



COMMUNITY RELATIONS COMMITTEE
OF THE BOARD OF DIRECTORS

November 5, 2025
5:00 P.M.
50 Water Street

AGENDA

- | | |
|--|-----------------------------|
| I. Call to Order | Jackie Rowe-Adams |
| II. Adoption of September 9, 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/Harlem | Ms. Michelle Booker |
| b. NYC Health + Hospitals/Metropolitan | Mr. James Ratti |
| c. NYC Health + Hospitals/Sydenham | Ms. Danielle Lewis-McLaurin |
| d. NYC Health + Hospitals/Woodhull | Ms. Ivette Luperena Delgado |
| VI. Old Business | |
| VII. New Business | |
| VIII. Adjournment | |

COMMUNITY RELATIONS COMMITTEE
OF THE BOARD OF DIRECTORS
September 9, 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
Ms. Anita Kawatra
Dr. Patricia Marthone

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- Karen Moore
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- Crystal Matthews
NYC Health + Hospitals/Elmhurst- Raj Punjabi
NYC Health + Hospitals/Gotham/Gouverneur- Pauline Lock
NYC Health + Hospitals/Harlem- Michelle Booker
NYC Health + Hospitals/Jacobi- Charmaine Graham
NYC Health + Hospitals/Kings County- Lorna Chin
NYC Health + Hospitals/Lincoln- Richard Izquierdo Arroyo
NYC Health + Hospitals/McKinney- Debera Tyndall
NYC Health + Hospitals/Metropolitan- James Ratti
NYC Health + Hospitals/Gotham/Morrisania- Leslie Harrison
NYC Health + Hospitals/North Central Bronx- Rob Seitz
NYC Health + Hospitals/Queens- Robin Hogans
NYC Health + Hospitals/Gotham/Sydenham- Joyce M.Rivers-Clark
NYC Health + Hospitals/Sea View- George Wonica
NYC Health + Hospitals/Woodhull- Ivette Luperena Delgado

Ms. Jackie Rowe-Adams called the meeting of the Community Relations Committee to order at 5:02 p.m.

Quorum was established. The minutes of the Community Relations Committee meeting held on June 3, 2025, were reviewed. Upon motion made and duly seconded, the minutes were unanimously approved.

Ms. Rowe-Adams established the order of the meeting and welcomed the presentation of the President's report.

Dr. Mitch Katz shared the President's report:

- Mayor Eric Adams and NYC H+H met at the Bridge to Home site to celebrate the grand opening, a program designed to give people who are in the hospital for mental health services housing with supportive care and medical care
- The Nursing department has worked hard on professional development and has implemented a variety of initiatives, including more equitable pay
- Brooklyn borough president Antonio Reynoso has made a large contribution to renovating the labor and birthing suite at Woodhull
- There was a public meeting held for the Senior River Commons Housing project

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

1. NYC Health + Hospitals/Coler
2. NYC Health + Hospital/Jacobi
3. NYC Health + Hospital/McKinney
4. NYC Health + Hospitals/North Central Bronx

PRESENTERS:

Ms. Rowe-Adams moved the agenda to the (4) facilities, presenting their verbal annual reports. Each presentation is allotted 5 minutes.

NYC Health + Hospitals/Coler

Ms. Verna Fitzpatrick, Chair of the NYC Health + Hospitals/Coler CAB, presented the report to the CRC. Ms. Fitzpatrick stated that the facility is continuously working to improve infrastructure and equipment, including replacing the generator and the nurse call system. A new HVAC system is set to be installed, with construction projected in the beginning of

summer of 2026. There will also be an electrical system upgrade set to begin next fall.

Other upgrades in the works include the resident lounge, laundry room, kitchen equipment, and the greenhouse center, all of which support resident-centered programming.

Press Ganey survey results indicate a strong upward trend in resident satisfaction with room quality, nursing care, and recreational activities. Coler is also designated as a leader in long-term care equity for LGBTQ+ elders and became the first post-acute care facility in the country to receive the Beacon Award for excellence in memory care.

The behavioral health team has expanded, and transportation accessibility has improved. The Roosevelt Island public bus transportation has begun to stop in front of the facility, improving access for residents, visitors, and staff coming from the train.

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

NYC Health + Hospitals/Jacobi

Ms. Charmaine Graham, Chair of NYC Health + Hospitals/Jacobi CAB, presented the report to the CRC. Jacobi will receive 249 new Centrella beds, 13 new ICU beds, and new secondary MRI equipment for the radiology department. Jacobi's CPEP has a satellite at NCB with three extended observation beds, and a new program was launched called Critical Time Intervention, which expanded the Substance Use Disorder services.

The facility has received silver certification from Planetree and implemented a three-wish project, which honors dignity and improves the dying process in MICU, CCU, and SICU. H3 has had 504 staff encounters and 227 wellness rounds. Staff attitude and communication continue to be a global challenge; however, patient relations rounding programs have been implemented to address concerns in real-time.

Patients also report difficulty sleeping due to noise and interruption. To address this, CCU is trialing a noise reduction program, which includes quiet time and noise meters.

The community faces many issues, including chronic disease and mental health concerns. The facility held a back-to-school fair on August 22, where 1,200 participants distributed 500 backpacks

and school supplies in partnership with Metro Plus, 70 community partners, and internal departments.

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

Ms. Rowe-Adams asked, Have the efforts been successful at reducing the level of the noise at night?

Mr. Chris Mastromano, CEO of NYC Health+ Hospitals/Jacobi North Central Bronx, stated, "Not yet, we have started to implement noise meters in our CCU to really begin there." It had some impact, but not the impact we would hope for. We have lowered some of the lights at night and reminded staff to keep their voices down.

NYC Health + Hospitals/McKinney

Ms. Debera Tyndall, Chair of the NYC Health + Hospitals/McKinney CAB, presented the report to the CRC. Ms. Tyndall stated that McKinney recently completed the installation of solar panels on its rooftop, installed new lighting in the facility, and upgraded the cooling system. McKinney has 80 resident beds and 10 bariatric beds.

The resident rooms are being refreshed, and the facility received \$500,000 for the wellness market renovation and \$400,000 for the resident healing garden.

The facility hosted many events for the residents, including a county fair, a parade, and a Thanksgiving dinner. The majority of the residents mentioned enjoying meals that are culturally representative of their ethnic background. Surveys have been conducted for meal preferences, and now more ethnic meals are incorporated into the facility's menu.

McKinney was ranked top among 20 nursing homes in New York for 2025 by Newsweek and was also ranked by US News and World Report as the best nursing home in 2025.

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

NYC Health + Hospitals/North Central Bronx

Mr. Rob Seitz, chair of the NYC Health + Hospitals/North Central Bronx CAB, presented the report to the CRC. Many upgrades to the

facilities are underway, including MRI installation, labor and delivery enhancements, outpatient room improvements, and hospital police command updates.

The emergency department is leading in system satisfaction with minimal wait times, and there are consistent improvements in inpatient behavioral health.

Attitude, communication, and quality of care are the three most frequent complaints by patients. The facility has addressed the complaints by training all levels of staff through the ICARE with Kindness campaign, as well as implementing bedside shift reporting and leader rounding.

Staff continue to receive support through wellness initiatives and resources, and the facility recently onboarded a service excellence program manager. The ambulatory care department has been tasked with supporting and engaging in community efforts, such as health affairs, events, and workshops. The CAB has been able to participate as well as lead.

The back-to-school fair on August 29th had over a thousand participants. The facility has also engaged in other community and health initiatives, including 45 health fairs, and participated in Black History Month and World Mental Health Day events.

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

ADJOURNMENT:

Meeting adjourned at 5:50 P.M



COMMUNITY ADVISORY BOARD

Community Relations Report

November 5, 2025

ACTIVE CAPITAL PROJECTS \$92.6M

INFRASTRUCTURE

- Harlem Boiler Plant Upgrade - \$36M
- MLK 4th Post Partum Unit Renovation - \$7M
- MLK/KP Local Law 11 - \$15.9M
- Phase II Harlem MDF Data Closet Upgrade - \$19.5M
- MLK 18th Fl. Roof Replacement - \$3.4M (Bond)
- MLK 7th Fl. Roof Replacement - \$5M (Bond)
- Replacement of RBP Chillers with Air Cooled Chillers - \$2.6 (Bond)
- MLK 5th Fl. CT Procedure Room Renovation - \$607,500 (Bond)
- CT Revolution Apex (Equipment) \$2.1M (Bond)

ACTIVE EXPENSE PROJECTS \$ 1.3M

- Installation of Feeders for MRI UPS in MLK Cellar - \$152K
- Demolish and Rebuild 2 Bathrooms MLK 2nd Fl. - \$332K
- Installation of Emergency Dept. Doors - \$250K
- Installation of New Clean Steam Generator MLK 7th Fl Mechanical Room - \$300K
- MLK Lobby Ground Floor Storefront (TastyPicks) - \$265K

2025 CAPITAL PROJECTS - COMPLETED \$14.2M

INFRASTRUCTURE \$7M

- MLK Condenser Water Piping Project - \$4M
- HVAC Equipment - \$125K
- Cooling Towers - \$2.9M

EQUIPMENT \$7.2M

- GE CT Scanner \$3M
- Neuwave Ablation System - \$131K
- GE Nuclear Camera - \$1.2M
- Venue GO R4 US Ultrasounds - \$130K
- GE Bariatric RF Equipment System - \$692K
- Olympus Aloka Arietta 850 Ultrasound -\$370K
- 200 MedSurge Centrella Smart Beds - \$1.9M

Patient Safety

- + The patient safety department was involved in many culture of safety, educational, RCA investigations, proactive risk assessments and performance improvement activities over the last year.
- + The Harlem Patient Safety Committee met monthly to review topics including the good catches, national patient safety goals, Leapfrog survey and patient safety performance improvement initiatives.
- + The good catch program continued to thrive with 178 good catches in Q1-3 2025.
- + Harlem Hospital maintained a Leapfrog Safety Grade of C in Spring 2025.
- + Patient Safety led weekly patient safety rounds that taught a different safety topic to the Harlem staff each week. There have been 19 educational safety sessions to date in 2025.
- + Patient safety conducted safety topic didactics for multiple residency programs and hosted pediatric residents for their 2-week patient safety elective.
- + The patient safety team also actively participated in the Harlem House Staff Patient Safety Council and helped address any safety concerns brought up by the House Staff.
- + Patient safety conducted Just Culture trainings and encouraged use throughout the hospital.
- + Patient safety collaborated with Workforce Wellness, Care Experience and Human Resources to engage employees in taking the Fall 2025 Employee Feedback Survey.
- + In 2025, multiple patient safety policies were reviewed and updated including Patient Identification, Clinical Alarms, Screening and Assessing for Suicide, and Medication Reconciliation
- + In 2025, Patient safety continued rounding to collect data on the National Patient Safety Goals and augmented rounding for universal protocol and clinical alarms.
- + Patient safety continues to work on performance improvement projects including to improve compliance to the level of observation policy and reduce total one to one hours.



FREQUENT COMPLAINTS

- + Our top grievance and patient complaint categories are Poor Attitude, Care, and Communication.
 - + Care : Patients may feel their needs are not being addressed in a timely manner (e.g., call bells, long waits in treatment rooms, medications).
 - + Communication : Patients may struggle to understand their care plan and discharge instructions if providers fail to explain it in an accessible way.
 - + Poor Attitude : Patients often feel that staff members are unwilling to assist them, particularly with new kiosks or technology. Additionally, patients report feeling ignored, unwelcomed, or disrespected, which negatively impacts their overall care experience.
- + Grievance Handling Process:

Grievances are forwarded to the Chief of Service for review and response, with a 3-4 day turnaround time. In compliance with regulatory guidelines, all grievances are resolved within 7 calendar days. Patients receive a response letter, either by mail or email, detailing the findings of the investigation and the corrective actions or recommendations.
- + To address some of these concerns, Customer Service training has been implemented to enhance patient interactions and improve the overall patient experience.



Harlem

ISSUES IMPACTING THE COMMUNITY

HIGHLIGHTS

- + 88 Percent of Our Internal Medicine Residents passed their boards this year.
- + Harlem Hospital is a Center of Excellence in Surgical Safety: Prevention of RSI
- + Harlem Hospital recognized as one of the 2025 Best Hospitals for Black America by BlackDoctor.org (BDO).
- + Harlem Hospital is a Baby-Friendly Institution
- + LGBTQ+ Designation
- + Harlem Hospital has a robust Robotic Surgery Program
- + US News & World Report Best Hospitals: Harlem Hospital has been ranked among the top 160 hospitals in the U.S. for heart failure
- + AHA GOLD PLUS Target: TYPE 2 Diabetes Honor Roll (Heart Failure)

CHALLENGES

- + Harlem's aging infrastructure is in constant need of costly repairs and upgrades.
- + Our hospital has worked diligently to replace equipment that has been deemed end-of-life.
- + We are working to reduce costs by converting temporary workers to permanent lines.
- + Legionnaires' Disease Outbreak- Harlem Partnered with the Community Advisory Board to allay concerns and disseminate information to the community.

NYC
HEALTH+
HOSPITALS
Harlem



ACKNOWLEDGEMENTS

Thank you to the NYC Health + Hospitals Board of Directors and the Chair of the CRC-
Mrs. Jackie Rowe- Adams

Very special thanks to:

- Dr. Mitch Katz, CEO
- Mr. Georges Leconte, CEO of Harlem Hospital
- Mr. Philip Cooke, AED
- The Harlem Hospital Community Advisory Board
- Governor Kathy Hochul
- Mayor Eric Adams
- Borough President Mark Levine
- Council Member Dr. Yusef Salaam
- Senator Cordell Cleare
- Assemblyman Jordan Wright
- Former Assemblywoman Inez N. Dickens

This report is dedicated to the late Lloyd Williams, Co- Founder and former CEO of the
Greater Harlem Chamber of Commerce

SIGNATURES:

A handwritten signature in black ink, appearing to read "Michelle Booker", written over a horizontal blue line.

Michelle P. Booker
CAB Chairperson

A handwritten signature in black ink, appearing to read "Georges H. Leconte", written over a horizontal blue line.

Georges H. Leconte
Chief Executive Officer



Community Advisory Board

NYC Health + Hospitals Community Relations Report

November 5, 2025

EQUIPMENT & INFRASTRUCTURE

Achievements:

- New MRI Trailer
- Renovation of Hospital Lab – Phase I
- Installation of linen machines on 10 inpatient units including Mother/Baby, L&D
- Replacement of all external signage, carpets
- Installation of new security system

Ongoing projects/initiatives:

- Wayfinding
- Securing Funding to update Operating Rooms
- New Infusion Suite 90% complete
- Construction of new MRI suite has begun
- Patient Family Room
- Phases II and III lab renovation
- Pursuing funding for a new Emergency Department



Metropolitan

PATIENT SAFETY & SATISFACTION

Achievements:

- Recognition: Designation for **LeapFrog “A” Grade** for Patient Safety, **U.S. News and World Report** Best Hospital; **AHA** (Target: BP/Check. Change. Control. Cholesterol and Target: Type 2 Diabetes),
- Nursing excellence designations include quality metrics for patient care: **Lantern Award** Emergency Nurses Association (leadership, innovation and improving patient care) **Beacon Award** (patient care and nursing practice in the neonatal and adult ICUs) and **Pathways to Excellence with Distinction** (positive nursing practices and engagement)
- Check-In Kiosks installed
- Extended hours: Behavioral Health Outpatient Department and other clinical lines
- MyChart Utilization: Prescription refills/reduced pharmacy wait time

Ongoing projects/initiatives:

- MyChart Utilization: communication, appointments
- Implemented Meds to Bed inpatient pharmacy program
- Good Catch: Patient Safety
- Wayfinding Assessment and Implementation
- After visit surveys
- Staff Wellness = Patient Safety and Satisfaction
- Addressing need for enhanced Adolescent Behavioral and Mental Health Services



FREQUENT COMPLAINTS BY PATIENTS

Concerns:

Patient feedback from Q1 – Q3 of 2025 highlights key areas of concern:

- Appointment availability
- Quality of communication
- Navigation through visits – real time communication during visit

Ongoing Projects/Initiatives:

- Care Experience Steering Committee and the Patient Family Advisory Council discuss patient issues and potential solutions
- Press Ganey I-Rounding by the Patient Relations Team is department specific and allows us to discuss and enhance patient experience.
- Sharing feedback with clinical departments and providing support – ICARE, H3
- Increased use of patient navigators
- Utilizing technology – MyChart, Telehealth Visits

ISSUES IMPACTING THE COMMUNITY

Challenges:

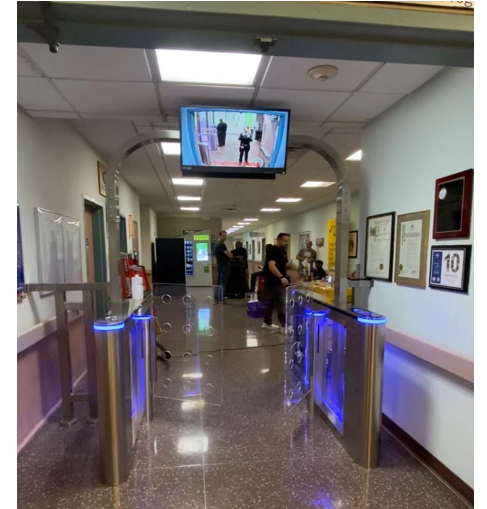
- Substance abuse and dependence
- Morbid obesity resulting in diabetes & hypertension
- Mental and behavioral health issues
- Seniors face barriers to accessing resources including transportation, senior centers, food insecurity and limited mobility leads to reduced socialization and increased loneliness

Highlights:

- Recognized as a US News & World Report Best Hospital
- Safety: New cameras installed on hospital perimeter & upgraded security equipment at entrance
- 98% increase in outreach by ambulatory care

Ongoing Projects/Initiatives:

- Engaging community stakeholders that work with seniors, children and adolescents



ACKNOWLEDGEMENTS

Metropolitan is proud to celebrate 150 years of service to New York City and enjoys the oldest hospital medical school affiliation with NYMC. We are a teaching institution that takes pride in serving El Barrio and beyond. We thank our Metropolitan family for its dedication to El Barrio and beyond.

Thank you to the board of NYC Health + Hospitals and the Council of CABs. Our gratitude to Mr. Julian John, CEO; Elsa Cosme, COO; Dr. Anitha Srinivasan, CMO; Chris Wilson, CNO and the Metropolitan Hospital leadership cabinet for their dedication to health equity, diversity, inclusion and accessibility.



Julian John, CEO, NYC Health + Hospitals/Metropolitan



James Ratti, Chair, Metropolitan Community Advisory Board

NYC Health + Hospitals/Sydenham COMMUNITY ADVISORY BOARD

**Community Relations Committee Report
November 5, 2025**

EQUIPMENT & INFRASTRUCTURE REQUESTS

- ❖ Update Dental Operating Room Chairs, Capital Project (from FY24)
- ❖ Roof at Sydenham is frequently leaking; estimated repair cost: \$60,000
- ❖ HVAC system frequently fails:
 - Summer: issues with air conditioning
 - Winter: issues with heating the facility
- ❖ Opportunity to expand Radiology offerings, but current infrastructure limits space modification
- ❖ Proposal to build a new wing at Sydenham (courtyard area) including:
 - Radiology suite
 - Women's health center
 - Roof garden for staff and events (estimate pending)
- ❖ Approx. 50 exam beds needed across three sites; estimated cost: \$80,000
- ❖ Furniture and workstations for all three sites to accommodate small exam rooms; estimated cost: \$50,000

PATIENT EXPERIENCE

- ❖ At Sydenham patient safety is a key part of our commitment to delivering high-quality, community-centered care.
 - The 2025 Q2 Press Ganey “Rate Provider” score was at 82%.
 - The 2025 Q2 Press Ganey “Recommend this provider’s office” was at 86%.

- ❖ We follow the National Patient Safety Goals set by The Joint Commission and work every day to ensure a safe, welcoming environment for everyone we serve

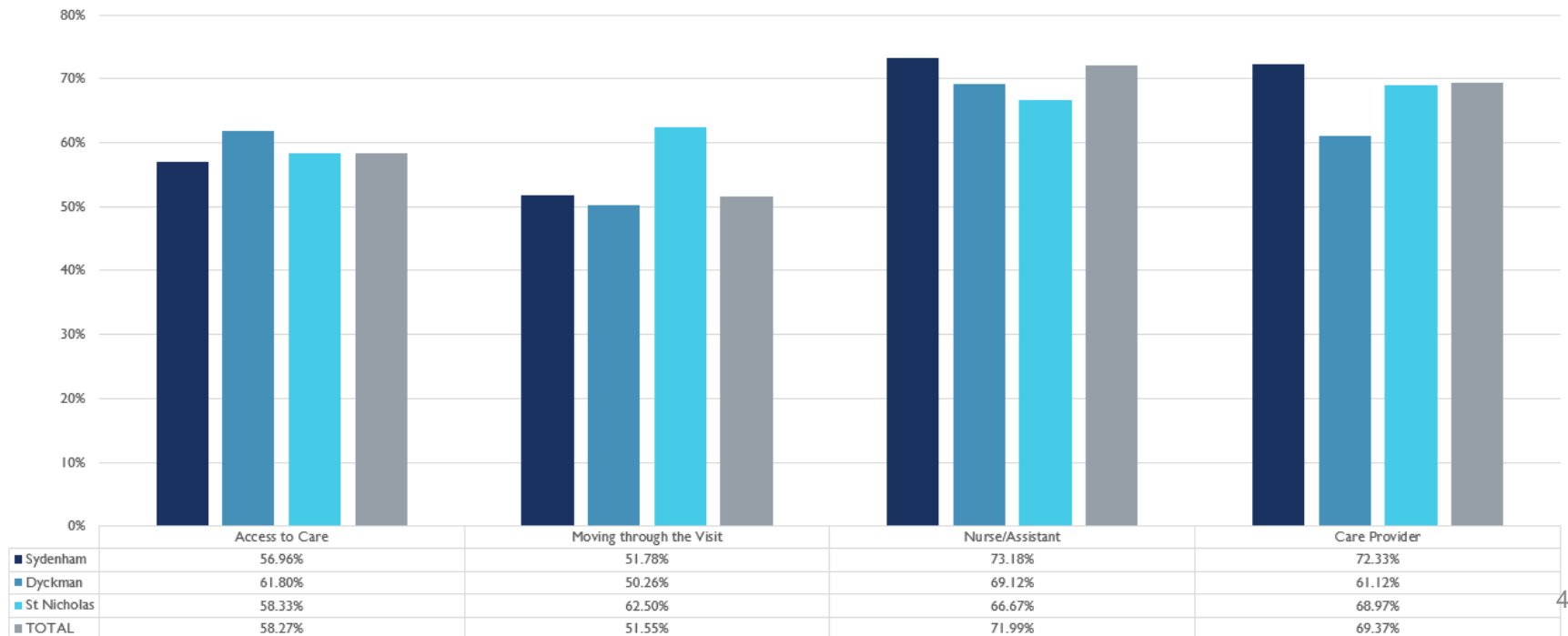
- ❖ Our safety priorities include:
 - Verifying patient identity at every visit
 - Promoting clear, consistent communication among care teams
 - Ensuring medications are reviewed, prescribed, and handled safely
 - Preventing infections during outpatient visits and procedures
 - Identifying and addressing potential safety risks early
 - Reducing the chance of errors in clinic-based procedures or referrals
 - To help us improve, we gather patient feedback through Press Ganey surveys, which give valuable insights into your experience.

PATIENT EXPERIENCE

- Best areas relate to staff performance, with Nursing and Care Providers achieving high scores for patient satisfaction.
- Areas for opportunity lie in improving access and in moving through the visit.

PRESS GANEY'S SUPPLEMENTAL QUESTION CATEGORIES MAR'25 – AUG'25

Supplemental Questions - Rolling 6 Months



FREQUENT COMPLAINTS BY PATIENTS

- Complaints have been minimal in 2025, with only six reported to date.
- Patients may sometimes experience minor longer wait times and delays with visits.
 - Patient relations rounds to address patient concerns to escalate issues.
 - To mitigate minor delays and wait times with visits, the site actively communicates with physician regarding any potential delays, and will run lab or vaccines prior in between wait times to expedite the visit.

ISSUES IMPACTING OUR COMMUNITIES:

- ❖ **High Rates of Chronic Conditions:** Hypertension, diabetes, and obesity are prevalent, which may be related to limited access to healthy food, preventive care, and health education.
- ❖ **Mental Health Concerns:** Stress, anxiety, and depression are significant but often under-treated, influenced by socioeconomic challenges and limited access to care.
- ❖ **Healthcare Access Barriers:** Many residents rely on emergency departments for care due to lack of primary care access, insurance issues, or clinic availability.
- ❖ **Environmental & Social Determinants:** Crime, housing quality, and food insecurity contribute to poorer health outcomes and reduced engagement in wellness behaviors.

ACCOMPLISHMENTS

+ AMERICAN HEART ASSOCIATION

- + Certified Gold for Diabetes
- + Certified Gold for Cholesterol
- + Certified Gold + for Hypertension



We would like to extend our Gratitude and Acknowledgements to:

- Leader New York County Democrats Keith L.T. Wright
- Manhattan Borough President Mark Levine
- Manhattan Deputy President Keisha Sutton-James
- NYS Senator Cordell Cleare
- NYS Senator Robert Jackson
- NYS Assembly Member Jordan J.G. Wright
- NYS Assembly Member Al Taylor
- Manhattan District Attorney Alvin Bragg
- NYC Council Yusef Salaam
- NYPD
- FDNY
- St. Nicholas Tenant Association
- Dyckman Tenant Association



Joyce M. Rivers, MA
Chairperson, Sydenham CAB



Yesenia Pabon, MPA
Deputy Director



Michelle Lewis
Chief Executive Officer



NYC HEALTH+ HOSPITALS/WOODHULL COMMUNITY ADVISORY BOARD

November 5, 2025

INFRASTRUCTURE & EQUIPMENT



Generator Replacement Project

- Woodhull received \$23 million to design and replace the existing obsolete generators.
- With the new 8MW of emergency power, the hospital will be able to have more efficient, reliable power to run critical systems, ensuring sustainability and resiliency during weather events. Woodhull will also be able to participate in utility demand response events.



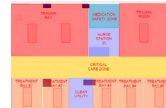
Labor and Birthing Suite Renovation

- Woodhull received \$18 million to renovate the Labor and Birthing suite.
- The project will improve patient access and safety, while promoting continuity of care in an enhanced environment of care.
- The upgrade includes enlarged operating rooms and reconfigured recovery area and nurse stations, birthing rooms, the installation of birthing tubs, a simulation lab for staff training, as well a new nurses' station and lounge.



Fire Alarm Upgrade

- Woodhull received \$42m for the fire alarm system upgrade. The fire alarm system is original to the building and obsolete.
- The facility will upgrade the fire alarm system, including the primary fire command station, the system components and devices such as alarms and smoke detectors, software operating system. The project will also include a secondary fire command station and an auxiliary radio communication system.



Emergency Department Critical Care Upgrade

- Woodhull received a grant from NYS DOH for \$5.4m to design and renovate the Critical Care and Trauma area in the Emergency Department.
- The areas will be reconfigured to create more privacy for patients, add a dedicated nurse station and improve workflow and patient care.

INFRASTRUCTURE & EQUIPMENT



Boiler Upgrade

- Woodhull received \$15m to design and upgrade the existing and original boilers and to create a new tie-in for emergency boiler
- Refurbishment will include new boiler tubes and new casing to be tied into the new boiler controls. A new tie-in will be added on exterior of the building for added redundancy.



Omniceil Point of Care Pharmacy Upgrade

- Woodhull participated in a systemwide initiative to upgrade pharmacy equipment to install automated dispensing technology in patient care areas throughout the building. The equipment increases efficiency and improves patient safety.



Medical Bed Upgrade

- Woodhull participated in a systemwide replacement of 145 smart medical beds. The technology in the new beds will improve safety, enhance patient care, and decrease risks.



Electric Service Separation

- Woodhull started the design for the project to provide a design for the electrical distribution of Woodhull Hospital that establishes the creation of a Type 1 Essential Electrical System with four (4) branches of power: normal, life safety, critical, and equipment.
- The **multi-phase project will also mitigate risks of electrical hazards**, provide new parallel switchgear and switchgear room.



Patient Monitoring Vital Sign Upgrade

- Woodhull received \$200,000 to upgrade the vital sign monitor equipment. The upgrade included 46 user-friendly devices, connected to patient data and enhanced productivity.

INFRASTRUCTURE & EQUIPMENT



- **Hypothermia Machine Upgrade**

- Woodhull received an award to procure four new upgraded state-of-the-art temperature management equipment to control patient temperature in a non-invasive way with continuous monitoring



- **Nuclear Camera Upgrade**

- Woodhull received \$1.7m to upgrade the Nuclear Camera equipment and room. The renovation will improve workflow for Radiology Department and allow for the installation of the latest imaging technology.



- **Histology Laboratory Upgrade**

- Woodhull received \$235,000 to replace laboratory equipment for quicker specimen processing and tie-in to digital systems. Tissue Processor, Slide Stainer, and Cover Slipping Machine are all part of upgrade to enhance the Histology Laboratory unit.

PATIENT SAFETY

- Woodhull hospital's Patient Safety Program continues to focus on the accurate identification of patients, ensuring "right care for the right patient". Patient misidentification is the most commonly occurring errors in healthcare facilities and is the #1 JC National Patient Safety Goals.
- What We Are Doing:
 - We have active participation from **every** department and **every** discipline in the hospital. Monitoring is likewise occurring across the board, **without exception**, including evening and night tours.
 - Our current Pt Identification campaign, Check Two Everytime, is posted throughout the hospital and is routinely communicated to all staff via email communication.
- Patients and families are encouraged to SPEAK UP and actively participate in their care. One of the tools we provide to our patients and families is called "CUS" (I'm concerned, I'm uncomfortable and I am scared.) This tool is provided to patients in a booklet form upon admission, entitled, "No Decision About Me Without Me" as part of the Patient Guide. It is reviewed with patients by the Patient Representative.
- Initiated a steering committee (LeapfrogJourney to A)
 - Woodhull will achieve a culture of safety grade A by 2028.

• Woodhull will be pursuing **Planetree Recertification for Excellence in Person-Centered Care in 2026.**

• Through **ICARE with Kindness – Service Excellence Standard**, we continue to advance our culture of compassion, with **83% of staff completing training** and **87% completing the pledge.**

• To boost recognition, we launched the **Departmental Service Excellence Awards** and **revived the ICARE "Caught in the Act"** initiative, alongside the **All-Star Recognition Program – 1,677 stars** submitted to-date.

• We recently launched **Patient Experience Day**, now integrated into **New Employee Orientation** to reinforce person-centered values from day one.

• The **Service Excellence Steering Committee** was introduced to strengthen focus on the key drivers impacting **patient experience.**

• We continue to collaborate with our **Patient and Family Advisory Council (PFAC)** to ensure patients and families are actively involved in initiatives—such as improving **communication about medicines** and other areas directly affecting their care.

WORKFORCE WELLNESS

The Helping Healers Heal (H3) Workforce Wellness program provides comprehensive wellness support designed to meet the emotional and psychological needs of all hospital staff. Our services include individual and group debriefs, referrals to licensed mental health professionals, trainings to recognize red flags, and events to enhance holistic wellbeing.

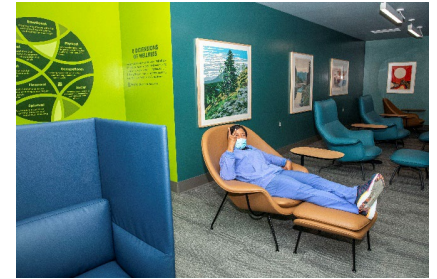
Team:

Helping Healers Heal (H3) is led by a multidisciplinary team comprised of:

- + **Wellness Program Director** (Licensed Clinical Social Worker)
- + **Wellness Program Coordinator** (Licensed Creative Art Therapist)
- + **On-site Employee Assistance Program (EAP) Counselor**
(Licensed Master Social Worker)
- + **Network of trained Peer Support Champions**

Goals:

- + Enhance the overall culture of wellbeing
- + Reduce symptoms of burnout among staff
- + Improve the ability of staff to provide compassionate care to our patients, families, and community.



FREQUENT COMPLAINTS

- Patients' Frequent Complaints for Q1-Q4 2024 were related to Care, Coordination of Care, Attitude & Behavior, and Property. The complaints included, and were not limited to, the patients' perception of the interaction, communication, and processes. As a result, the following are continuous efforts at Woodhull during 2024 into 2025:
 - Continuously reinforcing the importance of "Compact of Professional Behavior" training, which directly impacts and addresses this trend. Attitude and Behavior.
 - Compact of Professional Behaviors training – during orientation for all newly onboarded staff.
 - Communication Matters training – open for all staff.
 - Staff are continuously strengthening collaboration with Patient Relations, Patient Experience, and Departmental leadership from Outpatient & Inpatient areas.
 - Patient Relations provides monthly data on complaint cases to all departmental leadership, both for Outpatient and Inpatient areas, to provide the Voice of the Patients through identifying trends for improvement.
- The Patient Property and Valuable committee was reinstated in 2024 and continues into 2025.
- Extensive reinforcement of iCare values for all staff.
- In 2025, New Employee Orientation includes Patient Relations and Customer Service training.



IMPACTS WITHIN THE COMMUNITY

Highlights:

- Recognized as a High Performing Hospital for Maternity Care by US News & World Report
- Awarded Planetree Certification for Excellence in Person Centered Care
- American Academy of Critical Care Nursing Beacon Gold designation (2023-2026)
- Re-Designated as a baby friendly hospital by Baby Friendly USA
- American College of Surgeons recognized Woodhull as a Surgical Quality Partner
- Accredited as a Comprehensive Center by American Society for Metabolic and Bariatric Surgery
- Recognized as a High Performing Hospital for COPD Care by US News & World Report
- Recognized as a High Performing Hospital for Diabetes Care by US News & World Report
- Recognized as a High Performing Hospital for Heart Failure Care by US News & World Report
- Recognized as a High Performing Hospital for Kidney Failure Care by US News & World Report
- IPRO Quality Improvement Award 2024 - CAUTI and CLABSI reduction in Med/Surg and Critical Care
- American Heart Association (AHA) Get with the Guidelines: Gold Plus Stroke Designation 2025
- The Joint Commission & American Heart Association Target: Blood Pressure Gold Plus Designation 2025
- American Heart Association Target: Type 2 Diabetes Gold Designation 2024
- Human Rights Campaign designated Woodhull an LGBTQ+ Health Care Equality Leader
- Certified as a Safe Sleep Hospital
- Recognized by NCQA as a NYS Patient-Centered Medical Home
- Designated and accredited by DOH and Joint commission as a Primary Stroke Center
- A teaching facility with 5 sponsored programs (*Medicine, Pediatrics, Oral maxillofacial, Pediatric Dentistry and General Dentistry*) with total of 141 trainees



- Services we now offer:
 - ENT
 - Thoracic surgery
 - Interventional pulmonary
 - Advanced gastroenterology procedures
 - Pain management
 - Fetal Echoes

IMPACTING THE COMMUNITY

CHALLENGES

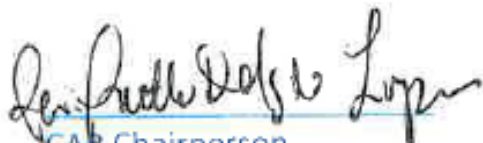
- Opening in 1982, Woodhull's aging facility is in constant need of costly repairs and upgrades to the infrastructure (i.e. – generators, boilers, elevators, etc.). This is further exacerbated by climate change and the need for resiliency.
- While all vacant positions have been approved to be back-filled, it remains difficult to recruit certain titles (e.g. Nursing, Social Work and Medical Staff).
 - Vacancies are covered by agency staff and overtime in the interim to ensure patient safety.
- Woodhull has a media campaign to promote our Quality Improvements in Maternal Health and is regaining the communities trust.

OPPORTUNITIES

- Additional resources/partnering with community organizations to support patient care programs to reduce anxiety and re-build trust.
- Increase transparency and communication to engage the community and highlight successful hospital stories.
- Expansion of Service Opportunities:
 - Plastic Surgery
 - Orthopedics surgical services
 - EMPOWER Program – a comprehensive trauma-informed medical and social service to survivors of commercial sexual exploitation and other form of sexual and gender based violence (SGBV)
 - Perinatal Psychiatry Program
 - Vascular

- For their on-going support for the person-centered care, treatment, and services provided to the residents of Woodhull, our special thanks and gratitude are extended to:
- Brooklyn Borough President Antonio Reynoso
- Congresswoman Nydia M. Velazquez
- Congressman Hakeem Jeffries
- Senator Julia Salazar
- Senator Jabari Brisport
- Senator Kevin Parker
- Assemblywoman Stefani Zinerman
- Assemblywoman Maritza Davila
- Assemblywoman Emily Gallagher
- Council Member Chi Osse
- Council Member Jennifer Gutierrez
- Council Member Lincoln Restler
- Council Member Sandy Nurse
- Woodhull Community Advisory Board
- Woodhull Auxiliary

Signatures:


CAB Chairperson


Chief Executive Officer