



**COMMUNITY RELATIONS COMMITTEE
OF THE BOARD OF DIRECTORS**

January 11, 2022

5:00 P.M.

50 Water Street, Via WebEx

AGENDA

- | | |
|---|-----------------------------|
| I. Call to Order | Robert Nolan |
| II. Adoption of November 9, 2021
Community Relations Committee Meeting Minutes | Robert Nolan |
| III. Chairperson's Report | Robert Nolan |
| IV. CEO President's Report | Mitchell Katz, M. D. |
| V. Information Items (Annual CAB Reports): | |
| a. NYC Health + Hospitals/Bellevue | Ms. Louise Dankberg |
| b. NYC Health + Hospitals/Carter | Ms. LaShawn Henry |
| c. NYC Health +Hospitals/ENY | Ms. Vere Gibbs |
| d. NYC Health+ Hospitals/Kings | Ms. Francisca Leopold |
| e. NYC Health+ Hospitals/Queens | Ms. Carolyn Brown |
| f. NYC Health +Hospitals/Woodhull | Mr. Jose R. Guzman |
| VI. Old Business | |
| VII. New Business | |
| VIII. Adjournment | |

**COMMUNITY RELATIONS COMMITTEE
OF THE BOARD OF DIRECTORS**

November 9, 2021

5:00 P.M.

Via WebEx

NYC Health + Hospitals Board Room
Virtual Meeting

MINUTES

ATTENDEES

COMMITTEE MEMBERS

Robert Nolan, Chairperson
José Pagán, Ph.D., Chair, NYC Health + Hospitals Board of Directors
Dr. Katz, President, NYC Health + Hospitals
& Sally Hernandez-Piñero

COUNCIL OF THE COMMUNITY ADVISORY BOARDS

NYC Health + Hospitals/Bellevue—Ms. Louise Dankberg
NYC Health + Hospitals/Gotham/Belvis—Gabriel DeJesus
NYC Health + Hospitals/Carter—LaShawn Henry
NYC Health + Hospitals/Coler—Gary Delamothe
NYC Health + Hospitals/Coney Island—Theresa Scavo
NYC Health + Hospitals/Gotham/Cumberland—Jacqueline Narine
NYC Health + Hospitals/Gotham/East New York—Vere Gibbs
NYC Health + Hospitals/Elmhurst—Carlos Cortes
NYC Health + Hospitals/Gotham/Gouverneur— Isabel Ching
NYC Health + Hospitals/Harlem—Karen Dixon
NYC Health + Hospitals/Jacobi—Sylvia Lask
NYC Health + Hospitals/Kings County—Warren Berke
NYC Health + Hospitals/Lincoln—Roland Lopez
NYC Health + Hospitals/McKinney—Antoine Jean-Pierre
NYC Health + Hospitals/Metropolitan—John Giovanni Breceovich
NYC Health + Hospitals/Gotham/Morrisania—TBD
NYC Health + Hospitals/North Central Bronx – Esme Sattaur- Lowe
NYC Health + Hospitals/Queens—Anthony Andrews, Jr. E.D.
NYC Health + Hospitals/Gotham/Sydenham—Everett Person
NYC Health + Hospitals/Sea View—George Marino
NYC Health + Hospitals/Woodhull—Julissa Y.S Herrera

NYC HEALTH + HOSPITALS' CENTRAL OFFICE STAFF

Deborah Brown, Senior Vice President, External and Regulatory Affairs

Colicia Hercules, Chief of Staff to and Corporate Sec. Board Affairs

Okenfe Lebarty, Senior Director, Community Relations

Amir Abbady, Director, Community Affairs

Xiomara Wallace, Director, Auxiliary & Community Affairs

Manelle Jacques Belizaire, Government & Community Relations

CALL TO ORDER:

Mr. Nolan called the meeting of the Community Relations Committee to order at 5:00pm. Quorum was established- the minutes of the Community Relations Committee meeting held on September 14, 2021 was reviewed and upon motion made, and duly seconded the minutes was unanimously approved

CHAIRPERSON REMARKS:

Mr. Nolan welcomed everyone and mentioned the facilities that will be presenting their report and turned the meeting over to Dr. Katz to present the president's remarks.

PRESIDENT'S REMARKS:

Thrilled that Governor Kathy Hochul nominated Dr. Chinazo O. Cunningham as Commissioner, Office of Addiction Services and Supports (OASAS). Dr. Cunningham is a former Board Member of ours and most recently, she served as the Executive Deputy Commissioner of Mental Hygiene at the New York City Department of Health and Mental Hygiene.

The city will build a \$240 million therapeutic housing unit at NYC Health + Hospitals/North Central Bronx to provide incarcerated patients with specialty and subspecialty services. The new unit is expected to include 120 beds and be completed by 2024.

We have began COVID vaccinations for 5-11-year olds with T2 vaccinating 4,449 school children in one thousand schools on the first day. We are providing booster shots to those who need it, weather it is those that are 65+ or those with underlying health conditions or with greater exposures.

I want to encourage everyone to get their flu vaccine for further protection during the ongoing COVID-19 pandemic. Lastly, October was Breast Cancer Awareness Month, so we reminded New Yorkers to schedule screening mammograms and other breast cancer screenings. This is a critical issue all year round – please remember to do your regular checks.

PRESENTERS:

Mr. Nolan moved the agenda and asked Mr. Joseph Menta, the CAB Chair of Jacobi hospital to present his report.

NYC Health + Hospitals/Jacobi

Jacobi's CAB chair presented his report for the record and highlighted that over the past 12 months, the successful merger of Jacobi and NCB, Jacobi has acquired several new pieces of equipment including: New Operating Room tables for orthopedic cases, new ultra sound machines and two new Cardiac Cath machines. They are currently waiting to start construction on a new MRI suite. Jacobi's direct care providers and hospital staff received well-deserved acknowledgement and gratitude from patients, families and the community for their hard work and dedication throughout the COVID-19 crisis. The CAB chair noted the most frequent complaints were ER wait times have been greatly improved--from improved staffing and changes to the patient flow. Currently the average wait time from arrival to seeing a physician is 30 minutes.

NYC Health + Hospitals/NCB

NCB's CAB chair, Esme Sattaur Low also submitted her report for the record and heightened that NCB has acquired several critically needed new equipment over the past twelve months including: New Echo-cardiology sonogram machine New digital x-ray rooms in the ED New Digital portable x-ray machines. Regarding infrastructures, NCB has been awarded a \$38M energy grant to replace 7 elevators and 6 Air Handlers which control temperature and humidity. A \$3.8 million grant was awarded to refurbish three of the operating rooms. We are waiting on construction funding to replace the CT-scanner.

The Committee requested clarification whether the elevator upgrade funding is included in the Therapeutic Out-Posted Unit mentioned by Dr. Katz, to which Dr. Katz indicated that it is not this funding is separate.

NYC Health +Hospitals/Sydenham

Sydenham's CAB chair, Ms. Everett Pierson submitted her report for the records. Ms. Pierson highlighted the fact that staff lounge and pediatric waiting areas underwent renovations and cosmetic changes, respectively. Additionally, over the past year Sydenham's leadership noticed that our Press Ganey patient feedback continuously identified increased patient complaints as it related to the ability to reach the clinic. Patients provided feedback that they would call the main Sydenham line and no one would answer the call. As this was identified as a major point of dissatisfaction for patients, Sydenham leadership addressed this by identifying and training staff members. The CAB chair expressed an interest in having the COVID booster available and the need for specialty clinics on-site, such as a retinal screening.

NYC Health+ Hospitals/Harlem

Ms. Karen Dixon, Chairperson of Harlem's CAB submitted her report for the record. She mentioned that Harlem Hospital secured funding for multiple pieces of equipment. Such as type 1 £ES Project- Replaced ceiling tiles and converted old light fixtures to new LED lights throughout 80% of the hospital. The overall project to be completed May/June 2022. Fully renovated the 14th floor with headwalls, ceiling tiles, lights, nurses' station, nurse call system and medical gases. Decanted the Women's Pavilion for demolition and moved multiple departments including: IT, HR, H.I.M., CCS Program, all trade shops, OHS, and the Gym Area. Most of these projects included Construction Buildouts. Frequent complaints were communication and care coordination, to which management has implements a process to address patient issues during nurse leader rounds.

NYC Health+ Hospitals/Metropolitan

Current Metropolitan's CAB chair, Mr. William Smith, submitted his report for the records and highlighted that Metropolitan needs a new emergency room in order to meet the needs of the growing East Harlem community. The hospital needs the capacity to efficiently diagnose and treat patients at the emergency room. He further stated that capital projects are underway and includes a refurbished Infusion Center, a new Pride Center, and the FEMA flood wall.

Frequent complaints raised were real time mediation of patient issues, limited parking, the oversaturation of opioid treatment centers in the community, an increase of street homeless and the need for adequate mental health services needed.

FOLLOW-UP - The Committee requested information on the expected completion date of the LGBTQ center, to which the information was not available.

ADJOURNMENT:

Meeting adjourned at 5:41pm

REPORT TO THE COMMUNITY RELATIONS COMMITTEE OF THE NYC HEALTH + HOSPITALS BOARD OF DIRECTORS

NYC Health + Hospitals/Bellevue Community Advisory Board
Executive Summary

Introduction

NYC Health + Hospitals/Bellevue is America's oldest public hospital, established in 1736. Affiliated with the NYU School of Medicine, the 844-bed hospital is a major referral center for highly complex cases, with its 6,000 employees including highly skilled, interdisciplinary clinical staff. It sees more than 110,000 emergency room visits and 500,000 outpatient visits annually. Clinical centers of excellence include: Emergency Medicine and Trauma Care; Cardiovascular Services; Designated Regional Perinatal Center and Neonatal Intensive Care Unit (ICU); Comprehensive Children's Psychiatric Emergency Program; and Cancer Services.

2021 was a very difficult year for everyone as we all adjusted to the "New Normal," Covid-19 and the new variants. NYC Health +Hospitals/Bellevue's Community Advisory Board has continued to meet virtually via Webex every month from September to June. The CAB continued to support Bellevue by our actions, including sharing information on wearing masks, available vaccinations, receiving boosters, practicing safe social distancing, hand hygiene, testing, and how to quarantine.

COVID-19

In December we marked the one-year anniversary of the COVID-19 vaccine and Bellevue continues to play a leading role in the city's ongoing fight against the virus. Our testing center operates seven days a week, providing testing to staff, patients and community members. Our vaccination center is open six days a week, providing COVID vaccines, booster shots and flu vaccines to staff, patients and community members. We continue to provide highly skilled, complex care for COVID-19 patients, discharging these patients and sending them home to their families after they recover from long battles against COVID-19.

Infrastructure/Equipment

In 2021, Bellevue patients returned to care and it could be felt in all services and in all venues of care, inpatient and ambulatory care. We added more than 1,000 new employees and continue to add staff throughout the hospital to support and enhance the valuable work being done here.

In October 2021, **Patsy Yang**, Sr. Vice President, Correctional Health Services and **Christine Flaherty**, Sr. Vice President, Facility Administration, gave a presentation to the Bellevue CAB on the Outposted Therapeutic Housing Units (OTxHU) Program, which is the Correctional Health Services unit currently in development at Bellevue.

Bellevue moved ahead with many initiatives to further improve care in 2021, including:

- the opening of our Same Day Surgery Service, with state-of-the-art technology to provide procedures for more than 50 patients a day, providing advanced support services for patients, promoting a speedy recovery and allowing patients to go home the same day.
- the unveiling of our OB Simulation Lab, which provides simulation training to clinical staff using a high-tech, full-body mannequin to help reduce maternal deaths and life-threatening complications from childbirth.

Patient Safety/Satisfaction

NYC Health + Hospitals/Bellevue announced that the hospital's Emergency Management Team has been honored by American Security Today. The American Security Today's 'ASTORS' Homeland Security Awards program is in its fifth year and continues to recognize the outstanding innovations of top firms and agencies in the homeland security and public safety fields. It is also the preeminent U.S. Homeland Security Awards Program highlighting the most cutting-edge and forward-thinking security solutions coming onto the market today.

Bellevue CEO William Hicks was named to City & State's "2021 Manhattan Power 100" list. This year, the publication recognized leaders' contributions amidst the pandemic and their commitment to helping New Yorkers find a path forward. Mr. Hicks was recognized leading one of the major public hospitals that have helped Manhattan address the COVID-19 pandemic.

Bellevue also was recognized by:

- US News and World Report
- American Heart Association Get With the Guidelines
- Newsweek magazine

Frequent complaints raised by patients/residents

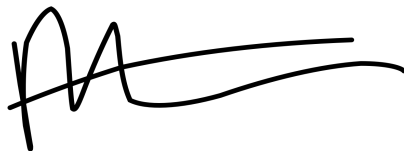
NYC Health + Hospitals/Bellevue is passionate about making a patient's visit at our hospital or health center pleasant and safe. We welcome the opportunity to address their concerns, take their suggestions, and hear their compliments or complaints. We can help them and their family with any questions or concerns about their care. We can also speak to the medical staff and other departments on their behalf or give them more information about our policies and procedures.

Issues impacting the communities served by NYC Health + Hospitals/Bellevue

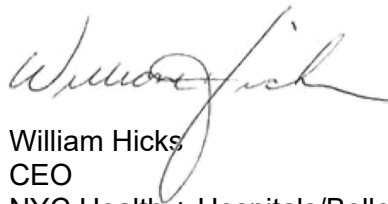
- Overall physical, social, and mental health status
- Disease prevention
- Detection, diagnosis, and treatment of illness
- Quality of life
- Avoiding preventable deaths
- Life expectancy

Happy New Year!

Respectfully submitted,



Ronnie White, Chair
Community Advisory Board
NYC Health + Hospitals/Bellevue



William Hicks
CEO
NYC Health + Hospitals/Bellevue



Carter

Henry J. Carter Community Advisory Board 2021 Annual Report Summary Reported on January 12, 2022

Greetings to Chairperson Mr. Nolan, President Katz, the H+H Board of Directors, and my fellow CAB members. My name is LaShawn Henry, Chairperson of the Carter Community Advisory Board. The CAB meets monthly with the executive staff of Henry J. Carter to ensure the needs of our constituents/patients/and residents are served. As the Chairperson, I have monthly one-on-one meetings with Floyd Long, Carter's CEO. Floyd Long and I meet to discuss strategies that educate, engage, and inform the community on Henry J. Carter and its programs. During the pandemic, we adhered to social distancing guidelines by holding virtual WebEx meetings. In October 2021, following social distancing guidelines, we held our first "Hybrid" meeting, with some members electing to attend the meetings virtually.

The onset of the COVID-19 Pandemic has brought drastic changes and hardship to the daily lives of all. The main issues impacting patients/residents are the modifications in therapeutic programming and limited access to in-person visitation.

Throughout this period, DOH/CMS modified the visitation criteria for both LTACH Hospital patients and Nursing Home residents. As of July 2021, Carter reinstated limited unit and off unit activities which included; outdoor BBQ's, Ice cream social, Nail Spa, coffee social and the Thanksgiving luncheon. They have also added virtual calls as a standard program, as it was effective during the pandemic. It's helpful to many families that either cannot visit, or live in another state to stay connected.

The Carter 2021 Annual patient experience survey was completed in April 2021, and overall there was an increase in almost every category. The highest response was received in the Good and Very Good ratings. A number of ongoing

department initiatives have been put in place to continue to improve our overall patient/resident experience.

We are excited to report the announcement, naming H + H / Carter to the prestigious 2022 Newsweek Magazine's Top Nursing Homes. Carter has earned this notable ranking for several years consecutively. This ranking validates Carter's statement to the public that they provide optimal skilled care with the highest quality outcomes and excellent patient/family experiences. We are proud of our accomplishment, improving our ranking out of the 630 nursing homes with NY State.

Carter has maintained ongoing communication with families, keeping them updated on the latest information via written communication, facility website and the telephone hotline. In addition, Carter has continued to work with H + H leadership to ensure adequate PPE supplies are available onsite.

Carter had the NYSDOH Article 28 survey from October 14th, 2021 through October 20th, 2021. There were no environmental findings and one FTAG that required a plan of correction that was submitted and accepted by the NYSDOH.

In closing, Carter's administration continues to do an excellent job reporting on the Health + Hospital initiatives, facility's strategic priorities, patient experience status and other issues affecting our stakeholders. Patient care service expansions to highlight include the opening of the LTACH acute bedside dialysis program approved by the NYS DOH. The Carter CAB is appreciative for the collaborative relationship and assistance with Nyron McLeish, CAB Liaison, Jeannette Rosario, Sr. Administrator for Patient Experience and Floyd Long, Carter CEO.

Respectfully Submitted,



LaShawn Henry, CAB Chair



Floyd R. Long, CEO
Health + Hospitals/Carter

Gotham Health | East New York Executive CAB Report (December, 2021)

Vere Gibbs, Chair, Community Advisory Board

COVID-19: Gotham Health | East New York (ENY) has tested over 18,000 patients and over 21,000 patients were vaccinated. The average daily COVID testing was 170. This number has tripled in recent weeks due to the new Omicron variant. The Clinical Team provides patients with the most updated information about COVID 19 and the new variants. The Clinical Team, also, educates patients on the importance of getting tested and receiving the Vaccine and Booster Shots.

Physical Plant/Equipment: We continue to upgrade equipment as necessary to ensure that staff is able to perform their jobs effectively/efficiently and safely. Patients are in a safe and healthy environment to receive services.


- Replacement of the Main water valves in the basement
- Installation of television monitors on each floor
- Retrofitting the dental suites with HEPA filtration systems
- Replacement of the above-ceiling cracked pipes in the basement
- Completion of Phase 1 of the Water Curtailment project
- 12/06/2021 DOH cooling tower inspection/survey. Gotham Health/ENY received no violations.
- Installed temperature monitor

Complaints: Most frequent reasons for patient complaints were waiting time and getting through to the call center. Gotham Health/ENY continues to implement suggestions to reduce these times.

Community Issues: Community members request an OB/GYN at ENY. We have been working with a Staffing Agency to find the right Provider to fill the position. We are working on putting staff in place to support the new Provider.

Community Outreach: Community Affairs continues to distribute flyers to community residents, NYCHA, small businesses, and community partners on the importance of COVID-19 testing, Vaccination and Booster Shots. They, also, attend community events to promote services at Gotham Health/East New York and educate consumers on the use of My Chart and tele visits.

Vere Gibbs
CAB Chairperson


Charmaine RoachValentine
Regional Director of Gotham Health



COMMUNITY ADVISORY BOARD

Officers: Francisca Leopold, Chairperson, Carmen Martinez, 1st Vice-Chairperson, Jewel James-Nesbitt, 2nd Vice Chair, Tonya Ores, Parliamentarian, Dorothy Sylvester, Secretary
Members: Lorna Chin, Michelle Griffith, Primo Lasana, Princess Benn-James, Terrence LaPierre, Valarie Hollingsworth, Warren Berke

EXECUTIVE SUMMARY

COVID-19

As we approach the 2-year anniversary of the onset of the COVID-19 Pandemic, NYC Health+ Hospitals/Kings County has continued to be resilient and determined to fight for the safety of our community, patients and employees. Our facility has been dedicated to adapt to the evolution of the COVID-19 virus as we navigate the emergence of variants and the roll-out of the Pfizer, Moderna and Johnson & Johnson vaccines.

We have continuously worked to amend and update our comprehensive hospital preparedness plan, working in collaboration with key stakeholders, to ensure that we remain ready to respond to the pandemic and any spikes/surges in our city. We have strengthened our contingency capacity strategies to mitigate staffing shortages to ensure we can respond effectively to the evolving COVID-19 outbreak while providing a safe environment for patients, employees, and guests. Our CAB continues to build through its stakeholder network of Elected Officials, Community Boards, and many stakeholder groups, disseminating pertinent and timely information in collaboration with NYC Health + Hospitals/Kings County employees. Below are patient care related changes that have been made at NYC Health + Hospitals/Kings County as they pertain to COVID-19 and Infrastructure/Equipment.

- **COVID-19 Testing:**
 - Expanded hours of operation of COVID-19 PCR, Antigen and Rapid Testing (recent addition of take-home self COVID-19 tests)
- **COVID-19 Vaccine:**
 - Expanded hours of operations to administer 1st, 2nd and booster doses of the Pfizer COVID-19 Vaccine (in compliance with all NYS Guidelines of Eligibility)
 - Pediatric Vaccine Administration available with Primary Care Outpatient Clinics
 - Implementation and compliance with the NYS COVID-19 Vaccine Mandate for Healthcare Workers
- **COVID-19 Treatment:**
 - Monoclonal Antibody Program for clinically eligible patients (twice a week by appointment or during Emergency Department visit)
- **COVID-19 Expansion:**
 - Currently, 2 of our Medical/Surgical Units have been modified to transition into ICU Flex Units, in the event that additional ICU level of care is needed
- **COVID-19 Point of Entry Screening:**
 - All patients, employees and visitors are required to complete a daily screening questionnaire in order to be granted entry to the facility
- **Hospital Wide Visitation Policies:**
 - Visitation policies are amenable and contingent upon COVID-19 spikes/surges which can result in the restriction of in-person visitations and implementation of virtual visitation/communication opportunities
- **Ambulatory Care/Outpatient Practices:**
 - Creation of operational plans to transition from in-person to 100% virtual/tele-health for all Outpatient Practice Services, with exception of key services requiring in-person care (cancer).

INFRASTRUCTURE AND EQUIPMENT

- Based on feedback from the community, technology upgrades have made a significant improvement in delivering comprehensive and quality healthcare to our community members. Specifically, initiating Telehealth Visits and MyChart/Epic programs. Additionally, utilizing social media platforms such as Facebook and Twitter as strategic communication tools to disseminate information and resources for our community members.
- Furthermore, we have continued to build out our facilities to ensure that we are able to provide our patients the highest level of clinical care. Some of infrastructure-related improvements we have implemented include:
 - Creation of a Comprehensive Breast Center
 - Creation of a Total Joint Program Center
 - OR Expansion Plan; design and build-out of additional procedural sites across the campus
 - Ambulatory Care Expansion (E-Building 3rd Floor)
 - Re-configure the Center for Geriatrics
 - Behavioral Health Medical Suite
 - Additional clinical space for Medical Psychiatric Patients
 - Dedicated space for Neurosurgical Intensive Care Unit (NSICU) (10 Beds)
 - NSICU at Kings County Hospital serves as the centralized hub for the entire NYC Health + Hospitals System
 - Dedicated space for Step-Down Level of Care (24 Beds across 3 Units)
 - Dedicated space for all Pediatric Services (Target Date: mid/late 2022)

- Additionally, new equipment that we have added or are in the process of adding are:
 - O-Arm for Spinal Surgery (portable CT machine)
 - Second DaVinci Robotic Machine (by mid/late 2022)
 - New Mammography Equipment:
 - Two (2) new Breast Tomosyntheses machines to enable the use of an all 3D platform with low dose radiation resulting in more accurate results
 - Breast MRI/MRI-Guided Breast Procedures
 - Implementation of a Radioactive Seed Localization process for presurgical lesion identification with more accurate and cosmetic results
 - Two (2) new Biplane units for non-invasive Neuro Interventional Radiology Procedures (as a part of our Stroke Program)
 - Two (2) new Fluoroscopy units to strengthen our Adult and Pediatrics Gastroenterology and Radiology divisions
 - New CT Machine (512 detector capability) installed on S Building Radiology Suite to streamline non-invasive non-pharmacologic Cardiac Imaging
 - ECHO Cardiograph/TEE Certification: Kings received accreditation from the Intersocietal Accreditation Commission (IAC) for Adult Transthoracic and Adult Transesophageal and Adult Stress

PATIENT SAFETY/SATISFACTION

Patients can expect to receive safe, quality care at Kings County, as validated by our quality metrics and process improvement projects dedicated to our journey to zero harm. Our successful Joint Commission survey included thorough review and scrutiny of our quality of care and safety practices.

We are pleased to announce that we continue to see a significant and sustained increase in our patient satisfaction scores since the last executive summary. Kings County leads the NYC Health + Hospitals system in the domains of nursing communication and patients' likelihood to recommend the hospital to friends and family. In all other survey categories Kings County is among the leaders in Health + Hospitals for patient satisfaction as measured by our HCAHP scores.

Our dedication to an improved patient experience has been the focus of several national recognitions, awards, and conference presentations. The Excellence in Person-Centered Care designation that we are in the process of obtaining has validated that our strategy is the correct one to continue to transform the experience culture for patients, their caregivers and loved ones, and our staff. In addition, the pillars of Pathway to Excellence are further equipping our staff with the knowledge and resources to enhance their approach to patients in accordance with our ICARE values.

Our patients and their loved ones have further validated these improvements in patient experience by submitting a record number of compliments and staff commendations that have become a pivotal part of employee recognition processes at the unit, practice, and hospital-wide levels.

FREQUENT COMPLAINTS RAISED BY PATIENTS/RESIDENTS

The majority of complaints and grievances occurred between the inpatient and ambulatory care settings. The most significant sources of complaints are in the following areas:

1. Communication: trying to reach our ambulatory practices by telephone.
 - a. We have addressed this through working closely with the call center to facilitate improved turnaround times, dedicated patient phone lines in our pediatric department, and by encouraging patient use of the messaging portal in MyChart;
2. Wait times in the emergency department.
 - a. We have addressed this a robust triage process, decreasing door-to-doctor times and increased communication and service recovery when waiting periods are unavoidable due to the acuity of cases presenting in our ED.
 - b. We have also increased community-facing messaging about Virtual ExpressCare, that allows community members to access urgent care services by smartphone or computer.

ISSUES IMPACTING THE COMMUNITIES SERVED BY THE FACILITY

1. Access to affordable housing in the face of gentrification
2. Diversity, Equity, and Inclusion: need for more affirming services to better serve the needs of members of our POC and LGBTQ communities.
3. Health Literacy
4. Access to affordable, healthy food
5. Financial Security
6. Public safety and crime
7. Behavioral Health stigma
8. Impact of the ongoing COVID-19 pandemic

Submitted by:


Francisca Leopold, CAB Chairperson

12/23/21
Date


Sheldon P. McLeod, Chief Executive Officer

12/23/21
Date

NYC HEALTH + HOSPITALS/QUEENS COMMUNITY ADVISORY BOARD REPORT 2021

COVID-19 Vaccines:

It has now been one year since NYC Health + Hospitals/Queens began administering the COVID-19 vaccine to both members of the public and staff. We have now reached the point of administering nearly 100,000 doses of first, second, and booster shots. This ongoing endeavor, which has involved many Queens employees working long hours in the hospital atrium, has demonstrated a collective courage and heroism among our staff.

Capital and Expense Project Update:

Current projects spanning the period from October through December 2021 include:

- N Building Window Replacement (scaffolding started)
- Pavilion Stairwell Photo Luminescent Tracing
- Pavilion Pediatric Dental Hygienist Office Renovation
- Radiology Rad (X-Ray) Room Update
- Cardiology Clinic - Radiant Heat Panels
- Boiler Control Replacement
- Chiller Plant BMS System Replacement
- Fluoroscopy Room Upgrade (completed)
- Hill Rom ICU (17) and Telemetry (10) Beds Rolled Out (completed)
- Telemetry System Upgrade (pending EDOU and transmitter)
- Six Additional Negative Pressure Rooms (4A) (completed)
- OR Fracture Table (on order)

Patient Safety/Satisfaction:

On November 10, 2021, NYC Health + Hospitals/Queens received a Leapfrog Hospital Safety Grade Score of "B". This safety grade uses up to 22 national performance measures from CMS as well as information from NHSN, Patient Satisfaction Surveys and other supplemental data sources. Taken together, these process and outcomes performance measures produce a single letter grade representing a hospital's overall

performance in keeping patients safe from preventable harm and medical errors. NYC Health + Hospitals/Queens was one of two H+H facilities to receive the highest letter grade score of “B”. In addition, in the Jamaica area, our hospital had the highest letter grade score of a “B”.

On October 26, 2021, the hospital leadership team had an internal recognition ceremony of our ICU team for having had zero Central Line Associated Blood Stream Infections (CLABSIs) for three consecutive years. This achievement is particularly noteworthy in view of the reported increase in hospital-acquired infections noted elsewhere in the country during the coronavirus pandemic. The entire ICU team was present and each received a certificate of appreciation.

On October 27, 2021, our hospital received funding for a Community-Based Doula Care Program which is aimed at helping promote birth equity. Doulas are trained to provide non-clinical emotional, physical and informational support for people before, during and after labor and birth. This program aims to use data to explore social determinants and quality-of-care issues that affect utilization of maternity care. An additional goal is to identify opportunities for intervention to improve equitable maternal child health outcomes along the continuum of care.

Patient Experience:

As of December 17, there were 66 complaints and 64 grievances for the year 2021.

The most frequent complaints were:

- Attitude/communication
- Perceived quality of care (in Behavioral Health)

The most frequent grievances were:

- Attitude/communication
- Allegations of abuse
- Perception of medical care

Conversely, in 2021 our patient experience scores have improved in every service line, having achieved our highest scores ever in three of those four (Inpatient, Emergency Department and Ambulatory Service).

During our most recent quarter, for inpatient services:

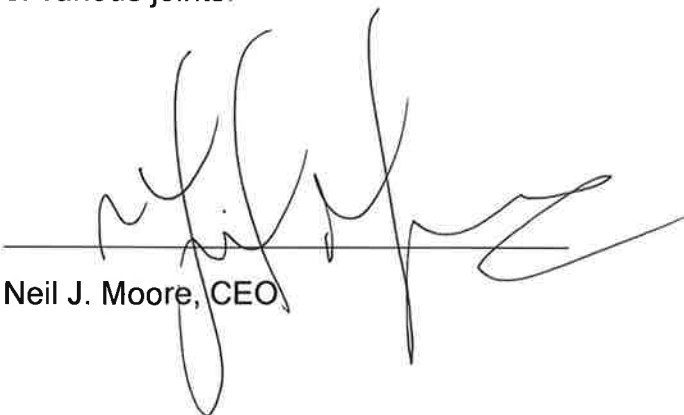
- We are doing better than New York State on eight of the ten questions/domains.
- We have the highest score among H+H facilities on seven of the ten questions/domains.
- We have achieved our highest score in the past two years on six of the ten questions/domains.

Projects Impacting the Communities Served by NYC Health + Hospitals/Queens:

On November 23, 2021, our hospital received a New York State Health Foundation Grant Award entitled “Advancing Health Food, Healthy Lives.” Under this grant, our hospital will pilot “Food for Health,” a home-delivered fruit and vegetable prescription program for low-income families with young children. This project will increase produce access and consumption among children and their caregivers, reduce family’s unmet social needs including food insecurity, and improve child health. Our hospital was one of nine organizations from across New York State awarded grants totaling more than \$1.5 million to support programs and policies that are successfully connecting New Yorkers to healthy, affordable food.

On November 1, 2021, Dr. Marcy Stein Albert, our Director of Pediatrics, was informed that she was selected for the 2021 Leadership and Dedicated Service Award by the New York State Sickle Cell Advocacy Network on December 19, 2021. Dr. Stein Albert and others are recipients of a grant aimed at early and effective treatment of sickle cell disease, a condition that disproportionately affects our community.

On October 22, 2021, NYC Health + Hospitals/Queens held a ribbon-cutting ceremony for our Orthopedic Services Total Hip and Knee Replacement Center, which now allows our patients to have these procedures at our facility. The Center consists of a team of 15 providers which include orthopedic surgeons, rehabilitation doctors, physician assistants, physical therapists, occupational therapists, pharmacists, social workers, and nurses. The Center also has the capacity and expertise to take care of trauma-related orthopedic cases, including fractures, quadriceps or muscle repair, hardware removal, and foreign body removal. In addition, the Center also performs arthroscopies of various joints.



Neil J. Moore, CEO

NYC Health + Hospitals
Board of Directors Community Relations Committee
NYC Health + Hospitals / Woodhull
Community Advisory Board
Rolando Guzman, Chair
January 11, 2022

Top Five Priorities Impacting Patient Care at
WoodhullHospital

COVID-19: Woodhull has been managing the Covid-19 crisis relatively effectively. During the past year the average number of hospitalized Covid positive patients on a daily basis varied from about thirty for the first half of 2021 to about six for the second half of 2021. We were able to manage the Covid surge within the existing clinical space and did not have to activate the unoccupied units.

Covid vaccines: Woodhull's vaccine clinic operates Monday to Saturday, 7 AM to 7 PM and offers Pfizer and Johnson & Johnson. To date about 60,000 doses of vaccines have been given to staff as well as community residents.

Vaccine mandate: 99 percent (99%) of the Woodhull staff was vaccinated and about 1 percent (1%) refused to be vaccinated and resigned or were terminated.

Retirements/Resignations: A significant number of employees retired during the year. The greatest impact was felt from the nursing staff retirements/resignations which has left numerous registered nurse vacancies especially in the Emergency and Psychiatry services. Recruitment is ongoing but there are still many vacant nursing positions, which sometimes affect daily operations, especially in the ER.

Infrastructure/Equipment: No major issues with equipment because equipment upgrade has been ongoing. The most significant upgrade was the MRI which was completed in November to a state-of-the-art MRI replacing the 15-year old machine. The most significant infrastructure project was the Emergency Room expansion which created fifteen more exam rooms and was completed October, 2021. We experienced severe flooding issues on the 9th and 10th floors during the

heavy summer rainstorms because of flaws in the roof repairs done by a roofing vendor. The problems were identified, repaired and resolved pending a major capital project to replace the present roofs. Six of the thirteen elevators were also damaged because of the water leaks and removed from service and repairs are still pending. We're also undergoing a major capital project to repair the façade of the building because of the rusting exterior, which should be completed in 2022.

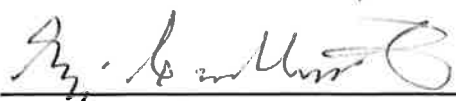
Patient Safety/Satisfaction: Patient experience/HCAHPS scores have been relatively good and stable and performance in most domains have been about equal to or better than the NYS averages. We have experienced a decrease in the inpatient admissions/discharges due to Covid-19, and a significant increase in the outpatient visits due to Covid testing and vaccinations.

Frequent complaints raised by patients/residents: (1) Long waiting time for treatment in the Emergency Room and overcrowding in the ER. The ER expansion mentioned above should help to alleviate this problem (2) Long waiting time for elevators because 6 of the 13 elevators are out of service as mentioned above.

Issues impacting the community served by Woodhull: For the Corrections Out-Posting project, the 9th and 10th floors will be turned over to Corrections for their inpatient units. This will significantly reduce the space available to Woodhull and limit ability to grow. Community is concerned about placement of the prison/incarcerated population at Woodhull for safety/security reasons. Close collaboration and planning between Woodhull and Correctional Health to address these concerns and to ensure non-mixing on the prison and civilian populations are occurring.



Jose Rolando Guzman
Chairperson of Woodhull CAB



Gregory Calliste
Chief Executive Officer