

BOARD OF DIRECTORS MEETING
THURSDAY, FEBRUARY 26 2026
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| <p><u>CALL TO ORDER - 2:00 PM</u></p> | <p>Mr. Pagán</p> |
| <p>1. <u>Executive Session Facility Governing Body Report</u> Medical Staff Credentialing Initial Appointments, Reappointments and Changes of Privileges ➤ February 2026</p> <p>Facility Governing Body Report ➤ NYC Health + Hospitals Lincoln ➤ NYC Health + Hospitals Kings County</p> <p>Semi-Annual Governing Body Report (Written Submission Only) ➤ NYC Health + Hospitals Elmhurst</p> | <p>Mr. Pagán</p> |
| <p>2. <u>OPEN PUBLIC SESSION - 3:30 PM</u></p> | |
| <p>3. Adoption of the Board Meeting Minutes – January 29, 2026</p> | <p>Mr. Pagán</p> |
| <p>4. Chair’s Report</p> | <p>Mr. Pagán</p> |
| <p>5. President’s Report</p> | <p>Dr. Katz</p> |
| <p><u>ACTION ITEMS</u></p> | |
| <p>6. Electing Juliana Ekong, M.D., as a member of the Board of Directors of MetroPlus Health Plan, Inc., a public benefit corporation formed pursuant to Section 7385(20) of the Unconsolidated Laws of New York (“MetroPlus”), to serve in such capacity for a five-year term or until their successor has been duly elected and qualified, or as otherwise provided in the MetroPlus Bylaws. (Presented Directly to the Board: 02/26/2026) Vendex: NA / EEO: NA</p> | <p>Mr. Pagán</p> |
| <p>COMMITTEE AND SUBSIDIARY REPORTS</p> | |
| <p>➤ Medical and Professional Affair/Information Technology Committee ➤ HHC Capital Corporation (Subsidiary)</p> | <p>Dr. Calamia Ms. Wang</p> |
| <p>>>Old Business<<</p> | |
| <p>>>New Business<<</p> | |
| <p>>>Adjournment<<</p> | <p>Mr. Pagán</p> |

NEW YORK CITY HEALTH AND HOSPITALS CORPORATION

A meeting of the Board of Directors of New York City Health and Hospitals Corporation was held in room 1701 at 50 Water Street, New York, New York 10004 on the **29th day of January, 2026** at 2:00 P.M., pursuant to a notice, which was sent to all of the Directors of New York City Health and Hospitals Corporation and which was provided to the public by the Corporate Secretary. The following Board of Directors participated in person:

Mr. José A. Pagán
Dr. Mitchell Katz
Dr. Helen Arteaga-Landaverde
Ms. Freda wang
Ms. Molly Wasow-Park - Left at 3:00 p.m.
Ms. Karen St. Hilaire - Joined at 3:04 p.m.
Dr. Vincent Calamia
Ms. Zahira McNatt - Joined at 3:04 p.m.
Dr. Toni Eyssallenne - Left at 3:00 p.m.
Ms. Anita Kawatra
Dr. Patricia Marthone
Ms. Jackie Rowe-Adams
Dr. Michael Espiritu
Ms. Vanessa Rodriguez
Dr. H Jean Wright
Ms. Tricia Taitt
Mr. Joel Eisdorfer

José Pagán, Chair of the Board, called the meeting to order at 2:00 p.m. Mr. Pagán chaired the meeting and Colicia Hercules, Corporate Secretary, kept the minutes thereof.

Mr. Pagán noted for the record, Dr. Toni Eyssallenne is representing Dr. Michelle Morse in a voting capacity.

EXECUTIVE SESSION

Upon motion made and duly seconded, the members voted to convene in executive session because the matters to be discussed involved confidential and privileged information regarding patient medical information relating to a particular patient, matters relating to proposed or actual litigation, and the medical, financial or credit history of a particular person or corporation.

OPEN SESSION

The Board reconvened in public session at 3:04 p.m.

Mr. Pagán noted for the record, Karen St. Hilaire is representing Molly Wasow Park and Zahira McNatt is representing Dr. Michelle Morse - both in a voting capacity.

ACKNOWLEDGEMENTS

Mr. Pagán and the Board welcomed the new members of the Board of Directors: Deputy Mayor Helen Arteaga-Landaverde and Joel Eisdorfer.

COMMITTEE ASSIGNMENTS

According to Article VI section (C) of the By-Laws - Committee Appointment. The Chair of the Board shall annually appoint, with the approval of a majority of the Board, members of the Board to the standing committees. Therefore, Mr. Pagán proposed a motion to appoint:

- Helen Arteaga-Landaverde - as a member of the Governance Committee, Executive Committee and HHC Capital Corporation Subsidiary Board.
- Joel Eisdorfer as a member of the Community Relations Committee, and Strategic Planning Committees

There being no questions or objections, the motion was unanimously approved.

ACTION ITEM 3 - ADOPTION OF THE MINUTES

The minutes of the Board of Directors meeting held on December 18, 2026 were presented to the Board. Then, on motion duly made and seconded, the Board unanimously adopted the minutes.

RESOLVED, that the minutes of the **Board of Directors Meeting held on December 18, 2026** copies of which have been presented to the Board be, and hereby are, adopted.

ITEM 4 - CHAIR'S REPORT

GOVERNING BODY

Mr. Pagán advised that during the Executive Session, the Board received and approved NYC Health + Hospitals Medical Staff Credentialing Initial Appointments, Reappointments, and Changes of Privileges for the month of January 2026.

The Board received and approved the governing body oral and written reports from NYC Health + Hospitals| Henry J. Carter Hospital, Henry J. Carter Nursing Facility and NYC Health + Hospitals| Susan Smith McKinney Nursing and Rehabilitation Center.

The Board also received and approved the semi-annual written governing body

reports for NYC Health + Hospitals| Queens.

Mr. Pagán also thanked Jackie Rowe Adams for attending the mural unveiling event at Woodhull Hospital on January 8th using Art as a path to violence prevention in collaboration with the Violence Interruption Programs and Arts in Medicine department.

During the Executive Session, the Board approved Dr. Katz' continued role as President and CEO of NYC Health + Hospitals.

VENDEX APPROVALS

Mr. Pagán noted there were 2 items on the agenda requiring Vendex approval, one of which has that approval. There are 15 items from previous Board meetings pending Vendex approval.

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

RECUSAL

Dr. Calamia recused for the presentation and discussion of ACTION ITEM 6.

ACTION ITEM 6:

Mr. Pagán read the resolution

Authorizing the Executive Director of **MetroPlus Health Plan, Inc. ("MetroPlus or "the Plan") to increase the contract authority for Change Healthcare, Inc. ("Change")** for Risk Adjustment Services, in the amount of \$3,100,000, which includes 15% contingency, for a new total not to exceed authority amount of \$23,285,000, for the remaining contract term to end March 21, 2027.

(Presented to the MetroPlus Board: 12/11/2025)

Lauren Leverich Castaldo, Chief Financial Officer, MetroPlus Health Plan, was joined by Friedrich Huober, Director of Risk Management. MetroPlusHealth is required to submit encounter data to New York State and CMS for Risk Adjustment, which impacts plan premiums, especially for high-acuity members. In 2022, MetroPlus entered into a contract with Change Healthcare for Risk Adjustment services, including analytics, risk score calculations, and chart retrieval. The original contract, approved for \$20,185,000 over five years, now requires an additional \$3,100,000 (including a 15% contingency) for a total of \$23,285,000.

The partnership with Change Healthcare has successfully improved risk score reporting, yielding a return of at least seven times the investment. The initial budget projected a 25% decrease in membership, due to the Public Health Emergency unwind, that has not materialized. In addition, CHP is now risk adjusted. This

has resulted in increasing costs in the outer years of this contract. The vendor's performance and overall quality rating is satisfactory.

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

Dr. Calamia re-entered the Boardroom.

ACTION ITEM 7:

Ms. Wang read the resolution

AMENDED from the Finance Committee Approval to include potential spending of Maimonides projects specifically funded by the existing Maimonides debt financing - Authorizing New York City Health and Hospitals Corporation (the "Corporation") **to incur indebtedness in the maximum aggregate principal amount not to exceed \$200,000,000 for the retirement of certain outstanding bonds of Maimonides Medical Center in connection with the transfer of certain assets of Maimonides Health Resources, Inc. ("MHRI"),** and its subsidiaries and affiliates to New York City Health and Hospitals Corporation.

(Presented to the Finance Committee: 01/12/2026)

Linda DeHart, Vice President Finance, explained the Board previously approved the Maimonides affiliation and asset transfer agreement, with an anticipated close of March 31, 2026, and authorized creation of subsidiary public benefit corporations to hold hospital assets and liabilities. The existing Maimonides bond debt must be defeased prior to closing due to covenant conflicts and restrictions on the System's subsidiaries holding debt. An amendment to the Finance Committee resolution allows limited flexibility in the use of NYC Health + Hospitals loan proceeds to allocate unspent Maimonides bond proceeds for ongoing capital projects, with no change to total borrowing or economic impact. Thomas Tran, Senior Director of Debt Finance, outlined a defeasance strategy using short-term interim loans, followed by permanent System's bond financing, and reported the selection of TD Bank for the interim loan, subject to final documentation and transaction milestones, including the completion of the Maimonides transaction.

There being no questions, upon motion duly made and seconded, the Board unanimously approved the **amended** resolution.

ACTION ITEM 8:

Mr. Pagán read the resolution

Authorizing the New York City Health and Hospitals Corporation ("NYC Health + Hospitals") to execute a contract with Interstate Mechanical Services, Inc. (the "Contractor"), to undertake the Emergency Tie-in and Boiler Upgrade Project at NYC Health + Hospitals/Woodhull Hospital "Woodhull Hospital"), for a contract amount of \$11,762,469, with a 10% project

contingency of \$1,176,247, to bring the total cost not to exceed \$12,938,716 with a contract duration of 9 months.

(Presented to the Board: 01/29/2026)

Manuel Saez, Vice President, Office of Facilities Development, was joined by Menji Indar, Assistant Vice President, to present. Woodhull currently has three original boilers, which provide steam for heating, sterilization, and hot water. They are beyond their useful life and require frequent repairs that result in equipment downtime. The facility currently lacks infrastructure to connect an emergency boiler. This proposed project provides for exterior tie-ins, installation of a temporary boiler to ensure redundancy, and phased refurbishment of all three existing boilers with no impact to patient care. Mr. Indar provided an overview of the procurement process. Construction is expected to run from Q1 2026 through Q3 2026, with the contractor committing to a 36% MWBE participation goal.

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

ITEM 5 - PRESIDENT'S REPORT

MAYOR-ELECT MAMDANI APPOINTS HELEN ARTEAGA LANDAVERDE, CEO OF NYC HEALTH + HOSPITALS/ELMHURST, DEPUTY MAYOR FOR HEALTH AND HUMAN SERVICES

Mayor-elect Mamdani appointed NYC Health + Hospitals| Elmhurst CEO Helen Arteaga Landaverde as Deputy Mayor for Health and Human Services. Ms. Landaverde had served in the role of CEO for five years, and was appointed early January 2021.

KEEPING PATIENTS WARM DURING PERIODS OF EXTREME COLD

During the Cold Blue weather emergency, NYC Health + Hospitals activated 18 warming centers at all of its hospital facilities and several community health centers across the five boroughs to ensure patients have a warm place to stay and are not discharged into unsafe conditions.

NYC HEALTH + HOSPITALS/METROPOLITAN ADULT INTENSIVE CARE UNIT EARNS 2025 GOLD BEACON AWARD FOR EXCELLENCE FOR THIRD TIME IN A ROW

NYC Health + Hospitals| Metropolitan's Adult Intensive Care Unit earned the 2025 Gold Beacon Award for Excellence from the American Association of Critical-Care Nurses. This designation makes the hospital's 9B Adult ICU the System's longest continually recognized unit. The 2025 award marks the unit's third consecutive Beacon designation since first receiving the award in 2021.

MAYOR MAMDANI RESTARTS JUST HOME SUPPORTIVE HOUSING INITIATIVE, REVERSING PRIOR ADMINISTRATION'S EFFORTS TO BLOCK PROJECT

Mayor Mamdani announced his administration's commitment to advancing Just Home, a first-of-its-kind housing initiative to serve formerly incarcerated New Yorkers with complex medical needs on the campus of NYC Health + Hospitals| Jacobi. In accordance with the JISH model, supportive housing tenants at Just Home will receive intensive, wraparound services from Fortune Society's licensed clinical social workers and dedicated peer workers.

MAMDANI ADMINISTRATION ANNOUNCES NEW YOUTH CLINICS AT NYC HEALTH + HOSPITALS/WOODHULL AND QUEENS

Mayor Mamdani joined NYC Health + Hospitals and MetroPlusHealth to launch two new clinics to provide comprehensive health care to young people ages 16 to 25 years old at NYC Health + Hospitals| Woodhull and Queens. Supported by \$4 million from MetroPlusHealth, the clinics will aim to keep youth engaged in care as they age out of pediatric care, reduce emergency room visits, and improve long-term health outcomes.

NYC HEALTH + HOSPITALS SECURES 75 MEDICARE-FUNDED RESIDENCY POSITIONS TO GROW AND STRENGTHEN ITS CLINICAL WORKFORCE

The System announced a major expansion of its Graduate Medical Education (GME) programs, securing Federal funding for 75 new, permanent residency positions that will help train the next generation of physicians and strengthen care for New Yorkers across the City. This is the largest number of slots in the country.

After questions, Dr. Katz confirmed that the System has discretion over resident placement within accreditation and specialty-specific requirements, including minimum case volumes. Expansion depends on patient volume and compliance with program rules, particularly in surgical specialties with strict case requirements. Management is analyzing placements and is confident all 75 residency slots can be utilized, with partnerships used as needed, recognizing that funding follows residents during any external rotations.

THE HEALTH CARE SYSTEM ANNOUNCES ITS LOWEST BEHAVIORAL HEALTH STAFF TURNOVER AND VACANCY RATES IN RECENT HISTORY

The System has its lowest behavioral health staff turnover and vacancy rates in recent history following a suite of programs focused on recruitment, retention, training, and expanded career pathways.

NYC HEALTH + HOSPITALS/GOTHAM HEALTH RECEIVES \$750,000 FROM BRONX BOROUGH PRESIDENT GIBSON AND DEPUTY SPEAKER AYALA

The renovations at NYC Health + Hospitals/Gotham Health| Belvis, will not only improve the aesthetic and functional aspects of the facility but also enhance accessibility and comfort for patients. The project aims to reduce wait-times, improve patient flow, and make the health care experience more convenient and welcoming. The facility upgrades are also designed to accommodate future growth and evolving patient needs.

NYC HEALTH + HOSPITALS UNVEILS NEW SYSTEMWIDE COLLABORATIVE MURAL CREATED BY ITS FIVE HOSPITAL-BASED VIOLENCE INTERRUPTION PROGRAMS

NYC Health + Hospitals unveiled *If We Dreamed: A Journey for Peace in Our Streets*, a first-of-its-kind systemwide mural created in collaboration with its Hospital-based Violence Interruption Programs (HVIP) and Arts in Medicine department to represent the System's commitment to addressing violence and healing impacted communities. Dr. Katz noted that art does not resonate with everyone, and community feedback emphasized the importance of participation and choice. In response, the project shifted toward engaging community partners and artists in creating new murals, fostering inclusion and positive engagement, rather than focusing solely on preserving existing artwork.

METROPLUSHEALTH SURVEY FINDS NEW YORKERS FACE HARD CHOICES BETWEEN HEALTH CARE AND COST OF LIVING

A recent MetroPlusHealth Care Crunch Index survey conducted by MetroPlusHealth revealed that rising health care costs have forced many New Yorkers to make tough choices between their health and everyday expenses. Dr. Katz emphasized that affordability concerns center on the cost of health care, not basic necessities, and stated that NYC Health + Hospitals is the primary

solution for affordable care in New York City. He noted that Medicaid and uninsured patients face limited or no access to outpatient and elective services outside the public System.

DISCUSSION

In response to questions from the Board regarding current concerns, Dr. Katz stated that the B-HEARD program is conceptually sound in deploying social workers instead of police for behavioral health crises, but is currently constrained by a shortage of EMTs and an inefficient response model that diverts emergency resources. He noted broad agreement with the Mayor and City leadership that the current structure is not sustainable and requires re-evaluation, with Health + Hospitals continuing its role in providing social workers while alternative models are explored. Dr. Katz also highlighted and commended Health + Hospitals' partnerships in violence interruption and community-based initiatives, emphasizing their importance in saving lives and reducing violence Citywide.

Dr. Wright expressed appreciation for the strong inter-agency partnerships during the recent extreme weather responses, highlighting collaboration among the Health Department, DHS, and NYC Health + Hospitals, and praised the leadership under Deputy Mayor Arteaga-Landaverde. He also noted ongoing discussions regarding the B-HEARD program and reaffirmed DOHMH's commitment to continued partnership. Dr. Katz thanked Dr. Wright, emphasized the value of working closely with DOHMH, and underscored the importance of developing solutions for behavioral health responses.

COMMITTEE AND SUBSIDIARY REPORTS

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

OLD BUSINESS/NEW BUSINESS

ADJOURNMENT

Hearing no old business or new business to bring before the New York City Health + Hospitals Corporation Board of Directors, the meeting was adjourned at 3:50 p.m.



Colicia Hercules
Corporate Secretary

COMMITTEE REPORTS

Community Relations Committee IN-PERSON MEETING – January 6, 2026
As Reported by Ms. Jackie Rowe Adams
Committee Members Present: Dr. Mitchell Katz, Ms. Anita Kawatra, Dr. Patricia Marthone, Dr. José Pagán, Ms. Sally Hernandez-Piñero

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 November 5, 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:

- Lincoln received national recognition by the American Council College of Surgeons
- Metropolitan gave out a thousand toys to children and families
- NYC H+H hosted Columbia University students for discussion on public health leadership
- NYC H+H is working aggressively to enforce laws to prevent driving while intoxicated
- Queens received national recognition for their excellence in surgical safety
- Jacobi received \$25,000 for the Stand Up to Violence Program
- \$750,000 was awarded from President Gibson and Deputy Speaker Ayala for improvements to Belvis
- Bellevue hosted infection prevention nurses from South Korea as a part of a training exchange
- The SHOW vans distributed over 14,000 clothing items
- NYC H+H is partnering with Consulates to promote health care access and provide blood pressure screenings
- Queens was named lung cancer screening Center of Excellence and received \$1M from the borough president for advanced surgical microscope equipment
- South Brooklyn Health was recognized for the highest quality stroke care
- Bellevue School of Radiology Technology celebrated its 51st graduating class
- Elmhurst received designation as a Center of Excellence in lung cancer screening

- Metropolitan achieved central line associated bloodstream infection rate of zero
- NYC H+H collaborated with Taiwan Centers for disease control on preparedness
- Five of the facilities was named to U.S. News and World Report
- One of NYC H+H anesthesiologists was named to Crane's notable leaders in sustainability
- A local Brooklyn artist Eddie Quan photo exhibits debuted at South Brooklyn Health
- Salina Booster was appointed as Chief Medical Officer at South Brooklyn Health
- NYC H+H celebrated World Aids Day in New York by remind people of the resources available.

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

1. NYC Health + Hospitals/Carter
2. NYC Health + Hospital/Gotham Health, East New York
3. NYC Health + Hospital/ Kings
4. NYC Health + Hospitals/Queens

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/Carter

Ms. Marie Charles, member of the NYC Health + Hospitals/Carter CAB, presented the report to the CRC. Ms. Charles stated that the facility will be expanding the nursing facilities ventilator capacity this year. Carter has also acquired new feeding and IV pumps and installed a gym for all staff members based on employee feedback and surveys. The facility also eliminated Pxyxis and implemented Omnicell Medication Management Systems.

Carter has been listed as one of the best nursing homes by US News and World Report for short term rehabilitation and received acknowledgement for Long Term Care in 2026. Carter was also named to Newsweek Magazine's Best Nursing Homes List, ranking \$4 out of over 600 nursing homes in New York State.

Overall patient/resident complaints remained low in the past year with the most common issues being: Attitude/Courtesy and Delay of Care. To address these, ICARE with Kindness trainings and pledges are ongoing and care plans to be re-modified based on patient/resident preference in care.

Carter's Nursing Aide Training Program continues to go well and to date there have been 92 candidates. The CAB also officially welcomed two new members.

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

Dr. José Pagán commended the facility for the focus on employee wellness.

Ms. Sally Hernandez-Piñero asked for more information on the high blood pressure and diabetes outreach that was discussed.

Mr. Floyd Long, CEO of NYC Health + Hospitals/Carter state that the facility has made it a point of emphasis to have community outreach, specifically in the East Harlem and Greater Harlem Community. They have teamed up with Senator Cordell Clear and Representative Gibbs on some of their initiatives. They have also played a role at different health fairs and wellness programs that are happening in the community to make themselves known to the community and what services they offer.

Ms. Anita Kawatra commended the facility on highlighting the priority of continuing to provide uncompensated care to those who are not eligible for public benefits, and asked if there are specific metrics, like how many patients have been served, how many hours the health practitioner has spent.

Mr. Long stated that there are no specifics for individual providers and they do not keep track of the hours that the providers serve in treatment.

NYC Health + Hospitals/Gotham Health, East New York

Ms. Crystal Matthews, chair of NYC Health + Hospitals/Gotham Health, East New York CAB, presented the report to the CRC. This year the facility will be upgrading the bathrooms to be ADA compliant, and upgrading the DEXA and IDF/IT closets, as well as kicking off a facility-wide comprehensive energy project, and renovating the women's health and pediatric units.

Staffing challenges have occurred due to loss of primary care providers, which create longer wait-times for patients to receive an appointment. Site leadership is working with HR to interview qualified candidates to fill vacancies. There are also complaints about unanswered phones, to which the facility offers patients the option to call the centralized call center and are having staff check voicemail twice a day to address concerns.

iCARE with Kindness continues to be used as a strategic priority that aims to infuse the health System's culture with more kindness, ensuring that all employees take the pledge.

The facility has received multiple designations and ratings from the American Medical Association and Health First for the Diabetes, Hypertension, cancer screenings and eye exams services.

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

Dr. Katz commended the facility on the use of the call center and recalled a positive experience he had with the Gouverneur call center when he needed to use it for his sister's upcoming appointment and how efficient it was.

Dr. Patricia Marthone commended the cultural sensitivity with obesity because a lot of people do not stick with weight loss plans due to not eating the foods being told to eat, and would like to hear more about the program in the future.

NYC Health + Hospitals/Kings

Ms. Lorna Chin, Chair of the NYC Health + Hospitals/Kings CAB, presented the report to the CRC. Ms. Chin stated that the facility has completed many renovation projects such as the P-building exterior, D-building pharmacy Omnicell and S-building Sterile pharmacy. Projects in progress include the E-building elevator renovation, and replacing about 350 inpatient beds and 1800 infusion pumps. The facility also had a 60% reduction in non-emergency medical transport costs, generating savings of \$513,000 in 2024. There was also an 87% reduction in CLABSI events, and 94% reduction in CAUTI events.

The facility also received a Stroke and Heart failure Gold Plus designations and Resuscitation Gold, and recertification as an advanced thrombectomy capable stroke center and level 1 trauma center.

The top categories for complaints and grievances were care, communication, patient safety, attitude, wait-times, and lost property. A more proactive role through robust rounding practices have decreased these complaints. The facility received 99,7000 interpretation requests and fulfillment rate of interpretation is 99.6%. Emergency Department wait-times are being addressed through quality improvement initiatives to reduce patients leaving without being seen. The Emergency Department team has strengthened patient property management through enhanced bedside reconciliation of clothing, bag labeling, and documentation, as well as significant improvements to backend processes. The room is now organized, alphabetized and consistently maintained.

The facility has received re-certification as an American College of Surgeons Verified Level I Trauma Center and were designated as a Center of Excellence in Lung Cancer Screening.

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

Dr. Pagán commended the focus on patient experience, especially with the many patients from all over the world and different languages.

Dr. Katz asked how did the facility make the savings on the non-emergency transport?

Mr. Sheldon McLeod, CEO of NYC Health + Hospitals/Kings stated that by looking at patients being discharged and instead of being sent home in an ambulance or ambulette, they can use an uber instead. If they do not need to be on a stretcher or wheeled out, they can take an uber.

Dr. Katz also asked if the food commodity program is done on behalf of the state?

Mr. McLeod stated yes that they distribute food across the five boroughs.

Dr. Katz commended the effort being made around the kindness initiative and iCARE. Mr. McLeod stated that there has been an increase in compliments since the increased efforts.

Ms. Hernandez-Piñero asked what might be the top two patient facing things that has had the most positive receptivity from patients?

Mr. McLeod stated that the work that is being done in the ED in reducing the walk out rate, where the facility is bringing mid-levels to the point of entry where triage is taking place, so patients do not feel like they are waiting an inordinate amount of time. In addition, the rounding with the staff to hear their concerns has increased staff engagement and staff appreciate that their concerns are being heard.

Dr. Marthone stated that lost property is a big issue, and how is the facility doing with canes, walkers, and dentures?

Mr. McLeod stated that the facility informs patients to put items at the bedside in the receptacle, and also reinforcing with the families to take as many things with them home instead of leaving them in the hospital.

NYC Health + Hospitals/Queens

Ms. Robin Hogans, chair of the NYC Health + Hospitals/Queens CAB and chair of the Council of CABs, presented the report to the CRC. The facility made many enhancements such as the PET CT being replace and the interventional Radiology renovation completion. In progress projects includes the renovation of the MRI suite, the HUGs replacement, and campus lighting upgrades.

Capital improvement projects being prioritized include replacing smart beds and nurse call, CT simulators, a dialysis training center, and a community pharmacy. These improvements will shorten hospital stays, lower readmissions and per patient costs, and strengthen Queens Hospital's surgical leadership.

Patient satisfaction scores are increasing across many departments including Emergency Department, Ambulatory surgery, inpatient behavioral health, and outpatient behavioral health. The Care Experience Department and the Patient Partnership Council are working together to translate

staff feedback into service improvements and elevate the overall care experience.

The facility has received the Leapfrog Safety Grades of A, US News and World Report Best Hospitals Rankings, American Heart Association awards, baby friendly re-designation, GO2 for lung cancer awareness, and AORN Center for Excellence in surgical safety.

Ms. Hogans stated that Many community members present with advanced cancers and other late stage diseases due to low screening uptake. The facility is launching a major public education and outreach campaign focused on early cancer screening and chronic disease detection to increase timely diagnosis, reduce disparities, and improve outcomes.

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

Dr. Pagán asked when is the retail pharmacy opening and what is expected to be different?

Mr. Neil Moore, CEO of NYC Health + Hospitals/Queens stated that the pharmacy initiative will be working collaborative with members of senior staff to establish that. There is not a date for opening but there is a location identified. Where the pharmacy is currently located it is very tight so the new pharmacy will give the facility a chance to serve a larger volume of patients from the community as well as patients.

Ms. Hernandez-Piñero asked what will the \$70 million for expanding CPAP effort into the Clair Schulman Pavilion, what will it be used for?

Mr. Moore stated that the \$70 million will be used to add two floors to the pavilion building or an adjacent building to the pavilion but it will be attached. The behavioral health program currently functions in three different areas and what would like to be done is bring them all in one place so the facility can serve all the behavioral health patients and not have them in three different areas.

Ms. Kawatra commended the facility on the honor of having an A two years in a row.

ADJOURNMENT:

Meeting adjourned at 5:57 P.M

Equity, Diversity and Inclusion Committee Meeting - January 12, 2026

As Reported by: Patricia Marthone

Committee Members Present: Mitchell Katz, Patricia Marthone, Vanessa Rodriguez, Karen St. Hilaire

CALL TO ORDER

The meeting of the Equity, Diversity and Inclusion Committee of the NYC Health + Hospitals' Board was called to order at 12:00 p.m.

Dr. Patricia Marthone noted for the record that Karen St. Hilaire is representing Molly Wasow Park in a voting capacity.

Upon motion made and duly second the minutes of the September 9, 2025 meeting was unanimously approved.

DIVERSITY AND INCLUSION UPDATE

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

Ms. Mendez-Justiniano provided an update on the System's education and capacity building and reported that there have been over 46K completions of the Sexual Harassment Prevention training, putting the System at a 97% completion rate. All other trainings are ad-hoc, where employees can choose to take the training. Managing Unconscious Bias is one such training with over 42K completions in 2025.

Ms. Mendez-Justiniano also provided an update on the Women Who Lead educational sessions, which is a virtual series highlighting women in leadership roles at NYC H+H. November featured the Senior Vice President of Human Resources, Yvette Villanueva, and December featured the Vice President of Data & Artificial Intelligence, Divya Pathak. The series enables female leaders in the System to share their leadership trajectory and valuable insights from their careers with aspiring leaders who can consider various growth paths in their careers as well.

Next, Ms. Mendez-Justiniano provided a synopsis of the latest educational assistance programs. Some of these programs included:

- National Health Services Corps/Nurse Corp
- NYS HESC LSW Loan Forgiveness
- Nurses Across New York
- Group 11 Tuition Reimbursement Program
- OMH Community Loan Repayment Programs (Various Rounds)
- Public Service Loan Forgiveness

Each program has various titles eligible to apply, a minimum service commitment, and application periods. It is significant to note that to date, NYC H+H employees have self-reported a cumulative of \$4.8 million in PSLF loan forgiveness since the program's centralized inception in 2022.

Ms. Mendez-Justiniano reported that over 40 million minutes of interpretation services were provided between 1/1/2025 - 12/9/2025 with a 96.8% satisfaction rate. The top three languages were Spanish (30.4 million minutes), French (1.8 million minutes), and Bangla (1.2 million minutes). She also indicated that there is an Epic integration for interpretation being launched, which will allow providers to easily access interpreters within Epic. The final language access update was that the written translation RFP is currently live, with the contract negotiation process about to commence.

Ms. Mendez-Justiniano continued with an update on veteran support services. Veteran Pop-ups took place throughout the year, where Veterans are connected with free resources provided by NYC Department of Veteran Services. A Veteran Resource Expo was held in October which honored veterans and brought together a variety of veteran organizations, services, and information. Looking at attendance data over time of the Veteran Pop-Ups, it is clear that the program may have reached saturation, so the strategy and focus for veteran support is being shifted moving forward to better align with the veteran population's needs. Some upcoming initiatives include:

- Launching a Veterans Advisory Council to better serve veteran employees and patients
- Partnering with the New York City Department of Veterans Affairs to offer military cultural competency training for physicians
- Developing a veteran services website and digital patient navigator toolkit to assist veterans in navigating the health system

In the LGBTQ+ area, Ms. Mendez-Justiniano highlighted the Transgender Day of Remembrance which took place on 11/20 and honored the lives lost throughout the past year and shared resources available to support patients, staff and visitors. In commemoration, the Office of Diversity, Equity & Inclusion hosted a virtual vigil which over 370 staff members attended.

Ms. Mendez-Justiniano then announced that in May, all five NYC Health + Hospitals Post-Acute Care facilities were recognized as LGBTQ+ Long-Term Care Equality Leaders by The Human Rights Campaign Foundation and SAGE. In December 2025, evidence for the upcoming 2026 Healthcare Equality Index (HEI) award was submitted for all 18 eligible facilities (to be announced in May 2026). The HEI is the leading national benchmarking tool for LGBTQ+ inclusive policies and best practices in health care facilities.

From a Communications & Marketing perspective, Ms. Mendez-Justiniano shared that there have been several promotional materials distributed and Systemwide emails highlighting holidays and observances. She concluded the presentation by sharing Community Engagement photos from the Veteran Resource Expo.

Following the presentation there were commendations from the Board Members about the great work being done in the DEI space.

EQUITY & ACCESS COUNCIL UPDATE

Nichola Davis, Chief Population Health Officer, and Co-Chair of the Equity and Access Council initiated the presentation, and that she will be presenting on behalf of the workgroup Lead, Dr. Leo Eisenstein, who was unable to join. The two projects being presented include Facilitating Access to Kidney Transplant and Expanding Care for Patients with Sickle Cell Disease (SCD).

Dr. Davis started off with providing background on kidney transplant access. H+H has been the lead institute in joining the Department of Health in the Coalition to End Racism in Clinical Algorithms (CERCA). The System also eliminated race from eGFR and from how kidney function is calculated. Additionally, H+H received a Doris Duke grant to evaluate the impact of the eGFR algorithm change, including assessment of transplant access.

Dr. Davis then presented how the transplant access pilot intervention came to fruition. As NYC H+H is not a transplant center, there is limited ability to support transplant access. In 2024, a working group was developed to characterize care gap and design a pilot intervention to support transplant candidates, since findings revealed that a large portion of H+H patients referred for transplant did not progress to waitlist due to incomplete workup or financial/insurance complications. In 2025, H+H hired a Transplant Navigator as a pilot to address the issue.

Dr. Davis continued on to further elaborate on the H+H transplant navigator. The pilot parameters were focused on the kidney transplants and the Brooklyn area only. The Navigator's role consisted of outreach to patients identified by nephrologists/PCPs as potential transplant candidates by assisting with patient navigation and educating patients on transplant options; and liaising monthly with local transplant centers to review shared patients, identifying outstanding workup barriers, and troubleshooting across systems.

Looking at the first year of the Navigator, they had 154 patient engagements and 677 patient encounters. The data revealed that 16% of these patients do not have a regular PCP/nephrologist they see, which is a key opportunity for NYC H+H, for re-engagement with a medically complex population.

Dr. Davis then moved on to Expanding Care for Patients with Sickle Cell Disease (SCD), primarily adult patients. Background facts to note include:

- H+H is one of the largest providers of SCD care in the US (6 pediatric centers, 2 adult SCD centers)
- Drop-off in PCP engagement from pediatrics to adult (Pediatrics: 79% with H+H PCP, Adult: 40% with H+H PCP)
- SCD = single qualifying diagnosis for Health Home
- Difficulty accessing comprehensive SCD services contributes to fragmented care and higher rates of ED visits

The SCD dashboard metrics in 2025 indicate high emergency room visits and inpatient admissions for adult sickle cell patients, highlighting care fragmentation.

Dr. Davis then shared that in the expansion of care for patients with SCD, several goals have been set including:

- Warm hand-off transitions from pediatrics to adult
- Access to as-needed outpatient infusion services for pain episodes
- Integration of psychosocial support services

Progress to date has included stakeholder discussions (2023), development of clinical and business plans (2024), approval to expand adult SCD services (Jan. 2025) and grant recipient for workforce development (Feb. 2025). Since H+H previously did not have adult services specific to SCD in Harlem or the Bronx, the expansion project is addressing this by establishing a new adult SCD clinic at Harlem Hospital, slated to start in January. Additionally, the existing adult SCD clinics at Kings County and Queens Hospitals are being enhanced.

One follow-up item coming out of the discussion is sharing the data regarding the number of patients with SCD at each hospital to see where expansion efforts should be focused on. Additionally, Dr. Katz indicated it would be beneficial to consider adding a quality measure for the percentage of sickle cell patients on disease-altering treatments across locations.

The Board members expressed appreciation for the work done and the data shared by the team.

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

Hearing no old or new business from the Committee members, the meeting was adjourned at 12:45 p.m.

Finance Committee Meeting - January 12, 2026

As Reported By: Freda Wang

Committee Members Present: Mitchell Katz, MD, Freda Wang, Patricia Marthone

NYC Health + Hospitals Employees in Attendance:

Michline Farag, Tasha Philogene, John Ulberg, David Guzman, Allison Hartmann, Marji Karlin, Megan Meagher, Thomas Tran, James Cassidy, Linda DeHart, Jillian Capri, Clifford Chen, Andrea Cohen, Rafaelina Hernandez, Colicia Hercules

Executive Session

The Board entered into an executive session to discuss confidential and privileged information, and quality assurance health information relating to particular patients and matters related to proposed or actual litigation.

The Board convened an executive session at 10:38 a.m.

The Board reconvened in public session at 11:27 a.m.

CALL TO ORDER

Ms. Wang called the meeting of the New York City Health + Hospitals Board of Directors Finance Committee Meeting to order at 11:27 a.m.

Ms. Wang called for a motion to approve the November 3, 2025 minutes of the Finance Committee meeting.

Upon motion made and duly seconded the minutes of the Finance Committee meeting held on November 3, 2025 were adopted.

ACTION ITEM: 2026 Interim Bond Financing Related to Maimonides

Ms. Linda DeHart - Vice President - Finance, read the resolution into the record and proceeded with the presented:

Authorizing New York City Health and Hospitals Corporation (the "Corporation") to incur indebtedness in the maximum aggregate principal amount not to exceed \$200,000,000 for the retirement of certain outstanding bonds of Maimonides Medical Center in connection with the transfer of certain assets of Maimonides Health Resources, Inc. ("MHRI") and its

subsidiaries and affiliates to New York City Health and Hospitals Corporation.

Ms. Linda Dehart began by providing the current state of the Maimonides transaction. In November 2025, the Board unanimously voted to allow Health + Hospitals to enter into an Affiliation and Asset Transfer Agreement (ATA) with Maimonides and to take appropriate actions to advance the contemplated transaction. The anticipated "Close" date for the transaction is March 31, 2026. Subsequently, in December 2025, the Board approved creation of two subsidiary public benefit corporations to hold the assets and liabilities of the Maimonides and Midwood Hospitals. The hospital had existing bond debt issued by Maimonides must be defeased at or prior to the Close. There are two reasons NYC H+H is not able to take on this debt into the corporation as is. First, subsidiaries of H+H cannot issue debt or hold debt, and second, the Maimonides bond covenants conflict with H+H's bond covenants.

Ms. DeHart continued by presenting the Maimonides Bond Debt background. The existing debt issued by Maimonides is estimated at \$166 million that is required to defease outstanding bonds from two series. These series are the Series 2013 Bonds with approximately \$38 million outstanding and a final maturity of March 2032, currently callable; and Series 2020 Bonds with approximately \$127 million outstanding and an expected final maturity of August 2048, not callable until August 2027, respectively. Both of these bonds are insured by an FHA mortgage.

An overview of the bond defeasance strategy was presented by Mr. Thomas Tran. NYC H+H's short-term borrowing strategy is to defease the Maimonides outstanding bond debt through interim loans at, or prior to, the Maimonides transaction Close. The interim loan structure consists of the revenue pledge to be used is subordinate to the H+H bonds issued under the General Bond Resolution. The term of the loan is between 18 to 24 months and is contingent on the completion of the Maimonides transaction. Sometime after the Close, the next step is permanent financing by issuance of H+H bonds to retire the interim loans. NYC H+H anticipates refunding of the interim loans in 2027 to coincide with the next H+H new money financing. Lastly, this debt is a tax-exempt acquisition financing. A chart providing the current timeline and milestones of the loan was also presented.

Mr. Tran continued the presentation by providing the interim loan bank selection. H+H Debt Finance solicited proposals from banks for interim loans up to \$200 million under a number of scenarios, including varying maturities, fixed or variable rates, and tax-exempt and taxable structures. H+H received four responses and selected TD Bank based on best rates and terms. A chart providing TD Bank Credit Rating was presented. TD Bank currently provides letter of credit for Series 2008BC and remarketing services for Series 2008CE variable rate bonds. Examples of indicative interest rates for a term of two years were also presented.

The next steps in the interim loan financing include Debt Finance to continue working with H+H's financial advisor and bond counsel to finalize financing plan and negotiate terms for the loan. Additional requirements related to the transaction include appraisal of Maimonides assets to be transferred required for tax-exempt acquisition financing, finalizing loan sizing and structure, and defeasance process that will require work with Maimonides, DASNY and FHA, as well as a defeasance counsel.

Ms. Wang polled the Committee for questions.

Ms. Wang asked if the use of proceeds for the loan is only for the defeasance of the debt or could it be used for other purposes.

Ms. DeHart responded that it would only be for the defeasance of the debt.

There being no further questions, Ms. Wang thanked the team.

Upon motion made and duly seconded, the Committee unanimously approved the resolution for consideration by the Board.

FINANCIAL UPDATE

Mr. Ulberg opened the presentation with the FY-2026 Quarter 1 Highlights. He conveyed that December closed with \$634M (20 days cash-on-hand). The budget underperformed by 1% and closed Q1 with a negative Net Budget Variance of -\$55.4M.

Mr. Ulberg continued that direct patient care receipts came in \$40.1M lower than the same period in FY-25 due to a slight decrease in IP discharges (OP visits are up 4.0% and IP discharges down -0.7% from Q1 of FY-25) as well as FY-25 cash payments included residual or secondary billing from CHC delays from the previous year.

Inpatient (IP) patient care volume in FY-26 continues to surpass FY-20 pre-COVID levels with IP discharges up by 2.5%, and outpatient (OP) visits are up by 17%. Our strategic financial initiatives are progressing as planned. The FY-26 incremental target has been adjusted to reflect baselined initiatives, as consistent, reliable performance has been demonstrated over the years. In Q1, H+H has achieved \$104M against a financial plan target of \$472M. Several areas of strong Q1 performance were noted. Additional areas of opportunity and focus include reducing the average length of stay, achieving revenue cycle best-practice performance metrics, and expanding behavioral health services. These initiatives will continue to advance as we refine staffing models and strengthen system efficiencies.

Dr. Katz commented on direct patient care receipts, and noted that this is what a successful mission driven System should do. It should push up the outpatient visits and decrease the inpatient visits. Part of the problem of how health care is financed in the U.S. is that this is a bad financial thing. This is part of the reason so many systems create ways to hospitalize people who do not necessarily need to be hospitalized, as this is how money is made. The aim is to have a System over time to increase outpatient visits and decrease in-patient visits; it is ironic that due to this our receipts are down by \$40 million for doing the right thing and bringing out the right outcome. It is a fascinating comment about healthcare in the U.S.

Mr. Ulberg continued presenting the cash projections for FY-26. The System is estimated to close January with approximately \$500 million (16 days cash-on-hand) and expects to close February with approximately \$450 million (14 days cash-on-hand). We continue to work closely with the City on our remaining liabilities due to them as we continue to closely monitor our cash position.

Mr. Ulberg continued presenting the external risks. Several areas of focus are Essential Plan changes, Medicaid, MCO Tax, Potential City/State Budget challenges as well as a potential Government Shutdown presenting a financial challenge to

H+H. Further, the Average Commercial Rate (ACR) State Directed Payment (SDP) benchmark presents an opportunity to H+H.

Ms. Wang inquired on the Year 1 ACR funds, H+H have not seen these dollars yet.

Mr. Ulberg agreed, and added that the State is close on calculating the value of the distribution to each of the plans as it requires them to do some analysis which Megan and our team has been working with Healthfirst and Metroplus to triangulate on a set of numbers that have been provided to the State to ensure we are all on the same page with the analysis. At the end we have to reconcile to a year-end number, and the 2024 and 2025 numbers are all well known. We are hopeful those dollars will come to be released soon for both years. The Year 3 preprint should not be a problem as it is for the most part a continuation. There may have to be some decisions to be made there, but certainly we are trying to do this in such a way that hopefully it is just a performance approval with CMS without them making any sort of special accommodations there.

Ms. Wang asked if we have clarity on years 1 and 2, and if that means year 3 should be on track.

Mr. Ulberg responded that it is our hope that it is on track following the rules that were laid out by CMS and the new administration. We will have to start incorporating the ramp down to the Medicare rate which starts in 2028. CMS is working on clarifying regulations as it relates to the State Directed Payments across the nation but we have not seen any specifics. We tend to be very conservative for their estimates, and try to anticipate what some of those decisions might be but we will not know until the final regs are released.

Ms. Wang commented that staffing has remained the same at CMS.

Mr. Ulberg added that it is the same group of people at the level that we deal with, which is good as these are very complicated transactions and the knowledge they have and the history.

Dr. Katz agreed, and noted that this is not true for CDC or FDA. People are noticing that CMS is continuing to operate as a professional organization with the knowledgeable people staying in place, not feeling like they need to leave, not being swayed by political mandates, but just doing their job.

Ms. Philogene presented the financial performance highlights for FY-26 thru September Net Budget Variance. She noted that September ended with a net budget variance of $-\$55.4\text{M}$ (-1%). Receipts are less than budget by $\$26.1\text{M}$, primarily driven by patient care and Risk revenue. Risk is lower due to timing of Payments and lower PMPM. Disbursement exceeded budget by $\$29.3\text{M}$, mainly driven by overtime spend and some discretionary cash spend on medical and other supplies.

Ms. Philogene provided the FY-26 thru September performance drivers updates. Cash receipts are 1% behind of budget. Much of the deficit can be attributed to timing of patient care and Risk revenue as targets were increased in FY-26. FY-26 thru September, cash disbursements are over budget by 1% primarily due to overtime needs as we continue to right size our staffing models and also the timing of payments for discretionary spending.

The revenue performance for FY-26 thru September was presented by Ms. Philogene. FY-26 direct patient care revenue (IP and OP) is $\$40.1\text{M}$ lower than FY-25 actuals. Year-over-year variances are due to slightly lower IP discharge volume and timing

of cash payment, including CHC cash recoupment in FY-25. Compared to budget, Q1 is behind target by 1% in IP/OP, primarily due to timing of receipts and as initiatives ramp up in the first half of the year. Risk Pool is \$7M behind the Q1 target, however is tracking to meet year-end expectations.

Ms. Wang added that the Board has been accustomed to meeting after meeting exceeding the target, and it is a modest amount less than 1%. The team has clearly done a good job identifying where the differences are and a lot of it is timing, so we do expect to catch up on the expense side, the focus group on the overtime, etc. getting that under control. We feel comfortable overall.

Ms. Wang inquired on the lower than anticipated per member per month rates, is it something continuing or is that just a blip in time.

Ms. Meagher responded that this will be an ongoing concern.

Ms. Wang added if we have worked that into some of our forecast and projections, Ms. Meagher agreed, and Ms. Wang continued, if this means it is worse than expected.

Ms. Meagher responded that it is not worse than we expected. The change with the Essential Plan premiums previously discussed by John that was unexpected, so it creates immediate pressure in the short-term to figure out what is going to happen. The larger Federal disruptions that make the premiums more vulnerable is more of the ongoing concern. We need to try to mitigate some of those losses with more intention and is precarious for H+H but not worse than anticipated.

Ms. Wang inquired on the change in rates, is it shown in the first quarter or is it a future impact.

Ms. Meagher responded that it is not shown in the first quarter and is more of a future impact.

Ms. Karlin provided an update on NYC H+H patients facing challenges obtaining and maintaining insurance coverage. Upcoming legislation and other Federal changes related to insurance coverage create challenges for Medicaid recipients and individuals with coverage through the Health Insurance Marketplace. NYC H+H anticipates that additional resources will be needed to help patients comply with the additional administrative steps to obtain and maintain coverage. Some of these changes include States must conduct eligibility redeterminations at least every 6 months for Medicaid expansion adults; Compliance with work requirements for Medicaid recipients; Provisions effectively ending automatic renewals of coverage. The expiration of ACA subsidies; Essential plan eligibility changes; Reductions in retroactive Medicaid coverage; Medicaid data sharing with ICE and Changes to public charge rule. H+H anticipates over 424,000 annual redeterminations, an increase in financial counseling interactions for those potentially losing coverage, and over 130 financial counselors costing \$11 Million.

Ms. Wang inquired on H+H's current annual redetermination. Ms. Hartmann responded that is close to 1 million. Ms. Karlin reiterated that there is also an anticipation of an increase in uninsured individuals requiring financial counseling.

An overview on revenue cycle mitigation strategies and work in progress were presented by Ms. Hartmann. H+H is working on implementing a number of different

strategies to address the anticipated challenges. All of these strategies are ongoing and meant to build off existing financial counseling workforce. Those which have improved significantly over time and do continue to demonstrate strong results. H+H's current areas of focus are first improving pre-service financial counseling rates, coordinate strategies with payer partners to ensure success, pursue additional automation to supplement financial counseling workflow, and enhance patient self-service workflows.

Ms. Meagher provided an update on H+H Risk Pool performance. H+H Risk Pool surplus is down \$7M compared to January through June 2024. Risk Pool is producing less surplus but it is largely tracking to budget. A chart showing the different insurance products and performance was presented. Some of the main drivers are essential plan earning \$49 per member per month (PMPM) less than 2024. Medicaid product earning \$7 PMPM less than 2024. Offset by improvement in Medicare performance (\$142 PMPM better) and commercial performance (\$37 PMPM better).

Ms. Meagher continued presenting the Opportunities to Mitigate Lagging Risk Pool performance. Enrolling members in Medicaid or Medicare plans that best match their eligibility. Continued work to improve diagnosis capture for risk attributed members so that plans are receiving adequate premium to pay health claims, and Follow up outreach to risk attributed members who are hospitalized to try to prevent readmissions and unnecessary claims spend.

Ms. Wang polled the committee for questions.

Ms. Wang commented that we had been doing a lot of work on improving our capture of risk and diagnosis.

Ms. Meagher added that we have and one positive note is that despite this recent essential plan premium, the premiums were lowered starting January 1st 2026. Metroplus is going to see more premium revenue due to risk adjustments, so their risk despite the rates going down, will be offset by a significant increase in their risk performance. That is a real-life example of how we can try to mitigate some of these things.

Mr. Ulberg added that this is pretty significant in dollar value about 100 million. The Risk Pool performance chart Megan presented shows the same profile across all of Metroplus and Healthfirst. They are all seeing the same margin by type of plan. Medicaid is losing money and essential plan has a positive. It is not just H+H as ours may actually be mitigated compared to Healthfirst and Metroplus. It makes the point of Medicaid rates should come up a little and Essential Plan could come down and that balances out as we can see for the most part we are losing \$2 dollars PMPM for every member we serve.

Dr. Katz added that this is due to the State paying 10% to the Essential Plan and 50% to Medicaid. They are making one as low as possible and one as high as possible and hopes that it equalizes but that their share is smaller. It exists for a reason, it is not irrational that Medicaid is low and Essential Plan is high, a lot of people on Medicaid will remain eligible but may or may not be able to fill out the paperwork and people on essential plan may not be eligible and may fall off and become uninsured people.

Mr. Ulberg agreed and continued, they are trying to make their Global Cap. You need to try to find the right balance. A lot of dynamics in play.

Ms. Wang inquired on the impact on H+H is it more severe as we have higher Medicaid population.

Mr. Ulberg responded that in some ways it is, but is all working out the base we already established. If we were making \$7 PMPM in Medicaid and now we are losing \$2, is that difference that got factored into the lower risk pool. We would like to advocate for a better balance. The State has an obligation to set a rate that is actually sound and part of what this indicates is that it may need to come up a little bit. The other thing to point out is that whenever we move somebody from Medicaid right down to special needs plan, right plan and right program, you can see going from losing \$2 to making \$900. And they have done a nice job as it is a better program for those people that are special needs eligible. We are doing a good job there. We can always do better.

Dr. Katz added that we heard Metroplus is the number one special needs HIV plan in the whole State. This is in part the reason the amount is so great because you are getting incentivized of how well our performance is.

Mr. Ulberg noted that the homeless qualify for this as well and the movement of homeless patients into the HIV program is beneficial.

Ms. Wang added that this is excellent and these opportunities, you are laser focused on and it seems that there could be good opportunity there to help navigate this landscape.

Ms. Wang thanked the team for the financial update and added that the Committee looks forward to hearing how things continue with all of the risks that have been identified.

Ms. Wang polled the Committee for questions. There being no further questions, Ms. Wang thanked and commended the team for the great work.

ADJOURNMENT

There being no further business to bring before this committee, the meeting adjourned at 12:11 p.m.



Mitchell H. Katz, MD

**NYC HEALTH + HOSPITALS - PRESIDENT AND CHIEF EXECUTIVE OFFICER
REPORT TO THE BOARD OF DIRECTORS**

January 29, 2026

**AS THE CLOCK STRUCK MIDNIGHT THE CITY'S PUBLIC HEALTH SYSTEM'S FIRST
BABY OF 2026 WAS BORN AT NYC HEALTH + HOSPITALS/HARLEM**

The City's public health care System's first baby of 2026 was welcomed at NYC Health + Hospitals/Harlem at 12:00 AM, January 1, 2026. The baby girl weighed 7lbs. 2.8oz, and measures 21.26 in. The baby girl was born to mom and dad Oumy Niang and Amadou Niang. The baby girl is the Harlem couple's fifth child. Their previous three children were all born at Harlem Hospital.

**MAYOR-ELECT MAMDANI APPOINTS HELEN ARTEAGA LANDAVERDE, CEO OF NYC HEALTH
+ HOSPITALS/ELMHURST, DEPUTY MAYOR FOR HEALTH AND HUMAN SERVICES**

On Tuesday, December 30, 2025, just two days before the Inauguration, Mayor-elect Mamdani appointed NYC Health + Hospitals/Elmhurst CEO Helen Arteaga Landaverde as his Deputy Mayor for Health and Human Services. Landaverde had served in the role of CEO for five years, and was appointed early January 2021. As Deputy Mayor she will oversee her old employer, NYC Health + Hospitals, the NYC Health Department, the Departments of Social Services, Aging, Veterans' Services, Youth and Children's Services, and the Office of the Chief Medical Examiner.

**NYC HEALTH + HOSPITALS APPOINTS NATALIYA YAKOVLEVA, LNHA, LMSW AS CHIEF
EXECUTIVE OFFICER FOR COLER NURSING HOME**

On January 16, Nataliya Yakovleva, LNHA, LMSW was appointed the new Chief Executive Officer of NYC Health + Hospitals/Coler. Yakovleva brings nearly twenty-five years of experience in long-term care settings working with geriatric, sub-acute, and memory care populations, with fifteen years in various leadership roles at large-scale nursing home organizations, including Metropolitan Jewish Health System - Menorah Center for Rehabilitation and Nursing Care in Brooklyn, and Clove Lakes Healthcare and Rehabilitation Center on Staten Island.

In her previous role as the Executive Director at Clove Lakes, Yakovleva achieved a 5-star rating for Quality Measures from the Centers for Medicare & Medicaid Services (CMS), successfully implemented a new electronic medical record system, and increased the overall census by

over 100 residents. She is the first female Chief Executive Officer at Coler in more than 40 years. Coler has earned 5-star ratings from the Centers of Medicare and Medicaid Services (CMS) in quality, staffing and overall. Yakovleva assumed her new role effective January 20.

KEEPING PATIENTS WARM DURING PERIODS OF EXTREME COLD

During the Cold Blue weather emergency, NYC Health + Hospitals activated 18 warming centers at all of its hospital facilities and several community health centers across the five boroughs to ensure patients have a warm place to stay and are not discharged into unsafe conditions. Warming centers – many of which provide overnight service – are open to anyone in need and offer heated space, food and water, overnight staffing, and access to clinical support. Centers are operated using a mix of internal hospital space and buses. These measures ensure we are protecting patients while continuing to meet our clinical care demands and maintaining emergency department capacity. In the morning, we connect guests with same day appointments with our safety net clinics.

NYC HEALTH + HOSPITALS EMPLOYEE AND FACILITY RECOGNITIONS

NYC HEALTH + HOSPITALS/QUEENS EARNS NATIONAL RECOGNITION AS CENTER OF EXCELLENCE IN SURGICAL SAFETY

NYC Health + Hospitals/Queens announced its designation as a Center of Excellence in Surgical Safety: Enhanced Recovery After Surgery (ERAS) by the Association of periOperative Registered Nurses (AORN), the nation's leading authority on perioperative nursing practice. This recognition honors Queens Hospital's commitment to improving patients' physical and psychological well-being before, during, and after surgery through consistent, evidence based Enhanced Recovery practices.

The Center of Excellence designation signifies that NYC Health + Hospitals/Queens has successfully completed AORN's comprehensive ERAS program – an evidence-based, multidisciplinary initiative focused on reducing postoperative complications, improving pain management, optimizing recovery, and strengthening team communication.

BECKER'S HOSPITAL REVIEW RECOGNIZES THREE NYC HEALTH + HOSPITALS NURSING LEADERS ON 2025 "CNOS TO KNOW" LIST

NYC Health + Hospitals announced that Chief Nursing Executive Natalia Cineas, NYC Health + Hospitals/Kings County Chief Nursing Officer Opal Sinclair-Chung, and NYC Health + Hospitals/Metropolitan Chief Nursing Officer Christopher G. Wilson are recognized on the "CNOS To Know List" for 2025. The annual recognition list highlights the outstanding CNOs who drive nursing strategy, address workforce and budgetary challenges, and build strong professional development pathways for the next generation of nurses. Beyond overseeing nursing operations, these executives lead innovative initiatives that elevate care quality and clinical excellence, blending deep clinical expertise with executive

leadership to support nurses and advance health care across their organizations. Becker's Healthcare is the go-to source for health care decision-makers and one of the fastest growing media platforms in the industry.

NYC HEALTH + HOSPITALS/ELMHURST NAMES DR. PHILLIP FAIRWEATHER "2025 PHYSICIAN OF THE YEAR"

NYC Health + Hospitals/Elmhurst announced that Chief Medical Information Officer Dr. Phillip Fairweather was named Elmhurst's "2025 Physician of the Year." Dr. Fairweather's recognition honors his more than three decades of outstanding service as an Emergency Medicine physician, clinical leader, and educator, as well as his contributions to the Elmhurst community.

NYC HEALTH + HOSPITALS/ELMHURST, HARLEM, AND JACOBI EARN NATIONAL SPECIAL PATHOGEN AWARDS TO STRENGTHEN REGIONAL SURGE CAPACITY

Three acute care hospitals – NYC Health + Hospitals/Elmhurst, NYC Health + Hospitals/Harlem, and NYC Health + Hospitals/Jacobi – were awarded the National Special Pathogen System (NSPS) Level 2 Special Pathogen Treatment and Network Development (STAND) Award. These designations formally recognize the hospital facilities as NSPS Level 2 Special Pathogen Treatment Centers (SPTCs), expanding the public health care system's capacity to safely care for patients with high-consequence infectious diseases. The grant program is administered by the National Emerging Special Pathogens Training and Education Center (NETEC), the national coordinating body for the NSPS. Each award recipient will receive up to \$500,000 to support enhanced training, workforce readiness, infrastructure, and operational planning for special pathogens.

As NSPS Level 2 Special Pathogen Treatment Centers, Elmhurst, Harlem, and Jacobi Hospitals will work closely with NETEC and regional partners to achieve and maintain Level 2 readiness standards. These hospitals will support preparedness across the continuum of care, reinforce the region's ability to rapidly scale up during outbreaks, and partner closely with Level 1 regional hubs. Level 2 facilities are designed to deliver specialized care for patients with high-consequence infectious diseases for the duration of illness and to support coordinated response during times of surge.

NYC HEALTH + HOSPITALS/METROPOLITAN ADULT INTENSIVE CARE UNIT EARNS 2025 GOLD BEACON AWARD FOR EXCELLENCE FOR THIRD TIME IN A ROW

NYC Health + Hospitals/Metropolitan's Adult Intensive Care Unit earned the 2025 Gold Beacon Award for Excellence from the American Association of Critical-Care Nurses. This designation makes the hospital's 9B Adult ICU the health care system's longest continually recognized unit. The 2025 award marks the unit's third consecutive Beacon designation since first receiving the award in 2021. This sustained recognition also

places Metropolitan Hospital among only 24 ICUs nationally to earn consecutive Gold-level awards in 2024 and 2025 and one of just four in New York State.

The Beacon Award for Excellence recognizes critical care units that demonstrate sustained excellence through evidence-based, innovative practices that improve patient outcomes, enhance nursing practice, and promote healthy work environments. The Gold Award is the highest honor, recognizing unit caregivers who successfully improve unit outcomes and align practices with the American Association of Critical-Care Nurses six Healthy Work Environment Standards. Unlike other awards that recognize hospitals and facilities as an entity, the Beacon Award for Excellence specifically honors individual units for outstanding performance.

HEALTH CARE SYSTEM AND FACILITY ANNOUNCEMENTS

MAYOR MAMDANI RESTARTS JUST HOME SUPPORTIVE HOUSING INITIATIVE, REVERSING PRIOR ADMINISTRATION'S EFFORTS TO BLOCK PROJECT

Mayor Mamdani announced his administration's commitment to advancing Just Home, a first-of-its-kind housing initiative to serve formerly incarcerated New Yorkers with complex medical needs on the campus of NYC Health + Hospitals/Jacobi. The 100% affordable housing project will create 83 new apartments in an underutilized building on the Bronx hospital grounds. The Fortune Society will serve as the developer and service provider for Just Home.

Just Home will expand multiple Citywide initiatives that advance the Mayor's goals, including the City's Justice-Involved Supportive Housing (JISH) program and NYC Health + Hospitals' Housing for Health – and his commitment to use public sites to create housing for New Yorkers in need. Just Home has received \$1 million in annual funding through JISH, an evidence-driven permanent, supportive housing model that results in fewer returns to jail, less shelter use, and improved health outcomes. In accordance with the JISH model, supportive housing tenants at Just Home will receive intensive, wraparound services from Fortune Society's licensed clinical social workers and dedicated peer workers.

MAMDANI ADMINISTRATION ANNOUNCES NEW YOUTH CLINICS AT NYC HEALTH + HOSPITALS/WOODHULL AND QUEENS

Mayor Mamdani joined NYC Health + Hospitals and MetroPlusHealth to launch two new clinics to provide comprehensive health care to young people ages 16 to 25 years old at NYC Health + Hospitals/Woodhull and Queens.

Supported by \$4 million from MetroPlusHealth, the clinics will aim to keep youth engaged in care as they age out of pediatric care, reduce emergency room visits, and improve long-term health outcomes. According to MetroPlusHealth claims data, nearly 90% of youth stop seeing their

mental health provider after they turn 21. The new Elevate You clinics will provide behavioral health care, primary care, reproductive care, vocational support, and social support services from a consistent care team. The program's multidisciplinary treatment team includes a social worker, psychiatrist, nurse, youth peer, and family advocate.

PREVIOUS ADMINISTRATION, NYC HEALTH + HOSPITALS PRESIDENT AND CEO DR. KATZ ANNOUNCE MAIMONIDES HEALTH TO JOIN NYC HEALTH + HOSPITALS

On Monday, December 29, the former administration, NYC Health + Hospitals President and CEO Dr. Mitchell Katz, and Maimonides Health Chief Executive Officer Ken Gibbs announced that NYC Health + Hospitals will move forward with a partnership that will allow Maimonides Health to become a part of the City's health care system, pending final legal and regulatory approval. Maimonides Health is a Brooklyn health care system with three hospitals and more than 80 community-based sites. By joining the public health care System, care provided by Maimonides facilities will be reimbursed at a higher rate by Medicaid, bolstering its financial position. The merger also allows Maimonides to adopt Epic, the state-of-the-art electronic health record platform, which will allow it to improve care coordination and its ability to collect revenue. Maimonides patients will be able to access their health records online and contact their care team digitally through the portal. Patient care will continue uninterrupted during the transition. The partnership is supported by \$2.2 billion over five years from New York state to protect safety net health care in Brooklyn.

NYC HEALTH + HOSPITALS SECURES 75 MEDICARE-FUNDED RESIDENCY POSITIONS TO GROW AND STRENGTHEN ITS CLINICAL WORKFORCE

The public health care System announced a major expansion of its Graduate Medical Education (GME) programs, securing Federal funding for 75 new, permanent residency positions that will help train the next generation of physicians and strengthen care for New Yorkers across the City. Over the course of four annual Federal award rounds, NYC Health + Hospitals secured 75 full-time equivalent (FTE), Medicare-funded residency slots. These permanent positions enable the public health care System to grow its training programs gradually and responsibly, matching new residents to facilities based on workforce needs, patient demand, and long-term financial planning. This is the largest number of slots in the country, secured, in part, with the help of External Affairs and other partner advocacy in Washington, D.C.

These new residency positions enable NYC Health + Hospitals to expand accredited training programs in high-need specialties such as primary care, internal medicine, psychiatry, emergency medicine, obstetrics and gynecology, surgery, and several medical subspecialties. Unlike one-time federal grants, GME funding is permanent and flexible which allows residency programs to phase in new doctors over time, ensuring high-quality training while building a strong, sustainable pipeline of physicians committed to serving New York City's diverse communities.

**THE HEALTH CARE SYSTEM ANNOUNCES ITS LOWEST BEHAVIORAL HEALTH STAFF
TURNOVER AND VACANCY RATES IN RECENT HISTORY**

NYC Health + Hospitals announced its lowest behavioral health staff turnover and vacancy rates in recent history following a suite of programs focused on recruitment, retention, training, and expanded career pathways. The health care System's behavioral health staff turnover rate is now at 8%, a significant drop from nearly 18% in 2022 and far below the national average of 31%. Additionally, vacancies across all behavioral health disciplines declined to 6%, below the national average of 14%. Since January 2024, the health care System has hired about 100 new psychiatrists, nearly 20 new psychiatric nurse practitioners, and more than 400 social workers. Vacancies for social workers fell from 12% in 2024 to 5% today. In addition, vacancies for psychiatric nurse practitioners, psychologists, and behavioral health associates each fell by over 50%.

NYC Health + Hospitals is the largest provider of behavioral health care in New York City. The health care System provides over 60% of behavioral health services citywide, serving nearly 80,000 patients annually across emergency, inpatient, and outpatient care. Its behavioral health workforce comprises 5,700 employees.

**NEW PROGRAM EXPANDS COMPREHENSIVE AND COLLABORATIVE CARE FOR WOMEN
SUFFERING FROM ENDOMETRIOSIS AND CHRONIC PELVIC PAIN**

NYC Health + Hospitals launched the Endometriosis and Pelvic Pain Program to enhance the health care System's gynecologic care. Endometriosis is a condition where the tissue that normally lines the inside of the uterus instead grows outside of the uterus. This tissue can grow on the ovaries, intestines, or bladder and cause excruciating pain. According to the American College of Obstetricians & Gynecologists, 1 in 10 women in the United States have endometriosis, and it generally takes up to 10 years to receive a diagnosis. Chronic pelvic pain is a complex disease defined by pain in the pelvis or lower abdomen that lasts for more than six months. According to the International Pelvic Pain Society, chronic pelvic pain can be caused by multiple conditions from different organ systems, such as gynecologic, gastrointestinal, urologic, musculoskeletal, neurologic, and others.

Led by Dr. Vijay Palvia and Dr. Daniel Barraez, the Endometriosis and Pelvic Pain Program offers a wide array of diagnostic tools, medical therapies, and surgical procedures. More importantly, the program provides continuity of care with a robust team of physicians, surgeons, nurses, physical therapists, mental health providers, and social workers. Treatment can include hormonal medication, multimodal pain medication, pelvic floor physical therapy, lifestyle medicine interventions, and surgery. Patients can be referred to the

Endometriosis and Pelvic Pain Program from an NYC Health + Hospitals gynecology practice.

NYC HEALTH + HOSPITALS/GOTHAM HEALTH LAUNCHES PHARMACY HOME DELIVERY PROGRAM ACROSS NEW YORK CITY

On Thursday, January 8, NYC Health + Hospitals/Gotham Health today announced the launch of its Pharmacy Home Delivery Program, now available at all 29 Gotham Health locations across New York City. In partnership with ScriptDrop, this innovative program offers patients the convenience of having their prescriptions delivered directly to their homes, addressing one of health care's most persistent barriers: access to medication. According to ScriptDrop, 89% of patients found that home delivery improved medication adherence.

The launch of this program enhances health care access, particularly for under-resourced populations facing transportation, mobility, or financial challenges. The Pharmacy Home Delivery Program ensures that Gotham Health patients, no matter where they live within New York City, they can receive medications promptly and securely at their doorstep. Patients will receive their medications within one business day, with helpful tracking details via text, and they will be required to sign for their medications upon arrival. The program delivers all prescription medications except for controlled substances and refrigerated medications.

COMPREHENSIVE BREAST CENTER AT NYC HEALTH + HOSPITALS/KINGS COUNTY ADOPTS ADVANCED TECHNOLOGY TO ENHANCE LYMPHEDEMA PREVENTION

NYC Health + Hospitals/Kings County's Comprehensive Breast Center has enhanced its efforts to prevent lymphedema with the adoption of the ImpediMed SOZO device, a non-invasive technology that can detect breast cancer-related lymphedema before visible swelling occurs. Early identification is critical, as intervention during the earliest stages can help prevent progression to chronic lymphedema and improve long-term outcomes. Each year, more than 310,000 individuals are newly diagnosed with breast cancer in the United States. Studies show that approximately one in five breast cancer patients will experience lymphedema, with up to 82 percent potentially at risk of developing arm lymphedema, depending on their treatment. Lymphedema is a potential complication following breast cancer surgery and radiation therapy. The integration of the SOZO device strengthens the hospital's Lymphedema Prevention Program and supports ongoing efforts to provide high-quality, patient-centered cancer care.

The Comprehensive Breast Center at NYC Health + Hospitals/Kings County provides coordinated, multidisciplinary care for patients with benign and malignant breast conditions, offering services from screening and diagnosis through treatment and survivorship. Staffed by board-certified breast surgeons and a dedicated team of specialists, the Center delivers compassionate, integrated, and evidence-based care in a single,

centralized location. The adoption of new technologies reflects the hospital's ongoing commitment to advancing patient care through innovation and best practices.

Services include:

- Screening and diagnostic breast imaging (mammography)
- Breast surgery
- Reconstructive surgery
- Breast pathology
- Medical oncology and chemotherapy
- Radiation oncology
- Survivorship services
- Genetic evaluation and testing
- Nutritional counseling
- Behavioral health support
- Supportive services and rehabilitation

NEW SIMULATION TRAINING FOR EMERGENCY DEPARTMENT PROVIDERS ENCOUNTERING PATIENTS WITH OPIOID USE DISORDER

NYC Health + Hospitals announced its new simulation training for Emergency Department providers to strengthen how they engage with patients living with opioid use disorder and those at risk of opioid overdose. Over 350 emergency department providers have participated in the training so far. The three-hour training comprises three scenarios by actors playing the role of patients experiencing consequences of opioid use, followed by a facilitated discussion to learn best clinical practices. The exercise trains providers on how to use person-centered, destigmatizing language with patients; screen patients for initiating buprenorphine, a life-saving treatment for opioid use disorder; and use tools in the electronic health record to streamline opioid treatment throughout the patient's stay in the Emergency Department.

The training is offered at four facilities, including at NYC Health + Hospitals' state-of-the-art Simulation Center, all of which provide simulation-based education to advance patient safety and quality improvement initiatives. This is the first of several initiatives led by NYC Health + Hospitals' Addiction Services Workforce Training Program, which seek to promote a positive cultural and clinical shift in patient care for individuals living with opioid use disorder. The training is also part of NYC Health + Hospitals' larger effort to incorporate behavioral health simulation training into various settings throughout the system to enhance health care professionals' clinical skills and competence.

NYC HEALTH + HOSPITALS' NURSE RESIDENCY PROGRAM LAUNCHES ITS 50TH COHORT

The Office of Patient Centered Care announced the 50th cohort of the Nurse Residency Program, which has enrolled more than 100 nurses, for a total of over 2,800 nurse residents enrolled in the program since it launched in 2019. The 12-month program provides newly hired nurses with specialized training, education, and mentoring and is a nationally recognized, evidence-based best practice for improving nurse satisfaction, performance, and retention. Prior to the program's launch, the health care system's staff nurse turnover rate was 46%. By 2025, the staff nurse turnover rate dropped to 12%, a clear indication of the program's impact.

NYC HEALTH + HOSPITALS/GOTHAM HEALTH RECEIVES \$750,000 FROM BRONX BOROUGH PRESIDENT GIBSON AND DEPUTY SPEAKER AYALA

The renovations at Gotham Health, Belvis, will not only improve the aesthetic and functional aspects of the facility but also enhance accessibility and comfort for patients. By creating a more spacious, modern, and accessible environment, the project aims to reduce wait-times, improve patient flow, and make the health care experience more convenient and welcoming. The facility upgrades are also designed to accommodate future growth and evolving patient needs, ensuring Gotham Health can continue to provide vital services to the community for years to come. The project underscores Gotham Health's ongoing commitment to providing high-quality care in a patient-friendly setting.

Gotham Health, Belvis, was recently recognized for its clinical achievements, including being named a 2024 Hypertension Control Champion by Million Hearts for controlling blood pressure in over 80% of its adult hypertension patients. The facility also earned 2024 Target: BP Gold +, 2024 Type 2 Diabetes Gold, and 2024 Cholesterol Gold awards, reflecting its excellence in managing chronic conditions. In addition, Gotham Health, Belvis, recently installed a bone density scanner to assess patients' risk of osteoporosis and bone fractures. Earlier this year, a wellness room was introduced for staff to promote their health and wellbeing.

These infrastructure improvements are expected to have lasting benefits for the local community, enhancing the overall patient experience and allowing Gotham Health to continue its work in improving health outcomes.

NYC HEALTH + HOSPITALS LAUNCHES SPECIAL PATHOGENS BIOPREPAREDNESS MAP TO MONITOR AND PREPARE FOR OUTBREAKS

NYC Health + Hospitals announced the launch of its Special Pathogens Biopreparedness Map, a new interactive, open-source tool that visualizes global outbreak activity to support clinicians, public health officials, and emergency management professionals in identifying and responding to

special pathogen threats. In an increasingly interconnected world, a patient's travel history can be the earliest – and one of the most critical – signal of potential exposure to a high-consequence infectious disease. The Special Pathogens Biopreparedness Map will provide near real-time information to the public health care system's frontline teams to quickly connect patients' travel histories with current outbreak activity and take the appropriate steps to stop disease transmission. The map's launch builds on NYC Health + Hospitals' nationally recognized special pathogens capacity, including the recent designation of NYC Health + Hospitals/Elmhurst, Harlem, and Jacobi as National Special Pathogen System Level 2 Special Pathogen Treatment Centers, which expand the system's ability to safely care for patients with high-consequence infectious diseases.

NYC HEALTH + HOSPITALS/JACOBI RECEIVES \$25,000 IN NEW YORK STATE FUNDING FOR STAND UP TO VIOLENCE (SUV) PROGRAM

NYC Health + Hospitals/Jacobi announced that it has received \$25,000 in New York State funding awarded by New York State Assembly Member Emerita Torres (D-Bronx, 85th District) to strengthen its Stand Up to Violence (SUV) program. SUV is one of the public health care System's five Hospital-based Violence Interruption Programs (HVIP), and seeks to address the gun violence crisis in the Bronx by providing interruption, prevention, and community engagement services to impacted communities. The Bronx has seen how the effects of gun violence has historically impacted the community, with an increase of youth who are impacted by gun-violence, especially youth of color.

The funding awarded by Assembly Member Torres will provide critical resources to respond to the ongoing crisis more effectively and equitably. The funds will help expand outreach across high-need areas, targeting those who are at the highest risk for experiencing gun violence, and connecting the community to services that can help them achieve long-term stability, such as support for mental health and pathways for employment.

NYC Health + Hospitals/Jacobi provides patients who have experienced violence-related trauma with integrated care through a team of multidisciplinary experts, including physicians, social workers, hospital responders, and community outreach workers, to treat gun violence in the same way that we treat disease. While Jacobi Hospital is able to provide direct care to patients who are impacted, the hospital's Stand Up to Violence program helps to prevent and intervene in disputes across the Bronx in an effort to decrease the impacts of gun-violence in the community.

NEWLY RENOVATED INPATIENT PEDIATRIC PLAYROOM AT NYC HEALTH + HOSPITALS/LINCOLN

NYC Health + Hospitals/Lincoln unveiled its newly redesigned and renovated pediatric playroom today, a project that was made possible by

a generous donation from John Poon, in honor of his late wife, Dr. Maria A.L. Jocson, a Medical Resident at the hospital from 1990 to 1993.

The new playroom offers pediatric patients a vibrant, cheery, and therapeutic area to help promote socialization and decrease feelings of isolation. It includes the addition of child-friendly furniture, new toys, computers and wall gaming systems, artwork, and cosmetic upgrades emphasizing bright colors and natural light. The renovations create a therapeutic and joyful patient environment, promoting greater healing, social interaction, and overall well-being, while providing children with a sense of normalcy in an otherwise scary hospital environment. The newly renovated pediatric playroom will impact the more than 1,600 patients served in Lincoln's inpatient pediatric units each year.

NYC HEALTH + HOSPITALS/JACOBI | NORTH CENTRAL BRONX EXPANDS MATERNAL HEALTH PROGRAMS

NYC Health + Hospitals/Jacobi | North Central Bronx has expanded maternal health programs under its new Chair of Obstetrics and Gynecology, Veronica Ades, MD, MPH. Appointed in April 2025, Dr. Ades brings over 20 years of experience to the role and a focus on prioritizing obstetrical quality and safety, innovation, and patient and staff satisfaction. Her appointment marks a return to the hospital where she did her residency.

Under Dr. Ades, Jacobi and North Central Bronx Hospitals now offer shared appointments for mother and baby to make it easier for mothers with newborns to maintain their postpartum medical care. New mothers must ensure they continue care for both themselves and their baby postpartum, but many patients in the community encounter obstacles with taking time off work, transportation, and the cost of child care. Since Jacobi Hospital began offering shared mother-baby appointments, attendance for the postpartum appointments (generally 6 to 8 weeks after childbirth) has increased from 54% to 78%. In addition, the practice has encouraged patients to come in person for an appointment one week after childbirth instead of a telehealth appointment; these have an attendance of 89%.

Furthermore, the hospitals' OB/GYN department has had lectures on trauma-informed care to increase awareness and training for OB/GYN staff and will be hiring more reproductive psychologists within the department. Expanding mental health care that is specifically integrated into the OB/GYN unit will help to ensure accessibility for pregnant and postpartum women to access psychiatric medications that are safe during pregnancy, as well as tailoring their treatment of symptoms from pregnancy that could impact mental health, or symptoms that affect their mental health, postpartum. Since 2022, Jacobi Hospital's OB/GYN department has had an in-house psychologist, who focuses on providing care to women who are or were recently pregnant.

NYC HEALTH + HOSPITALS/BELLEVUE TRAINS NEARLY 500 PROFESSIONALS TO STRENGTHEN SPECIAL PATHOGEN READINESS ACROSS HHS REGION 2

NYC Health + Hospitals/Bellevue trained close to 500 health care and public health professionals across four jurisdictions in 2025 to respond to high-consequence infectious disease threats. As the federally designated Regional Emerging Special Pathogens Treatment Center (RESPTC) for U.S. Department of Health and Human Services (HHS) Region 2, Bellevue Hospital delivered hands-on education in the use of personal protective equipment (PPE), patient isolation, laboratory safety, and emergency transport to health care professionals working in health care facilities across New York, New Jersey, Puerto Rico, and the U.S. Virgin Islands (USVI). These trainings support HHS Region 2 preparedness efforts in advance of the more than one million international visitors expected for 2026 World Cup events at MetLife Stadium.

NYC HEALTH + HOSPITALS/METROPOLITAN HOSTS COLUMBIA UNIVERSITY STUDENTS FOR DISCUSSION ON PUBLIC HEALTH LEADERSHIP

NYC Health + Hospitals/Metropolitan hosted 40 Master of Public Health students from Columbia University's Mailman School of Public Health to connect soon-to-be graduates for a Public Health Fireside Chat with the hospital's senior leadership. The conversation, facilitated by Metropolitan Hospital's Chief Executive Officer, Julian S. John, MPA, Chief Operating Officer Elsa Cosme, MBA, and Metropolitan Hospital Auxiliary President Betsy Mendez White, MPH, covered the importance of community-based care, hospital leadership, innovation, and public service within the nation's largest public health system.

The event provided students with firsthand insight into the role of a safety-net hospital within a larger public health care ecosystem. Metropolitan Hospital leadership discussed the daily operational and strategic decisions that shape care delivery, particularly in an underserved community like East Harlem where residents have higher rates of preventable health conditions, including heart disease, diabetes, HIV, certain cancers, as well as lower rates of health care access and insurance coverage.

NYC HEALTH + HOSPITALS/METROPOLITAN HOSTS ANNUAL HOLIDAY TOY GIVEAWAY FOR MORE THAN 1,000 CHILDREN AND FAMILIES

NYC Health + Hospitals/Metropolitan held its annual holiday toy giveaway and has distributed gifts to over 1,000 children and families this past holiday season. The event is part of Metropolitan Hospital's ongoing efforts to support local families during a time of year when community need is high and the spirit of giving is in focus. This year's toy drive was made possible through the generous support of MetroPlusHealth, the Metropolitan Hospital Auxiliary, and Municipal Credit Union (MCU). New York City Council Member-elect Elsie Encarnacion (District 8) and New York State Assemblyman Eddie Gibbs (District 68), joined staff and Santa Claus to distribute presents and spread holiday cheer.

**SEANNA-KAYE DENHAM WILKS, PHD, FPCC APPOINTED CHIEF OPERATIONS OFFICER
FOR NYC HEALTH + HOSPITALS/MCKINNEY**

NYC Health + Hospitals announced the appointment of Seanna-Kaye Denham Wilks, PhD, FPCC as the new Chief Operations Officer at NYC Health + Hospitals/McKinney. She joins McKinney with nearly 20 years of experience in health care leadership. Prior to joining McKinney, Dr. Denham Wilks served as Chief Experience Officer at NYC Health + Hospitals/Kings County, overseeing the hospital-wide strategy for patient experience, employee engagement, and special projects, demonstrating a proven track record in transforming patient experiences and strengthening organizational excellence in employee engagement, leadership development, and survey science. As COO at McKinney, Dr. Denham Wilks will work with the administrative and clinical leadership to develop and implement the facility's strategic plan. Her portfolio includes environmental services, emergency management, hospital police, laundry and linen, food services, facilities management, and therapeutic recreation. She began her new role on January 5.

ARTS IN MEDICINE UPDATE

**NYC HEALTH + HOSPITALS UNVEILS NEW SYSTEMWIDE COLLABORATIVE MURAL
CREATED BY ITS FIVE HOSPITAL-BASED VIOLENCE INTERRUPTION PROGRAMS**

NYC Health + Hospitals today unveiled *If We Dreamed: A Journey for Peace in Our Streets*, a first-of-its-kind systemwide mural created in collaboration with its Hospital-based Violence Interruption Programs (HVIP) and Arts in Medicine department to represent the public health care system's commitment to addressing violence and healing impacted communities. The mural – created by artists Shenna Vaughn and William Bentley of Vaughn Bentley Creative in collaboration with more than 75 youth participants and staff with HVIP programs at NYC Health + Hospitals/Harlem, Jacobi, Kings, Lincoln, and Woodhull – honors HVIP programs' shared mission to break cycles of violence by providing interruption, prevention, and community engagement services that heal victims' trauma and build safer, more peaceful communities.

The original work will be displayed at Woodhull Hospital with replicas installed at Harlem, Jacobi, Kings, and Lincoln Hospitals. This latest installment of Arts in Medicine's Community Mural Project – considered to be the largest public hospital mural program in the country – is the inaugural debut of a mural created through a systemwide collaboration. The first wave of the Community Mural Project is featured in the book *Healing Walls: New York City Health + Hospitals Community Mural Project 2019-2021*. This and other murals at NYC Health + Hospitals can be viewed on Bloomberg Connects. The Community Mural Project is made possible through the support of the Laurie M. Tisch Illumination Fund.

NYC HEALTH + HOSPITALS UNVEILS NEW COMMUNITY MURAL AT NYC HEALTH + HOSPITALS/ELMHURST

NYC Health + Hospitals unveiled a new mural as part of the Community Mural Project run by the health System's Arts in Medicine department. The mural, *Our Stories*, is located in the outdoor area of the Adolescent Inpatient Behavioral Health unit at NYC Health + Hospitals/Elmhurst, and artist Emma Daisy Gertel developed the mural in collaboration with the patients and staff of the unit. Today's mural is one of 49 murals that have been created at NYC Health + Hospitals since 2019. The first wave of the Community Mural Project is featured in a book, *Healing Walls: New York City Health + Hospitals Community Mural Project 2019-2021*. This and other murals at NYC Health + Hospitals can be viewed on Bloomberg Connects. *Our Stories* is made possible through the support of the Laurie M. Tisch Illumination Fund and the enCourage Kids Foundation.

Developed in collaboration with youth participants through workshops, the design of *Our Stories* centers on the affirmation "Tell Your Story" – a phrase chosen collectively to reflect acceptance, belonging, and self-expression. Each flower in the mural was selected by the patients, who explored the symbolism of blooms to find those that resonated with their experiences and aspirations: yarrow for healing, nasturtium for victory, gladiolus for integrity, black-eyed Susan for encouragement, snowdrop for hope, chrysanthemum for truth, geranium for comfort, borage for courage, and rose for love. These symbols come together to form a shared visual language – a garden of stories that honors individuality while celebrating growth and transformation. Installed on the unit's private outdoor recreation area, the mural creates a space of reflection and encouragement. Every flower carries a story and together, they form a garden of lived experiences, a place where voices and stories matter.

METROPLUSHEALTH UPDATE

STRATEGIC MIGRATION: ADVANCING METROPLUSHEALTH'S TECHNOLOGY INDEPENDENCE

In early February 2026, MetroPlusHealth will complete a major technology milestone: the transition of its IT systems from NYC Health + Hospitals to an independent MetroPlusHealth-managed network. This migration represents a strategic investment in security, resilience, and operational autonomy—critical enablers of sustainable growth and innovation.

Decoupling MetroPlusHealth's systems from NYC Health + Hospitals significantly reduces shared technology risk, ensuring that a security or operational event affecting one organization cannot impact the other. This independence strengthens MetroPlusHealth's security position while enabling faster decision-making and more agile deployment of technology solutions tailored to its unique business and regulatory needs. Just as importantly, this network migration establishes a stronger foundation for future innovation, positioning MetroPlusHealth to respond quickly to

evolving industry demands, regulatory requirements, and member expectations.

This transition will deliver:

- Enhanced data security by eliminating shared access points and dependencies, reducing the risk of breaches between organizations
- Greater control over our technological environment
- Improved operational efficiency through systems designed specifically for MetroPlusHealth workflows

Key Components of the Transition:

- New Secure VPN: Providing secure remote access for employees
- New Virtual Desktop Environment: Maintaining secure access to essential H+H resources when required
- MetroPlusHealth-Managed Network Connectivity: Including web access and content filtering to enhance security, visibility, and compliance

With this IT transition milestone, MetroPlusHealth now has a secure, resilient digital foundation that drives innovation, supports long-term growth, and strengthens its ability to serve members.

METROPLUSHEALTH SURVEY FINDS NEW YORKERS FACE HARD CHOICES BETWEEN HEALTH CARE AND COST OF LIVING

A recent MetroPlusHealth Care Crunch Index survey conducted by MetroPlusHealth revealed that rising health care costs have forced many New Yorkers to make tough choices between their health and everyday expenses. The survey found that 42% of New Yorkers have significantly cut back on leisure or lifestyle spending due to rising health care costs, with approximately a third carrying medical debt. Nearly half of respondents (46%) said that they could not afford an unexpected \$1,000 medical bill without going into debt. MetroPlusHealth offers dozens of affordable **health plans** and generous Over the Counter benefits designed to help New Yorkers experiencing financial hardship, including those who don't qualify for Medicaid or employer-sponsored insurance. MetroPlusHealth's robust network of primary care doctors and specialists provides members with quality health care at little to no cost.

The Care Crunch Index – which surveyed 1,010 adults in the five boroughs and nearby New York counties – was conducted in November 2025. The survey found that New Yorkers are worried about the cost of health care; 21% of respondents said that health care costs are difficult to afford. The survey also found that affordability varies across racial and ethnic groups.

The Care Crunch Index shows that while many New Yorkers said that they understand how health insurance works, far fewer were confident about when they can change their coverage.

Open enrollment knowledge was lowest among younger, lower income and less educated New Yorkers.

EXTERNAL AFFAIRS UPDATE

City

On January 1, 2026 Zohran Mamdani was sworn in as Mayor of New York City. NYC Health + Hospitals is working closely with the new administration on transition and briefings to continue driving forward NYC Health + Hospital projects, programs, and strategic goals.

State

It is a busy time in Albany. The NYS Legislature is back in session; the Governor released her State of the State agenda, and has proposed a \$260 billion all funds budget for State Fiscal Year (SFY) 2026-27, which begins April 1, 2026. The proposed executive budget represents a 0.7% spending increase on an all-funds basis over the current fiscal year and reflects an increase in Medicaid of about \$3.9B or ~11%

We are pleased that the Governor has proposed to make additional investments for our health care providers. The Governor proposes to authorize up to \$1.5 billion total funds to hospitals and nursing homes and an increased allocation for health centers. We are requesting further changes that either address concerns due to H.R. 1 or align with the broader goals of empowering health care providers and promoting cost-effective care in this challenging moment. These changes would focus on simplifying that restrict workforce flexibility, increase costs, and creates barriers to patient care.

As the process proceeds, we will continue advocating for support of NYC Health + Hospitals and the patients and communities we serve. We are grateful to the Governor and DOH, as well as our partners in the State legislature who understand the critical role our safety net system plays. We also appreciate our Community Advisory Boards for their support in these important efforts.

Federal

Federal funding expires on January 31, and Congress must pass a funding package to avoid a government shutdown. This week, the House passed a package that includes the Labor, Health and Human Services and Education Appropriations Bill, as well as a number of notable health extenders. The Senate will also need to vote. The healthcare extenders that we have advocated for include:

1. Eliminate the Medicaid DSH reductions for federal fiscal years 2026 and 2027, totaling \$16 billion for the two years, and delay the effective date for the remaining year of cuts until Oct. 1, 2027, for a total national cut of \$8 billion.

2. Extend telehealth flexibilities through 2027.
3. Extend Hospital at Home program through 2030.

Community Affairs

The Community Relations Committee of the Board of Directors received reports in January from the Community Advisory Boards at Carter, East New York, Kings County, and Queens hospitals. The Council of CABs met on January 14 and are planning their advocacy efforts to support NYC Health + Hospitals and the communities it serves. Several CABs are scheduling meetings with their NYS elected officials over the coming month to discuss the impact of the NYS budget on their facility and community, and some CABs are working with their facility to host legislative forums.

Philanthropy

The Philanthropy team successfully raised \$10.5 million in 2025 to advance programs and initiatives throughout the health system, further strengthening our mission and our ability to provide high-quality care to all New Yorkers, without exception. This work includes the Allied Care Coordination initiative, supported by the Care Coordination Fund at The New York Community Trust, which improves care for individuals experiencing homelessness with complex health needs; the Prenatal Through Age Three program, supported by the Roots & Wings Foundation, which provides expecting mothers and their children with essential services from the very beginning; and BH4NYC, supported by various donors, which offers loan repayment to behavioral health providers in exchange for a service commitment to the health system.

We sincerely thank all our partners who have supported and stood by our health system this past year. This progress reflects sustained effort over time by our small team, and we are encouraged to see so much come together as this work continues to move forward. Every gift, regardless of size, is a vital part of this collective success and remains essential to the work we do for our patients

NEWS FROM AROUND THE SYSTEM

- **New York Times:** [Mamdani Nominates Top City Lawyer and Deputy Mayor of Health](#)
- **New York Post:** [Baby New Year! Couple welcomes baby girl in Harlem at the stroke of midnight](#)
- **AP:** [Flu season surged in the US over the holiday and already rivals last winter's harsh epidemic](#)
- **Gothamist:** [Mayor commits to Just Home, Bronx supportive housing project](#)
- **El Diario:** [Free or Low-Cost Clinics for Hispanics in NYC](#)
- **McKnight's Long Term Care:** [Yakovleva named CEO of one of nation's largest nursing homes](#)
- **Behavioral Health News:** [Transforming Access Through Strategic Investment in Behavioral Health Workforce Development](#)

- **New York Post** : [NYC Mayor unveils \\$4M plan to open NYC youth health clinics](#)
- **Becker's Hospital Review**: [NYC Health + Hospitals growth chief joins AI startup Akido Labs](#)
- **Bronx Times**: [NYC Health + Hospitals expands maternal care programs at Bronx campuses](#)
- **Voz Hispana News**: [NYC Health + Hospitals Establishes Program to Expand Comprehensive and Collaborative Care for Women Suffering from Endometriosis and Chronic Pelvic Pain](#)
- **Roosevelt Islander**: [Nataliya Yakoleva Appointed New Chief Executive Officer of NY Health + Hospitals Coler Rehab & Nursing Facility On Roosevelt Island](#)
- **Becker's Hospital Review**: [274 hospital and health system CNOs to know | 2025](#)
- **Brooklyn Daily Eagle**: [Health + Hospitals/Kings County adopts new method of cancer-related lymphedema detection](#)
- **Brooklyn Paper**: ['Therapy for the Soul': Woodhull Medical Center unveils first-of-its-kind systemwide mural](#)
- **Norwood News**: [NYC North Central Bronx & Jacobi Medical Center Welcome First Babies of the New Year](#)
- **New York Times**: [4 Ways to Eat More Fiber](#)
- **New York Times**: [One Sleep Habit Experts Wish You Would Adopt](#)
- **Eating Well**: [What Women Can Do for Better Blood Pressure](#)
- **The Brown Planet**: [New Respiratory Tracker Helps Americans Stay Ahead of RSV, Flu & COVID-Free, Bi-Weekly, and Easy to Understand](#)
- **Becker's Hospital Review**: [NYC Health + Hospitals/Gotham Health Launches Pharmacy Home Delivery Program Across New York City](#)
- **Gothamist**: [The flu is surging in NYC. Here's what to do if you're sickened.](#)
- **AMNY**: [PHOTOS: Metropolitan Hospital hosts annual holiday toy drive](#)
- **Bronx Voice**: [American College of Surgeons NSQIP recognition](#)

RESOLUTION - 06

Electing Juliana Ekong, M.D., as a member of the Board of Directors of MetroPlus Health Plan, Inc., a public benefit corporation formed pursuant to Section 7385(20) of the Unconsolidated Laws of New York (“**MetroPlus**”), to serve in such capacity for a five-year term or until her successor has been duly elected and qualified, or as otherwise provided in the MetroPlus Bylaws.

WHEREAS, a resolution approved by the Board of Directors of New York City Health and Hospitals Corporation (“**NYC Health + Hospitals**”) on October 29, 1998, authorized the conversion of MetroPlus from an operating division to separately incorporated membership not-for-profit membership corporation with NYC Health + Hospitals as sole member making MetroPlus, in effect, a wholly owned subsidiary of NYC Health + Hospitals; and

WHEREAS, the Certificate of Incorporation of MetroPlus reserves to NYC Health + Hospitals the sole power with respect to appointing members of the Board of Directors of MetroPlus; and

WHEREAS, the Bylaws of MetroPlus, as newly amended on July 31, 2025, authorize (i) the NYC Health + Hospitals Board Chairperson to select four directors of the MetroPlus Board, one of whom shall serve as Chairperson; (ii) the NYC Health + Hospitals President to select three directors; and (iii) the MetroPlus President to select two MetroPlus consumers as directors, all subject to election by the NYC Health + Hospitals’ Board of Directors; and

WHEREAS, the NYC Health + Hospitals’ President has selected Juliana Ekong, M.D., **to fill the vacancy for the newly authorized selection by the NYC Health + Hospitals President; and**

WHEREAS, the NYC Health + Hospitals’ Board of Directors has considered the qualifications of Juliana Ekong, M.D., and determined that she would be a good member of the MetroPlus Board of Directors.

NOW, THEREFORE, be it

RESOLVED, that the New York City Health and Hospitals Corporations’ Board of Directors hereby elects Juliana Ekong, M.D., as member of the Board of Directors of MetroPlus Health Plan, Inc., a public benefit corporation formed pursuant to Section 7385(20) of the Unconsolidated Laws of New York, to serve in such capacity for a five-year term or until her successor has been duly elected and qualified, or as otherwise provided in the MetroPlus Health Plan, Inc. Bylaws.

EXECUTIVE SUMMARY**Election of Juliana Ekong, M.D., as Director of MetroPlus Health Plan, Inc.**

Pursuant to the Certificate of Incorporation of MetroPlus, NYC Health + Hospitals as sole member has the power to designate the members of the Board of Directors of MetroPlus.

The MetroPlus Bylaws assigns to the Chairperson of NYC Health + Hospitals the right to select four members of the MetroPlus Board, assigns to the NYC Health + Hospitals President the right to select three such members, and assigns to the MetroPlus President the right to select two consumer members. All members of the MetroPlus Board of Directors must be elected by vote of the NYC Health + Hospitals' Board of Directors. Mitchell Katz, M.D., as NYC Health + Hospitals President, has selected Juliana Ekong, M.D. The proposed resolution approves Dr. Ekong to fill the seat newly created by the amendment of the MetroPlus By-Laws.

A vote approving the appointment of Juliana Ekong, M.D., as Director to the MetroPlus Board of Directors is sought.

Dr. Ekong has been a public psychiatrist and physician executive for over 25 years who has dedicated her career to developing and implementing scalable solutions for chronic illness in low-income and marginalized communities. She brings a systems-oriented, data-based and person-centered approach that aims to provide truly accessible paths to health for everyone, regardless of past and current circumstance.

Dr. Ekong honed her skills and knowledge in her years as a clinician and administrator in community psychiatry, as a Columbia University public psychiatry faculty member and as a Medicaid-managed care executive for over a decade, where she was responsible for the Behavioral Health financial and care outcomes for millions of members over more than 12 states (Amerigroup then Anthem). She has extensive experience using innovative technologies to scale healthcare solutions that increase access and advance health equity, including her work in the health technology space as the Chief Medical Officer for Quartet Health, the Associate Chief Health Officer for Cityblock Health, and most recently as the CEO of Better Life Partners.

Until taking on the demands of a CEO role, Juliana strived to maintain a clinical practice which most recently involved integrated psychiatric services to women in the New York City Shelter system. An early adherent of movement and dance as treatment for chronic health management, Juliana has a keen interest in exploring non-traditional approaches in clinical care. Juliana is also honored to be the mother of three curious and rather opinionated children.

Following her pre-college education in Nigeria, Juliana received her college degree from the University of Chicago and her Doctor of Medicine from Harvard Medical School. She completed her psychiatric residency at Columbia University and remained there to complete her fellowship in Public Psychiatry.