



COMMUNITY RELATIONS COMMITTEE  
OF THE BOARD OF DIRECTORS

January 14, 2025  
5:00 P.M.  
50 Water Street

AGENDA

- |  |                      |
|--|----------------------|
| I. Call to Order   | Jackie Rowe-Adams    |
| II. Adoption of November 12, 2024<br>Community Relations Committee Meeting Minutes | Jackie Rowe-Adams    |
| III. Chairperson's Report  | Jackie Rowe-Adams    |
| IV. CEO President's Report   | Mitchell Katz, M. D. |
| V. Information Items (Annual CAB Reports):   |                      |
| a. NYC Health + Hospitals/Carter   | Ms. LaShawn Henry    |
| b. NYC Health + Hospitals/Gotham Health, East New York                             | Ms. Vere Gibbs       |
| c. NYC Health + Hospitals/Kings County   | Ms. Lorna Chin       |
| d. NYC Health + Hospitals/Queens   | Ms. Robin Hogans     |
| VI. Old Business   |                      |
| VII. New Business  |                      |
| VIII. Adjournment  |                      |

COMMUNITY RELATIONS COMMITTEE  
OF THE BOARD OF DIRECTORS

November 12, 2024

5:00 P.M.

NYC Health + Hospitals Board Room

MINUTES

ATTENDEES

COMMITTEE MEMBERS PRESENT

Ms. Jackie Rowe Adams, Chairperson

Dr. Mitchell Katz, President, NYC Health + Hospitals

Erin Kelly (representing José Pagán, Ph.D., Chair, NYC Health + Hospitals Board of Directors)

NYC HEALTH + HOSPITALS CENTRAL OFFICE STAFF

Deborah Brown, Senior Vice President, External and Regulatory Affairs

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

Janny Jose, Associate Director, Board Affairs

Okenfe Lebarty, Assistant Vice President, Government and Community Affairs

Emaan Moosani, Director, Community Affairs

Emmanuella Chevalier, Assistant Director, Community Affairs

COUNCIL OF THE COMMUNITY ADVISORY BOARDS

NYC Health + Hospitals/Bellevue- Michael Smook

NYC Health + Hospitals/Gotham/Belvis- Josephine Byrne

NYC Health + Hospitals/Carter- LaShawn Henry

NYC Health + Hospitals/Coler- Verna Fitzpatrick

NYC Health + Hospitals/South Brooklyn Health- Rosanne DeGennaro

NYC Health + Hospitals/Gotham/Cumberland- Jaqueline Narine

NYC Health + Hospitals/Gotham/East New York- Vere Gibbs

NYC Health + Hospitals/Elmhurst- Raj Punjabi

NYC Health + Hospitals/Gotham/Gouverneur- Pauline Lock

NYC Health + Hospitals/Harlem- Abena Smith

NYC Health + Hospitals/Jacobi- Judith Benitez

NYC Health + Hospitals/Kings County- Lorna Chin

NYC Health + Hospitals/Lincoln- Richard Izquierdo Arroyo

NYC Health + Hospitals/McKinney- Debera Tyndall

NYC Health + Hospitals/Metropolitan- Jewel Jones

NYC Health + Hospitals/Gotham/Morrisania- Leslie Harrison

NYC Health + Hospitals/North Central Bronx- Joe Ithier

NYC Health + Hospitals/Queens- Robin Hogans

NYC Health + Hospitals/Gotham/Sydenham- Joyce Rivers

NYC Health + Hospitals/Sea View- George Marino

NYC Health + Hospitals/Woodhull- Barbara Williams

Ms. Jackie Rowe-Adams called the meeting of the Community Relations Committee meeting to order at 5:08 p.m.

Ms. Rowe-Adams noted for the record that in accordance with the By-Laws - Section 14. Committee Attendance. If any member of a standing or special committee of the Board will not be present at a scheduled committee meeting, the member may ask the Chair of the Board to request that another Board member, not a member of that committee, attend the scheduled meeting and be counted as a member for purposes of quorum and voting:

Therefore, José Pagán has designated Anne Williams-Isom - represented by Erin Kelly, be counted for the purposes of quorum and voting on his behalf.

Quorum was established - the minutes of the Community Relations Committee meeting held on September 10, 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/Harlem
2. NYC Health + Hospital/Metropolitan
3. NYC Health + Hospitals/Sydenham
4. NYC Health + Hospitals/Woodhull

**Dr. Mitch Katz shared the President's report:**

- Gotham Health received \$150,000 from City Council Member Stevens for infrastructure improvements, including updates to exam rooms
- Bellevue Hospital celebrated the graduation of the 50<sup>th</sup> class of radiologic technology, and also celebrated the 10 year anniversary of treating the first Ebola patient
- Metropolitan Hospital recently opened a Ronald McDonald House family room
- Elmhurst Hospital became the first hospital for groundbreaking liver cancer patient treatment
- Harlem Hospital received a new CT scanner, which will help with wait times

- NYC Health + Hospitals announced one-year anniversary of providing telehealth abortion care

**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/Harlem**

Ms. Abena Smith, Chair of the NYC Health + Hospitals/Coler CAB, presented the report to the CRC. Ms. Smith stated that Harlem Hospital currently has a number of active capital projects which include both infrastructure and equipment upgrades: boiler plant upgrades, post-partum unit upgrades, HVAC, CT scanner and 3D mammographic system. Harlem Hospital is also currently undergoing multiple expense projects to improve infrastructure, safety and patient and staff care. Projects completed in 2024 include: Nuclear Medicine Camera, LOGIQ Ultrasound Systems and Baxter (5) CRRT Machines.

The patient safety department was involved in many culture-of-safety, educational, proactive risk assessments and performance improvement activities over the last year, including collaborating with workforce wellness, care experience, and HR to analyze and act on the results of the Fall 2023 employee engagement survey, focusing on improving staff satisfaction and safety culture. Attitude, care, and communication are the primary areas of patient complaints. Complaints are reviewed by the Chief of Service to resolve within 7 calendar days, and patients receive a written response with corrective actions or recommendations. Some challenges include aging infrastructure with constant need of costly repairs and upgrades and working to reduce costs by converting temporary workers to permanent lines.

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

The Committee commended that the facility has had 96% percent of internal medicine residents pass the board this year compared to 35% across the country. They also commended the engagement of the CAB members.

**NYC Health + Hospitals/Metropolitan**

Ms. Jones, member of the NYC Health + Hospitals/Jacobi CAB, presented the report to the CRC. Ms. Jones stated that

Metropolitan is actively investing in infrastructure, technology, and innovation to ensure the delivery of clinical excellence and patient-centered care. Over \$190 million in capital-funded infrastructure projects are currently underway including replacement of MRI machines, renovation of Indoor/Outdoor Respite space, and FEMA floodwall project. The facility has received \$1.45 Million in capital funding from Deputy Speaker Diana Ayala and the NYC Council. Metropolitan is strengthening its culture of kindness by integrating ICARE into daily interactions and is providing ICARE with Kindness training for all staff to ensure customer service excellence. The wellness center is now open 24/7 for staff to relax and rejuvenate.

Complaints have decreased from 30% year over year from 456 to 322. Patient experience and guest relations staff are rounding proactively to address complaints in real-time and follow up frequently.

Highlights include: NYC Health + Hospitals/Metropolitan Emergency Department has received the Emergency Nurses Association's 2024 Lantern Award, Metropolitan NICU received Gold Beacon Award for Excellence from the American Association of Critical Nurses, and is the only NICU in New York City to secure this prestigious designation, Metropolitan has been designated as the System's official Acute Rehab Center, we are adding an additional 12 rehab beds - this is being amended from the number indicated in the reported as 20 rehab beds, and the Metropolitan Ronald McDonald House Family Room in pediatric OPD was completed.

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

### **NYC Health + Hospitals/Sydenham**

Ms. Joyce Woods, Chair of the NYC Health + Hospitals/Sydenham CAB presented the report to the CRC. Ms. Woods stated the facility enhancements which include new water fountains, new sonogram machine, and new EKG machines and cosmetic upgrades with a new paint job and updated signage. Sydenham received a rate provider Press Ganey score of 83% for Q2 of 2024 and the "Recommend this Provider's Office" score was 87%. In Q1 2024, Sydenham received record high scores of 85% as "Rate Provider" and 89% as "Recommend this Provider's Office".

The building requires ongoing repairs, particularly the HVAC system, and need expanding radiology services but are limited by infrastructure constraints. Many patients struggle with access to specialty care not offered on-site.

Sydenham has been recognized as an LGBTQ+ Healthcare Equity Leader and received 2024 recertification for Patient-Centered Medical Home (PCMH). Sydenham was Certified Gold for Diabetes and Cholesterol, and Gold+ for Hypertension.

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

Hearing none the agenda was moved.

### **NYC Health + Hospitals/Woodhull**

Ms. Virginia Rebuk, presented the Woodhull report to the CRC on behalf of Ms. Barbara Williams, Chair of the NYC Health + Hospitals/Woodhull CAB. Woodhull has completed some facility enhancements which include: roof replacements, a new interventional radiology suite, and a new CT scanner. Woodhull will also be replacing obsolete generators and the fire alarm system will also be upgraded.

Woodhull was awarded the Bronze Certification by Planetree International for excellence in person-centered care. The hospital launched its All-Star Recognition Program and the hospital showed improvement in "Rate the Hospital" and "Recommend the Hospital for inpatient services.

Woodhull was awarded Planetree Certification for Excellence in Person Centered Care, re-designated as a baby friendly hospital by Baby Friendly USA. Woodhull is also working to partner with community organizations to support patient care programs to reduce anxiety and re-build trust.

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

Hearing none the agenda was moved.

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

### **ADJOURNMENT:**

Meeting adjourned at 5:46



## COMMUNITY ADVISORY BOARD Community Relations Committee Report January 14, 2025

# EQUIPMENT & INFRASTRUCTURE

- **Carter Dialysis Services:**
  - **Nursing facility Den Dialysis is complete and fully licensed by the NYS DOH**
  - **The LTACH offers inpatient bedside dialysis and is led by a board-certified nephrologist**
- **Nursing Facility Telemetry:**
  - **Phillips installed telemetry equipment to enhance the Cardiac Rehab Program is complete and currently serving residents**
- **Nursing Ventilator Expansion Project:**
  - **Carter received approval from the NYS DOH to temporarily relocate residents to the LTACH during the expansion. Residents were safely relocated on October 25, 2024. The continuity of staffing, services and activities will remain with the residents**
- **Blood Transfusion Program:**
  - **Expected to increase LTACH services to prevent lost billable days resulting from unplanned acute care hospitalizations**
  - **The Lab Management Team, led by the newly credentialed Blood Bank Director are preparing a submission to the NYS DOH**
- **Acquired new feeding and IV pumps**
- **Newly renovated Employee Wellness Room that received over 11,500 visits during 2023 - 2024. Approximately 830 employees have 24 hour access and are able to take a moment to relax and rejuvenate. The redesign places emphasis on nurturing well-being.**





## Patient Safety & Satisfaction

- **Patient safety and satisfaction remains a top priority for Leadership, CAB, and staff.**
- **Carter is honored to be listed as one of the “Best Nursing Homes” by “U.S. News and World Report” for Short-Term Rehabilitation, and elated to have received acknowledgment for our Long-Term Care in 2025. This recognition validates Carter’s ongoing commitment to delivering compassionate care and an overall positive person-centered experience. This accolade continues to affirm our pledge to exemplify the ICARE with Kindness model during every interaction**
- **In the Nursing Home, Carter was named to Newsweek Magazine’s Best Nursing Homes List, Ranking #5 out of over 600 Nursing Homes in New York State.**



# FREQUENT COMPLAINTS BY PATIENTS & RESIDENTS

➤ **Overall, patient/resident complaints remained low during the past year; an analysis identified the most common issues:**

➤ **Attitude/Courtesy**

➤ **Action Plan - To address staff attitude/courtesy, upcoming ICARE with Kindness trainings are scheduled for the 1<sup>st</sup> quarter, addition of a Wellness Program Associate, held a meet & greet of the Carter H3 Team, and continue ongoing wellness rounds and group debriefs for staff support**

➤ **Delay of Care**

➤ **Action Plan - To address the delay of care, care plans will continue to be re-modified based on patient/resident preference in care**



# Carter's Community Impact

## Highlights:

- **We continue to fulfill the Health + Hospitals mission by providing uncompensated care to those who are not eligible for public benefits**
- **Carter's Nursing Aide Certification Program continues to go well. Since the program's inception in January 2022, to date, there have been seventy-three (73) candidates. Of the seventy-three (73) candidates, thirty-eight (38) are currently working on the units. Of the thirty-eight (38) candidates, two (2) are awaiting to take the state examination. The program remains open to the community.**
- **In 2025, we will continue moving forward with plans to open outpatient Radiology and Rehab Service, blood transfusion and expansion of ventilator services in the nursing facility**
- **During 2024, the CAB grew with the addition of four (4) new members.**
- **The CAB participated in Senior Day sponsored by NYS Senator Cordell Cleare**
- **Other community related events included:**
  - **Voter registration**
  - **Boriken Neighborhood Health Center Toy Drive**
  - **NYPD 25<sup>th</sup> Precinct Toy Drive**
  - **Partnership with the Uptown Grand Central Farmstand**



## Challenges:

- **Staying Healthy – Diabetes and High Blood Pressure continues to maintain a high prevalence in the East Harlem Community. We are committed to continuous outreach through health screenings to address these issues.**

**We are excited about our strategic plans for 2025 and the positive impact it will have on the East Harlem Community. We look forward to furthering the Health + Hospitals mission and ensure Carter remains a premiere post-acute care facility.**

## ACKNOWLEDGEMENTS

We would like to extend our gratitude to Carter's Clinical and Operational Leadership for their tireless commitment to serving the health care needs of our neighborhoods as well as our strategic partners who help to amplify the impact of our work, just to name a few:

- + U.S. Congress – Hon. Andriano Espaillat
- + Manhattan Borough President – Hon. Mark Levine
- + NYS Senator – Cordell Cleare
- + NYS Assembly – Jordan Wright
- + NYS Assembly – Edward Gibbs
- + Councilmember – Diana Ayala
- + Henry J Carter Wheelchair Charities – Hank Carter

- + Henry J Carter Auxiliary
- + Community Board 11
- + Uptown Grand Central – Karey King
- + NYPD
- + FDNY
- + Jeannette Rosario, Associate Executive Director, HJC
- + Nyron McLeish, CAB Liaison

*LaShawn Henry*

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LaShawn Henry  
CAB Chairperson



Floyd R. Long  
Chief Executive Officer



**COMMUNITY ADVISORY BOARD**  
**NYC Health + Hospitals Community Relations Report**  
**January 14, 2025**



**NYC**  
**HEALTH+**  
**HOSPITALS**

**Gotham Health**  
East New York



## **EQUIPMENT & INFRASTRUCTURE**

- ❖ **Staff Wellness Center:** opened allowing for a tranquil space for staff to relax and take a mental break to soothing nature sounds.
- ❖ **Installation of New Hologic 3D Mammography unit:** which replaced the old obsolete model
- ❖ **Behavioral Health Clinic:** is in the process of getting a cosmetic upgrade, which involves new floors, new lighting, painting, new registration desk, new waiting room chairs and new office and conference room furniture.



NYC  
HEALTH+  
HOSPITALS

Gotham Health  
East New York



## FREQUENT COMPLAINTS RAISED BY PATIENTS

### Staff Challenges:

#### ❖ Long wait times

- Addressed by:
  - Pre-Registration completed prior to the visit,(arrive and update patients demographics and insurance)
  - My-Chart – Educate and encourage patient to utilize their my-chart
  - Educate patient on how to use the kiosk
  - Holding each staff accountable for moving the patient along during the visit

#### ❖ Unanswered Phone:

- Addressed by:
  - Due to staff shortages we encourage patients to utilize their my-chart to contact their PCP, Nurse, request refills and scheduling of video visits. Patients have the option to contact the call center for assistance

#### ❖ Communication:

- Addressed by:
  - Enhance staff-patient communication through active listening, empathy, clear explanations, cultural sensitivity, patient-centered care, regular training, open-ended questions, nonverbal cues, follow-ups, personalized interactions, transparency, and consisted feedback mechanisms





**NYC  
HEALTH+  
HOSPITALS**

**Gotham Health**  
East New York



## **PATIENT SAFETY & SATISFACTION**

- ❖ We continue to use the ICARE culture to enhance our patient experience.
- ❖ We aim to have each of our patients have a positive experience.
- ❖ Engage in weekly rounding to ensure clinic safety and patient satisfaction to address issues in real time.





## **ISSUES IMPACTING THE COMMUNITIES SERVED BY THE FACILITY**

NYC Health + Hospitals/Gotham Health, East New York seeks to understand and treat the patients they serve. ENY holistically assists patients in navigating their health journey, despite social determinants of health and cultural differences in the community.

### **❖ Chronic Diseases such as Diabetes and Hypertension**

- \*Treat 2 Target Program
- \*Diabetes Wellness Program
- \*American Medical Association/AHA: Gold +: Blood Pressure, Gold: Type 2 Diabetes, Gold: Cholesterol Tx.

### **❖ Obesity**

- \*Collaborative/holistic treatment options
- \*Cultural and SDOH sensitive treatment options/education

### **❖ Behavioral Health Challenges – staffing**

- \* Recruited and hired additional ACT Team Registered Nurse
  - Positions have been posted, however we are experiencing difficulty with recruiting through out behavioral health.



**NYC**  
**HEALTH+**  
**HOSPITALS**

**Gotham Health**  
East New York

## **Community Affairs Update**

With the support of our Community Affairs team, we continue to build on Gotham Health, East New York's longstanding reputation as a trusted care provider to Brooklyn's most underserved communities.

We accomplish this through active participation in community events, promoting health education and awareness in the neighborhoods who need it most. This year our team had a very robust calendar of events. Some highlights include:

- ❖ Hosted morning reception and kickoff ceremony at New York's Juneteenth Parade
- ❖ Produced ENY's Annual Resource and Back-to-School festival (over 20 community partners in attendance)
- ❖ Produced numerous workshops and community seminars:
  - Ms. Destiny Changer Health Education Seminar
  - Colon Cancer Awareness Education Event
  - National HIV Testing Awareness
  - World Aids Day Event
  - IDNYC Awareness and registration vent (with Mayor's Office of Immigration Services)

## **ACKNOWLEDGEMENTS**

**We would like to thank, East New York's Clinical and Operational Leadership for their tireless commitment to serving the health care needs of our neighborhoods in East Brooklyn as well as our strategic partners who help to amplify the impact of our work:**

- ❖ **Brooklyn Borough President - Hon. Antonio Reynoso**
- ❖ **NYS Senator - Hon. Roxanne Persaud**
- ❖ **Assembly Member – Hon. Erik Dilan**
- ❖ **NYC Council Member- Hon. Chris Banks**
- ❖ **NYC Council Member – Hon. Sandy Nurse**
- ❖ **NYC Council Member -Hon. Darlene Mealy**

### **Signatures:**



CAB Chairperson, Vere Gibbs



Regional Director of Ambulatory Care Services, Charmaine Roach-Valentine



## **COMMUNITY ADVISORY BOARD**

Community Relations Report

January 14, 2025

## **INFRASTRUCTURE & EQUIPMENT**

At NYC Health + Hospitals/Kings County, we take pride in providing our patients with the highest quality health care. Equipped with the latest technology, modern facilities and an experienced, board-certified staff, we offer more services today than ever before.

### **Ambulatory Care**

Upgrade of 4 elevators in the E building with KONE elevators.

- **Transition Area - C Ground Floor**

- This area will serve as an overflow for the Emergency Department.

## INFRASTRUCTURE & EQUIPMENT (Cont'd)

- **Campus Updates and Upgrades**

- T Building American Disability Act (ADA) Compliant Bathroom Project
- S Building - Building Management System (BMS) Upgrades
- R Building - Building Management System (BMS) Upgrades
- Campus wide hot water system upgrades
- E Building Elevator Modernization Project

## PATIENT SATISFACTION

- As a silver-certified center of excellence in person-centered care, we have spent our first year since certification integrating this framework into the way we deliver care. Our collaborations around shared decision-making, family presence, compassionate communication, and executive leadership rounding are just a few of the ways we all bring the strategy to life on a daily basis.
- We want to highlight the work of our Patient Family Advisory Council (PFAC) in helping us think differently about how we show we care.
- We welcomed Dental, Outpatient Behavioral Health, and Inpatient Pediatrics to our Press Ganey survey program, and are working directly with service line leaders and frontline staff to improve experiences throughout the campus. We also participated in a campaign to capture more community sentiment about our hospital, based on star ratings on social media.
- In our Emergency Department we have instituted 24-hour patient advocacy through a dedicated team of bilingual patient representatives to help respond to our patients' needs in real time.
- Patient compliments also continue to increase, with 741 compliments collected last year (2024). Our highest areas of satisfaction include: ambulatory care physician communication; ambulatory care nurse communication; and likelihood to recommend the hospital to family and friends.

## **Frequent Complaints - Q1 – Q3, 2024**

### **Complaints & Grievances:**

- Complaints : Increased y/y 83% from 453 to 830, once we began 24-hour ED patient representative assignment.
- Grievances : Decreased y/y 37% from 179 to 112, because having 24-hour patient advocacy improves resolution of issues in real time.

### **Top Complaint Categories :**

- Staff communication style.
- Wait time – mainly in the Emergency Department, which is the 19<sup>th</sup> busiest ED in the nation; particularly for patients waiting for beds and patients waiting for tests or test results.

### **Continuous Improvement to Address Complaints:**

- Care Experience works directly with affected areas to put performance improvement practices in place based on standards of excellence for customer service. We are enrolling all staff in our ICARE with Kindness program, and also offering Communicating with Empathy Training.
- ED leadership meets with Care Experience and Patient Guest Relations staff multiple times a week to review issues and find resolutions.



## ISSUES IMPACTING THE COMMUNITY

### COMMUNITY'S BIGGEST CHALLENGES

- **Socioeconomic issues** – In particular, a lack of affordable housing and inflation have caused problems for seniors in the community, who are on fixed income and cannot keep up with the rising costs.
- **Crime and safety** - Community forum members believe that the lasting impact of the pandemic, bail reform, and people with untreated mental illness likely all play a role in this rise in violence.
- **Mental health** - There needs to be more awareness of mental health issues within schools, as “precaution is better than fear.”
- **Access to resources** - There is not enough quality produce for the entire community, and when it is available, it is cost prohibitive.

## HAPPENINGS IMPACTING THE COMMUNITY

- **CAFFE (Consumers about Friends Family Education)**

- The support group provides a forum for individuals to share their recovery experiences or discuss their role as family members and friends of someone in recovery. It also offers an opportunity to learn about community and hospital resources as well as wellness tools.

- **Mental Health Wellness Fair**

- Guest speakers, one to one interaction, NAMI group.

- **Commodity Supplemental Food Program (CSFP)**

- The Commodity Supplemental Food Program assists low-income individuals 60 and older to receive groceries for free as part of a federally funded initiative by the U.S. Department of Agriculture (USDA).

### **Challenges and Solutions**

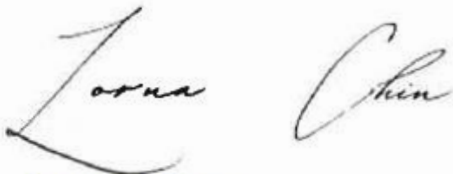
- Opportunity - Wait times in Emergency Department.
- Solution - Introduction of Pivot Process and the hospitality cart in waiting areas.
- There is a high demand for services in both our Dental and Ophthalmology Practices, and they require more space to accommodate this need.

## ACKNOWLEDGEMENTS:

For their on-going support for the expanding and enhancing access to person-centered care, treatment, and services provided to the patients and staff of NYC Health + Hospitals/Kings County, our special thanks and gratitude are extended to:

- The Office of Communications & Public Affairs
- NYC Health + Hospitals/Kings County Senior Leadership
- Borough President Antonio Reynoso
- Council Member Rita Joseph

## Signatures:



Lorna Chin  
CAB Chairperson



Sheldon McLeod  
Chief Executive Officer



## COMMUNITY ADVISORY BOARD

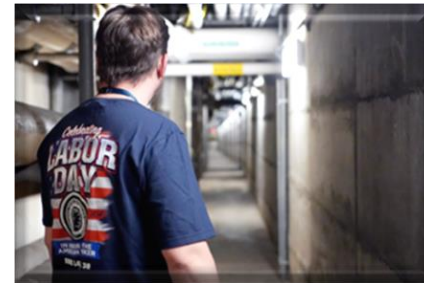
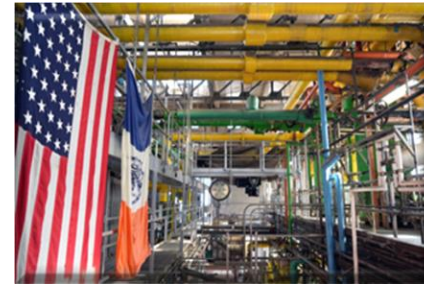
Community Relations Report

January 14, 2025

## INFRASTRUCTURE & EQUIPMENT

Queens Hospital is actively progressing on several infrastructure and equipment projects that are in various stages of development. They include:

- Interventional Radiology Renovation
- MRI Suite Renovation/Replacement
- LINAC Suite Renovation/Replacement
- Home Peritoneal Dialysis Center
- Fluoroscopy Replacement
- Retail Pharmacy Project
- T Building basement fit-Out with SIM Center
- HUGS Replacement
- Campus-Wide Lighting Upgrade
- Med/Surg Equipment Replacement



### FY 25 Capital Funding Awards

\$500,000 received from Borough President Donovan Richards Office for the Simulation Center Simulation Center and \$375,000 from Councilmember Jim Gennaro to purchase Fetal Monitors.

## PATIENT SATISFACTION & SAFETY, H3

- In 2024, NYC Health + Hospitals/Queens made significant strides in patient satisfaction and safety across all service lines:
  - **Inpatient Medicine** saw a 9.1% increase in the hospital rating (from 66.2 to 72.2) and a 12.8% rise in recommendations;
  - the **Emergency Department's** overall score improved by 6.0% (from 50.3 to 53.9);
  - **Ambulatory Surgery** increased its rating by 4.0% (from 80.4 to 83.6);
  - **Dental Services** experienced a 5.0% boost in likelihood to recommend (from 63.9 to 67.1);
  - and **Ambulatory Care** improved its provider rating by 2.2% (from 81.8 to 83.6). These accomplishments reflect our commitment to enhancing patient experience and fostering a culture of safety and excellence throughout the hospital.
- **Comprehensive H3 Program:** Expanded our Helping Healers Heal (H3) program to focus on the eight dimensions of well-being: Emotional, Occupational, Physical, Social, Spiritual, Intellectual, Financial, and Environmental, with the understanding that a healthier, more engaged staff enhances patient satisfaction and care.
- **New Wellness Role:** Added a Wellness Program Coordinator to support staff wellness initiatives.
- **Emotional Support:** Increased individual and group debriefs to address the emotional and psychological needs of staff.
- **Proactive Outreach:** Implemented proactive and preventative outreach to establish relationships and create safe spaces for staff to decompress and share experiences.
- **Rising Satisfaction Scores:** Notable increases in inpatient and ambulatory care patient satisfaction scores (HCAHPS) over time.
- **Collaborative Efforts:** Strengthened collaboration between the Care Experience Department and Patient Partnership Council to enhance quality, safety, and the overall hospital experience for patients, families, and staff.

## FREQUENT COMPLAINTS & GRIEVANCES

### CALENDAR YEAR 2024

- **Total Number of Complaints:** 79 (Increased by 9.7% from 72 to 79)
- **Top Complaints by Category** (in order of frequency): Attitude and Communication; Quality of Care; Medical Care; Overall Experience, Discharge
- **Total Number of Grievances:** 74 (Decreased by 2% from 76 to 74)
- **Top Grievances by Category** (in order of frequency): Attitude and Communication; Allegation of Abuse; Medical Care; Overall Experience; Property

### **Continuous Improvement to Address Complaints:**

- Person Centered Care Initiatives
  - Reinforce service recovery through ICARE With Kindness
  - Informing patients about wait times in ED and outpatient settings
  - Reinforce communication in patient's preferred language
  - Collaboration with Property Office to ensure proper safeguarding of patient belongings

## HAPPENINGS IMPACTING THE COMMUNITY

### HIGHLIGHTS

- **Emergency Department:** Recognized with the Emergency Nurses Association Lantern Award for delivering exceptional quality care to our community.
- American Heart Association recognitions received:
  - ✓ **Awards:** Heart Failure, Resuscitation, Stroke
  - ✓ **Certificates:** Hypertension, Diabetes, Cholesterol Control
- **Surgical Safety:** Awarded the AORN Center of Excellence designation, emphasizing our commitment to surgical safety and excellence.
- **Planetree Silver Award:** Honored for Person-Centered Care.
- **ANCC Designation:** Received the Pathway to Excellence designation, highlighting our dedication to creating a healthy work environment.
- **Infant Safe Sleep Hospital:** Achieved a 5-year designation as a National Infant Safe Sleep Hospital, reinforcing our commitment to infant safety.

### CHALLENGES

- **Mental Health Resources:** There is a growing need for mental health and substance use services in the community, particularly in the post-pandemic landscape.
- **Managing Chronic Conditions:** The prevalence of high blood pressure and diabetes remains significant in our community. We are dedicated to improving access to healthy food options and necessary medications to better support our patients' health needs.
- **Cancer Awareness Education:** The hospital is actively working to educate the public on the importance of early detection of cancer, particularly within African American communities, to improve outcomes and reduce disparities.



## ACKNOWLEDGMENTS

We would like to extend our gratitude to NYC Health + Hospitals/Queens' Clinical and Operational Leadership for their tireless commitment to serving the healthcare needs of our neighborhoods in southeast as well as our partners in government who help to secure the resources we need to provide our community with excellent and safe health care services.

- + Congresswoman Grace Meng
- + Congressman Gregory Meeks
- + Queens Borough President Donovan Richards
- + NYS Senator Leroy Comrie
- + NYS Senator John Liu
- + NYS Senator James Sanders
- + NYS Assembly Member Nily Rozic
- + NYS Assembly Member Alicia Hyndman
- + NYS Assembly Member David Weprin
- + City Council Speaker Adrienne Adams
- + City Council Member James Gennaro
- + City Council Member Nantasha Williams
- + City Council Member Selvena Brooks-Powers

### Signatures:



Robin Hogans, CAB Chairperson  
Date: 1/2/2025



Neil J. Moore, MBA, MPA, FACHE, Chief Executive Officer  
Date: 1/2/2025