

**CALL TO ORDER - 2:00 PM**

Mr. Pagán

**1. Executive Session | Facility Governing Body Report**

➤ NYC Health + Hospitals | Jacobi / North Central Bronx

**2023 Performance Improvement Plan and Evaluation (Written Submission Only)**

➤ NYC Health + Hospitals | Gouverneur - Gotham Center

Mr. Pagán

**Semi-Annual Governing Body Report (Written Submission Only)**

➤ NYC Health + Hospitals | Lincoln

➤ NYC Health + Hospitals | South Brooklyn Health

**2. OPEN PUBLIC SESSION - 3:00 PM**

**3. Adoption of the Board of Directors Meeting Minutes – April 25, 2024**

Mr. Pagán

**4. Chair's Report**

**5. President's Report**

Dr. Katz

6. Authorizing the New York City Health and Hospitals Corporation (the "System") to execute an agreement with **KPMG LLC for the provision of audit services on behalf of the System, including its subsidiaries**, for an initial period beginning June 2024 through the end of the CY 2027 Audit period for an amount not to exceed \$5,566,000 over the full term. The System will have the right to terminate the agreement without cause with 30 days' notice.

(Presented to the Audit Committee: 05/06/2024)

**Vendex: Approved**

**EEO: Pending**

Ms. Hernandez-Piñero

7. **Approving the designation of Sofia Khalid, Executive Compliance and Privacy Officer, as the New York City Health and Hospitals Corporation (the "System") Record Management Officer (the "RMO")**, as that term is defined under New York State Education Department regulations found at 8 NYCRR § 185.1(a), to coordinate the development of and oversee the System's records management program in accordance with the requirements set forth under Article 57-A of the New York State Arts and Cultural Affairs Law and the implementing regulations thereof.

(Presented to the Audit Committee: 05/06/2024)

**Vendex: NA**

**EEO: NA**

Ms. Hernandez-Piñero

8. Authorizing New York City Health and Hospitals Corporation (the "System") to sign a **5-year renewal lease with David Welner d/b/a Welner Associates ("Landlord") for the use of the entire building at 279-281 Graham Avenue, Brooklyn, NY consisting of approximately 10,900 square feet (the "Building") together with the 1,185 square feet of vacant land adjacent to the Building for use by NYC Health + Hospitals/Gotham Health ("Gotham") for a primary care clinic** at an initial rent of \$57.83 per square foot which will increase by 3.5% annually to reach \$66.36 per square foot by the 5th year; provided that the System will hold three options each for 5 years at a rent based upon a continuation of the pattern of 3.5% annual increases for a total rent payable over the potential 20-year term of \$17.83M.

(Presented to the Capital Committee: 05/06/2024)

**Vendex: NA / EEO: NA**

Mr. Pagán

9. Authorizing New York City Health and Hospitals Corporation (the “System”) to sign a five-year renewal revocable license agreement with **Sleep Disorders Institute (“SDI”) for its use of approximately 1,038 square feet to operate a sleep disorder clinic on the 7th floor of the “H Building” at NYC Health + Hospitals/Bellevue** (the “Facility”) at an annual occupancy fee of \$68,954 or \$66.43/ft. to escalate at 2.75% each year for a five-year total of \$429,347.  
(Presented to the Capital Committee: 05/06/2024)  
**Vendex: NA / EEO: NA**

Mr. Pagán

10. Authorizing New York City Health and Hospitals Corporation (the “NYC Health + Hospitals”) to execute a **design-build contract with Axis Construction Corporation, (the “Contractor”) to undertake a development an integrated women’s health suite at New York City Health + Hospitals/South Brooklyn Health** for a contract amount of \$22,995,627, with a 10% project contingency of \$2,299,563, to bring the total cost not to exceed \$25,295,190.  
(Presented to the Capital Committee: 05/06/2024)  
**Vendex: Approved / EEO: Pending**

Mr. Pagán

11. Authorizing the New York City Health and Hospitals Corporation (“NYC Health + Hospitals”) to execute a contract with **Jensen Hughes Engineering, P.C. (the “Contractor”), to provide life safety services at all acute hospitals** for a contract amount of \$7,348,135, with a 10% project contingency of \$734,813.50, to bring the total cost not to exceed \$8,082,949.  
(Presented to the Capital Committee: 05/06/2024)  
**Vendex: Approved / EEO: Approved**

Mr. Pagán

## COMMITTEE REPORTS

Mr. Pagán

- Capital Committee
- Finance Committee
- Audit Committee
- Equity, Diversity and Inclusion Committee
- Community Relations Committee

Mr. Pagán  
Ms. Wang  
Ms. Piñero  
Dr. Marthone  
Ms. Rowe-Adams

>>Old Business<<  
>>New Business<<  
>>Adjournment<<

Mr. Pagán

**NEW YORK CITY HEALTH AND HOSPITALS CORPORATION**

A meeting of the Board of Directors of New York City Health and Hospitals Corporation was held in room 1701 at 50 Water Street, New York, New York 10004 on the **25th day of April, 2024** at 2:00 P.M., pursuant to a notice, which was sent to all of the Directors of New York City Health and Hospitals Corporation and which was provided to the public by the Secretary. The following Directors participated in person:

Mr. José Pagán  
Dr. Mitchell Katz  
Ms. Erin Kelly  
Dr. Vincent Calamia  
Ms. Molly Wasow Park - Left at 3:00 p.m.  
Ms. Karen St. Hilaire - Joined at 3:00 p.m.  
Dr. William Fisher - Left at 4:14 p.m.  
Dr. Michelle Morse  
Ms. Anita Kawatra - Left at 3:39 p.m.  
Ms. Jackie Rowe-Adams  
Ms. Barbara Lowe - Joined at 2:32 p.m.  
Dr. Patricia Marthone

José Pagán, Chair of the Board, called the meeting to order at 2:18 p.m. Mr. Pagán chaired the meeting and Colicia Hercules, Corporate Secretary, kept the minutes thereof.

Mr. Pagán noted that Erin Kelly is representing Deputy Mayor Anne Williams-Isom, Dr. Michelle Morse is representing Dr. Ashwin Vasan, and Dr. William Fisher is representing Dr. H. Jean Wright II - all in a voting capacity.

**EXECUTIVE SESSION**

Upon motion made and duly seconded, the members voted to convene in executive session because the matters to be discussed involved confidential and privileged information regarding patient medical information.

**OPEN SESSION**

The Board reconvened in public session at 3:07 p.m.

Mr. Pagán noted that Erin Kelly is representing Deputy Mayor Anne Williams-Isom, Dr. Michelle Morse is representing Dr. Ashwin Vasan, Dr. William Fisher is representing Dr. H. Jean Wright II; and Karen St. Hilaire is representing Molly Wasow Park - all in a voting capacity.

**ACTION ITEM 3 - ADOPTION OF MINUTES**

The minutes of the Board of Directors meeting held on March 28, 2024 were presented to the Board. Then, on motion duly made and seconded, the Board unanimously adopted the minutes.

**RESOLVED**, that the minutes of the Board of Directors Meeting held on March 28, 2024, copies of which have been presented to the Board be, and hereby are, adopted.

**ACTION ITEM 6:**

Mr. Pagán read the resolution

Authorizing New York City Health and Hospitals Corporation (the "System") to execute agreements with each of the following vendors: **Show the Good Consulting, LLC, Malone Creative Group, LLC, D'Exposito & Partners, LLC, Niki Jones Agency, Inc. and Sherry Matthews, Inc.** for the provision of Marketing Services on behalf of the System for an initial period of three-years with two one-year renewal options, exercisable at the discretion of the System. These agreements shall have a not to exceed amount of \$50,000,000 over the potential five-year term.

(Presented Directly to the Board: 04/25/2024)

Ms. Deborah Brown, Senior Vice President - External Affairs, provided background information on the prior state, including the various funding source, the historical spend and budget. Ms. Brown gave an overview of the System needs for advertising and marketing services, RFP criteria and procurement process. The RFP was limited to a pool of MWBE vendors only. A description of the awarded vendors, including their past experience and success was also provided.

Ms. Brown explained that a needs assessment was completed for these services. Following questions from the Board regarding metrics to measure success and productivity, there are two components being considered, the evaluation criteria built-in the RFP process and the marketing metrics capturing engagement and additional brand awareness. The Board commented on the complexity of measuring the different components in marketing, especially digital marketing.

In response to questions Ms. Brown confirmed that needs assessments were conducted and that set targets have been met. Assessing the success and productivity of the vendors' work depends on the quality of the RFP and award process, which includes past experience. The productivity will be measured using different data such as social media engagement and brand awareness. There will be additional staffing with this new contract.

After discussion, upon motion duly made and seconded, the Board unanimously approved the resolution.

**ACTION ITEM 7:**

Mr. Pagán read the resolution

Authorizing New York City Health and Hospitals Corporation (the "System") to execute agreements **for NYC Care outreach services to cover all five boroughs with vendors, each of the 22 CBOs, and attached hereto as Exhibit A**, on behalf of the System for an initial period of eighteen months with one eighteen-month renewal option,

exercisable at the discretion of the System. These agreements shall not exceed \$6,652,800 over the potential thirty-six-month term (Presented to the Medical and Professional Affair / Information Technology Committee: 04/08/2024)

Dr. Theodore Long, Senior Vice President Ambulatory Care & Population Health, was joined by Theresa Doherty, Director of Community Affairs and gave a brief anecdote of his first experience with a NYC Care patient to highlight the importance of the provision of care and services to patients in the community. Dr. Long explained the past collaboration between NYC Care and community based organizations, current state, and historical spend. Dr. Long also gave an overview of the RFP criteria, procurement process and additional context for the vendor selection process. The vendor performance and vendor selection and distribution by borough were also presented.

After questions regarding the zip code selection process, Ms. Doherty explained that the team worked with City data that outlined the rates of uninsured New Yorkers by zip code and compared those numbers to the number of current NYC Care members in the corresponding districts. Many of the zip codes targeted in this contract are different from those served in prior years due mostly to the engagement of the community-based organizations and their success in increasing NYC Care membership and insurance participation.

After discussion, upon motion duly made and seconded, the Board unanimously approved the resolution.

**ACTION ITEM 8:**

Mr. Pagán read the resolution

Authorizing New York City Health and Hospitals Corporation (the "System") to execute a **best-interest renewal agreement with Canon Solutions America Inc.** for the provision of enterprise-wide managed print services for a period of seven years. The agreement shall not exceed \$63,572,940 over the seven-year term.  
(Presented to the Medical and Professional Affair / Information Technology Committee: 04/08/2024)

Jeffrey Lutz, Senior Assistant Vice President, Enterprise Information Technology Service provided a summary of the background and the provision of services under the current contract, including the achieved total cost savings. Mr. Lutz explained the contract due diligence, best interest renewal rationale, and vendor performance. Mr. Lutz gave an overview of the new contract with the corresponding projected spend, savings, and vendor diversity, including their MWBE goal of 20 percent.

After questions, Dr. Kim Mendez, Sr. Vice President/ Corporate Chief Information Officer, responded that there is a strategic approach to the reduction strategy which included a walkthrough to better understand the needs and best support care providers.

The Board commended the team for the excellent job in negotiating the contract and the response in strategizing and implementing economic and

environmentally friendly solutions for the reduction of printing.

After discussion, upon motion duly made and seconded, the Board unanimously approved the resolution.

**ACTION ITEM 9:**

Mr. Pagán read the resolution

Authorizing New York City Health and Hospitals Corporation (the "NYC Health + Hospitals") to execute a design-build contract with **Gilbane Building Company, (the "Contractor") to build a new clinic for Gotham Health in Far Rockaway** for a contract amount of \$30,000,000.  
(Presented to the Capital Committee: 04/08/2024)

Oscar Gonzalez, Senior Assistant Vice President was joined by Dr. Theodore Long, Senior Vice President Department of Ambulatory Care & Population Health. Dr. Long gave an overview of the Gotham Health presence in Queens, background on the needs of the Far Rockaway community and the proposed future state. The RFP criteria, procurement process, details of the design build contract with the corresponding MWBE utilization plan, vendor performance evaluation and project budget were also discussed.

In response to questions, the staff responded that after the two years rent free during construction and this is a 30 - 35 years lease. The new and modern clinic will provide care to the whole family, including children.

After discussion, upon motion duly made and seconded, the Board unanimously approved the resolution.

**ACTION ITEM 10:**

Mr. Pagán read the resolution

Authorizing the New York City Health and Hospitals Corporation ("NYC Health + Hospitals") to execute a contract with **Jemco Electrical Contractors, Inc. (the "Contractor"), to undertake Essential Electrical System (EES) work at NYC Health + Hospitals/North Central Bronx ("NCB")** for a contract amount of \$7,625,488, with a 15% project contingency of \$1,143,824, to bring the total cost not to exceed \$8,769,312.  
(Presented to the Capital Committee: 04/08/2024)

Oscar Gonzalez, Senior Assistant Vice President, was joined by Hiba Hadeed, Director of Design and Construction, Office of Facilities Development who provided background information, history, current state of the emergency electrical services at NYC Health + Hospitals/North Central Bronx and the construction scope of work and schedule. Mr. Gonzalez provided an overview of the procurement process, contract details including the vendor experience, MWBE utilization plan, vendor performance and an outline of the project budget.

Hearing no questions, upon motion duly made and seconded, the Board unanimously approved the resolution.

#### **ACTION ITEM 11:**

Mr. Pagán read the resolution

Authorizing the New York City Health and Hospitals Corporation ("NYC Health + Hospitals") to execute a **Customer Installation Commitment contract ("CIC") with the New York Power Authority ("NYPA")** for an amount not-to-exceed \$5,837,585, including an 10% construction contingency of \$401,249, for a term of 18 months, **for the planning, design, procurement, construction, construction management and project management services necessary for lighting upgrades at New York City Health + Hospitals/Coler**, (the "Project").  
(Presented to the Capital Committee: 04/08/2024)

Mr. Gonzalez provided background information including current state of the existing lighting fixtures, the project scope and its benefits, and visuals of the existing lighting fixtures and controls. The existing relationship with NYPA, the NYPA Procurement path, MWBE spend summary and project budget were also discussed.

Hearing no questions, upon motion duly made and seconded, the Board unanimously approved the resolution.

#### **ACTION ITEM 12:**

Mr. Pagán read the resolution

Authorizing New York City Health and Hospitals Corporation (the "NYC Health + Hospitals") to execute a design-build contract with **Sweet Group of New York LLC, (the "Contractor") to undertake a labor and birthing suite renovation at New York City Health + Hospitals/Woodhull** for a contract amount of \$14,816,993, with a 10% project contingency of \$1,481,699, to bring the total cost not to exceed \$16,298,693.  
(Presented to the Capital Committee: 04/08/2024)

Kristina "Kiki" Blazeovski-Charpentier, Director, Office of Facilities Development described the current state of NYC Health + Hospitals/Woodhull's Labor and Birthing suite, needs for improvement, the proposed future state and visual rendering of the proposed future state. Mr. Gonzalez explained the two-step selection process and corresponding scoring criteria for the RFP and RFQ. Mr. Gonzalez also gave an overview of the procurement process, contract details, vendor MWBE goal, performance evaluation and project budget.

The Board commended the team on this project. In response to questions, regarding the involvement of families in the design process, the team responded that co-design is a theory that has been recently added to most design projects. Patients' feedback and the family advisory council is included in the design process.

After discussion, upon motion duly made and seconded, the Board unanimously approved the resolution.

#### **ACTION ITEM 13:**

Dr. Katz read the resolution

Authorizing the Executive Director of MetroPlus Health Plan, Inc. ("MetroPlus" or "the Plan") to negotiate and execute a contract with **Deloitte Consulting, LLP ("Deloitte") to provide MetroPlus with testing resources for the Plan's new core processing system** for an amount not to exceed \$9,500,000 for a total 26-month contract period.  
(Presented to the MetroPlus Health Board: 03/28/2024)

Kathy Leonard, Deputy Chief Information Officer, MetroPlus Health shared background information and provided an overview of the Core Processing System (CPS) with all its functions and the output of the integrated platform. Ms. Leonard Outlined the RFP criteria and selection process, provided highlights of the proposal and scope of service, vendor health plan experience, and the MWBE utilization plan with a goal of 30 percent.

In response to a question from the Board, Dr. Schwartz stated, of the seven functions on CPS Health Edge she is most excited about claims processing. This is an area of focus for MetroPlus Health as it will improve the accuracy, efficiencies and timely submission of claims.

After discussion, upon motion duly made and seconded, the Board unanimously approved the resolution.

#### **ACTION ITEM 14:**

Dr. Katz read the resolution

Authorizing the Executive Director of MetroPlus Health Plan, Inc. ("MetroPlus" or the "Plan") **to increase the spending authority for the current renewal period ending December 31, 2024, by \$1,250,000 for its current agreement with Carahsoft, reseller of Salesforce, to cover additional Salesforce license costs and to add Marketing Cloud as a new service,** a comprehensive digital marketing platform to improve engagement with members and providers.

Additionally, authorizing the Plan **to execute a five-year best-interest extension at a cost not to exceed \$24,750,000 including a 15% contingency with Carahsoft, to continue utilizing licenses for Salesforce, at a combined not-to-exceed total of both authorizations of \$26,000,000, for the current one-year renewal period and the five-year best-interest extension period.**

(Presented to the MetroPlus Health Board: 03/28/2024)

Ms. Leonard commenced with background on the needs of MetroPlus Health, the goals and scope of both vendors, and best-interest rationale. Ms. Leonard provided an overview of the spending authority request outlining the implementation period, operational period and future term with their corresponding cost breakdown. The application of the marketing cloud's different components and its benefits were also explained.

The Board looks forward to learning more about the implementation, quality metrics and improvement.

#### **ITEM 4 - CHAIR'S REPORT**



Mr. Pagán advised that during the Executive Session, the Board received and approved the governing body oral and written report from NYC Health + Hospitals/Queens.

The Board received and approved the written submission of NYC Health + Hospitals/East New York Diagnostic and Treatment Gotham Center 2023 Performance Improvement Plan and Evaluation.

The Board also received and approved the written submission of NYC Health and Hospitals/Elmhurst semi-annual governing body report.

#### **BOARD MEMBER ACKNOWLEDGMENT**

Mr. Pagán congratulated Ms. Rowe-Adams on her recognition at the NYC Health + Hospitals/Carter Nursing and LTACH Facility Legislative Breakfast.

Mr. Pagán also thanked Ms. Rowe-Adams and Ms. Lowe for participating in the Black Angels Special Recognition event at NYC Health + Hospitals/Harlem.

#### **FY 2024 ANNUAL PUBLIC MEETINGS**

Mr. Pagán reminded the Board of the Fiscal Year 2024 Annual public meeting series schedule for each borough and provided information for those who wish register to speak at the meetings.

Brooklyn	- May 14th at South Brooklyn Health Hospital
Bronx	- June 4th at Lincoln Hospital
Staten Island	- June 18th at Sea View Nursing and Rehabilitation Center

#### **VENDEX APPROVALS**

Mr. Pagán noted there are thirty-three items on the agenda requiring Vendex approval, all of which have that approval. There is one item from previous Board meetings pending Vendex approval.

The Board will be notified as outstanding Vendex approvals are received.

#### **COMMITTEE AND SUBSIDIARY REPORTS**

Mr. Pagán noted that the Committee and subsidiary reports are included in the materials for review and were submitted into the record. Mr. Pagán welcomed questions or comments regarding the reports.

#### **ITEM 5 - PRESIDENT REPORT -WRITTEN SUBMISSION**

Mr. Pagán noted that the full President's Report is included in the materials.

#### **OLD BUSINESS/NEW BUSINESS**

#### **ADJOURNMENT**

Hearing no old business or new business to bring before the New York City Health + Hospitals Corporation Board of Directors, the meeting was adjourned at 4:29 P.M.

A handwritten signature in blue ink, appearing to read 'Colicia Hercules', written over a horizontal line.

Colicia Hercules  
Corporate Secretary



## COMMITTEE REPORT

**Medical and Professional Affairs / Information Technology Committee-  
April 8th, 2024**

**As Reported by Mr. José Pagán**

**Committee Members Present-** Dr. Mitchell Katz, Patricia Martone

Mr. José Pagán, Chairman of the committee, called the meeting to order on behalf of Dr. Vincent Calamia at 9:03AM, he noted for the record Sally Hernandez-Piñero is participating virtually, she have submitted questions after review of previously distributed materials.

On motion made and seconded, the Committee adopted the minutes of the February 5th, 2024 Medical and Professional Affairs/Information Technology Committee.

### **ACTION ITEM:**

Dr. Jonathan Jimenez, Executive Director, NYC Care, Department of Ambulatory Care and Population Health presented the resolution to the committee.

**Authorizing New York City Health and Hospitals Corporation (the "System") to execute agreements for NYC Care outreach services to cover all five boroughs with vendors, each of the 22 CBOs, and attached hereto as Exhibit A, on behalf of the System for an initial period of eighteen months with one eighteen-month renewal option, exercisable at the discretion of the System. These agreements shall not exceed \$6,652,800 over the potential thirty-six-month term.**

From the initial launch of NYC Care in 2019, community-based organizations (CBOs) have facilitated significant outreach, education, and enrollment assistance. These CBOs have helped ensure NYC Care is understood among NYC's diverse uninsured and underinsured communities. These CBOs are ambassadors in building trust in NYC Care and accessing healthcare through NYC Health + Hospitals.

All CBO partners have been performing satisfactorily. CBOs have helped bring NYC Care membership to over 135,000 New Yorkers, exceeding the initial target of 100,000.

An RFP process was completed in 2021 for a twelve-month contract with the option to extend another year. 22 organizations were funded and then 21 were offered an extension. The 21 contracts expired on October 31, 2023 and a deviation memo for a six-months extension was signed by Dr. Katz to avoid disruption of services and to allow the RFP process to be completed. Vendors were selected based on organizational experience in serving neighborhoods from a pre-set list of NYC Care-selected priority

Zip Codes. Priority Zip Codes are those with higher rates of uninsured residents & lower rates of current NYC Care membership. Boroughs are allotted vendor slots relative to their general population and rates of uninsured residents and current NYC Care membership.

Most Selected Vendors are multi-service organizations with the capacity to leverage built-in audiences and existing community trust. They also represent additional programmatic areas, including: AIDS/HIV Services & Advocacy, Anti-Poverty, Benefits Access, and Social Services Civic Engagement, Disability Services & Advocacy, Education (Afterschool Programs, Job Training) Housing & Homelessness Immigrant/Refugee Services & Advocacy, Food Security (including America's largest Kosher Food Pantry System, Public Health & Healthcare Access

All selected incumbent vendors have performed satisfactorily. Performance is based on fulfillment of contract responsibilities and quantitative Outreach Goals. Each outreach funding line targets at least 400 individuals reached per month, and 40 appointments made for insurance eligibility screenings.

Each Direct Enrollment Funding Line will have a target of 10 enrollments per month.

Comment made by the Board; in most communities at best, they are trying to meet the need of people who are arriving at their emergency rooms. How unique it is that NYC is actually outreaching to try to get people into care that needs care.

**Questioned raised by the board:** since 2019 approximately 27,000 members have been enrolled each year, can we project how many people are still eligible to be enrolling in the program. **Response by Dr. Jimenez;** it is hard to estimate how many people that are ineligible for health insurance, that estimate fluctuates. When the program started there was an estimate that was 476,000 members with the best methodologies that had then. We are working with the Department of Health to see if they can refresh that, a lot of the people are already engaged in care in the FQFCs. It is hard to know, the goal was set of 100,000, we've surpassed that and think there is going to be more because some new arrivals will end up being ineligible for health insurance because of not being able to get through the asylum process.

**Questioned raised by the Board:** Is the idea that the other 300,000 get their care through other systems. **Response by Dr. Jimenez;** we are not sure, this is the reasoning for continuing the outreach work, we are learning that some people are hearing about us for the first time, and are receiving care for the first time in decades. This is our emphasis for continuing to do our work.

As of late, due to new arrivals we are over 135,000, we are going to expect a decrease because of the expansion of Medicaid eligibility to undocumented people who are 65 and older. This allow people to be able to

get insurance. As part of the reenrollment process they will get screened again and enrolled in Medicaid, which means they would not be NYC care members.

**Questioned raised by the Board:** for clarity, are 400 people reached each month and 40 are enrolled? **Response by Dr. Jimenez;** it is estimated per funding line, of the 22 vendors represented about 32 funding lines, its 32 times 400 contact the they would be doing per month at a minimum.

After discussion, Mr. Pagán read the resolution into the record, the resolution was duly seconded, and unanimously adopted by the Committee for consideration by the full board.

Dr. Kim Keziah Mendez, Senior Vice President and Corporate Chief Information Officer, and Jeffrey Lutz, Senior Assistant Vice President, Enterprise Information Technology Service, presented the resolution to the committee

**Authorizing New York City Health and Hospitals Corporation (the "System") to execute a best-interest renewal agreement with Canon Solutions America Inc. for the provision of enterprise-wide managed print services for a period of seven-years. The agreement shall not exceed \$63,572,940 over the seven-year term**

Mr. Lutz provided an overview which includes a summary that Canon provides all printing support service which includes consumables, toner replacement parts to keep the printers working as well as the leasing of large printers for the enterprise.

Mr. Lutz provided background on the current Canon contract and that they were selected from an RFP in 2015 and the contract will expire in June 2024. Through the partnership with Canon, a total cost of \$79M was spent. It also included a cost savings of \$19.4M due to a reduction of the printer fleet by 30% during the time period of 2018 to 2024. In both administrative and clinical areas, the printer count went from 26,000 to 17,500 with features like secure print that allows the ability to utilize any printer with a tap of an ID badge. It provided efficiencies at the clinical level, less wear and tear on devices and overall print volume and cost. The reduction of printers also lowered the number of printer models that needed to be supported and repaired. Canon has also assisted with decreasing the number of facilities print shops from 11 to 5. They used to support each of the facilities individually but have now been made more efficient, so they support the whole enterprise, with an increase to their capabilities such as business cards and wayfinding signage.

Mr. Lutz provided background of the due diligence process with Gartner and Conductiv, through the GNYHA contract, who both reviewed the overall contracts and provided feedback regarding Canon's services and pricing alignment with similar sized contracts within healthcare. Conductiv was

also involved in the contract review process to look at where there is ability to gain efficiencies. One of the recommendations was lease pausing in the event that some of these larger devices are no longer needed temporarily, the lease can be paused and no payments will be made on that machine until it comes into function again.

Mr. Lutz explained the reason for the best interest renewal was due to the very large and complex environment which would be very difficult to transition. Costs have been lowered and efficiencies were gained within the current contract, and based on the pricing due diligence there would not be a significant advantage if there was a transition.

Mr. Lutz presented a slide showing vendor diversity performance, they performed satisfactorily across all areas. He also presented a slide showing the total cost of the new contract broken down by years, but would not exceed \$63,572,940. For each year, they have an annual gain share or max spent which is how the price increases are addressed. Over the span of the new contract, there will be a savings of \$16 Million. The Canon team will also help with gaining more efficiencies across the whole enterprise and improve the service level agreements when it comes to response times of repairs. Mr. Lutz then presented a slide regarding the MWBE subcontracting, they were able to achieve 14.5% by contracting through Garic, Inc and will push them to 20% as part of the new contract. Mr. Lutz concluded his presentation with a summary of the resolution and opened the floor for questions.

Dr. Katz stated he agreed with the presentation and the overall goal of the contract. He then asked the question of how would the organization go from 200M to 100M pages printed as it would be good for the environment and protects confidentiality. He did acknowledge there was already an impressive drop from 400M to 200M printed pages. Mr. Lutz did agree that there is opportunity to pursue achieving this request and there is a current initiative in place encouraging people to use electronic formats as opposed to printing and filing away into cabinets. Ishmael Miller and team have visibility and understanding into how the organization thinks around devices and present opportunities for efficiencies.

Dr. Katz suggested as part of the campaign in the areas where a person is printing, other options are presented aside from printing. He did acknowledge the audience and there are some who may want to have hard copies and that is okay but a question can be asked on preference. He also stated it would not be the EITS team's responsibility but the organization's and would need to understand the scope of the problem. He proposed to have a 5-year goal of how to decrease printing and being good stewards. He suggested that during meetings since we have the projected and electronic versions of the presentations maybe we can limit printing.

After discussion the resolution was duly seconded, and unanimously adopted by the Committee for consideration by the full board.

## **CHIEF MEDICAL OFFICER REPORT**

Machelle Allen MD, System Chief Medical Officer/Sr. Vice President of Medical and Professionals Affairs, and Wendy Wilcox MD, Chief Women's Health Officer, highlighted the following:

Dr. Allen gave examples of some of the ongoing projects that is being done in M&PA. Dr. Teckie is developing our system wide cancer services, Dr. Bell is establishing new residency programs in South Brooklyn Health, they have a new anesthesia residency, a new surgery residency, and Jacobi has a new OB/GYN residency. Dr. Ashwin Basavaraj is working with low dose CT lung cancer screening; Dr. Rajesh Verma is working on staffing model on the inpatient side, Dr. Manish Parikh is working on robotic expansion, increasing robotic efficiency, Dr. Michael Meguerdichian is working on simulation, and Omar Fattal is meeting the needs of the behavioral health crisis in New York City.

### **Quality and Outcomes**

Dr. Wendy Wilcox, presented a couple of Women Health initiative. The profession organization for Women Health is the American College of Obstetricians and Gynecologists, also know as (ACOG). The program has been running since 1986. They have conducted over 230 site visits all over the country. It is staffed with Board Certified Gynecologist and obstetricians, as well as midwives and anesthesiologists. They will come in and meet with the team, review charts, interview people, look at policies, and give you an overall functioning of your OB GYN team. They come in on a Thursday evening, they have an entrance interview, and an exit interview 8:00AM Sunday morning. They give a verbal report, and 2 months after you receive a written report.

Starting April 2022 and ending March 2024, ACOG VRQC conducted 11 site visits of all of our OBGYN departments. To date, we received 9 of those reports. A complete assessment is being worked on. However, work has started on some items that need to be addressed. Our ACOG VRQC teams have notice that the staff is extremely committed to the patient population and communities that we serve.

Some opportunities where we can improve on are, all staff need training in fetal heart rate interpretation, our physicians, nurses, midwives, and residents need this training. Women Health and Nursing have started AWHONN training, AWHONN is the Association of Women Health Obstetric and Neonatal Nurses, they are the leaders in fetal heart rate training. It is nurse led training in person. Women Health and nursing have teamed up to organize training. They have brought in certified AWHONN trainer, at each site and have held multiple trainings so staff can engage as a team and learn fetal heart rate training. To date they have completed 2 sites training and the rest are ongoing.

Other findings were, a need for more robust quality structure, this should be developed at the System structure. It is currently being worked

on with Women Health and Quality. Team training was needed to enhance communication and foster healthy department culture. That we encompassed in the AWHONN training as well as in the simulation training. Also, the need for a policy management system, which makes policies easier to find and it will alert us as to when they need to be revised,

### **Care experience**

Women Health partnered with the virtual express care team, and for postpartum women, they will be able to access a provider 24/7 for both postpartum and behavioral health concerns. This information will be on everyone discharge summary, letting them know how to access the number.

### **Quantification of Blood Loss**

Being able to quantify how much blood lost after a vaginal or C section is important to get a handle on whether or not someone is experiencing a hemorrhage. It was recommended from ACOG and Joint Commission that we get a standardized way to measure obstetric blood loss. Triton QBL quantitative blood loss system, will enable this to be done. The Triton QBL system uses light technology, it has a reader that scans a canister and can tell how much blood is in it, even if it is mixed with amniotic fluid, because it senses the darkness of the color and then assigns a quantity. As of March 2024, all labor and delivery units in 11 hospital have implemented the Triton system.

### **Periwatch Fetal Monitoring System**

Our OBGYN council did a rigorous review on fetal heart rate monitoring system for a year. All of the fetal heart rate monitor was examined across the system. The fetal heart rate monitor, senses the baby's heart beat and gives a read out, then a provider interprets it. It was decided that the providers needed some additional decision support, as our current system was becoming out dated.

After a vigorous review the providers settled on a system called PeriWatch Fetal Heart Monitoring System, it uses ACOG capability to help providers, especially in the category 2 tracing, which is an indeterminate tracing. Which may be hard to figure out whether a baby is in danger or not. It allows for standardized documentation specially for nurses, and it will take about a year to put the hardware that is necessary for this implementation, and also to put in the rule's decision support, which will be specific to Health and Hospitals.

**Questioned raised by the Board:** *When they provide recommendations, is that based on what the teams knows or what they have learned from visiting other facilities around the country? Dr. Wilcox response; it is both, it is a really comprehensive report. They give you references if they bring up something and they think that references will help, and provides an example on what you should look at. They will also let you know what you are struggling with has been seen at many sites and suggest what other sites have done. The reports are about 25 to 30 pages, most of*



*them are very dense and have a lot of information. We have been implementing what they have found.*

#### **SYSTEM CHIEF NURSE EXECUTIVE REPORT**

Dr. Natalia Cineas, System Chief Nurse Executive, Office of Patient Center Care, highlighted the following -

##### **Care Delivery Daily (CD)<sup>2</sup> Management System - Bellevue**

Bellevue hospitals for the care delivery model was completed. Which is implemented to improve communication and to standardize the nursing process and standard of care. There are 4 hospitals that remain for 2024, which Jacobi is in June, Kings County is in September, Woodhull and North Central Bronx in quarter 4 of 2024.

Leadership visibility continues with CNE town halls for leadership, and fireside chats for frontline staff. In March the townhall focused on the clinical ladder program. There was a roll out of the new cloud base system, by the name of StaffGarden. Two new platforms in a month was built. For StaffGarden there are over 900 nurses that have already applied for the clinical Ladder program. The goal is to exceed 1300 from last year.

There continuous to be excellent recognition throughout our critical care units across the enterprise. Most recently Jacobi cardiac cath lab goal beacon level, which is only one of four cath labs in New York State and one of seven in the country. The neonatal intensive care unit at Metropolitan received the gold level beacon award for nursing excellence, the first in New York City and second in New York State. Kings County Neonatal Intensive Care Unit received second level Beacon award for excellence. Jacobi received a silver level Beacon Award for Excellence, one of 4 CCU in Jew York State.

As far as certifications; Nurse Builders, a<sub>h</sub>cloud-based certification review course platform went live on March 19<sup>th</sup>, 2024. One thousand nursed registered for the new system within a year and 956 within 3 weeks, the participation and engagement of the nurses when it comes to professional development has been great. There was a system wide certified nurse's day celebration on March 28<sup>th</sup>. The top 3 facilities, Queens, Elmhurst, and Gouverneur will be celebrated for in person certification events this month.

Recruitment is top priority, a number of Critical Care fellowship programs has been established, starting with the Emergency room department to recruit new nurses. Three hundred graduates are projected from this new fellowship program for the emergency room department. There will be a roll out of a Critical Care fellowship, a OR Fellowship, and a Neonatal Intensive Care fellowship in the next three months.

The Board commended Dr. Cineas on the accomplishments.

#### **CHIEF INFORMATION OFFICER REPORT**

Dr. Kim Keziah Mendez, Senior Vice President and Corporate Chief Information Officer gave highlights of EITS to the committee.

Dr Mendez presented the Chief Information Officer report for EITS which included the department's 2024 goals. The presentation then focused on the key areas of clinical information services and one epic module.

Dr. Bouton stated the Epic transfer module was successfully implemented and further described two important aspects. The overall project is allowing clinical staff to remain inside of Epic and not having to go make phone calls outside of the system which allows for streamlined operations. The clinical teams can connect via secure chat, similar to text messaging, within the electronic medical record. It was implemented about two months ago with a very high level of adoption within the system which helped with moving to a platform strategy. By providing more functionality within the electronic medical record, it is easier for the provider.

Dr. Bouton then presented the process when implementing new functionality, which begins with a good design that needs partnership with the end users. Clinical teams, business applications, and others who will be using that process need to be involved up front. Good design then makes for a good build, which is where the analyst team goes through and actually builds it out. A good build then makes for a good test, which included rigorous testing before going live with anything. He then stated with the transfer module, it was a successful Go Live with minimal issues that needed to be troubleshoot. Since being live for a few weeks, over 400 transfers have been completed.

Dr. Bouton then presented another module that is the computerized maintenance management system, a database of all biomedical devices. It provides the ability to go to one spot that provides control and an understanding of what needs to be updated. The system connects to ServiceNow so when a user has an issue they place a ticket to the service desk and goes through the process to create a seamless experience.

Dr. Bouton concluded the presentation with no questions from the Board.

#### **METROPLUS HEALTH PLAN, INC.**

Sanjiv Shah, MD, Chief Medical Officer, MetroPlus Health Plan, presented on behalf of Talya Schwartz, MD, President and CEO, to the committee, a full report is included in the materials, with the following highlights -

There is more expansion insurance coverage. The Essential plan, which currently has a federal poverty limit of two hundred, is now being increased to a State innovation waiver to two hundred and fifty percent of the FPL. More people will get coverage and particularly individuals covered through the qualified health plans that pay a premium, will get premium relief as a result for the FPL expansion. MetroPlus estimates over three thousand four hundred of the QFP members will be positively impacted by this provision, and will be moved to the EP two hundred to two hundred and fifty Plan. It will be a saving of \$4,700 per year

compared to what they would have been paid through tax credits in the QHP plans.

Dr Katz, ask Dr. Shah to bring back to the Board what efforts it would take to allow MetroPlus coverage to areas outside of the of the Metropolitan area that would like to have access to this coverage. Dr. Shah response; this was being reviewed by the MetroPlus Board, to be one of the 2024 strategic pillars into 2025 and 2026 as geographic expansions. Once it evolves into a more concrete plan, it will be presented to Health + Hospitals Committee and Board.

There being no further business, the meeting was adjourned 10:05AM.

**Capital Committee Meeting - April 8, 2024**

**As reported by:** José Pagán

**Committee Members Present:** Mitchell Katz, MD, José Pagán, Karen St. Hilaire,

Mr. José Pagán called the meeting to order at 10:12 a.m. and stated for the record that Karen St. Hilaire would be representing Molly Wasow Park in a voting capacity.

Sally Hernandez-Piñero - virtually in a listening capacity only.

Mr. Pagán called for a motion to approve the March 11, 2024 minutes of the Capital Committee meeting.

**Upon motion made and duly seconded the minutes of the Capital**

**Committee meeting held on March 11, 2024, were unanimously approved.**

**VICE PRESIDENT REPORT**

Manuel Saez provided the Vice President's for the Office of Facilities Development report.

Mr. Saez reported that the department is preparing for the summer by ensuring our cooling systems are prepared. To that end, we are cleaning and disinfecting our water towers, and performing maintenance of chillers and air handling units so that our patients, staff, and community have the best environment possible in the hot months ahead.

We received approval from CRC to enter into two contracts to provide preventive maintenance services for our boilers and our generators. Both vendors, Able for boilers, and Genserve for generators, are the current system-wide contracted vendors and have provided excellent service to date.

We have issued several notices to proceed with our construction projects so far in 2024, including the NYC H+H/Kings County P Building Bridge demolition, Phase 2 of NYC H+H/Kings County Steam Tunnel, the NYC H+H/Woodhull Boiler Plant Upgrade, and our NYC/ H+H Bellevue Anti-Ligature project. Our teams are working closely with the vendors so that these projects stay on schedule.

We have many projects ongoing and completed. At NYC H+H/Elmhurst, the Radiation Oncology Suite/ LINAC/ CT Simulator was completed and is in use for patients. At NYC H+H/ Woodhull, Boiler Phase 1 Construction project recently started and the HP Command Center project is nearing completion.

The NYC/H+H Woodhull Labor and Birthing Suite Renovation project we'll be presenting today is the first of three maternal child health projects funded with the generous capital contribution from Brooklyn Borough President Reynoso. Similar projects at NYC H+H/Kings County and NYC H+H/South Brooklyn Health are currently in the final stages of procurement and we anticipate bringing those contracts to the Board for approval in the coming months.

We have four items this month, the NYC H+H/Woodhull Labor and Birthing Suite Renovation, NYC H+H/North Central Bronx Type 1 Essential Electrical System (EES) Project, NYC/H+H Coler Lighting Upgrade in collaboration with NYPA, and the build-out of our new NYC/H+H Gotham Health Rockaway Clinic.

That concluded Mr. Saez's report.

Mr. Saez read the resolution into the record:

**Authorizing the New York City Health and Hospitals Corporation ("NYC Health + Hospitals") to execute a contract with Jemco Electrical Contractors, Inc. (the "Contractor"), to undertake Essential Electrical System (EES) work at NYC Health + Hospitals/North Central Bronx Hospital ("NCB") for a contract amount of \$7,625,488, with a 15% project contingency of \$1,143,824, to bring the total cost not to exceed \$8,769,312.**

Oscar Gonzalez, Senior Assistant Vice President, OFD, Ellen Barliss, Chief Financial Officer, NYC H+H/NCB, Erin Egan, Senior Director, and Hiba Hadeed, Director of Design and Construction, Office of Facilities Development narrated a presentation providing background information, overview of project scope, solicitation process, contract terms, MWBE status, and project budget.

- Mr. Pagán asked on behalf of Sally Hernandez-Piñero if other facilities have the same issue of having a single emergency distribution system that needs to be converted into three separate distribution branches and if so what is being done. Mr. Gonzalez responded yes that is the case and they are all in the process of being brought up to code.

After discussion - upon motion duly made and seconded the resolution was approved for consideration by the Board of Directors.

Mr. Saez read the resolution into the record:

**Authorizing New York City Health and Hospitals Corporation (the "NYC Health + Hospitals") to execute a design-build contract with Gilbane Building Company, (the "Contractor") to build a new clinic for NYC Health + Hospitals/Gotham Health in Far Rockaway for a contract amount of \$30,000,000.**

Oscar Gonzalez, Senior Assistant Vice President was joined by Theodore Long, MD, Senior Vice President, Ambulatory Care and Population Health, as they narrated a presentation providing background information, services to be provided, overview of project scope, solicitation process, contract terms, MWBE status, and project budget.

- Mr. Pagán asked on behalf of Sally Hernandez-Piñero where anticipated patients for the site were currently receiving medical care? Dr. Long said that their research had indicated that many would be new patients that had potentially been going without care.
- Mr. Pagán asked if projected usage was available. Dr. Long said that information was available but he would like to confirm before providing.
- Mr. Pagán asked if we would own the building or if we were leasing the space. Mr. Gonzalez said we were leasing the space within a new housing development.
- Mr. Pagán asked why state legislation was required to approve the design-build program. Mr. Gonzalez explained that there were procedures that must be followed and a program established.

After discussion - upon motion duly made and seconded the resolution was approved for consideration by the Board of Directors.

Mr. Saez read the resolution into the record:

**Authorizing New York City Health and Hospitals Corporation (the "NYC Health + Hospitals") to execute a design-build contract with Sweet Group of New York LLC, (the "Contractor") to undertake a labor and birthing suite renovation at NYC Health + Hospitals/Woodhull for a contract amount of \$14,816,993, with a 10% project contingency of \$1,481,699, to bring the total cost not to exceed \$16,298,693.**

Oscar Gonzalez, Senior Assistant Vice President was joined by Kristina Blazeovski-Charpentier, Director of Design and Construction, Office of Facilities Development, to narrate a presentation providing background information, overview of project scope, solicitation process, contract terms, MWBE status, and project budget.

- Mr. Pagán asked on behalf of Sally Hernandez-Piñero if work was anticipated to disrupt services. Mr. Gonzalez said no, work would be phased to avoid disruptions.

After discussion - upon motion duly made and seconded the resolution was approved for consideration by the Board of Directors.

Mr. Saez read the resolution for consideration:

**Authorizing the New York City Health + Hospitals Corporation ("NYC Health + Hospitals") to execute a Customer Installation Commitment contract ("CIC") with the New York Power Authority ("NYPA") for an amount not-to-exceed \$5,837,585, including an 10% construction contingency of \$401,249, for a term of 18 months, for the planning, design, procurement, construction, construction management and project management services necessary for lighting upgrades at NYC Health + Hospitals/Coler, (the "Project").**

Oscar Gonzalez, Senior Assistant Vice President, narrated a presentation providing background information, overview of project scope, solicitation process, contract terms, MWBE status, and project budget.

After discussion - upon motion duly made and seconded the resolution was approved for consideration by the Board of Directors.

There being no further business, the Committee Meeting was adjourned at 10:40 a.m.

# SUBSIDIARY REPORT

**MetroPlus Health Plan, Inc.**

**Board of Directors Meeting Update - Thursday, March 28<sup>th</sup>, 2024**

**As Reported By: Sally Hernandez Piñero**

Draft subject to adoption at the next MetroPlusHealth Board of Directors meeting on Thursday, June 6<sup>th</sup>, 2024.

Sally Hernandez-Piñero, Chair of the Board called the meeting to order at 10:39 A.M.

## ADOPTION OF THE MINUTES

The minutes from the Board of Directors meeting held on Thursday, December 7<sup>th</sup>, 2023 at 11:00AM were presented to the Board. On a motion by Sally Hernandez-Piñero and duly seconded, the Board adopted the minutes.

## INFORMATION ITEM

### Grant Thornton | 2023 Calendar Year Audit Report

Lauren Leverich, Chief Financial Officer shared a summary of the 2023 Audit Report which showed no negative findings or material weaknesses.

Todd Farrell, Grant Thornton Partner, commented and supported Lauren Leverich's summary.

There being no further questions or comments, on a motion by Sally Hernandez-Piñero and duly seconded, the 2023 Financial Audit Report was unanimously adopted by the Board.

## ACTION ITEM

Sally Hernandez-Piñero advised that we begin the meeting by covering the Action Items. A **first** resolution was presented by Frederick Covino, Chair for the Finance Committee, for Board approval.

*Authorizing the submission of a resolution to the Board of Directors of the New York City Health and Hospitals ("NYC Health + Hospitals"), to authorize the Executive Director of MetroPlus Health Plan, Inc. ("MetroPlus" or "the Plan") **additional spending authority for 2024 to cover additional Salesforce costs and add-on Marketing Cloud and a 5-year best interest extension, with Carahsoft, reseller of Salesforce, for a total not to exceed amount of \$26,000,000.***

Ganesh Ramratan, Chief Information Officer, provided a detailed overview of the Background and Spending Authority Breakdown. Lauren Santella Saccone, Chief Marketing and Brand Officer spoke to Why Marketing Cloud, Marketing Cloud Versatility and Board Approval Request.

Board Members asked questions and made comments regarding licensing; Ganesh Ramratan responded.

There being no further questions or comments, on a motion by Sally Hernandez-Piñero and duly seconded, the resolution was unanimously adopted by the Board.

#### **ACTION ITEM**

A **second** resolution was presented by Frederick Covino, Chair for the Finance Committee, for Board approval.

*Authorizing the Executive Director of MetroPlus Health Plan, Inc. ("MetroPlus") to negotiate and execute a contract with Summit Re ("Summit") to provide stop-loss reinsurance coverage for a term of one year with four options to renew of one year each, solely exercisable at the discretion of MetroPlus, for a total amount not to exceed \$3,500,000 for the five-year period.*

Lauren Leverich, Chief Financial Officer, provided a detailed overview of the Background, Overview of Procurement, RFP Criteria, Summit Re-Selection, Summit Background and Board Approval Request.

Board Members made a comment regarding meeting expectations.

Board Members asked a question regarding threshold; Lauren Leverich responded, and Dr. Schwartz further explained.

There being no further questions or comments, on a motion by Sally Hernandez-Piñero and duly seconded, the resolution was unanimously adopted by the Board.

#### **ACTION ITEM**

A **third** resolution was presented by Dr. Eric Wei, Chair for Quality Assurance & Performance Improvement Committee (QAPI), for Board approval.

*Authorizing the Executive Director of MetroPlus Health Plan, Inc. ("MetroPlus" or the "Plan"), to execute a single source contract with Medical Review Institute of America, LLC ("MRIOA") for to provide Same or Similar specialty matched appeal services for an amount not to exceed \$1,000,000 for the total two-year term of the contract.*

Dr. Sanjiv Shah, Chief Medical Officer, presented a summary of the Background, Single Source Justification, Potential Cost Avoidance for High Dollar Complex Cases and Board Approval Request.

Board Members asked questions regarding the percentage of cases that require this review; Dr. Shah responded.

There being no further questions or comments, on a motion by Sally Hernandez-Piñero and duly seconded, the resolution was unanimously adopted by the Board.

#### **ACTION ITEM**

A **fourth** resolution was presented by Frederick Covino, Chair for Finance Committee, for Board approval.



*Authorizing the submission of a resolution to the Board of Directors of New York City Health and Hospitals ("NYC Health + Hospitals"), to authorize the Executive Director of MetroPlus Health Plan, Inc. ("MetroPlus or "the Plan") to negotiate and execute a contract with Deloitte Consulting, LLP ("Deloitte") to provide MetroPlus with testing resources for the Plan's new core processing system for an amount not to exceed \$9,500,000 for a total 26 month contract period.*

Ganesh Ramratan, Chief Information Officer, provided a detailed overview of the Background, RFP Criteria, Selection Process, Deloitte's Selection and Board Approval Request.

There being no further questions or comments, on a motion by Sally Hernandez-Piñero and duly seconded, the resolution was unanimously adopted by the Board.

#### **ACTION ITEM**

A **fifth** resolution was presented by Frederick Covino, Chair for Finance Committee, for Board approval.

*Authorizing the Executive Director of MetroPlus Health Plan, Inc. ("MetroPlus or "the Plan") to negotiate and execute a contract with SourcEdge Solutions, LLC ("SourcEdge") to provide technical and operational resources to handle the configuration and data conversion requirements for the Plan's new core processing system for an amount not to exceed \$5,970,000 for a total 26- month contract period.*

Ganesh Ramratan, Chief Information Officer, provided a detailed overview of the Background, RFP Criteria, Selection Process, Why SourcEdge and Board Approval Request.

Board members asked questions regarding project oversight and implementation for both SourcEdge and Deloitte; Ganesh Ramratan responded.

Board members made recommendations on including a supplemental document that outlines the cost and timeline/overlap of this initiative.

Board members asked questions regarding designated staff for this project; Ganesh Ramratan responded.

There being no further questions or comments, on a motion by Sally Hernandez-Piñero and duly seconded, the resolution was unanimously adopted by the Board.

#### **ACTION ITEM**

Steven Stein Cushman, Chief Counsel advised the Board that the **sixth** and **seventh** resolutions would be addressed at the end of the meeting to allow for the Board to discuss issues related to those resolutions in an Executive Session.

#### **NEW BUSINESS**

Sally Hernandez-Piñero, advised that we would move on to New Business and asked that Dr. Talya Schwartz, CEO & President discuss MetroPlusHealth's next steps, upcoming projects, challenges, etc.

## **2024 Strategic Pillars**

Dr. Talya Schwartz asked Lila Benayoun, Chief Operating Officer, to discuss the 2024 Strategic Pillars. Lila introduced and discussed all six Strategic Pillars.

Board Members asked questions regarding Business Expansion; Lila responded. Lauren Leverich provided additional background and clarification.

Board Members shared additional comments; Dr. Talya Schwartz clarified further.

## **Membership Analysis & Insight**

Sally Hernandez-Piñero asked that we move on to discuss Membership Analysis & Insight. Lila Benayoun, Chief Operating Officer began by presenting Membership from January 2023 to January 2024, INE Disenrollment Membership, Marketshare, Tracking Recertification Unwind, Member Impact, Continual Improvements and Disenrollment Drivers.

Dr. Schwartz commented regarding Recertification numbers for February 2024.

Board Members made a few points regarding Membership and acknowledged both Lila Benayoun and Roger Milliner, Chief Growth Officer's efforts.

## **Finance Update | Q4 2023**

Sally Hernandez-Piñero asked that we move onto to discuss the 2023 Financial Update. Lauren Leverich, Chief Financial Officer, presented 2023 Q4 MMCOR P&L. Due to time constraints, we moved onto the next presentation.

## **Cybersecurity Breach by Change Healthcare**

Robert Micillo, Chief information Officer, discussed the Change Healthcare Breach Key Points, Actions Taken by MetroPlusHealth from February 22<sup>nd</sup> through February 28<sup>th</sup>, Business Watch Items and Current State.

Dr. Schwartz comments on the Change Health Breach.

## **Executive Session**

At 12:07 PM, Steven Stein Cushman, Chief Counsel, announced that the Board is entering Executive Session.

At 12:19PM, Sally-Hernandez Piñero, announced that we have left Executive Session and have now re-entered the Public Session of the meeting.

## **Action Item**

A **sixth** resolution was presented by Dr. Eric Wei, Chair for Quality Assurance & Performance Improvement Committee (QAPI), for Board approval.

*Authorizing the Executive Director of MetroPlus Health Plan, Inc. ("MetroPlus" or the "Plan") to negotiate and execute a contract with Inovalon, Inc ("Inovalon") to provide Star Forecasting/Cut Points and Converged Quality Test Environment services for the full term of the contract, for an amount not to exceed \$1,540,000.*

There being no further questions or comments, on a motion by Sally Hernandez-Piñero and duly seconded, the resolution was adopted by the Board; Vallencia Lloyd, Chair for the Customer Experience and Marketing Committee, abstained from voting on this resolution.

#### **Action Item**

A **seventh** resolution was presented by Dr. Eric Wei, Chair for Quality Assurance & Performance Improvement Committee (QAPI), for Board approval.

*Authorizing the Executive Director of MetroPlus Health Plan, Inc. ("MetroPlus" or the "Plan") to increase the spending authority for the contract with Inovalon, Inc ("Inovalon") dated January 1, 2023, and to allocate additional funds for QARR/HEDIS software and support services for the fulfillment of the contract for an amount not to exceed \$8,625,000 for the full term of the contract.*

There being no further questions or comments, on a motion by Sally Hernandez Piñero and duly seconded, the resolution was adopted by the Board; Vallencia Lloyd, Chair for the Customer Experience and Marketing Committee, abstained from voting on this resolution.

There being no further business, Sally Hernandez-Piñero adjourned the meeting at 12:22 P.M.

**Mitchell H. Katz, MD**  
**NYC HEALTH + HOSPITALS - PRESIDENT AND CHIEF EXECUTIVE OFFICER**  
**REPORT TO THE BOARD OF DIRECTORS**  
**April 25, 2024**

**NYC HEALTH + HOSPITALS FACILITIES FOCUS ON BLACK MATERNAL HEALTH WEEK**

Many of our facilities recognized Black Maternal Health Week from April 11th through the 17th. This is a very important issue for NYC Health + Hospitals. Across our health System we are using innovative interventions that we believe will address the disparities and race-based health care gaps that historically and disproportionately affect the diverse population of patients we proudly serve. According to data published in 2023 by the NYC Health Department's Bureau of Vital Statistics, in 2020 the pregnancy-related and pregnancy-associated maternal mortality rates for non-Hispanic Blacks was 4 to 5 times greater than that of non-Hispanic white patients. Our hospitals held educational events, and our Chief Women's Health Officer, Dr. Wendy Wilcox, was invited to NY1 News to discuss the topic.

**MAYOR ADAMS AND NYC HEALTH + HOSPITALS OPEN 16  
MENTAL HEALTH CLINICS IN NEW YORK CITY PUBLIC SCHOOLS**

Mayor Eric Adams and the health System are opening 16 school-based mental health clinics in New York City Department of Education (DOE) schools over the next six months to serve over 6,000 students across the Bronx and Central Brooklyn. The clinics will offer students access to individual, family, and group therapy, with connections to outpatient clinics and telehealth services as needed. Additionally, teachers and school staff will have access to mental health clinic staff for consultation, trainings, and workshops to ensure students are appropriately supported and referred to care. Schools will also receive support so they can respond to mental health crises without contacting 911 unnecessarily and avoid needless emergency room visits and hospitalizations. The 16 new satellite clinics build on the five existing mental health clinics that NYC Health + Hospitals already utilizes in the City's public schools.

The new school-based mental health clinics are funded with \$3.6 million from the Mental Health Continuum, a partnership between NYC Health + Hospitals, DOE, DOHMH, and Advocates for Children announced as part of the Adams administration's mental health agenda, "Care, Community, Action: A Mental Health Plan for New York City." The clinics also received grants from the New York State Office of Mental

Health through the Mental Health Outpatient Treatment and Rehabilitative Service Program.

**VIRTUAL EXPRESSCARE'S ERFAN KARIM, MPH NAMED TO  
MODERN HEALTHCARE'S 2024 INNOVATORS LIST**

Virtual ExpressCare's Erfan Karim, MPH, was recognized by Modern Healthcare as one of its Innovators for 2024. Erfan Karim is Assistant Vice President of Mobile Integrated Health and Executive Director of ExpressCare. Modern Healthcare's '2024 Innovators Awards' recognizes leaders and organizations leading innovation in health care. Karim was recognized for his role in creating NYC Health + Hospitals' Virtual ExpressCare service, a model that allows New Yorkers in need of urgent care for non-life-threatening health issues to connect with a NYC Health + Hospitals provider for an evaluation within minutes. More than 90,000 New Yorkers have accessed its services annually since its launch in 2020, and it has attracted 100,000 new patients to the health System. The profile is featured in the April 8, 2024 issue of MH magazine.

**MICHELLE LEWIS, NYC HEALTH + HOSPITALS/GOTHAM HEALTH CEO, RECOGNIZED  
AS ONE OF THE "POWER WOMEN OF MANHATTAN 2024" BY SCHNEPS MEDIA**

NYC Health + Hospitals/Gotham Health's Chief Executive Officer, Michelle Lewis, was recognized by Schneps Media as among its "Power Women of Manhattan 2024" awardees. Lewis is celebrated as an accomplished health care administrator, who has made significant changes to her organization's strategic direction. She has improved the patient experience and increased access to care. Schneps Media is a local media company that reaches over 2 million readers per week across two daily newspapers and a large group of community newspapers, magazines, and websites.

**NYC HEALTH + HOSPITALS/CORRECTIONAL HEALTH SERVICES UNVEILED NEW  
MURAL AT REENTRY CENTER ON RIKERS ISLAND**

On Thursday, April 18 Correctional Health Services unveiled a new mural on Rikers Island created by multimedia artist Dindga McCannon with participation by people in custody. The design for the mural, *Towards a Brighter Tomorrow!*, was developed by McCannon through a series of focus groups with people incarcerated on Rikers Island, who are patients of NYC Health + Hospitals/Correctional Health Service (CHS). Many of the same patients later painted the design in sections under McCannon's guidance with support from her son, fellow artist Harmarkhis McCannon. Envisioned as a welcoming, uplifting sight for the hundreds of people who are released from Rikers jail facilities each year, *Towards a Brighter Tomorrow!* is now on display on an exterior wall of the CHS Reentry Service Center, a resource hub for recently incarcerated New Yorkers and those visiting loved ones in custody. The mural is one of 37 created at NYC Health + Hospitals through the Community Mural Program, run by the System's Arts in Medicine department and made possible through the generous support of the Laurie M. Tisch Illumination Fund.

The mural depicts a diverse but interwoven group of five people walking away from a jail facility toward people with open arms waiting to receive them in the community. They carry with them such resources as education, resilience, family, employment, and love. Depictions of the sun, flowers, birds, and musical symbols across the mural represent sources of positive emotions that the CHS patients identified for incorporation into the final design. Around the mural's edges are painted affirming words: support, self-love, courage, friends, hope, and dreams.

#### **NYC HEALTH + HOSPITALS/QUEENS RECEIVES NATIONAL HEALTHGRADES RECOGNITION FOR PATIENT SAFETY**

NYC Health + Hospitals/Queens received recognition for outstanding achievements in patient safety from Healthgrades, a leading national healthcare organization dedicated to evaluating and comparing hospital performance. It joins only eight other hospitals in the state with the distinction. The hospital was previously noted for its high standard in patient safety in 2022 and 2023 by Healthgrades, making this the third consecutive year it has attained this citing. Healthgrades evaluates hospital performance based on patient outcomes, adjusting for individual risk factors such as age, gender, and medical conditions. The organization continually reviews its ratings methodology and clinical quality evaluation process to ensure the accuracy and relevance of its data analysis.

#### **43 NYC HEALTH + HOSPITALS SOCIAL WORKERS HONORED FOR THEIR COMMITMENT TO THEIR PATIENTS**

On Friday, April 12, 43 social workers from across the health System were honored for their commitment and dedication to their patients. There are more 1,000 social workers employed at the health System performing a variety of roles, including managers, therapists, researchers, discharge planners, and policymakers. They work closely with family caregivers, friends, neighbors and community-based agencies to help patients resume their life within the community. This year over 400 nominations were submitted from across the System, and the 43 honorees were selected from this pool by their facility's individual social work recognition committee. The honorees were recognized for their dedication to their patients and their passion for the mission of NYC Health + Hospitals. Social work is one of the fastest growing professions in the United States, according to the Bureau of Labor Statistics. There are almost 720,000 professional social workers in the country, and that number is expected to surpass 800,000 by 2030.

#### **NYC HEALTH + HOSPITALS/JACOBI|NORTH CENTRAL BRONX RECEIVES THREE BEACON AWARDS FOR NURSING EXCELLENCE**

NYC Health + Hospitals/Jacobi|North Central Bronx was awarded several Beacon Awards for Excellence for its Cardiac Catheterization Lab (Gold Level), Neonatal Intensive Care Unit (Silver Level), and Cardiac Critical Care Unit (Silver Level). The Beacon Awards are distributed

by the American Association of Critical-Care Nurses (AACN). The AACN is the largest specialty nursing organization in the world, representing the interests of more than half a million acute and critical care nurses and includes more than 200 chapters in the United States. The Beacon Award for Excellence is a significant milestone that recognizes unit caregivers who successfully improve patient outcomes and align practices with AACN's six Healthy Work Environment Standards.

#### **NYC HEALTH + HOSPITALS/GOTHAM HEALTH, EAST NEW YORK INSTALLS NEW STATE-OF-THE-ART 3D MAMMOGRAM MACHINE**

NYC Health + Hospitals/Gotham Health, East New York recently installed a state-of-the-art 3D mammogram machine, which provides cutting-edge breast cancer detection and a more comfortable experience for patients. Breast cancer is one of the most common cancers in women, and early detection is vital for effective treatment. 3D mammography, also known as breast tomosynthesis, captures multiple images of the breast from different angles, creating a more detailed and accurate representation of the breast tissue. This advanced machine offers cutting-edge breast cancer detection while ensuring a more comfortable experience for patients. It features an innovative paddle designed for comfort, conforming to the breast's shape with rounded corners for the most comfortable compression with higher quality 3D images for radiologists, enhanced comfort for patients, and improved workflow for technologists. This system delivers sharper images and smarter technologies to continue to help find invasive cancers regardless of age or breast density.

#### **SIX ARTISTS SELECTED TO CREATE NEW COMMUNITY MURALS**

NYC Health + Hospitals' Arts in Medicine department has selected 6 artists to create new murals at its facilities as part of the Community Mural Project. The artists will design the murals through focus groups with hospital staff and the community, followed by "paint parties" to create the mural. The Community Mural Project is believed to be the country's largest public hospital mural program since the 1930s, when the depression-era Works Progress Administration (WPA) commissioned murals in public buildings, including virtually every hospital in New York City's public healthcare system. Decades of research have shown that the arts can play a role in "healing the healers" as well as improving patient outcomes and forging community health awareness and partnerships. The new murals will build on the 35 murals already created through the Community Mural Project. The first few years of the project were recently featured in a new book, *Healing Walls: New York City Health + Hospitals Community Mural Project 2019-2021*. The Community Mural Project and several other Arts in Medicine programs at NYC Health + Hospitals are made possible with a grant from the Laurie M. Tisch Illumination Fund.

**ONE OF THE LAST BLACK ANGELS, NURSES WHO CARED FOR TB PATIENTS,  
RECOGNIZED WITH DAISY LIFETIME ACHIEVEMENT AWARD**

NYC Health + Hospitals, the DAISY Foundation, and the Chi Eta Phi Sorority, celebrated the Black Angels, black nurses who treated tuberculosis patients at Sea View Hospital on Staten Island from the 1920's to the 1960's. Virginia Allen, one of the last surviving Black Angels, received a Lifetime Achievement Award from the DAISY Foundation, a recognition given to nurses who have devoted their life's work to the compassionate care of others. Virginia treated patients with tuberculosis from 1947 to 1961. NYC Health + Hospitals/Harlem was also recognized by the DAISY Foundation and Chi Eta Phi Sorority for its role in providing nurses to treat tuberculosis patients. Signed copies of a new book about this period, *The Black Angels: The Untold Story of the Nurses Who Helped Cure Tuberculosis* by Maria Smilios, were distributed by the author.

**MORE THAN 5,000 PEOPLE IN SHELTERS HAVE  
ACCESSED TELEHEALTH THROUGH VIRTUAL EXPRESSCARE**

Since January 2023 more than 5,000 people in shelter have accessed telehealth services through the Virtual ExpressCare platform. Virtual ExpressCare offers round-the-clock access to healthcare, 365 days a year, making it easy for patients to access care when and where it's convenient for them. Of the more than 5,000 individuals in shelter who used Virtual ExpressCare, nearly half were uninsured, while another 5% were covered through NYC Care, underscoring the importance of financial access for healthcare delivery. Virtual ExpressCare caters to a multilingual demographic group, with Spanish, English, and French ranking as the top languages spoken. The demographic breakdown further underscores the commitment to serving New York City's diverse communities, with Latino and Black patients comprising 70% of those accessing Virtual ExpressCare.

**THE "COLER CAFÉ" OPENS AT NYC HEALTH + HOSPITALS/COLER,  
ENHANCING DINING EXPERIENCE FOR RESIDENTS**

NYC Health + Hospitals/Coler, in partnership with Sodexo, launched the The Coler Café, the most recent addition to the dining and culinary experience available to hundreds of nursing home residents. The collaborative approach of Sodexo's food service associates and Coler's team of Registered Dietitian Nutritionists offers a flavorful menu, individually tailored to the dietary needs of each resident. The Coler Café is open two days during the week, Wednesdays and Thursdays, from 11:30am - 1:30pm. Coler residents can make reservations through their designated care teams to ensure the appropriate meals meet their dietary needs.

**NYC CARE RELEASES MULTILINGUAL VIDEOS FOCUSED ON ITS MEMBERSHIP CARD**

NYC Care released a series of videos explaining the NYC Care membership card and how to use the benefits of the program. The videos feature NYC Care Executive Director Jonathan Jiménez, MD, MPH, alongside colorful animations, as a voiceover highlights the



different components of the membership card. With the card, NYC Care members can know when to renew their membership, their primary care provider, and the fees they can expect to pay for services. By demystifying the process of using the NYC Care card, the videos are intended to encourage both NYC Care-eligible New Yorkers and existing members alike to utilize the benefits, starting with primary care. The videos are dubbed and subtitled in the following languages: Albanian, Arabic, Bengali, Cantonese, English, French, Haitian Creole, Hindi, Korean, Mandarin, Polish, Russian, Spanish, and Urdu. Alongside the release of the videos, NYC Care encourages all New Yorkers to share this social media toolkit to connect more New Yorkers to the program.

**THE REMEDY, THE NYC HEALTH + HOSPITALS PODCAST, DISCUSSES HELPING HEALERS HEAL AND WELLNESS IN FINAL EPISODE OF SEASON ONE**

NYC Health + Hospitals released the seventh episode of its new podcast, The Remedy, featuring leaders and health care providers from the nation's largest municipal health care system. Episode 7: Helping Healers Heal covers how NYC Health + Hospitals supports the mental health of its more than 40,000 health care workers. Host Dr. Michael Shen is joined by Dr. Eric Wei, Senior Vice President and Chief Quality Officer at NYC Health + Hospitals, and Jeremy Segall, the System Chief Wellness Officer, to delve into how the pressures of a healthcare job can often lead to stress, burnout, and depression, addressing the stigma around mental health, the System's Helping Healers Heal program, using the arts to de-stress, and more. The Remedy is available on Apple Podcasts, Spotify, iHeartRadio, and other podcast platforms.

**RESPONDING TO THE HUMANITARIAN CRISIS - SERVICES FOR ASYLUM SEEKERS**

The public health system remains at the forefront of the City's response to the historic influx of asylum seekers that began nearly two years ago. Our network of 14 humanitarian centers continues to provide crucial assistance to over 25,000 asylum seekers in our care, with families and children comprising around three-quarters of this demographic. At our humanitarian centers, our newest neighbors receive dignified care and the resources they need to find the path towards a more promising future.

Our pioneering work at the City's Arrival Center – the front door for asylum seekers to access city services and receive comprehensive medical care – carries on apace. We have now welcomed approximately 140,000 people who have come to New York City, providing immediate, one-stop access to essential medical services, including screenings for communicable disease, urgent care, screening for depression, vaccinations, and connections to the case management and social services new arrivals need to take their next steps forward.

As we continue to evolve and refine our services, we are also engaging community partners to build upon them. Earlier this month, we launched our inaugural Case Management Community Advisory Board

(CAB) and provided our members a tour of the Arrival Center. Their valuable feedback will ensure that the case management services we are providing are informed by the opinions and expertise of a diverse group of New Yorkers, including many with firsthand knowledge of the immigrant and asylum seeker experience or with advocating on their behalf.

Last month we also made sure to accommodate the dietary and faith needs of our many Muslim guests observing Ramadan, offering regular prayer services for adults at the Randalls Island, Hall Street, and Creedmoor humanitarian centers and providing suhoor, the pre-dawn meal, at all our sites for those fasting. While we have served halal food at all meals for well over a year, we celebrated Eid al-Fitr with a delicious feast for all of our guests to enjoy together.

#### **NYC HEALTH + HOSPITALS/WOODHULL ACHIEVES ACCREDITATION FOR ITS BARIATRIC PROGRAM**

NYC Health + Hospitals/Woodhull's bariatric surgery center has been accredited as a Comprehensive Center by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP®), a joint Quality Program of the American College of Surgeons (ACS) and the American Society for Metabolic and Bariatric Surgery (ASMBS). Patients seeking surgical treatment for obesity and its related conditions have a new choice for receiving high-quality care at a nationally accredited program that meets the highest standards for patient safety and quality in the North Brooklyn area.

To earn accreditation, the hospital's Weight Loss Center met essential criteria for staffing, training, facility infrastructure, and patient care pathways, ensuring its ability to support patients with obesity. The center also participates in a national data registry that yields semiannual reports on the quality of its surgical outcomes and identifying opportunities for quality improvement. The MBSAQIP Standards, Optimal Resources for Metabolic and Bariatric Surgery, published by the ACS and the ASMBS, ensure that metabolic and bariatric patients receive multidisciplinary medical care, which improves patient outcomes and long-term success. MBSAQIP-accredited centers offer preoperative and postoperative care designed specifically for patients with obesity.

#### **NEW WELLNESS CENTER OPENS AT NYC HEALTH + HOSPITALS/ELMHURST**

NYC Health + Hospitals/Elmhurst recently opened a brand-new Wellness Center to support its 6,000 employees. The center sponsors programs that revolve around the 8 dimensions of wellness, including physical, emotional, social, intellectual, financial, environmental, spiritual, and occupational wellness. The center is expected to host over 100,000 visits a year from doctors, nurses, and other members of the hospital's healthcare team. The calming space includes amenities designed to help busy staff relax and destress, such as a coffee machine, snack kiosks, massage chairs and stations for board games,

art projects, and creative activities. The Wellness Center also sponsors a variety of other programs, including mental health workshops, cultural celebrations, mediation sessions, and exercise activities throughout the hospital campus.

#### **NYC HEALTH + HOSPITALS/BELLEVUE NOW OFFERS MOHS MICROGRAPHIC SURGERY FOR THE TREATMENT OF SKIN CANCER**

NYC Health + Hospitals/Bellevue now offers Mohs micrographic surgery for the treatment of skin cancer. Mohs micrographic surgery is the most effective way to treat basal cell carcinomas (BCCs) and squamous cell carcinomas (SCCs), the two most common types of skin cancer. The surgery offers less scarring and the highest tumor cure rate, and has a success rate as high as 99 percent. The hospital has built a new Mohs laboratory, including an advanced Olympus BX53 Dual-View Mohs Microscope with Camera, that will allow dermatologic surgeons to remove skin cancer carcinomas in one visit, saving as much healthy tissue as possible and improving patient healing time. Hospital staff held a ribbon cutting to dedicate the new Mohs laboratory, and began treating patients on March 22.

#### **NYC CARE JOINS CITY AND STATE AGENCIES TO SPREAD WORD ABOUT MEDICAID EXPANSION FOR UNDOCUMENTED OLDER NEW YORKERS**

On Thursday, April 4, City and State agencies led a Citywide Day of Action to encourage undocumented New Yorkers aged 65 and older to enroll in a newly expanded Medicaid-managed care insurance plan. As of January 1, Medicaid was expanded to include undocumented older adults who are income-eligible in New York State. Previously, insurance for undocumented older residents was limited to coverage for medical emergency visits.

To reach undocumented New Yorkers who may qualify, the NYC Mayor's Public Engagement Unit and NYC Care staff and their affiliate partners disseminated flyers in multiple languages in neighborhoods across the City with large immigrant populations. Older Adult Centers across the City and other partner locations have also shared information about the expansion with community members. In addition to the on-the-ground outreach, City and State agencies launched a social media campaign to amplify the message.

New Yorkers who may qualify can connect with the Public Engagement Unit's GetCoveredNYC program or go directly to an NYC Health Department Site to enroll. Those already enrolled in the Emergency Medicaid program will be automatically transferred to this expanded coverage and will have an opportunity to choose a new plan.

#### **SOCIAL WORK CONFERENCE AT NYC HEALTH + HOSPITALS/JACOBI HIGHLIGHTS VITAL ROLE OF SOCIAL WORKERS IN MASS CASUALTY EVENTS**

A social work conference held at NYC Health + Hospitals/Jacobi | North Central Bronx provided expert training to develop professional

crisis response skills for a mass-casualty event. Attendees learned about using trauma-informed language when talking to families and survivors of violence. They also learned aspects of psychological first aid and post-traumatic growth. This year's conference included two keynote speakers who brought their extensive expertise to the field of emergency response: Lisa Wobbe-Veit, MSW and Christine Montgomery, DSW, LCSW. The former is a 20-year veteran of the social work field, played a crucial role as a recovery consultant for Broward County Public Schools following the tragic mass shooting at Marjory Stoneman Douglas High School. Dr. Montgomery, a social work professional for 30 years, was involved with the response and aftermath of the Sandy Hook Elementary School massacre in Newtown, Connecticut for nearly six years.

The Conference honors the groundbreaking work of Bill Lane, a former Deputy Director of Social Work at Jacobi Hospital, who pioneered the training of social workers in disaster response.

## **EXTERNAL AFFAIRS UPDATE**

**City:** On April 17, City Council held an oversight hearing on "School Based Health Centers and School Based Mental Health Centers." Dr. Ted Long and Jason Hansman participated for Q&A.

NYC Health + Hospitals' Executive Budget hearing has been scheduled for May 13 at Noon, where Dr. Katz will testify and provide updates on the health System's FY25 budget.

**State:** A \$237 billion State Fiscal Year 2024-2025 budget was enacted on Saturday, April 20. We were pleased to see over \$800 million included for hospital and nursing home Medicaid rates, a top advocacy priority for the System. This critical investment is important since the Governor's executive budget did not include any Medicaid rate increases. We were also happy that the majority of the proposed Medicaid cuts were restored and that the budget included up to \$300 million for the safety net transformation fund.

Additionally, the final budget authorizes the State Health Department to seek Federal approval to impose a managed care organization tax. Any new tax revenues would be deposited in a Healthcare Stability Fund, which may be used to reimburse Medicaid MCOs for the tax through increased premium payments, supplemental support for Medicaid health care services and quality incentive programs, reimbursement of the general fund for Medicaid expenses, and capital investments to support health care.

**Federal:** Senators Schumer and Gillibrand ensured that \$2M of funding was included in the recently passed Federal funding package for cardiac catheterization services at NYC Health + Hospitals/Elmhurst. With the Fiscal Year 2024 budget finally resolved, Congress is moving on to Fiscal Year 2025 appropriations. NYC Health + Hospitals submitted Congressionally Directed Spending (aka earmarks) requests

for projects across the System, which will be evaluated as negotiations continue through the rest of the year.

With the 2024 DSH cuts eliminated, NYC Health + Hospitals' Federal advocacy focus shifts to the next deadline when the cuts could go into effect, which is January 1, 2025.

**Community Affairs:** At its April 9 meeting, the Council of Community Advisory Boards (CABs) heard a presentation from the Office of Diversity, Equity, and Inclusion titled "Embracing Diversity, Equity, and Inclusion Across Communities." Topics covered included language access, disability inclusion, and gender equity. In May, the Council of CABs will also receive a presentation from Community CARE and the NYS Medical Cannabis Program.

The next Central Council of Auxiliaries meeting is scheduled for June 6. Council Chair Pearl John has continued to communicate with auxiliary chairs to address their needs and will engage with them via WhatsApp. The Community Affairs team has also been coordinating with auxiliaries to ensure compliance with New York State guidelines regarding audits and tax filing.

#### NEWS AROUND THE HEALTH SYSTEM

- **BronxNet:** [NYC Health + Hospitals Lincoln Welcomes Lifestyle Medicine Program Expansion](#)
- **Modern Healthcare:** Meeting asylum seekers' healthcare needs with compassion (op-ed by Dr. Long)
- **News12:** [NYC Health + Hospitals helps homeless patients with medical respite program](#)
- **Hospice News:** [NYC Health + Hospitals/Bellevue Unveils New Palliative Care Unit](#)
- **Roosevelt Islander Online:** [New Café Opens at NYC Health + Hospitals/Coler](#)
- **Becker's Hospital Review:** [NYC Health + Hospitals opens wellness center for 6,000 employees](#)
- **News12:** [NYC Care Launches Expanded Medicaid Day of Action](#)
- **NY1:** [Muslim Migrants Celebrate Eid al-Fitr at Randall's Island Humanitarian Center](#)
- **Pix11:** [Inside NYC's Midtown migrant welcome center](#)
- **NY1:** [Highlighting Black Maternal Health Week](#)
- **BK Reader:** [NYC Health + Hospitals Partnership to Bring 16 Mental Health Clinics to New York City Schools](#)
- **artnet:** [NYC Health + Hospitals' Commissioned Mural by Dindga McCannon Unveiled at Rikers Island](#)

**RESOLUTION - 06**

Authorizing the New York City Health and Hospitals Corporation (the “System”) to execute an agreement with **KPMG LLC for the provision of audit services on behalf of the System, including its subsidiaries**, for an initial period beginning June 2024 through the end of the CY 2027 Audit period for an amount not to exceed \$5,566,000 over the full term. The System will have the right to terminate the agreement without cause with 30 days’ notice.

**WHEREAS**, Audit vendors provide services that support the System by ensuring compliance with the Public Authorities Accountability Act and the NYC Health + Hospitals corporate bylaws; and

**WHEREAS**, the System has identified a need for an independent CPA firm to conduct audit certifications and attestations for it and its subsidiaries (NYC Health + Hospitals, MetroPlus Health Plan, HHC Insurance Company / Physicians Purchasing Group, HHC Accountable Care Organization, NY Community IPA, MetroPlus OneX, and Gotham Health FQHC); and

**WHEREAS**, currently the System has been utilizing Grant Thornton to provide Audit services; and

**WHEREAS**, the System conducted an open and competitive RFP process under the supervision, and with the assistance, of Supply Chain to identify additional vendors, in which eight firms attended a pre-proposal conference and six subsequently submitted proposals; and

**WHEREAS**, of the six proposals submitted, the vendor who received the highest ratings has been selected for award; and

**WHEREAS**, the Office of the Corporate Comptroller will be responsible for the management of the proposed contract.

**NOW THEREFORE, be it**

**RESOLVED**, New York City Health and Hospitals Corporation (the “System”) to execute an agreement with KPMG LLC for the provision of audit services on behalf of the System, including its subsidiaries, for an initial period beginning June 2024 through the end of the CY 2027 Audit period for an amount not to exceed \$5,566,000 over the full term. The System will have the right to terminate the agreement without cause with 30 days’ notice.

**EXECUTIVE SUMMARY**  
**AUDIT SERVICES**  
**AGREEMENT WITH**  
**KPMG LLC**

- OVERVIEW:** The purpose of this agreement is to provide Audit services to select a qualified independent certified public accounting firm to conduct audits of the System's financial statements.
- PROCUREMENT:** The System conducted an open and competitive Request for Proposals ("RFP") to select a vendor to provide Audit services to the System for a term of four years. The RFP was sent directly to forty-one prospective vendors who were on the NYC Comptroller's prequalified list of auditors, and eight prospective vendors attended a pre-proposal conference. A total of six firms submitted proposals and, of the proposals submitted, the Evaluation Committee selected the top-rated proposer to provide Audit services to the System.
- COSTS:** The total not-to-exceed cost for the proposed contract over its full, potential term beginning June 2024 through the end of the CY 2027 Audit period is not to exceed \$5,566,000.
- MWBE:** An overall MWBE utilization goal of 25% has been established and accepted by the selected vendor through the use of a subcontractor.



To: Colicia Hercules  
Chief of Staff, Office of the Chair

From: Georgia Tsismenakis  
Associate Counsel  
Office of Legal Affairs

Tsismenakis,  
Georgia

Digitally signed by Tsismenakis,  
Georgia  
Date: 2024.04.26 11:54:56  
-04'00'

Re: Vendor Responsibility, EEO and MWBE Status for Board Review of Contract

Contract: RFP No. 2759 Audit Services

Date: April 26, 2024

The below chart indicates the vendor's status as to vendor responsibility, EEO and MWBE:

<u>Vendor</u>	<u>Vendor Responsibility</u>	<u>EEO</u>	<u>MWBE</u>
KPMG LLC	Approved	Pending	25%

The above status is consistent and appropriate with the applicable laws, regulations, and operating procedures to allow the Board of Directors to approve this contract.



# **Auditing Services - KPMG LLC**

**Board of Directors Meeting**  
**May 30, 2024**

**David Guzman, Corporate Comptroller**  
**James L. Linhart, Deputy Corporate Comptroller**



## For Board Consideration

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- Authorizing the New York City Health and Hospitals Corporation (the “System”) to execute an agreement with **KPMG LLC** for the provision of audit services on behalf of the **System**, including its **subsidiaries**, for an initial period beginning June 2024 through the end of the CY 2027 Audit period for an amount not to exceed \$5,566,000 over the full term.

## Background / Current State

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- Annual financial statements must be audited by an independent CPA firm, as required by the PAAA (Public Authorities Accountability Act) and the NYC Health + Hospitals corporate bylaws.
- Federal and state agencies require audit certification/attestation of some of the cost reports that are filed.
- Grant Thornton is the incumbent vendor. Their most recent contract expired in 2021 and had a contract value of \$3,871,500.
  - An extension was signed in 2021 and expires when all audits covering fiscal year end and calendar year end 2023 have been completed (on or around the issuance of the financials for one of our subsidiaries CY23 financials - March/April 2024). The extension contract value was \$2,019,500.

# Entities within Scope

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- For Audits and Financial Statements:
  - NYC Health + Hospitals
  - MetroPlus Health Plan
  - HHC Insurance Company / Physicians Purchasing Group
  - HHC Accountable Care Organization
  - NY Community IPA (FY25-27)
  - MetroPlus OneX (CY26-27)
  
- For Tax Return Prep and State Charities reporting:
  - Gotham Health FQHC

# RFP Criteria

## ➤ Minimum criteria:

- Listed on the NYC Comptroller's Pre-Qualified CPA listing
- Be registered with the New York State Department of State to do business in the State
- Licensed and active in public accounting for at least nine (9) years;
- At least five (5) years of successful experience auditing the revenues, expenditures, and programs of state or local governments and health systems with revenues and expenditures over \$1.0 billion
- MWBE status, Utilization Plan, or Waiver Request

## ➤ Substantive Criteria

- 40% Experience applying GAAP principles to audits and related services to local governmental units, health and hospital systems, and insurance (HMO's and other insurance types).
- 20% Cost
- 10% Expertise in Federal and NY State reimbursement methodologies and regulations
- 10% Experience with public bond offerings and related requirements of underwriters and attorneys
- 10% Depth of tax consulting division
- 10% MWBE utilization

## Evaluation Committee:

- Members of the financial audits, financials, and reimbursements teams
- Members of the Office of Legal Affairs
- Members of the internal audits team
- Finance officers from facilities and subsidiaries

# Overview of Procurement

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- 11/14/23: Application to issue request for proposals approved by CRC
- 02/20/24: RFP Posted on City Record, sent directly to 41 vendors
- 02/26/24: Pre-proposal conference held, 8 vendors attended
- 03/13/24: Proposals due, 6 proposals received
- 04/01/24: Evaluation committee submitted final scores.
- 04/04/24: Second round of scoring resulting in the selection of KPMG LLC

# Auditor Independence

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- KPMG has done, and continues to do, some consulting/advisory work within our System
- In accordance with various professional auditing standards, including AICPA and GAO, KPMG must perform an analysis and determine that none of its advisory work would compromise its independence as our auditor
- KPMG has completed an initial independence analysis at our request, which we have reviewed carefully, and which determined that they do not have any advisory work with H+H that would impair KPMG's independence as our auditor
- In addition, KPMG will complete a full independence and risk clearance process if they are approved for the auditor work
- We will work closely with our counsel and KPMG to ensure that independence issues are fully analyzed and that appropriate safeguards, if any, are implemented before finalizing a contract with KPMG

# MWBE Goal Setting

M/WBE Vendor	SOW	Ethnicity/Gender	Total %
Katigbak CPA PLLC	Audit Support	Asian/Female	25%



- Authorizing the New York City Health and Hospitals Corporation (the “System”) to execute an agreement with **KPMG LLC for the provision of audit services on behalf of the System, including its subsidiaries**, for an initial period beginning June 2024 through the end of the CY 2027 Audit period for an amount not to exceed \$5,566,000 over the full term.

**RESOLUTION - 07**

**Approving the designation of Sofia Khalid, Executive Compliance and Privacy Officer, as the New York City Health and Hospitals Corporation (the “System”) Record Management Officer (the “RMO”),** as that term is defined under New York State Education Department regulations found at 8 NYCRR § 185.1(a), to coordinate the development of and oversee the System’s records management program in accordance with the requirements set forth under Article 57-A of the New York State Arts and Cultural Affairs Law and the implementing regulations thereof.

**WHEREAS**, § 57.19 of Article 57-A of the New York State Arts and Cultural Affairs Law (Local Government Records Law), and its implementing regulation found at 8 NYCRR § 185.2(a)(1), require the governing body of each local government to designate a RMO who will be responsible for developing and coordinating the local government’s records management program; and

**WHEREAS**, the System, as a public benefit corporation created under the laws of the State of New York, meets the definition of a local government under New York State Arts and Cultural Affairs Law § 57.17(1); and

**WHEREAS**, Karyn Wilkinson, former Deputy Corporate Compliance Officer within the System’s Office of Corporate Compliance (the “OCC”) and former RMO of the System, separated from the System on April 5, 2024; and

**WHEREAS**, Ms. Wilkinson’s departure from the System created a vacancy in the RMO position; and

**WHEREAS**, New York State Education Department regulation 8 NYCRR § 185.2(b)(1) requires that whenever a vacancy shall occur in the position of the RMO, a replacement shall be designated within sixty (60) days; and

**WHEREAS**, Ms. Khalid currently holds the functional title of Executive Compliance and Privacy Officer within the System’s OCC, and is charged with oversight of the System’s HIPAA compliance and privacy functions at Bellevue and Elmhurst; and

**WHEREAS**, the Chief Corporate Compliance Officer (the “CCO”) within the OCC, with the President and Chief Executive Officer’s concurrence, has selected Ms. Khalid to be designated as the System’s RMO; and

**WHEREAS**, the CCO believes that Ms. Khalid is qualified to carry out the functions of the RMO as set forth under applicable law.

**NOW, THEREFORE, be it**

**RESOLVED**, the designation of Sofia Khalid, Executive Compliance and Privacy Officer, as the New York City Health and Hospitals Corporation (the “System”) Record Management Officer (the “RMO”), as that term is defined under New York State Education Department regulations found at 8 NYCRR § 185.1(a), to coordinate the development of and oversee the System’s records management program in accordance with the requirements set forth under Article 57-A of the New York State Arts and Cultural Affairs Law and the implementing regulations thereof be and the same hereby is approved.

## **EXECUTIVE SUMMARY**

### **Approval of Appointment of Records Management Officer**

Pursuant to New York Arts and Cultural Affairs Law §§ 57.17(1) and 57.19, and their implementing regulation found at 8 NYCRR § 185.2(a)(1), all local government public benefit corporations (“public benefit corporations”), which include the System, are required to designate a RMO who will be responsible for developing and coordinating the public benefit corporation’s records management program. Section 57.19 of the Arts and Cultural Affairs Law calls for the chief executive official of each public benefit corporation to designate a RMO, subject to the approval of the public benefit corporation’s governing body.

There currently being a vacancy in the RMO position, Catherine Patsos, Chief Corporate Compliance Officer (the “CCO”) has selected Sofia Khalid, Executive Compliance and Privacy Officer (“ECPO”) within the OCC, to serve as the System’s RMO. Dr. Mitchell Katz, System President, has concurred with Ms. Patsos’ selection and has joined in proposing that Ms. Khalid serve as the System’s permanent RMO.

As ECPO, Ms. Khalid is responsible for the compliance and privacy matters at NYC Health + Hospitals/Bellevue and NYC Health + Hospitals/Elmhurst, and assists the CCO with System-wide compliance matters and legal issues. In her role as ECPO, Ms. Khalid also handles matters related compliance and HIPAA privacy and security, including participation in annual risk assessments; reviewing and responding to potential compliance issues and complaints; conducting investigations; designing the System’s General Compliance and HIPAA trainings for affected individuals; and reporting HIPAA and compliance activities to the CCO. In addition, Ms. Khalid conducts research on various legal issues for the CCO and assists the CCO with System-wide compliance audits.

Ms. Khalid has been part of the OCC since April 2023 and was an Associate Compliance Officer within the OCC from 2016 to 2021. Prior to rejoining NYC Health + Hospitals, Ms. Khalid served as the Data Privacy Compliance Counsel at Bloomberg, where she served as the project manager for Data Protection Impact Assessments, which included drafting assessments and ensuring a proper timeline for completion of assessments. She was also responsible for advising the Bloomberg New Economy Forum on matters and concerns related to data privacy.

Ms. Khalid holds a Juris Doctorate degree and is licensed to practice law in the State of New York. Additionally, she holds a Certificate in Healthcare Compliance, and received a Healthcare Compliance Certification from Seton Hall University School of Law in June 2016.

Based on Ms. Khalid’s qualifications provided herein, she is well qualified to carry out the functions of the RMO as set forth under applicable law.

With the approval of the System’s Board of Directors on the recommendation of the Audit Committee, Ms. Khalid will be officially designated to serve as the System's RMO.

# Appointment of Record Management Officer

Board of Directors Meeting  
May 30, 2024



## For Board Consideration

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**Approving the designation of Sofia Khalid, Executive Compliance and Privacy Officer, as the New York City Health and Hospitals Corporation (the “System”) Record Management Officer (the “RMO”), as that term is defined under New York State Education Department regulations found at 8 NYCRR § 185.1(a), to coordinate the development of and oversee the System’s records management program in accordance with the requirements set forth under Article 57-A of the New York State Arts and Cultural Affairs Law and the implementing regulations thereof.**

# Background and Experience

- As Executive Compliance and Privacy Officer (ECPO) , Ms. Khalid is:
  - Responsible for the compliance and privacy matters at NYC Health + Hospitals/Bellevue and NYC Health + Hospitals/Elmhurst, and assists the CCO with System-wide compliance matters and legal issues.
  - Handles matters related compliance and HIPAA privacy and security, including participation in annual risk assessments; reviewing and responding to potential compliance issues and complaints; conducting investigations; designing the System's General Compliance and HIPAA trainings for affected individuals; and reporting HIPAA and compliance activities to the CCO.
  - Conducts research on various legal issues for the CCO and assists the CCO with System-wide compliance audits.
- Ms. Khalid has been part of the OCC since April 2023 and was an Associate Compliance Officer within the OCC from 2016 to 2021.
- Ms. Khalid served as the Data Privacy Compliance Counsel at Bloomberg, where she served as the project manager for Data Protection Impact Assessments and was also responsible for advising the Bloomberg New Economy Forum on matters and concerns related to data privacy.
- Ms. Khalid holds a Juris Doctorate degree and is licensed to practice law in the State of New York.
- Ms. Khalid holds a Certificate in Healthcare Compliance, and received a Healthcare Compliance Certification from Seton Hall University School of Law in June 2016.

## **RESOLUTION - 08**

Authorizing New York City Health and Hospitals Corporation (the “System”) to sign a 5-year renewal lease with **David Welner d/b/a Welner Associates (“Landlord”)** for the use of the entire building at 279-281 Graham Avenue, Brooklyn, NY consisting of approximately 10,900 square feet (the “Building”) together with the 1,185 square feet of vacant land adjacent to the Building for use by NYC Health + Hospitals/Gotham Health (“Gotham”) for a primary care clinic at an initial rent of \$57.83 per square foot which will increase by 3.5% annually to reach \$66.36 per square foot by the 5<sup>th</sup> year; provided that the System will hold three options each for 5 years at a rent based upon a continuation of the pattern of 3.5% annual increases for a total rent payable over the potential 20-year term of \$17.83M.

**WHEREAS**, the System has been operating a healthcare clinic at the Building since 1991, most recently pursuant to a resolution of this Board adopted in 2014 to authorize a five-year lease with a five-year option, which the System exercised and which will expire June 30, 2024; and

**WHEREAS**, Landlord will perform a program of repairs to the Building to improve the roof, the HVAC, basement stairs and front façade; and

**WHEREAS**, the clinic will continue to offer a range of primary care services to the community; and

**WHEREAS**, operation of the clinic and the administration of the lease will be under the authority of the Senior Vice President for ambulatory Care and the CEO of Gotham Health.

**RESOLVED**, that the New York City Health and Hospitals Corporation (the “System”) be and hereby is authorized to sign a 5-year renewal lease with David Welner d/b/a Welner Associates (“Landlord”) for the use of the entire building at 279-281 Graham Avenue, Brooklyn, NY consisting of approximately 10,900 square feet (the “Building”) together with the 1,185 square feet of vacant land adjacent to the Building for use by NYC Health + Hospitals/Gotham Health (“Gotham”) for a primary care clinic at an initial rent of \$57.83 per square foot which will increase by 3.5% annually to reach \$66.36 per square foot by the 5<sup>th</sup> year; provided that the System will hold three options each for 5 years at a rent based upon a continuation of the pattern of 3.5% annual increases for a total rent payable over the potential 20-year term of \$17.83M.

**EXECUTIVE SUMMARY  
PROPOSED LEASE - WITH DAVID WELNER  
FOR A PRIMARY CARE CLINIC  
AT 279-281 GRAHAM AVENUE, BROOKLYN**

**OVERVIEW:** The System has been operating a healthcare clinic at the Building since 1991, most recently pursuant to a resolution of this Board adopted in 2014 to authorize a five-year lease with a five-year option, which the System exercised and which will expire June 30, 2024. The System and the Gotham Board wish to continue to operate a clinic in the Building.

**BUILDING IMPROVEMENTS:** Landlord will perform a program of repairs to the Building to improve the roof, the HVAC and ductwork, the basement stairs and front façade. In particular Landlord will replace missing thermostats and replace defective controls and has committed to replace the condenser units when they reach the end of their useful lives over the next several years.

**TERMS:**

	<b>per annum</b>	<b>per month</b>	<b>per sf</b>
<b>current term</b>	<b>\$609,078.83</b>	<b>\$50,756.57</b>	<b>\$55.88</b>
<b>1</b>	<b>\$ 630,396.59</b>	<b>\$ 52,533.04</b>	<b>\$ 57.83</b>
<b>2</b>	<b>\$ 652,460.47</b>	<b>\$ 54,371.71</b>	<b>\$ 59.86</b>
<b>3</b>	<b>\$ 675,296.59</b>	<b>\$ 56,274.72</b>	<b>\$ 61.95</b>
<b>4</b>	<b>\$ 698,931.97</b>	<b>\$ 58,244.33</b>	<b>\$ 64.12</b>
<b>5</b>	<b>\$ 723,394.59</b>	<b>\$ 60,282.88</b>	<b>\$ 66.37</b>
<b>6</b>	<b>\$ 748,713.40</b>	<b>\$ 62,392.78</b>	<b>\$ 68.69</b>
<b>7</b>	<b>\$ 774,918.36</b>	<b>\$ 64,576.53</b>	<b>\$ 71.09</b>
<b>8</b>	<b>\$ 802,040.51</b>	<b>\$ 66,836.71</b>	<b>\$ 73.58</b>
<b>9</b>	<b>\$ 830,111.93</b>	<b>\$ 69,175.99</b>	<b>\$ 76.16</b>
<b>10</b>	<b>\$ 859,165.84</b>	<b>\$ 71,597.15</b>	<b>\$ 78.82</b>
<b>11</b>	<b>\$ 889,236.65</b>	<b>\$ 74,103.05</b>	<b>\$ 81.58</b>
<b>12</b>	<b>\$ 920,359.93</b>	<b>\$ 76,696.66</b>	<b>\$ 84.44</b>
<b>13</b>	<b>\$ 952,572.53</b>	<b>\$ 79,381.04</b>	<b>\$ 87.39</b>
<b>14</b>	<b>\$ 985,912.57</b>	<b>\$ 82,159.38</b>	<b>\$ 90.45</b>
<b>15</b>	<b>\$ 1,020,419.51</b>	<b>\$ 85,034.96</b>	<b>\$ 93.62</b>
<b>16</b>	<b>\$ 1,056,134.19</b>	<b>\$ 88,011.18</b>	<b>\$ 96.89</b>
<b>17</b>	<b>\$ 1,093,098.88</b>	<b>\$ 91,091.57</b>	<b>\$ 100.28</b>
<b>18</b>	<b>\$ 1,131,357.35</b>	<b>\$ 94,279.78</b>	<b>\$ 103.79</b>
<b>19</b>	<b>\$ 1,170,954.85</b>	<b>\$ 97,579.57</b>	<b>\$ 107.43</b>
<b>20</b>	<b>\$ 1,211,938.27</b>	<b>\$ 100,994.86</b>	<b>\$ 111.19</b>

The 3.5% rate of annual increase continues the rate of increase that had been in effect during the prior lease term. Although the rate is higher than is typical of the System's leases, the rental rate remains at fair market value indicating the sharp increase in values over the last 20 years in this popular and rapidly changing neighborhood.

**Other Occupancy Costs:**

<b><u>Item</u></b>	<b><u>Paid by</u></b>	<b><u>Estimated Cost to NYC H+H</u></b>
Electricity	H+H	\$3.50/ft = \$38,150/yr.
Real Estate Tax	H+H	None – the taxes are abated



# HELMSLEYSPEAR

April 23, 2024

Deborah Morris  
Senior Director  
Land Use Planning and Real Estate  
NYC Health + Hospitals  
50 Water Street  
New York, NY 10004

Re: Updated Fair Market Value/Appraisal of space within NYC Health + Hospitals/Gotham Health Clinic for 279 Graham Avenue, Brooklyn NY  
On behalf of NYC Health + Hospitals

Dear Ms. Morris:

You have requested that I comment on the FMV of the referenced property for purposes of a lease renewal. We have no previous documentation, nor has the property been visited, however, as real estate brokers we have reviewed market conditions and current comparable spaces within the described location and agree that for current use as a full-service medical clinic, the rent for the renewal and escalations are consistent with current market conditions. This broker's opinion is subject to the following:

- The unit is currently occupied and is properly zoned for the current use as a full-service medical clinic and will continue to be occupied as such.
- The tenant will continue to occupy the premises which consists of approximately 10,900 SF within the referenced hospital complex.
- This evaluation is for the purpose of re-establishing the current FMV to lease/license the referenced property.

The rental market post-Covid has rebounded inconsistently and depending on location. This site, sitting in the robust Williamsburg area of Brooklyn, has had a significant recovery and pricing has escalated accordingly. While looking at the comparables in the area, we do believe that this space and its renewal option rests within the higher range of other spaces that are available. It is, however, considered retail, and such has a premium over general medical office spaces which may be found elsewhere in the community. Those spaces would be significantly smaller in square footage and would not be located on the ground floor, nor would they have the presence that retail provides. It should also be noted that most rents reflect a gross, not net, lease. Net leased properties require tenants to be responsible for taxes, repairs and maintenance which would not be found here. As a standalone facility with approximately 10,900 square feet, the tenant commands a presence in the community which would not be found elsewhere. Its use and location also help to provide stability to the immediate community.

The proposed lease renewal is for a five year term and is structured so that the tenant will have the option to renew for up to an additional 15 years. The renewal options are in five year increments, which if all exercised, gives the tenant of the premises the comfort of remaining uninterrupted for 20 years. The yearly escalations compounded are at 3.5%.

The five year renewal period plus the options are consistent and might be considered liberal to market standards in that oftentimes lease renewal options are for one or two option terms, not three. This will serve the tenant well. The 3.5% yearly escalations, however, are a bit aggressive but within the parameters of the norm. There is no mention of any landlord's contribution towards any work (paint,

carpet, lighting fixtures, etc.), nor have we been advised of any “free rent” that the landlord might also provide. The tenant has been in the premises for 30 years, and as such, some concession might be a bonus, but again, is not required of the landlord.

Attached you will find comparable listings to reflect market conditions in the area. It should be noted that new leases and asking rents are current within 24 months of today’s date. All the comparables would not be reflective of the market. We are licensed real estate brokers located within the state of New York and this report is being provided as a broker’s opinion letter and not an appraisal.

If you have any further questions, please let me know.

Very truly yours,

A handwritten signature in black ink, appearing to read "Michael Dubin", with a stylized flourish at the end.

Michael Dubin  
Executive Managing Director  
Helmsley Spear

Comps for 279 Graham Avenue, Brooklyn

Address	Cross Streets	Total SF	Price/SF	Notes
87 Richardson Street	Richardson & Leonard Streets	10,000	\$37.50	Asking
229-247 Graham Avenue	Manhattan Avenue & Ten Eyck Street	10,700	\$13.45	Starting rent, NNN lease
317-321 Scholes Street	Scholes & Bogart Streets	7,500	\$35.00	Modified gross, tenant to build
395 Graham Avenue	Graham Avenue & Jackson Street	1,450	\$77.00	Asking
349-359 Scholes Street	btw Bogart Street & Morgan Avenue	2,000	\$50.00	Asking
900-910 Grand Street	Grand & Waterbury Streets	2,000	\$55.00	Starting rent
272 Morgan Avenue	Morgan Avenue & Grand Street	4,875	\$34.00	Asking rent + electric
1 Maspeth Avenue	Maspeth Avenue & Humboldt Street	3,000	\$35.00	Starting rent
713 Lorimer Street	Lorimer & Richardson Streets	1,000	\$60.00	Starting rent, modified gross lease

**Request to Lease with  
Welner Associates  
for New York City Health + Hospitals Gotham  
Health/ Williamsburg Clinic  
279-281 Graham Avenue  
Brooklyn NY, 11211**

**Board of Directors Meeting  
May 30, 2024**

**Theodore Long, MD, MHS Senior Vice President, Ambulatory Care and Population Health  
Leora Jontef, Assistant Vice President, Real Estate & Housing  
Deborah Morris, AICP, Senior Director Real Estate & Housing**

# For Board Consideration

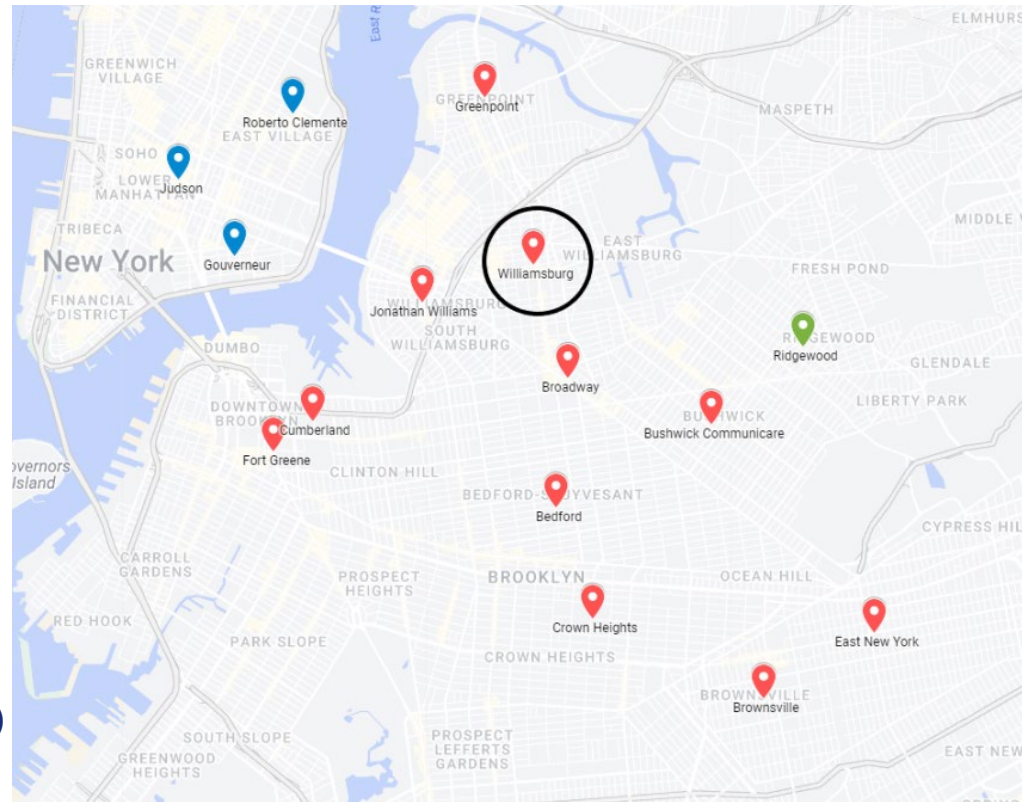
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- Authorizing New York City Health and Hospitals Corporation (the “**System**”) to sign a 5-year renewal lease with **David Welner d/b/a Welner Associates (“Landlord”)** for the use of the entire building at 279-281 Graham Avenue, Brooklyn, NY consisting of approximately 10,900 square feet (the “**Building**”) together with the 1,185 square feet of vacant land adjacent to the **Building for use by NYC Health + Hospitals/Gotham Health (“Gotham”)** for a primary care clinic at an initial rent of \$57.83 per square foot which will increase by 3.5% annually to reach \$66.36 per square foot by the 5<sup>th</sup> year; provided that the System will hold three options each for 5 years at a rent based upon a continuation of the pattern of 3.5% annual increases for a total rent payable over the potential 20-year term of \$17.83M.

# Background: Gotham Health

➤ Gotham Health operates 30 locations Citywide and 11 in Brooklyn

- Williamsburg (279 Graham Ave.)
- Jonathan Williams (333 Roebling St.)
- Greenpoint (875 Manhattan Ave)
- Bushwick (335 Central Ave)
- Bedford (485 Throop Ave)
- Ft. Greene (279 Flatbush Ave. Ext.)
- Brownsville (259 Bristol St.)
- Crown Heights (1218 Prospect Pl.)
- Broadway (815 Broadway)
- Cumberland (100 North Portland Avenue)
- East New York (2049 Pitkin Avenue)



# Gotham Health at 279 Graham Ave

## Clinic Services

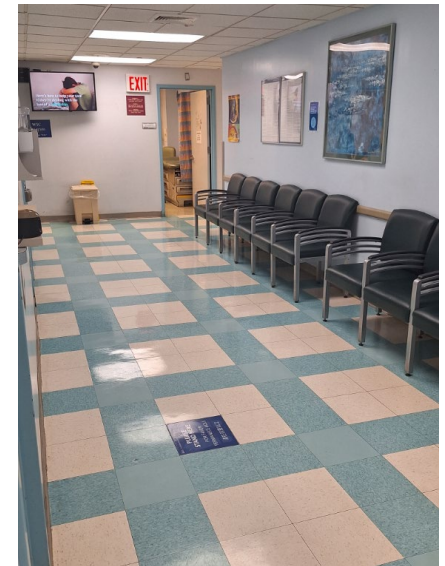
- Women's Health Services
- Adult Primary Care
- Pediatrics
- Nutrition

## History

- Opened on May 20<sup>th</sup> 1994 (30 years)
- First community based clinic in Williamsburg
- Previously a Woodhull site, registered as a Gotham FQHC in 2017

## Building/ Location

- 2 blocks from Grand St (L) station
- Occupying 10,900 SF across 2 floors

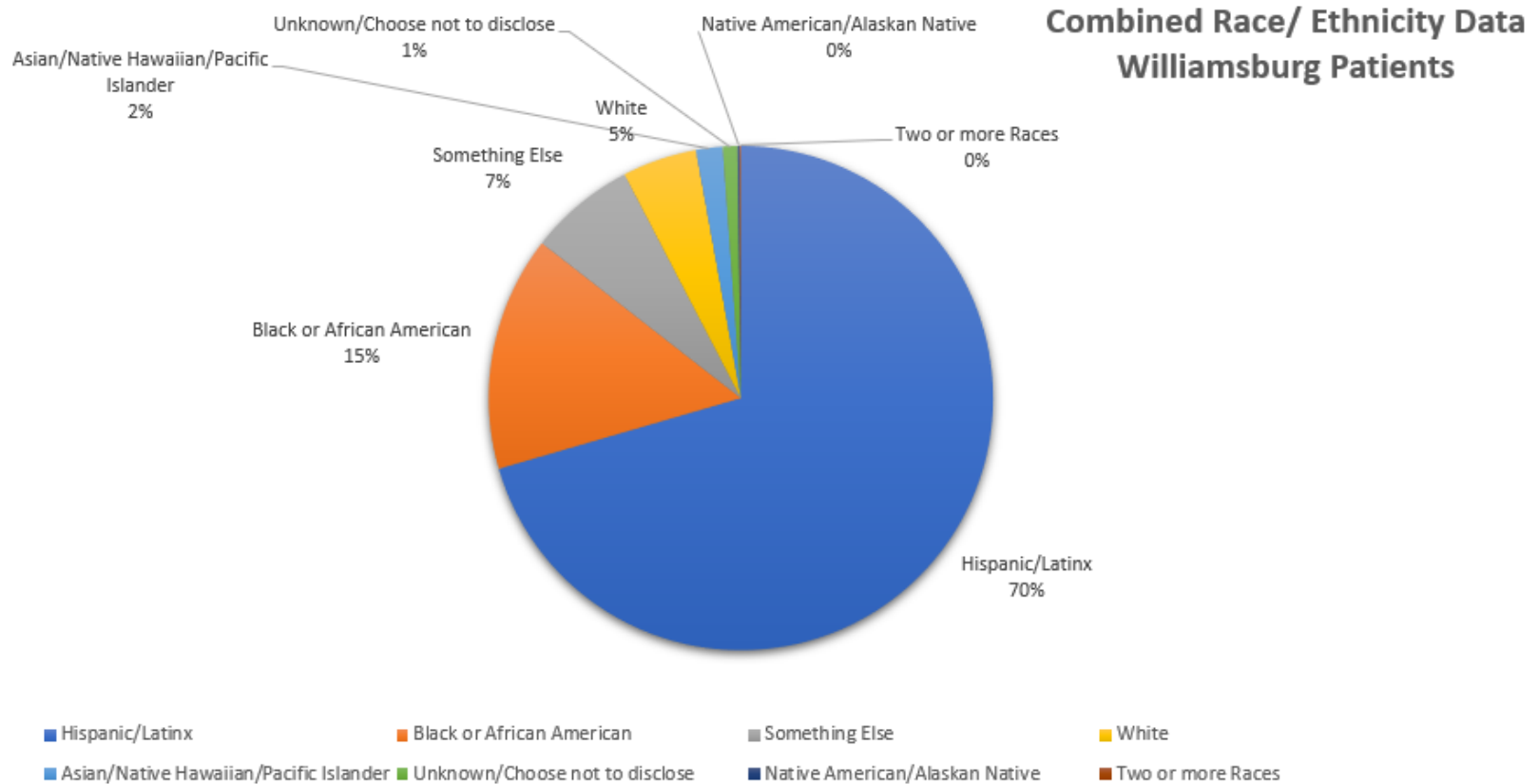




# Williamsburg – 2023 Patient Data

VISITS: 6,590

UNIQUE PATIENTS: 2,347





# Community Health Profile

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- Per City-Wise Community Health Data,
  - 1 in 5 Greenpoint and Williamsburg children have obesity
  - 2 in 5 Greenpoint and Williamsburg adults report getting a flu vaccine in the past 12 months
  - 10% of adults are without insurance and without needed medical care
  - 1,041 avoidable hospitalizations in 2019
  
- Per the 2022 Community Health Needs Assessment in Brooklyn,
  - Brooklyn Resident's expressed the need for culturally and linguistically appropriate and humble resources in the community
  - Many residents rely on the ED or urgent care for their health needs, especially if they are uninsured or unable to get health care coverage because of their employment or documentation status.
  - The community identified diabetes, high blood pressure and sugar, mental health issues, and obesity has their top poor health outcomes.
  - Cancer and heart disease are the leading causes of premature death

# Lease Terms

- Gotham/Williamsburg will continue to occupy a 10,900 SF building and 1,185 vacant area 279-281 Graham Avenue, Brooklyn
- A 5-year lease with three 5-year options for renewal will commence upon execution.
- Base Rent is Fair Market Value: \$57.83/square foot to escalate 3.5% each year for five years. First year's rent will be \$630,397 (\$52,533/month)
- Gotham is responsible for operating expenses, including water, electricity, and maintenance of HVAC and elevators.
- Landlord can replace HVAC system at cost, paid as additional rent.
- Property taxes are billed as additional rent, but will be waived by DOF in the renewal period.
- The total annual occupancy fee for base rent over the potential 5-year term will be approximately \$3.38 million
- The total annual occupancy fee for base rent over the potential 20-years will be approximately \$17.83 million

	per annum	per month	per sf
current term	\$ 609,078.83	\$ 50,756.57	\$ 55.88
1	\$ 630,396.59	\$ 52,533.05	\$ 57.83
2	\$ 652,460.47	\$ 54,371.71	\$ 59.86
3	\$ 675,296.59	\$ 56,274.72	\$ 61.95
4	\$ 698,931.97	\$ 58,244.33	\$ 64.12
5	\$ 723,394.59	\$ 60,282.88	\$ 66.37

	Period	Total Cost of 5-Year Term
<b>Initial Lease</b>	Years 1-5	\$ 3,380,480.20
<b>Option 1</b>	Years 6-10	\$ 4,014,950.04
<b>Option 2</b>	Years 11-15	\$ 4,768,501.18
<b>Option 3</b>	Years 16-20	\$ 5,663,483.55
<b>Total</b>		<b>\$ 17,827,414.95</b>

# Board of Directors Approval Request

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- Authorizing New York City Health and Hospitals Corporation (the “System”) to sign a 5-year renewal lease with **David Welner d/b/a Welner Associates (“Landlord”)** for the use of the entire building at 279-281 Graham Avenue, Brooklyn, NY consisting of approximately 10,900 square feet (the “Building”) together with the 1,185 square feet of vacant land adjacent to the Building for use by NYC Health + Hospitals/Gotham Health (“Gotham”) for a primary care clinic at an initial rent of \$57.83 per square foot which will increase by 3.5% annually to reach \$66.36 per square foot by the 5<sup>th</sup> year; provided that the System will hold three options each for 5 years at a rent based upon a continuation of the pattern of 3.5% annual increases for a total rent payable over the potential 20-year term of \$17.83M.

**RESOLUTION - 09**

Authorizing New York City Health and Hospitals Corporation (the “System”) to sign a five-year renewal revocable license agreement with **Sleep Disorders Institute (“SDI”) for its use of approximately 1,038 square feet to operate a sleep disorder clinic on the 7<sup>th</sup> floor of the “H Building” at NYC Health + Hospitals/Bellevue** (the “Facility”) at an annual occupancy fee of \$68,954 or \$66.43/ft. to escalate at 2.75% each year for a five-year total of \$429,347.

**WHEREAS**, in April, 2019, the System’s Board of Directors authorized a five-year license with SDI for space in the Facility’s H Building which agreement is due to expire July 31, 2024; and

**WHEREAS**, the Centers for Disease Control and Prevention reports that a third of US adults usually get less than the recommended amount of sleep, which can lead to chronic disease and conditions such as type 2 diabetes, heart disease, obesity and depression; and

**WHEREAS**, SDI is a full-service sleep disorder clinic providing sleep medical services to adults and children with sleep and wakefulness disorders; and

**WHEREAS**, over the last five years, SDI has assessed patients in the Facility’s Bariatric Program, evaluated patients being treated in the Bellevue Sleep Disorders Clinic, and performed all the overnight sleep studies for Facility patients.

**WHEREAS**, SDI is accredited by the American Academy of Sleep Medicine and has been recognized as a “Center of Excellence” for over 25 years; and

**WHEREAS**, SDI is staffed with doctors, board certified in sleep medicine, who approach sleep disorders with a disease-management model that provides high quality care; and

**WHEREAS**, the Facility has adequate space to house SDI’s program and believes the Facility’s patients will continue to benefit from SDI’s sleep medicine services; and

**WHEREAS**, while SDI gets referrals from within the System, especially the Facility and from outside of the System, System patients will get first priority for appointments; and

**WHEREAS**, NYC Health + Hospitals will not be required to perform any work to outfit the space that SDI will occupy to prepare it for occupancy;

**WHEREAS**, the license will be administered by the Executive Director of the Facility.

**NOW, THEREFORE, be it**

**RESOLVED**, that the New York City Health and Hospitals Corporation be and hereby is authorized to sign a five-year renewal revocable license agreement with Sleep Disorders Institute (“SDI”) for its use of approximately 1,038 square feet to operate a sleep disorder clinic on the 7<sup>th</sup> floor of the “H Building” at NYC Health + Hospitals/Bellevue (the “Facility”) at an annual occupancy fee of \$68,954 or \$66.43/ft. to escalate at 2.75% each year for a five-year total of \$429,347.

**EXECUTIVE SUMMARY  
SLEEP DISORDER INSTITUTE (“SDI”)  
BELLEVUE HOSPITAL CENTER**

**BACKGROUND:** The System seeks authorization to execute a 5-year renewal revocable license agreement with SDI for 1,038 sq. ft. in which to continue to operate a sleep disorder clinic on the 7<sup>th</sup> floor of the Facility’s “H” Building. The System’s Board of directors authorized a previous 5-year license with SDI which expires July 31, 2024.

**NEED:** The CDC reports that a 1/3 of US adults usually get less than the recommended amount of sleep, which can lead to chronic disease and conditions such as type 2 diabetes, heart disease, obesity and depression. The Facility had no sleep medicine clinic and, since the prior license, has been relying on SDI to perform assessments of its patients with sleep disorders including overnight sleep studies. Facility patients have benefited from SDI’s sleep medicine services.

**SDI:** SDI currently operates a full-service sleep disorder clinic for adults and children at 423 W. 55<sup>th</sup> Street in Manhattan where it specializes in treating sleep apnea, insomnia, restless leg syndrome, and excessive sleepiness. SDI is accredited by the American Academy of Sleep Medicine and has been recognized as a “Center of Excellence” for over 25 years and its doctors are board certified in sleep medicine. Before the 2019 license, the Facility referred its patients to SDI’s offices.

**PROGRAM:** SDI has and will maintain its own, license to operate under Article 28 of the NY Public Health Law and will have sole responsibility for patients whom it treats. The Facility will make patient referrals to SDI but once referred, the patient will become an SDI patient with respect to SDI treatment. SDI will also care for patients that come to SDI independently or through other referrals. SDI will accept referrals from the System of uninsured patients for which the System will pay the Medicaid rate. SDI will operate 24/7. The program is staffed with five doctors and two physicians’ assistants.

**TERMS:** SDI will pay an occupancy fee of \$827,452.08 or \$66.43/ft. to escalate at 2.75% each year for a five-year total of \$429,347. The occupancy fee is the fair market value of the space as assessed by the System’s consultant, Helmsley Spear, in its attached report. The cost of security, utilities, and housekeeping are included in the occupancy fee. The term of the license will be 5 years and shall be revocable by either party on 90 days’ notice. The final year of the prior license and the 5 years under the proposed license are summarized below:

Year	Per square foot	Monthly Fee	Annual Fee
Prior License	\$62.71	\$5,424.42	\$65,092.98
Year 1	\$66.43	\$5,746.20	\$68,954.34
Year 2	\$68.26	\$5,904.49	\$70,853.88
Year 3	\$70.13	\$6,066.25	\$72,794.94
Year 4	\$72.06	\$6,233.19	\$74,798.28
Year 5	\$74.04	\$6,404.46	\$76,853.52

# HELMSLEY SPEAR

March 15, 2024

Deborah Morris  
Senior Director  
Land Use Planning and Real Estate  
NYC Health + Hospitals  
50 Water Street  
New York, NY 10004

Re: Updated Fair Market Value/Appraisal of space within the Bellevue Hospital Center  
Regarding the 7<sup>th</sup> Floor, Unit #7N1, and within the main hospital building  
On behalf of NYC Health + Hospitals

Dear Deborah:

Pursuant to your request, we have updated the Fair Market Value for the referenced property from the original assessment dated 11/21/2018. For the original report, I visited the 7<sup>th</sup> Floor, Unit #7N1, in Bellevue Hospital Center. This assessment remains inclusive of the value of the improvements and specified operating expenses such as utilities, housekeeping, security, service contracts, structural repairs, etc. As the owner is designated as a Not For Profit (501C3) real estate taxes are not applicable, however this is considered when assessing the value of the space in order to provide a comprehensive FMV for the prospective licensee or tenant. This evaluation is subject to the following:

- The unit is currently occupied and is properly zoned for the current use as a Sleep Disorder Clinic and will continue to be occupied as such.
- The licensee will continue to occupy the premises which consists of approximately 1,411 SF within the referenced building.
- This evaluation is for the purpose of re-establishing the current FMV to lease/license the referenced property.

There are other variables that must also be considered. It is apparent that proximity to the licensor's main campus is attractive. Additionally, the ability to enter into an all-inclusive transaction with no allocation for real estate taxes or other additional charges has value to the licensee/tenant. The provision of tenant services that are uncommon for non- medical facilities, i.e., 24-7 access and the provision of full-time services such as HVAC and security are also factored in this report.

This medical space is licensed to an operator of a Sleep Disorder Clinic located within the medical complex of Bellevue Hospital Center on First Avenue in the Kips Bay market area. This unique property within the referenced market area has numerous medical facilities, hospitals and private physician practices in the immediate area providing a benchmark for market rents. The space offers the licensee a full-service hospital building with amenities typically only found in hospitals,

medical institutions, full-service medical office buildings, and office buildings. The complex is readily accessible by mass transit and conveniently situated off of FDR Drive for vehicular transit.

Kips Bay and specifically First Avenue services numerous medical health care providers. The market conditions have been established and are readily available for comparison. Medical and laboratory spaces in this market area range from \$40-82 per SF, depending on the building, configuration, etc.

Opportunity for medical office space in this market are for undeveloped older and outdated spaces, which would require buildout and major capital expenditures by a licensee/tenant. Administrative office space is more competitive and can still achieve rents in the low to mid \$40 SF range. The current use is an important factor in assessing the value. The value of the buildout for the Sleep Laboratory would be between \$150-200 per SF currently.

This space is utilized for a Sleep Disorder Clinic and associated administrative tasks. The ability to provide the tenant and its patients with 24/7 access is crucial for the use.

## CONCLUSION

Again, the ability to access the space and the provision of services without interruption is an amenity that benefits the licensee. The tenant improvement factor must be considered due to costs associated with buildout. To relocate this program off-campus would entail an extensive up-front expense for the licensee.

This location and all access to the hospital campus is handicapped accessible. Again, 24/7 security is a valuable amenity provided. All of the lavatories throughout the facility are ADA compliant. The corridors are also wheelchair accessible (over 6 feet wide). The elevators can accommodate stretchers which would not be available in most commercial buildings.

Most of the sleeping rooms and the associated administrative office area is over \$150 per SF to build. IT/IS services are included in the licensing fee. For the purpose of this appraisal, we shall assume that all operating expenses, i.e., security, housekeeping, refuse removal, utilities, service contracts, etc. are provided by the licensor/landlord. There are no additional electric service charges and will be included in the license fee. The unit is not individually metered. Accordingly, we assess electric service, as industry standard, to be between \$3.50-4.00 per SF.

The following is the rent range for the referenced facility/space:

A Sleep Disorder Clinic does not entail a major expenditure for tenant improvement to develop the space. This Sleep Disorder space has a current value of \$60-68 per SF for the new contemplated license agreement. This rental fee takes into consideration the unique use and that access, along with building services, are necessary after typical business hours. These variables were factored into the appraisal as well.

In conclusion, this analysis finds that the FMV for this individual space has greater value than commercial opportunities within the same market district, i.e. independent, standalone buildings.

It would be appropriate for the tenant to negotiate an escalation provision to the base rent/fee of 2.50% to 3.00% commencing in the second year of a license agreement. These would be commercially fair and reasonable terms based on the data and information assessed in this report. This appraisal also takes into consideration the comparable commercial rents within the immediate market areas specifically for medical properties, as well as for limited availability for similarly sized opportunities.

In the event that I can be of any further assistance to you, please do not hesitate to call.

Thank you.

Very truly yours,

A handwritten signature in black ink, appearing to read "Michael Dubin", with a stylized, cursive script.

Michael E. Dubin  
Executive Managing Director  
Helmsley Spear



# **Request to License Sleep Disorder Institute at New York City Health + Hospitals/Bellevue**

**Board of Directors Meeting  
May 30, 2024**

**Marcia Peters, NYC H+H/Bellevue COO**

**Leora Jontef, Assistant Vice President, Real Estate & Housing**

**Deborah Morris, AICP, Senior Director, Real Estate & Housing**

## For Board Consideration

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- Authorizing New York City Health and Hospitals Corporation (the “**System**”) to sign a five-year renewal revocable license agreement with **Sleep Disorders Institute (“SDI”)** for its use of approximately 1,038 square feet to operate a sleep disorder clinic on the 7<sup>th</sup> floor of the “**H Building**” at NYC Health + Hospitals/Bellevue (the “**Facility**”) at an annual occupancy fee of \$68,954 or \$66.43/ft. to escalate at 2.75% each year for a five-year total of \$429,347.

# Background

- The Sleep Disorders Institute (SDI) is a full-service center specializing in the evaluation and treatment of disorders of sleep and wakefulness.
- SDI is accredited by the American Academy of Sleep Medicine.
- SDI has been operating at NYC Health + Hospitals/Bellevue's ("Bellevue") campus since June 2019, including throughout the COVID-19 public health emergency.
- SDI currently has 5 sleep study beds, as well as hundreds of devices to offer at home sleep studies with no wait
- Per the current Referral Agreement with H+H, SDI provides inpatient and outpatient services to patients referred by primary care physicians, cardiologists, or other specialists at Bellevue.
  - Includes patients without insurance and patients under custody of the Department of Corrections.
  - SDI employees can schedule patients for sleep studies on Bellevue's campus or at home.

	Self Pay (Billed to Bellevue)	Billed Patient's Insurance	Total Sleep Studies
2019	158	16	174
2020* (Covid-19)	118	162	280
2021	219	209	428
2022	344	225	569
2023	413	730	1143

# License Terms

- The Sleep Disorders Institute will occupy 1,038 SF on the 7<sup>th</sup> floor of the 'H-Building' of NYC H+H/Bellevue Hospital Center at 462 First Avenue, New York , NY 10016.
- A 5-year license term will commence upon execution of the license.
- Base Rent is Fair Market Value: \$66.43/square foot to escalate 2.75% each year for five years.
- The total annual occupancy fee for base rent over the potential 5-year term will be approximately \$429,347.

Year	Per square foot	Monthly Fee	Annual Fee
Prior License	\$62.71	\$5,424.42	\$65,092.98
Year 1	\$66.43	\$5,746.20	\$68,954.34
Year 2	\$68.26	\$5,904.49	\$70,853.88
Year 3	\$70.13	\$6,066.25	\$72,794.94
Year 4	\$72.06	\$6,233.19	\$74,798.28
Year 5	\$74.04	\$6,404.46	\$76,853.52

# Board of Directors Approval Request

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- Authorizing New York City Health and Hospitals Corporation (the “System”) to sign a five-year renewal revocable license agreement with **Sleep Disorders Institute (“SDI”)** for its use of approximately 1,038 square feet to operate a sleep disorder clinic on the 7<sup>th</sup> floor of the “H Building” at NYC Health + Hospitals/Bellevue (the “Facility”) at an annual occupancy fee of \$68,954 or \$66.43/ft. to escalate at 2.75% each year for a five-year total of \$429,347.

**RESOLUTION - 10**

Authorizing New York City Health and Hospitals Corporation (the “NYC Health + Hospitals”) **to execute a design-build contract with Axis Construction Corporation, (the “Contractor”) to undertake a development an integrated women’s health suite at New York City Health + Hospitals/South Brooklyn Health** for a contract amount of \$22,995,627, with a 10% project contingency of \$2,299,563, to bring the total cost not to exceed \$25,295,190.

**WHEREAS**, New York City Health + Hospitals/South Brooklyn Health’s (“Brooklyn Health”) women’s health program services are currently located in 11,000 square feet of space, consist of 20 exam rooms and 4 ultrasound rooms in the Tower and Main Buildings; and

**WHEREAS**, South Brooklyn Health has seen a 35% increase in births since fiscal year 2021, and modifications and upgrades are necessary to improve clinical operations and patient experience. Such improvements include an increase to 28 exam rooms and 6 ultrasound rooms, addition of 6 multipurpose rooms, as well as staff support, education and waiting rooms, among other improvements; and

**WHEREAS**, to procure the required services the NYC Health + Hospitals utilized a design-build delivery approach as authorized by state legislation in December, 2019; and; and

**WHEREAS**, as approved by the CRC on April 30, 2024, a Request for Qualifications was posted in the City Record on 12/18/2023 and sent directly to 12 vendors; a pre-proposal conference was held on January 5, 2024, with 47 vendors in attendance; 10 statements of qualifications were received by the submittal deadline of January 26, 2024, and 3 firms with top scores were short-listed for the RFP; on February 06, 2024, NYC Health + Hospitals issued a Request for Proposals (RFP) for the engineering design and construction of the project; on February 26, 2024, initial proposals were received from the 3 shortlisted vendors; on March 1, 2024, the vendors provided presentations to the evaluation committee; on March 7, 2024, the Contractor received the highest overall score; and

**WHEREAS**, the Contractor has committed to an MWBE subcontracting plan of 32%; and

**WHEREAS**, the overall responsibility for the administration of the proposed contract shall be with the Vice President, Facilities Development.

**NOW, THEREFORE, be it**

**RESOLVED** that NYC Health + Hospitals be and hereby is authorized to execute a design-build contract with Axis Construction Corporation to undertake the integrated women’s health suite renovation at South Brooklyn Health for a contract amount of \$22,995,627, with a 10% project contingency of \$2,299,563, to bring the total cost not to exceed \$25,295,190.

**EXECUTIVE SUMMARY  
SOUTH BROOKLYN HEALTH  
INTEGRATED WOMEN'S HEALTH SUITE RENOVATION PROJECT  
AXIS CONSTRUCTION CORPORATION**

**CONTRACT SCOPE:** Design and construction of the women's health suite

**NEED:** NYC Health + Hospitals facilities needs design and construction services to undertake the renovation of the integrated women's health suite at South Brooklyn Health.

**CONTRACT DURATION:** Three years and an additional two one-year renewal terms, slated to commence Summer of 2024 with anticipated completion in Spring 2026.

**PROCUREMENT:** Request for Qualifications was posted in the City Record on 12/18/2023 and sent directly to 12 vendors; a pre-proposal conference was held on January 5, 2024, with 47 vendors in attendance; 10 statements of qualifications were received by the submittal deadline of January 26, 2024, and 3 firms with top scores were short-listed for the RFP; on February 06, 2024, NYC Health + Hospitals issued a Request for Proposals (RFP) for the engineering design and construction of the project; on February 26, 2024, initial proposals were received from the 3 shortlisted vendors; on March 1, 2024, the vendors provided presentations to the evaluation committee; on March 7, 2024, the Contractor received the highest overall score.

**PRIOR EXPERIENCE:** Axis Construction Corporation worked on the Ida G Replacement Clinic Construction Project at Brooklyn Health and received a Satisfactory determination, and performed the NYC H+H Gotham/Vanderbilt Health Clinic Construction for which it received a rating of Excellent.

**CONTRACT AMOUNT:** Not to Exceed \$25,295,190.

**PASSPORT APPROVAL:** Approved

**EEO APPROVAL:** Pending

**MWBE STATUS:** Contractor has committed to a 32% MWBE contract goal.

To: Colicia Hercules  
Chief of Staff, Office of the Chair

From: Franco Esposito *Franco Esposito*  
Senior Counsel  
Office of Legal Affairs

Re: Vendor Responsibility, EEO and MWBE status for Board review of contract

Vendor: Axis Construction Corp.

Date: April 18, 2024

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The below information indicates the vendor's status as to responsibility, EEO and MWBE as provided by the Office of Facilities Development and Supply Chain:

**Vendor Responsibility**

Approved

**EEO**

Pending

**MWBE**

32%



# **Request to Award Contract to Axis Construction Corp. for Integrated Women's Health Design-Build at New York City Health + Hospitals/South Brooklyn Health**

**Board of Directors Meeting  
May 30, 2024**

**Svetlana Lipyanskaya, CEO, NYC H+H/South Brooklyn Health**

**Manuel Saez, PhD, VP, OFD**

**Oscar Gonzalez, SAVP, OFD**

**Anniqua Brown, Senior Regional Director, OFD**

**Kelly Burns, Director, OFD**

- Authorizing New York City Health and Hospitals Corporation (the “NYC Health + Hospitals”) to execute a **design-build contract with Axis Construction Corporation, (the “Contractor”)** to undertake a development an integrated women’s health suite at New York City Health + Hospitals/South Brooklyn Health for a contract amount of \$22,995,627, with a 10% project contingency of \$2,299,563, to bring the total cost not to exceed \$25,295,190

- Women's Health services at New York City Health + Hospitals South Brooklyn Health (NYC H+H/SBH) have seen a 35% increase in births from FY21 (900 births) to FY23 (1400 births).
- Additional modifications and upgrades are needed to improve clinical operations and patient experience.
- Current Women's Health program services are approximately 11,000 sq ft and are located in both the Tower and Main Buildings.
- NYC H+H/SBH currently has 20 exam rooms, 3 of which are used as Treatment rooms.
- NYC H+H/SBH currently has 4 ultrasound rooms located over 2 floors.

# Proposed Future State

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NYC H+H/SBH will feature an Integrated Women's Health suite that will be focused on the patient and family experience. The space will be adjacent to the current inpatient postpartum unit, which will improve continuity of care during and following a patient's labor and delivery. The space will improve access to high quality patient centered care through changing the model of care.

The NYC H+H/SBH Women's Health suite will include:

- Approximately 20,000 sq ft of integrated services on the same floor
- Approximately 28 exam rooms, 6 ultrasound rooms, 6 multipurpose procedure rooms, as well as staff support, education and waiting rooms
- Multipurpose procedure rooms are designed to support patient experience and allow all clinicians to meet patients in one room for their appointment.
- Reception area, waiting triage and 24 observation bays to be included in the North side of the 8th floor
- Family comfort space and amenities to support the mother's partners and families during appointments
- Education spaces and additional waiting space will meet the needs of the community and patients families.

# Proposed Future State



# RFQ and RFP Criteria

## Minimum criteria:

- Design-build services for five similar projects over \$10 Million, with preferred healthcare and clinical projects
- Experience holding construction contracts for public owners
- M/WBE plan, waiver, or certification

## Two Step Selection Process

### 1. Scoring Criteria (RFQ)

- |  |     |
|--|-----|
| ➤ Firm Experience                      | 40% |
| ➤ Staff Qualifications                 | 30% |
| ➤ Overall Approach & Methodology       | 20% |
| ➤ MWBE Status or MWBE Utilization Plan | 10% |

### 2. Scoring Criteria (RFP)

- |   |     |
|---|-----|
| ➤ Project Specific Approach & Methodology | 40% |
| ➤ Qualifications of Consultant & Staffing | 35% |
| ➤ Cost Proposals                          | 10% |
| ➤ MWBE Status or MWBE Utilization Plan    | 10% |
| ➤ Firm experience                         | 5%  |

## Evaluation Committee:

- Director of Capital Budget/ Contract Control, OFD
- Director of Capital Budget/ Contract Control, OFD
- Project Manager, OFD
- Senior Director, EITS, SBH
- Director of Nursing, SBH
- Senior Assistant Director of Facilities, SBH
- Associate Executive Director, SBH
- Medical Director

# Overview of Procurement

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- 12/18/23: RFQ Released and posted on City Record, sent directly to 12 vendors
- 01/05/24: Pre-proposal conference held, 47 vendors attended
- 01/26/24: SOQs due, 10 statement of qualification packages received
- 02/06/24: Evaluation Committee debriefed and submitted final scores.
- 02/08/24: Top 3 firms notified of moving into RFP phase. RFP released only to those 3 vendors.
- 02/12/24: Top 3 firms conducted walkthrough of South Brooklyn facility
- 02/26/24: RFP proposals due, 3 proposals received
- 03/01/24: Vendors presentation by all 3 firms to the evaluation committee
- 03/07/24: Evaluation committee debriefed and submitted final scores. The highest rated proposer:
  - Axis Construction Corporation

# Contract

- Contract amount is \$22,995,627.
- Expected to begin Summer 2024 with a three-year initial term and two one-year renewal options exercisable at the discretion of NYC Health + Hospitals.
- Axis has current and previous contracts with NYC Health + Hospitals:
  - NYC H+H/Coney Island's Ida G Replacement Clinic Construction (Satisfactory)
  - NYC H+H Gotham/Vanderbilt Health Clinic Construction (Excellent)
- Expected to begin Summer 2024 with a three-year initial term and two one-year renewal options exercisable at the discretion of NYC Health + Hospitals.
- Axis has committed to a 32% sub-contractor utilization plan:

MWBE Vendor	Subcontracted SOW	Certification	Goal %
Moody Nolan	Architecture Healthcare Planning	NYC/NYS Black/Male	32%
En Tech Engineering, PC	Construction Project Support Management	NYC/NYS Non-Minority Female	
Cardoza Plumbing	Plumbing	NYC/NYS Hispanic/Male	



# Performance Evaluation

Vendor Performance Evaluation	
Axis Construction Corp	
DESCRIPTION	ANSWER
Did the vendor meet its budgetary goals, exercising reasonable efforts to contain costs, including change order pricing?	Yes
Has the vendor met any/all of the minority, women and emerging business enterprise participation goals and/or Local Business enterprise requirements, to the extent applicable?	Yes
Did the vendor and any/all subcontractors comply with applicable Prevailing Wage requirements?	Yes
Did the vendor maintain adequate records and logs, and did it submit accurate, complete and timely payment requisitions, fiscal reports and invoices, change order proposals, timesheets and other required daily and periodic record submissions (as applicable)?	Yes
Did the vendor submit its proposed subcontractors for approval in advance of all work by such subcontractors?	Yes
Did the vendor pay its suppliers and subcontractors, if any, promptly?	Yes
Did the vendor and its subcontractors perform the contract with the requisite technical skill and expertise?	Yes
Did the vendor adequately supervise the contract and its personnel, and did its supervisors demonstrate the requisite technical skill and expertise to advance the work	Yes
Did the vendor adequately staff the contract?	Yes
Did the vendor fully comply with all applicable safety standards and maintain the site in an appropriate and safe condition?	Yes
Did the vendor fully cooperate with the agency, e.g., by participating in necessary meetings, responding to agency orders and assisting the agency in addressing complaints from the community during the construction as applicable?	Yes
Did the vendor adequately identify and promptly notify the agency of any issues or conditions that could affect the quality of work or result in delays, and did it adequately and promptly assist the agency in resolving problems?	Yes
Performance and Overall Quality Rating Satisfactory	Good

71% - 80% ----- Satisfactory  
81% - 90% ----- Good  
91% - 100% ----- Excellent

# Project Budget

NYC H+H/SBH Integrated Women's Health	
Design Build	\$22,995,627
Contingency (10%)	\$2,299,563
<b>Total</b>	<b>\$25,295,190</b>

- CP is pending OMB approval
- Design build proposed price will be negotiated while working towards contract execution.

- Authorizing New York City Health and Hospitals Corporation (the “NYC Health + Hospitals”) to execute a **design-build contract with Axis Construction Corporation, (the “Contractor”)** to undertake a development an integrated women’s health suite at New York City Health + Hospitals/South Brooklyn Health for a contract amount of \$22,995,627, with a 10% project contingency of \$2,299,563, to bring the total cost not to exceed \$25,295,190

## RESOLUTION - 11

Authorizing the New York City Health and Hospitals Corporation (“NYC Health + Hospitals”) to execute a contract with **Jensen Hughes Engineering, P.C. (the “Contractor”)**, to provide life safety services at all acute hospitals for a contract amount of \$7,348,135, with a 10% project contingency of \$734,813.50, to bring the total cost not to exceed \$8,082,949.

**WHEREAS**, the system’s acute hospitals require certain regularly scheduled life safety services, including but not limited to, life safety assessments, production of barrier drawings, comprehensive accreditation assistance, infrastructure assessments and physical environmental document review; and

**WHEREAS**, NYC Health + Hospitals currently has an expiring contract with Jensen Hughes Engineering, P.C. to perform such life safety services which will expire in February 2025; and

**WHEREAS**, due to the system’s need to continue to provide these life safety services, it was determined that a procurement be undertaken to select a new vendor to perform such services once the current contract expires; and

**WHEREAS**, in accordance with Operating Procedure 100-5 a solicitation was issued on December 11, 2023; a pre-proposal conference was held on December 21, 2023 attended by 3 vendors; proposals were received and publicly opened on February 21, 2024; on April 2, 2024, the evaluation committee completed its scoring and Contractor received the highest overall score; and

**WHEREAS**, the Contractor has committed to an MWBE subcontracting plan of 30%; and

**WHEREAS**, the Contractor has met all, legal, business and technical requirements and is qualified to perform the services as required in the contract documents; and

**WHEREAS**, the overall responsibility for the administration of the proposed contract shall be with the Vice President, Facilities Development.

**NOW, THEREFORE, be it**

**RESOLVED** that the New York City Health and Hospitals Corporation be and hereby is authorized to execute a contract with Jensen Hughes Engineering, P.C. for the performance of life safety services in the amount of \$7,348,135, with a 10% project contingency of \$734,813.50, to bring the total cost not to exceed \$8,082,949.

**EXECUTIVE SUMMARY  
LIFE SAFETY SERVICES  
JENSEN HUGHES ENGINEERING, P.C.**

**CONTRACT SCOPE:** Life Safety Services

**NEED:** NYC Health + Hospitals facilities needs life safety services to be performed at each of its acute hospitals.

**CONTRACT DURATION:** 5 years, slated to commence, March 2025 with anticipated completion in February, 2030.

**PROCUREMENT:** a solicitation was issued on December 11, 2023; a pre-proposal conference was held on December 21, 2023 attended by 3 vendors; proposals were received and publicly opened on February 21, 2024; on April 2, 2024, the evaluation committee completed its scoring and Contractor received the highest overall score.

**PRIOR EXPERIENCE:** Jensen Hughes Engineering, P.C. has previously worked on the system's life safety services contract and received a rating of excellent.

**CONTRACT AMOUNT:** Not to Exceed \$8,082,949.

**PASSPORT APPROVAL:** Approved

**EEO APPROVAL:** Approved

**MWBE STATUS:** Contractor has committed to a 30% MWBE contract goal.

To: Colicia Hercules  
Chief of Staff, Office of the Chair

From: Franco Esposito *Franco Esposito*  
Senior Counsel  
Office of Legal Affairs

Re: Vendor Responsibility, EEO and MWBE status for Board review of contract

Vendor: Jensen Hughes Engineering P.C.

Date: April 18, 2024

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The below information indicates the vendor's status as to responsibility, EEO and MWBE as provided by the Office of Facilities Development and Supply Chain:

**Vendor Responsibility**

Approved

**EEO**

Approved

**MWBE**

30%

# **Request to Award Contract to Jensen Hughes Engineering, P.C. for Life Safety Services**

**Board of Directors Meeting  
May 30, 2024**

**Manuel Saez, PhD, VP, OFD  
Menji Indar, AVP, OFD**

## For Board Consideration

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- Authorizing the New York City Health and Hospitals Corporation (“NYC Health + Hospitals”) to execute **a contract with Jensen Hughes Engineering, P.C. (the “Contractor”), to provide life safety services at all acute hospitals** for a contract amount of \$7,348,135, with a 10% project contingency of \$734,813.50, to bring the total cost not to exceed \$8,082,949



## Background / Current State

- The System has an existing contract with Jensen Hughes Engineering, P.C. for Life Safety Services at all Acute hospitals
- Annual surveys are completed at each site to proactively address any deficiencies in advance of TJC surveys
- The scope of this service is to conduct the following regularly scheduled services
  - Life safety assessments - Documentation for self-assessment of compliance and to resolve life safety code deficiencies
  - Barrier drawings – Illustration to prevent spread of smoke and fire
  - Comprehensive Accreditation – consulting for accreditation, survey prep and regulatory affairs
  - Infrastructure assessments, such as but not limited to, doors, walls, generators, sprinklers, exit signs, etc.
  - Physical environmental document review
- The current contract with Jensen Hughes is a five year term - it began in February of 2020 and expires in February of 2025
- The contract fee is based on an annual survey of each facility, and is a fixed fee of \$1,224,600 per year
- RFP was issued for a new contract and to ensure that we are getting the most competitive price in the market

# RFP Criteria

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➤ **Minimum criteria:**

- 5 + years performing life safety services in a multi-hospital system in New York State
- Office location in New York with significant staff presence in New York City

➤ **Substantive Criteria**

- 30% Cost
- 30% Methodology
- 30% Firm's Experience
- 10% MWBE

➤ **Evaluation Committee:**

- Director of Engineering, Life Safety Specialist
- Director of Engineering, Central Office
- Director, EITS
- Director of Engineering, Harlem Hospital
- Director of Engineering, Elmhurst Hospital
- Assistant Director of Fiscal Affairs
- Director of Engineering, Jacobi

# Overview of Procurement

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- 12/11/23: RFP Posted on City Record, sent directly to 6 vendors
- 12/21/23: Pre-proposal conference held, 3 vendors attended
- 02/14/24: Vendors met with facility stakeholders
- 02/21/24: Proposals due, 2 proposals received
- 04/02/24: Evaluation committee debriefed and submitted final scores.
  - Jensen Hughes Engineering, P.C.

# Vendor Performance

<b>Department of Supply Chain</b> <b>Vendor Performance Evaluation</b> <b>Jensen Hughes Engineering, P.C.</b>	
DESCRIPTION	ANSWER
Did the vendor meet its budgetary goals, exercising reasonable efforts to contain costs, including change order pricing?	Yes
Has the vendor met any/all of the minority, women and emerging business enterprise participation goals and/or Local Business enterprise requirements, to the extent applicable?	Yes
Did the vendor and any/all subcontractors comply with applicable Prevailing Wage requirements?	Yes
Did the vendor maintain adequate records and logs, and did it submit accurate, complete and timely payment requisitions, fiscal reports and invoices, change order proposals, timesheets and other required daily and periodic record submissions (as applicable)?	Yes
Did the vendor submit its proposed subcontractors for approval in advance of all work by such subcontractors?	Yes
Did the vendor pay its suppliers and subcontractors, if any, promptly?	Yes
Did the vendor and its subcontractors perform the contract with the requisite technical skill and expertise?	Yes
Did the vendor adequately supervise the contract and its personnel, and did its supervisors demonstrate the requisite technical skill and expertise to advance the work	Yes
Did the vendor adequately staff the contract?	Yes
Did the vendor fully comply with all applicable safety standards and maintain the site in an appropriate and safe condition?	Yes
Did the vendor fully cooperate with the agency, e.g., by participating in necessary meetings, responding to agency orders and assisting the agency in addressing complaints from the community during the construction as applicable?	Yes
Did the vendor adequately identify and promptly notify the agency of any issues or conditions that could affect the quality of work or result in delays, and did it adequately and promptly assist the agency in resolving problems?	Yes
Performance and Overall Quality Rating Satisfactory	Excellent

# Contract Budget

Jensen Hughes Life Safety Services	
Life Safety Services	\$7,348,135
Contingency (10%)	\$734,813.50
<b>Total</b>	<b>\$8,082,949</b>

# Vendor Diversity

MWBE Vendor	Subcontracted SOW	Certification	UP Goal %
JS Consulting Engineers PLLC	Annual Door Inspections and Physical Environmental Consulting	NYS/Non-Minority/Female	30%

- M/WBE Goal set at 30%.
- As the incumbent vendor, Jensen Hughes has currently achieved a 27% M/WBE utilization plan against a goal of 30% with 10 months remaining on the current contract.

## Request for Approval

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- Authorizing the New York City Health and Hospitals Corporation (“NYC Health + Hospitals”) to execute **a contract with Jensen Hughes Engineering, P.C. (the “Contractor”), to provide life safety services at all acute hospitals** for a contract amount of \$7,348,135, with a 10%project contingency of \$734,813.50, to bring the total cost not to exceed \$8,082,949