORCE (+ / -)	% REPRESENTATION IN NATIVIDAD WORKFORCE January 2021 (Total Minorities = 71.5%)	VARIANCE IN NATIVIDAD WORKFORCE January 2021 vs. January 2022 (+ / -)
WHITE (Non-Hispanic)	29.1%	27.30%	-1.8%	28.70%	-1.4%
HISPANIC (Includes All with Hispanic listed above)	59.03%	47.20%	-11.83%	46.00%	1.2%
ASIAN (Includes Native Hawaiian & Other Pacific Islander)	5.99%	21.60%	+15.61%	21.20%	0.4%
BLACK or AFRICAN AMERICAN	2.58%	3.20%	+0.62%	3.40%	-0.2%
AMERICAN INDIAN & ALASKA NATIVE	0.137%	0.80%	+0.66%	0.90%	-0.1%
MULTIRACIAL (Non-Hispanic)	2.54%	DATA NOT AVAILABLE	N/A	DATA NOT AVAILABLE	N/A

- In December 2020, the U.S. Equal Employment Opportunity Commission (EEOC) launched “EEOC Explore” - a new interactive data query tool that Natividad used in its review to analyze the data compiled by EEOC from more than 56 million employees and 73,000 employers nationwide. This tool provides valuable comparative information and data trends by location, sex, race & ethnicity, and *industry* - which is an integral part of the analysis of our organization’s workforce statistics, as many hospital positions require specific licensure and skills that cannot be acquired without higher education. Locally, these programs (e.g., Registered Nurse, Respiratory Therapist) are highly competitive academically and not all applicants are accepted into the program, which also impacts the diversity of the applicant pool.

The EEOC Explore data below shows all hospital employees in the State of California by race & ethnicity. This is another data set Natividad considered when doing an analysis of our workforce.



Source: <https://www.eoc.gov/statistics/employment/jobpatterns/eo1>

Race / Ethnic Category	Representation in California Hospitals	Representation in Natividad's Workforce	Variance (+ / -)
White	39.98%	27.30%	-12.68%
Black or African American	6.86%	3.20%	-3.46%
Hispanic	23.28%	47.20%	+23.92%
Asian	24.72%	21.60% (+1.44% = 23.04%)	-1.68%
American Indian or Alaska Native	0.46%	0.80%	+0.34%
Native Hawaiian or Other Pacific Islander	1.44%	*included in Asian above	N/A
Two or More Races	3.24%	Data not available	N/A

The EEOC data shows that in comparison to the Statewide figures, Natividad does employ a diverse workforce, with an expected higher variance in the percentage of employees that are Hispanic, which is the largest ethnic group in Monterey County. Although Natividad’s workforce closely represents the County population data for the community we serve, the information above shows that in comparison to all hospitals in the State of California, Natividad’s workforce is underrepresented in some specific minority categories as indicated above.

When comparing Natividad’s workforce to the Statewide data above for males/females in the workforce, the hospital’s representation is comparable; however, there are specific job groups in which Natividad’s representation does not meet the availability in the County, so additional recruitment efforts are needed to target females for positions in those specific job groups.

Male / Female	Representation in California Hospitals	Representation in Natividad’s Workforce	Variance (+ / -)
Male	25.88%	24.10%	-1.78%
Female	74.12%	75.90%	+1.78%

- 3) As stated in our previous EO Plan, Natividad’s HR Department conducted a review of the minimum qualifications for all classifications that have historically required second language skills, such as Bilingual in Spanish, to determine if this requirement is warranted based on the essential job duties of each position within the specified hospital unit (i.e., front-line customer contact positions in Admitting & Registration, Clinics, or Patient Accounting departments). As a result of this review, some positions previously designated as “Bilingual Only” have been changed for positions where bilingual skills may be desired, but are not required, to perform the essential duties of the position. This decision was made in order to improve the diversity of the employees in positions where resources are immediately available to provide services to a Spanish-speaking patient or visitor within the department without affecting client services. Natividad saw requiring these skills, when not imperative to the performance of the essential job functions of the individual position, created an adverse impact on the applicant pool and the diversity of our workforce. Removing this barrier when possible not only helps to increase the overall number of minority employees in other ethnic categories within the hospital’s workforce, but also in specific departments within the hospital where some ethnic categories may have little to no representation.

## Section 4

### Personnel Activity

Job Group 01: Management II <b>*No activity in 2020</b>	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

## Section 4

### Personnel Activity

Job Group 02: Management I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	1	0
African American	1	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	1	0	0	0	0	0
TOTAL (count each person only once)	1	0	1	0	0	0	1	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

## Section 4

### Personnel Activity

Job Group 03: Professionals - Administration	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	3	0	2
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	1	0	0	0
American Indian/ Alaskan Native	0	0	1	0	0	0	0	0
Hispanic	0	2	1	2	2	0	2	0
TOTAL (count each person only once)	0	2	2	2	3	3	2	2
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	1	0	0	0	0	0	0	0

## Section 4

### Personnel Activity

Job Group 04: <b>N/A</b>	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)								
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)								



## Section 4

### Personnel Activity

Job Group 05: Professionals – Human Services	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	1	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	1	0	0	1	1	0	1
TOTAL (count each person only once)	0	1	0	0	1	2	0	1
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

## Section 4

### Personnel Activity

Job Group 06: <b>N/A</b>	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)								
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)								

## Section 4

### Personnel Activity

<b>Job Group 07: Professionals – Health, Administration</b>	<b>New Hires</b>		<b>Promotions – Into Job Group</b>		<b>Promotions – Within Job Group</b>		<b>Voluntary Terminations &amp; Retirements</b>	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	1	0	0	0	0	0	1
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	1	0	0	0	0	0	1
	<b>Involuntary Terminations (Non-Probationary)</b>		<b>Releases During Probationary Period</b>		<b>Corrective Actions</b>		<b>Layoffs</b>	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

## Section 4

### Personnel Activity

Job Group 08: Professionals – Health, Ancillary	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	3	0	0	1	2	1	1
African American	0	0	0	0	0	0	0	2
Asian/Pacific Islander	0	3	0	0	0	0	0	4
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	1	0	0	0
TOTAL (count each person only once)	1	6	0	0	2	2	1	7
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	1	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	1	0	0	0	0

## Section 4

### Personnel Activity

Job Group 09: Professionals – Health, Doctors	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	3	5	1	0	5	1	6	5
African American	0	0	0	0	1	0	0	0
Asian/Pacific Islander	1	1	0	0	0	3	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	2	4	0	0	3	7	1	1
TOTAL (count each person only once)	6	10	1	0	9	11	7	6
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	1	0	0	0	0	0	0	0

## Section 4

### Personnel Activity

Job Group 10: Professionals – Health, Nurses	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	5	28	0	0	3	12	4	30
African American	2	1	0	0	0	1	0	4
Asian/Pacific Islander	6	18	0	0	4	10	4	8
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	8	26	0	0	2	17	4	19
TOTAL (count each person only once)	21	73	0	0	9	40	12	61
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	1	0	2	0	0	0	0
African American	0	0	0	1	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	1	0	0	0	0
TOTAL (count each person only once)	0	1	0	4	0	0	0	0

## Section 4

### Personnel Activity

Job Group 11: <b>N/A</b>	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)								
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)								

## Section 4

### Personnel Activity

Job Group 12: <b>N/A</b>	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)								
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)								



## Section 4

### Personnel Activity

Job Group 13: Paraprofessional – Technicians II	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	5	1	0	0	2	3	7
African American	0	0	0	0	1	1	0	0
Asian/Pacific Islander	0	2	0	0	0	1	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	2	1	0	0	0	4	2	2
TOTAL (count each person only once)	3	8	1	0	1	8	5	9
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	1	0	0	0	0
American Indian/ Alaskan Native	1	0	0	0	0	0	0	0
Hispanic	0	0	1	0	0	0	0	0
TOTAL (count each person only once)	1	0	1	1	0	0	0	0

## Section 4

### Personnel Activity

Job Group 14: Paraprofessional – Technicians I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	4	2	0	0	2	2	4	6
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	3	2	0	0	0	0	3	3
American Indian/ Alaskan Native	0	0	0	0	0	0	0	1
Hispanic	3	4	0	1	0	7	2	3
TOTAL (count each person only once)	10	8	0	1	2	9	9	13
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	0	0	0	0	0	0	0
African American	0	0	1	0	1	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	1	0	0	0	0	0
TOTAL (count each person only once)	1	0	2	0	1	0	0	0

## Section 4

### Personnel Activity

Job Group 15: <b>N/A</b>	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)								
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)								

## Section 4

### Personnel Activity

Job Group 16: Skilled Craft I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	1
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	4	0	0	0	2	0	4	0
TOTAL (count each person only once)	5	0	0	0	2	0	4	1
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

## Section 4

### Personnel Activity

Job Group 17: Office Clerical II	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	1	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	1	0	0	0	0	0	1
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	4	0	4	0	5
TOTAL (count each person only once)	0	1	0	5	0	4	0	6
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	1	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	1	0	0	0

## Section 4

### Personnel Activity

Job Group 18: Office Clerical I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	1	1	2
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	2	0	0	0	0	1	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	1	12	0	3	3	11	2	20
TOTAL (count each person only once)	1	14	0	3	3	12	4	22
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	1	1	0	1	0	0
TOTAL (count each person only once)	0	0	1	1	0	1	0	0

## Section 4

### Personnel Activity

Job Group 19: Service Maintenance II	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	1	0	0	0	0	1
African American	0	0	0	0	0	0	0	1
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	1	0	0	0	0
TOTAL (count each person only once)	0	0	1	1	0	0	0	2
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	1	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	1	0	0	0	0	0

## Section 4

### Personnel Activity

Job Group 20: Service Maintenance I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	4	0	0	3	4	1	6
African American	1	0	0	0	1	3	2	1
Asian/Pacific Islander	1	2	0	0	3	2	1	3
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	3	9	0	0	4	20	4	21
TOTAL (count each person only once)	6	15	0	0	11	29	8	31
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	1	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	2	0	1	0	2	0	0
TOTAL (count each person only once)	0	2	1	1	0	2	0	0



## Section 5

### Recruitment - Data

Job Group: 03	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White	9	10	0	0	0	0	4	3	0	0
African American	2	1	0	0	0	0	3	0	0	0
Asian/Pacific Islander	11	6	0	0	0	0	1	3	0	0
American Indian/ Alaskan Native	3	0	0	0	0	0	0	0	0	0
Hispanic	26	16	0	0	0	0	3	15	0	2
TOTAL (count each person once only)	<b>51</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>21</b>	<b>0</b>	<b>2</b>

Job Group: 03	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	2	1	3	4	<p>Advertising: Monterey County Website, Natividad Website, Local newspapers (tri-county area), LinkedIn, Social Media platforms, Cal Jobs, Coast Weekly, Career Builder, Indeed, Monterey Bay Jobs, all certification applicable job boards and alternate eligible lists as needed, and specialized publications &amp; groups that target both females, minorities and/or the LGBTQ+ communities.</p> <p>Target Female for this group is 62% and we are slightly under at 60%. Females accounted for only 39.28% of all applications, and 100% of the hires in this job group were females. Although still slightly below the target range, we did have an improvement of 4.7%. Natividad increased the amount of female screeners &amp; panel members from CY2020 by nearly 70% in this job group.</p> <p>Goal: Continue to identify and target female groups in the recruitment specialties.</p>
African American	0	0	1	3	
Asian/Pacific Islander	0	1	2	1	
American Indian/ Alaskan Native	0	0	0	0	
Hispanic	0	1	1	3	
TOTAL (count each person once only)	<b>2</b>	<b>3</b>	<b>7</b>	<b>11</b>	

## Section 5

### Recruitment - Data

Job Group: 10	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White	16	80	0	18	0	18	19	111	5	30
African American	2	6	1	2	1	2	7	16	2	2
Asian/Pacific Islander	11	70	6	22	6	22	19	90	7	27
American Indian/Alaskan Native	0	1	0	2	0	2	0	3	0	0
Hispanic	13	73	4	12	4	12	22	80	5	27
TOTAL (count each person once only)	<b>42</b>	<b>230</b>	<b>11</b>	<b>56</b>	<b>11</b>	<b>56</b>	<b>67</b>	<b>300</b>	<b>19</b>	<b>86</b>

Job Group: 10	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	0	2	6	<p><b>Advertising:</b> Monterey County Website, Natividad Website, Local newspapers (tri-county area), LinkedIn, Social Media platforms, Cal Jobs, Coast Weekly, Career Builder, Indeed, Monterey Bay Jobs, all certification applicable job boards and alternate eligible lists as needed, and specialized publications and groups that target both females, minorities and/or the LGBTQ+ communities.</p> <p>Target Female for this group is 88.1% and we are slightly under at 83.5%, even though 84.5% of all applicants and 81.9% of new hires were females. CY2021 saw an overall reduction of 33% in total applications in this job group due to COVID-19 and the reduction of educators in nursing clinical programs, resulting in delayed program completion. Licensed nursing professionals returned to frontline care, and others decided to retire earlier than planned. We anticipate this number will normalize in CY2022, as local programs &amp; clinical rotations have resumed.</p> <p>Goal: Identify and target female groups in the recruitment specialties.</p>
African American	0	0	0	2	
Asian/Pacific Islander	0	1	2	3	
American Indian/Alaskan Native	0	0	0	1	
Hispanic	0	1	1	8	
TOTAL (count each person once only)	<b>0</b>	<b>2</b>	<b>5</b>	<b>20</b>	

## Section 5

### Recruitment - Data

Job Group: 13	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White	15	41	0	0	0	0	1	28	2	8
African American	7	7	1	0	1	0	3	5	0	2
Asian/Pacific Islander	8	25	2	1	2	1	5	13	1	1
American Indian/Alaskan Native	1	3	0	0	0	0	0	2	0	0
Hispanic	24	101	1	3	1	3	7	36	5	8
TOTAL (count each person once only)	<b>55</b>	<b>177</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>16</b>	<b>84</b>	<b>8</b>	<b>19</b>

Job Group: 13	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	0	3	8	<p>Advertising: Monterey County Website, Natividad Website, Local newspapers (tri-county area), LinkedIn, Social Media platforms, Cal Jobs, Coast Weekly, Career Builder, Indeed, Monterey Bay Jobs, all certification applicable job boards and alternate eligible lists as needed and specialized publications and groups that target both females, minorities and/or the LGBTQ+ communities.</p> <p>Target Female for this group is 70.8% and we are slightly under at 69.1%. In CY2021, 76.3% of all applications and 70.4% of new hires were females. Although we are still slightly below the target range we did have an improvement of 1.6%</p> <p>Goal: Continue to identify and target female groups in the recruitment specialties.</p>
African American	0	0	0	2	
Asian/Pacific Islander	1	1	1	3	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	0	5	1	4	
TOTAL (count each person once only)	<b>1</b>	<b>6</b>	<b>5</b>	<b>17</b>	

## Section 5

### Recruitment - Data

Job Group: 14	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White	54	81	4	12	4	12	14	35	4	9
African American	12	21	0	3	0	3	2	7	0	1
Asian/Pacific Islander	43	40	5	14	5	14	23	21	4	5
American Indian/ Alaskan Native	3	3	0	0	0	0	2	1	0	0
Hispanic	118	308	22	68	22	68	37	74	4	27
TOTAL (count each person once only)	<b>230</b>	<b>453</b>	<b>31</b>	<b>97</b>	<b>31</b>	<b>97</b>	<b>78</b>	<b>138</b>	<b>12</b>	<b>42</b>

Job Group: 14	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	1	2	4	9	<p>Advertising: Monterey County Website, Natividad Website, Local newspapers (tri-county area), LinkedIn, Social Media platforms, Cal Jobs, Coast Weekly, Career Builder, Indeed, Monterey Bay Jobs, all certification applicable job boards and alternate eligible lists as needed and specialized publications and groups that target both females, minorities and/or the LGBTQ+ communities.</p> <p>Target Female for this group is 70.9% and we are slightly under at 70.2%. In CY 2021, 66.3% of all applications and 77.8% of new hires were females. This is an increase from CY2020 by 3%. We increased the amount of female screeners &amp; panel members from CY2020 by nearly 70% in this job group.</p> <p>Goal: Identify and target female groups in the recruitment specialties.</p>
African American	0	1	1	3	
Asian/Pacific Islander	0	0	3	5	
American Indian/ Alaskan Native	0	0	1	2	
Hispanic	0	7	3	4	
TOTAL (count each person once only)	<b>1</b>	<b>10</b>	<b>12</b>	<b>23</b>	

## Section 5

### Recruitment - Data

Job Group: 16	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White	9	0	0	0	0	0	10	0	0	0
African American	1	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	6	0	0	0	0	0	5	0	0	0
American Indian/Alaskan Native	1	0	0	0	0	0	1	0	0	0
Hispanic	33	0	0	0	0	0	14	0	6	0
TOTAL (count each person once only)	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>6</b>	<b>0</b>

Job Group: 16	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	1	1	0	<p>Advertising: Monterey County Website, Natividad Website, Local newspapers (tri-county area), LinkedIn, Social Media platforms, Cal Jobs, Coast Weekly, Career Builder, Indeed, Monterey Bay Jobs, all certification applicable job boards and alternate eligible lists as needed and specialized publications and groups that target both females, minorities and/or the LGBTQ+ communities.</p> <p>Target Female for this group is 9.5% and as of January 2022, representation for females in this job group is 0%. This is a reduction of 9.1% from the previous CY. The one (1) female incumbent elected to retire early in 2021.</p> <p>Goal: Work with trade schools to ensure we are part of job placement boards, increase educational outreach &amp; internship programs. Identify and target female groups in the recruitment specialties.</p>
African American	0	0	0	0	
Asian/Pacific Islander	0	0	0	0	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	0	1	2	0	
TOTAL (count each person once only)	<b>0</b>	<b>2</b>	<b>3</b>	<b>0</b>	

## Section 6

(In accordance with the County's Equal Opportunity Plan  
Chapter 5: Designation of Responsibility)

### Action-Oriented Programs

#### Recruitment

**What collaborative relationships has your department established with community groups and stakeholders?**

*Natividad currently works collaboratively with the institutions and agencies listed below to provide clinical rotations and/or job shadow assignments to students in order to target and provide guidance and/or training to students seeking education and career opportunities in various healthcare specialties.*

Albuquerque Area Indian Health Service
American Medical Response (Dba NCTI)
Aspen University
Bay Area Medical Academy
Baylor University
CA State University Dominguez Hills
CA Transplant Donor Network
Cabrillo College (RN's)
Carrington College
CBD College Inc
Central Coast College
Chamberlain University
CMQCC - Stanford University
CPQCC - Stanford University Medical Center
Creighton University
CSUMB (generic CLINICAL Agreement)
CSUMB (NEW CLINICAL Physician Assistant Program Agreement)

Donor Network Westen
Foothill-DeAnza Community College District
Grand Canyon University
Hartnell - Nursing and Health Services
Iowa State University of Science & Tehcnology
Mee Memorial Hospital (Wound Care Nurse)
Mo. Co. Health Dept. – UCSF Family Practice Residency Program
Monterey Peninsula College (Clinical)
Monterey Peninsula College Maurine Church Coburn School of Nursing
Musculoskeletal Transplant Foundation, Inc. ("MTF")
Salinas Adult School (6 week classes for NMC clientelle on childbirth/parent educ)
Samuel Merritt University
San Jose State University - CLINICAL
Silicon Valley Surgi-Tech Institute ("SVSTI")
Starlight Children's Foundation
The Regents of the University of California on behalf of the University of California, San Francisco (UCSF) School of Medicine (PHYSICAL THERAPY & PSYCHOLOGY)
The Regents of the University of California on behalf of the University of California, San Francisco (UCSF) School of Medicine (RESIDENCY AGMT)
The Regents of the University of California on behalf of the University of California, San Francisco (UCSF) School of Nursing
The Regents of the University of California, on behalf of University of California, Davis School of Medicine
Touro University College of Osteopathic
Touro University College of Pharmacy
Touro University Nevada (Education Agmt)
Touro University Nevada Nursing
Unitek College

University of the Pacific
Veterans Affairs Palo Alto
Walden University

*In addition to the institutions listed above, Natividad also collaborates with:*

- *Multi-industry employers in subcommittees and other partnerships (e.g., Workforce Investment Board, Bay Area Community College Consortium) to assess local workforce needs and discuss education and training opportunities (or deficiencies) in the County and State. Identifying educational needs and working collaboratively to create programs locally is one method to recruit a diverse workforce of qualified individuals to fill critical positions;*
- *Salinas Valley Memorial Health System, as a participant hospital in their annual Summer Health Institute program, which provides high school Seniors and current year graduates interested in, or planning to pursue, a career in the healthcare industry with tours and job shadowing opportunities;*
- *Surrounding community colleges with programs in licensed healthcare positions (e.g., RN, Respiratory Therapist, Radiologic Technologist, Pharmacy Technician), providing opportunities for students to perform their clinical rounds and learn alongside qualified healthcare professionals at the hospital;*
- *Natividad HR partnered with the Monterey County Department of Social Services' HR Department last year on a recruitment initiative to develop a program to provide information and education to underrepresented ethnic groups in the community on the variety of jobs available within Monterey County, and teach and mentor them on the process to apply and interview in order to be successful in the County's selection process. This outreach will help to better equip underrepresented groups in our community to enter the County's applicant pool, as our process truly is different from the norm and in some instances may be a cumbersome application and screening process that deters qualified applicants from pursuing a County position. Natividad HR's Recruitment team developed and began offering this monthly training in November 2021. The registration process for this monthly web-based training collects demographic data such as: current County employee, ethnicity, gender, primary language, location, LGBTQ+ identification, and what keys or tips they are hoping to achieve (this is used to ensure training can be enhanced in advance if needed to provide participants with all information requested). Once registered, the candidates are sent reminders of the training & emailed the training materials upon completion. To date, 31 people have registered and attended this training. Demographic information collected thus far is as follows:*
  - o *Ethnicity: Asian – 3; Hispanic – 19; White – 3; Black – 2; American Indian - 1; Prefer not to answer -3*
  - o *Gender: Male – 4; Female – 26; Prefer not to answer - 1*
  - o *Employee: No – 24; Yes - 7*
  - o *LGBTQ+: No – 23; Yes – 2; Prefer not to answer - 6*
  - o *Location: Monterey County – 24; Santa Clara County – 3; Out of State – 2; International – 2;*
  - o *Primary Language: English – 19; Other – 7; Spanish - 5*
- *Natividad HR's Recruitment team is also working with the Center for Employment Training (CET) to enhance their current certification programs to better prepare applicants for entry level jobs at the hospital. The first program on which we are collaborating with CET is the Janitorial/Custodian certificate program. Natividad is assisting them with educational content that includes*



healthcare/hospital related information and skills in an effort to grow the applicant pool for our Hospital Environmental Services Aide recruitment and offer job placement opportunities to students upon completion of the program.

- In addition to the lists of recruitment advertising sources included above, Natividad utilizes the Civil Rights Office Talent Acquisition Database for additional sources to target minorities and females.

### **How have these relationships supported the department's recruitment efforts?**

The above-mentioned relationships allow Natividad to better plan its recruitment strategies and outreach efforts to expand its pool of qualified candidates to include minorities in all categories, as well as females, directly with the institutions. Building relationships with these educational institutions and providing job shadowing and educational/clinical rotations is essential to expanding the diversity within the workforce. Advising prospective and current employees on ways to obtain the education needed in order to qualify for employment and promotional opportunities at the hospital also assists Natividad with recruitment & retention efforts, as well as provides employees with opportunities for growth within the organization. In addition, the job shadowing and learning programs we offer provide potential future employee(s) the opportunity to experience working alongside the diverse highly skilled and culturally competent staff Natividad prides itself on.

### **How many selective certification waivers did your department request last year?**

Natividad requested 0 selective certification waivers in 2021.

### **How many were granted and why? n/a**

## **Hiring**

### **What selection criteria does the department use in the interview to determine fit?**

An interview panel should not only be able to assess the knowledge, skills and abilities needed to identify a successful candidate to fulfill the role in the organization, but also to assess a candidate's cultural competence and fit within the organization as a whole, while being sensitive to the diversity of the candidate pool. Natividad HR coordinates all selection interviews to ensure a diverse panel is used, and that interviews are fair and equitable for all candidates. We have rating tools that panel members must complete that assess not only the technical skills of the position, but also the candidate's personal attributes and interpersonal skills to determine if they demonstrate fit with the hospital's universal standards of performance. Natividad has required that every interview panel have at least one minority member for the last several years, and increased our female representation on interview panels over the last 2 years to ensure panels have a well-rounded perspective when evaluating the attributes and skills needed for a candidate to be successful at Natividad. This allows the panel to identify whether the candidate can fulfill not only the essential duties of the job, but also the mission and values of the organization and its commitment to serve a diverse patient/customer population. In addition, Natividad coordinates inter-departmental interview panels that include peer level panel members and/or meet- and greet-style meetings with top candidates in supervisory and/or management positions in order to determine overall fit from the candidates demonstrating the strongest technical knowledge, skills and abilities.

*In addition, Natividad began using the DDI Targeted Selection system in 2021. This behavioral interviewing system reduces bias in interviewing with an objective and consistent framework and methodology so panel members focus on specific job-related skills and behaviors in order to better evaluate candidates and find the best fit, which will improve hiring success and reduce turnover.*

## **How does your department ensure diversity on panels of screeners and interviewer panelists?**

*Natividad HR schedules all interviews, and has required at least one minority member on every interview panel for the last several years. In previous EO Plans, Natividad recommended the best practice of departmental HR staff's consistent involvement in the recruitment and selection process, including this requirement, which was one reason panel member statistics were added to the Recruitment Section of the EO Plan template for all County Departments to report. Our HR Team works closely with the hiring authority(ies) to identify the best targeted advertising sources in order to recruit minorities and females, as well as the most appropriate members for screening applications and participating on selection interview panels. Natividad HR staff reviews the Workforce Analysis Chart when planning an selection process to determine not only if we meet the overall minority availability, but also if there is an ethnic category that is underrepresented in the specific job group, and makes every effort to include a panel member (even if in a peer classification) that belongs to the underrepresented category. This practice was put in place to ensure that there was diverse ethnic representation within the selection process, which has resulted in successful recruitment of a diverse pool of candidates in all job groups, as reflected in this year's report – the third year in which we meet minority availability in all job groups. Our HR staff continues to work towards maximizing recruitment efforts in individual minority categories that may be underrepresented by involving qualified minority Subject Matter Experts outside of Natividad and the County of Monterey, to include members of the community. Our goal is to create a network of professionals to assist with the screening process that can be shared with departments County-wide. In addition, we have increased efforts to reach potential candidates in minority groups that are not as widely represented through additional advertising efforts, to include organizations that support and provide services to specific ethnic and other specialized support groups within the community.*

## **What training or information is given to screeners and interview panelists to help minimize bias in decision-making?**

*Natividad HR holds a one-on-one informational training session with prospective screeners and conducts a competency assessment with sample screenings that must be returned to HR and reviewed prior to "signing off" a subject matter expert to become a screener. HR also reviews the screenings to ensure that the ratings are in-line with the minimum qualifications and examples of education and experience an ideal candidate would have as indicated in the application materials. If there is a discrepancy found, a meeting is scheduled with the screener(s) and the HR representative to discuss reasons for the ratings and may include a separate SME screener review. HR also provides direction on the interview process, rating criteria, and required materials that must be included in an interview file to ensure each panel is fair and consistent in their process. All interviews are coordinated through the HR Department at Natividad utilizing the DDI Targeted Selection program, and paperwork is reviewed by HR staff when submitted after completion of interviews to ensure that sufficient documentation about*

candidate ratings is received for the interview file. In addition, HR recruitment staff is responsible for extending all job offers, which is not done until interview documentation on all candidates is received and reviewed by the HR Analyst.

## **Promotions**

**What process, procedures, or systems have been implemented in your department to support protected groups moving into senior job classifications beyond regular career progression (e.g. training, leadership development, mentoring, etc.)?**

*The Natividad Human Resources Department mandates that at least one member of every interview panel be a minority to ensure that a diverse ethnic representation is included in the selection process when considering employees for promotional opportunities. This is required for panels interviewing from referrals, and for internal transfers/laterals/flexible promotion opportunities. In addition, Natividad HR may also be present during the interviews for internal flexible promotions if needed, and reviews the interview notes and rankings from every interview to ensure all candidates interviewed were considered equally based on the qualifications for the job. Natividad utilizes the HealthStream Learning Management System for required regulatory hospital education courses, which also has an extensive library of elective courses that are available for employees to take courses of interest at their discretion for their own professional growth. Additionally, Natividad also provides online education and professional leadership and development opportunities for current employees in lead, supervisory and all levels of management positions via the Franklin Covey library of courses. Natividad supports on-going education & on-the-job mentorship to staff wanting to grow within their profession. Specifically, Natividad’s education department provides continuing education and resources for students in various programs needing to obtain internship hours. Hospital senior leadership also has volunteers that serve as professional mentors to staff participating in educational programs for advanced degrees.*

**How effective have these initiatives been in supporting promotional opportunities for women and people of color?**

*CY 2021 data indicates that of the 181 employees promoted, either within their job group or into a new job group at Natividad, 136 were people of color (75.1%), and 132 were females (72.9%). This is an increase of minority employees that were promoted in CY 2020 (66%). Further details and a year-by-year comparison of the percentage of promoted employees from each ethnic category is listed below:*

<b><i>Ethnic Category</i></b>	<b><i>CY 2019</i></b> <i>77 Total: 51.9% Minorities 63.6% Females</i>	<b><i>CY 2020</i></b> <i>90 Total: 66.7% Minorities 73.3% Females</i>	<b><i>CY 2021</i></b> <i>162 Total: 75.9% Minorities, 74.7% Females</i>	<b><i>Variance 2020 to 2021</i></b> <i>(+) / (-)</i>
<i>White</i>	<i>12 Male; 25 Female (48%)</i>	<i>9 Male; 22 Female (34.4%)</i>	<i>12 Male; 27 Female (Min=24%)</i>	<b><i>-10.4%</i></b>
<i>African American</i>	<i>1 Female (1.3%)</i>	<i>2 Females (2.2%)</i>	<i>2 Male; 5 Female (4.3%)</i>	<b><i>+2.1%</i></b>
<i>Asian/Pacific Islander</i>	<i>5 Male; 5 Female (13%)</i>	<i>5 Male; 11 Female (17.8%)</i>	<i>8 Male; 14 Female (13.6%)</i>	<b><i>-4.2%</i></b>

<b>Ethnic Category</b> <i>(Continued from pg. 51)</i>	<b>CY 2019</b> <i>77 Total: 51.9% Minorities 63.6% Females</i>	<b>CY 2020</b> <i>90 Total: 66.7% Minorities 73.3% Females</i>	<b>CY 2021</b> <i>162 Total: 75.9% Minorities, 74.7% Females</i>	<b>Variance</b> <b>2020 to 2021</b> <i>(+)/(–)</i>
<i>American Indian/Alaskan Native</i>	<i>None (0%)</i>	<i>1 Female (1.1%)</i>	<i>1 Male (0.6%)</i>	<b>-0.5%</b>
<i>Hispanic</i>	<i>11 Male; 18 Female (37.7%)</i>	<i>10 Male; 31 Female (45.6%)</i>	<i>18 Male; 75 Female (57.4%)</i>	<b>+11.8%</b>

As detailed in the data above, Natividad promoted a significant number of employees in minority categories and females in CY 2021 (of all promotions, 75.9% were minorities and 74.7% were female).

**How does your department utilize performance evaluations to assess employees’ commitment to building a diverse and inclusive workforce? How is this commitment considered when considering employees for promotional opportunities?**

Every hospital employee must sign a commitment to practice and uphold Natividad’s Standards of Performance (10 standards are: Attitude, Appearance, Communication, Attentiveness, Commitment to Co-workers, Helpfulness, Professional Etiquette, Privacy, Safety Awareness, and Sense of Ownership) upon hire. These standards are embedded in the hospital’s Universal Performance Standards section in every evaluation template, and employees are assessed on these standards on an annual basis at the time of their performance review. Items within this section of the evaluation template address topics such as: respect for others, fostering an environment of teamwork, customer service, and other personal attributes and interpersonal skills that are considered when rating an employee in these areas. If an employee does not meet the standard in any one of these areas, the HealthStream electronic evaluation system requires the rater to create a “Reflective Plan” (performance improvement plan) with a date when the employee will be reevaluated. When considering employees for promotional opportunities, they must possess the knowledge, skills and abilities to perform the essential duties of the job, and be in good standing in their current role/unit and a role model for performance related to these standards. Employees that are in a current disciplinary process or performance improvement plan are ineligible for transfer or promotion per our Employee Job Transfer policy. Hiring authorities within Natividad also communicate with one another and provide appropriate references, including a review of the employee’s performance evaluation, when considering an employee for an internal transfer or promotion to ensure they uphold these standards and demonstrate their commitment to our mission of employing a diverse and inclusive workforce to best serve our diverse community.

**Retention and Inclusion**

**What data collection procedures/tools have you implemented to track the turnover rate for protected groups?**

Natividad Human Resources tracks hospital-wide turnover in all permanent positions in its HR Performance Measurement Report that is reported to the Human Resources Performance Improvement Team on a quarterly basis, and to a multi-disciplinary committee, Natividad’s Quality Council, twice per year. Data is tracked and monitored using the HR system and reports are provided to Senior Leadership

and the committees as indicated above to include turnover at the organization-wide level, as well as the level of job classification and/or gender & ethnicity.

### **What does the data show regarding turnover rates of protected groups, compared to your department's general population?**

*The CY 2021 data indicates that of the 216 voluntary resignations/retirements, 32 (14.8%) were minorities and 163 (75.4%) were females; and of the 21 involuntary terminations and probationary releases, 14 (66.7%) were minorities and 11 (52.4%) were females. In 2020, 59.4% of all separations (voluntary & involuntary) were minorities and 76.7% were females. Overall turnover rate for permanent employees in 2021 was 16.7%. The average turnover rate in the healthcare industry in the U.S. is rapidly accelerating (from 15.2% in 2016 to 19.5% in 2021), and Natividad historically is below the national turnover rate by 3%-5% each year. Although our turnover rate is still less than the national average at nearly the same margin as it was in 2016, it has increased substantially since 2016 (from 11.1% to 16.7%), which prompts a review of our current retention efforts.*

### **Based on the data collected, what are the negative and positive trends you have found, and how will you act on them?**

*Based on the above information, Natividad's turnover rate for minorities and females was higher than usual in 2021. With resignations and retirements of minorities and females at such high numbers in the past year, Natividad's recruitment efforts still achieved success, as our workforce analysis chart for January 2022 shows we still exceed availability of minorities in each job group, and did not decrease as much as would be expected for females, given 75.4% of all separations in 2021 were females. The COVID-19 Pandemic did have a factor in the significant increase in voluntary separations, as some employees made the decision to end employment temporarily due to family reasons, while others elected to retire earlier than planned. Without an impartial system for exit interviews, we do not have data to share related to reasons for voluntary separations, as our current system of in-person interviews by department leaders is not tracked and monitored. However, as we indicate later in this report, Natividad is currently entering into an agreement with a vendor to perform exit interviews so we can better manage and report on our staff turnover.*

### **What steps have been taken by the Department to ensure lactation accommodations for all its employees?**

*In accordance with Senate Bill (SB 502), Natividad currently complies with the Hospital Infant Feeding Act. Natividad educates new employees on the benefits of breastfeeding at New Employee Orientation at the time of Leave of Absence Coordination, the expectant mother is provided with a Maternity Leave Packet, which includes the Natividad Interdisciplinary Policy (IDP 5:2600, Breastfeeding Friendly Workplace Policy). Upon return to the workplace from maternity leave, the employee is provided with the code to enter our staff Lactation Room. Staff may use this room as needed, as it is accessible 24/7 and equipped with running water, electrical outlets and privacy screens for added comfort. Staff is also encouraged to use their Wellness hours for breastfeeding education & support classes.*

## **What is the Department's practice when an employee requests an accommodation?**

*Upon receipt of a staff member's medical certification & prior to his/her return to work, the Natividad Leave Coordinator invites and schedules the employee to participate in an Interactive Process Meeting with the Sr. HR Analyst or designee. During this meeting, the work restrictions are reviewed and an alternative is discussed. Natividad has successfully re-assigned employees to alternative job assignments (modified duty) for the duration of the disability. An Interactive Process meeting is held each time the work restrictions change, no matter how miniscule the change is, to ensure the employee's safety and that the accommodation is a right fit.*

## **Does the Department conduct exit interviews? If so, what do you do with the answers to promote diversity and inclusion? If not, what alternative methods do you use to collect information regarding reasons for separation?**

*Natividad's current system for exit interviews is an in-person meeting with the employee and supervisor and/or manager to discuss reason(s) for leaving and to obtain feedback on the employee's experience in the department and at Natividad as a whole. The management team on the unit is responsible for determining if a performance improvement initiative needs to be implemented in response to the feedback received.*

*Natividad is in the process of engaging in an agreement with a third party, SkillSurvey, to return to the previous process utilized several years ago, where an outside agency contacted the employees after departure to obtain this information and provided Natividad with the information gathered during the calls in an aggregate report. We plan to begin utilizing this service by July 1, 2022. This method is a reliable way to obtain honest feedback to determine if improvement is needed, as an in-person meeting with department leadership may not occur prior to an employee's departure.*

*SkillSurvey, Inc., is an on-line automated software we will use to conduct post-separation, confidential exit interviews to provide valuable insight on reasons employees leave and feedback that will be used to improve engagement and retention of staff. Natividad is not consistently capturing this information upon employee separation, as some employees do not share their reason for leaving with their manager or supervisor. With a trusted third party administrator of our program, the detailed reports they can provide will strengthen Natividad's overall ability to identify areas of concern and develop a plan of action when needed to assist the hospital with retaining highly qualified employees.*

## **What has been the greatest success/es regarding inclusiveness in your department?**

*Natividad has been successful in meeting or exceeding availability in all job groups for the past three (3) years, and we attribute this success to the hospital HR Department's oversight and consistent involvement in every step of the selection process, including monitoring the ethnicity and gender of screeners and members of the interview panels. Our HR Team works closely with the hiring authority(ies) to identify the best targeted advertising sources in order to recruit minorities and females, as well as selecting the most appropriate members for selection interview panels to include at least one minority panel member at all times. This consistent practice has resulted in successful recruitment of a diverse pool of candidates and a workforce inclusive of staff from all ethnic groups, and thereby further enhancing the healthcare services Natividad provides to our patients and the community.*

## **What opportunities for improvement have you found and how will you address them?**

- 1) *Natividad collects workforce related data hospital-wide to include on its quarterly report that is presented to the Human Resources Performance Improvement Team. This team is comprised of HR Management representatives, Hospital Executive representatives, and a multidisciplinary group of Hospital Management representatives. Their purpose is to work collaboratively to identify areas of improvement within the hospital's Human Resources functions and establish, maintain and evaluate policies and procedures on an on-going basis to ensure compliance and promote best practices at Natividad. This diverse group's involvement in developing and maintaining HR policies has helped to ensure Natividad continues to diversify its workforce, bringing more minorities and females into the organization through sound policies and procedures. Although we have met or exceeded minority availability in all job groups for the past three (3) years, Natividad's HR Team will continue to work on maintaining that accomplishment along with utilizing additional targeted recruitment sources to further diversify the minorities from all ethnic categories in each job group. In addition, the Team will work on meeting or exceeding female availability, which fell short in some job groups, by identifying additional recruitment sources and outreach efforts to target females in each job group, and continuing to involve more females in the screening and selection process.*
- 2) *Providing additional training on diversity & inclusion is a priority for Natividad, and our HR/Hospital Education Departments coordinated an offsite in-person event, where 30 Senior Leaders and Department Managers attended a seminar on Inclusive Leadership for Health Equity in December 2021, led by facilitators from BCT Partners. A second seminar is scheduled for May 2022 where attendees will be Medical Staff service line directors and providers.*

*Below are the objectives for the Inclusive Leadership for Health Equity seminar. Seminar attendees gain the knowledge and skills to:*

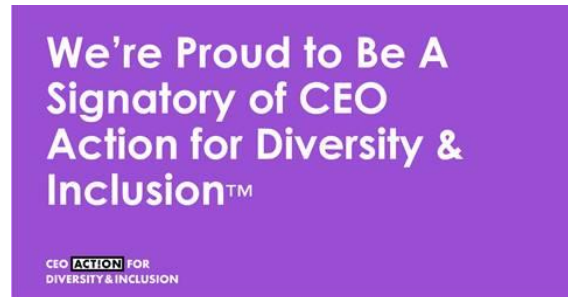
1. *Understand three demographic megatrends and their implications for the health care workforce and patient care.*
2. *Identify emerging best practices for improving health equity.*
3. *Define Inclusive Leadership and the 6 Core Competencies of an Inclusive Leader.*
4. *Understand the dynamics and the science of unconscious bias.*
5. *Identify emerging best practices for mitigating unconscious bias.*
6. *Improve your understanding of how to work and manage across cultures.*
7. *Manage and mitigate intercultural and interracial conflict.*

*Natividad is formulating a plan to disseminate this essential learning hospital-wide in the future.*

- 3) *Natividad HR is embarking on a newly-developed Diversity & Inclusion initiative to provide leadership with the information and resources needed to strategically plan and align its hospital-wide efforts related to inclusion, diversity, equity and awareness with hospital staff, applicants, patients, visitors, vendors, and the community as a whole. Details on this major diversity & inclusion project are below.*

## CEO Action for Diversity & Inclusion Pledge

Hospital CEO, Dr. Chad Harris, has committed to sharing our journey and learning from other organizations' journeys to find opportunities for impact as they relate to diversity & inclusion by becoming a signatory of the CEO Action for Diversity & Inclusion™ pledge. A unique coalition of nearly 2,000 CEOs have signed on to this commitment, agreeing to take action to cultivate environments where diverse experiences and perspectives are welcomed and where employees feel comfortable and encouraged to discuss diversity and inclusion.







We strive to incorporate the four goals of the CEO Action for Diversity & Inclusion Pledge into Natividad's day-to-day operations:

1. We will continue to make our workplaces trusting places to have complex, and sometimes difficult, conversations about diversity and inclusion
2. We will implement and expand unconscious bias education
3. We will share best—and unsuccessful—practices
4. We will create and share strategic inclusion and diversity plans with our board of directors

Monthly opportunities for training and education are available as well as numerous toolkits and resources to assist as we continue to engage in crucial conversations to ensure that Natividad is an organization that promotes and nurtures its diverse and inclusive community.



### **Inclusion, Diversity, Equity & Awareness Leaders**

-  **Address Systemic Issues**
-  **Create Equity**
-  **Build Healthy Communities**
-  **Promote Inclusive Growth**

Natividad has kicked off **IDEAL** and continues to develop and train a committee of leaders to champion and strategically plan and align the inclusion, diversity, equity and awareness efforts of the hospital. Preserving a snapshot of where Natividad is today through analysis of applicant/employee demographic data, employee engagement survey current year and trends, and HR metrics (ie. turnover data and internal transfers/promotions) is a priority. The opportunities for growth and either improvement (in areas as needed) or capitalization (of the areas that we already see successes in throughout the hospital) will be the primary focus.



## COLIBRI – Racial Equity Cohort

Natividad staff actively participate in the Building Health Communities (BHC) cohort focused on Esperanza Care. This cohort was initiated to identify a plan to broaden the collaboration with Communities Organized for Relational Power in Action (COPA), Monterey County and Natividad Medical Center to offer low-income undocumented immigrants greater access to free healthcare. BHC also hosts monthly Big Tent sessions that focus on educating and training on the general topic of racial equity.



### Safety Net Institute

California's public healthcare systems (PHS) have long focused on health equity, given their role as large safety net providers in communities of color. However, the pandemic and racial unrest of 2020 have exposed the need to address structural racism in more deliberate and meaningful ways. In interviews with SNI in early 2021, PHS shared that they are looking to strengthen their organizational commitment to anti-racism and develop strategies that embed equity in all aspects of care. The interviews also revealed that PHS have varying levels of experience acting on racial and health equity, with a handful of systems at the early stages, a few with several years of experience, and many in between.

SNI engaged national experts to design a learning program that would support advancement of racial equity efforts at all PHS, with the acknowledgement that PHS are in different stages of action and with the understanding that this is a relatively nascent field and "off-the-shelf" curricula are not readily available. SNI considered the pros and cons of different program designs and their alignment with member needs and progress. SNI also conducted extensive due diligence of external partners/consultants who could bring expertise leading anti-racism system change efforts *across* a cohort of organizations.

Based on this design phase, SNI selected a Racial Equity Community of Practice approach and chose the National Equity Project (NEP), an Oakland-based leadership and systems change organization focused on advancing equity objectives, to co-design and facilitate the program with SNI.

The objective of the Racial Equity Community of Practice is to **advance the efforts of systems to improve racial equity and embed equity in all aspects of the organization** by:

- Developing leadership capacity to make organizational change
- Facilitating a shared understanding and language, peer learning and action

The Community of Practice approach:

- Creates an environment where PHS share learning, test new approaches, and problem-solve together and with equity experts
- Allows PHS to strengthen and advance their current equity efforts
- Allows PHS systems earlier in their equity journey to access structured support and 1:1 consulting with NEP
- Will customize content and resources based on PHS interest and progress
- Will ensure the Community of Practice is able to move to action by leveraging successful practices to advance racial equity in health systems. SNI and NEP will help to identify and curate the most relevant

resources.

Natividad has a multi-disciplinary team that are actively participating in this cohort for the 18-month time period to test/pilot approaches that work towards our organizational racial equity goals and track progress.

## **RELATED RESOURCES**

Natividad has always taken initiative to search for innovative resources to provide to employees to ensure that they have the tools that are needed to excel within their roles. We believe that the formalization of career development plans will help to ensure that there is equal access for qualified individuals to advance within Natividad and can help to minimize the impacts of unconscious bias within our department.

Additionally, investments have been made in the last fiscal year to provide individual/executive coaching through an outside consultant (Cathi Lincoln) or with the company BetterUp which includes on-demand coaching specific to the topic of diversity and inclusion. We are currently testing a product through BetterUp as we search for vendors to provide group coaching on generalized topics that are identified through the employee engagement survey.

Natividad Human Resources department hosts a monthly webinar that is open to the public for the purpose of educating the applicant pool on how to apply for positions and the general application process. This educational resource is designed to make our application process more transparent to eliminate any residual perceptions of bias within the community. We look forward to the continuous improvement of this resource with the goal of raising awareness of the monthly events. We are also monitoring to see the effects that this resource will have on the diversity of applicant pools and successfully hired candidates.

## Section 7

### Accomplishments and Resource Needs

*Department-wide, Natividad’s workforce is well represented for minorities and females; however, the data shows a need to further diversify our workforce within each job group to achieve better representation for all minority categories as well as females. In 2021, Natividad made improvements, as indicated in this report, to processes throughout all aspects of human resources – from recruitment and selection, to performance evaluation and training – in order to create opportunities for employment and professional growth for people of color and females. Natividad will continue to focus on utilizing targeted advertising sources based on the particular job being filled, and recruitment practices that involve minorities in all ethnic categories, as well as females, throughout the entire selection process. Continued collaboration with the larger community will be key in assisting Natividad with improving the number of females and minorities in the less-represented ethnic categories of our workforce.*

Current compliance rates with required trainings offered by the Civil Rights Office are detailed below. All employees complete the Prevention of Sexual Harassment and Discrimination Training and the Civil Rights Training every two years. Natividad assigned a “Managing Unconscious Bias” module in HealthStream with all Q2 assignments in 2021. 1,201 of the 1,251 staff assigned this course completed it (96%).

	Harassment and Discrimination Prevention Training	Civil Rights Training* <i>IN PROGRESS</i>
Total number of Managers	111	
Managers completed	92	
Percent of Managers completed	83%	
Total number of Employees (non-supervisors/managers)	1,158	
Employees (non-supervisors/managers) completed	1,110	
Percent of Employees (non-supervisors/managers) completed	95%	

*\*Civil Rights Training for employees was offered in a 2-hour block schedule during the hours of 8a-5p; however, due to the COVID pandemic Natividad was unable to commit staff to these sessions. We were advised that an on-demand version of this training is scheduled to be released Spring 2021 and are awaiting its implementation at Natividad. Hospital staff will promptly be registered and our compliance rating will show immediate improvement.*

## **Section 8**

### **Follow up requested by the Commission**

Please discuss any follow up requested by the Commission during past years' presentations on the Departmental Equal Opportunity Plan in this section. Follow up may occur via action, memorandum, or additional presentation to the Commission.

*None.*

*The Commission did not request follow-up information after their review of Natividad's 2021 Departmental Equal Opportunity Plan, nor were there follow-up items requested during the department's last presentation to the Commission. Natividad is scheduled to present the EO Plan to the Commission this year at the November 2022 meeting.*

## Section 9

### Title VI of the Civil Rights Act Implementation

(In accordance with the County's [Title VI of the Civil Rights Act Implementation Plan](#))

	<b>Requirement</b>	<b>Implementation Notes</b>	<b>Completed</b>
<b>General</b>	Title VI notice at public counters	Natividad has language assistance notices in all access points to the hospital written in several languages.	X
	Internal process to forward discrimination complaints to Civil Rights Office	HR has a dedicated staff member as the coordinator for Civil Rights complaints from hospital staff.  The Hospital Risk Assessment & Compliance Officer is responsible for patient or visitor/customer complaints, and holds regular Compliance Steering Committee meetings with a multidisciplinary group to review all submissions. At this time, this position is vacant and Natividad has entered into an agreement with an Interim Compliance Officer. The complaint policy is under review to include potential civil rights complaints, and the process to identify when & how Natividad will involve the Civil Rights Office.	X  In progress
	Nonstandard contracts include a nondiscrimination clause	In progress. Per Natividad Contracts Department, an audit was performed to identify non-standard service agreements which did not include a non-discrimination clause, and 118 were found. These will be reviewed as they are up for renewal/negotiation to ensure the non-discrimination clause is included in future agreements.	In progress
	Data is collected on the ethnicity and language of people served	Our registration process already collects this data, (race, ethnicity, preferred language).	X
<b>Language Access*</b>	Departmental language assessment completed	“Department Assessment”, all of the information for the “Language Access Plan” is already contained in our Policy: PROVISION OF CULTURALLY	X

		COMPETENT & EFFECTIVE COMMUNICATION TO PATIENTS	
	Vital documents translated into Spanish	Our vital documents are translated by Standard Register, EBSCO service and our Translation Department, and materials developed and published by hospital departments are generally translated. The strategic marketing plan works with Interpreter Services and our marketing firm for translation.	X
	Website – minimize PDFs. When using PDFs, include a Spanish version	Natividad has a Website in Spanish	X
	Procedures and budget for use of interpretation and translation services	Natividad has on site and telephonic interpreter services that are budgeted annually.	X
	Public voicemails in English and Spanish	As appropriate, voicemails that are public are in both English and Spanish (e.g., main hospital line, patient complaint line, etc.)	X
	Public counters: language charts available	Language charts are available in access points to hospital.	X
	Public counters: all signage in English and Spanish	Public signage is in both English and Spanish.	X
	Public counters: procedures to have bilingual staff available	Title VI signage posted in public areas and the patient handbook includes how to access interpreter services.	X
<b>Community Engagement</b>	Projects, programs, policies, and services reflect County stakeholders and are sensitive to diverse demographic backgrounds	1. Collaboration with COPA (Communities Organized for Regional Power in Action) which is a faith/community based organization for Santa Cruz, Monterey and San Benito counties to develop/implement the Esperanza Care of Monterey County program for uninsured patients who are not eligible for health insurance. This program provides primary care, limited specialty care and limited diagnostic testing for qualified individuals. 2. Natividad outreach attends many community events annually to promote Natividad services to groups and agencies. Examples are: Ciclovía	X

		(annual community event promoting exercise), Bi-National Health Week (annual community event promoting Hispanic health services), grade school/high school parent organizations, attend employer health fairs, and CISNE forums (Monterey County Immigrant Services Network Empowerment - collaborative to share services and information concerning immigrants). During the COVID pandemic, community events have been limited to conference calls and Zoom meetings. We have been using the CISNE (Monterey County Immigrant Services Network Empowerment) monthly forums to provide information to a wide-range of community representatives to share information and resources during these challenging times. Natividad gets referrals from these community representatives to assist people with health care access and assist with financial resources for health care services.	
Analyzed potential disproportionate adverse human health or environmental effect on communities of color, tribal communities, or others underrepresented in the public process	Evaluated annually during strategic planning with focus groups.		X
Considerations taken to ensure equitable engagement	Community focus groups are held on and off campus during the strategic planning process.		X
Key community engagement contacts established	1. Please see the community calendar of events for this information. 2. Center for Community Advocacy 3. Promotores		X

\* In addition to the above information on Interpreter Services, the language assessments at Natividad validate staff that are bilingual and adds to the quality of care, since patients can express themselves in their primary language when receiving care. Our Qualified Interpreter (QI) program is unique. We are licensed through Cross Culture Communication, a nationally recognized instruction program for medical interpreters. We have trained over 100 dual staff at Natividad and presently we have over 70 active QI's. With this training, all of our QI's fully comply with the Title VI requirements.

Natividad's Interpreter Services Department logged over 112,000 interpretations in 2021, which include interpretations in Spanish, Indigenous languages, and American Sign Language (ASL). In the past we also have offered the training to members of the Health Department and Behavioral Health Division, as well as members of the public. In 2021, Natividad continued to offer Qualified Interpreter Trainings.

Natividad also employs five (5) tri-lingual indigenous interpreters, who are instrumental in providing interpretive services and allowing us to better serve the indigenous community in Monterey County.