



COMMUNITY RELATIONS COMMITTEE
OF THE BOARD OF DIRECTORS

September 9, 2025
5:00 P.M.
50 Water Street

AGENDA

- | | |
|---|-----------------------|
| I. Call to Order | Jackie Rowe-Adams |
| II. Adoption of June 3, 2025
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/Coler | Ms. Verna Fitzpatrick |
| b. NYC Health + Hospitals/Jacobi | Ms. Charmaine Graham |
| c. NYC Health + Hospitals/North Central Bronx | Mr. Rob Seitz |
| d. NYC Health + Hospitals/McKinney | Ms. Debera Tyndall |
| VI. Old Business | |
| VII. New Business | |
| VIII. Adjournment | |

COMMUNITY RELATIONS COMMITTEE
OF THE BOARD OF DIRECTORS

June 3, 2025

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
Dr. Jose Pagan
Ms. Sally Hernandez -Pinero

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
Manelle Belizaire, 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 to order at 5:03 p.m.

Quorum was established. The minutes of the Community Relations Committee meeting held on March 4, 2025, were reviewed. Upon motion made and duly seconded, the minutes were unanimously approved.

Ms. Rowe-Adams informed the Committee that the Board of Directors' Annual Public Meetings for Fiscal Year 2025 have been scheduled as follows:

For Staten Island: Tuesday, June 17, 2025, at Sea View Hospital

Speakers are asked to register in advance by calling:

Ms. Colicia Hercules, Secretary to the Corporation at 212-788-3359

Dr. Mitch Katz shared the President's report:

- Elmhurst and Queens Hospital have leased a space for business and administrative services to free up space for patient care
- NYC H+H celebrated \$2 million in investments to nurses
- Dr. Anitha Srinivasan is appointed CMO of Metropolitan Hospital
- Queens and Elmhurst achieved their baby-friendly designation
- NYC H+H and Mayor's Public Engagement celebrated Immigrant Healthcare Day of Action, making sure that people know that services are available for immigrants
- All five of post-acute care facilities were recognized as LGBTQ long-term care equality leaders
- NYC H+H participated with the Department of Veterans Services to honor our veterans at Gotham
- NYC H+H celebrated Doctor's Day Celebration by commemorating 25 doctors across facilities
- Queens Hospital announced the Claire Shulman Pavilion

Ms. Rowe-Adams noted the Community Advisory Board's annual verbal reports scheduled to be presented at this meeting:

1. NYC Health + Hospitals/Gotham Health, Cumberland
2. NYC Health + Hospital/ Elmhurst
3. NYC Health + Hospital/ Gouverneur
4. NYC Health + Hospitals/Lincoln

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/Gotham Health, Cumberland

Mr. Derek Fraser, Chair of the NYC Health + Hospitals/Gotham Health, Cumberland CAB, presented the report to the CRC. Mr. Fraser expressed his thanks to Dr. Katz and the Council of CABs, administration and leadership at Gotham Health, and Cumberland staff members for their continued efforts and contributions. The facility received the Million Hearts Champion award and a gold plus award from AHA for hypertension management and gold award for diabetes and cholesterol management. Mr. Fraser stated the facility is working to improve the infrastructure and equipment at the site, including improving the lighting in the parking lot and successfully replace the cooling towers.

The facility is integrating primary care into behavioral health therapy services and will be renovating the radiology room to accommodate a replacement X-Ray machine.

Frequent complaints include communication methods and updates on wait times while waiting for appointments. Patients also requested improved access to services. AIDET training and standardized template are being put in place to aid these issues.

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

NYC Health + Hospitals/Elmhurst

Mr. Raj Punjabi, Chair of NYC Health + Hospitals/Elmhurst CAB, presented the report to the CRC. Mr. Punjabi stated that last year the hospital had over 1 million outpatient and ambulatory care visits and generated 6,000 jobs and \$210 million in tax dollars. The hospital has received recognition from U.S. News and World Report as a best Regional Hospital and as a High-Performing Hospital in six categories. The hospital has also expanded Emergency Department to 24-7 coverage and improved food and nutrition experience in ED and for new moms. Spiritual care

and interfaith experience for both patients and staff has expanded and there continues to be patient centered care frameworks to increase family presence.

The hospital is also working to reduce wait times, improve patient flow and improve patience experience in the ED, and improve communication between departments to ensure patients receive communication in timely manner.

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

Dr. Pagan asked is the hospitality work is present in all units of the hospital or just specific areas.

Elmhurst CEO, Ms. Helen Arteaga-Landaverde stated that so far it is in the Emergency Department unit.

Dr. Katz stated that hospitals across the System are facing higher patient volumes than pre-COVID levels, and the facilities are not designed to to accommodate the current number of patients. In the future, there will need to be investments in in expanding facility space to manage the increased volume.

Ms. Hernandez-Pinero asked if the facility encourages family to stay with patients after hours?

Ms. Arteaga-Landaverde explained that there is 24-hour visiting with a system in place to notify guests when their 24-hour period has expired. Having visitors is beneficial to patient's recovery, and allows staff to teach them how to take care of their loved ones once they return home.

NYC Health + Hospitals/Gouverneur

Ms. Pauline Lock, Chair of the NYC Health + Hospitals/Gouverneur CAB presented the report to the CRC. Ms. Harrison stated the facility is waiting on the Local Law 11 assessment of the building exterior and needs a new CT scanner desperately. The skilled nursing facility will be upgrading the gym equipment thanks to the NYC Council Funding Award that was received. There has been progress in patient satisfaction survey results and was also recognized by AHA and AMA for outstanding clinical outcomes and blood pressure control and cholesterol and diabetes management.

Gouverneur was listed again by US News and World Report 2025 as one of the Best Nursing Facilities, Nursing Homes in both

categories of short-term and rehabilitation and long-term care. Patients often complain about communication and accessing their personal providers for follow-up. The department addresses the complaints through training for staff to improve communication with patients and colleagues.

Issues impacting the Lower east Side include social needs such as households with cockroaches, which are a potential asthma trigger. However, there is a higher average life expectancy in the Lower East Side (81.1 years) and lower than average new diagnosis of HIV and Hepatitis C.

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

NYC Health + Hospitals/Lincoln

Mr. Richard Izquierdo Arroyo, chair of the NYC Health + Hospitals/Lincoln CAB presented the report to the CRC. This year, the facility has several infrastructure projects in progress, which include rooftop and skylight replacement, parking garage repairs, upgrades, electrical switch gear replacement, and replacement of emergency generators. There are different enhancement projects including passenger elevator modernization, renovating nuclear medicine, the MRI suites and installing new CT scanners and MRI scanner.

Complaints from patients include attitude and loss of property, and the nursing, patient relations, and patient experience departments are working in collaboration to improve the overall patient experience.

Lincoln was recognized as a U.S. News and World Report Best Hospital for Maternity Care and recognized by health grades as a top 100 Best Hospital for Prostate Surgery.

The facility also hosted a town hall meeting for patients and staff and patients were able to provide valuable feedback, with over 200 people in attendance.

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

Dr. Pagan expressed appreciation for the patient safety and satisfaction initiatives, particularly the daily welcome rounds, and inquired about their impact on patient and family experience.

Ms. Christina Contreras, Lincoln CEO noted that the initiative has been well received, featuring a multidisciplinary approach to welcome all the patients every day.

Dr. Katz suggested that the CAB might help address the ongoing property management issues at hospitals, and proposed ideas such as providing safes in hospital rooms or taking photos of patient property for better accountability.

On a large scale, Dr. Katz inquired about the outpatient facility project across the street, highlighting the \$600 million cost. Ms. Contreras mentioned efforts to secure state and federal support, while Dr. Katz proposed considering cost-reduction strategies such as building in stages and collaborating with other organizations. The goal is to find a feasible way to begin the project without waiting for the full \$600 million.

ADJOURNMENT:

Meeting adjourned at 5:56 P.M



COMMUNITY ADVISORY BOARD

Community Relations Committee Report
September 9, 2025

INFRASTRUCTURE & EQUIPMENT

+ Generator Replacement Project ✓

The new generator has been fully installed and is operational.

+ Nurse Call Alarm Replacement Project ✓

This project was successfully completed in January 2025.

+ Resident Laundry Room Renovation

Coler is actively seeking funding for a full renovation of the Laundry Room. The project includes replacing all washers and dryers and installing a new HVAC system. Construction is projected to begin in Summer 2026.



** Images shown are for illustration purposes only.*

INFRASTRUCTURE & EQUIPMENT (cont'd)

+ Electrical Systems Upgrade Project

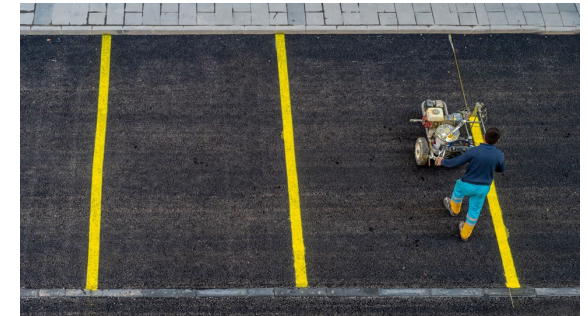
Coler has secured an additional \$5.2 million in funding to support this project. Construction is scheduled to begin in Fall 2026.

+ Staff & Visitor Parking Lot Maintenance

Coler plans to pave Parking Lots 3 and 3A to address a critical safety risk and improve the experience for staff and visitors.

+ Facility-wide Lighting Upgrades

This project is on track to be completed in Fall 2025, which will reduce our energy costs and create a brighter, more secure environment throughout the facility.



** Images shown are for illustration purposes only.*

FY25 CAPITAL IMPROVEMENT AWARDS

Project Name:	Award:	Sponsor(s):
Modernization of 13 elevators	\$ 490,000	CM Julie Menin & BP Mark Levine
HVAC upgrade	\$ 1,000,000	CM Julie Menin & NYC Council Speaker Adrienne Adams
Resident lounge renovation Resident laundry room Commercial baking oven	\$ 1,500,000	NYS Senator Liz Krueger
Resident greenhouse atrium	\$ 500,000	NYS Assembly Member Rebecca Seawright

PERSON-CENTERED CARE

+ Resident Satisfaction

Press Ganey survey results indicate a strong upward trend in resident satisfaction across all major service areas, demonstrating improved quality of life and person-centered care are impacting resident experience.

- + Ratings for room quality reflect improved comfort and cleanliness standards;
- + Meal satisfaction scores highlight positive changes in menu variety, taste, and cultural alignment;
- + Nursing care, including both Registered Nurses and Nursing Aides, received significant recognition for responsiveness, professionalism, and empathy;
- + Activities and recreation were rated highly, showing that residents feel engaged, supported, and enriched through diverse program offerings.



PERSON-CENTERED CARE (cont'd)

+ Planetree & ICARE

The integration of the Planetree model with Coler's ICARE values (Integrity, Compassion, Accountability, Respect, and Excellence) has provided a unified framework for care delivery.

- + Our models emphasize not only clinical excellence but also emotional support, dignity, and mutual respect.
- + This integration ensures consistency across departments and reinforces a culture where both residents and staff feel heard, valued, and supported.



**ICARE
WITH
KINDNESS**

PERSON-CENTERED CARE (cont'd):

+ Co-Design Approach

- + Coler has embraced a co-design methodology, which directly involves residents, families, and staff in shaping improvements to programs, services, and the environment.
- + By fostering transparency, inclusivity, and collective problem-solving, co-design strengthens community bonds and helps guarantee that improvements are meaningful, sustainable, and aligned with resident well-being.
- + This approach not only increases engagement but also ensures that changes reflect the real experiences and priorities of those we serve.



PATIENT-CENTERED CARE



ISSUES IMPACTING THE COMMUNITY

+ Infrastructure Constraints

The facility's aging infrastructure (built in 1952) presents a significant financial and operational challenge, as ongoing repairs continue to divert resources from long-term improvements and modernization.

+ Complex Care Needs

Our resident population has increasingly complex needs, with 70% of new admissions requiring specialized support. This requires a significant reallocation of resources and stretches our clinical team, potentially comprising care quality for all residents.



ISSUES IMPACTING THE COMMUNITY

+ Limited Care Pathways

Challenges in discharging residents to lower-level care settings restrict our operational capacity, with beds occupied by individuals whose needs could be met in less intensive environments. Moreover, difficulties in securing appropriate lower-level care placements limit our capacity, as residents who no longer need skilled care continue to occupy beds.



HOME CARE



ACCOMPLISHMENTS

- ✓ **Top Quintile Ranking** - Coler maintains its first quintile (top performance) in the NYS Department of Health Quality Initiative.
- ✓ **Newsweek's Best Nursing Homes in New York** - Coler was identified among Top 10 Nursing Homes (out of 600+) in New York for 2023, 2024, and 2025.
- ✓ Designated leader in **Long-Term Care Equality** by the Human Rights Campaign and Sage, national advocacy for LGBTQ+ Elders
- ✓ In 2024, Coler became the first post-acute care facility in the country to receive the **Beacon Award for Excellence for Memory Care**.
- ✓ **Deficiency-free New York State Department of Health Article 28 Clinical Survey (November 2024)**



Centers for Medicare & Medicaid Services

(as of 7/30/25)



OVERALL



STAFFING



**HEALTH
INSPECTIONS**



QUALITY

NOTABLE HIGHLIGHTS

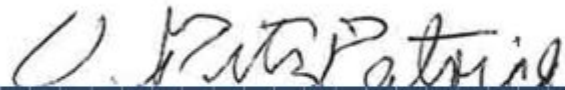
- + Celebrated the 1- year Anniversary of Coler Café
- + Opening of the Coler Wellness Room
- + Opening of the Employee Dining Hall
- + Coler Remembrance Tree
- + Expansion of Behavioral Health Team
- + Improving Transportation Accessibility
- + Strategic Hires to lead key clinical and non-clinical initiatives
 - + Chief Medical Officer
 - + Wellness Program Director
 - + Person-Centered Care Program Manager



ACKNOWLEDGEMENTS

For their on-going support for the person-centered care, treatment, and services provided to the residents of Coler, our special thanks and gratitude are extended to:

- Manhattan Borough President Mark Levine
- NYC Council Speaker Adrienne Adams
- NYC Council Member Julie Menin
- NYS Assembly Member Rebecca Seawright
- NYS Senator Liz Krueger
- Henry J. Carter and Wheelchair Charities
- Coler Community Advisory Board
- Coler Auxiliary
- Coler Resident Council Leadership



Verna FitzPatrick
CAB Chairperson



David Weinstein
Chief Executive Officer

Jacobi | North Central Bronx



Jacobi Community Advisory Board

NYC Health + Hospitals Community Relations Report

September 9, 2025

Presented by: Charmaine Graham, Chair

EQUIPMENT & INFRASTRUCTURE

Ongoing projects:

- Oct – November 2025: JMC Will receive 249 new beds (Centrella Beds) along with 13 new ICU Beds
- Patient monitoring Modernization Completed dull Philips monitor upgrade across JMC, enhancing coverage in critical care and procedural area. Redeployed surplus Drager monitors and telemetry units to NCB to strengthen monitoring capacity and maintain continuity during lifestyle transitions.



- Received a new secondary MRI equipment for the radiology department. Anticipated project completion Dec. 2025
- Completed hospital wide Nurse Call System replacement within all patient areas
- Completed installation of new HVAC system at the Hematology Lab
- Completed installation of underground stormwater management system to mitigate campus flooding
- Replaced (2) outdated tunnel washers at Central Sterile
- Installed new ultrasounds hospital wide
- Installed new cart washer at Central Sterile
- Installed new 163 patient stretchers
- Installed (4) new portable xrays for radiology department
- Installed a new mini C arm for the ORs
- Installed new cathlab injector
- Installed new solea dental system
- Installed new echo ultrasound for pediatrics department
- Installed new patients monitors hospital wide

BEHAVIORAL HEALTH INFRASTRUCTURE

- OMH Program Recertification for ACT and CPEP
- Jacobi CPEP Satellite at NCB with three extended observation beds
- New program - Critical Time Intervention
- Expansion of Substance Use Disorder (SUD) services – Opioid Treatment Programs (OTP) and Addiction Response Team (ART)
- Expansion of Child Crisis Intervention Services
- Upgrade of Inpatient Psych Units – enhanced ligature features, new patient entertainment center

PATIENT CENTERED CARE & KEY PROGRAMS

- **Person-Centered Care (PCC):**
 - Silver certification by Planetree™
 - Focuses on improved patient engagement, better outcomes, and staff retention.
 - Puts patients and families at the center of decision-making, valuing their voices.
- **Patient & Family Partnership Council (PFPC):**
 - Transitioned from "advisory" to "partnership" model.
 - Active involvement in leadership hiring, hospital renovations, and projects.
 - Presented at Care Experience Week webinar.
- **Care Partner Program:**
 - Empowers family caregivers with training and support.
 - Expanded from ICU to CCU with positive feedback.
- **Three Wishes Project:**
 - Honors dignity and improves the dying process in MICU, CCU, and SICU.
 - Personal wishes (environment, reconnections, tributes) provide comfort for patients and families.
- **Language Access:**
 - Revamped language program with video remote interpreting (VRI) devices.
 - Ensures high-quality care for limited-English patients.
- **Dogs on Call:**
 - Therapy dog visits reduce stress, improve health, and boost morale for patients and staff.
- **Staff Engagement:**
 - **APEX Program:** Recognized 200+ employees for excellence.
 - **Staff Survey:** 50% participation, with major improvements in engagement.
 - **H3 Program:** 504 staff encounters, 227 wellness rounds.
 - **Schwartz Rounds:** Quarterly sessions on critical topics like gun violence and suicide.



FREQUENT COMPLAINTS BY PATIENTS

- **Attitude/Communication:**
 - Global challenge, with Patient Relations rounding program addressing concerns in real-time.
- **Improvement Strategies:**
 - ICARE with Kindness taskforce trained 2000+ employees.
 - Physicians in Advanced Communication course, improving HCAHPS scores.
 - Nurse leaders trained in CD2 for enhanced communication and patient safety.
- **Noise/Quiet at Night:**
 - **Issue:** Patients report difficulty sleeping due to noise and interruptions.
 - **Solution:** CCU trialing noise reduction program (quiet-time, noise meters, earplugs/eye masks).
- **Quality of Care:**
 - Complaints are referred to leadership for evaluation.
 - Grievance Committee reviews quality issues monthly, addressing trends, structural inequities, and biases.
- **General Concerns:**
 - **Press Ganey Platform:** Monitors online reviews (social media, Yelp, etc.) to improve response times and provide service recovery. In collaboration with our Communications Department, we can respond to these reviews in real time and provide service recovery or assistance as needed.

ISSUES IMPACTING THE COMMUNITY

Chronic Health Conditions:

- Cardiovascular Disease & Hypertension
- Diabetes & Obesity
- Respiratory Issues (Asthma)

Mental Health:

- High rates of Depression & Anxiety
- Substance Abuse & Addiction

Healthcare Access:

- Uninsurance/Underinsurance
- Limited Primary Care Access
- Language Barriers

Social Determinants of Health:

- Economic Stability: High poverty & unemployment rates
- Educational Barriers: Low health literacy
- Housing Instability: Poor housing conditions
- Food Insecurity: Limited access to healthy foods



Community & Environment:

- Crime & Violence contributing to trauma
- Lack of Green Spaces for physical activity
- Transportation Challenges to healthcare

Health Equity Issues:

- Racial & Ethnic Health Disparities (Black & Hispanic communities)
- Immigrant Health: Language barriers & lack of insurance

COVID-19 Impact:

- High infection rates & post-pandemic mental health effects



CAB ACTIVITIES

- Mr. Mastromano asked our Chair of Emergency Management, Janice Halloran to present active shooter preparedness to both campus' CAB members. Following her presentation some CAB members enrolled and took her hands on active shooter preparedness training as well as others have also asked her to conduct a similar community training for the local Bronx YMCAs & the City Island Rising Group on City Island.
- Many members participated in “ Stop the Bleed” Training to empower community members in emergency situations.
- Hosted a Legislative Breakfast with elected officials to discuss local health issues and needs
- Jacobi CAB Members joined NCB CAB in their donation drives and collections for the community during the winter and spring holidays.



ACKNOWLEDGEMENTS

Bellevue continues its 289 year mission as the nation's oldest public hospital by responding to and providing services for the dynamic needs of the vulnerable and underserved in New York City.

Thank you to the NYC H+H CORPORATION Board and the COUNCIL OF CABS. Very special thanks to Christopher Mastromano, CEO, Jordana Bailey, COO, Donna Geis, Chief Experience Officer, Michael Zinaman, MD, CMO, Jaslynnne Medina, AED, Taylor M. John, CAB Liaison, the entire Jacobi Hospital leadership cabinet for their dedication to health equity, diversity, inclusion and accessibility.



A handwritten signature in black ink, appearing to read 'Chris Mastromano'.

Christopher Mastromano, CEO, NYC Health + Hospitals/Jacobi/NCB

A handwritten signature in black ink, appearing to read 'Charmaine Graham'.

Charmaine Graham, Chair, Jacobi Community Advisory Board



Community Advisory Board

NYC Health + Hospitals Community Relations Report

September 9, 2025

Presented by: Rob Seitz (Chair) and Joe Ithier (2024-2025 Chair)

EQUIPMENT & INFRASTRUCTURE



- Installation of new MRI underway
- Renovation of Behavioral Health patio's for Fresh Air initiative completed
- Labor and Delivery Nurse Call system underway
- Upgrade to Adult Medicine and Pediatric outpatient rooms underway
- Upgrade to Hospital Police Central Command underway
- Successful NYSDOH inspection for the Pathology department
- Certificate of Accreditation for Radiology in Computed Tomography
- Construction associated with OTxHU for multiple building enhancements underway
- Received new Generator to provide emergency power to key infrastructure at the facility. Anticipated project completion Nov. 2025
- Replaced 2 freight elevators
- Installed new Medivator at Central Sterile
- Installed new C arm for the Operating rooms
- Received ultrasound equipment for Women's Health
- Received Urology ultrasounds equipment
- Installed new planaeca x-ray for dental dept.
- Installed new operating microscope for the Operating Room
- Installed new echocardiogram ultrasound for the Cath Lab

PATIENT CENTERED CARE & KEY PROGRAMS



- At North Central Bronx, the satisfaction of our patients is measured in a variety of ways including complaints and grievances received via multiple modes, patient satisfaction scores through surveying, publicly reported data, and our brand reputation.

Patient Satisfaction Scores:

- *Inpatient:* The inpatient patient satisfaction scores are reflected as the HCAHPS scores and contribute to the CMS star rating. NCB scores have been stable over the past 6 quarters, January 2024 to date, with close attention to areas of opportunities for improvements.
- *Emergency Department:* The NCB Emergency department has consistently led the system in patient satisfaction and our community members experience minimal wait times for care and admission when needed. The average “Overall Rating of Care” score between January 2024 to date is 59% and “Likelihood of Recommending” is 62%
- *Inpatient Behavioral Health:* NCB has seen consistent improvement quarterly for the inpatient behavioral health population, made up of 3 inpatient units, surpassing the NYS average in Q2’2025. The average “Overall rating of care” score is 53% and “Likelihood of recommending” is 49% between January 2024 to date.
- *Medical Practice:* The medical practice has maintained a high rating of patient satisfaction measures from January 2024 to date with an average rating of “Rate the Provider” at a score of 85% and “Recommend this Provider Office” at a score of 89%.
- *Ambulatory Surgery:* The Ambulatory Surgery service line patient satisfaction scores are consistently above the NYS with the exception of two quarters from January 2024 to date with the average score of “Facility Rating 0-10” 86% and “Recommend the Facility” 83%.

FREQUENT COMPLAINTS BY PATIENTS



- **Communication:**
 - Communication has continued to trend as the top category for complaints and grievances quarter over quarter, as such, NCB has placed high priority on communication improvement through various performance improvement initiatives. We have seen a decrease in communication related grievances received in Q1'25. We have taken an inter-disciplinary approach to improve and sustain communication amongst patients and care-givers. This approach includes training of all levels of staff through the ICARE with Kindness campaign, bed-side shift reporting, and leader rounding.
- **Attitude:**
 - We aim to improve the patient experience by providing teams with the tools needed to impact change. As attitude continues to be a challenge, we are 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. We continue to work closely with our wellness team to identify barriers and provide support to work through those barriers
- **Quality of Care:**
 - Complaints are referred to leadership for evaluation - Departmental Chair, Chief Nursing Officer (and Director of Nursing for the area involved) as well as the area Administrator for evaluation and plan of correction as applicable. Grievance Committee reviews quality issues monthly, addressing trends, structural inequities, and biases.

IMPROVEMENT STRATEGIES



- North Central Bronx has onboarded a Service Excellence Program Manager and a Person-Centered Care Program Manager. These team members will be focused on improving experience across the campus by strategic planning, partnership and collaboration.
- NCB Service Excellence Program team has been focused on continuous roll out of ICARE with Kindness training an average of 47% of all staff to date.
- The care experience team has developed a unit/department line specific support system to be “Experience Partners” to continue to elevate the patient experience while tailoring initiatives per area.

Employee Wellness and Engagement:

- We continue to support all staff with wellness initiatives and resources so that they have ample opportunities to take care of themselves while taking care of our patients and the community. NCB’s Wellness Program Director was onboarded in August 2024 and since her onboarding we have increased the number of events and support touch points available to staff. We have received great feedback from the staff members about the programming available to them.

ISSUES IMPACTING THE COMMUNITY

Chronic Health Conditions:

- Cardiovascular Disease & Hypertension
- Diabetes & Obesity
- Respiratory Issues (Asthma)

Mental Health:

- High rates of Depression & Anxiety
- Substance Abuse & Addiction

Healthcare Access:

- Uninsurance/Underinsurance
- Limited Primary Care Access
- Language Barriers

Social Determinants of Health:

- Economic Stability: High poverty & unemployment rates
- Educational Barriers: Low health literacy
- Housing Instability: Poor housing conditions
- Food Insecurity: Limited access to healthy foods



Community & Environment:

- Crime & Violence contributing to trauma
- Lack of Green Spaces for physical activity
- Transportation Challenges to healthcare

Health Equity Issues:

- Racial & Ethnic Health Disparities (Black & Hispanic communities)
- Immigrant Health: Language barriers & lack of insurance

COVID-19 Impact:

- High infection rates & post-pandemic mental health effects



COMMUNITY ADVISORY BOARD & AMBULATORY CARE INITIATIVES

Community Engagement & Health Initiatives:

- 45 Health Fairs promoting wellness & preventive care
- Hosted Dress for Success Health Fair for career-focused women
- Toy Drive & Knitted Items: Including blankets & pajamas for babies and mothers
- Back to School Fairs: 2 events with 1,200 participants and 70 community partners
- Participated in Black History Month & World Mental Health Day events



Advocacy & Partnerships:

- Held meetings with Bronx Borough President's Office & Councilman Kevin Riley's Office
- Partnerships with local community leaders, police precincts, schools, YMCA, Boys & Girls Clubs
- Hosted a Legislative Breakfast with elected officials to discuss local health issues and needs
- Built Interdisciplinary Relations with Ambulatory Care Departments, Care Experience, Helping Healers Heal (H3) to establish events such as Button Making, Wellness Drumming, Wellness Rounding, Breast Cancer Awareness event, Mentoring In Medicine, World Kindness Day Affirmations, and Patient and Staff Card Making

Focus on Ambulatory Care:

- Emphasis on access to care, preventive services, and health education through multiple community-based initiatives

Training & Preparedness:

- "Stop the Bleed" Training to empower community members in emergency situations
- Active Shooter Preparedness training to enhance safety awareness in the community



ACKNOWLEDGEMENTS

Thank you to the NYC H+H Corporation Board and the Council of CABs. Very special thanks to Christopher Mastromano, CEO, Alfredo Jones, COO, Alisha Bronne, Chief Experience Officer, Chinyere Anyaogu, MD, CMO, Jaslynn Medina, AED, Taylor M. John, CAB Liaison, the entire North Central Bronx Hospital leadership cabinet for their dedication to health equity, diversity, inclusion and accessibility.



Christopher Mastromano, CEO, NYC Health + Hospitals/Jacobi/NCB

Rob Seitz, Chair, NCBC Community Advisory Board



COMMUNITY ADVISORY BOARD

Community Relations Committee Report

September 9, 2025

INFRASTRUCTURE & EQUIPMENT

- + Environmental Sustainability – Solar Panel Installation (First LTC Facility in NYC)
- + Energy Efficient Programs:
 - + New LED Lighting upgrade throughout the Facility
 - + Cooling System upgrade close to completion
- + Implementation of a visitor management system to track and control entrance into the Facility (Passage Point)
- + Ongoing Blue Bin Program Implementation on resident units to improve inventory management of medical supplies.
- + Purchase 80 new beds with goal to have all new beds
- + New Automated External Defibrillators and auto pulse vital sign machines.
- + Residents Room Refresh ongoing (paint, install wall guards)



FY26 CAPITAL IMPROVEMENT AWARDS

Project Name:	Award:	Sponsor(s):
Wellness Market Renovation Resident Gift Shop	\$ 500,000	NYC Council Member Rita Joseph
Resident Healing Garden	\$ 400,000	NYC Council Member Rita Joseph



HON. RITA JOSEPH
NYC COUNCIL DISTRICT 40

PERSON-CENTERED CARE

- + New Admission Gifts & Welcome Committee
- + “All About Me” signage in residents’ rooms
- + County Fair
- + Garden Club
- + Parade of the Bands
- + Adopt-A-Resident Pre-Thanksgiving Dinner
- + Holiday Festivities for Residents
- + Positive Press Ganey Results
- + Resident & Family BBQs
- + Therapeutic Outings
- + Voter Education and Participation



EMPLOYEE WELLNESS

McKinney's H3 Leadership continues monthly interventions in promoting I-CARE:

- + Compassion Cart Tuesdays
- + All Stars Program
- + Wellness Expo
- + Aromatherapy & Meditation
- + Staff Appreciation Day
- + Power Hour
- + HHArt – Arts in Medicine
- + Morning/Afternoon Meditation & Stretch
- + National Healthcare Workforce Wellbeing Day



ICARE
WITH
KINDNESS



ISSUES IMPACTING THE COMMUNITY AND RESIDENT COMPLAINTS

- + The Facility experiences intermittent television disruptions due to satellite connectivity which impacts the availability of certain television programs.
 - + The intermittent disruptions are attended to timely by EITS as needed.
 - + The goal is to transition the entire building from satellite to cable and provide Facility owned televisions wall mounted for each resident. A total of 2 units (80 beds) are fully completed.
- + A majority of our residents request more meals that are culturally representative of their ethnic backgrounds.
 - + The Director of Food & Nutrition conducted surveys to identify ethnic makeup of the community and preferences. More ethnic meals are now incorporated into the menu cycle (salt fish & bake, porridge, island curry chicken, stew peas, jollof rice).
- + Increased vehicle traffic in the parking –potential safety hazard.
 - + A formal request was submitted to the Commissioner of the “ Department of Transportation” to consider urgent installation of a “**NO STANDING**” zone along the curb directly adjacent to the facility to improve access for emergency vehicles and patient transport.
- + Registrants expressed their disappointment on pending closure of Neponsit ADHC.
 - + Registrants, families are being assisted with transition to alternative programs that meet their individual needs. Social Work follow up and support will be provide 30, 60, and 90 days post discharge.

Centers for Medicare & Medicaid Services

(as of 7/30/25)



ACCOMPLISHMENTS

- ✓ **Newsweek's Best Nursing Homes in New York** – ranked among Top 20 Nursing Homes (out of 600+) in New York for 2025
- ✓ **U.S. News & World Report** – Best Nursing Homes 2025 – High Performing in Long-Term Care
- ✓ Designated leader in **Long-Term Care Equality** by the Human Rights Campaign and Sage, national advocacy for LGBTQ+ Elders



ACKNOWLEDGEMENTS

For their on-going support for the person-centered care, treatment and services provided to the residents of McKinney, our special thanks and gratitude are extended to:

- Brooklyn Borough President
- NYC Council Speaker Adrienne Adams
- NYC Council Member Rita Joseph
- NYS Assembly Member Brian Cunningham
- NYS Senator Zellnor Myrie
- U.S. Congresswoman Yvette Clarke
- McKinney Community Advisory Board
- McKinney Auxiliary
- McKinney Resident Council

SIGNATURES:


Debera Tyndall
CAB Chairperson


Daveth Forbes-Thomas
Chief Executive Officer