

Community Health Needs Assessment Implementation Strategy Plan 2022



NYC
HEALTH+
HOSPITALS

ABOUT THE IMPLEMENTATION STRATEGY PLAN

This Implementation Strategy Plan (ISP) describes how NYC Health + Hospitals plans to address the priority health needs identified in our recently completed Community Health Needs Assessment (CHNA). This ISP was submitted in fiscal year ending November 15, 2022, to comply with federal tax law requirements set forth in IRS Code Section 501(r)(3) and IRS Notice 2011-52. The CHNA was submitted in fiscal year ending June 30, 2022.

The following NYC Health + Hospitals acute care facilities, organized by county, serve the communities addressed in this ISP:

Bronx

- NYC Health + Hospitals/Jacobi
- NYC Health + Hospitals/Lincoln
- NYC Health + Hospitals/North Central Bronx

Brooklyn

- NYC Health + Hospitals/South Brooklyn Health*
- NYC Health + Hospitals/Kings County
- NYC Health + Hospitals/Woodhull

Manhattan

- NYC Health + Hospitals/Bellevue
- NYC Health + Hospitals/Harlem
- NYC Health + Hospitals/Henry J. Carter Long-Term Acute Care
- NYC Health + Hospitals/Metropolitan

Queens

- NYC Health + Hospitals/Elmhurst
- NYC Health + Hospitals/Queens

The ISP was adopted by NYC Health + Hospitals Board of Directors on October 27, 2022. The report was made publicly available October 27, 2022. A digital copy of the ISP is publicly available at <https://www.nychealthandhospitals.org/chna-isp>.

The CHNA was adopted by NYC Health + Hospitals Board of Directors on June 30, 2022. The report was made publicly available June 30, 2022. A digital copy of the CHNA is publicly available at <https://www.nychealthandhospitals.org/publications-reports/2022-community-health-needs-assessment>.

Community input is encouraged. Please address CHNA feedback to chna@nychhc.org

*Formerly NYC Health + Hospitals/Coney Island

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Dear New Yorkers:

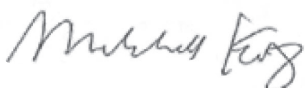
On behalf of the entire NYC Health + Hospitals system, we are proud to share our 2022 Implementation Strategy Plan (ISP) with you. The ISP is a companion report to the Community Health Needs Assessment (CHNA), a tri-annual Federal legal requirement published in June 2022 and available [here](#).

NYC Health + Hospitals is the largest municipal health care system in the country, serving over one million New Yorkers annually in over 70 locations. Our integrated system includes 11 acute care hospital sites, five post-acute facilities, the Gotham Health network of community health centers across the five boroughs, and MetroPlus Health, our subsidiary health plan. Every day, our 40,000+ employees live our mission of providing high quality health care services with compassion, dignity, and respect to all, regardless of income, gender identity, or immigration status. We are privileged to do this work.

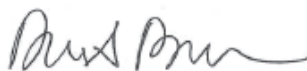
After the 2022 CHNA was completed, NYC Health + Hospitals reviewed the information gathered from all corners of our communities and assessed how the health system will utilize and build upon our programs and initiatives to address the needs identified. Over the next three years, NYC Health + Hospitals will reinforce our commitment to meet health needs in the community and, we hope, deepen our relationships with our community members and partners to do so. We are eager to share the outcomes in this ISP and grateful to the community members who participated in this process.

NYC Health + Hospitals has a proud tradition of creating a welcoming, safe environment for all New Yorkers who walk through the doors of our hospitals, health centers, nursing homes, and for all those we serve. We at NYC Health + Hospitals acknowledge that we alone cannot address all of the forces that shape community health needs, but we must understand them to better serve our patients and neighbors.

Thank you.



Dr. Mitchell Katz
President and CEO
NYC Health + Hospitals



Deborah Brown, JD, MSW
Senior Vice President, External and Regulatory Affairs
NYC Health + Hospitals

About NYC Health + Hospitals

As the largest municipal health care system in the United States, NYC Health + Hospitals delivers high-quality health care services to all New Yorkers with compassion, dignity, and respect. Our mission is to serve everyone without exception and regardless of ability to pay, gender identity, or immigration status. The System is an anchor institution for the ever-changing communities we serve, providing hospital and trauma care, neighborhood health centers, skilled nursing facilities, and community care. NYC Health + Hospitals serves as a preeminent teaching system and as a designated treatment center for the U.S. President.



Over
1 million
New Yorkers
served
annually

11
Acute Care
Hospital Sites

5
Level I Trauma Centers

1
Level II Trauma Center

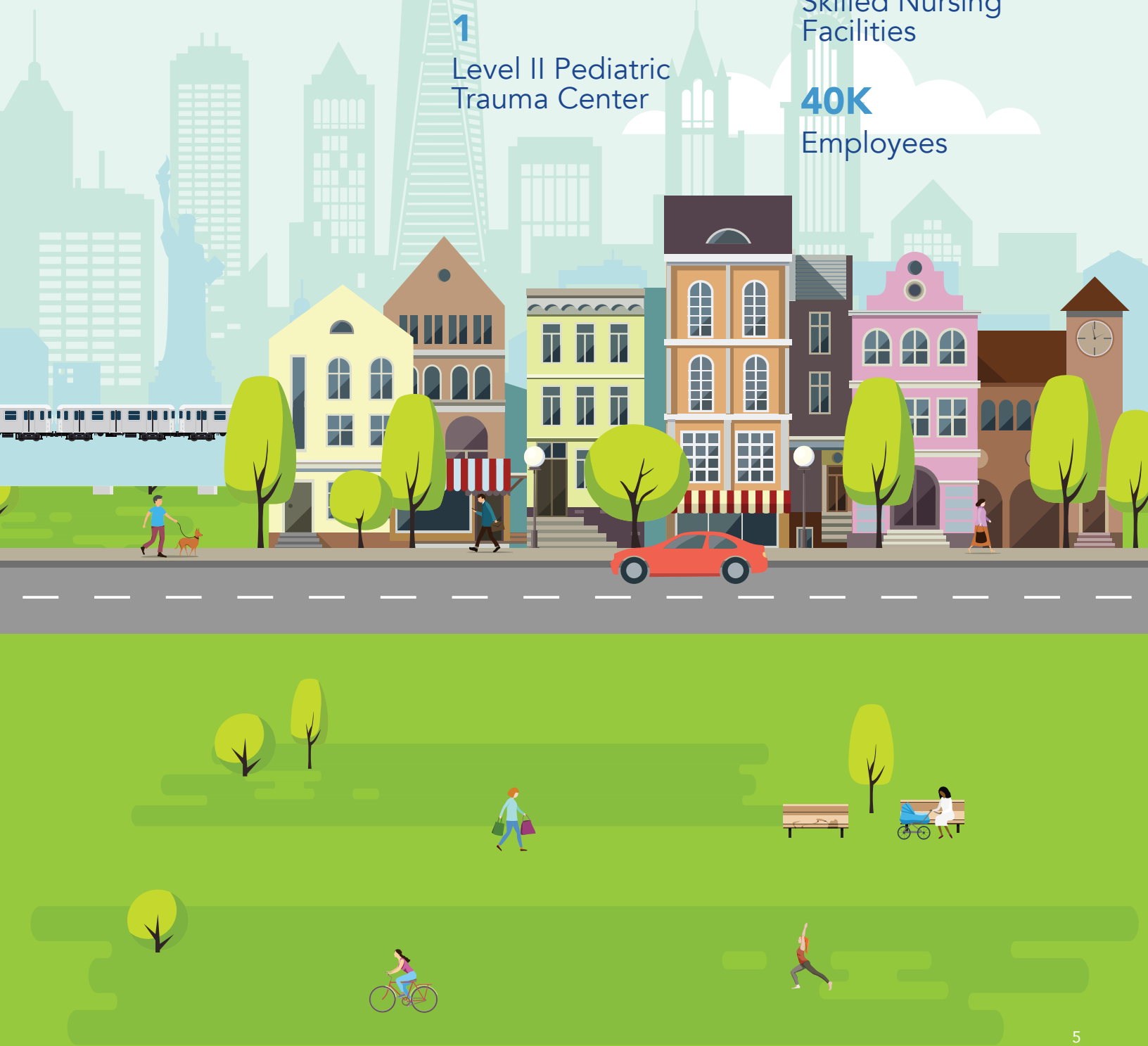
1
Level II Pediatric
Trauma Center

50+
Community
Health Centers

1
Long-Term Acute
Care Hospital

5
Skilled Nursing
Facilities

40K
Employees



STRATEGIC FRAMEWORK

The NYC Health + Hospitals Strategic Framework demonstrates the System's vision, mission, and values to support the patient, family, and community (Figure 1).

The framework is the foundation of the System's vision to be a fully-integrated health system, which requires effective organization of its community assets and partners, including MetroPlus Health, its health plan, and its Accountable Care Organization, to improve the overall health of the communities served in a financially sustainable manner.

This pyramid guides NYC Health + Hospitals' strategic discussions and serves as a touchstone for its programming. The process and findings for this ISP are well aligned with the values, mission, and vision of the organization.

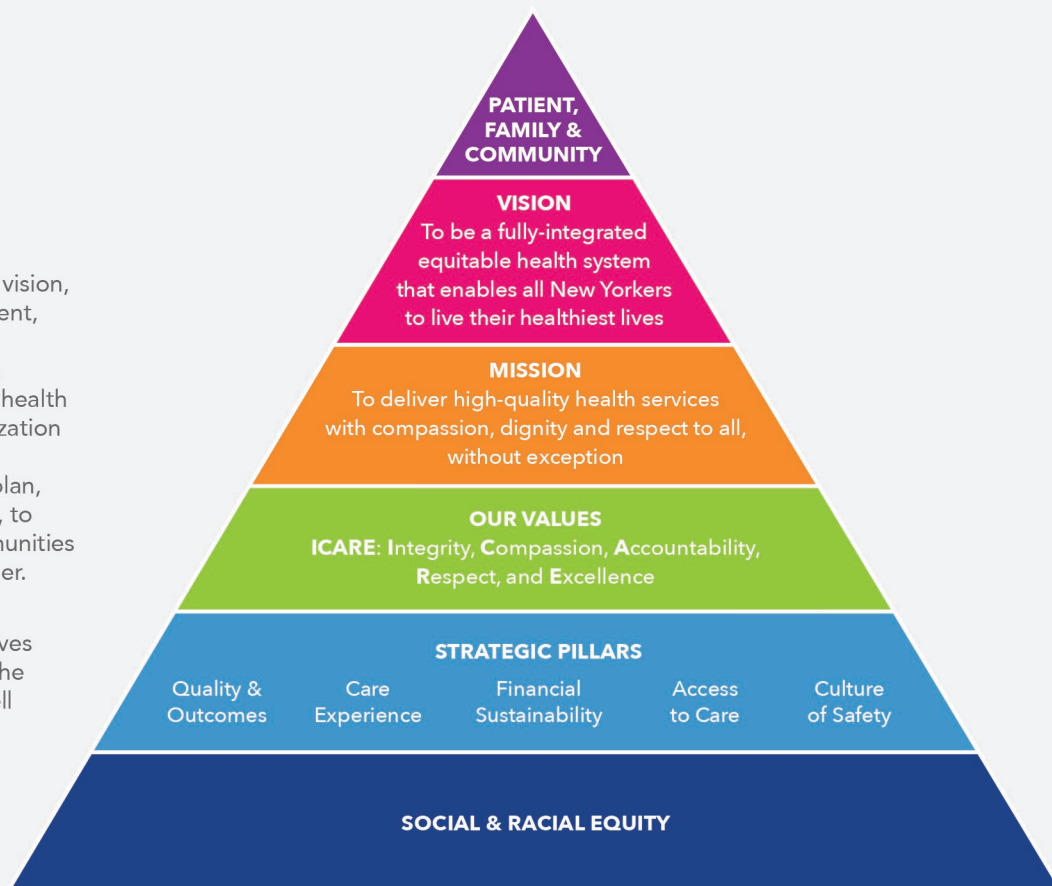


Figure 1

METROPLUS HEALTH

<https://www.metroplus.org>

The NYC Health + Hospitals health plan, MetroPlus Health provides low to no-cost health insurance to eligible New Yorkers across the five boroughs. MetroPlus Health was ranked #1 in overall quality in the 2020 Medicaid Quality Incentive Program, among all 15 New York State Medicaid plans.

600,000+ lives covered

GOTHAM HEALTH

<https://www.nychealthandhospitals.org/gotham-health>

NYC Health + Hospitals/Gotham Health is a Federally Qualified Healthcare Provider formed in 2012 to enable individuals and families to address their health care needs in their own neighborhoods. Gotham Health provides easy-to-access, high-quality, affordable health care services with a focus on primary and preventative care. In addition, Gotham Health care teams are trained to help patients manage ongoing conditions, such as hypertension, diabetes, asthma, and heart disease.

30 Primary care sites

21 School based sites

100,000+ New Yorkers served annually

HHC ACCOUNTABLE CARE ORGANIZATION

<https://www.nychealthandhospitals.org/hhc-aco-inc-an-accountable-care-organization>

Value-based care connects two of the system's key strategic pillars of Quality & Outcomes and Financial Sustainability, by pushing our health system to deliver the highest quality care, prevent disease, and help patients to avoid becoming more ill whenever possible. Value-based payment success at NYC Health + Hospitals has facilitated positive change and has driven innovation, such as improved processes to deliver preventive health screenings and help patients manage chronic diseases.

The HHC Accountable Care Organization (ACO) is a collaborative venture including physician affiliate organizations, NYC Health + Hospitals acute care, outpatient, and skilled nursing facilities, as well as teaching administration, quality assurance, and supervisory services. Our ACO supports our commitment to value-based care.

Value-based care and risk contracting arrangements between NYC Health + Hospitals and various key payors have been integral to the System's financial turnaround and stabilization over the past five years. The largest value-based payment arrangements are between NYC Health + Hospitals and Metroplus Health, Healthfirst, Fidelis, and Medicare (through the Medicare Shared Savings Program, via the HHC ACO).

8,000+ Medicare lives covered

8 ACO partners

NYC CARE

<https://www.nyccare.nyc>

NYC Care is a health care access program that guarantees low-cost and no-cost services offered by NYC Health + Hospitals to New Yorkers who do not qualify for or cannot afford health insurance based on federal guidelines.

110,000+ current members

67% of members below 100% FPL

95% of members below 200% FPL

Highest proportion of members between
40-64 years old

NYC HEALTH + HOSPITALS COMMUNITY CARE

[https://www.nychealthandhospitals.org/services/
community-care](https://www.nychealthandhospitals.org/services/community-care)

NYC Health + Hospitals/Community Care carries on the health system's long-standing tradition of providing health, wellness, and support services in patient's homes and communities. The division encompasses the Centers for Medicaid and Medicare Services, New York State Department of Health Certified Home Health Agency, and community-based care management and care coordination programs including a New York State Department of Health designated Medicaid Health Home program. Working across the health system and leveraging its network of contracted community-based Health Home Care Management Agencies, Community Care aims to increase primary and behavioral health care connectivity, reduce avoidable acute care utilization, and address gaps in care and social determinants of health needs. Annually, Community Care identifies, outreaches, and engages unique high risk and high need patients in comprehensive longitudinal and episodic intensive care management, care coordination and home health (home care) services, including specialized services for patients experiencing severe mental illness and emotional disturbance and patients at risk for adverse maternal and child health outcomes.

15 contracted community-based
health home care management agencies

16,000+ unique high-risk and
high need patients

VIRTUAL EXPRESSCARE

<https://expresscare.nyc>

Virtual ExpressCare offers 24/7/365 access to urgent care to all New Yorkers to take care of their physical, mental, emotional, or other health needs. Virtual ExpressCare addresses health equity gaps while bridging the digital divide faced by vulnerable New Yorkers in accessing telehealth-based services. Care is universally accessible by both phone and video in 200+ languages, including American Sign Language, and without the need for a smartphone or high-speed internet access. The service launched the nation's first hybrid COVID-19 treatment and prescription telehealth program and also connects patients to other in-person services including lab testing, radiology screening, and further treatment options, all without having to go the Emergency Department (ED). Virtual ExpressCare also transitions patients into longitudinal primary care and behavioral health services to improve long-term health.

100,000+ patients with **95%** average
patient satisfaction rate and **85%** Net
Promoter Score

33,000+ life saving COVID-19 therapeutics
with nationally recognized COVID-19
Therapeutics Care Access Model

12,000+ patients transferred from 911 system
with **6,000+** saved ambulances

Average **5-minute** wait time to be connected
to care

NYC TEST & TREAT CORPS

[https://www.nychealthandhospitals.org/covid-19-
resources-for-all-new-yorkers/test-and-treat](https://www.nychealthandhospitals.org/covid-19-resources-for-all-new-yorkers/test-and-treat)

The NYC Test & Treat Corps, formerly the NYC Test & Trace Corps, is New York City's comprehensive program to COVID-19 testing, treatment, and Long COVID care. The public health initiative is an interagency response to COVID-19 led by doctors, public health professionals, and community advocates. The Corps provides access to no-charge COVID-19 testing regardless of residence, ability to pay, insurance or immigration status and ensures that anyone who does contract the virus can quickly be connected to life-saving treatments. The mobile Test to Treat program operates testing sites with on-site clinicians who can prescribe anti-viral treatments, like Paxlovid, immediately after a positive test. The mobile treatment initiative is complemented by NYC Health + Hospitals' Virtual ExpressCare hotline, which is a virtual emergency room where connections to and delivery of life-saving treatments can be arranged.

30+ units providing care

The country's **1st ever** mobile
"Test to Treat" program

PART I



INTRODUCTION

NYC Health + Hospitals is committed to the health and well-being of all New Yorkers. We aim to address the needs of New York City's diverse populations, regardless of income, gender identity, or immigration status. Our individual facilities are essential anchors in their specific communities and neighborhoods and provide high quality health care services with compassion, dignity, and respect to all, without exception. Many of the populations served by NYC Health + Hospitals face a disproportionate amount of harmful daily stressors and barriers, which contribute to and exacerbate chronic disease and health equity challenges, as reflected in the Community Health Needs Assessment (CHNA), published in June 2022 and available [here](#). These health outcomes are largely driven by systemic and structural challenges such as inequitable neighborhood income; a lack of quality, affordable housing; inadequate access to healthy affordable food; a limited number of safe places for physical activity; reduced social support; concerns about neighborhood safety; and difficulty accessing mental health treatment.

As a system, NYC Health + Hospitals strives to respond to these issues with initiatives and programs intended to keep communities healthy. We work to advance health equity by incorporating social determinants of health (SDOH) in our care, promoting workforce diversity, and creating models of care that remove barriers for special populations. These efforts have strengthened primary and preventive care, boosted health coverage for New Yorkers, modernized health care delivery system-wide, and enabled innovative partnerships with community-based organizations (CBOs) and faith-based organizations (FBOs). However, challenges persist.

NYC HEALTH + HOSPITALS SINCE THE 2019 IMPLEMENTATION STRATEGY PLAN

We are proud to conduct a CHNA and ISP every three years. The priority health needs identified by NYC Health + Hospitals leadership and communities in the 2019 CHNA were reducing the burden of life cycle and lifestyle-driven illnesses and redesigning health care for communities. Since then, NYC Health + Hospitals has engaged in a system-wide transformation to address the identified needs of our diverse populations, expand our primary care services, and stabilize our system financially, all while fighting COVID-19 on the front lines.

In March of 2020, COVID-19 arrived in New York City and our system became the "epicenter of the epicenter" of COVID-19 in the United States. NYC Health + Hospitals invested financially, physically, and emotionally to respond to the virus. NYC Health + Hospitals created the nation's largest Test & Trace corps, vaccinated nearly two million New Yorkers at no cost to them, built three new Gotham Health COVID-19 Centers of Excellence to address the long-term impact of the pandemic in hard-hit communities, and treated COVID-19 patients in our hospitals and health centers, without exception.

NYC Health + Hospitals, the largest municipal health care system in the U.S., serves over one million people annually and offers comprehensive, accessible, and affordable health care to all, without exception. The System's 11 acute care hospital sites and its long-term acute care hospital, as well its extensive Gotham Health Federally Qualified Health Center network, provide top-ranked trauma care, offer dozens of inpatient specialties and mental health services, and keep communities healthy. NYC Health + Hospitals facilities have earned numerous special designations for quality and culturally responsive care and have received top ranks by U.S. News and World Report in the 2020-2021 ratings.¹

PRIORITY AREAS OF NEED

Earlier this year, NYC Health + Hospitals completed an updated CHNA to identify, better understand, and prioritize the health needs of the communities we serve. The CHNA process was completed by leveraging existing relationships with community partners and creating new ones, convening internal and external system stakeholders, and delving into robust data analytics capabilities. We strove to bring together a diverse, representational, expansive group to gather authentic feedback, articulation of needs, and constructive criticism. Findings from the CHNA were driven by a combination of quantitative and qualitative data from over 3,000 community surveys, 12 inclusive community forums held at NYC Health + Hospitals facilities, five borough-wide focus groups, and more than 30 expert interviews with system leadership and community stakeholders.

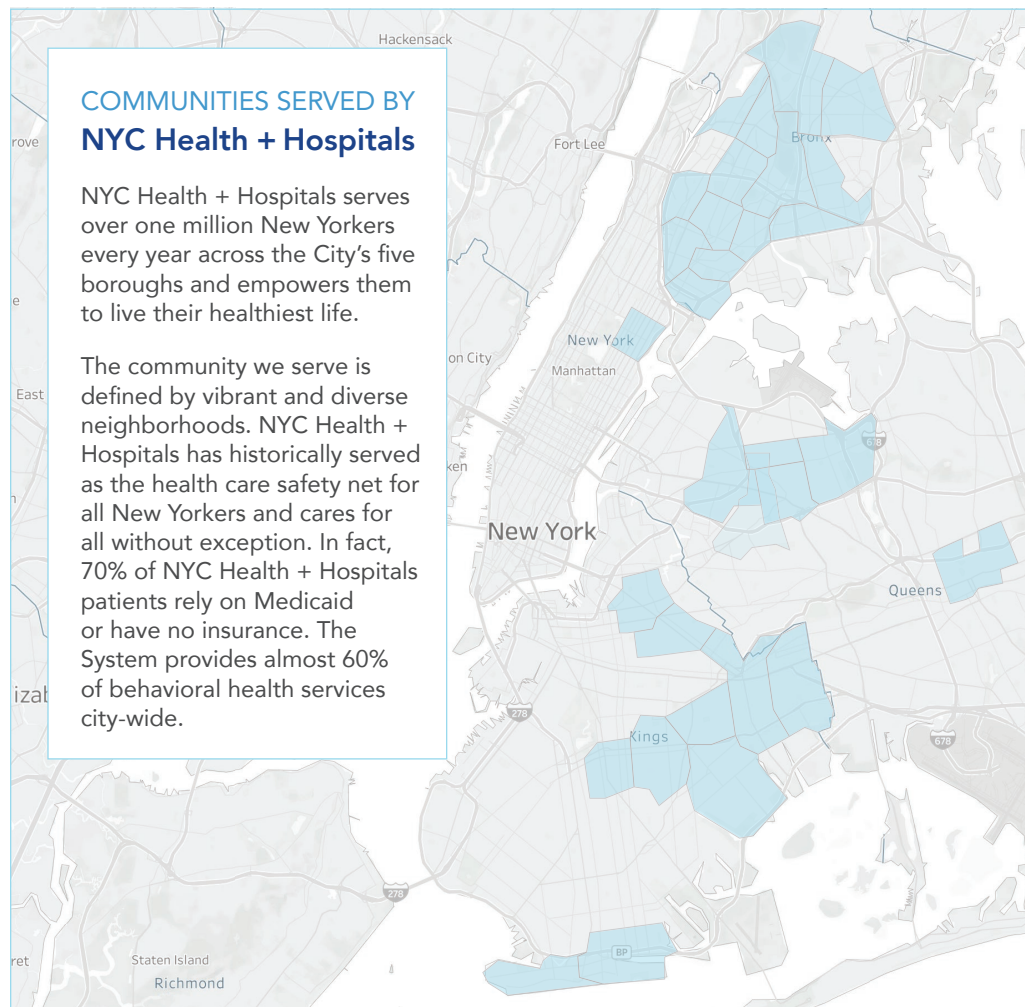
The CHNA was approved and adopted by the NYC Health + Hospitals Board of Directors in June 2022 and is available [here](#).

The CHNA process highlighted three priority areas of need:

1. Improving health equity
2. Fighting chronic disease
3. Facilitating access to resources

The community engagement process revealed that while each hospital and surrounding community has unique disease burdens and needs, many concerns are consistent across neighborhoods, hospitals, patients, and providers. These common issues—including health inequities confronting populations such as youths, seniors, and LGBTQ+ individuals; the need to better prevent and manage chronic disease; and challenges accessing social services and resources—are structural and complex and will require a collective impact approach to hardwire positive, lasting change.

This ISP describes the transformative initiatives and programs NYC Health + Hospitals and our community partners have begun to or will implement to address the priority health needs identified in the 2022 CHNA. NYC Health + Hospitals will continue to monitor these initiatives and programs to assess how they are impacting health equity for all New Yorkers. This report can also be used as a starting point for individuals to understand the breadth of resources available to the community.



IMPLEMENTATION STRATEGY PLAN

This ISP outlines how NYC Health + Hospitals will continue to address the priority health needs identified in the 2022 CHNA at both a system and local level. The report inventories transformative initiatives and programs that are underway, tactics used to address the priority health needs, and NYC Health + Hospitals' plan for future growth.

APPROACH

This ISP was developed through the following approach:

1. NYC Health + Hospitals catalogued hundreds of transformative initiatives and programs underway, both system-wide and at each hospital, that address the priority health needs of the communities served.
2. NYC Health + Hospitals detailed the goals and tactics that will be used to address priority health needs going forward. The goals and tactics in this report are guided by the System's strategic framework. The framework is the foundation of the System's vision to be a fully integrated health system, which requires effective organization of its partners to improve the overall health of the communities we serve.
3. NYC Health + Hospitals will continue to assess how we can continue to invest in programs, services, and partnerships that address the priority health needs of the community.

NYC HEALTH + HOSPITALS TRANSFORMATIVE INITIATIVES AND PROGRAMS

We conducted the 2022 CHNA that serves as a basis for this ISP with input from individuals and groups representing the broad interests of our communities, including those with special knowledge of public health needs. Community stakeholders in the CHNA process identified the following populations with unique health equity and chronic disease challenges that need additional attention and resources.

Populations facing unique health equity challenges:	Specific areas of concern, including:	Communities seek help accessing and navigating these resources, specifically:
• Youth, adolescents, and young adults	• Inequities related to pregnancy	• Affordable quality housing
• Seniors	• Asthma	• Primary and behavioral health services that are affordable, easy to navigate, and culturally humble
• Pregnant people of color	• Hypertension	• Community resources (i.e., youth centers, senior services, nutrition events, job fairs)
• Individuals with food insecurity	• Diabetes	• Green space or safe places for physical activity
• Individuals experiencing homelessness or housing instability	• Aging and frailty	• Affordable quality food
• Immigrants and New Yorkers confronting anti-AAPI discrimination	• Substance use	• Violence interruption
• Individuals living with mental illness	• Mental health	
• LGBTQ+ individuals	• Violence	

In the next section, this ISP will present the system-wide goals and tactics that guide our work to address the challenges identified by the CHNA, as well as a summary and highlights of specific projects. The list of NYC Health + Hospitals' responsive initiatives and programs can be found in its entirety in Part II of this report, beginning on page 19.

ADDRESSING PRIORITY HEALTH NEEDS

IMPROVING HEALTH EQUITY

Health equity is defined as the “absence of avoidable or remediable differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically.”² In an equitable society, each person has the same basic access and equal opportunities for healthy living. Those in under-resourced communities confront not only a lack of accessible services but also contend with chronic stress related to systemic barriers. These conditions are perpetuated as those living in poverty are denied equal access to education and economic opportunities. These stressors can result in depression, feelings of hopelessness, and poor overall quality of life. To ensure every New Yorker has the same opportunity to live a healthy life, we must collectively work to reduce the causes and impact of underlying health inequalities.

Goal: Address existing health equity challenges

Tactic: Partner with the community to offer programs and services that target health equity comprehensively

High-quality clinical care is critical to improving health outcomes, but this alone cannot close the health equity gaps often faced by communities served by NYC Health + Hospitals. Partnerships that enable connections between health care and other systems (e.g. legal, foster care, public housing, shelter, food, etc.) are essential to address poor health outcomes. To facilitate these relationships, we offer benefits screening and enrollment for health insurance, food and social services, and support for housing services, legal assistance, and income tax filing. Our patients are able to complete the benefit screener on paper in their preferred language to promote privacy and comfort. Their responses are entered into Epic by a member of their care team where the screening results can be understood by their providers and tracked over time. Our care teams are also supported by NowPow, a web-based social services directory and referral software available through Epic across NYC Health + Hospitals. The platform offers a comprehensive, accurate, and searchable resource directory of CBOs that allows staff to find social services that meet an individual’s needs and priorities. Positive responses to questions on the SDOH screening tool in Epic will result in automatically generated resource recommendations from NowPow printing to the patient’s After Visit Summary in Ambulatory Care settings.

NYC Health + Hospitals has also prioritized financial counseling and efforts to screen and enroll eligible patients in NYC Care, the System’s health care access program that guarantees free and low-cost services to New Yorkers who do not qualify for or cannot afford health insurance, and financial assistance for those ineligible or unable to afford coverage. Earlier this year, NYC Care enrolled its 100,000th member, a milestone that reflects NYC Care’s mission to change the way the City’s public health care system connects the most vulnerable New Yorkers to primary and specialty care. This success would not have been possible without the community-based partners who connected their neighbors to NYC Care. NYC Care works in partnership with 22 CBOs that speak over 30 different languages combined. Together,

we coordinate efforts on community events, and the CBOs in turn provide feedback on where NYC Health + Hospitals needs to expand its presence in the community. More than 20% of enrollment in NYC Care has been a result of referrals from CBOs.

SPOTLIGHT



3-2-1 IMPACT!

Priority health need addressed: Improving health equity

3-2-1 IMPACT! integrates three disciplines—mental health, pediatrics, and women’s health—to deliver a two-generation approach that treats children and parents with one goal: to improve the long-term health trajectory for each family unit. The program is currently available for all pregnant patients and pediatrics patients under the age of three at NYC Health + Hospitals health care centers. Screenings done with mothers during pregnancy carry into postpartum follow-up and pediatrics visits, and the proper care is conducted through a social worker or other mental health professional. The initial roll-out of the program is partially funded by Robin Hood’s Fund for Early Learning and the Mayor’s Office for Economic Opportunity.

Tactic: Enhance the frequency, accuracy, and reliability of secure and respectful data collection to better track health outcomes and predict future health emergencies

Improved collection of demographic information that includes key value sets such as race, ethnicity, language, and country of origin, can help provide a more complete and more accurate picture of the patients NYC Health + Hospitals serves. This data — collected with consent and aggregated and deidentified to ensure patient privacy — can be assessed to detect and measure disparities in health outcomes among our patients and inform and guide NYC Health + Hospitals’ policies, practices, and efficacy in providing culturally humble care.

In addition, as health care systems continue to contend with outbreaks of emerging viruses, NYC Health + Hospitals is proactively ensuring our workforce has access to the metrics they need to make data-driven operational decisions in real time by improving our system infrastructure with new programs and Ambulatory Care and Population Health dashboards. The new Biosurveillance Program launched by NYC Health + Hospitals is an example of one of the infrastructures upgrades that NYC Health + Hospitals is proactively taking to address future public health emergencies. Launched first in February at NYC Health + Hospitals/Elmhurst, the program has successfully predicted changes in COVID-19 and flu rates 10 to 14 days before those results are seen clinically at the hospital. Wastewater surveillance data can give clinicians a warning signal of a potential increase or decrease in disease and NYC Health + Hospitals can use that data to inform the System’s response. The program will expand to include testing for polio and monkeypox at all 11 NYC Health + Hospitals health care facilities.

Goal: Optimize the patient care experience by increasing access to information and promoting continuity of care

Tactic: Better support patients' navigation through the health system

As health care delivery continues to evolve, NYC Health + Hospitals seeks to ensure that our patients know how to access our high-quality preventive, primary, and specialty care services. To do this, we are working to design systems that are responsive to patients' real-life needs. For example, more NYC Health + Hospitals patients have the option to either access care from their home through a phone or tablet or attend an in-person appointment, now that it's again clinically safe to do so. This leaves our patients empowered to receive the care they need through the modality that is most realistic and accessible for them.

NYC Health + Hospitals has also prioritized connecting with patients through our MyChart functionality. In 2020, NYC Health + Hospitals announced that all its patient care sites successfully transitioned to the new Epic electronic medical records (EMR) system. The new system empowers patients through the MyChart feature, which allows patients easy access to their records through a secure patient portal. MyChart has been critically important for patients to connect to and communicate with their care teams, as well as to obtain refills and important real-time test results, including COVID-19 testing results. Significantly, NYC Health + Hospitals' MyChart activations remain at nearly 70 percent, continuing to perform above the national average.

SPOTLIGHT



Integrated Women's Health Services

Priority health need addressed: Improving health equity

NYC Health + Hospitals women's health services provide the support women in New York City need to manage their health at every stage of life. Our workforce not only provides expert, high-quality, and affordable health services, but also ensures every patient has access to the health care specific to their lives, whether it's family planning options, mental health, or preventative care. With the support of our New York elected officials, NYC Health + Hospitals continues to increase access to women's health services at our facilities. The System plans to utilize allocated capital funding to create new state-of-the-art resources, including a birthing center at NYC Health + Hospitals/ South Brooklyn Health. This investment in our patients and their families will help address alarming disparities in women's health care/maternal health and ensure that all women have access to high-quality and accessible medical options.

SPOTLIGHT



Street Health Outreach & Wellness Mobile Units (SHOW)

Priority health need addressed: Improving health equity

SHOW is a new model of mobile units from NYC Health + Hospitals aimed at providing COVID-19 tests and vaccinations, wound care, basic material necessities, and harm reduction services to New Yorkers who are unhoused. SHOW has connected thousands of people to services such as testing and vaccinations, acute care, medication, primary care, mental health care resources, harm reduction services, and external resources people can employ to access food, clothes, a place to stay, and other critical services. SHOW also works to connect New Yorkers struggling with opioid addiction to medication-assisted buprenorphine treatment through NYC Health + Hospitals' Opioid Treatment Programs.

SPOTLIGHT



Virtual ExpressCare

Priority health need addressed: Improving health equity

Virtual ExpressCare offers 24/7/365 access to urgent care to all New Yorkers to take care of their physical, mental, emotional, or other health needs. Virtual ExpressCare addresses health equity gaps while bridging the digital divide faced by vulnerable New Yorkers in accessing telehealth-based services. Care is universally accessible by both phone and video in 200+ languages, including American Sign Language, and without the need for a smartphone or high-speed internet access. NYC Health + Hospitals plans to integrate a new tele-behavioral health service into the platform and to test four new strategies to engage high-needs patients in behavioral health care, as well as creating a tailored version of the new tele-behavioral health care service for New Yorkers experiencing homelessness.

Tactic: Attract and recruit a diverse, culturally competent, and sustainable workforce

Over the past several years, NYC Health + Hospitals has made significant investments on its commitment to equity, diversity, and inclusion so that we can better serve all of New York City's brilliant communities. Numerous studies have shown that when there is greater racial, ethnic, language, and cultural diversity among clinicians, and a higher concordance with patient populations along these lines, patient compliance and satisfaction improve and clinical uncertainty is reduced.³ However, achieving equal representation of health care providers has been historically hindered by structural racism and systemic inequities in the educational opportunities that are offered to young people. This has led to a shortage of U.S. medical practitioners from specific racial and ethnic groups and a lack of representation within the physician workforce.

To achieve workforce diversity, NYC Health + Hospitals determines vacancy needs annually and uses a variety of recruitment methods to match qualified and diverse job candidates with employment opportunities. These methods include advertising to health care associations that work with medical students and participating in career fairs specific to groups underrepresented in medicine (URiM). Looking forward, we continue to develop new strategies and solutions like school pipeline programs that support engagement with underrepresented communities and awareness of employment opportunities in the public health sector, and medical school loan forgiveness programs that will help meet the growing need for primary care and behavioral health providers that can care for and represent the communities we are proud to serve.

SPOTLIGHT**Behavioral Health Loan Repayment Program (BH4NYC)**

Priority health need addressed: Improving health equity

As the largest provider of mental health and substance use services in New York City, NYC Health + Hospitals plans to recruit and retain exceptional behavioral health clinicians, who in turn will provide quality behavioral health services to the New Yorkers who need them, through the BH4NYC initiative. Recognizing that many behavioral health professionals are burdened by student loan debt, BH4NYC will provide grants to clinicians who meet the eligibility criteria. Behavioral health services are increasingly crucial for our communities, and NYC Health + Hospitals remains committed to our mission of providing compassionate, high-quality care for all New Yorkers, regardless of background or ability to pay.

SPOTLIGHT**DOCS4NYC / NURSES4NYC**

Priority health need addressed: Improving health equity

NYC Health + Hospitals' official physician and nurse recruitment campaigns, DOCS4NYC and NURSES4NYC are intended to appeal to physicians and nurses who are devoted to the organization's mission to care for all without exception. Our workforce shares an unwavering commitment to high-quality health services and continuous innovation. The recruitment campaigns highlight the unique opportunities offered by working in the nation's largest municipal health care system.

SPOTLIGHT**Medical Opportunities for Students and Aspiring Inclusive Clinicians (MOSAIC)**

Priority health need addressed: Improving health equity

Despite growing evidence that physician diversity is key to improving health outcomes and reducing health disparities, many racial groups remain largely underrepresented in the medical profession. Launched in 2021, MOSAIC is a developing suite of interventions that help students and trainees who are URiM succeed in medical school and beyond. MOSAIC's goals are to (1) expand the pool of competitive minority candidates going into medicine and (2) recruit these trainees and physicians to NYC Health + Hospitals to diversify our physician workforce.

FIGHTING CHRONIC DISEASE

At New York City Health + Hospitals, we recognize that our patients identify across multiple dimensions of diversity including race, ethnicity, nationality, gender, religion, ability, sexual orientation, and socio-economic status. The populations that we serve continue to be some of the most marginalized populations in New York City and those in under-resourced communities often confront not only a lack of accessible services, but also contend with chronic stress related to systemic barriers including a lack of equal access to education and economic opportunities. These harmful daily stressors and barriers contribute to and exacerbate chronic disease challenges such as inequities related to pregnancy, asthma, hypertension, diabetes, aging and frailty, substance use disorder, mental health, and violence. Chronic disease prevention and management are fundamental to keeping our communities healthy. Doing so successfully requires a comprehensive view of health and wellness and a commitment to evidence-based preventative care.

Goal: Promote longitudinal, integrated care for all New Yorkers to improve health outcomes

Tactic: Engage patients in coordinated care by offering a full spectrum of health services that are convenient to access

NYC Health + Hospitals serves over one million New Yorkers annually, giving community members the tools to build a strong foundation starting at birth and infancy, continuing to establish healthy behaviors at adolescence, and ultimately achieving quality of life through adulthood. By designing structurally competent health care services embedded with person-centered values and delivered with cultural humility, patients are better able to engage in their health on an ongoing rather than episodic basis. When patients and providers are able to develop long-term relationships and achieve continuity of care, patients experience higher quality services.

NYC Health + Hospitals offers an extensive range of services and programs to patients with the continuity of care required to treat all their health care needs. Staff provides follow up care and referrals to specialists when necessary to treat or identify a condition. The System has also developed comprehensive integrated care models that allow patients with specialty care needs to receive both primary care and specialty care in one location. For example, integrated care clinics co-locate primary care and behavioral health care for substance abuse disorder in one location. In addition to allowing coordinated care, this allows the elimination of any stigma that may be associated with behavioral health needs and their treatments. To best meet the needs of the LGBTQ+ community, NYC Health + Hospitals has increased the number of Pride Health Centers to seven locations. The Pride Health Centers serve as important spaces for LGBTQ+ New Yorkers to receive gender-affirming health care and providers in these centers have received extensive training to provide culturally responsive care.

SPOTLIGHT



COVID-19 Centers of Excellence

Priority health need addressed: Fighting chronic disease

Over the course of the COVID-19 pandemic, NYC Health + Hospitals rapidly built three Community Health Centers located in the Tremont section of the Bronx, Jackson Heights, Queens and Bushwick, Brooklyn. All three centers provide short and long-term follow-up care for those recovering from COVID-19, or struggling with Long COVID, a condition where lingering symptoms occur post-acute infection. Since Long COVID poses a variety of long-term impacts, these three clinics present specialized services in pulmonary, cardiology, radiology, pediatrics, dental and mental health services, as well as matching state-of-the-art equipment such as negative pressure rooms. Financial resources are also provided to help navigate patients' sick or family leave, disability benefits, cash assistance, and housing.

Tactic: Empower and support our workforce to meet our patients' chronic disease needs

At NYC Health + Hospitals, continuous learning is vital to our mission and values. We foster our own workforce with development and training because a positive patient experience is not possible without a positive employee experience. Our employees have access to training programs to refresh, enhance, or learn new skills to be better equipped to provide the best possible treatment to address patients' chronic diseases. NYC Health + Hospitals offers training programs including simulation center training for clinical health care teams and Breakthrough training to enhance problem-solving skills for all employees.

The System has also expanded the use of community health care workers and peers to support patient navigation and act as extensions of the interdisciplinary care team by offering communication and health coaching support in communities. These new care team members help to build trust and promote information sharing in the communities where they are often from. This work is critical to our health system and our community, helping to fight the health disparities that disproportionately and unjustly affect so many New Yorkers.

SPOTLIGHT



Simulation Center

Priority health need addressed: Fighting chronic disease

NYC Health + Hospitals often provides collaborative care for women with a history of pregnancy complications, or who are at risk of complications during their current pregnancy, including from chronic diseases such as hypertension and diabetes. Simulation training helps ensure that our doctors, nurses, and other team members caring for our patients have the expertise they need to handle complex cases should they arise. Satellite simulation centers, like the Mother-Baby Simulation Center at NYC Health + Hospitals/Elmhurst, are designed to help reduce maternal deaths and life-threatening conditions in patients during childbirth. Using a specially-designed, high-tech, full-body mannequin of color, along with a mannequin infant, obstetric physicians, anesthesiologists, nurse practitioners, nurses, midwives, physician assistants, and respiratory therapists participate in simulations that further help in identifying and treating potentially life-threatening conditions during labor and childbirth. This initiative replicates emergencies that can arise as a result of chronic disease-borne complications so our workforce can develop and apply skills that result in successful deliveries, leading to better care and outcomes.

Goal: Address lifestyle behavior change by empowering patients to move towards healthier practices

Tactic: Expand lifestyle medicine services

NYC Health + Hospitals is committed to putting healthy lifestyle habits at the forefront of patient care. Adults living in high-poverty neighborhoods are at least twice as likely to report having a chronic disease, such as diabetes, compared to adults living in low-poverty neighborhoods.⁴ To confront this reality and better serve our communities, we offer several wellness programs that focus on healthy living and chronic disease management. These include initiatives to support patients through asthma, diabetes, weight management, nutritional counseling, and smoking cessation. As NYC Health + Hospitals continues to place emphasis on the importance of healthy lifestyle habits, the System will offer patients who participate in our wellness programs access to special workshops and support groups that emphasize the connection between mind, body, and health. NYC Health + Hospitals will continue to develop innovative services that go beyond basic care in a patient-centered environment and promote healthy lifestyle choices that are realistic on a limited budget and are supported by a network of medical and nutritional professionals.

Our Weight Management program, for example, uses this multi-disciplinary approach to lifestyle medicine to help patients achieve and maintain significant weight loss. The Weight Management program uses evidence-based treatments for overweight and obese patients, including lifestyle modification, pharmacotherapy, and referrals for bariatric surgery, as appropriate. Patients in the program have access to a primary care provider trained in and/or experienced in weight management, who can provide chronic disease management, prescribe pharmacotherapy as needed, and see patients pre- and post-bariatric care; a nutritionist for medical nutrition therapy; and a psychologist to comprehensively address patients with disordered eating, behavioral change, and the psychological impacts of obesity.

SPOTLIGHT



Plant-Based Medicine

Priority health need addressed: Fighting chronic disease

NYC Health + Hospitals is working towards the most comprehensive expansion of lifestyle medicine programming in the nation. The program takes an interdisciplinary approach to reduce patients' cardiometabolic risk, where a team of physicians, dietitians, and health coaches support patients in making evidence-based lifestyle changes, including adopting a healthy plant-based diet, increasing physical activity, improving sleep habits, reducing stress, avoiding risky substances, and providing social support. Patients who enroll in one of the programs will receive a full medical evaluation by a team physician, with special attention to current lifestyle behaviors and social needs. They will also meet individually with a dietitian and a health coach and will participate in group education on topics including nutrition, physical activity, sleep, stress reduction, and other lifestyle pillars. The lifestyle medicine team will individualize the behavior change approach for each patient, considering cultural traditions, socioeconomic circumstances, family situations, and other key factors.

FACILITATING ACCESS TO RESOURCES

NYC Health + Hospitals realizes that there are many social and financial barriers patients experience in their daily lives that prevent them from achieving long term optimal health. Stable and affordable housing, access to healthy and cost-effective foods, and safe outdoor spaces are among some of the most common resources our patients lack or do not know how to access. Through coordinated interagency and community partnerships, NYC Health + Hospitals will continue to prioritize facilitating access to information, resources, and services that will enable patients to achieve their optimal health.

Goal: Improve access and service navigation

Tactic: Partner with CBOs and FBOs to address social and financial barriers to services

To enable our patients to lead their healthiest lives, NYC Health + Hospitals is committed to understanding the way social and financial barriers affect our patients and to addressing the individual social needs that may impact their ability to achieve optimal health. Partnerships with CBOs and FBOs are a vital part of NYC Health + Hospitals' strategy of holistic health care. By ensuring that our patients have knowledge of the resources and supportive services that are available for them through city agencies and other community organizations, and easing the process of availing those resources, we can provide patients with resources and services that will allow them to support a

healthy life. NYC Health + Hospitals will also utilize partnerships with CBOs and FBOs to conduct culturally-humble outreach to marginalized populations in the community ensuring that they have access to accurate and current information regarding their health.

SPOTLIGHT



Faith Based Initiatives

Priority health need addressed: Facilitating access to resources

The mission of the developing Faith Based Initiatives team is to support the social, spiritual, and physical development of all people through the partnership of faith leaders and community health care. In local houses of worship of every denomination, the Faith Based Initiatives team will strive to provide education and information to help community members navigate our health care services and reduce health care disparities. The Faith Based Initiatives team is committed to concepts of cultural humility to identify and prioritize community spiritual and health care needs and to support fulfillment of the gaps.

Tactic: Improve navigation of the larger ecosystem of community support by increasing connections with the community

Health care access is only one part of the equation when it comes to supporting and improving community health. Since 2019, New York City communities have faced new public health challenges, including the COVID-19 pandemic, rising costs of food, increased behavioral health issues, and widespread concerns about community safety and violence. These challenges have reinforced and exacerbated the health inequities in our communities that NYC Health + Hospitals has long been working to address.

In coordination with our community partners, NYC Health + Hospitals is able to facilitate access to much needed resources. As one example, we are pleased to provide seasonal farmers markets to our community members. Located in communities where residents lack access to fresh produce at reasonable prices, our farmers markets offer many affordable, locally grown vegetables and fruits, along with fresh juices and flowers. The markets are hosted in partnership with Harvest Home Farmers Market and GrowNYC, two local nonprofit organizations. Many of our markets conduct on-site cooking demonstrations at no charge, for healthful eating tips to fight obesity and avoid chronic disease. Numerous programs and payment options help residents buy food at the farmers markets, so everyone can eat well.

SPOTLIGHT



Violence Interruption & Prevention (VIP) Initiative

Priority health need addressed: Facilitating access to resources

As part of our mission to keep our communities healthy and well, NYC Health + Hospitals plays an active role in empowering youth to lead safer, healthier lives. We work to reduce gun violence in New York City neighborhoods. The System is expanding its VIP programming system-wide, leveraging best practices from established programs, including NYC Health + Hospitals/Lincoln's [Guns Down Life Up \(GDLU\)](#), which offers after-school and summer hospital-based youth development programs, and NYC Health + Hospitals/Jacobi's Stand Up to Violence (SUV), which works to improve outcomes in patients admitted for violent-related trauma and prevent community violence through the use of community outreach workers. In Brooklyn, [Kings Against Violence Initiative \(KAVI\)](#) works with young men and women at risk for violent activity to support them after an incidence of violence and to engage them in alternatives to retaliation at NYC Health + Hospitals/Kings County.

SPOTLIGHT



Housing for Health (HfH)

Priority health need addressed: Facilitating access to resources

Recognizing that the chronic health issues of unhoused individuals cannot be treated without stable housing, NYC Health + Hospitals launched Housing for Health, an initiative to serve the health system's large patient population experiencing homelessness. The HfH Initiative continues to assist patients experiencing homelessness by providing an array of housing-related services including housing location and placement services, emergency housing vouchers, medical respite, and support services in various permanent housing settings. As a component of the HfH Initiative, the demand for transitional housing through the Medical Respite Program has grown tremendously. This interim housing model for patients who are marginally housed or are experiencing homelessness allows patients to safely discharge after a major health episode. In an effort to meet that demand, NYC Health + Hospitals released an RFP in April 2022 to expand the current number of medical respite beds, in partnership with a CBO. The additional beds will ensure that more patients experiencing homelessness have the opportunity to rest in a safe environment while accessing medical care and other supportive services during the process of obtaining permanent housing.

SPOTLIGHT



Community Advisory Boards (CABs)

Priority health need addressed: Facilitating access to resources

NYC Health + Hospitals has 21 Community Advisory Boards (CABs) made up of volunteers representing our hospitals, long term care facilities and Gotham Health centers across New York City. The CABs work closely with the NYC Health + Hospitals Central Office and are represented in monthly meetings of a system-wide Council of CABs. They provide critical feedback to the System's administration as well as to the Community Relations Committee of NYC Health + Hospitals' Board of Directors regarding the status of the facilities they support and the health needs of their communities. The CAB also has the responsibility to help ensure that the community is kept informed of the goals, objectives, and significant issues of the System.

Goal: Continued recovery from the effects of the COVID-19 pandemic

Tactic: Build on COVID-19 services and partnerships to address ongoing health and equity needs

NYC Health + Hospitals patients continue to contend with new COVID-19 diagnoses and the effects of Long COVID. The stress of the pandemic has also triggered significant behavioral health needs for our patients, many of whom continue to experience anxiety, fear, and depression. Beyond these health needs, the virus has had a deep economic impact, destabilizing employment and housing for some of our community members. All of this must be understood within the context of health and structural inequities long faced by the communities served by NYC Health + Hospitals.

NYC Health + Hospitals continues to focus on COVID-19 recovery, including addressing the impact of Long COVID and ongoing fear and reluctance to interact in the community. There is a need for community outreach, in addition to home-based and mobile services. NYC Health + Hospitals continues to operate its unique COVID-19 Hotline that connects New Yorkers who test positive—including those using an at-home test—directly to ExpressCare clinicians who can prescribe Paxlovid and arrange to have it delivered to patients' homes that same day. NYC Health + Hospitals' Virtual ExpressCare platform recently expanded in partnership with the NYS Department of Health to provide a statewide hotline for all New York state residents. Additionally, Test & Treat partners with thousands of community-based organizations to distribute free COVID-19 rapid kits across New York City. These proactive measures have provided a national model for how to effectively distribute COVID-19 medications.

LOOKING FORWARD

With the completion of the ISP, NYC Health + Hospitals will work with system and community stakeholders, including other New York City agencies, CBOs and FBOs, and patients to continue and enhance our work. NYC Health + Hospitals will continue its resource commitment and evaluation of initiatives and programs aimed at addressing the identified priority health needs.

RESOURCE COMMITMENT

As evidenced by the System's transformative initiatives and programs that address the priority health needs identified in the CHNA, NYC Health + Hospitals will continue its financial and in-kind resource commitment through FY 2022–2025. Resources include clinical and nonclinical services, evaluation mechanisms, community partnerships and innovative solutions, as well as staff time devoted to advance advocacy, collective work, charitable contributions, and volunteerism.

EVALUATION

NYC Health + Hospitals will continue to assess our work through quantitative metrics required by our quality and strategic planning initiatives and through qualitative feedback from our community partners, staff, and the ongoing CHNA Advisory Group we have developed through this exercise. This will be a dynamic process, as we continue to disseminate information about current and new initiatives through our communications strategies and system partners. Information-sharing and evaluation will remain ongoing as we strive to implement this ISP and to pursue true health equity.

PART II



NYC HEALTH + HOSPITALS INITIATIVES AND PROGRAMS

As of October 2022, the following initiatives and programs throughout NYC Health + Hospitals most clearly address the priority health needs identified in the 2022 CHNA. Please note: This list is not exhaustive.

THE CHNA PROCESS HIGHLIGHTED THREE PRIORITY AREAS OF NEED:

1. Improving health equity
2. Fighting chronic disease
3. Facilitating access to resources

In addition, community stakeholders in the 2022 CHNA process identified the specific populations with unique health equity and chronic disease challenges that need additional attention and resources. The following list of NYC Health + Hospitals' programs and initiatives are classified by these specific populations, chronic disease challenges, and most needed resources.

PRIORITY HEALTH NEED: IMPROVING HEALTH EQUITY		
Initiative	Description	Facility
Youth, adolescents and young adults		
Caring Transitions Team	Addressing a critical access gap, the Caring Transitions Teams will provide clinical evidence-based bridging services for youth and their families for three months following a hospitalization or ED evaluation due to a serious suicidal behavior. Types of services that may be included are hospital and outpatient provider coordination, bridging clinical services, peer support, family support, personalized care management plans, and community capacity building.	NYC Health + Hospitals/Elmhurst NYC Health + Hospitals/Jacobi NYC Health + Hospitals/Lincoln NYC Health + Hospitals/NCB NYC Health + Hospitals/Queens
Child Protection Program	<p>New York City's Administration for Children's Services (ACS) investigates 40,000 reports a year of suspected abuse and neglect involving 60,000 children. Safe Horizon partners with ACS to operate Child Advocacy Centers (CACs) in each of New York City's five boroughs. While 75% of the allegations are neglect, the five Safe Horizon CACs are only able to medically evaluate about 5,000 of the approximately 15,000 sexual and physical abuse allegations. Dr. Mitchell Katz committed to the ACS Commissioner to help fill this gap.</p> <p>The Child Protection Program addresses the needs of our current child protection programs at NYC Health + Hospitals/ Lincoln, NYC Health + Hospitals/Jacobi, and NYC Health + Hospitals/Bellevue, as well as creating new Child Protection Programs at NYC Health + Hospitals/Kings and at NYC Health + Hospitals/Elmhurst. There may be additional hires and sites added in the future based on the outcome of the Needs Assessment and referral volume from ACS. Each new program requires a minimum of 1.0 Pediatrician, 1.0 Social Worker and 1.0 Clerk/Clerical Associate to evaluate 300-350 children per year, working closely with ACS, Safe Horizon, and law enforcement agencies to ensure timely, coordinated medical evaluations, psychosocial assessments, and forensic interviews.</p>	NYC Health + Hospitals/Bellevue NYC Health + Hospitals/Elmhurst NYC Health + Hospitals/Jacobi NYC Health + Hospitals/Kings NYC Health + Hospitals/Lincoln
Mental Health Continuum	Collaboration between the Office of Behavioral Health at NYC Health + Hospitals, the Office of School Health and Climate at the NYC Department of Education (DOE) and the Bureau of Children, Youth and Family at the NYC Department of Mental Health and Mental Hygiene (DOHMH). Through this collaboration, we will develop and implement a Mental Health Continuum to support the behavioral health needs of students in designated high-need neighborhoods (South Bronx, Central Brooklyn) in schools without on-site mental health services.	NYC Health + Hospitals/Kings NYC Health + Hospitals/Lincoln NYC Health + Hospitals/Woodhull NYC Health + Hospitals/Gotham Health, East New York NYC Health + Hospitals/Gotham Health, Morrisania

Initiative	Description	Facility
Youth, adolescents and young adults, continued		
Period Poverty	Period poverty is the inability to access sufficient, quality menstrual products. Many women in the U.S. are affected by period poverty. In partnership with Metroplus Health, NYC Health + Hospitals/Elmhurst provides all young female teens with monthly pad supplies.	NYC Health + Hospitals/ Elmhurst
Reach Out & Read	Reach Out & Read is a national, evidence-based initiative that promotes early literacy and school readiness by giving books to children at regular checkups starting at birth. Parents also receive advice from their nurse practitioner or doctor about the importance of having daily, meaningful, language-rich interactions with their children. Children of Bellevue's Reach Out & Read was the first of its kind in New York and has distributed more than one quarter million books since its inception.	NYC Health + Hospitals/Bellevue NYC Health + Hospitals/ Metropolitan NYC Health + Hospitals/Woodhull NYC Health + Hospitals/ Gotham Health (multiple sites)
Union Settlement Youth Opportunity Hub	In partnership with the District Attorney's Office, Youth Opportunity Hubs knit together community-based providers to provide coordinated services in new or updated physical spaces for young people in target neighborhoods. The Hubs provide attractive social spaces and link neighborhood service providers to provide one-stop, comprehensive support for at-risk children, teens and young adults in order to prevent them from becoming involved in the criminal justice system.	NYC Health + Hospitals/ Metropolitan
Seniors		
Community Services Inc. partnership	This partnership between NYC Health + Hospitals/Queens and CBO Sunnyside Community Services, Inc. addresses caregiver support for patients suffering from Alzheimer's disease and dementia.	NYC Health + Hospitals/ Queens
NICHE Certification	NICHE (Nurses Improving Care for Healthsystem Elders) is the leading nurse-driven program designed to help hospitals and health care organizations improve care for older adults through the provision of sensitive and exemplary care.	System-Wide
Senior Center	A center fully dedicated to our senior population and creating a one stop location to meet all their unique needs.	NYC Health + Hospitals/ Elmhurst
Senior community engagement efforts	Ongoing efforts throughout several NYC Health + Hospitals facilities that include activities such as Harlem's Annual Senior Health Festival, where community partners engage with attendees and provide outreach to local senior centers.	NYC Health + Hospitals/ Metropolitan
Pregnant people of color		
3-2-1 IMPACT!	The Integrated Model for Parents And Children Together program (3-2-1 IMPACT!) transforms early childhood care by integrating three disciplines across a continuum of care (e.g. Behavioral Health, Pediatrics and Women's Health); using a 2-generational approach; and with one singular goal: to support the health and well-being of young children and their families.	System-Wide

Initiative	Description	Facility
Pregnant people of color, continued		
Family Centered Cesarean Birth Program	Family-Centered Cesarean Birth (FCCB) program places the family at the focal point of the birthing process during a cesarean birth. Midwives assist with all pre- and post- aspects of the birth, and patients can opt for a doula to support them during their birth.	NYC Health + Hospitals/ Woodhull
HoPE Doula Program	The HoPE Program, or Helping Promote Birth Equity through Community-Based Doula Care, provides community-based doula support, free-of-charge, to any pregnant person seeking care at either NYC Health + Hospitals/Elmhurst or NYC Health + Hospitals/Queens. Doula care has been associated with better birth outcomes for parents and babies. Patients at the two hospitals will be matched with a doula for the duration of their pregnancy and post-partum care.	NYC Health + Hospitals/ Elmhurst NYC Health + Hospitals/ Queens
Integrated Women's Health Services	Capital funding will go towards creating a contiguous comprehensive women's health service on the eighth floor of the Main and Tower buildings. Services from outpatient care to labor and delivery to post-partum recovery will be brought together to enhance care, continuity, and safety. Patient rooms and ancillary space will be upgraded to enhance total family care. Additionally, the neonatal intensive care unit (NICU) and nursery will be redesigned to accommodate the needs of families to reflect the System's Baby-Friendly designation.	NYC Health + Hospitals/SBH
Maternal homeless support program	Partnership between NYC Health + Hospitals/Kings County and NYC Department of Homeless Services (DHS) that links patients to health care services, community based organizations and transportation.	NYC Health + Hospitals/Kings
Maternity Hospital Quality Improvement Network (MHQIN)	The Maternity Hospital Quality Improvement Network initiative is a part of the City's plan to promote equity in maternal care. The initiative works with NYC maternity hospitals to prevent and reduce disparities in maternal mortality and severe maternal morbidity.	System-Wide
Maternal Medical Home	This program provides care management and screening for depression, clinical conditions, trauma, social determinants of health, and psychosocial conditions to individuals predisposed to or at high risk for poor or adverse pregnancy outcomes. Patients are also linked to community-based care programs and NYC Health + Hospitals.	System-Wide
Stork's Nest	Stork's Nest is a combined partnership with NYC Health + Hospitals/Kings County, Zeta Phi Beta Sorority and March of Dimes. Stork's Nest aims to increase the number of women receiving early and regular prenatal care to prevent cases of low birth weight, premature births, and infant deaths.	NYC Health + Hospitals/Kings
Individuals with food insecurity		
Access to food and nutrition resources, including farmers markets, food navigation, local food partnerships and medically-tailored meals	Programs established across NYC Health + Hospitals that help combat food insecurity by providing patients with increased access to food through farmers markets, local food partnerships, and food resource navigation. Food navigators assist patients with enrolling in food benefits and connecting patients to additional community resources.	System-Wide

Initiative	Description	Facility
Individuals experiencing homelessness or housing insecurity		
Domestic Violence (DV) Shelter Initiative	Provide culturally competent, domestic violence-informed psychiatric and psychological mental health care and treatment to approximately 3000 children, teens, and adults in the 57 domestic violence shelters across all five boroughs in NYC. Services provided on site and via telehealth by a multidisciplinary team of adult and child psychiatrists and social workers. In addition to direct care, it includes 24/7 crisis support for adult individuals, universal screening of adults and children, and triage to the mental health program and ultimately long-term connection to NYC Health + Hospitals if needed.	NYC Health + Hospitals/Lincoln NYC Health + Hospitals/Kings, at Shelter locations
Extended Care Unit (ECU)	ECUs are specialized units that provide extended care and intermediate-level treatment and stabilization for individuals as a result of complex behavioral health issues compromised by unstable housing.	NYC Health + Hospitals/Bellevue NYC Health + Hospitals/Kings (anticipated)
MetroPlusHealth coverage for youth in foster care	Children and youth placed in foster care under Voluntary Foster Care Agencies (VFCAs) with 29-I licenses will now receive access to quality health care through MetroPlusHealth and other Medicaid Managed Care Plans. VFCAs are licensed to provide critical supports to youth in foster care, including but not limited to nursing support, medication management, skill building, and discharge planning, consultation and supervision, as well as home and community-based services—MetroPlusHealth will cover those services.	System-Wide
NYLAG/LegalHealth Clinics	New York Legal Assistance Group (NYLAG) LegalHealth clinics are available to NYC Health + Hospitals patients to help address health-harming legal needs, including housing quality issues or risk of eviction. Attorneys provide free legal services ranging from consults to full representation.	System-Wide
Primary Care Safety Net (PCSN)	PCSN Clinics feature a specialized, multi-disciplinary primary care and behavioral health team with staff rotating between street medicine (on SHOW units) and ambulatory care facility-based primary care. The team brings expertise to NYC Health + Hospitals overall in the care for vulnerable populations, including the historically underserved population of people experiencing homelessness. The PCSN Clinics serve as a critical bridge for patients by establishing primary care and specialty care services and supporting patients in their pursuit of stable, permanent housing.	System-Wide
Respite and transitional housing	Investments in transitional supportive housing with respite providers to provide three different respite programs to patients with medical needs, mental health needs and intellectual and development disabilities who cannot be discharged to a home.	System-Wide
SHOW (Street Health Outreach & Wellness) Mobile Units	SHOW stands for Street Health Outreach & Wellness. SHOW is a new model of mobile units from NYC Health + Hospitals aimed at providing preventive and urgent care services, wound care, COVID-19 testing and treatment, basic material necessities, social service referrals, and harm reduction services to New Yorkers who are unsheltered. SHOW also helps connect community members experiencing homelessness to clinical care at NYC Health + Hospitals, including the Primary Care Safety Net (PCSN).	Vehicles serve all five boroughs; in 2022, the vehicles will be linked to: NYC Health + Hospitals/Bellevue NYC Health + Hospitals/Elmhurst NYC Health + Hospitals/Lincoln NYC Health + Hospitals/Woodhull

Initiative	Description	Facility
Individuals experiencing homelessness or housing insecurity, continued		
Virtual ExpressCare	NYC Health + Hospitals will launch and integrate a new tele-behavioral health service into its virtual urgent care platform, Virtual ExpressCare, and to test four new strategies to engage high-needs patients in behavioral health care. The program will help provide around-the-clock support for mental health conditions, including psychiatric support and substance abuse treatment. NYC Health + Hospitals will develop a tailored version of the behavioral health service to treat patients at 25 homeless shelters and six mobile street outreach clinics in the first year.	System-Wide
Immigrants and New Yorkers facing anti-AAPI discrimination		
Interpreter services, any modality	Interpreter services might include language lines, remote interpretation devices, rovers for American Sign Language (ASL), live interpreters, etc.	System-Wide
NYLAG/LegalHealth Clinics	New York Legal Assistance Group (NYLAG) LegalHealth clinics are available to NYC Health + Hospitals patients to help address health-harming legal needs including those related to immigration status. Attorneys provide free legal services ranging from consults to full representation.	System-Wide
Program for Survivors of Torture	The Program for Survivors of Torture's mission is to assist individuals and families subjected to torture and other human rights abuses to rebuild healthy, self-sufficient lives, and to contribute to global efforts to end torture.	NYC Health + Hospitals/Bellevue NYC Health + Hospitals/Elmhurst
Support for Asylum Seekers	<p>NYC Health + Hospitals is participating in an inter-agency effort to help asylum seekers from South and Central America, including setting up a large service center and preparing to welcome additional new patients to NYC Health + Hospitals. We are relying on our existing systems to provide ongoing support, including through our existing clinics, vendors, and NYC Care.</p> <p>In addition, we are putting together provider resources, sending a mobile health unit to provide basic services/triage at Port Authority and the new service center to provide urgent care and some medications and immunizations, and working to ensure NYC Health + Hospitals patients can get connected to any additional services provided by the City. This plan is iterative and evolving as of publication.</p>	System-Wide
Individuals living with mental illness		
Assertive Community Treatment (ACT)	The ACT program functions as a "clinic without walls," providing multidisciplinary, flexible treatment and 24/7 support to individuals with severe mental illness in their homes and communities. This evidenced-based practice uses a person-centered, recovery-based approach.	System-Wide
Behavioral health critical time interventions	NYC Health + Hospitals partnership with Coordinated Behavioral Care's Pathway Home program, which provides multidisciplinary care transition services such as accompanying patients home, arranging for immediate needs such as food and filling prescriptions, ensuring transport is arranged for health care visits, and providing ongoing communication and support.	System-Wide

Initiative	Description	Facility
Individuals living with mental illness, continued		
School program for behavioral health adolescent inpatients	Public School 35 is a hospital-based NYC Department of Education K-12 school providing educational and behavioral services for children with mental health disorders during inpatient stays.	NYC Health + Hospitals/ Bellevue
LGBTQ+ Individuals		
Leader in LGBTQ Healthcare Equality designation	The Leader in LGBTQ Healthcare Equality designation is awarded to hospitals who exemplify LGBTQ-inclusive policies of delivering equitable care to LGBTQ communities, creating an inclusive and supportive environment for employees and demonstrating public support for the community.	System-Wide
LGBTQI+ designation for OASAS clinics	Central Office working with state and facilities to have outpatient OASAS clinics designated LGBTQI+-friendly	System-Wide
The Pride Health Centers	Community health centers that offer services for women's health, men's health, gender transition, hormone therapy, HIV and STI prevention, screening and treatment services, adolescent care, social work and behavioral health services, and general primary care.	NYC Health + Hospitals/Bellevue NYC Health + Hospitals/Jacobi NYC Health + Hospitals/Lincoln NYC Health + Hospitals/Metropolitan NYC Health + Hospitals/Woodhull
Transgender Health Care Resource Guide	Handbook provides resources to support transgender, gender non-conforming, and non-binary people in finding gender-affirming care at NYC Health + Hospitals and other community resources.	System-Wide
Other		
BHA Academy	150-hour program to prepare incoming staff in performing the roles and responsibilities of the BHA and hospital's expectation of BHA as a member of the health care team as he/she performs the assigned task consistent with the standards of practice. This training also provides a glimpse of the current trends in the health care system as it impacts patients, interdisciplinary team, nurses and nursing care with emphasis on safety, quality and patient experience. The Behavioral Health Associate is a unique title that was born at NYC Health + Hospitals out of a clinical need to care for patients at risk for violence in a compassionate way.	System-Wide
Chaplaincy Residency Program	Chaplain residents have played a central role in enhancing access to holistic care for underserved patients at NYC Health + Hospitals/Bellevue.	NYC Health + Hospitals/ Bellevue
CityDoctors Scholarship	CityDoctors Scholarship awardees commit to practicing primary care medicine for at least two years at one of NYC Health + Hospitals' acute care facilities. This partnership was launched in 2012 to help address the shortage of primary care physicians and to increase educational and career opportunities for local graduates.	System-Wide
Clinical Leadership Fellowship	This one-year fellowship is designed for post-residency graduates interested in administrative roles. Fellows are placed in one of NYC Health + Hospitals' Central Office locations to acquire hands-on, practical work experience including participation in leadership meetings and developing and leading a substantial quality improvement or population health-oriented project.	System-Wide

Initiative	Description	Facility
Other, continued		
Clinician recruitment programs and campaigns	Includes DOCS4NYC and NURSES4NYC , Mental Health Service Corps , CityDoctors Scholarship , Healthcare Administration Scholars, and Clinical Leadership Fellows . Focus has been on primary care providers and psychiatry providers, and will expand to meet ongoing identified needs.	System-Wide
Doctors Across New York	NYC Health + Hospitals has provided more than \$7 million in total loan forgiveness grants for 60 physicians who commit to continue serving the public hospital system. The physicians—with specialties ranging from pediatrics, psychiatry and emergency medicine—currently practice at NYC Health + Hospitals. The physicians will receive up to \$40,000 per year for up to three years to help cover their educational loans for medical school.	System-Wide
eConsult	eConsult allows primary care providers to give their patients access to the advice of specialty care providers before the patient visits a specialty clinic, enabling primary care providers and their patients to immediately focus on a plan of action.	System-Wide
Epic H2O and MyChart	Epic H2O unifies electronic health records across our system to support clinicians in delivering high-quality, efficient care and allowing patients easy access to their records through a secure patient portal called MyChart. The electronic health record also enables the System to better coordinate high-value care for patients. MyChart is also available in Arabic, French, Spanish and simplified Chinese. Additional languages expected to be available later this year.	System-Wide
Epic H2O MyChart consolidated billing and pre-payment options	With H2O MyChart, patients can view and pay hospital billed services; professional billing component is being implemented in the near future.	System-Wide
Expansion of telehealth and digital coaching and monitoring	NYC Health + Hospitals is offering a variety of digital health platforms to promote access, health engagement and chronic disease self-management. These platforms include: a multi-modal appointment reminder system, a diabetes self-management app, a telephone based peer mentorship app, and an asthma self-management app. NYC Health + Hospitals provides over 300k behavioral health telehealth visits annually including individual and group therapy and medication management. Patients can also message their providers utilizing MyChart messaging with questions, refill requests, or appointment cancellations. In the future patients will also be able to schedule some appointments with their providers through MyChart.	System-Wide
Healthcare Administration Scholars	This two-year leadership training and management program is shaping the next generation of leaders. The program requires scholars to develop quality improvement projects across the health system.	System-Wide
Medical Eracism	Public health care system will eliminate common diagnostic tests for kidney disease and pregnancy that are based on biased assumptions and can negatively impact quality of care for patients of color. Initiative builds on the health system's commitment to eliminate implicit bias in health care and provide equitable, quality care to all patients.	System-Wide

Initiative	Description	Facility
Other, continued		
MetroPlus and GetCoveredNYC Enrollment Expansion	With the assistance of MetroPlus Health plan and GetCoveredNYC enrollers, NYC Health + Hospitals is enrolling more New Yorkers in insurance across NYC Health + Hospitals facilities.	System-Wide
Monkeypox Response	NYC Health + Hospitals is proud to be a key partner in NYC's response to the monkeypox public health emergency. Our health system is committed to making testing, vaccination, and treatment accessible and equitable to the New Yorkers affected by this outbreak.	System-Wide
Medical Opportunities for Students and Aspiring Inclusive Clinicians (MOSAIC)	MOSAIC is a suite of interventions that help students (from middle school up) succeed in medical school and beyond. MOSAIC's goals are to (1) expand the pool of competitive minority candidates going into medicine and (2) recruit these trainees and physicians to NYC Health + Hospitals to diversify our physician workforce.	System-Wide
NYC Care	NYC Care ensures that all New Yorkers have access to care through no- and low-cost services offered by NYC Health + Hospitals. Individuals who cannot afford or are ineligible for insurance can enroll in NYC Care regardless of immigration status or ability to pay. NYC Care provides patients and families with a dedicated primary care provider, connection to a 24/7 customer service line, and access to affordable medication.	System-Wide
NYC Health + Hospitals' 'Find Your Insurance' tool	NYC Health + Hospitals has made it easier for New Yorkers to understand whether their health insurance is accepted at NYC Health + Hospitals locations. The tool is accessible in many languages on NYC Health + Hospitals' website.	System-Wide
Patient appointment reminders	Patient appointment reminders and other health communications are sent through an automated system based on the patient's preferred communication modality, including text, email, or phone.	System-Wide
Patient-centered scheduling and open access	NYC Health + Hospitals is implementing patient-centered scheduling in conjunction with the System's call center to ensure patient-provider continuity. In addition, open access scheduling allows for more walk-in slots for patients with their interdisciplinary care team.	System-Wide
Peer Academy Training Program	Peer Academy program to help recruit and train community members who will become State certified peer counselors and support behavioral health patients. Once the training is complete, trainees are eligible to apply for jobs within the System.	System-Wide

Initiative	Description	Facility
Other, continued		
PMCS Instructor Trainers	Two teams of a Nurse Educator and BHA, whose responsibilities are to conduct certification classes for new NYC Health + Hospitals trainers and complete refresher certification classes for the facility trainers in PMCS and Debriefing. The teams evaluate onsite facility PMCS classes to ensure all training meets the program's standards. They also assist the facility Behavioral Health leadership in monthly Mock Codes to ensure that the staff are effectively utilizing the program strategies. The team has been trained and certified as Instructor Trainers by the Office of Mental Health.	System-Wide
Professional development programs for clinical and non-clinical staff	NYC Health + Hospitals offers new training and development programs including: Care Restructuring Enhancement Pilot workforce development efforts, Leadership Academy, Revenue Cycle Institute, Quality Academy, and educational partnerships offering scholarships and continuing education credits.	System-Wide
Public Service Loan Forgiveness	Public Service Loan Forgiveness (PSLF) is a federal program that forgives student loan debt for borrowers who work for a government or non-profit employer.	System-Wide
Single Call Center	Through a new 24/7 customer service center (844-NYC-4NYC), patients can make appointments and gain assistance navigating services.	System-Wide
Skin of Color Clinic	Residing within Dermatology outpatient services, the Skin of Color clinic is dedicated to treating and promoting care for skin of color. The conditions treated and the surgical and cosmetic procedures utilized for care are as diverse as our patients.	NYC Health + Hospitals/ Bellevue
Virtual ExpressCare	Virtual ExpressCare is a fast, easy way for patients to see a provider for common physical, mental, emotional, and behavioral health issues that are not emergencies. Patients can see a provider over video 24 hours a day, seven days a week. Patients must be in New York State at the time of their visit.	System-Wide
Wastewater Surveillance Program	The Biosurveillance Program tests wastewater for infectious diseases. Launched in February 2022 at NYC Health + Hospitals/Elmhurst, the program has successfully predicted changes in COVID-19 and flu rates 10 to 14 days before those results are seen clinically at the hospital. The program will expand to include testing for polio and monkeypox. Samples collected from hospital wastewater are tested by the Queens College CUNY Wastewater Epidemiology Laboratory (WETLAB) for the presence of COVID-19 and flu and then tested by the Pandemic Response Laboratory for sequencing.	System-Wide

PRIORITY HEALTH NEED: FIGHTING CHRONIC DISEASE

Initiative	Description	Facility
Pregnancy and birth outcomes		
Comprehensive family planning services	Programming and services focused on family planning including, but not limited to: family planning counseling, long acting reversible contraception (LARC) expansion, termination of pregnancy up to 24 weeks gestational age, and medication abortion.	NYC Health + Hospitals/Bellevue NYC Health + Hospitals/Harlem NYC Health + Hospitals/Jacobi NYC Health + Hospitals/Lincoln NYC Health + Hospitals/Metropolitan NYC Health + Hospitals/NCB
Comprehensive maternal health programming	Programming and services focused on maternal health including, but not limited to: Baby-friendly designation, Centering Pregnancy, Centering Parenting, maternal depression screening, on-site reproductive psychiatry, social work, and collaborative care.	System-Wide
Airways disease (asthma, COPD)		
Asthma-Free Bronx	This City Hall initiative, run by the NYC Department of Health and Mental Hygiene, NYC Health + Hospitals and the NYC Department of Education, provides a suite of personalized interventions aimed at reducing Emergency Department visits and inpatient admissions of asthmatic pediatric patients in the South Bronx. As a part of this program, community health workers also provide asthma education including self-management education, environmental assessments, and pest-remediation services.	NYC Health + Hospitals/Lincoln
Asthma and COPD Program	As part of this model, CHWs, contracted and trained through Community Based Organizations (CBOs) and under the supervision of the NYC Health + Hospitals team, help patients review disease control status, clinical appointments, adherence to appropriate medication use, social barriers, and exposure to environmental triggers such as indoor allergens from mold, rodents, or pets.	System-Wide
Simulation Training	Sometimes referred to as IMSAL, this training focuses on obstetric emergencies including: hypertensive disorders in pregnancy, maternal hemorrhage, shoulder dystocia, and cardiac arrest.	System-Wide
Smoking Cessation	The in-house smoking cessation program is designed to help individuals quit smoking. The program includes group sessions, 1:1 counseling and education, telephone counseling and Nicotine-Replacement Therapy (NRT) in the adult medicine, OB-GYN, pediatric, and behavioral health settings.	System-Wide

Initiative	Description	Facility
Behavioral Health (mental health, substance use disorder)		
Buprenorphine Treatment Pathway	The Buprenorphine Treatment Pathway is designed to meet New Yorkers when and where they are, opening a door to drug treatment options conversation by conversation. The VBC provides virtual/telephone appointments for assessment with an x-waivered medical provider, works in partnership with local pharmacies across NYC to help facilitate multi-week prescriptions for buprenorphine, and provides referrals to substance treatment programs for ongoing treatment, extending the Clinic's impact within the community. SHOW teams will be able to provide New Yorkers assessments in the field, hand out information about buprenorphine assisted-treatment, and connect them to the VBC.	System-Wide
Collaborative Care	Collaborative Care uses a systematic approach to treating common mental health conditions such as depression and anxiety in primary care settings. Patients are identified through universal screening, and the primary care physician is supported by a behavioral health clinician (social worker or RN) and consulting psychiatrist in providing evidence-based integrated care. Behavioral health clinicians conduct proactive follow-up and measurement-based monitoring of symptoms, and the treatment plan is adjusted in consultation with the psychiatrist based on outcomes.	System-Wide
Comprehensive Psychiatric Emergency Program (CPEP)	CPEP is an inpatient service that facilitates children and adults with mental health disorders receiving emergency observation, evaluation and care in a supportive environment. This program has expanded to include telehealth services at select facilities and a crisis-outreach mobile intervention, which together extend the program into the community. The Children's CPEP at NYC Health + Hospitals/Bellevue is the only one in New York State and one of only a few in the nation.	System-Wide
Emergency Department Addiction Leads	The Emergency Department Addiction Leads program engages peer counselors to provide support to patients with substance use disorder in the Emergency Department. This program launched in 2019 and is currently expanding to include social workers.	System-Wide
Extended Care Unit	The Extended Care Unit (ECU) provides comprehensive intermediate level treatment and stabilization for individuals as a result of complex behavioral health issues compromised by unstable housing. The ECU will provide continued behavioral health treatment and life skills development necessary to prepare patients for stable housing and continue ongoing treatment in the community. In addition to treatment, tailored aftercare planning to obtain appropriate housing will be provided. The proposed length of stay would be approximately 120 days per OMH guidelines.	NYC Health + Hospitals/ Bellevue NYC Health + Hospitals/Kings (anticipated)
Healthy Steps	Healthy Steps integrates a specially trained child development professional, called a "Healthy Steps Specialist," within the primary care team. This specialist partners with families during well-child visits, coordinates screening efforts, and problem-solves with parents for common and complex child-rearing and other challenges.	NYC Health + Hospitals/Jacobi NYC Health + Hospitals/NCB NYC Health + Hospitals/SBH

Initiative	Description	Facility
Behavioral Health (mental health, substance use disorder), continued		
Inpatient Consult for Addiction Treatment and Care in Hospitals (CATCH)	The CATCH Program consults patients with substance use disorder and initiates Medication Assisted Therapy (MAT) for interested patients. These consults include linkages to treatment post-discharge.	System-Wide
Integrated Care Centers	Integrated care clinics co-locate primary care, behavioral health and care for substance use disorder in one location. In addition to allowing for coordination of care, these clinics administer a universal behavioral health screening tool and perform patient outreach to engage patients.	System-Wide
Medicated Assisted Therapy (MAT) Expansion	Services for patients with substance use disorder have now expanded to all five boroughs. These services include MAT, the distribution of naloxone kits, and screening for substance use disorder.	System-Wide
Opioid settlement fund	City will invest in expanded lifesaving services for people who use opioids. The funds will go toward strengthening existing services, boosting workforce capacity, and supporting families who have lost loved ones.	System-Wide
Partial Hospitalization (PHP)	PHP is a short-term alternative to an Inpatient Psychiatric Unit stay. The step-down program provides an intensive, structured treatment environment five days a week, five hours a day for mentally-ill and mentally-ill/chemically dependent adults experiencing severe psychiatric symptoms. The program decreases the patient's length of stay.	System-Wide
Pet Therapy Program	Partnering with Fairview Rehab and Nursing Home, patients will receive twice-a-month visits from furry friends to support their treatment and recovery.	NYC Health + Hospitals/Coler NYC Health + Hospitals/Elmhurst NYC Health + Hospitals/Queens
Diet-related diseases (diabetes, hypertension)		
Blue Star App	Through this smartphone app, patients receive real-time coaching by the app's AI-engine when recording glucose, food, activity, etc.	System-Wide
Diabetes cooking classes	Diabetes cooking classes are held at select NYC Health + Hospitals locations to provide culturally competent cooking classes tailored for patients with Type 2 diabetes.	NYC Health + Hospitals/Kings NYC Health + Hospitals/Metropolitan
Diabetes Prevention Program	An evidence-based lifestyle change model based on the National Diabetes Prevention Program led by the CDC, this program is for patients who are either at risk of diabetes or diagnosed with pre-diabetes. Programming includes coaching patients in areas including healthy eating, physical activity, and stress management.	System-Wide
Digital peer mentoring program (InquisitHealth)	InquisitHealth pairs patients with diabetes with a peer mentor. Mentors discuss patient goals related to diet and physical activity. Mentors can also assist in a variety of ways including housing issues, medication-related issues, food insecurity, and appointments.	System-Wide

Initiative	Description	Facility
Diet-related diseases (diabetes, hypertension), continued		
Food Navigation	NYC Health + Hospitals contracts a CBO in a hospital-community partnership whereby food insecure patients are screened and connected to a variety of community-based food and nutrition services, both virtually and on-site. Food navigators assist with food benefits enrollment and electronically refer patients to WIC, food pantries, group meals, and medically tailored meals based on patient needs, eligibility, and preferences.	System-Wide
Growing Healthy Together	A weekly program with Reach Out & Read promotes healthy eating and active lifestyle to help patients and families in the outpatient Pediatrics Clinic achieve their healthy living goals. Participants receive information on shopping at local Farmers' Markets and other local food resources. Families are supported in planning, buying, and cooking healthy family meals.	NYC Health + Hospitals/Bellevue
KIDs Ride	A program that introduces youth to cycling as a safe and effective means of transportation and as recreation, encouraging them to incorporate regular physical activity into their lives.	NYC Health + Hospitals/Woodhull
Outpatient Dialysis Center	The new center answers a significant medical need in the community given the high number of patients with end-stage renal disease or kidney failure. It will also allow patients with chronic renal dialysis needs, or those waiting for a kidney transplant, access to dialysis treatments.	NYC Health + Hospitals/Queens
Plant-Based Lifestyle Medicine Program	This program began at Bellevue in 2018 with the goal to help patients access a healthy lifestyle that includes a whole-foods, plant-based diet to improve, and in some cases reverse, diet-related chronic illness.	System-Wide
Primary care-centered diabetes management initiative	Programming includes: clinical pharmacists, chronic disease nurses, teleretinal screening, digital peer mentoring and digital coaching.	System-Wide
Primary Stroke Center (PSC)	The NYC Health and Hospitals/Elmhurst Primary Stroke Center (PSC) treats acute and chronic ischemic and hemorrhagic strokes in western Queens County.	NYC Health + Hospitals/Elmhurst
QINCA Program	This program provides education for physicians on LARC insertions and services through community providers.	NYC Health + Hospitals/Kings
RELIAS	RELIAS is a web-based, self-paced learning program with modules focused on fetal heart rate interpretation, shoulder dystocia, obstetric hemorrhage and other obstetric emergencies.	NYC Health + Hospitals/Kings NYC Health + Hospitals/Lincoln NYC Health + Hospitals/SBH
Shape Up NYC classes	Led by the New York City Department of Parks & Recreation, Shape Up NYC is a free, drop-in fitness program offering classes such as aerobics, yoga, Pilates and Zumba. Class registration is not required.	System-Wide
Treat-to-Target (T2T) Hypertension Program	This program —recognized by The American Heart Association and the American Medical Association —connects patients with hypertension with chronic disease nurses to support them in controlling their blood pressure.	System-Wide

Initiative	Description	Facility
Diet-related diseases (diabetes, hypertension), continued		
Weight Management Program	The Weight Management program uses evidence-based treatments for overweight and obese patients, including lifestyle modification, pharmacotherapy, and referrals for bariatric surgery as appropriate. Patients in the program have access to a primary care provider trained in and/or experienced in weight management who can provide chronic disease management, prescribe pharmacotherapy as needed, and see patients pre- and post- bariatric care; a nutritionist for medical nutrition therapy; and a psychologist to comprehensively address patients with disordered eating, behavioral change, and the psychological impacts of obesity.	System-Wide
Aging and frailty		
Geriatrics practice	Provides care to adults over the age of 65 by working with a specialized team to understand the unique needs of patients. These practices coordinate throughout the spectrum of care through a single provider, who helps manage screenings, assessments, and social services.	System-Wide
Palliative Care	Palliative care provides inpatient and outpatient services to help relieve pain and discomfort in patients with chronic or advanced illnesses.	System-Wide
Crime and safety		
Family Justice Centers	The New York City Family Justice Centers (FJC) provide free, confidential assistance for survivors of domestic and gender-based violence. NYC Health + Hospitals provides on-site mental health services, including direct care, mental health support, skill-building opportunities, and mentoring to Family Justice Center staff.	System-Wide
SAFE Program	State-designated hospital program that provides specialized care to survivors of sexual assault and/or torture.	System-Wide

PRIORITY HEALTH NEED: FACILITATING ACCESS TO RESOURCES

Initiative	Description	Facility
Affordable quality housing		
Housing assistance	Assistance includes, but is not limited to: referrals to Homebase housing, Breaking Ground partnerships, Roomfinders and outreach.	System-Wide
Housing for Health	The Housing for Health program has four strategic areas of focus: navigation services, transitional housing, affordable housing on hospital property, and social service support for patients in permanent housing. The health system plans to leverage additional land to create at least 700 new affordable homes in the next five years.	System-Wide
IDD Respite	The IDD Respite Services Program is a NYC Health + Hospitals partnership with the Arts and Humanities Research Council (AHRC) with the goals of preventing avoidable hospitalization and Emergency Department (ED) utilization and to facilitate enrollment in services provided by the NYS Office of People with Developmental Disabilities (OWPDD) and other support service providers.	System-Wide
Just Home	Just Home will provide permanent, supportive housing with social services for residents with complex medical needs, as well as affordable housing after they leave jail. Patients with medical needs such as congestive heart failure, stage 4 cancer, and end-stage renal disease, which make placement in the City's homeless shelters unfeasible are eligible for this program.	NYC Health + Hospitals/ Jacobi
Medical Respite	The Medical Respite Program is short-term residential care (30-90 days) for people experiencing homelessness who may be experiencing behavioral health instability and/or are too ill or frail to recover from an illness or injury on the streets or in shelter, but who do not require hospital level care.	System-Wide
Service Enriched Permanent Housing	Fund select CBOs to provide onsite social services at "under serviced" affordable projects	System-Wide
Primary and behavioral health services that are affordable, easy to navigate, and culturally humble		
B-HEARD	The Behavioral Health Emergency Assistance Response Division was launched in June 2021 as part of New York City's attempts to mitigate police violence when addressing mental health crises by dispatching social workers to address mental health calls instead of the police.	System-Wide
COVID-19 Centers of Excellence	COVID-19 Centers of Excellence provide comprehensive short- and long-term care to support recovering COVID-19 patients.	Brooklyn, Bronx, Queens
Expansion of Primary Care	Expand access to primary care and chronic disease management through the completion of a new ambulatory care center on the first floor of the Health & Wellness Institute. The new center will feature 50+ exam rooms focused on primary care, geriatrics, diabetes management, weight management, orthopedics, urology, and other specialties as needed.	NYC Health + Hospitals/SBH

Initiative	Description	Facility
Primary and behavioral health services that are affordable, easy to navigate, and culturally humble, continued		
Family Health Program	Family health program provides trauma-informed primary care services to children, youth and their families. Program will improve delivery and coordination of health care services while preventing children from entering foster care and helping families reunite sooner.	System-Wide
ICARE	The ICARE values promote NYC Health + Hospitals' mission and vision and guide staff to offer the highest-quality, safest, and most patient-centered care.	System-Wide
Imaging Centers of Excellence	NYC Health + Hospitals is upgrading its medical imaging technology to provide patients with modernized, state-of-the-art technology that will produce faster and better image quality and lead to quicker diagnoses and treatment.	System-Wide
Mental Health for All	A comprehensive website and public education campaign to help New Yorkers navigate all the mental health resources available to them and find substance misuse support that meets their needs. Mental Health for All builds on the City's longstanding commitment to expand access to mental health care for New Yorkers and ensure mental health remains a permanent priority for City government.	System-Wide
Mental Health Service Corps	Mental Health Service Corps (MHSC) is a professional development and training program of the Mayor's Office for Community Mental Health. MHSC hires early career clinicians who are placed in primary care and behavioral health settings throughout the NYC Health + Hospitals system, providing evidence-based treatment to patients struggling with mental health challenges.	System-Wide
Pathways to Care	Pathways to Care will directly connect schools in the 27 neighborhoods hardest hit by COVID-19 to outpatient mental health clinics, where children and adolescents can receive ongoing therapy, psychiatric evaluation, medication management, and other clinical services.	System-Wide
Primary Care Safety Net	PCSN Clinics feature a specialized, multi-disciplinary primary care and behavioral health team with staff rotating between street medicine (on SHOW units) and ambulatory care facility-based primary care. The team brings expertise to NYC Health + Hospitals overall in the care for vulnerable populations, including the historically underserved population of people experiencing homelessness. The PCSN Clinics serve as a critical bridge for patients by establishing primary care and specialty care services and supporting patients in their pursuit of stable, permanent housing.	System-Wide
PORT Clinics	Point of Re-entry and Transition (PORT) program is a collaboration between CHS and NYC Health + Hospitals to help people who are leaving New York City jails sustain successful re-entry into the community. Includes CHWs, peer support, and low-barrier primary care delivered at our hospitals by facility PCPs alongside CHS medical providers. CHWs also staff the PORT Line, a phone number that community members can call to connect to services at the PORT practices and for other re-entry assistance.	NYC Health + Hospitals/ Bellevue NYC Health + Hospitals/Kings

Initiative	Description	Facility
Primary and behavioral health services that are affordable, easy to navigate, and culturally humble, continued		
Virtual ExpressCare	Virtual ExpressCare is a fast, easy way for patients to see a provider for common physical, mental, emotional, and behavioral health issues that are not emergencies. Patients can see a provider over video 24 hours a day, seven days a week. Patients must be in New York State at the time of their visit.	System-Wide
Community resources (i.e. outreach and engagement, youth centers, senior services, nutrition events, job fairs)		
Apprentice Painter Program	NYC Health + Hospitals and District Council No. 9 Local Union 1969, Civil Service Employees, International Union of Painters & Allied Trades (DC 9) today announced a new, four-year apprenticeship program to train individuals for careers as unionized painters. DC 9 will provide classroom training, and NYC Health + Hospitals will provide supervised on-the-job training. The Apprentice Painter program will connect New Yorkers to quality jobs and in-demand skills.	System-Wide
Community Advisory Boards (CABs)	NYC Health + Hospitals has 21 Community Advisory Boards made up of volunteers representing our hospitals, long term care facilities and Gotham Health centers across New York City. They consult and provide advice to the System's administration regarding the health of the community, and ensure that the community is kept informed of the goals of the System.	System-Wide
East Harlem Community Alliance	NYC Health + Hospitals/Metropolitan is a leader in this consortium of over 185 nonprofits, businesses, religious organizations and government agencies working together to enhance the vitality and well-being of the East Harlem community.	NYC Health + Hospitals/ Metropolitan
Expand health care, health insurance and benefits enrollment	Initiative to support patients in insurance, NYC Care and other benefits enrollment.	System-Wide
Faith Based Initiatives	The mission of the developing Faith Based Initiatives team is to support the social, spiritual, and physical development of all people through the partnership of faith leaders and community health care. In local houses of worship of every denomination, the Faith Based Initiatives team will strive to provide education and information to help community members navigate our health care services and reduce health care disparities. The Faith Based Initiatives team is committed to concepts of cultural humility to identify and prioritize community spiritual and health care needs and to support fulfillment of the gaps.	System-Wide
The Global Health Institute	The Global Health Institute at NYC Health + Hospitals/Elmhurst supports and advances groundbreaking research, grows existing relationships with community and global partners, hosts educational events for the community, and helps to improve clinical and patient experiences.	NYC Health + Hospitals/ Elmhurst
Tax preparation services	As part of NYC Free Tax Prep, led by the NYC Department of Consumer Affairs, NYC Health + Hospitals offers free in-person or virtual tax preparation services at many of its sites for New Yorkers earning \$66,000 or less last tax year.	System-Wide
Youth Leadership Council	Teens will help influence outreach plans targeting youth, further develop welcoming environments for young adults in clinical spaces, and serve as guides for patients transitioning from pediatrics to adult care.	System-Wide

Initiative	Description	Facility
Affordable healthy food		
Access to on-site food and nutrition resources, including farmers markets, food coordinators, local food partnerships and medically-tailored meals	Programs established across NYC Health + Hospitals that help combat food insecurity by providing patients with increased access to food through farmers markets and local food partnerships.	System-Wide
Food Navigation	NYC Health + Hospitals contracts a CBO in a hospital-community partnership whereby food insecure patients are screened and connected to a variety of community-based food and nutrition services, both virtually and on-site. Food navigators assist with food benefits enrollment and electronically refer patients to WIC, food pantries, group meals, and medically tailored meals based on patient needs, eligibility, and preferences.	System-Wide
Produce Prescription Program	‘Food for Health’ is an innovative new research study to measure the dietary and health impact of a produce prescription program for children aged 2 to 8 years old with overweight or obesity who are at risk of chronic diseases later in life. Considered the first study of its kind in the nation, this randomized, controlled trial will enroll more than 250 families whose children receive pediatric care at NYC Health + Hospitals/Queens. Families who enroll will receive a doctor’s prescription for fruits and vegetables for their child, and families randomized to the ‘Food for Health’ group will also receive 24 weeks of free home delivery of locally-grown produce.	NYC Health + Hospitals/ Queens
Violence interruption & prevention		
Violence Interruption & Prevention Programs (VIP)	<p>NYC Health + Hospitals Violence Interruption and Prevention (VIP) Initiative is the System’s response to community and gun violence and is expanding systemwide, leveraging best practices from established programs, NYC Health + Hospitals/Jacobi Stand Up to Violence, NYC Health + Hospitals/Lincoln Guns Down Life Up, Harlem Crossroads, and NYC Health + Hospitals/Kings County Kings Against Violence Initiative, while streamlining and standardizing clinical and community program operations.</p> <p>VIP is a hospital-based community violence prevention initiative that works through a three-pronged approach —hospital-based intervention, prevention, and community engagement and mobilization —to improve outcomes both in patients admitted for violent trauma and to prevent further community violence.</p> <p>Our approach brings a multi-disciplinary approach that includes doctors, nurses, social workers, and credible messengers, individuals with lived experience, who support youth through mentoring, outreach and connections to positive alternatives to violence including development and recreational activities, employment, and higher education. Our programs have served thousands of violently injured patients and high-risk youth, contributing to decreased rates of re-injury among violently injured individuals, saving countless lives in the community, and connecting thousands of youth participants to employment and higher education opportunities. We are currently taking referrals for high-risk participants from NYC DOP and DOE.</p>	System-Wide

Initiative	Description	Facility
Other		
Arts in Medicine	The Arts in Medicine program aims to reduce stress, support emotional health and help address compassion fatigue, historically known as physician burnout in staff.	System-Wide
Diabetes Center	New center will help address the prevalence of diabetes in the northern sections of Staten Island, which has one of the City's highest rates of diabetes.	NYC Health + Hospitals/ Gotham Health, Vanderbilt
EpicCare Link	EpicCare Link is the primary referrals platform for community providers. This web-based platform allows providers to review their patients' charts and test and lab results, receive notifications on their care, and communicate with NYC Health + Hospitals' providers.	System-Wide
Epic Healthy Planet	Epic Healthy Planet is a population health platform designed to identify, engage and treat high-risk and high-cost patient populations in a coordinated manner across NYC Health + Hospitals.	System-Wide
Helping Healers Heal	A "second victim program," Helping Healers Heal is a peer-led employee wellness program offering emotional first aid to health care providers who experience demanding circumstances in the workplace that can lead to stress, anxiety or depression.	System-Wide
NYC Health + Hospitals' Financial Transformation Plan through revenue and expense improvement opportunities	NYC Health + Hospitals successfully adopted a seven-point plan to close a \$1.8 billion financial gap. The plan included efforts to improve billing, contracting, coding and documentation; investing in patient and revenue increases; increasing health plan enrollments; and reducing administrative expenses. The System continues to execute the seven-point plan, investing new revenue in expanding existing services and implementing new programs.	System-Wide
Test & Trace Corps	The NYC Test & Trace Corps (T2), launched in June 2020, was New York City's coordinated response to COVID-19. T2 was led by doctors, public health professionals, and community advocates. Through its robust citywide partnerships, T2 helped New Yorkers receive safe and confidential testing for COVID-19 at no cost to them. T2 was rebranded in August 2022 to NYC Test & Treat Corps.	System-Wide
Test & Treat Corps	The NYC Test & Treat Corps is New York City's comprehensive program to ensure COVID-19 testing, treatment and Long COVID care. The Corps provides convenient, widespread access to free testing through mobile units and at-home test kit distribution sites, as well as connections to COVID-19 treatments through its mobile Test to Treat program and the City's COVID Hotline, 212-COVID19.	System-Wide
Value-based payment contracting	NYC Health + Hospitals is designing its transformative initiatives and programs to achieve system-wide transformation to perform in value-based purchasing environments, encouraging service innovation, care model redesign, and clinical quality improvements.	System-Wide
Wellness Rooms	The essential wellness spaces provide respite and support for health care workers who have served in some of the hardest-hit neighborhoods of New York City during the COVID-19 pandemic. The rooms provide a quiet place for frontline workers to recharge, de-stress, heal, and emphasize the importance of taking a break and taking care of themselves during the workday.	System-wide

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