

Implementation Strategy Plan 2025

Community Health Needs Assessment



ABOUT THE IMPLEMENTATION STRATEGY PLAN

This Implementation Strategy Plan (ISP) describes how NYC Health + Hospitals plans to address the priority health needs identified in our recently completed Community Health Needs Assessment (CHNA). This ISP was submitted on October 30, 2025 to comply with federal tax law requirements set forth in IRS Code Section 501(r)(3) and IRS Notice 2011-52. The CHNA was submitted in fiscal year ending June 30, 2025.

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

Bronx

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

Brooklyn

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

Manhattan

- NYC Health + Hospitals/Bellevue
- NYC Health + Hospitals/Carter
- NYC Health + Hospitals/Harlem
- NYC Health + Hospitals/Metropolitan

Queens

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

A digital copy of the ISP is publicly available at nychealthandhospitals.org/isp2025.

Adopted by NYC Health + Hospitals Board of Directors on October 30, 2025.

Made publicly available October 31, 2025.

The CHNA was adopted by NYC Health + Hospitals Board of Directors on June 26, 2025. The report was made publicly available June 30, 2025.

A digital copy of the CHNA is publicly available at nychealthandhospitals.org/publications-reports/2025-community-health-needs-assessment.

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

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Dear New Yorkers:

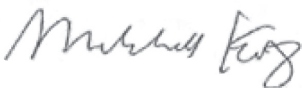
On behalf of the entire NYC Health + Hospitals system, we are honored to share our 2025 Implementation Strategy Plan (ISP) with you. The ISP is a companion report to the Community Health Needs Assessment (CHNA), a tri-annual Federal legal requirement published in June 2025 and available [here](#).

NYC Health + Hospitals is the largest municipal health care system in the country, serving over one million New Yorkers annually in over 45 locations. Our integrated system includes 11 acute care hospital sites, five post-acute facilities, the Gotham Health network of community health centers across the five boroughs, Correctional Health Services, and MetroPlusHealth, our subsidiary health plan. Every day, our over 70,000 workforce members live our mission of providing high quality health care services with compassion, dignity, and respect to all, regardless of income, gender identity, or insurance status. At NYC Health + Hospitals we care for New York City. No exceptions.

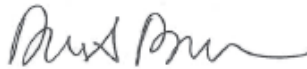
The 2025 CHNA offered a valuable window into the health priorities and experiences of New Yorkers across the city. Using these insights, NYC Health + Hospitals is assessing how our programs and services can respond even more effectively to community needs over the next three years. We are aiming to strengthen access to care and health outcomes and to build deeper, more meaningful partnerships with the communities we serve.

We are grateful to everyone who contributed their voice to the CHNA and are pleased to share the planned impact of this work through the ISP. While community health needs extend beyond our walls, understanding them equips us to provide better care, foster trust, and plan for a healthier, stronger future together.

Thank you.



Mitchell Katz, MD
President and CEO
NYC Health + Hospitals



Deborah Brown, JD, MSW
Senior Vice President, Chief External Affairs Officer
NYC Health + Hospitals

ABOUT NYC HEALTH + HOSPITALS

As the largest municipal health care system in the United States, NYC Health + Hospitals provides high-quality health care services to all New Yorkers with compassion, dignity, and respect. Our mission is to serve everyone without exception, regardless of their ability to pay, gender identity, or insurance status.

The system acts as an anchor institution for the dynamic communities we serve. Through our primary and trauma care, neighborhood health centers, skilled nursing facilities, and community care, we support the health of patients throughout their lives and beyond our facilities. NYC Health + Hospitals also serves as a premier teaching system and a designated treatment center for the U.S. President.



Over
1 million
New Yorkers
served
annually

11
Acute Care
Hospital Sites

5
Level I Trauma
Centers

1
Level II Trauma Center

2
Level II Pediatric
Trauma Centers

70% of our discharges are patients
covered by Medicaid or the Essential Plan

29
Community
Health Centers

1
Long-Term Acute
Care Hospital

5
Post-Acute Care
Facilities

70K
Workforce Members



STRATEGIC FRAMEWORK

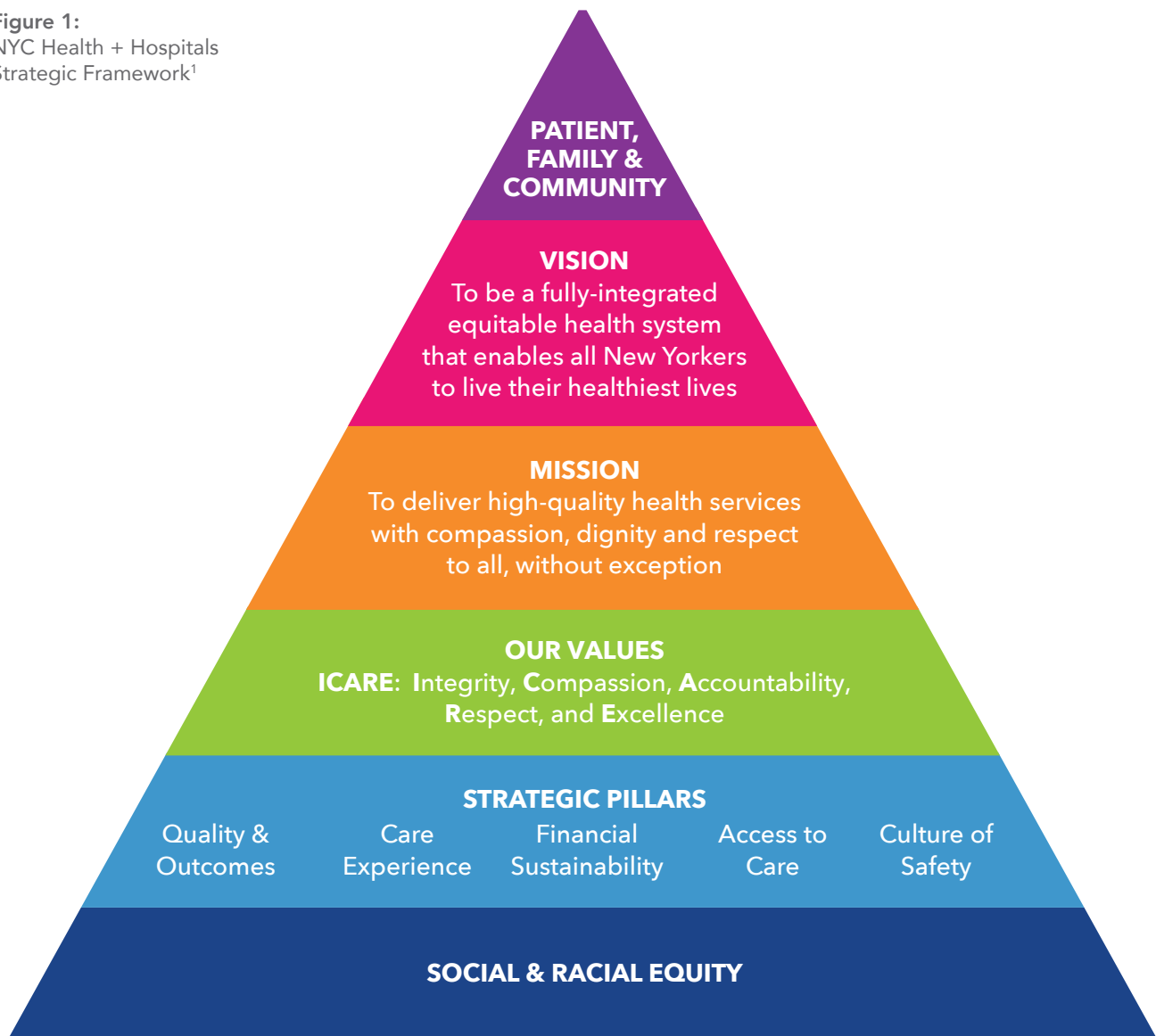
The NYC Health + Hospitals Strategic Framework reflects the system’s commitment to its mission, vision, and values, and guides efforts to support patients, families, and communities (Figure 1). Grounded in our ICARE values—Integrity, Compassion, Accountability, Respect, and Excellence—the framework helps ensure that every interaction is rooted in dignity.

It will help us offer our patients a better experience when under our care and will increase staff awareness to become better engaged with the mission and vision of the organization. It shapes how we respond to the broader factors that influence health, connecting individuals to the care and social supports they need. The ICARE standards also foster a shared sense of purpose among staff

and strengthen alignment with our mission to serve all New Yorkers, regardless of circumstance.

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

Figure 1:
NYC Health + Hospitals
Strategic Framework¹





THE ENTITIES WITHIN NYC HEALTH + HOSPITALS

METROPLUSHEALTH

metroplus.org

Since 1985, MetroPlusHealth has provided quality, affordable health plans to over 700,000 New Yorkers. As part of NYC Health + Hospitals, MetroPlusHealth supports the nation's largest municipal health system with a diverse staff of local New Yorkers who speak more than 40 languages.

NYC Health + Hospitals/ Gotham Health

[nychealthandhospitals.org/
gotham-health](http://nychealthandhospitals.org/gotham-health)

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

29 Community
Health Centers

120,000+
New Yorkers served
annually

HHC ACO

[nychealthandhospitals.org/
hhc-aco-inc-an-accountable-
care-organization](http://nychealthandhospitals.org/hhc-aco-inc-an-accountable-care-organization)

The HHC Accountable Care Organization (HHC ACO) is a collaborative venture including physician affiliate organizations, NYC Health + Hospitals acute care, outpatient, and post-acute care facilities, as well as teaching administration, quality assurance, and supervisory services.

Value-based care connects two key strategic pillars: Quality & Outcomes and Financial Sustainability.

It drives our health system to provide the highest quality care, prevent disease, and help patients avoid worsening illness whenever possible. The success of value-based payment at NYC Health + Hospitals has spurred innovation and positive change, leading to improved processes for delivering preventive health screenings and supporting patients in managing chronic diseases.

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

5,000+ Medicare
lives covered

4 ACO partners

NYC Health + Hospitals Community Care

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

NYC Health + Hospitals/Community Care (Community Care) carries on the health system's long-standing tradition of providing health, wellness, and support services directly to patients in their homes and communities. As a Centers for Medicare & Medicaid Services (CMS) and New York State-certified Home Health Agency, this division oversees community-based care management programs, including the state-designated Medicaid Health Home program.

Working across the health system and with contracted community-based agencies, Community Care strengthens access to primary and behavioral health care, reduces avoidable hospital visits, and addresses gaps that contribute to health disparities. This approach helps individuals stay healthy within their communities, preventing the need for more intensive or costly care while ensuring equitable, high-quality services.

13 contracted community-based Health Home Care Management Agencies

17,000+ unique high-risk and high-need patients served

NYC Health + Hospitals/ Correctional Health Services

[nychealthandhospitals.org/
correctionalhealthservices/](https://nychealthandhospitals.org/correctionalhealthservices/)

NYC Health + Hospitals/Correctional Health Services (CHS) is a national leader in carceral health care, providing high-quality, innovative services from pre-arraignment through community reentry. Since 2016, CHS has served as the direct health care provider in New York City jails, fulfilling court-ordered forensic and psychiatric evaluations while supporting broader criminal-legal reform efforts. As part of the nation's largest municipal health care system, CHS leverages extensive resources to improve care for individuals in custody.

Systemic inequities disproportionately affect incarcerated populations, including communities of color, individuals with mental illness or substance use disorders, and those facing poverty and homelessness. CHS addresses these challenges with comprehensive in-jail services, including medical, nursing, mental health, social work, substance use treatment, dental and vision care, pharmacy, and discharge planning. Robust bridge and reentry programs help mitigate barriers such as housing instability, insurance disruptions, employment discrimination, and difficulty reconnecting with support networks, ensuring continuity of care and better long-term health outcomes.

29,900 patients served

In 2024, CHS conducted more than **735,000** clinical encounters and completed more than **37,400** medical intakes

Virtual ExpressCare

expresscare.nyc

Since its launch in March 2020, Virtual ExpressCare has offered 24/7/365 access to urgent care to all New Yorkers to take care of their physical, mental, emotional, or other health needs. The service helps close health equity gaps and reduces barriers to telehealth for vulnerable populations.

Care is available by phone or video in more than 200 languages, including American Sign Language, without requiring a smartphone or high-speed internet. Virtual ExpressCare connects patients to in-person services such as lab testing, radiology, and follow-up care, avoiding unnecessary Emergency Department visits. Patients are also transitioned into ongoing primary and behavioral health care, supporting long-term wellness.

268,000+ patients to date

70,000+ annual number of visits

90% average patient satisfaction rate

5-minute average wait time to be connected to care

9 in 10 patients avoided going to the hospital within **7** days after using the service

31% of patients completed the transition to longitudinal Primary Care

INTRODUCTION

NYC Health + Hospitals plays a unique role in the lives of New Yorkers, caring for more than one million people each year without exception. Our facilities deliver expert medical care while serving as trusted anchor institutions, connecting individuals to essential health services, community resources, and support systems that foster stronger, healthier neighborhoods. The 2025 Community Health Needs Assessment (CHNA), published in June 2025 and available [here](#), identified two overarching areas of need: (1) to advance inclusive care services and strategies, and (2) to bridge persistent health gaps across our communities. These priority health needs reflect the growing burden of chronic and behavioral health conditions, and the social and structural factors that shape health outcomes.

This Implementation Strategy Plan (ISP) translates those findings into action. Guided by the CHNA, NYC Health + Hospitals responds to the identified community needs with primary, preventive, and behavioral health services, strengthening care coordination across the system, and using data to focus resources on communities with the greatest need. We recognize that these cannot be solved by our health system alone. Complex social and economic factors, resource limitations, and gaps in community-based support create barriers that require coordinated efforts across sectors to truly address. Working with community-based and faith-based organizations, public health agencies, and other stakeholders, we remain committed to finding innovative approaches that remove barriers and improve health outcomes for New Yorkers citywide.

NYC HEALTH + HOSPITALS SINCE THE 2022 IMPLEMENTATION STRATEGY PLAN

The tri-annual CHNA and ISP reinforce our commitment to hearing and responding to the voice of the community we serve. The priority health needs identified by NYC Health + Hospitals leadership and communities in the 2022 CHNA were improving health equity, fighting chronic disease, and facilitating access to resources.

In the years since, we have continued to focus our efforts on addressing these critical needs through targeted initiatives that improved access to care and expanded services in our communities. As outlined in the 2025 CHNA, we have seen encouraging steps in reducing health disparities and improving access to care across New York City. These efforts help lay the groundwork for continued progress toward a more equitable health care system.

Continuing this work, NYC Health + Hospitals is advancing an ambitious agenda that reflects the needs of our communities and workforce. In doing so, this ISP provides a roadmap for continued growth, system enhancement, and stronger connections between clinical care and the neighborhoods we serve.

NYC Health + Hospitals, the largest municipal health care system in the United States, serves more than one million people annually, providing comprehensive, accessible, and affordable care to all, without exception. The system includes 11 acute care hospital sites, a dedicated long-term acute care hospital, five post-acute care facilities, health care for patients on Riker's Island, and a network of NYC Health + Hospitals/Gotham Health Federally Qualified Health Centers. Across all of our system, patients receive top-ranked trauma care, a wide range of inpatient specialties, mental health services, and essential primary and preventive care to keep communities healthy. NYC Health + Hospitals facilities have earned numerous special designations for quality and culturally responsive care and have received top ranks by U.S. News and World Report in the 2024-2025 ratings.²

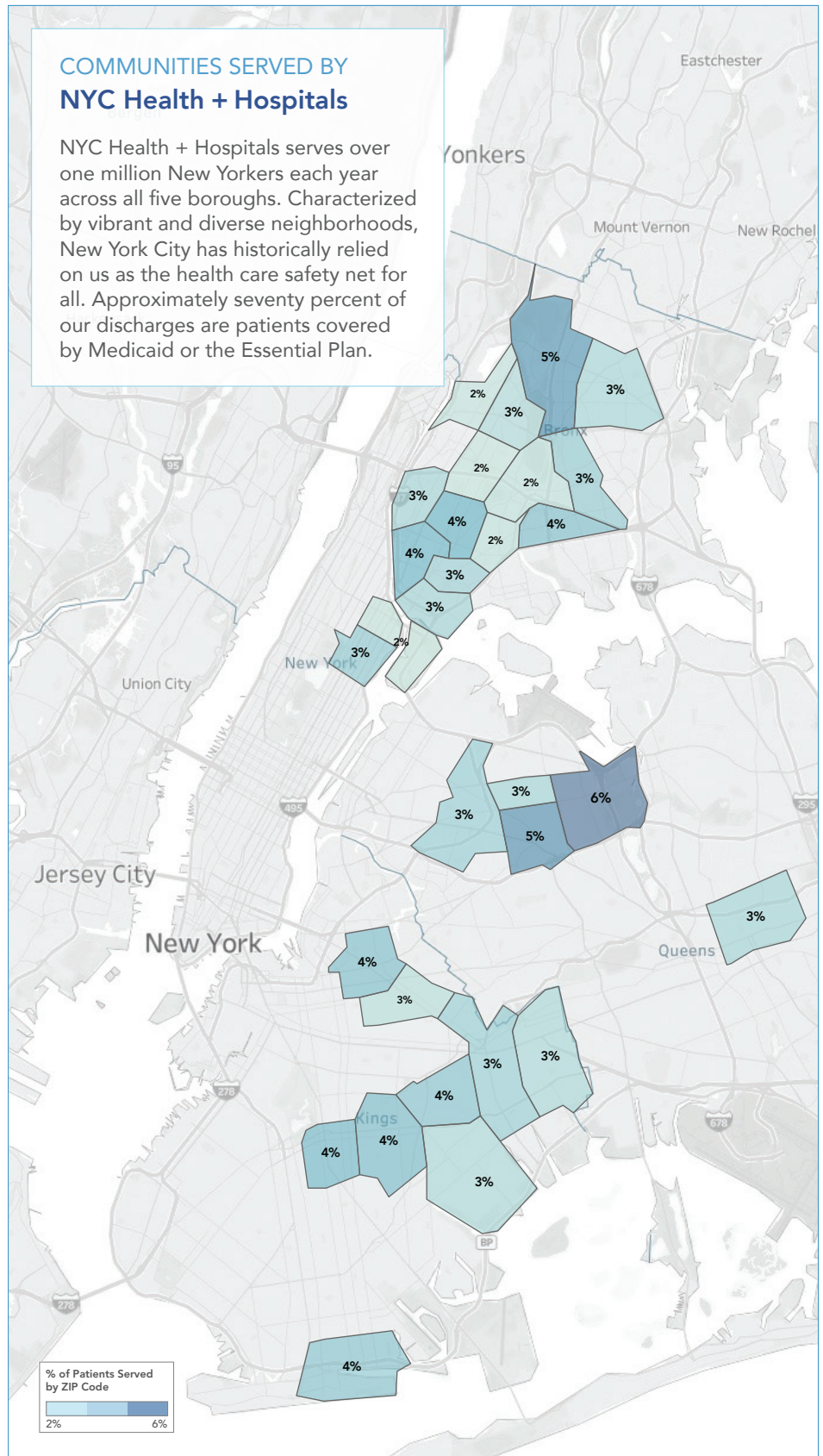
PRIORITY AREAS OF NEED IN 2025

The 2025 CHNA was shaped by broad community input and robust analysis, including 6,589 surveys, 56 stakeholder interviews and focus groups, and systemwide data review. Together, these insights highlighted the clinical and social challenges most pressing for New Yorkers, and reinforced the need for coordinated health and social service supports.

Two priorities emerged from this process: advancing inclusive care services and strategies, and bridging health gaps. Within these categories, community members and stakeholders identified a range of concerns, including chronic disease prevention and management (with a particular focus on hypertension and diabetes), maternal health, respiratory health, mental health, holistic care for substance use disorder, cancer prevention and treatment, and overall patient experience. These findings point to the importance of prevention, early intervention, and more seamless coordination of care across the system.

The CHNA also underscored how social and economic conditions continue to shape health outcomes. Across forums, focus groups, and surveys, communities raised consistent concerns about housing stability, access to affordable and nutritious food, economic opportunity, safe outdoor spaces, violence prevention, and navigation of the health system itself. Addressing these challenges will require ongoing collaboration with partners across sectors, as many of these barriers extend beyond the reach of health care alone.

Through this ISP, NYC Health + Hospitals is turning the priority health needs identified in the CHNA into tangible goals that improve care for New Yorkers. It is not a coincidence that these needs and goals align with our system's underlying strategic priorities. We will remain focused on specific steps to better meet our community's needs and advance our system.



IMPLEMENTATION STRATEGY PLAN

This ISP describes how NYC Health + Hospitals will address the priority health needs identified in the 2025 CHNA at both the system and local level. It sets forth our strategic agenda, the underlying goals guiding implementation, and the corresponding framework for future growth.

APPROACH

This ISP was developed through an approach grounded in NYC Health + Hospitals' long-term vision and aligned with the health system's strategic pillars:

1. We have defined the goals that will guide our efforts to address the priority health needs highlighted by the community. These are based on our strategic framework, which supports our vision to be a fully integrated health system and strengthens collaboration with community partners to improve health outcomes.
2. We highlighted select programs as spotlights to demonstrate how this strategy is implemented in practice. While these examples illustrate important efforts, they are not exhaustive. A wide range of additional initiatives and activities are underway across the system, reflecting the depth and breadth of our ongoing work to address priority health needs.
3. We committed to continually assessing and investing in programs, services, and partnerships that address priority health needs and support the long-term well-being of New Yorkers.

STRATEGIC PILLARS

NYC Health + Hospitals is guided by a framework rooted in social and racial equity. The following section describes the five strategic pillars that guide NYC Health + Hospitals' work and shape the goals outlined in this ISP.

Pillar	Focus
 QUALITY & OUTCOMES	<ul style="list-style-type: none">• Delivering care that improves health outcomes and promotes long-term wellness.
 CARE EXPERIENCE	<ul style="list-style-type: none">• Ensuring every patient receives compassionate, respectful, and responsive care.
 ACCESS TO CARE	<ul style="list-style-type: none">• Reducing barriers so all New Yorkers can reach the services they need.
 FINANCIAL SUSTAINABILITY	<ul style="list-style-type: none">• Strengthening the health system's fiscal foundation to preserve and grow essential services.
 CULTURE OF SAFETY	<ul style="list-style-type: none">• Embedding safe practices in every aspect of care for both patients and staff.

ADDRESSING PRIORITY HEALTH NEEDS

ADVANCING INCLUSIVE CARE SERVICES AND STRATEGIES

The CHNA identified the need to expand inclusive services that emphasize prevention, patient-centered care, and the reduction of systemic inequities. NYC Health + Hospitals has committed to several goals aligned with this priority area and will continue taking programmatic steps to meet them.

Goal: Improve diabetes and hypertension control for patients experiencing homelessness

Targeting chronic disease management for patients experiencing homelessness addresses critical gaps in care and ensures that all patients have the opportunity to maintain their health.



Quality & Outcomes

SPOTLIGHT

Integrating Housing and Chronic Disease Care at Harlem Hospital

At NYC Health + Hospitals/Harlem, care teams are addressing both medical and social barriers to health for people experiencing homelessness (PEH). In April 2025, the adult primary care clinic launched a multidisciplinary initiative to improve chronic disease control for unhoused patients. The program links a Community Health Worker (CHW) supervisor with clinical pharmacists to re-engage PEH with uncontrolled diabetes or hypertension who have lost contact with their care teams. The CHW conducts proactive outreach, helping patients schedule follow-up visits and reconnect with pharmacist-led and primary care services. They also provide targeted social support, including transportation assistance, benefits enrollment, and medication adherence support. Regular case conferences across disciplines ensure coordinated outreach, shared problem-solving, and individualized care planning. Through this collaboration, 62% of identified patients have been reconnected to care since the initiative's launch. One patient – referred by the CHW to NYC Health + Hospitals' Housing for Health program – was connected with a housing navigator and ultimately achieved permanent housing through Housing for Health's Location and Placement Services.

Goal: Introduce more New Yorkers to lifestyle medicine

Many New York City neighborhoods are considered food deserts, which can contribute to higher rates of chronic disease like diabetes and hypertension. Lifestyle Medicine programs help address these challenges by providing patients with nutritious food, along with education, coaching, and practical tools that support healthier daily routines and long-term well-being.



Access to Care

SPOTLIGHT

Lifestyle Medicine Program

NYC Health + Hospitals has expanded its nationally recognized Lifestyle Medicine Program citywide. Available to patients in all five boroughs, the program, originally launched at NYC Health + Hospitals/Bellevue in 2019, provides comprehensive support to patients living with chronic conditions like type 2 diabetes, high blood pressure, and obesity. Participants receive support from a team of health care professionals who provide personalized care plans, one-on-one counseling, group classes, exercise programs, stress management resources, and fresh produce deliveries to support their holistic health goals. With a \$5 million annual investment, NYC Health + Hospitals aims to serve nearly 4,000 patients annually across all sites, offering tailored lifestyle interventions that reflect the cultural and socio-economic needs of the patients we serve. As of 2025, the program has provided over 10,000 group visits and served more than 1,300 patients in the past year. In addition, the Lifestyle Medicine Program has distributed over 5,000 boxes of free, fresh produce to its patients since the launch of the produce box program in February 2024.

Goal: Make NYC Health + Hospitals a friendlier place to get care

Creating a welcoming and supportive environment strengthens patient-centered care. NYC Health + Hospitals is strengthening our ICARE values—of Integrity, Compassion, Accountability, Respect, and Excellence—by embedding kindness across every patient and staff interaction. Efforts extend beyond staff behavior to include patient-facing improvements such as accessible signage, culturally responsive services, and systems that minimize barriers to care. Training programs and staff recognition initiatives reinforce these values, helping to create an environment where patients feel heard, understood, and supported, and where health care is delivered equitably to all communities.



Care Experience

SPOTLIGHT

Language Assistance

Language Assistance reflects our commitment to providing safe, high-quality, and culturally responsive care delivered with kindness at every step. NYC Health + Hospitals offers free interpreters in more than 300 languages, along with translated versions of essential documents in the most commonly spoken languages. Patients with disabilities also receive free communication support, including American Sign Language (ASL) interpreters and key documents in Braille. "We Speak Your Language" signs are displayed throughout our facilities so patients can easily point to their language and receive immediate assistance. These services ensure that every patient feels respected, understood, and cared for with compassion. The health system also offers a Medical Interpreter Skills Training (MIST) Program where participants learn essential skills to interpret effectively in medical settings. This year, we are proud to offer the training in a record-breaking 20 languages, reflecting the rich diversity of our community and our staff.

Goal: Improve MetroPlusHealth's and NYC Health + Hospitals' patient satisfaction scores to make it the best health insurance plan/provider partnership

Enhancing the ease with which MetroPlusHealth members and NYC Health + Hospitals' patients access their care and use their benefits will improve patient satisfaction, particularly for low-income and underserved New Yorkers. Efforts such as streamlining appointment scheduling, reducing administrative burden, and improving communication across clinical and insurance services allows patients to navigate their care more efficiently and get the support they need.



Care Experience

SPOTLIGHT

MyChart

MyChart is a free and secure online tool that gives patients convenient, 24/7 access to their health information. Available in the top 11 languages spoken across our facilities, it helps ensure care is accessible and inclusive. Through MyChart, patients can review test results as soon as they are released, read doctors' notes and visit summaries, manage appointments, request prescription refills, pay bills securely, and communicate directly with their providers, with responses prioritized within 48 hours. The platform enhances transparency and streamlines communication, enabling patients to feel informed, supported, and in control of their care. This ease of access reduces stress, builds trust, and strengthens satisfaction with the overall care experience.

Goal: Increase full-time permanent job opportunities for nurses

A stable, well-supported workforce is essential to delivering consistent, high-quality care for all communities. Expanding residency programs and career pathways helps retain permanent nursing staff, which strengthens patient relationships and ensures high-quality care for all communities. In addition to the cost savings, the hiring of additional permanent staff nurses is an investment in the health system's workforce, as it ensures patients are served by permanent employees who are committed to the mission, come from the community, and build institutional knowledge.

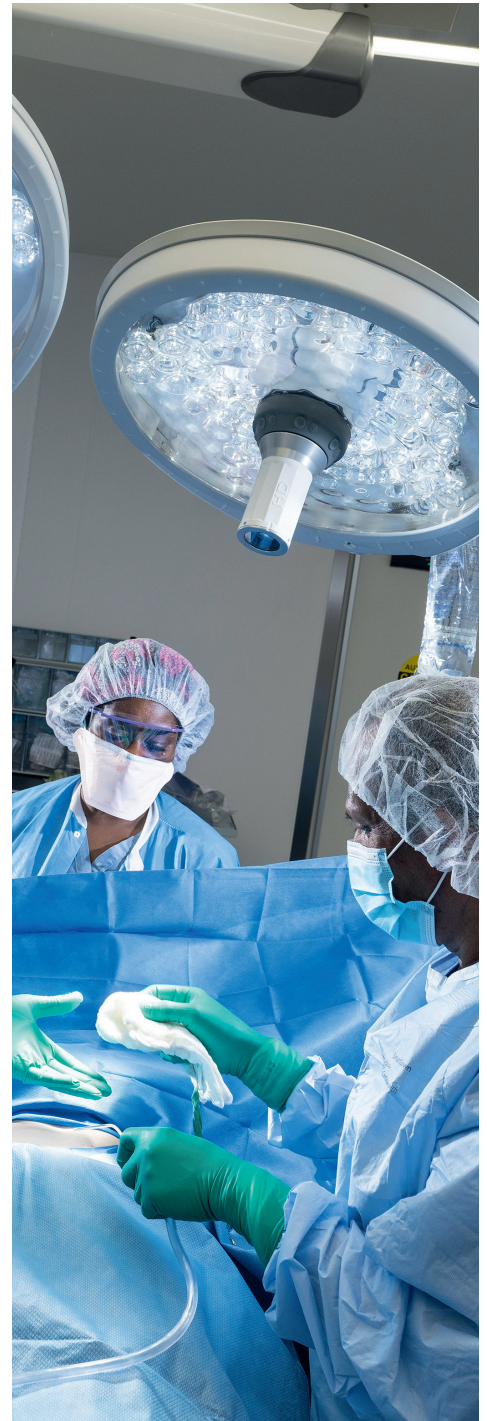


Culture of Safety

SPOTLIGHT

Nurse Residency Program

The Nurse Residency Program at NYC Health + Hospitals offers newly-graduated nurses a comprehensive, 12-month training experience designed to ensure a smooth transition from student to professional. This program provides specialized education, mentorship, and real-world training in essential areas such as ethics, clinical leadership, communication, patient safety, and evidence-based practices. Aimed at increasing job retention and expanding opportunities for skilled professionals, the program has already enrolled over 1,486 participants and has been expanded across the health system, including post-acute care facilities, Gotham Health sites, and Correctional Health Services.



BRIDGING HEALTH GAPS

The CHNA underscored that health is shaped by more than medical care, with social and economic factors playing a critical role. NYC Health + Hospitals is advancing goals to close these gaps, bolster community supports, and provide patients with the resources they need to thrive in and beyond our facilities.

Goal: Upgrade aging infrastructure and medical equipment to make our health system more resilient, secure, and sustainable

Investments in modern facilities and updated medical equipment create safer, more reliable care environments across neighborhoods. In these settings, staff are equipped to provide high-quality services with the latest technology, while patients benefit from spaces that are welcoming, accessible, and capable of supporting innovative care delivery. These upgrades to our infrastructure and medical equipment directly support communities that rely on our health system for safe and consistent care.



Quality & Outcomes

SPOTLIGHT

Kings County Hospital Capital Upgrades

NYC Health + Hospitals/Kings County is investing in upgrades to strengthen emergency and primary care for Central Brooklyn residents. With \$8 million in FY26 capital funding awarded by City Council Speaker Adrienne Adams and Council Member Rita Joseph, the hospital will add two trauma bays to its Level I Trauma Center and upgrade its primary care clinic. Last year, the hospital's Emergency Department saw over 125,000 visits as a designated Level I Trauma Center, while its primary care services anchor community health with an average of one million visits annually.

These improvements will enhance the hospital's capacity to manage complex trauma cases, provide timely, coordinated care, and improve patient experience. These investments reinforce Kings County Hospital's role as a lifeline for the community and strengthen its ability to deliver equitable, lifesaving care.

Goal: Meet the Federal Government's 2030 carbon goal by reducing waste and improving energy efficiency

Creating healthier environments protects communities from environmental risks that disproportionately affect vulnerable populations. Efforts to reduce waste, improve energy efficiency, and protect our facilities from environmental damage support long-term health and resilience, and bolsters our system's ability to continue providing care in the future.



Quality & Outcomes

SPOTLIGHT

Climate Resilience Plan

On Earth Day 2024, NYC Health + Hospitals released its Climate Resilience Plan, a key commitment of the U.S. Department of Health and Human Services' Health Sector Climate Pledge, which the public health system signed in May 2022.

To develop the plan, NYC Health + Hospitals surveyed its facilities — which have a total footprint of approximately 20 million square feet across over 75 buildings — and studied the impact climate hazards such as stormwater flooding, coastal flooding, extreme heat, and wind can have on key facility operations.

The plan identified a series of infrastructure projects, such as installation of additional emergency generators linked to critical HVAC equipment, improving the drainage capacity of roofs and windows, building additional flood barriers, and installing green infrastructure.

Goal: House 3,000 patients

Stable housing is foundational to health. Ensuring individuals have secure living conditions allows them to engage consistently with health care services and reduces the impact of social and economic instability on health outcomes.



Access to Care

SPOTLIGHT

Bridge to Home

NYC Health + Hospitals, in partnership with Mayor Adams' administration, launched the "Bridge to Home" facility to provide transitional housing and comprehensive behavioral health care for patients with severe mental illness who are ready to be discharged but lack stable housing. The Midtown West site accommodates 46 guests in private rooms and offers on-site clinical care, psychiatric services, therapy, substance use treatment, and wraparound support including case management and housing navigation. Integrating housing with medical and behavioral health services fills a critical gap between inpatient care and permanent housing, reduces hospital readmissions, lessens reliance on shelters, and limits interactions with the criminal justice system, while promoting long-term stability and recovery for vulnerable New Yorkers.

Goal: Build pathways to careers in medicine for students who reflect the communities and cultures of our patients to enhance care

Expanding access to career opportunities in medicine strengthens our workforce in many ways. A more inclusive workforce supports culturally responsive care and creates long-term pathways for economic mobility in the communities we serve. It also helps patients connect to the care they need as research has shown that patient and provider racial concordance may be linked to increased visits for preventative care, greater treatment adherence, and lower emergency department use.³



Care Experience

SPOTLIGHT

Medical Opportunities for Students and Aspiring Inclusive Clinicians (MOSAIC)

NYC Health + Hospitals established MOSAIC, a suite of pathway programs designed to encourage young people to pursue careers in medicine and to recruit medical students and residents from groups underrepresented in medicine. The Visiting Scholars Program places over 30 students from institutions like CUNY School of Medicine and Morehouse School of Medicine into elective clinical rotations, supporting their career development and potential future employment with our health system. In partnership with Bronx-based Mentoring in Medicine, MOSAIC also provides mentoring and medical pathway support to middle, high school, and college students from underrepresented groups.



LOOKING AHEAD

COMMITMENT TO THE COMMUNITY

NYC Health + Hospitals is focused on strengthening its connection with the communities we serve through expanded outreach and education. During the CHNA process, participants highlighted that many community members are not fully aware of the range of services available to them or how to access these resources, creating barriers to care and support. Ensuring that all New Yorkers understand what services exist and how to use them is critical to improving community health and well-being. The health system works closely with community- and faith-based organizations to engage residents, provide clear guidance, and support navigation of both health and social services. Through regular community events, informational campaigns, and culturally tailored communications, NYC Health + Hospitals aims to make services more visible, accessible, and responsive to the needs of diverse populations, fostering stronger trust and a more equitable health care system.

Resource Commitment

Building on the initiatives and programs that address the priority health needs identified in the CHNA, NYC Health + Hospitals will continue to dedicate financial and in-kind resources through FY2025–2028. These include clinical and nonclinical services, evaluation efforts, community partnerships, and innovative approaches, as well as staff time that supports collaboration, advocacy, and community engagement.

Advocacy for community needs is also central to this work. NYC Health + Hospitals elevates priorities with government partners at all levels and with philanthropic organizations. These efforts inform policies, funding decisions, and programs that reduce barriers to care and promote healthier outcomes citywide.

SPOTLIGHT

Social Needs Navigation

To better support patients facing social challenges, NYC Health + Hospitals has integrated a new findhelp tool into its electronic medical record system, Epic. The platform connects patients to more than 7,000 community-based programs across New York City, including food assistance, transportation, and shelter, and is regularly updated to ensure accuracy. Building on the health system's social needs screening program, which screened over 250,000 primary care patients in 2023, the tool enables staff to generate tailored resource recommendations, share referrals in patients' preferred language, and track follow-up with community partners. Patients can also access findhelp through MyChart or the NYC Health + Hospitals website to locate local services that support their health and well-being. Integrating this resource into the care experience helps bridge clinical and social care, ensuring patients have access to the support they need to thrive.

Building a Healthier Future

This ISP reflects NYC Health + Hospitals' ongoing commitment to reducing disparities, reinforcing supports, and advancing the overall health of New Yorkers. Strategic engagement, partnerships, and advocacy ensure that resources and opportunities reach those who need them most, fostering a healthier, more resilient city.

SPOTLIGHT

Care Coordination for Individuals Experiencing Homelessness

A dedicated working group of NYC Health + Hospitals staff, community based partners, and generous donors are collaborating to enhance care coordination for individuals experiencing homelessness who face acute health risks. Through pre-hospital notifications, proactive discharge planning, and enhanced communication between hospital staff and street outreach CBOs, the initiative ensures patients receive consistent, high-quality care and support across care settings. These efforts aim to improve quality of care, reduce unnecessary emergency visits, increase stable housing or safe haven placements, and prevent patients from being discharged without comprehensive care planning. The program is supported by the Care Coordination Fund at The New York Community Trust.

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