

BOARD OF DIRECTORS MEETING
THURSDAY, OCTOBER 31, 2024

A•G•E•N•D•A•

CALL TO ORDER - 2:00 PM

Mr. Pagán

1. Executive Session | Facility Governing Body Report

- NYC Health + Hospitals | South Brooklyn Health

2023 Performance Improvement Plan and Evaluation (Written Submission Only)

- NYC Health + Hospitals | Sydenham Diagnostic & Treatment Center - Gotham Center

Mr. Pagán

Semi-Annual Governing Body Report (Written Submission Only)

- NYC Health + Hospitals | Kings County

2. OPEN PUBLIC SESSION - 3:00 PM

3. Adoption of the Board of Directors Meeting Minutes – September 26, 2024

Mr. Pagán

4. Chair’s Report

5. President’s Report

Dr. Katz

ACTION ITEMS

6. Authorizing the New York City Health and Hospitals Corporation (the “System”) to execute an agreement with **PFM Financial Advisors LLC for the provision of Independent Registered Municipal Advisor Services** on behalf of the System for an initial period of three-years and two one-year renewal options, exercisable at the discretion of the System, for an amount not to exceed \$1,125,000.

(Presented to the Finance Committee: 10/22/2024)

Vendex: Pending / EEO: NA

Dr. Katz

7. Authorizing the New York City Health and Hospitals Corporation (the “System”) **to approve and appoint twenty-two firms to provide Bond Underwriting Services. Of the twenty-two firms, five will be approved to provide investment banking services and serve as senior managing underwriters and 17 firms will be approved to serve as co-managing underwriters as designated on Exhibit A.** Services will be provided on behalf of the System for a five-year period. An NTE was not established for this RFP.

(Presented to the Finance Committee: 10/22/2024)

Vendex: All Pending / EEO: NA

Dr. Katz

8. Authorizing the Executive Director of MetroPlus Health Plan, Inc. (“MetroPlus”), **to access the remainder of the spending authority that was authorized in the 2014 resolution (approximately \$17,000,000), and to exercise a best interest extension for two years of the contract term through December 31, 2026 in two separate contracts with DST Health Solutions, LLC d/b/a SS&C Health (“SS&C”), for a total combined increased spending authority of \$35,100,000, including a 5% contingency, to increase the total spending authority from \$177,000,000 to \$212,100,000 to continue the provision of the core systems and services including claims adjudication, accounts payable, enrollment support and communication fulfillment, business processing outsourcing and reporting to support operations, business and regulatory requirements.**

(Presented to the MetroPlus Health Board: 09/19/2024)

Vendex: Pending / EEO: Pending

Ms. Hernandez-Piñero

COMMITTEE AND SUBSIDIARY REPORTS

- Audit Committee
- Finance Committee
- HHC Capital Corporation (Subsidiary)

>>Old Business<<

>>New Business<<

>>Adjournment<<

Ms. Hernandez-Piñero
Ms. Wang /Dr. Katz
Ms. Wang

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 **26th day of September, 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 A. Pagán
Dr. Mitchell Katz - Joined at 2:06 p.m.
Ms. Anne Williams-Isom- Joined at 2:09 p.m. Left at 3:00 p.m.
Ms. Erin Kelly Joined at 3:00 p.m. Left at 3:52 p.m.
Dr. Vincent Calamia
Ms. Freda Wang
Ms. Molly Wasow Park - Joined at 2:05 p.m. Left at 3:00 p.m.
Ms. Karen St. Hilaire - Joined at 3:00 p.m.
Dr. William Fisher
Ms. Anita Kawatra
Ms. Sally Hernandez-Piñero
Dr. Patricia Marthone - Joined at 2:12 p.m.
Dr. Michelle Morse - Joined at 2:09
Ms. Jackie Rowe-Adams

José Pagán, Chair of the Board, called the meeting to order at 2:05 p.m. Mr. Pagán chaired the meeting and Colicia Hercules, Corporate Secretary, kept the minutes thereof.

Mr. Pagán noted that Dr. William Fisher is representing Dr. H Jean Wright II and Dr. Michelle Morse is presenting Dr. Ashwin Vasán - both 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 3:13 p.m.

Mr. Pagán noted that Erin Kelly is representing Deputy Mayor Anne Williams-Isom, Dr. William Fisher is representing Dr. H Jean Wright II, Dr. Michelle Morse is presenting Dr. Ashwin Vasán and Karen St. Hilaire is

representing Molly Wasow Park - all in a voting capacity.

ITEM 3 - REPORT OF THE EXECUTIVE COMMITTEE MEETING

In accordance with the By-laws Section 3(B) - Mr. Pagán provided a report of the actions taken during the Executive Committee Meeting held on July 25, 2024.

- o The Governing Body reviewed and accepted the oral and written annual report from NYC Health + Hospital Metropolitan; the Governing Body also accepted the written submission of the 2023 performance Improvement Plan and Evaluation from NYC Health + Hospitals/Gotham/Segundo Ruiz Belvis and accepted the semi-annual written submission from NYC Health + Hospitals/ Woodhull and NYC Health + Hospitals/ Bellevue.
- o **The Executive Committee approved the following action items:**
 - An agreement with Proprio LS, LLC, AMN Healthcare Language Services, Inc. (AMN), Birch Language Solutions LLC, Language Line Services, Inc. dba Language Line Solutions, Geneva Worldwide, Inc., American Sign Language Inc. (ALSI), SignTalk, LLC and ALTA Language Services, Inc. for the provision of Medical Interpretation Services on behalf of the System for an amount not to exceed \$126,371,490 over the potential five-year term;
 - o and modifying the prior Board resolution, resolved January 2019, which was for OPI services, by increasing the not-to-exceed amount from \$48,241,516 to \$53,000,000;
 - o and authorizing previous spend for video-remote interpreting services with Language Line Solutions, Inc, Cyracom, LLC, and Stratus Video LLC d/b/a AMN Language Services, for the period of June 1, 2019 through May 30, 2024 in an amount not to exceed \$15,000,000.
- o Authorized a 1-year extension lease with Elmhurst Associates, Inc. ("Owner") for approximately 5,304 sq. ft. in the 1st floor and basement of the property known as 78-05, 41st Avenue, Elmhurst, NY (the "Premises") which currently houses administrative staff of NYC Health + Hospitals/Elmhurst (the "Facility") at a rental rate of \$53.95 /sq. ft for a yearly rent of \$286,151
- o Authorized a contract with Sweet Group of New York LLC (the "Contractor"), to undertake a decanting of NYC Health + Hospitals/North Central Bronx Hospital as part of the Correctional Health Services ("CHS") Outposted Therapeutic Housing Units ("OTxHU"), for a contract amount of \$12,069,614, with a 10% project contingency of \$1,206,961, to bring the total cost not to exceed \$13,276,575.
- o Authorized a design-build contract with LF Driscoll Healthcare, (the "Contractor") to undertake a renovation of the Women's Health Labor and Birthing Center at New York City Health + Hospitals/Kings County Hospital for a contract amount of \$38,630,954, with a 10% project contingency of \$3,863,095, to bring the total cost not to exceed \$42,494,049

- o Authorized a contract with C.D.E. Air Conditioning Co Inc. (the "Contractor"), to undertake a boiler and Building Management System (BMS) upgrade project of NYC Health + Hospitals/North Central Bronx Hospital for a contract amount of \$8,999,000, with a 15% project contingency of \$1,349,850, to bring the total cost not to exceed \$10,348,850

ACTION ITEM 4 - ADOPTION OF THE MINUTES

The minutes of the Executive Committee of the Board of Directors meeting held on July 25, 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 **Executive Committee of the Board of Directors Meeting held on July 25, 2024**, copies of which have been presented to the Board be, and hereby are, adopted.

ITEM 5 - 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| Jacobi/Woodhull

The Board received and approved the written submission of the NYC Health + Hospitals| Cumberland Gotham Center 2023 Performance Improvement Plan and Evaluation.

The Board also received and approved the written submission of the NYC Health + Hospitals| Coler Rehabilitation and Skilled Nursing Facility and NYC Health + Hospitals| Gouverneur Skilled Nursing Facility semi-annual governing body report.

ACKNOWLEDGMENTS

Mr. Pagán noted that during his visit to NYC Health + Hospitals/South Brooklyn Health for their Joint Commission Leadership Session, the dedication and effort of the leadership and staff were truly impressive. It was a pleasure to see their hard work in action and to visit the facility.

Mr. Pagán thanked Ms. Hernandez-Piñero for participating in the Joint Commission Leadership session at NYC Health + Hospitals Lincoln. Ms. Hernandez-Piñero shared brief highlights from the session, noting some of the areas of focus and overall the survey went extremely well.

Dr. Katz added that Ms. Hernandez-Piñero's participation was well received by staff.

Mr. Pagán also thanked Dr. Marthone for attending the Hall Street

Humanitarian Center asylum seeker art exhibition last week. Dr. Marthone commented on the success of the event.

VENDEX APPROVALS

Mr. Pagán noted there are forty-six items on the agenda requiring Vindex approval, thirty-seven of which have that approval. There are two items from previous Board meetings pending Vindex approval.

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

ITEM 7- FISCAL YEAR 2024 ANNUAL PUBLIC MEETINGS RESPONSES

Deborah Brown, Senior Vice President and Chief External Affairs Officer, acknowledged and thanked her team for their work. As way of background, Ms. Brown explained, in accordance with §7384(10) of the HHC Enabling Act, the Board of Directors of the New York City Health + Hospitals facilitated the Fiscal Year 2024 Annual Public Meetings in all five boroughs of NYC. The public's questions and concerns along with the System's responses are listed on the comprehensive document which is publicly available and can be accessed online via the NYC Health + Hospitals public website. There were many people who participated across all boroughs.

Ms. Brown summarized the main areas of concerns: extensive wait times, employee satisfaction and morale, aging infrastructure, housing projects, and access to health care locations.

Mr. Pagán thanked the staff and the Board members who organized and participated in these meetings.

ACTION ITEM 8:

Mr. Pagán read the resolution

Adopting the attached Mission Statement, Performance Measures and additional information to be submitted on behalf of New York City Health and Hospitals Corporation ("NYC Health + Hospitals") for **Fiscal Year 2024 to Office of the State Comptroller's Authorities Budget Office (the "ABO")** as required by the Public Authorities Reform Act of 2009 (the "PARA").
(Presented Directly to the Board: 09/26/2024)

Matthew Siegler, Senior Vice President, Managed Care & Patient Growth provided an overview of the PARA requirements and its purpose. This annual filing highlights the organization's results and mission for the ABO. As a Public Benefit Corporation governed by the Public Authorities Accountability Act, the System reaffirmed our Mission Statement and provided key performance measures. These measures are categorized as red, yellow, or green, indicating performance status with a focus on the System's five strategic pillars: quality and outcomes, care experience, financial sustainability, access to

care, and culture of safety, along with a commitment to racial and social equity. The System updates these measures regularly, retiring outdated ones as needed. Mr. Siegler acknowledged the importance of the Board's role in governance and performance assessment.

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

ACTION ITEM 9:

Ms. Wang read the resolution

Authorizing the New York City Health and Hospitals Corporation (the "System") to execute agreements with the **19 vendors listed in Exhibit A for the provision of Legal Services for false claims act investigations and claims, general health care law, human subject research, employment law, bond counsel services, employment related immigration and labor law on behalf of the System** for an initial period of three-years and two one-year renewal options, exercisable at the discretion of the System, for an amount not to exceed \$51,300,000 over the potential five-year term.

(Presented Directly to the Board: 09/26/2024)

Andrea Cohen, Senior Vice President and General Counsel provided background information and described the current state of the law firms' contracted services. The System seeks to contract with outside firms for legal services in seven specialized areas: general health care law, human subject research, false claims act investigations, employment law, bond counsel services, employment-related immigration, and labor law. Ms. Cohen gave an overview of the historical spend, RFP criteria, procurement process, and vendor diversity. Ms. Cohen noted that while there was no MWBE goal established, 3 of the 9 awarded vendors are MWBEs.

In response to questions from the Board, Ms. Cohen explained the distribution of work among the firms and their specialty. The Office of Legal Affairs occasionally identifies work that could be effectively handled by multiple law firms. In such cases, if all firms have capacity and no conflicts arise, there may be a mini-bid process. While some tasks are hourly and challenging to price upfront, the Office of Legal Affairs recognizes that certain lawyers excel in specific areas of expertise. Pricing is considered, but work is generally assigned to outside firms only for highly specialized tasks, with exceptions for immigration and employment matters when capacity is a concern.

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

ACTION ITEM 10:

Dr. Calamia read the resolution

Authorizing the New York City Health and Hospitals Corporation (the "System") to execute an agreement with **Press Ganey Associates, LLC for the provision of Care Experience Surveys, including patient experience, employee engagement, nursing excellence, and healthcare consumerism, on behalf of the System** for an initial period of three-years and two one-year renewal options, exercisable at the discretion of the System, for an amount not to exceed \$12,380,433 over the potential five-year term. (Presented to the Medical and Professional Affairs / Information Technology Committee: 09/09/2024)

Jeremy Segall, Assistant Vice President, Quality and Safety provided background information and the need to survey the System's patient experience, employee engagement and safety culture surveying, nursing excellence, and healthcare consumerism solutions and services. Mr. Segall provided an overview of the RFP process and historical partnership with the vendor. The procurement process, scoring criteria and vendor performance were also discussed. Mr. Segall explained the vendor selection rationale and vendor diversity, explaining the approval of the MWBE waiver.

Mr. Pagán asked about the tailored approach to the newly added nursing excellence, and healthcare consumerism and looks forward to learning more about the integrated approach to meet the System's and patient's needs.

Ms. Komal Lodaria, Senior Director, Quality and Safety, responded that the System began a demonstration project in December 2023, working with three hospitals to test consumerism services. The feedback has been overwhelmingly positive, with improved consumer sentiment reflected in online ratings and reviews due to proactive outreach. As a result, the Quality and Safety team is considering expanding these services across the System, including nursing homes and community care services. Regarding nursing excellence, the focus is on capturing nursing-sensitive indicators related to quality and safety, using this data to drive improvements and support nursing services.

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

ACTION ITEM 11:

Mr. Pagán read the resolution

Authorizing New York City Health and Hospital Corporation (the "System") to sign a five-year renewal revocable license agreement with **Lori's Gifts, Inc., ("Lori's") for its use of approximately 884 square feet to operate a gift shop on the main floor of the "F Link Building" at NYC Health + Hospitals/Bellevue** (the "Facility") at an annual occupancy fee of \$96,000

or 10% of gross sales, whichever is higher to escalate at 2.75% each year for a five-year total of at least \$507,136.

(Presented to the Capital Committee: 09/09/2024)

Marcia Peters, Chief Operating Officer, NYC Health + Hospitals/Bellevue was joined by Deborah Morris, AICP, Senior Director, Real Estate & Housing. Ms. Peters provided background information on the existing services provided at the hospital's gift shop and the vendors' historical partnership with the hospital as the of hospital's gift shop operator. Ms. Morris shared an overview of the existing location and lease terms.

The Board offered commendations on the improved look of the surrounding space.

After discussion, 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 "System") to sign a five-year revocable license agreement with **Fresh On the Go ("FOTG") for its use of approximately 500 square feet to operate a food service on the 1st floor of the Main Hospital at NYC Health + Hospitals/Queens** (the "Facility") at an annual occupancy fee of \$27,600 based on \$55.20/SF. to escalate at 2.75% each year for a five-year total of \$145,802.

(Presented to the Capital Committee: 09/09/2024)

Ms. Morris was joined by Michael Geldert, Associate Executive Director NYC Health + Hospitals/Queens. Ms. Morris provided background information regarding the current needs for food options and the vendor's culturally diverse and affordable menu options. Ms. Morris discussed the proposed renovation, noting that the vendor will be responsible for the cost of construction and the license terms.

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

ACTION ITEMS 13, 14, 15, 16

Mr. Pagán read the resolutions

13. Authorizing New York City Health and Hospitals Corporation (the "System") to execute requirements contracts with **ten architectural and engineering ("AE") consulting firms (Gensler Architecture, Design & Planning, P.C., LiRo Engineers, Inc., Perkins Eastman Architects, DPC, Moody Nolan Inc.,**

NK Architects, P.A., Lothrop Associate Architects D.P.C., Studio A+T Architects P.C., SBLM Architects P.C., Array Architects, PC., and STV Incorporated) to provide professional AE design services over a term of three years with two 1-year renewal options for an amount not to exceed \$70,000,000.

(Presented to the Capital Committee: 09/09/2024)

14. Authorizing New York City Health and Hospitals Corporation (the "System") to execute requirements contracts with **six MWBE architectural and engineering ("AE") consulting firms (Moody Nolan Inc., Twine Architectural Studio, P.C., Matiz Architecture PLLC, Zambrano Architectural Design, LLC, Sabir, Richardson & Weisberg Engineering & Architecture PLLC, and Foit-Albert Associates, Architecture, Engineering & Surveying, P.C.) provide professional AE design services** over a term of three years with two 1-year renewal options for an amount not to exceed \$20,000,000.

(Presented to the Capital Committee: 09/09/2024)

15. Authorizing New York City Health and Hospitals Corporation (the "System") to execute requirements contracts with **six mechanical, electrical, and plumbing ("MEP") consulting firms (Cameron Engineering & Associates, LLP, Tetra Tech Engineers, Architects & Landscape Architects, P.C., Thornton Tomasetti, Inc., MG Engineering D.P.C., Lizardos Engineering Associates D.P.C., and Loring Consulting Engineers, Inc) to provide professional MEP design services** over a term of three years with two 1-year renewal options for an amount not to exceed \$25,000,000.

(Presented to the Capital Committee: 09/09/2024)

16. Authorizing New York City Health and Hospitals Corporation (the "System") to execute requirements contracts with **three MWBE mechanical, electrical, and plumbing ("MEP") consulting firms (Milhouse Engineering and Construction, Inc., Shenoy Engineering, PC, and Jacob Feinberg Katz & Michaeli Consulting Group, LLC) to provide professional MEP design services** over a term of three years with two 1-year renewal options for an amount not to exceed \$5,000,000.

(Presented to the Capital Committee: 09/09/2024)

Manuel Saez, Vice President, Office of Facilities Development, was joined by Oscar Gonzalez, Senior Assistant Vice President, and Al Channer, Senior Director of Office of Facilities Development. Mr. Channer provided background on the System's needs for professional architectural, engineering, design, and construction phase services as well as the rationale for a pooled contract and RFP criteria. Mr. Gonzalez provided an overview of the procurement process, contract details, vendor performance and vendor diversity and MWBE utilization goals.

The Board asked about the significantly smaller allocation dollars for MWBE firms and whether that is related to a matter of capacity or work experience.

Mr. Gonzalez explained that the System has several smaller projects that aim to provide opportunities for MWBEs to prime these jobs and gain valuable experience. While these tasks may seem minor, they can significantly impact the overall work and contribute to larger goals.

After discussion, upon motion duly made and seconded, the Board unanimously approved the resolutions 13, 14,15 and 16.

ACTION ITEM 17:

Mr. Pagán read the resolution

Authorizing the New York City Health and Hospitals Corporation ("NYC Health + Hospitals") to execute a contract with **Ark Systems Electrical Corp. (the "Contractor")**, to undertake a generator upgrade project of **NYC Health + Hospitals/Woodhull Medical Center** for a contract amount of \$11,970,000, with a 15% project contingency of \$1,795,500, to bring the total cost not to exceed \$13,765,500
(Presented to the Capital Committee: 09/09/2024)

Mr. Saez provided background information on the existing generators, their capacity and maintenance needs. Dr. Lisa Scott-McKenzie, Chief Operating Officer at, NYC Health + Hospitals/Woodhull described the scope of work including the project benefits, logistics and timeline. The procurement process, contract details and project budget were also discussed.

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

ACTION ITEM 18:

Mr. Pagán read the resolution

Authorizing the New York City Health and Hospitals Corporation ("NYC Health + Hospitals") to execute a contract with **Vanguard Construction and Development Co., Inc. (the "Contractor")**, to undertake a project to **construct two operating rooms at NYC Health + Hospitals/Kings County Hospital Center** for a contract amount of \$5,835,252, with a 10% project contingency of \$583,525, to bring the total cost not to exceed \$6,418,777
(Presented to the Capital Committee: 09/09/2024)

Graham Gullian, Chief Operating Officer, NYC Health + Hospitals/Kings County explained the program's background and historical context, detailing the current number of operating rooms and future state, while highlighting the

advantages of enhanced efficiencies. Geoffrey Gorousingh, Director, Office of Facilities Development, discussed the construction scope and schedule. Mr. Gonzalez provided an overview of the procurement process, construction contract, vendor performance and project budget.

The Board asked about the current wait-time for the most common outpatient ambulatory surgical procedures and the data source for the projected volume increase over time. Mr. Gullian explained that currently there are significant wait-times for certain services, with bariatric surgery and both total hip and knee replacements experiencing lead times of approximately six months. This project aims to address these delays by establishing an Ambulatory Surgery Center, which will reallocate outpatient procedures from the existing ten operating rooms and consequently reduce wait-times for these procedures. As a national trend there is a shift towards ambulatory surgeries for minor procedures, with the goal of a more efficient process for patients, allowing them to undergo their procedures, recover, and depart swiftly. The areas of focus are pediatrics, ENT, and plastic surgery.

Dr. Katz clarified the types of plastic surgeries performed at the hospital. These surgeries include people who need reconstruction following breast cancer and patients who need reconstruction following massive weight loss from bariatric surgery. The objective is to separate ambulatory procedures from regular operating rooms, which are currently overwhelmed by trauma cases, leading to unpredictability in scheduling. The presence of trauma can disrupt the flow of elective surgeries, as they require different operational management. As hospitals begin to utilize these operating rooms more effectively, it is anticipated that they will accommodate a range of elective procedures, such as the increasingly common per-cutaneous removal of gallbladders, among other surgical interventions, as the staff gains experience in managing these operations.

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

ITEM 6 - PRESIDENT REPORT - FULL WRITTEN SUBMISSION INCLUDED IN THE MATERIALS WITH FEW VERBAL HIGHLIGHTS:

NEWSWEEK RANKS ALL NYC HEALTH + HOSPITALS LONG-TERM FACILITIES IN THE TOP 20 IN THE STATE; ALL EARN 5-STAR CMS QUALITY RATING

Newsweek announced its "Best Nursing Homes 2024" rankings. All the System's skilled nursing facilities were in the top twenty in the State. NYC Health + Hospitals/Sea View is the number one nursing home in New York City- and second in the State.

NEW CEOS APPOINTED AT NYC HEALTH + HOSPITALS/LINCOLN AND METROPOLITAN

The System announced the appointments of Cristina Contreras, LMSW, MPA, FABC as the CEO of NYC Health + Hospitals/Lincoln and Julian John, MPA as CEO of NYC

Health + Hospitals/Metropolitan. Both Contreras and John started in their new positions on September 16.

GOVERNOR HOCHUL ALLOCATES \$27.5M TO EXPAND MATERNAL AND PEDIATRIC HEALTH CARE AT NYC HEALTH + HOSPITALS/ELMHURST

Governor Hochul announced that the State will invest \$27.5M to expand maternal and pediatric health care facilities at NYC Health + Hospitals/ Elmhurst. The investment will increase access to high-quality prenatal and mental health care by expanding the hospital's Women's Pavilion to more than double its current size.

METROPLUSHEALTH EXPANDS FOOTPRINT IN THE BRONX WITH FORDHAM OFFICE OPENING

MetroPlusHealth inaugurated its second Bronx community office, located at 25 East Fordham Road. This new office, located in the Fordham Road Business Improvement District, is a significant addition to its efforts to address the pressing health challenges facing the Bronx.

HEALTH + HOSPITALS RECEIVES \$5M DONATION TO RECRUIT AND RETAIN BEHAVIORAL HEALTH STAFF

NYC Health + Hospitals received \$5M from Black Family Philanthropies to support its behavioral health workforce. It is one of the largest donations ever received by the System. While the System can generate revenue to support psychiatric services, the challenge lies in recruiting personnel, especially given that public sector salaries often do not match those in the private sector. Many candidates are less inclined toward public hospital work compared to remote roles. However, this program has substantially enhanced recruitment efforts and aligns well with the System's commitment to diversity, as it primarily benefits those with educational debt through loan repayment assistance. Ultimately, this model not only attracts the talent we seek but also utilizes philanthropy to sustain services effectively.

COMMITTEE AND SUBSIDIARY REPORTS

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

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.



Colicia Hercules
Corporate Secretary

COMMITTEE REPORTS

**Medical and Professional Affairs / Information Technology Committee-
September 9th, 2024**

As Reported by Dr. Vincent Calamia

Committee Members Present- José Pagán, Dr. Mitchell Katz, Sally Hernandez-Piñero, Patricia Martone

Dr. Vincent Calamia, Chair of the committee, called the meeting to order Calamia at 9:04AM. On motion made and seconded, the Committee adopted the minutes of the June 10th, 2024 Medical and Professional Affairs/Information Technology Committee.

Action Item

Hillary Jalon, Vice President of Quality and Safety, and Komal Lodaria, Senior Director, Quality and Safety, presented to the committee the resolution for Care Experience.

Authorizing the New York City Health and Hospitals Corporation (the "System") to execute agreements with Press Ganey Associates, LLC for the provision of Care Experience Surveys, including patient experience, employee engagement, nursing excellence, and healthcare consumerism, on behalf of the System for an initial period of three-years and two one-year renewal options, exercisable at the discretion of the System, for an amount not to exceed \$12,380,433 over the potential five-year term.

The scope of this project is to seek a vendor for the health System's patient experience surveying, employee engagement and safety culture surveying, nursing excellence, and healthcare consumerism solutions and services. These services are needed to fulfill public reporting and regulatory requirement, such as CMS Star ratings, hospital-based purchasing, Leapfrog, Excellence in Person-Centered Care, Pathway to Excellence, Beacon, and Magnet programs.

The original contract was inclusive of two scopes of work: patient experience and employee engagement. The two additional scopes were added through contract amendment because of System priorities: nursing excellence and healthcare consumerism.

Initiating the RFP process allowed us to: Increase cost-savings by combining multiple contracts into one; procurement with all scopes of work; renegotiate the terms of a new contract with the existing vendor, leverage better pricing from a single vendor, seek new vendor partnerships, products and service offerings to effectively meet our health System's needs and enhance the human experience strategy.

Press Ganey Associates was procured through an RFP and received a 3-year service agreement, with two 1-year extensions, which expired on June 30, 2024. Over the last five years, our evolving partnership with Press Ganey has allowed for additional opportunities to meet the needs of our workforce

and community. We experienced improved collaboration when tailoring products and services, and gained better access to evidence-based improvement planning and best practice application tools and resources.

Press Ganey has established the relationship and functionality needed to continue to support regulatory and compliance requirements for patient experience surveying. Press Ganey has a large benchmarking database to compare the health system to meaningful peer groups such as other essential and safety net organizations, large integrated delivery networks, etc. Other vendors noted longer and costlier implementation timelines. Press Ganey's Nursing Excellence solutions allow for the health System nursing teams to meet requirements due for all nursing excellence designations (e.g. Magnet, Pathway to Excellence, Beacon, etc.).

Working with one vendor for all scopes of work allows for easier collaboration and alignment across patient experience, employee engagement, nursing excellence and healthcare consumerism efforts for the health System, and a more valuable and optimal integration with our electronic health record(s). Press Ganey's upgraded human experience platform is more aligned with the health system's experience strategy, and reference checks were conducted.

Mentioned by the Board, that this scope of work has to be conducted by an outside vendor.

Questions raised by the Board; *is there a way to have the more critical questions on the survey first? Komal replied; There are regulatory constraints on what is surveyed. CMSS, our guiding forces, are doing the research to find out what can be asked. Typically, our questions are based on care of the patient visit, which is helpful to see how it flows for the patient journey.*

The inpatient survey is undergoing some change. Starting January 2025, the length of the survey is restricted by CMS, we can only ask 12 questions. Outside of the surveys that are regulated, our surveys are around 20 questions. They are administered by people or electronically.

Question raised by the Board; *is this subsumed with one of your four categories? Komal replied; yes, it will be part of an employee surveying scope of work. Over the last 2 to 3 years, there has been tracking of the number and type of surveys that have been administered to the workforce across the System.*

Dr. Allen raised a question, *in terms of equity do they give us race based analysis? Among the English-speaking population can we distinguish care of satisfaction based on race? Komal responded: yes, there are a few ways, one; if they identify their race, and the other is to feed the data we collect in Epic, then connect it or integrate it with a patient survey response. The data is as good as the number of times or the efficiency or consistency with which those fields are populated either by patients themselves or by workforce members when they are registering. Dr. Allen raised another*

question; is it up to us to do that or does Press Ganey not include it on their analysis. We can self-serve this or Press Ganey can do it, as long as the data is captured. Either on the survey or in Epic, then integrate it with the survey response. We can also, pull our own data. Dr. Allen raised a question; how much of this is done by the vendor. Komal responded; Press Ganey can to customize to analysis and reports for us. We would have to figure out what question we are researching.

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 Michael Meguerdichian, MD, Senior Assistant Vice President of Simulation Education highlighted the following:

Institute for Medical Simulation Institute

Dr. Meguerdichian talked about focus on the vision, which is The Institute for Medical Simulation and Advanced Learning, that offers innovative, safe educational and quality-driven opportunities to support and promote the highest quality, equitable care outcomes to the patients of NYC Health + Hospitals. This is done at the HUB-located at Jacobi and the satellites: Elmhurst, Kings County, Harlem, Lincoln, Correctional Health. There is also Obstetrics/Gynecology Mini-Labs at Bellevue, Elmhurst, Harlem, Lincoln, Kings, and Jacobi focusing on maternal health.

What is Simulation

Healthcare simulation essentially is to recreate clinical experiences. It allows to reflect on educational and quality improvement. It allows you to practice in a clinical situation and make mistakes, and use this technique to explore everything from policy and procedures etc. There are scenarios created, where they go into a clinical environment and pretend to be a patient to explore how we are dealing with situations and bed side experiences.

There are 25 Programs throughout our System. Some of the focuses are on, how to managed a difficult airway when their breathing needs to be protected, how do you do a trauma surgery using cut-suit program where we have real surgery happening, allowing residents to make mistakes without the attending reaching over them so they can learn from their mistake. We also, are running programs that are allowing people to practice laparoscopic skills or coloscopy. We allow people to make mistakes and learn from them before it impacts our clinical environment.

We created and are running the largest simulation interprofessional fellowship program in the world. We have graduated a hundred fellows from the program last year. This year there is fifteen interprofessional fellows from different areas, for examples, Respiratory Therapist, Anesthesiology, Nursing, and Midwifery. It allows us to practice interprofessional within

the educational setting so that they can go back into their clinical environment and bring those experiences to the bedside.

They have accreditation through Society for Simulation in Health care in all six areas, assessment research, teaching education, systems integration, and fellowship. There are only 30 in the world that have been accredited and we are amongst them. Since this year, January 2024 we already had 15 national and international presentation, as well as six manuscripts published or submitted. One of Dr. Meguerdichian publication was accepted to be published about biased debriefing conversation on how they impact learning outcomes.

Some examples were given of the nursing education program that would experience situations in the ER, Critical Care impacted and the operating room that went through the simulation. The Nurse educators and SIM team worked together to recreate the experience so the nurses would be better prepared. Since those programs started, they are looking forward to starting a Pediatric ICU, and OBGYN in 2024. This has a significant amount of volume.

The Maternal Mortality Reduction program is another focus of the SIM center. Women of color are more likely to die during childbirth, prenatal care, acute care and implicit bias all contributes to these figures. Partnering with women health and maternal medical home, we have created management simulations like, OB advance care life support, postpartum hemorrhage, shoulder dystocia, etc. Six obstetric/GYN mini simulation labs have been built across the Sin order to help with training. The work that was done on postpartum hemorrhage, show a great outcome in use of TXA, Uterotonic, stage of bleeding, hysterectomy, length of stay, and ICU transfers.

Opiate Use Disorder Program

Opiate use has seen a significant rise over the last decade. Mortality rate over the year for a patient who has an accidental overdose is the same as major heart attack (5-10%). Lack of access to care because of bias and an unfamiliarity with treatment protocols like Buprenorphine are identified as contributing limitations to care.

Partnering with the Office of Behavioral Health, targeting emergency medicine providers, simulations have been created with actors playing roles of a patient suffering with a substance using issues. Working with these providers is helping to make a rapport with the patient, hopefully to create the opportunity to offer them an intervention to diagnose withdrawal appropriately, so that we can offer the right medication, and ordering and prescribing Buprenorphine.

Take a look at the outcome, are ordering and prescribing Buprenorphine and Methadone? Are ED LEADS.CATCH teams being used to link people with details? Eventually they are going to move through the DOH data to see if we are increasing detox placements and monitor return visits to the Emergency Room. Right now, the numbers are going up, 84 to approximately 1000 providers and all the residency programs throughout the System in emergency medicine. Metropolitan, Harlem, Jacobi, and NCB have been the piolet. Looking to extend this to the nursing programs.

The value of IMSAL, this is done with partnerships, this is done with 11 people. This adds to iCare value, mutual support, innovation, and service. It takes a lot to make it happen interprofessional.

***Question raised by the Board;** How do we get this into institutions collaboratively? Dr. Meguerdichian responded; We have been making a partnership with both CUNY medical school and Nursing schools, and PA schools to have allow them to come into our centers and do training. We are hoping to create an interprofessional training. There are a lot of health schools that do not include medical schools, that are already doing this. Hopefully Medical schools join. This would be a great practice to learn to practice with one another before we leave medical school.*

SYSTEM CHIEF NURSE EXECUTIVE REPORT

Natalia Cineas, System Chief Nurse Executive, Office of Patient Center Care, provided the following highlights -

Following a successful CD² roll-out at seven acute care facilities in 2023/2024, we implemented the Care Delivery Daily Management System at our 8th Acute Care Facility - NYC Health + Hospitals/Jacobi in June 2024. The classroom training was attended by 33 Nurse Leaders and Educators from Med/Surg, Behavioral Health, Critical Care, Emergency Medicine, and Maternal Child Health. The goal is to impart the training to ~900 nursing staff, Jacobi is at 93% of all staff nurses going back to the basic of nursing practice. Plans are to be at Kings County in October.

Celebration of the May 2021 to March 2023 Biennial Report Launch was held last May 31st, where we celebrated the last two years of work in partnership with NYSNA. This is an accumulation of all the work that was done.

There was a fireside chat, where a conversation was held with IT partners looking at informatics and documentation. The goal is to reduce redundancy within documentation post COVID. Three hundred nurses were in attendance, and were eager to look at streamlining different processes within Epic.

There has been celebration of Beacon awards. At the National Teaching Institute and Critical Care exposition (NTI) on the 20th of May to May 22nd, we celebrated six gold and six silver Beacon designations throughout our System. The facilities that were included were, Bellevue, Coler, Harlem, Jacobi, Kings County, Lincoln, Metropolitan, Queens, and Woodhull for their excellent of care within the critical care units.

Three of our Emergency Room departments were recognized. Metropolitan and Queens were designated this past weekend for ENA Lantern award, which recognizes emergency departments that demonstrate exceptional and innovative performance in leadership practice, education, advocacy and research. This is important as we hire new nurses. We have identified that many nurses want to work at facilities that are recognized.

Our Nursing Clinical Ladder, is a professional development program in partnership with NYSNA. We have 2622 individuals that have been approved to

participate in the 2024 program. A 25% increase in the number of applicants and a 23% increase in the number of approved participants for the Nursing Clinical Ladder Program (NLCP).

Nurse Builders, a cloud-based certification review course platform with 34 certification review courses was rolled-out and was made available to all our nursing staff. There are **2,416 registered nurses** across the health System that have accessed and are actively taking certification review courses through the platform. Obtaining certification benefits patients, nurses and the health System. Nurses validate specialized knowledge, skills and experience through certification and promote competence.

A couple of announcements: Our overall program retention rate is 8485.9, which surpasses the national benchmark for the nurse's residency program. The ED fellowship program is also as successful with the help of the simulation partners. We have 358 nurses enrolled with a 100% retention rate of all our new graduates working in the ED and also the critical care fellowship. There are 51 enrolled fellows in critical care, and we started the OR fellowship. In order to hire new graduate nurses in critical care spaces, we have to have fellowship programs. The pilot for the OR nursing fellowship started July 29th for Harlem, South Brooklyn Health, and Woodhull.

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 presents the updates for EITS which includes highlights of FY-24 OKRs, applications learning program and the upcoming excellence awards on September the 17th, which is National IT professional day.

Dr. Mendez continued her update by provided details on the UnPrint program starting in 2024. The program will launch across the entire System as a sustainable way of lowering overall printing. The pilot will start at Central Office with Dr Allen's department. The success of the program involves key five process steps, known as SEEDS. They include identifying a champion in the area, looking at the current workflow, determine how printing is done in each area, and established goals that are unique with that department.

Dr. Mendez provided an overview of the marketing strategies that include links to education, which will be embedded into workflow process and easy to access. She then presents the five-year roadmap which showed the initial planning stage that started in July 2024, this will kick-off in late September/ early October 2024 at Central Office with Medical & Professional Affairs department. There will be quarterly reviews for the first three years, then a biannual review. After the plan is build and the launch at Central Office and will then transition across entire System. This will include enterprise administrative offices at C-suite level who are leaders in the organization and will serve as be the champions.

As part of the first deliverables, the initial launch will be at Central Office at the end of September. Dr. Mendez then mentioned Ishmael Miller is a director and champion of the initiative, along with CTO Jeff Lutz.

Dr. Katz then acknowledge the value in the marketing strategy and need to minimize the use of our colorful border in presentations as it is bad for the environment.

METROPLUS HEALTH PLAN, INC.

Talya Schwartz, MD, President and CEO, MetroPlus Health Plan, presented to the Committee, a full report is included in the materials, with the following highlights -

Before the start of Dr. Schwartz report, **Dr. Katz raised the question; how big is out membership.** Dr. Schwartz replied; 684,000. Dr. Katz mentioned that is amazing that people have chosen our plan. Dr. Schwartz provide an update on the recertification. It has been 1 year; the State average and our average was around 80%. The expectation was to lose approximately 20% of the population. We were able to mitigate the recertification and reintroduction, and have done better. There is significant growth around CHP and our commercial lines of business.

The focused attention has been placed on Navigator Agencies, as members without an MPH enroller or H+H enroller are recertifying at lower rates. We have increased staffing levels to enhance outreach strategies and improve member experience in the overall recertification journey. We see the highest rate of recertification in our sales people. If a sales enroller, enrolls the person, they will go back to that person and will help them renew. In the last several months their success rate was 85%.

We received the quality results for HIV SNP plan, and again we are number 1 for 2 years in a row. There is more expectation from the HIV SNP plans to provide much more comprehensive care management. We have done well on both the general quality aspect and the viral suppression aspect. We are doing well and able to sustain it, and continue to be number one.

***Questioned raised by the Board;** Elmhurst has the highest recertification rates and Gotham has the lowest, what are recert rates now? Dr. Schwartz responded; Elmhurst is around 80. The Committee expressed concerns with the difference in numbers. Dr. Schwartz responded; There is a meaningful gap. Dr. Allen, asked is it because of the navigator agency or do they need more sales people, how can we help? Dr. Schwartz responded: there are a few factors, but she cannot speak on their behalf. Yes, supporting people who are able to recertify is one of the solutions.*

There being no further business, the meeting was adjourned 10:09AM.

Capital Committee Meeting - September 9, 2024

As reported by: José Pagán

Committee Members Present: Mitchell Katz, MD, Sally Hernandez-Piñero, Karen St. Hilaire

José Pagán called the meeting to order at 10:21 a.m. and stated for the record that Karen St. Hilaire would be representing Molly Wasow Park in a voting capacity.

Mr. Pagán called for a motion to approve the minutes of the July 1, 2024 Capital Committee meeting.

Upon motion made and duly seconded the minutes of the Capital Committee meeting held on July 1, 2024, were unanimously approved.

VICE PRESIDENT REPORT

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

Mr. Saez noted that, this past July, we ended Fiscal Year 2024 with some precedent setting success.

We had an infrastructure commitment target of \$156,234,000 for the fiscal year, and we ended the year with \$159,330,000 committed, a 102% infrastructure commitment rate. The highest commitment rate to date for the H+H/Infrastructure portfolio has been 85%, and we have never exceeded a 100%. Our teams worked tirelessly to ensure that we met and exceeded our commitments so that we continue to receive adequate funding for our crucial capital projects. Reaching this milestone will hopefully allow us to make a stronger case to OMB to increase the allocation of city capital dollars in the coming years for our portfolio.

Mr. Saez and Mr. Indar thanked team members and system-wide partners for their support in these accomplishments.

Our capital budget and payments team facilitated 619 purchase orders to authorize \$426,515,372 in budget expenditures. Our payments team processed over 3,603 payment vouchers this year, with a total transaction amount of \$376,897,128.

At NYC Health + Hospitals/Jacobi, we have started construction on the Building 6 MRI and the 11 East Operating Rooms.

At NYC Health + Hospitals/Lincoln we completed the Wellness Room and it is currently being used by staff.

At NYC Health + Hospitals/Elmhurst, Governor Kathy Hochul generously invested \$27.5 million to expand maternal and pediatric health wings.

Deborah Morris read the resolution into the record:

Authorizing New York City Health and Hospitals Corporation (the "System") to sign a five-year renewal revocable license agreement with Lori's Gifts, Inc., ("Lori's") for its use of approximately 884 square feet to operate a gift shop on the main floor of the "F Link Building" at NYC Health + Hospitals/Bellevue (the "Facility") at an annual occupancy fee of \$96,000 or 10% of gross sales, whichever is higher to escalate at 2.75% each year for a five-year total of at least \$507,136.

Ms. Morris was joined by Melissa Brody, Associate Director of Operations, NYC Health + Hospitals/ Bellevue. They presented summary information on the current and anticipated services, existing location, logistics and lease terms.

- Ms. Hernandez-Piñero commented that she was not aware that fair market rent was not applicable if a percentage of the gross sales will be considered as payment and asked if that was a rule we follow: Ms. Morris responded, yes. Ms. Hernandez-Piñero inquired about the start date for rent payments. It was confirmed that rent will not begin until after the renovation is completed.
- Mr. Pagán asked questions on behalf of Ms. Wang. Has Lori's been operating under the terms of the prior agreement since its expiration in May 2020? Ms. Brody said yes, they have been operating under the terms of the old agreement since its expiration.

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

Ms. Morris read the resolution into the record:

Authorizing New York City Health and Hospitals Corporation (the "System") to sign a five-year revocable license agreement with Fresh On the Go ("FOTG") for its use of approximately 500 square feet to operate a food service on the 1st floor of the Main Hospital at NYC Health + Hospitals/Queens (the "Facility") at an annual occupancy fee of \$27,600 based on \$55.20/SF. to escalate at 2.75% each year for a five-year total of \$145,802.

Ms. Morris was joined by Marzya Sdrewski, Chief Operating Officer, and Michael Geldert, Associate Executive Director, NYC H+H / Queens. They presented summary information on services, anticipated services, logistics and lease terms.

- Ms. Hernandez-Piñero noted that we were getting a higher price per square foot than appraised and asked if that was because we could get a better price. Ms. Morris said yes.
- Ms. Hernandez-Piñero asked if the rent would be frozen during the \$150,000 capital investment period. Mr. Geldert said yes, the rent will not begin until renovations are complete.
- On behalf Ms. Wang, Mr. Pagán inquired about the reason for the principals of Andy's to create a new restaurant concept. In response, Mr. Geldert explained that the new concept encompasses both new food options and the integration of certain elements from the previous vendor.

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

Mr. Saez read the resolutions into the record:

Authorizing New York City Health and Hospitals Corporation (the "System") to execute requirements contracts with ten architectural and engineering ("AE") consulting firms (Gensler Architecture, Design & Planning, P.C., LiRo Engineers, Inc., Perkins Eastman Architects, DPC, Moody Nolan Inc., NK Architects, P.A., Lothrop Associate Architects D.P.C., Studio A+T Architects

P.C., SBLM Architects P.C., Array Architects, PC., and STV Incorporated) to provide professional AE design services over a term of three years with two 1-year renewal options for an amount not to exceed \$70,000,000.

New York City Health and Hospitals Corporation (the "System") to execute requirements contracts with six MWBE architectural and engineering ("AE") consulting firms (Moody Nolan Inc., Twine Architectural Studio, P.C., Matiz Architecture PLLC, Zambrano Architectural Design, LLC, Sabir, Richardson & Weisberg Engineering & Architecture PLLC, and Foit-Albert Associates, Architecture, Engineering & Surveying, P.C.) provide professional AE design services over a term of three years with two 1-year renewal options for an amount not to exceed \$20,000,000.

New York City Health and Hospitals Corporation (the "System") to execute requirements contracts with six mechanical, electrical, and plumbing ("MEP") consulting firms (Cameron Engineering & Associates, LLP, Tetra Tech Engineers, Architects & Landscape Architects, P.C., Thornton Tomasetti, Inc., MG Engineering D.P.C., Lizardos Engineering Associates D.P.C., and Loring Consulting Engineers, Inc) to provide professional MEP design services over a term of three years with two 1-year renewal options for an amount not to exceed \$25,000,000.

New York City Health and Hospitals Corporation (the "System") to execute requirements contracts with three MWBE mechanical, electrical, and plumbing ("MEP") consulting firms (Milhouse Engineering and Construction, Inc., Shenoy Engineering, PC, and Jacob Feinberg Katz & Michaeli Consulting Group, LLC) to provide professional MEP design services over a term of three years with two 1-year renewal options for an amount not to exceed \$5,000,000.

Mr. Saez was joined by Oscar Gonzalez, Senior Assistant Vice President, and Al Channer, Senior Director, NYC Health + Hospitals/Office of Facilities Development, who narrated a presentation providing background information, overview of scope services, procurement process, contract terms, and MWBE status.

- Ms. Hernandez-Piñero asked if many of the MWBE firms in the pools were familiar to the System as subs under our prior consultant contracts. Mr. Channer said that there were a few that were familiar but many that were not. Ms. Hernandez-Piñero said she was pleased that so many MWBE firms has responded. Mr. Channer agreed.
- On behalf of Ms. Wang, Mr. Pagán noted that the diversity of vendors was impressive and the amount of work that went into the process was notably extensive and asked the following questions;
 - o Would work issued under these contracts come before the Board again at any time? Mr. Indar responded they will be assigned by mini bids process since the larger pool is being approved by the Board.
 - o Was the not-to-exceed amount reached on the prior contracts. Mr. Indar responded the NTEs has not be exceeded, however, the contract terms will expire and it is in the best interest of the Corporation to go back out to market for competitive pricing.
 - o How are the not-to-exceed limits for these new pools developed? Mr. Indar responded it was based on historical spend and projections

with some consideration for any potential unexpected projects that might arise.

- o How is work issued under the contracts tracked to ensure not-to-exceed amounts are maintained. Mr. Indar responded that we have a database that we keep track of each of the pools and the vendors and as work orders are issued and approved and assigned to these vendors, we keep a list per vendor and we track that against the NTE that's approved by the Board to ensure that we do not go over or exceed, and if we are approaching it, we come back and ask for authorization to either increase it or issue an award for a new pool.

- Ms. Hernandez-Piñero asked how the commitment rate that Mr. Saez referenced in his report reflected on or tied to construction project completion. Mr. Saez said he would have to look into that. Dr. Katz noted that the volume of construction in recent years had grown exponentially. Mr. Saez agreed.

After discussion - upon motion duly made and seconded the four AP and MEP pool resolutions was approved for consideration by the Board of Directors.

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 Vanguard Construction and Development Co., Inc. (the "Contractor"), to undertake a project to construct two operating rooms at NYC Health + Hospitals/Kings County Hospital Center for a contract amount of \$5,835,252, with a 10% project contingency of \$583,525, to bring the total cost not to exceed \$6,418,777.

Mr. Saez was joined by Oscar Gonzalez, Senior Assistant Vice President, and Geoffrey Gorousingh, Director, NYC Health + Hospitals /Office of Facilities Development, and Graham Gulian, Chief Operating Officer, NYC Health + Hospitals/Kings, who narrated a presentation providing background information, overview of project scope, solicitation process, contract terms, MWBE status, and project budget.

- Ms. Hernandez-Piñero asked if the additional two rooms will accommodate the growing pipeline of Ambulatory Surgery needs. Mr. Gulian said yes, with these procedures being reassigned from the existing 10 operating room to these two operating rooms.
- Ms. Hernandez-Piñero noted that Vanguard was working on a number of projects throughout the System and asked if we were confident that they could continue to perform as needed. Mr. Gulian said yes, they were working on another project at the facility and had been doing well. Mr. Gonzalez noted that they had sufficient resources and would have a separate team on this project.
- Dr. Katz noted that it was industry practice to separate ambulatory surgeries from other surgeries and their workflow so this project should provide great benefit to the facility.

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 the New York City Health and Hospitals Corporation ("NYC Health + Hospitals") to execute a contract with Ark Systems Electrical Corp. (the "Contractor"), to undertake a generator upgrade project of NYC Health + Hospitals/Woodhull Medical Center for a contract amount of \$11,970,000, with a 15% project contingency of \$1,795,500, to bring the total cost not to exceed \$13,765,500.

Mr. Saez was joined by Oscar Gonzalez, Senior Assistant Vice President, and Kristina Blazeovski-Charpentier, Director, NYC Health + Hospitals/Office of Facilities Development, and Lisa Scott-McKenzie, Chief Operating Officer, NYC Health + Hospitals/Woodhull, who narrated a presentation providing background information, overview of project scope, solicitation process, contract terms, MWBE status, and project budget.

- Ms. Scott-McKenzie noted that she eagerly anticipated this project moving forward as the facility had experienced a major emergency last year and this project would enhance resiliency and ensure that did not happen again. Dr. Katz agreed and thanked her for being there and overseeing the project.
- Ms. Hernandez-Piñero asked if the old equipment was being kept, and why. Mr. Gonzalez said it would be decommissioned but would remain on-site because of financial and logistical issues in removing.
- Ms. Hernandez-Piñero asked if the temporary generators would remain on-site. Ms. Scott-McKenzie said the new generator would have greater capacity so the tertiary should not need to be relied on but she would like to keep it. Mr. Saez responded they would discuss further.
- Dr. Katz noted that he was often surprised by how much it could cost to remove or demolish things and so he understood the plan to leave the existing equipment in place.

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 11:05 a.m.

Equity, Diversity and Inclusion Committee Meeting - September 10, 2024

As Reported by: Patricia Marthone

Committee Members Present: Patricia Marthone, José Pagán, Jackie Rowe-Adams, Mabelle Allen, Sally Hernandez-Piñero

CALL TO ORDER

The meeting of the Equity, Diversity and Inclusion Committee of the NYC Health + Hospitals' Board was called to order at 4:00 p.m.

Dr. Patricia Marthone noted for the record that Dr. Mabelle Allen is representing Dr. Mitchell Katz in a voting capacity.

Upon motion made and duly second the minutes of the May 7, 2024 meeting was unanimously approved.

DIVERSITY AND INCLUSION UPDATE

Ivelesse Mendez-Justiniano, Vice President, Chief Diversity, Equity, & Inclusion Officer, provided an overview of the System's latest diversity and inclusion achievements and activities.

Ms. Mendez-Justiniano reported out on the top ten training completions from January - September 2024, some of which included: Identifying and Managing Unconscious Bias, Religion as a Social Determinant of Health, Juneteenth: Celebrating Freedom and Honoring Ancestry, Women's History Month: Women Mentors in the Workplace, and Black History Month: Keeping it Alive.

The next update she presented was in the Language Access category, regarding the RFP for interpretation services. The new interpretation services were approved by the Contracts Review Committee (CRC) on April 16th and the Board in July. The new contracts will cover the following: Over-the-Phone and Video-Remote Interpretation (OPI & VRI), On-Site Interpretation (OSI) for Spoken Languages, On-Site Interpretation (OSI) for Sign Languages, and Language Proficiency and Interpreter Skills Assessment. She also shared that there is a new Epic integration feature that will be rolled out as part of the new contracts which will further simplify the process in which a provider can request interpretation services while with a patient.

Ms. Mendez-Justiniano continued to highlight updates regarding Veteran support. She shared that 162 participants engaged with Veteran pop ups from November 2023 to present day. The goal this year was to have a pop-up at each acute care facility, which the team is on track to achieve by the end of 2024. The pop-up sessions are open to employees, patients, and the community at large. Services offered at these pop ups include:

- Starting VA Claim
- Updating military records
- Copying of military records
- Appealing VA decision
- Sharing information about services available & more

Additional Veteran support includes: New ODEI website (launched 8/1/24) features a dedicated space for Veterans, Veterans Fair on 10/3/24 at Gouverneur, and a Veterans Day webinar in November 2024.

In the Disability Awareness area, there has been notable positive feedback reported in regards to the Let's Talk Disability training, which is held live virtually. There have also been several disability events included as a part of community outreach. Examples include:

- Participating and connecting with 100+ people at the Disability Unite Festival 7/14/24 in Central Park
- Participating in the NYC Disability Parade (10/20/24)
- Scheduling adaptive yoga online for disabled patients (December 2024)

Ms. Mendez-Justiniano went on to share that the community outreach work continued in the LGBTQ+ Equity category. In June the team attended 9 Pride events across all five boroughs. Staff members tabled at six festivals, engaging with over 2,500 community members. The team also marched in three parades (Queens Pride, Brooklyn Pride, and NYC Pride March). Other events included TRANSFest (7/13/24), TransLatinx Network Health Fair (8/22/24), and Mayoral events such as the LGBTQ+ Leadership roundtable (8/19/24). The LGBTQ+ Equity team also published multiple communications, collaborating with Corporate Marketing & Communications on various pieces published Systemwide.

Ms. Mendez-Justiniano was pleased to announce that the Office of Diversity, Equity and Inclusion launched its new, updated homepage on the Insider making it more user friendly. The updated website allows for easy access to the Essential Documents Resource Library, registering for education and capacity building sessions, accessing information on services offered, and much more.

Ms. Mendez-Justiniano went on to share the list of NYC H+H recipients of awards that PoliticsNY and am NY issued, including AAPI Power Players list, 2024 LGBTQ+ Power Players, and 2024 Power Players in Diversity, Equity, and Inclusion.

Returning the focus to community outreach, Ms. Mendez-Justiniano concluded her report by highlighting the team's participation in the National Dominican Day parade and hosting of seven (7) Back to School health festivals.

EQUITY AND ACCESS COUNCIL UPDATE

Nichola Davis, Chief Population Health Officer, and Co-Chair of the Equity and Access Council ("Council") initiated the presentation and introduced John-Conrad Buen and Winnie Wong, who are the Asian American and Pacific Islander (AAPI) Inclusion Group co-chairs.

Mr. Buen noted that the group worked together to establish what its goal is, which is to create an inclusive workspace that will make AAPI members feel heard and respected. He then outlined the group's objectives, which include:

- Stand in solidarity with other NYC H+H groups against structural racism, societal inequity, and work towards a non-judgmental safe space where everyone can fully show-up.
- Collaborate with all AAPI groups from NYC H+H facilities and increase awareness of current AAPI issues.

- Increase understanding of AAPI diversity.
- Advocate for all AAPI community members.

Mr. Buen then discussed how the group determined how it would create an engagement opportunity for members, and as such, the team developed a plan of what projects it would work on. The first workshop the group hosted was held on June 22, 2023 where participants did the following:

- Learned factors influencing AAPI identity in the U.S. (i.e. location, immigration history, family and cultural values).
- Learned to recognize the diverse characteristics among AAPI patients within NYC H+H that influence health outcomes and health care.
- Reflected on how AAPI identity impacts NYC H+H employees.

Ms. Wong continued the presentation and shared details regarding the second workshop the group hosted on May 21, 2024 during AAPI Heritage Month. The workshop was a virtual lunch and learn with Dr. Kevin Nadal regarding Microaggressions: How AAPI Communities Navigate Racism and Other Forms of Oppression. During the session participants:

- Learned to articulate how their multiple identities have influenced their values, biases, attitudes, assumptions, behaviors and general experience of the world.
- Learned to describe the types of microaggressions that people experience, as well as the negative impacts that microaggressions have on people, groups, and institutions.
- Discussed culturally competent and effective intervention strategies in working with others of diverse backgrounds.

Ms. Wong then highlighted that the group had the opportunity to join the Mayor's Gracie Mansion AAPI Heritage Month celebration two years in a row now which they have all enjoyed. The group has also had several networking events offsite, allowing members to enjoy food tastings together as food as a rich part of the cultural experience.

Ms. Wong lastly touched upon a future event that is being planned, a Healing Workshop. They are still in a preliminary brainstorming stage for the event, however, they are considering covering a variety of AAPI rooted healing modalities such as:

- **Education and Awareness:** To educate participants about different aspects of healing, such as emotional, mental, physical, and spiritual dimensions.
- **Empowerment:** To empower participants by providing them with knowledge and tools to take control of their healing journey and improve their overall well-being.
- **Transformation:** To inspire personal growth and transformation, encouraging participants to move towards a state of greater balance, harmony, and health.

Ms. Wong concluded the presentation by indicating that the group is in

the process of creating a logo which they will look to utilize to make themselves more visible at community events but also something to provide the group with a sense of representation.

Dr. Marthone asked if there was any old business or new business.

A member of the public addressed the Committee. The Chair of the Committee Dr. Marthone referred the speaker to the Chief of Staff to provide the appropriate policy process for the Public to Participate at Board and Committee Meetings.

Hearing no old or new business from the Committee members, the meeting was adjourned at 4:59 p.m.

Community Relations Committee IN-PERSON MEETING - September 10 2024
As Reported by Ms. Jackie Rowe Adams
Committee Members Present: Jackie Rowe-Adams, Dr. Jose Pagan, Dr. Patricia Marthone, Sally B. Hernandez-Piñero, Deborah Brown (representing Dr. Mitchell Katz), Anita Kawatra

Ms. Jackie Rowe-Adams called the meeting of the Community Relations Committee meeting to order at 5:12 p.m.

Quorum was established - the minutes of the Community Relations Committee meeting held on May 7, 2024 were reviewed and upon motion made, and duly seconded the minutes were unanimously approved.

Ms. Rowe-Adams noted the Community Advisory Boards annual verbal reports scheduled to present at this meeting:

1. NYC Health + Hospitals/Coler
2. NYC Health + Hospital/Jacobi
3. NYC Health + Hospitals/NCB
4. NYC Health + Hospitals/McKinney

Ms. Deborah Brown shared the President's report:

- Two new CEOs have been appointed, Ms. Christina Contreras and Mr. Julian John will be starting September 16th at NYC Health + Hospitals/Lincoln and NYC Health + Hospitals/Metropolitan, respectively
- Governor Kathy Hochul donated \$7.5 million dollars to NYC Health + Hospitals/Elmhurst to expand maternal and pediatric health
- Over 1000 patients have been housed in the Housing for Health initiative
- Over 25,000 patients have worked with the System's community health workers
- NYC Health + Hospitals/ Kings County has recently opened their new cardio obstetric program, meant to address maternal mortality and morbidity among women of color

- All of the System's long-term care facilities earn five-star CMS quality ratings

PRESENTERS:

Ms. Rowe-Adams moved the agenda to the (5) facilities presenting their verbal annual reports. Each presentation is allotted 5 minutes.

NYC Health + Hospitals/Coler

Ms. Verna Fitzpatrick, Chair of the NYC Health + Hospitals/Coler CAB, presented the report to the CRC. Ms. Fitzpatrick stated that Coler has installed a new permanent generator, replacing temporary ones used post superstorm Sandy in 2012. There have been replacements of the old nurse call bell system started in February 2024. Funding has been allocated for upgrading electrical infrastructure and the facility has secured \$900,000 for an indoor greenhouse. Improvements include successful launch of the Coler café and larger, more plush towels.

The facility has maintained a 5-star CMS rating in quality measures and nurse staffing, and is the first skilled nursing facility to receive the silver level Beacon Award for excellence. Challenges include continuous repairs due to the building's age and difficulties in recruitment and retention.

Ms. Rowe-Adams polled Committee members for their comments or questions.

The Committee commented on the facility focus on quality that is commendable and for providing excellent services to a vulnerable population. They also commended the engagement of resident and staff in the decision-making process for person centered approach.

NYC Health + Hospitals/Jacobi

Ms. Charmaine Grant, member of the NYC Health + Hospitals/Jacobi CAB, presented the report to the CRC. Ms. Grant stated the accomplishments of the facility, including being the first public hospital to receive ACS QVP verification with the American College of Surgeons. The facility also received accreditation from the American College of Radiology for excellence and Planetree Silver Certification for Excellence in Person-Centered Care. Completed projects include sinkhole remediation and roadway paving, upgrades to Hematology Lab and Auditorium HVAC and audio-visual upgrades, roof replacement at building 1 and tunnel washer replacement at Central Sterile.

Patient care improvements include commitment to person-centered care, a patient and family partnership council, and a care partner program. Frequent complaints include attitude and communication issues across the institution, and are being improved with an ICARE with Kindness taskforce.

Ms. Rowe-Adams polled Committee members for their comments or questions.

Hearing none the agenda was moved.

NYC Health + Hospitals/NCB

Mr. Joe Ithier, Chair of the NYC Health + Hospitals/NCB CAB presented the report to the CRC. Mr. Ithier stated that NCB has received Senior Friendly Care Accreditation for providing the highest standards of care of older citizens in the Bronx Communities. The facility is also the only one in the Bronx that has been certified as a Gold Safe Sleep Champion. Completed projects include: freight elevator upgrades, 12A inpatient behavioral health unit renovations, onmicell implementation throughout clinical areas, installation of new sterilizer at Central Sterile, and new CT room renovations and equipment replacement.

The facility Inpatient HCAHPS scores has shown slight fluctuations from Quarter 1 of 2023 to Quarter 2 of 2024, with notable improvements shown in Quarter 1 of 2024. The Emergency Department scores has continuously led the system quarter over quarter with notable improvement shown from Quarter 1 2024 to Quarter 2 2024. Medical Practice scores has been maintained quarter over quarter with an average of 87% overall satisfaction. Attitude and communication continue to be a challenge, the facility is working closely with our local and central care experience teams to implement curriculums and trainings to enhance the patient experience through every touch point such as ICARE with Kindness.

Ms. Rowe-Adams poll Committee members for their comments or questions. Hearing none the agenda was moved.

NYC Health + Hospitals/McKinney

Ms. Debera Tyndall, Chair of the NYC Health + Hospitals/McKinney CAB presented the report to the CRC. Ms. Tyndall stated that the facility completed installation of a new state-of-the-art Nursing Call Bell System, replaced outdated beds with 80 new Hillrom Beds and upgraded resident rooms with flat-screen TVs, pillow speakers, new overbed tables, and nightstands. The facility has also added a new patient relations representative to improve customer service and continues themed monthly dinners and hosting summer BBQs. Resident feedback is monitored with Press Ganey results. The facility's H3 Leadership promoted I-CARE with various initiatives including: Wellness, compassion, gratitude and stress awareness days and plans for McKinney End of Summer Family Games Day. Issues impacting the community include residents continue to be more medically complex and younger and challenges in recruiting qualified staff. The aging infrastructure also needs modern restoration.

Accomplishments include: 5-star CMS Quality Rating, ranked 28 in NYs Best Nursing Homes Review, and dedicating a staff wellness center with a new massage chair for staff.

Ms. Rowe-Adams poll Committee members for their comments or questions.

The Committee commended the facility for its initiative of recruiting from the community and thanked everyone for their work and commitment.

Hearing no old or new business to come before the Committee.

ADJOURNMENT:

Meeting adjourned at 5:45 P.M

SUBSIDIARY REPORT

MetroPlus Health Plan, Inc.

Board of Directors Meeting Update – Thursday, September 19th, 2024

As Reported By: Sally Hernandez-Piñero

Draft subject to adoption at the next MetroPlusHealth Board of Directors meeting on Thursday, December 12th, 2024.

Sally Hernandez-Piñero, Chair of the Board called the meeting to order at 11:06 A.M.

ADOPTION OF THE MINUTES

The minutes from the Board of Directors meeting held on Thursday, June 6th at 11:00AM were presented to the Board. On a motion by Sally Hernandez Piñero and duly seconded, the Board adopted the minutes.

ACTION ITEMS

Sally Hernandez-Piñero advised that we begin the meeting by covering the Action Items. A **first** resolution was presented by Dr. Eric Wei, Chair for the Quality Assurance & 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 sole source contract with Optum, Inc ("Optum") dated March 12, 2019, for an amount not to exceed of \$116,500 for current year and \$56,500 per year thereafter, for a total not-to-exceed contract amount of \$1,280,537 for current year and \$1,220,537 for future years.

Dr. Sanjiv Shah, Chief Medical Officer, provided a detailed overview of the Background, Request for Additional Modules, Vendor Experience and Performance, Spending Authority Request and MetroPlus Approval Request.

Sally Hernandez-Piñero asked a question regarding the visuals members would see; 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.

A **second** 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"), is requesting access to the remainder of the spending authority that was authorized in the 2014 resolution, and to exercise the two one-year renewal options in two separate contracts with DST Health Solutions, LLC d/b/a SS&C Health ("SS&C"), for a total combined increased spending authority of \$35,100,000, including a 5% contingency, to increase

the total spending authority from \$177,000,000 to \$212,100,000 for both contracts.

Ganesh Ramratan, Chief Information Officer, provided a detailed overview of the Background, Contract Background, Background, Spending Authority Request and Board Approval Request.

Sally Hernandez-Piñero shared some comments and feedback.

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.

A **third** resolution was presented by Vallencia Lloyd, Chair for the Customer Experience & Marketing Committee for Board approval.

Authorizing the Executive Director of MetroPlus Health Plan, Inc. ("MetroPlus" or the "Plan"), to execute a sole source contract with MedHOK, Inc. ("MHK") to license the MarketProminence product for Medicare enrollment and billing for a total amount not to exceed \$2,655,000 for the term of three years with two one-year options to renew.

Lila Benayoun, Chief Operating Officer, provided a detailed overview of the Background, Scope of Work, Costs, Vendor Highlights and Board Approval Requests.

Sally Hernandez-Piñero asked a question regarding the implementation fee; Lila Benayoun responded.

NEW BUSINESS

GEOGRAPHIC EXPANSION

Sally Hernandez-Piñero, advised that we would move on to New Business and asked Dr. Talya Schwartz, President & CEO to present a verbal update on a Geographic Expansion.

Dr. Schwartz provided an update and general overview regarding our next steps in our Geographic expansion.

Dr. Schwartz also shared an update regarding the MSO.

PROJECT EDGE UPDATE

Sally Hernandez-Piñero asked that we move on to the Project Edge Update Kathy Leonard, Deputy Chief Information Officer, began by presenting Project Edge Status, Key Upcoming Activities, Integration with 3rd Party Vendors, Program Milestone Dates and Our Transformative Change Approach.

Sally Hernandez-Piñero, asked Kathy a question regarding the Project Edge Newsletter; Kathy Leonard responded.

NETWORK ACTIVATION, SURVEY FINDINGS & INTERVENTION

Laura Santella-Saccone, Chief Marketing and Brand Officer went onto discuss Provider Network Research, Qualitative Methodology, Key Takeaways, Dimensions of a Good Relationship, Dimensions of a Good Relationship Summary, Head-to-Head Comparison Summary, Goals and Enhanced Provider Network Experience.

Sally Hernandez-Piñero, made a comment on the Key Takeaways.

Vallencia Llyod, Board Member, asked a question regarding providers identified for research; both Laura Santella-Saccone and Dr. Schwartz responded.

REGULATORY UPDATE

Raven Ryan Solon then provided shared Regulatory Updates specifically covering Consumer Directed Personal Assistance Fiscal Information and Fiscal Intermediaries.

Board Members asked if this update is considered a carve-out; both Raven Ryan Solon and Lauren Leverich, Chief Financial Officer responded.

Membership, Retentions Stats and Initiatives

Lila Benayoun provided an update on Membership Since the Return of Recertification, Voluntary/Involuntary Disenrollment, Top Voluntary Disenrollment Codes, Top Involuntary Disenrollment Codes, Disenrollment Mitigation, Voluntary Disenrollment Outreach, Reasons Why Members Joined Another Plan, Breakdown of Provider Issues, Provider Initiatives/Disenrollment Mitigation, Tracking Recertification Post PHE Unwind, NYC H+H Recertification Rate by Facility and New Retention Initiatives.

Vallencia Lloyd asked a question regarding Post PHE Unwind; Lila Benayoun responded.

FINANCE Q2 2024 Update

Lauren Leverich, Chief Financial Officer was asked to present the Q2 Financial Update for 2024 which was not included in the agenda. Lauren Leverich presented the 2024 MMCOR P&L, Q2 Forecast vs. Actual and the Financial Performance Liabilities and Net Worth.

Dr. Schwartz shared comments regarding the Finance presentation.

There being no further business, Sally Hernandez-Piñero adjourned the meeting at 12:31 P.M.

Mitchell H. Katz, MD

NYC HEALTH + HOSPITALS - PRESIDENT AND CHIEF EXECUTIVE OFFICER

REPORT TO THE BOARD OF DIRECTORS September 26, 2024

NEWSWEEK RANKS ALL NYC HEALTH + HOSPITALS LONG-TERM FACILITIES IN THE TOP 20 IN THE STATE; ALL EARN 5-STAR CMS QUALITY RATING

Yesterday, Newsweek announced as part of its fourth annual "Best Nursing Homes 2024" rankings, that all the health System's skilled nursing facilities were in the top twenty in the State. NYC Health + Hospitals/Sea View is the number one nursing home in New York City -- it ranked second in the State. NYC Health + Hospitals/Gouverneur moved up three spaces to number four in the State; NYC Health + Hospitals/Carter moved up one to number 5; NYC Health + Hospitals/Coler remained at number 9; and, NYC Health + Hospitals/McKinney moved up seven spaces to number nineteen in the State.

New York State has over 600 nursing homes. For the rankings, Newsweek identified 500 top facilities (with more than 150 beds), across 25 States, with 58 in New York state. The rankings are based on data including, performance data, peer recommendations, and accreditations from The Joint Commission and Commission on Accreditation of Rehabilitation Facilities. The rankings are designed to assist patients and their families in making informed decisions about where to receive their long-term and post-acute care.

Additionally, all five of NYC Health + Hospitals' long-term care facilities recently earned five-star quality rating from the Centers for Medicare & Medicaid Services (CMS), the agency responsible for ensuring that nursing homes meet certain quality standards. All NYC Health + Hospitals Long-Term Care Facilities earned 5-Star CMS Overall Ratings, with the exception of NYC Health + Hospitals/Coler. The stars tell New Yorkers and prospective patients about how well a facility is caring for residents' physical and clinical needs. CMS ratings are determined by three standards across three domains, including health inspections, staffing, and resident-level quality measures.

NYC HEALTH + HOSPITALS' FACILITIES ENSURE SCHOOL STUDENTS RECEIVE NECESSARY IMMUNIZATIONS AND SCHOOL SUPPLIES AHEAD OF NEW SCHOOL YEAR

NYC Health + Hospitals always plays an important role in preparing students and their families for the new school year, which began Thursday, September 5. Almost all health care system facilities participate in back to school events, which support pediatric patients and their families with immunizations and school supplies such as back packs, notebooks, and pencils. Additionally, this year at the Roosevelt Hotel, our primary humanitarian assistance center, Deputy Mayor Anne Williams-Isom joined religious leaders and the Commissioner for the

Mayor's Office of Immigrant Affairs to hand out more than 500 backpacks to children living at the hotel.

At these events health care System pediatricians and staff remind parents and guardians to schedule appointments for annual physicals, immunizations, vision and hearing exams, and other regular checkups ahead of the start of school. Having a regular doctor or visiting a pediatrician is essential not only at the beginning of the school year, but all year round. This enables parents to get answers to health-related questions about their child, and to help their child address any emerging physical and mental health needs.

NYC Health + Hospitals offers comprehensive pediatric and adolescent health services at little or no cost. Pediatric services include immunizations and annual flu shots, physicals, asthma and diabetes screenings, obesity prevention, nutrition counseling, dental services, mental health screenings and counseling. Adolescent services for those aged 12 and older include primary care, sexual and reproductive health services, LGBTQIA+ care, mental health and depression help, and sport physical and sports injury care.

NEW CEOS APPOINTED AT NYC HEALTH + HOSPITALS/LINCOLN AND METROPOLITAN

In mid-August NYC Health + Hospitals announced the appointments of Cristina Contreras, LMSW, MPA, FABC as the CEO of NYC Health + Hospitals/Lincoln and Julian John, MPA as CEO of NYC Health + Hospitals/Metropolitan. In these roles, the CEOs will ensure all New Yorkers have access to high-quality health care, grow services at the hospitals, and develop strategies to support staff recruitment and retention. In addition to their professional accomplishments, Contreras and John bring with them a deep personal connection to the public health System and communities they will serve. Contreras has worked at the health System since 1995, and is a native of the Dominican Republic and a leader in the Dominican community. John has served in the health System for a total of 15 years across his career, including the past four years at Metropolitan Hospital. He was born in Trinidad and is rooted in both Trinidadian and Venezuelan communities. Both Contreras and John started in their new positions on September 16.

GOVERNOR HOCHUL ALLOCATES \$27.5M TO EXPAND MATERNAL AND PEDIATRIC HEALTH CARE AT NYC HEALTH + HOSPITALS/ELMHURST

Governor Hochul announced that the State will invest \$27.5M to expand maternal and pediatric health care facilities at Elmhurst Hospital. The investment will increase access to high-quality prenatal and mental health care by expanding the hospital's Women's Pavilion to more than double its current size. This investment will also enable the hospital to build a new, state-of-the-art Pediatric Intensive Care Unit (PICU), which will allow more local families to access care for critically ill and injured children without traveling miles away to other hospitals.

**MORE THAN 1,200 PATIENTS HOUSED THROUGH NYC HEALTH + HOSPITALS'
HOUSING FOR HEALTH INITIATIVE**

More than 1,200 patients and their families found housing through the health care System's [Housing for Health](#) initiative. Patients experiencing homelessness were referred to the program as part of their healthcare at NYC Health + Hospitals. Patients are supported in gathering key documents, filling out paperwork to apply for housing, identifying housing opportunities that they qualify for, visiting the apartment, and transitioning into permanent housing. Patients who are housed through Housing for Health are placed in affordable or supportive housing and pay no more than 30% of their income towards rent. They live in all five boroughs and are connected to the health system for their healthcare. Housing for Health identifies patients through referrals from their NYC Health + Hospitals care providers, including MetroPlusHealth, the health system's managed care organization, and the initiative's medical respite program.

**METROPLUSHEALTH EXPANDS FOOTPRINT
IN THE BRONX WITH FORDHAM OFFICE OPENING**

On July 31, MetroPlusHealth inaugurated its second Bronx community office, located at 25 East Fordham Road. The grand opening event included a ribbon-cutting ceremony, live music, refreshments and appearances by local dignitaries such as Bronx Borough President Vanessa L. Gibson and Assembly member Yudelka Tapia.

This new office, located in the Fordham Road Business Improvement District, is a significant addition to our efforts to address the pressing health challenges facing the Bronx. The borough has the highest rates of asthma-related morbidity in New York City and the highest prevalence of diabetes among all five boroughs. The Fordham office is strategically positioned to provide vital health and wellness resources to address these issues, helping to improve health outcomes for residents.

In addition to offering direct health services, the Fordham office will collaborate with partner organizations to enhance accessibility and bridge gaps between services and individuals. This initiative aims to increase affordable care options in the borough, which is particularly important as the Bronx continues to welcome a growing number of migrants.

MetroPlusHealth initially established a presence in the Bronx in 2018 with a community office at 959 Southern Blvd., serving the South Bronx area. The opening of the Fordham office marks an important expansion of our commitment to supporting Bronx residents with comprehensive and accessible health care.

HALL STREET HUMANITARIAN CENTER HOSTS ASYLUM SEEKER ART EXHIBITION

Last week, NYC Health + Hospitals' Humanitarian Emergency Response and Relief Center (HERRC) program, in collaboration with the health system's Arts in Medicine department, held an Asylum Seeker Art Exhibition featuring the works of two asylum seeker artists living at its Hall St. humanitarian center. The artists, Roger Miranda of Venezuela and Marcos Ferrera Batista of Brazil, have dedicatedly produced work over the several months they have lived at the facility. A video recap of the event and videos of remarks given by NYC Health + Hospitals and New York City leadership can be found on the health care system's website. The Hall St. humanitarian center, which opened in September 2023, currently houses approximately 3,200 asylum seekers, including over 200 families with children.

NATIONAL NONPROFIT BABY2BABY DISTRIBUTES MATERNAL HEALTH AND NEWBORN SUPPLY KITS TO MOTHERS AT HEALTH CARE SYSTEM HOSPITALS

Baby2Baby, a national nonprofit that has distributed over 450 million essential items to children living in poverty across the country, provided maternal health and newborn supply kits filled with critical supplies to several of NYC Health + Hospital facilities. The kits will be provided to new mothers and their babies and contain items that are vital for their health and well-being, including diapers, hygiene products, breastfeeding supplies, postpartum care items, and educational resources.

Baby2Baby Co-CEOs Norah Weinstein and Kelly Sawyer Patricof and Baby2Baby Board Member and Ambassador Kelly Rowland visited NYC Health + Hospitals/Kings County in Brooklyn to deliver Maternal Health & Newborn Supply Kits directly to new mothers alongside Dr. Wendy Wilcox, Chief Women's Health Officer. The kits, which are part of Baby2Baby's new initiative to combat the maternal health crisis in partnership with the U.S. Department of Health and Human Services, will also be delivered directly to mothers giving birth at NYC Health + Hospitals/Harlem, Woodhull, and North Central Bronx. Baby2Baby has partnered with NYC Health + Hospitals to support mothers and babies since 2021, providing hundreds of thousands of essential items including diapers, wipes, hygiene products, portable cribs and car seats.

NYC HEALTH + HOSPITALS OPENS WELLNESS ROOMS FOR STAFF

NYC Health + Hospitals/Lincoln recently celebrated the grand opening of a dedicated wellness room designed by hardworking staff. The tranquil space offers a serene environment where employees can take a break from the demands of their roles, promoting relaxation and mental well-being. Equipped with comfortable seating and calming decor, the wellness room provides a much-needed sanctuary to support the overall well-being of our hospital team. This initiative reflects the health care system's commitment to fostering a supportive and caring working environment. Lincoln Hospital is a Level 1 Trauma Center and has the busiest emergency department in New York City.

NYC Health + Hospitals/Gotham Health also recently completed its new wellness room for staff at its East New York clinic. It is the second of four new wellness rooms to be established at various Gotham Health sites, and part of the health system's investment in workforce wellness under its Helping Healers Heal program. This serene space aims to provide a quiet retreat for employees to recharge, de-stress, and heal. The room features visually enhanced environments with beautiful art, calm music, and soothing lighting. Staff can enjoy relaxation and rejuvenation. Additionally, the room offers a space for connection and debriefing, allowing staff to support each other and share experiences in a tranquil setting. Following the recent opening at Gotham Health, Cumberland in Brooklyn, additional wellness rooms will include Gotham Health, Belvis and Gotham Health, Morrisania.

**MORE THAN 25,000 PATIENTS HAVE WORKED WITH
NYC HEALTH + HOSPITALS COMMUNITY HEALTH WORKERS**

More than 25,000 NYC Health + Hospitals patients have worked closely with Community Health Workers since the program's launch in 2021. Community Health Workers meet regularly with patients to identify and address barriers to health and well-being, such as housing, financial, food, and legal needs, as well as helping them schedule health care appointments and coordinate transportation. With more than 250 Community Health Workers, NYC Health + Hospitals has built one of the largest health system-based Community Health Worker programs in the country.

Community Health Workers are part of the primary care team at all of NYC Health + Hospitals' 11 hospitals, 6 of its Gotham Health sites, and Virtual ExpressCare and they often come from the communities they serve. They can meet patients in the clinic, in the community, or at home depending on the patient's preference. The program is open to patients regardless of immigration or insurance status.

The health system's Arts in Medicine department worked with The Museum of Modern Art (MoMA) to highlight the important work of supporting community health workers. The museum hosted a panel featuring the artist LaToya Ruby Frazier and health system staff to discuss the role of community health workers and premiered a new short film by Pete Ho featuring community health workers. Earlier this year, Frazier gave health system staff a guided tour of her exhibition, *Monuments of Solidarity*, which features an artwork that celebrates and uplifts the stories of community health workers in Baltimore during the COVID-19 pandemic.

**NYC CARE RELEASES STUDIES HIGHLIGHTING PROGRAM AS NATIONAL MODEL FOR
PROMOTING HEALTH EQUITY AMONG UNINSURED**

Earlier this month, NYC Care announced the release of two observational studies that underscore the program's role as a national model for municipalities to improve the health of uninsured patients. The studies

in the Journal of General Internal Medicine (JGIM) and the Journal of Public Health Management & Practice (JPHMP) find that NYC Care has been successful across a range of factors including enrollment, utilization of services, chronic disease management, and implementation. NYC Care's patient-centered approach includes simplifying steps to affordable care access, building trust with hard-to-reach populations through public awareness campaigns and partnerships with grassroots community-based organizations, and prioritizing health services accessibility, resulting in a patient experience similar to that of Medicaid enrollees. The study in JGIM leveraged statistical analysis to compare NYC Care patients to Medicaid patients and found that, controlling for sociodemographic characteristics, NYC Care members had a higher rate of primary care usage, similar emergency department usage, and fewer hospitalizations, demonstrating that the program succeeds in promoting preventative health care services in its members while maintaining high-cost services low. The study in JGIM highlighted health care service utilization among NYC Care members, finding that 83,003 members had completed on average 2.4 primary care visits and 3.9 specialty care visits. 50.7% of enrollees with diabetes had a hemoglobin A1c less than 7.0%, and 75.2% of enrollees with hypertension had blood pressure less than or equal to 140/90 mmHg., chronic disease control metrics comparable to Medicaid enrollees. Together, the studies show how in lieu of increased health insurance access municipalities can use the NYC Care-like health care access programs to improve the care and health of uninsured persons.

**NEW CARDIO-OBSTETRICS PROGRAM LAUNCHED
AT NYC HEALTH + HOSPITALS/KINGS COUNTY**

NYC Health + Hospitals announced the launch of a new \$1.2M Cardio-Obstetrics program to reduce maternal mortality and morbidity among women of color by focusing on heart disease during and after pregnancy. In New York State, Black women are 4 to 5 times more likely than white women to die during pregnancy or in the year after. More than 1 in 4 of maternal deaths nationwide are due to heart disease. The Cardio-Obstetric practice will target patients' heart disease or its risk factors, including hypertension, obesity, and diabetes, from the prenatal period for up to a year postpartum. The pilot program will be offered at NYC Health + Hospitals/Kings County, which serves a community with high rates of hypertension and other chronic diseases. The care team will include obstetricians, cardiologists, anesthesiologists, nurses, emergency department physicians, other specialists, as well as non-clinical staff in pediatrics and the emergency department. Two local community-based organizations, the Caribbean Women's Health Association and Life of Hope, will serve as initial sites in a larger community outreach strategy to provide health education in Central Brooklyn about heart disease during and after pregnancy, and support warm referrals to the program. The Cardio-Obstetrics program aligns with the American College of Obstetricians and Gynecologist (ACOG) District II Safe Motherhood Initiative and is funded in part by Robin Hood.

NYC HEALTH + HOSPITALS/SOUTH BROOKLYN HEALTH KICKS OFF PLAN TO CREATE COMPREHENSIVE WOMEN'S HEALTH SERVICE

NYC Health + Hospitals/South Brooklyn Health kicked off a plan for creating a contiguous comprehensive women's health service on its campus. Services from outpatient care to labor and delivery to post-partum recovery will be brought together to ensure care continuity and safety. Patient rooms and ancillary space will be upgraded to enhance total family care. And, the neonatal intensive care unit (NICU) and nursery will be redesigned to accommodate the needs of families to reflect the hospital's Baby-Friendly designation. The effort is funded with \$18.5 million in capital funding from Brooklyn Borough President Antonio Reynoso. The communities cared for by South Brooklyn Health see even greater risks to safe pregnancy than other parts of Brooklyn. Over 50% of the patients are African American or Hispanic, and nearly 70% of these patients are diagnosed with a chronic illness, such as diabetes or hypertension, substance use disorder, or behavioral health conditions, which are all conditions that can place a pregnant person and her baby in danger. South Brooklyn Health communities are growing, adding more young pregnant people who face higher risks for severe maternal mortality. Over the last several years, births at South Brooklyn Health have increased 30%.

CITY & STATE NEW YORK AND POLITICSNY AND AMNY METRO RECOGNIZE NYC HEALTH + HOSPITALS LEADERS IN ANNUAL LISTS

Former NYC Health + Hospitals/Metropolitan CEO and current CEO of NYC Health + Hospitals/Lincoln Cristina Contreras, NYC Health + Hospitals/Bellevue CEO William Hicks, and NYC Health + Hospitals/Harlem CEO Georges Leconte were recognized by City & State New York in its "[Manhattan Power 100](#)" list for 2024. From government appointees to business executives to advocates, the annual recognition list highlights leaders in Manhattan who affect the lives of New Yorkers.

Additionally, MetroPlus Health Senior Director of Talent Recruitment Carlos Cabrera and NYC Health + Hospitals Vice President and Chief Diversity, Equity, and Inclusion Officer Ivelesse Mendez-Justiniano were named to the PoliticsNY and amNY Metro "2024 Power Players in Diversity, Equity, and Inclusion" recognition list. Both are celebrated as dynamic leaders taking concrete steps to ensure that their organizations reflect the communities they serve, in alignment with the mission and values of NYC Health + Hospitals.

NYC HEALTH + HOSPITALS PARTNERS WITH FIRSTLINE TO PROMOTE APPROPRIATE USE OF ANTIBIOTICS

On August 20, NYC Health + Hospitals announced a partnership with Firstline, a company with an app designed to help clinicians more appropriately use antibiotics in accordance to NYC Health + Hospital guidelines, to minimize the risk of antimicrobial resistance. Antimicrobial resistance develops when antibiotics are over-prescribed,

allowing microbes to develop the ability to resist treatment with antibiotics and threatening the health of people infected with these organisms. Patients who develop antimicrobial resistance may not have any available treatments for their infection. Five NYC Health + Hospitals sites - Bellevue, Elmhurst, Lincoln, Queens, and South Brooklyn Health - are participating in this launch and have uploaded their prescribing guidelines, antibiotic resistance data, and infection control isolation policies. Using this content, healthcare providers will be able to choose how to best treat certain infections and prevent the spread of these infections within the hospital. NYC Health + Hospitals providers can access this content by downloading the Firstline app on their smartphone or from a hospital computer.

NYC HEALTH + HOSPITALS COVID-19 RESPONSE TEXTBOOK PUBLISHED

NYC Health + Hospitals released a textbook about the Covid-19 response, fully written and edited by the leadership and staff of the nation's largest municipal health system. The 400-page book, *The Covid-19 Response in New York City: Crisis Management in the Epicenter of the Epicenter*, covers the pandemic from the frontlines of the response, in the nation's largest city and the first major city hit by Covid-19. The book covers how to respond to an unprecedented influx of inpatients, stand up a 24/7 contact tracing operation, distribute hundreds of thousands of vaccine doses, and manage provider burnout during a historic crisis. The book was written by nearly 100 staff across the health system who participated in the response and edited by three leaders of the emergency response: Laura Iavicoli, MD, MBA, FACEP, CHEP, the Chief Medical Officer of NYC Health + Hospitals/Elmhurst; Syra Madad, DHSc, MSc, MCP, CHEP, Chief Biopreparedness Officer at NYC Health + Hospitals; and Eric Wei, MD, MBA, Senior Vice President and Chief Quality Officer at NYC Health + Hospitals.

NEW COMMUNITY MURALS UNVEILED AT NYC HEALTH + HOSPITAL FACILITIES

NYC Health + Hospitals/Gouverneur unveiled a new mural as part of the Community Mural Project run by the health system's Arts in Medicine department. The mural, *A Giving Hand* at NYC Health + Hospitals/Gouverneur, was developed by artist Raul Ayala through a series of focus groups with community members, staff and patients and brought to life at a paint party where the community was invited to paint the mural together. *A Giving Hand* is one of 7 new murals that will be created this year, adding to 37 murals created at NYC Health + Hospitals since 2019. The first wave of the Community Mural Project is featured in a book, *Healing Walls: New York City Health + Hospitals Community Mural Project 2019-2021*. This and other murals at NYC Health + Hospitals can be viewed on the free Bloomberg Connects app. The Community Mural Project is made possible through the support of the Laurie M. Tisch Illumination Fund.

Another mural, *We Gon' Be Alright* was unveiled at NYC Health + Hospitals/Kings County. It was developed by artist Fitgi Saint-Louis

through a series of focus groups with community members, staff and patients and brought to life at a paint party where the community was invited to paint the mural together.

We Gon' Be Alright, located at Kings County Hospital's Wellness and Recovery Center, embodies the collective journey towards healing, showcasing the resilience and unity of individuals reclaiming their lives from addiction. By portraying circular forms and repetitive patterns, the mural symbolizes cultural and gender diversity. Intertwined silhouettes, rendered in vibrant colors and dynamic lines, represent the interconnected lives of those who gather in the Community Room, highlighting the deep connections forged through shared struggles and triumphs. In this project, the artist had a temporary studio space within the clinic, where daily interactions with patients and staff during open studio hours facilitated a unique collaborative process. This environment allowed patients to unwind, take pride in their contributions, and engage in meaningful dialogue.

EMERGENCY NURSING TEAMS AT NYC HEALTH + HOSPITAL/QUEENS AND METROPOLITAN RECEIVE LANTERN AWARD FROM EMERGENCY NURSES ASSOCIATION

The Emergency Nursing Teams at NYC Health + Hospitals/Queens and Metropolitan were selected as recipients of the Emergency Nurses Association's 2024 Lantern Award for demonstrating excellence in leadership, practice, education, advocacy, and research performance. The Lantern Award showcases the Emergency Department's accomplishments in incorporating evidence-based practice and innovation into emergency care. Through collaboration and teamwork, the department achieved the Primary Stroke Center designation, ACEP-accredited Geriatric Emergency Department, and excelled in areas such as early emergency care and intervention, ED follow-up program, sepsis management, medication safety, falls prevention, restraint reduction, and patient experience. This recognition serves as a visible symbol of the team's commitment to quality, safety, and a healthy work environment, and further highlights the hospitals' dedication to providing the highest standard of care to the community.

DIVYA PATHAK, NYC HEALTH + HOSPITALS CHIEF DATA OFFICER, RECEIVES "AI INNOVATOR AWARD"

Divya Pathak, NYC Health + Hospitals' Chief Data Officer, received the "AI Innovator Award" at MachineCon 2024, an annual gathering of Chief Analytics and Artificial Intelligence (AI) leaders across all industries in the United States. The award recognizes leaders who have successfully transformed data into meaningful insights to support the growth of their organizations. Pathak was honored for her exceptional innovation in the development and deployment of AI technologies in health care. She has been a leader within NYC Health + Hospitals for strategic AI investments, developed best practices and implementation frameworks for AI solutions, and established guidelines for safe and responsible AI use

in clinical care. The annual gathering is organized by AIM Research, a global analyst firm specializing in artificial intelligence.

HEALTH SYSTEM LAUNCHES FREE, MONTHLY PRODUCE BOXES FOR PATIENTS OF LIFESTYLE MEDICINE PROGRAM

NYC Health + Hospitals is offering free produce boxes to patients enrolled in its nationally recognized Lifestyle Medicine Program. Patients of the program can receive six free monthly deliveries of seasonal, fresh produce delivered to their home. Patients will work with dietitians to learn about incorporating fruits and vegetables into their diet across culinary traditions and skill levels. Delicious and healthy recipes developed by the team's dietitians will accompany each produce box. A recent produce box included broccoli, bok choy, tomatoes, potatoes, peaches, and fennel. The majority of the produce is sourced from local or regional farms, and the boxes are packaged and delivered by Farm to People.

The Lifestyle Medicine Program at NYC Health + Hospitals is a nine-month program to support patients in making evidence-based lifestyle changes, including a healthful plant-based diet, increased physical activity, improved sleep habits, stress reduction, avoidance of substance use, and stronger social connections. Adults living with prediabetes, type 2 diabetes, high blood pressure, heart disease, or health concerns related to excess weight are eligible to enroll. The program is now available at seven sites and can serve approximately 4,000 patients each year.

NYC CARE COMMEMORATES 5-YEAR ANNIVERSARY WITH DAY OF ACTION

In late July, NYC Care launched a city-wide day of action to commemorate its five-year anniversary and encourage New Yorkers to enroll in the health care access program. The inter-agency initiative mobilized partners from the Mayor's Public Engagement Unit, New York State of Health, and the Department of Health and Mental Hygiene, as well as community-based organization partners and dozens of volunteers for in-person and digital outreach. The sites selected for canvassing and tabling were identified as having the highest rates of uninsured New Yorkers and the lowest rates of NYC Care enrollment. NYC Care Executive Director Jonathan Jiménez, MD, MPH, supported the outreach teams across the city to answer questions and assure New Yorkers that NYC Health + Hospitals does not record information about the immigration status of its members.

NEW SURGICAL RETINA SERVICE AT NYC HEALTH + HOSPITALS/HARLEM

On July 31, NYC Health + Hospitals/Harlem launched a state-of-the-art Surgical Retina Service. The service broadens ophthalmological capabilities and enables providers to deliver the gift of sight to patients with complex retinal conditions in the Harlem community. The new Surgical Retina Service was developed through a strategic partnership with Columbia University Irving Medical Center's Edward S.

Harkness Eye Institute, which offered technical assistance in developing the program. The Surgical Retina Service specializes in the diagnosis and treatment of a wide variety of retinal diseases, including, retinal detachment, complications of proliferative diabetic retinopathy, retained lens fragments or dislocated nucleus/intraocular lens after cataract surgery, among other diseases.

**NYC HEALTH + HOSPITALS/QUEENS HOSTS FREE
PROSTATE CANCER SCREENING EVENT**

At a recent free prostate cancer screening event using the PSA (prostate-specific antigen) test, NYC Health + Hospitals/Queens saw 38 patients, including several hospital employees. Prostate cancer is the second most common cancer among men, and early detection is crucial. Black men often receive late-stage diagnoses, making early screenings even more vital. This event was part of NYC Health + Hospitals/Queens' Stage Zero initiative, aimed at reducing late-stage cancer diagnoses through early screenings, detection, and treatment. The Stage Zero initiative provides proactive steps to recognize and mitigate racial disparities in cancer outcomes among diverse racial and ethnic groups. By focusing on early identification, preventive measures, equitable access to healthcare, and community engagement, the initiative aims to achieve health equity and optimal care for all individuals affected by cancer. The CDC recommends that men between the ages of 55 to 69 talk to their doctor about prostate cancer screening.

**NYC HEALTH + HOSPITALS RECEIVES \$5M DONATION
TO RECRUIT AND RETAIN BEHAVIORAL HEALTH STAFF**

NYC Health + Hospitals received \$5M from Black Family Philanthropies to support its behavioral health workforce. It's one of the largest donations ever received by the health care system. \$4M of the funds will directly support student debt relief for behavioral health staff in exchange for a three-year commitment to NYC Health + Hospitals as part of its Behavioral Health Loan Repayment Program (BH4NYC). The additional \$1M in funding will be used for staff retention through career advancement and workplace safety initiatives, representing critical capacity-building strategies to complement recruitment efforts. The program is designed to help attract and retain clinicians who care for New Yorkers with mental health or substance use treatment needs as the U.S. faces a national shortage of mental health professionals. The loan **repayment** program was launched by an inaugural \$1 million donation from Three Cairns Group in 2022 and was first announced by Mayor Adams. Additional donors include The Louis and Rachel Rudin Foundation, Inc.

RESPONDING TO THE HUMANITARIAN CRISIS - SERVICES FOR ASYLUM SEEKERS

NYC Health + Hospitals continues to play a key role in the city's efforts to manage the unprecedented influx of asylum seekers. Today we accommodate approximately 23,000 individuals across our 13 humanitarian centers and continue to oversee the city's Arrival Center. Since the

facility was established in May 2023, the Arrival Center has aided over 165,000 new arrivals from over 160 countries. As the front door for all new arrivals, we provide screening for communicable diseases and have administered nearly 150,000 vaccinations at the city's Arrival Center, humanitarian centers, and our hospital facilities.

Across NYC Health + Hospitals 13 humanitarian centers, our staff maintain a commitment to ensuring that all of our guests, the majority of whom are families with children, receive compassionate, dignified care. Our humanitarian centers offer comprehensive services to support asylum seekers journey toward a better life, including medical services, case management services, food and nutritional support, language services, mental health resources, school enrollment assistance, social and afterschool programming, and aid in family reunification.

EXTERNAL AFFAIRS UPDATE

City: On September 23rd, The New York City Council held a hearing regarding "Behavioral Health Emergency Assistance Response Division (B-HEARD) and Responses to Mental Health Crises", during which H+H's Office of Behavioral Health participated in for Q&A.

State: In August, NYC Health + Hospitals/Elmhurst was thrilled to welcome Governor Kathy Hochul's generous \$27.5 million maternal and pediatric health care investment. The \$20 million provided will enable Elmhurst Hospital to expand its Women's Pavilion and \$7.5 million for the addition of a new Pediatric Intensive Care Unit. We thank the Governor for her generous support.

Of the 805 bills that passed both houses of the New York State (NYS) Legislature, 332 bills have been acted upon by the Governor. The Governor has until the end of the calendar year to consider the remaining 473 bills. Most of the significant health care bills the External Affairs team is tracking have not been delivered yet to the Governor.

Federal: Congress continues to debate appropriations bills for Fiscal Year 2025, prior to the end of the fiscal year on September 30th, 2024. Included in these conversations are Congressionally-Directed Spending ("earmark requests"), for which NYC Health + Hospitals has applied. Prior to the end of 2024, Congress also has to address a few expiring provisions, including those that allow expanded use of telehealth and continuing the delay of the Medicaid DSH cuts.

Community Affairs: The Central Council of Auxiliaries met on September 4 to discuss fundraising ideas, membership recruitment, and involvement in facility community events. The Community Relations Committee met on September 10 with CAB Chairs from Coler, Jacobi, McKinney, and North Central Bronx sharing reports from their facilities. The Council of CABs met on September 10, where Ms. Robin Hogans, CAB Chair at NYC Health + Hospitals/Queens, was elected Chair of the Council of CABs. We thank Ms.

Hogans and the other members of the Council of CABs Executive Committee for their leadership.

Philanthropy: On September 11, Baby2Baby Co-CEOs Norah Weinstein and Kelly Sawyer Patricof and Baby2Baby Board Member and Ambassador Kelly Rowland visited NYC Health + Hospitals/Kings County to deliver Maternal Health & Newborn Supply Kits directly to new mothers alongside Dr. Wendy Wilcox, Chief Women's Health Officer, NYC Health + Hospitals and Deborah Brown, Chief External Affairs Officer of the system. The kits, which are part of Baby2Baby's new initiative to combat the maternal health crisis in partnership with the U.S. Department of Health and Human Services, will also be delivered directly to mothers giving birth at NYC Health + Hospitals/Harlem, Woodhull, and North Central Bronx.

NEWS FROM AROUND THE SYSTEM

WNYC: [Dr. Eric Wei and Dr. Laura Iavicoli discuss NYC Health + Hospitals COVID-19 textbook](#)

BK Reader: [NYC Health + Hospitals/South Brooklyn Health brings enhanced birthing services to Coney Island](#)

Harlem World: [NYC Health + Hospitals' Five Long-Term Care Facilities Achieve Five-Star CMS Ratings](#)

America's Essential Hospitals: [NYC Health + Hospitals Drives Art Initiatives to Foster Community on Rikers Island](#)

Healthbeat New York: [NYC Health + Hospitals partners with MoMA to Uplift Community Health Workers](#)

Healthcare Innovation: [NYC Care Releases Studies Showcasing Program As National Model For Health Equity Among Uninsured](#)

City & State New York: [Dr. Long on how NYC Supports the Mental Health of Newly Arrived Migrants](#)

Becker's: [Chief Data Officer Divya Pathak on the future of healthcare AI](#)

New York Times: [These Artists Live in a Homeless Shelter](#)

New12 Bronx: [NYC Health + Hospitals/Jacobi honors lives lost on 9/11 with memorial service](#)

McKnights: [Five for five on Five-star ratings: the secret to NYC Health + Hospitals' quality success](#)

CNN: [NYC Health + Hospitals/Bellevue's Dr. Justin Chan on the MPOX boosters](#)

RESOLUTION - 06

Authorizing the New York City Health and Hospitals Corporation (the “System”) to execute an agreement with **PFM Financial Advisors LLC for the provision of Independent Registered Municipal Advisor Services** on behalf of the System for an initial period of three-years and two one-year renewal options, exercisable at the discretion of the System, for an amount not to exceed \$1,125,000.

WHEREAS, Financial Advisors provide services that support the System by providing expertise and resources that would be cost prohibitive for NYC Health + Hospitals to deploy; and

WHEREAS, the Request for Proposals for the provision of Financial Advisor services was released on June 28, 2024 through its Supply Chain Services unit, followed by a pre-proposal conference, attended by two vendors; and

WHEREAS, of the two vendors that attended the pre-proposal conference, two vendors submitted proposals; and

WHEREAS, in conformance with its procurement operating procedure, the System received and evaluated proposals from two vendors and evaluated such proposals among a diverse evaluation committee; and

WHEREAS, PFM Financial Advisors LLC was selected; and

WHEREAS, the Vice President of Finance, will be responsible for the administration of the proposed agreements.

NOW THEREFORE, be it

RESOLVED, that the New York City Health and Hospitals Corporation (the “System”) be and hereby is authorized to execute one agreement with PFM Financial Advisors LLC for the provision of Independent Registered Municipal Advisory Services. The initial term shall be three-years and two one-year renewal options, solely exercisable by the System, for an amount not to exceed \$1,125,000.

EXECUTIVE SUMMARY
RESOLUTION TO AUTHORIZE CONTRACT
WITH
PFM FINANCIAL ADVISORS LLC

OVERVIEW	The purpose of these agreements is to provide Financial Advisor services of Independent Registered Municipal Advisory Services.
PROCUREMENT	The System undertook an RFP to procure vendors to provide Financial Advisor services.
NEED	Financial Advisor services support NYC Health + Hospitals' by providing expertise and resources that would be cost prohibitive for NYC Health + Hospitals to deploy internally.
TERMS	The contract awards will be issued for a five-year term, with a not to exceed of \$1,125,000.
MWBE	Due to the limited opportunity for subcontracting, no subcontracting goal was placed on this solicitation.



Irmali Rivera
-Bazan
Digitally signed by Irmali Rivera-Bazan
Date: 2024.09.26 10:08:19 -0700

To: Colicia Hercules
From: Chief of Staff, Office of the Chair
Re: Vendor Responsibility, EEO and MWBE Status for Board Review of Contracts for Independent Registered Municipal Advisor Services
Date: September 25, 2024

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

<u>Vendor Name</u>	<u>Vendor Responsibility</u>	<u>EEO</u>	<u>MWBE</u>
PFM Financial Advisors LLC	Pending	N/A	No

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.

**Independent Registered Municipal
Advisor Services Application to Enter into
Contract with PFM Financial Advisors LLC**

Board of Directors Meeting
October 31, 2024

Linda DeHart
Vice President, Finance

For Board of Directors Consideration

- Authorizing the New York City Health and Hospitals Corporation (the “System”) to execute an agreement with **PFM Financial Advisors LLC** for the provision of **Independent Registered Municipal Advisor Services** on behalf of the System for an initial period of three-years and two one-year renewal options, exercisable at the discretion of the System, for an amount not to exceed \$1,125,000.

Background & Current State

- Debt Finance is soliciting for Independent Registered Municipal Advisor Services in order to contract with a qualified vendor(s) to provide advice and assist the System in financial decision making relating to current and future financing strategies and options.
 - The associated NTE for these services is \$225,000 per annum, and will be capped lower during years where financing does not take place.
- Municipal Advisor Services (formerly referred to as Financial Advisor Services) were last solicited through public RFP in 2017.
- PFM Financial Advisors LLC is our incumbent vendor and has been serving in this municipal advisor role since 2002.
 - The contract award in 2017 included a \$170,000 per annum NTE authorization, with \$124,245 spend to date.

RFP Criteria

- Minimum Criteria

- 5 years of experience with public finance advisory services
- 5 years of experience advising public or voluntary hospitals and/or other health care institutions in debt issuances and other financing alternatives
- Advise on at least \$500 million worth of municipal and/or healthcare bond deals in NY State in past 5 years

- Substantive Criteria

- Vendor experience 40%
- Ability and feasibility of meeting the SOW 35%
- Cost 15%
- MWBE 10%

- Evaluation Committee

- Corporate Reimbursement/ Debt, NYC Health + Hospitals
- Corporate Comptroller/ Cash, NYC Health + Hospitals
- Office of Management and Budget
- Office of the New York City Comptroller

Overview of Procurement

- 6/28/24: RFP Posted on City Record. 11 vendors received the RFP materials directly.
- 7/8/24: Pre-proposal conference calls held. 2 vendors attended the call.
- 7/25/24: Proposals due, 2 proposals were submitted
- August 2024: Evaluation committee submitted final scores. Below is the top scoring proposer:
 - PFM Financial Advisors LLC

Vendor Performance

Department of Supply Chain Vendor Performance Evaluation PFM Financial Advisors LLC	
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 MWBE participation goals and/or Local Business enterprise requirements, to the extend applicable?	Yes
Did the vendor and any/all subcontractors comply with applicable Prevailing Wage requirements?*	n/a
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? *	n/a
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?*	n/a
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	
Good	

Vendor Diversity

- The procurement for these services falls under OP 40-58 rather than OP 100-05, which is our regular procurement OP. Thus this procurement is not subject to the Vendor Diversity Policy OP 100-10.
- Nonetheless, the vendor diversity team reviewed the scopes of work under this solicitation and found no subcontracting opportunities, as vendors self-perform this work. Accordingly no goal was set.
- The vendor diversity team identified four MWBEs for direct invite, none of which responded to the solicitation.

- Authorizing the New York City Health and Hospitals Corporation (the “System”) to execute an agreement with **PFM Financial Advisors LLC for the provision of Independent Registered Municipal Advisor Services** on behalf of the System for an initial period of three-years and two one-year renewal options, exercisable at the discretion of the System, for an amount not to exceed \$1,125,000.

RESOLUTION - 07

Authorizing the New York City Health and Hospitals Corporation (the “System”) to approve and appoint **twenty-two firms to provide Bond Underwriting Services. Of the twenty-two firms, five will be approved to provide investment banking services and serve as senior managing underwriters and 17 firms will be approved to serve as co-managing underwriters as designated on Exhibit A.** Services will be provided on behalf of the System for a five-year period. An NTE was not established for this RFP.

WHEREAS, Bond Underwriting vendors provide services that support the System by providing expertise and resources necessary to successful issuance of System bonds; and

WHEREAS, the Request for Proposals for the provision of Bond Underwriting was released on June 28, 2024 through its Supply Chain Services unit, followed by a pre-proposal conference, attended by eighteen vendors; and

WHEREAS, in conformance with its procurement operating procedure, the System received and evaluated proposals from twenty-two vendors and evaluated such proposals among a diverse evaluation committee; and

WHEREAS, the following twenty-two vendors on the attached Exhibit A were selected; and

WHEREAS, the Vice President of Finance, will be responsible for the management of underwriting services.

NOW THEREFORE, be it

RESOLVED, that the New York City Health and Hospitals Corporation (the “System”) be and hereby is authorized to approve and appoint five firms to provide investment banking services and serve as senior managing underwriters and approve and appoint 17 firms to serve as co-managing underwriters as designated on Exhibit A. Services will be provided on behalf of the System for a five-year period. An NTE was not established for this RFP.

EXECUTIVE SUMMARY
RESOLUTION TO APPROVE AND APPOINT
TWENTY-TWO VENDORS

OVERVIEW	The purpose of this approval and appointment is to provide Bond Underwriting services - five vendors to serve as senior managing underwriters to provide investment services and 17 vendors to serve as co-managing underwriters.
PROCUREMENT	The System undertook an RFP to procure vendors approved to provide Bond Underwriting services.
NEED	Underwriters support NYC Health + Hospitals' successful issuance of System bonds through provision of financing and market strategy expertise, marketing and distribution of bonds, and possible commitment of capital.
TERMS	Approve and appoint twenty-two vendors for a five-year term. An NTE was not established for this RFP.
MWBE	Due to the limited opportunity for subcontracting, no subcontracting goal was placed on this solicitation.

Exhibit A

Senior Managing Underwriters

1. BofA Securities, Inc.
2. **J.P. Morgan Securities LLC**
3. **Jefferies LLC**
4. **Morgan Stanley & Co. LLC**
5. **Samuel A. Ramirez & Company, Inc.**

Co-Managing Underwriters

6. Academy Securities, Inc.
7. AmeriVet Securities, Inc.
8. Bancroft Capital, LLC
9. Barclays Capital Inc.
10. **Blaylock Van, LLC**
11. **BNY Mellon Capital Markets, LLC**
12. Cabrera Capital Markets LLC
13. Essex Securities LLC
14. **Janney Montgomery Scott LLC**
15. **Loop Capital Markets LLC**
16. **Mischler Financial Group, Inc.**
17. Raymond James
18. **Rockfleet Financial Services, Inc.**
19. **Roosevelt & Cross Incorporated**
20. **Stern Brothers & Co.**
21. **TD Securities (USA) LLC**
22. **Wells Fargo Securities, LLC**

- **Bold indicates current firms**



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

From: Irmali Rivera-Bazan
Associate Counsel, Office of Legal Affairs

Irmali Rivera-Bazan
Digitally signed by Irmali Rivera-Bazan
Date: 2024.10.11 09:23:11 -04'00'

Re: Vendor Responsibility, EEO and MWBE status for Board Review of Bond Issuance Underwriters

Date: October 16, 2024

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

<u>Vendor Name</u>	<u>Vendor Responsibility</u>	<u>EEO</u>	<u>MWBE</u>
BofA Securities, Inc.	Pending	N/A	No
J.P. Morgan Securities LLC	Pending	N/A	No
Jefferies LLC	Pending	N/A	No
Morgan Stanley & Co. LLC	Pending	N/A	No
Samuel A. Ramirez & Company, Inc.	Pending	N/A	Yes
Academy Securities, Inc.	Pending	N/A	Yes
AmeriVet Securities, Inc.	Pending	N/A	No
Bancroft Capital, LLC	Pending	N/A	No
Barclays Capital Inc.	Pending	N/A	No
Blaylock Van, LLC	Pending	N/A	Yes
BNY Mellon Capital Markets, LLC	Pending	N/A	No
Cabrera Capital Markets LLC	Pending	N/A	Yes
Essex Securities LLC	Pending	N/A	Yes
Janney Montgomery Scott LLC	Pending	N/A	No
Loop Capital Markets LLC	Pending	N/A	Yes
Mischler Financial Group, Inc.	Pending	N/A	Yes
Raymond James	Pending	N/A	No
Rockfleet Financial Services, Inc.	Pending	N/A	No
Roosevelt & Cross Incorporated	Pending	N/A	No
Stern Brothers & Co.	Pending	N/A	Yes
TD Securities (USA) LLC	Pending	N/A	No
Wells Fargo Securities, LLC	Pending	N/A	No

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.

Underwriting Services

Application to Appoint a Pool of 5 Senior Manager and 17 Co-Manager Firms

**Senior Managers: BofA Securities, Inc.; J.P. Morgan Securities LLC; Jefferies LLC;
Morgan Stanley & Co. LLC; Samuel A. Ramirez & Company, Inc.**

**Co-Managers: Academy Securities, Inc.; AmeriVet Securities, Inc.; Bancroft Capital, LLC;
Barclays Capital Inc.; Blaylock Van, LLC; BNY Mellon Capital Markets, LLC; Cabrera
Capital Markets LLC; Essex Securities LLC; Janney Montgomery Scott LLC; Loop
Capital Markets LLC; Mischler Financial Group, Inc.; Raymond James; Rockfleet
Financial Services, Inc.; Roosevelt & Cross Incorporated; Stern Brothers & Co.; TD
Securities (USA) LLC; Wells Fargo Securities, LLC**

Board of Directors Meeting
October 31, 2024

Linda DeHart
Vice President, Finance

For Board of Directors Consideration

- Authorizing the New York City Health and Hospitals Corporation (the “System”) to approve and appoint twenty-two firms to provide Bond Underwriting Services. Of the twenty-two firms, five will be approved to provide investment banking services and serve as senior managing underwriters and 17 firms will be approved to serve as co-managing underwriters as designated on Exhibit A. Services will be provided on behalf of the System for a five-year period. An NTE was not established for this RFP.
- **Senior Managers:** BofA Securities, Inc.; J.P. Morgan Securities LLC; Jefferies LLC; Morgan Stanley & Co. LLC; Samuel A. Ramirez & Company, Inc.
- **Co-Managers:** Academy Securities, Inc.; AmeriVet Securities, Inc.; Bancroft Capital, LLC; Barclays Capital Inc. ; **Blaylock Van, LLC** ; **BNY Mellon Capital Markets, LLC**; Cabrera Capital Markets LLC; Essex Securities LLC; **Janney Montgomery Scott LLC**; **Loop Capital Markets LLC**; **Mischler Financial Group, Inc.**; Raymond James ; **Rockfleet Financial Services, Inc.**; **Roosevelt & Cross Incorporated**; **Stern Brothers & Co.**; **TD Securities (USA) LLC**; **Wells Fargo Securities, LLC**

Background & Current State

- Debt Finance is soliciting for a pool of qualified firms to serve as senior managing or co-managing underwriters relating to any proposed future debt issuance or placement by the System.
- Underwriting Services were last solicited through public RFP in 2015.
- The 2015 RFP resulted in selection of three vendors to serve as senior managers and seventeen vendors as co-manager underwriters.
- The procurement does not include a not-to-exceed amount as no contractual payments being committed to any of the vendors.

RFP Background

- The public RFP was issued in order to select a pool of senior managing underwriters and a pool of co-managing underwriters to support the System in meeting its financing needs during the upcoming five-year period.
 - Senior managers will assist with development and structuring of specific financing plans, market strategies and approaches for debt issuances to ensure successful underwriting and marketing of the NYC Health + Hospitals' bonds at the lowest cost.
 - Co-managers will support marketing and distribution efforts related to debt issuances based on existing market conditions.
 - Bond underwriters may also commit capital as required in underwriting H+H's bonds and provide support for the bonds in the secondary market.
- The selection of the two pools was based on each company's ability to provide NYC Health + Hospitals with the highest quality of financial market strategy and underwriting services.
- Appointment to these pools does not guarantee participation in any future bond issuance.
- Any future bond issuances are subject to approval of the Board of Directors. ⁴

RFP Criteria

- **Minimum Criteria**
 - **Senior Managers**
 - Firms must have a minimum of five years experience as senior managing underwriter of municipal bond issues
 - Senior managed at least \$1 billion of municipal and/or healthcare bond deals in the previous three years.
 - **Co-Managers**
 - Firms must have a minimum of three years experience in underwriting municipal bond issues
 - Firm or key staff must be licensed by FINRA
- **Evaluation Committee**
 - Corporate Debt Finance, NYC Health + Hospitals
 - Corporate Comptroller, NYC Health + Hospitals
 - NYC Office of Management and Budget
 - Office of the New York City Comptroller
- **Substantive Criteria**
 - Vendor experience 50%
 - Ability and feasibility of meeting the SOW 40%
 - MWBE 10%

Overview of Procurement

- June 28, 2024: RFP Posted on City Record. 31 vendors received the RFP materials directly.
- July 9, 2024: Pre-proposal conference call was held with 18 vendors attending.
- July 26, 2024: Proposals due, 22 proposals were submitted
- September 2024: Evaluation committee submitted final scores for the Senior Manager(s). The following top 5 scoring proposers were selected:
 - BofA Securities, Inc.
 - J.P. Morgan Securities LLC
 - Jefferies LLC
 - Morgan Stanley & Co. LLC
 - Samuel A. Ramirez & Company, Inc.
- September 2024: Evaluation committee submitted final scores for the Co-Manager(s). All scored proposers were selected for the pool:

<ul style="list-style-type: none"> ▪ Academy Securities, Inc. ▪ AmeriVet Securities, Inc. ▪ Bancroft Capital, LLC ▪ Barclays Capital Inc. ▪ Blaylock Van, LLC 	<ul style="list-style-type: none"> ▪ BNY Mellon Capital Markets, LLC ▪ Cabrera Capital Markets LLC ▪ Essex Securities LLC ▪ Janney Montgomery Scott LLC ▪ Loop Capital Markets LLC ▪ Mischler Financial Group, Inc. 	<ul style="list-style-type: none"> ▪ Raymond James ▪ Rockfleet Financial Services, Inc. ▪ Roosevelt & Cross Incorporated ▪ Stern Brothers & Co. ▪ TD Securities (USA) LLC ▪ Wells Fargo Securities, LLC⁶
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Vendor Performance

- Reference checks have been conducted for all vendors newly qualified.
- The vendor performance for all previously qualified vendors have been deemed satisfactory or better.

Vendor Diversity

- The procurement for these services falls under under OP 40-58 rather than OP 100-05, which is our regular procurement OP. Thus this procurement is not subject to the Vendor Diversity Policy OP 100-10.
- Nonetheless, the vendor diversity team reviewed the scopes of work under this solicitation and found no subcontracting opportunities, as vendors self-perform this work. Accordingly no goal was set.
- One of the senior managing firms, Samuel A. Ramirez & Company, Inc. is a NYC/NYS certified Hispanic MBE.
- Seven of the co-managers are MWBEs.
 - Mischler Financial Group: NYC Hispanic MBE
 - Essex Securities: NYC Asian MBE
 - Cabrera Capital Markets: NYC/NYS Hispanic MBE
 - Stern Brothers & Company: NYC/NYS Non-Minority Female
 - Blaylock Van, LLC: NYC/NYS Black MBE
 - Academy Securities, Inc: NYC/NYS Hispanic MBE
 - Loop Capital Markets LLC: NYC Black MBE

Board of Directors Approval Request

- Authorizing the New York City Health and Hospitals Corporation (the “System”) to **approve and appoint twenty-two firms to provide Bond Underwriting Services. Of the twenty-two firms, five will be approved to provide investment banking services and serve as senior managing underwriters and 17 firms will be approved to serve as co-managing underwriters as designated on Exhibit A.** Services will be provided on behalf of the System for a five-year period. An NTE was not established for this RFP.

- **Senior Managers:** BofA Securities, Inc.; J.P. Morgan Securities LLC; Jefferies LLC; Morgan Stanley & Co. LLC; Samuel A. Ramirez & Company, Inc.
- **Co-Managers:** Academy Securities, Inc.; AmeriVet Securities, Inc.; Bancroft Capital, LLC; Barclays Capital Inc. ; **Blaylock Van, LLC** ; **BNY Mellon Capital Markets, LLC**; Cabrera Capital Markets LLC; Essex Securities LLC; **Janney Montgomery Scott LLC**; **Loop Capital Markets LLC**; **Mischler Financial Group, Inc.**; Raymond James ; **Rockfleet Financial Services, Inc.**; **Roosevelt & Cross Incorporated**; **Stern Brothers & Co.**; **TD Securities (USA) LLC**; **Wells Fargo Securities, LLC**

Vendor Performance Appendix

Vendor Performance

Department of Supply Chain Vendor Performance Evaluation Blaylock Van, LLC	
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 MWBE 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?*	N/A
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?*	N/A
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?*	N/A
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	

Vendor Performance

Department of Supply Chain Vendor Performance Evaluation BNY Mellon Capital Markets, LLC	
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 MWBE 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?*	N/A
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?*	N/A
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?*	N/A
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

Vendor Performance

Department of Supply Chain Vendor Performance Evaluation J.P. Morgan Securities LLC	
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 MWBE 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?*	N/A
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?*	N/A
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?*	N/A
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	
Good	

Vendor Performance

Department of Supply Chain Vendor Performance Evaluation Janney Montgomery Scott LLC	
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 MWBE 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?*	N/A
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?*	N/A
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?*	N/A
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	

Vendor Performance

Department of Supply Chain Vendor Performance Evaluation Jefferies LLC	
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 MWBE 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?*	N/A
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?*	N/A
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?*	N/A
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	

Vendor Performance

Department of Supply Chain Vendor Performance Evaluation Loop Capital Markets LLC	
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 MWBE 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?*	N/A
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?*	N/A
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?*	N/A
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	

Vendor Performance

Department of Supply Chain Vendor Performance Evaluation Mischler Financial Group, Inc.	
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 MWBE 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?*	N/A
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?*	N/A
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?*	N/A
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

Vendor Performance

Department of Supply Chain Vendor Performance Evaluation Morgan Stanley & Co. LLC	
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 MWBE participation goals and/or Local Business enterprise requirements, to the extend applicable?	Yes
Did the vendor and any/all subcontractors comply with applicable Prevailing Wage requirements?*	N/A
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?*	N/A
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?*	N/A
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	
Good	

Vendor Performance

Department of Supply Chain Vendor Performance Evaluation Rockfleet Financial Services, Inc.	
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 MWBE 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?*	N/A
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?*	N/A
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?*	N/A
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

Vendor Performance

Department of Supply Chain	
Vendor Performance Evaluation	
Roosevelt & Cross Incorporated	
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 MWBE 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?*	n/a
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?*	n/a
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?*	n/a
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	

Vendor Performance

Department of Supply Chain	
Vendor Performance Evaluation	
Samuel A. Ramirez & Company, Inc.	
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 MWBE 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?*	N/A
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?*	N/A
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?*	N/A
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	

Vendor Performance

Department of Supply Chain Vendor Performance Evaluation Stern Brothers & Co.	
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 MWBE 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?*	N/A
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?*	N/A
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?*	N/A
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	

Vendor Performance

Department of Supply Chain Vendor Performance Evaluation TD Securities (USA) LLC	
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 MWBE 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?*	N/A
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?*	N/A
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?*	N/A
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	

Vendor Performance

Department of Supply Chain Vendor Performance Evaluation Wells Fargo Securities, LLC	
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 MWBE 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?*	N/A
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?*	N/A
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?*	N/A
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

Exhibit A

Senior Managers

- BofA Securities, Inc.
- **J.P. Morgan Securities LLC**
- **Jefferies LLC**
- **Morgan Stanley & Co. LLC**
- **Samuel A. Ramirez & Company, Inc.**

Co-Managers

- Academy Securities, Inc.
- AmeriVet Securities, Inc.
- Bancroft Capital, LLC
- Barclays Capital Inc.
- **Blaylock Van, LLC**
- **BNY Mellon Capital Markets, LLC**
- Cabrera Capital Markets LLC
- Essex Securities LLC
- **Janney Montgomery Scott LLC**
- **Loop Capital Markets LLC**
- **Mischler Financial Group, Inc.**
- Raymond James
- **Rockfleet Financial Services, Inc.**
- **Roosevelt & Cross Incorporated**
- **Stern Brothers & Co.**
- **TD Securities (USA) LLC**
- **Wells Fargo Securities, LLC**

RESOLUTION - 08

Authorizing the Executive Director of MetroPlus Health Plan, Inc. (“MetroPlus”), to access the remainder of the spending authority that was authorized in the 2014 resolution (approximately \$17,000,000), and to exercise a best interest extension for two years of the contract term through December 31, 2026 in two separate contracts with DST Health Solutions, LLC d/b/a SS&C Health (“SS&C”), for a total combined increased spending authority of \$35,100,000, including a 5% contingency, to increase the total spending authority from \$177,000,000 to \$212,100,000 to continue the provision of the core systems and services including claims adjudication, accounts payable, enrollment support and communication fulfillment, business processing outsourcing and reporting to support operations, business and regulatory requirements.

WHEREAS, MetroPlus Health Plan, Inc., a subsidiary corporation of NYC Health + Hospitals, is a Managed Care Organization and Prepaid Health Services Plan, certified under Article 44 of the Public Health Law of the State of New York; and

WHEREAS, SS&C is the Plan’s current vendor for core systems and services; and

WHEREAS, MetroPlus is currently undergoing a major core system transition, entailing the migration from the SS&C legacy system to the new HealthEdge system platform; and

WHEREAS, in October 2014, the MetroPlus Board and the NYC Health + Hospitals Board approved a contract resolution, which included a combined authority for the two contracts (ASP and BPO services); and

WHEREAS, the MetroPlus Board and the NYC Health + Hospitals Board granted contract authority for ten years for the ASP and BPO contracts through December 31, 2024, for an amount not to exceed \$177,000,000 cumulative, for the two contracts; and

WHEREAS, MetroPlus seeks to exercise a two-year best interest extension through December 31, 2026, in order to exercise two one-year renewal options in each contract; and

WHEREAS, MetroPlus seeks to utilize the remainder of the spending authority that was authorized in the 2014 resolution, anticipated to be \$17,000,000, for the services provided during the two-year extension period; and

WHEREAS, MetroPlus seeks additional spending authority of \$35,100,000, including a 5% contingency, for the two-year extension period, resulting in a total contract spend of \$212,100,000 for both contracts for the two-year period through December 31, 2026; and

WHEREAS, The MetroPlusHealth Board approved these actions on Thursday, September 19th, 2024.

NOW THEREFORE, be it

RESOLVED, that the Executive Director of MetroPlus Health Plan, Inc. (“MetroPlus” or “the Plan”) is hereby authorized to access the remainder of the spending authority that was authorized in the 2014 resolution (approximately \$17,000,000) and to exercise a best interest extension for two years of the contract term through December 31, 2026, in two separate contracts with DST Health Solutions, LLC d/b/a SS&C, for a total combined increased spending authority of \$35,100,000, including a 5% contingency, to increase the total spending authority from \$177,000,000 to \$212,100,000, to continue the provision of the core systems and services including claims adjudication, accounts payable, enrollment support and communication fulfillment, business processing outsourcing and reporting to support operations, business and regulatory requirements.

**AMENDMENT OF RESOLUTION AUTHORIZING
METROPLUS HEALTH PLAN, INC.
TO INCREASE THE CURRENT SPENDING AUTHORITY**

BACKGROUND: MetroPlusHealth, a subsidiary corporation of NYC Health + Hospitals, is a Managed Care Organization and Prepaid Health Services Plan, certified under Article 44 of the Public Health Law of the State of New York. The Certificate of Incorporation of MetroPlusHealth reserves to NYC Health + Hospitals the power to approve MetroPlusHealth contracts, other than with NYC Health + Hospitals or a health care service provider, with an annual value in excess of \$3,000,000.

DST Health Solutions, LLC d/b/a SS&C Health (“SS&C”) is MetroPlus' current vendor for core systems and services. There are two separate contracts with SS&C. In the ASP contract, SS&C is the Plan’s core operating application service provider. In the BPO contract, SS&C provides business processing outsourcing services for Medicare & Exchange lines of business. MetroPlus is currently undergoing a major core system transition, entailing the migration from the SS&C legacy system to the new HealthEdge system platform. The implementation is a company-wide effort, with anticipated timeline of 26 months and includes multiple go-live events throughout 2025 and 2026. MetroPlus needs to have SS&C continue to provide services until the transition to HealthEdge is completed.

NEED: MetroPlus is seeking spending authorization to continue key operational services provided by SS&C under its existing contracts, while undergoing a complex implementation of a new core operating system.

PROPOSAL: MetroPlus is seeking authorization for the remainder of the spending authority that was authorized in the 2014 resolution, approximately \$17,000,000, and to exercise a two-year best interest extension through December 31, 2026 by exercising the two one-year renewal options in each contract, with a combined increased spending authority of \$35,100,000, including a 5% contingency, to increase the total spending authority from \$177,000,000 to \$212,100,000.

MWBE: SS&C obtained a full waiver of the MWBE requirements. In 2015 New York City Health and Hospital found that a review of the scope of work required for this contract, indicated that Article 15A goals were not required.



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

From: Steven Stein Cushman
Chief Counsel, Legal

DocuSigned by:
Steven Stein Cushman
73B666F913A04A0...

Re: Vendor responsibility, EEO and MWBE status or Board review of contract

Vendor: DST Health Solutions, LLC d/b/a SS&C Health

Date: October 28, 2024

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

Vendor Responsibility

Pending

EEO

Pending

MWBE

30% Waiver Approved

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.

Application for Best Interest Extension and Increased Spending Authority

**DST Health Solutions, LLC d/b/a SS&C
Health**

CORE Operating Services – ASP and BPO

Board of Directors Meeting

October 31, 2024

Ganesh Ramratan - Chief Information Officer - Metroplus ¹

For Board of Directors Consideration

- **Authorizing the Executive Director of MetroPlus Health Plan, Inc. (“MetroPlus”), to access the remainder of the spending authority that was authorized in the 2014 resolution (approximately \$17,000,000), and to exercise a best interest extension for two years of the contract term through December 31, 2026 in two separate contracts with DST Health Solutions, LLC d/b/a SS&C Health (“SS&C”), for a total combined increased spending authority of \$35,100,000, including a 5% contingency, to increase the total spending authority from \$177,000,000 to \$212,100,000 to continue the provision of the core systems and services including claims adjudication, accounts payable, enrollment support and communication fulfillment, business processing outsourcing and reporting to support operations, business and regulatory requirements.**

Background

- DST Health Solutions, LLC d/b/a SS&C Health (“SS&C”) is MetroPlusHealth' s (“MetroPlus”) current vendor for core systems and services. There are two separate contracts with SS&C.
- MetroPlus is currently undergoing a major core system transition, entailing the migration from the SS&C legacy system to the new HealthEdge system platform. The implementation is a company-wide effort, with anticipated timeline of 26 months and includes multiple go-live events throughout 2025 and 2026.
- MetroPlus needs SS&C to continue to provide services until the transition to HealthEdge is completed.
- MetroPlus is seeking authorization for the remainder of the spending authority that was authorized in the 2014 resolution, (approximately \$17,000,000), and to exercise a best interest extension for two years of the contract term through December 31, 2026, in two separate contracts with SS&C, for a total combined increased spending authority of \$35,100,000, including a 5% contingency.
- The total spending authority for both contracts, will be increased from \$177,000,000 to \$212,100,000.

Background

MetroPlus has two service agreements with SSC:

ASP Services – SS&C as an Application Service Provider

- Software licenses & hosting for production/QA/testing
- Management services, EDI clearinghouse services, and interface application fees
- Integration to 3rd party systems

BPO Services – SS&C Provides Business Processing Outsourcing Service for Medicare & Exchange

- Membership reconciliation & premium billing
- Enrollment processing through Market Prominence system
- Benefit setup and maintenance
- Provider contract management
- Claims processing
- Implementation of regulatory changes
- Mail room support

Contract Background

- SS&C has been MetroPlus' vendor for core system services since 1998.
- In 2014 MetroPlus awarded a Sole Source contract to SS&C to continue services, after an in-depth review and evaluation of the Plan's operations.
- In October 2014, the MetroPlus Board and the NYC Health + Hospitals Board granted contract authority for ten years for the ASP and BPO contracts through December 31, 2024, for an amount not to exceed \$177,000,000 cumulative, for the two contracts.
- MetroPlus now seeks to utilize the remainder of the spending authority that was authorized in the 2014 resolution, and exercise a two-year best interest extension through December 31, 2026, in order to exercise two one-year renewal options in each contract.

Spending Authority Request

Original Budget Authority: \$177,000,000

Remainder of the spending authority that was authorized in the 2014 resolution	\$17,000,000	Estimated remaining spending authority as of 1/1/2025, which MetroPlus is requesting to utilize during the extension period.
Additional Spending Authority Request	\$35,100,000	Best Interest Extension: Two 1-year renewal options for both ASP and BPO contract.

New Total Spending Authority: \$212,100,000

**Figures within this table reflect consolidated totals for both ASP and BPO contracts. The contracts are managed concurrently under one cost center.*

Board of Directors Approval Request

- **Authorizing the Executive Director of MetroPlus Health Plan, Inc. (“MetroPlus”), to access the remainder of the spending authority that was authorized in the 2014 resolution (approximately \$17,000,000), and to exercise a best interest extension for two years of the contract term through December 31, 2026 in two separate contracts with DST Health Solutions, LLC d/b/a SS&C Health (“SS&C”), for a total combined increased spending authority of \$35,100,000, including a 5% contingency, to increase the total spending authority from \$177,000,000 to \$212,100,000 to continue the provision of the core systems and services including claims adjudication, accounts payable, enrollment support and communication fulfillment, business processing outsourcing and reporting to support operations, business and regulatory requirements.**
- **Term of Best Interest Extension: 1/1/2025-12/31/2026.**
- **Additional spending authority requested: \$35,100,000.**
- **SS&C obtained a full waiver of the MWBE requirements. In 2015 New York City Health and Hospital found that a review of the scope of work required for this contract, indicated that Article 15A goals were not required.**