

COMMUNITY RELATIONS COMMITTEE
OF THE BOARD OF DIRECTORS

September 1, 2026

5:00 P.M.

50 Water Street

AGENDA

- | | |
|--|-----------------------|
| I. Call to Order | Jackie Rowe-Adams |
| II. Adoption of May 5, 2026
Community Relations Committee Meeting Minutes | Jackie Rowe-Adams |
| III. Chairperson's Report | Jackie Rowe-Adams |
| IV. CEO President's Report | Mitchell Katz, M.D. |
| V. Information Items (Annual CAB Reports): | |
| a. NYC Health + Hospitals/Coler | Ms. Verna Fitzpatrick |
| b. NYC Health + Hospitals/Jacobi | Ms. Charmaine Graham |
| c. NYC Health + Hospitals/McKinney | Ms. Debera Tyndall |
| d. NYC Health + Hospitals/North Central Bronx | Ms. Esme Sattaur-Low |
| VI. Old Business | |
| VII. New Business | |
| VIII. Adjournment | |

COMMUNITY RELATIONS COMMITTEE

OF THE BOARD OF DIRECTORS

May 5, 2026

5:00 P.M.

NYC Health + Hospitals Board Room

MINUTES

ATTENDEES

COMMITTEE MEMBERS PRESENT

Ms. Jackie Rowe Adams, Chairperson
Dr. Mitchell Katz, President, NYC Health + Hospitals
Ms. Anita Kawatra
Dr. José Pagán
Mr. Joel Eisdorfer

NYC HEALTH + HOSPITALS CENTRAL OFFICE STAFF

Deborah Brown, Senior Vice President, External and Regulatory Affairs
Colicia Hercules, Chief of Staff to and Corporate Sec. Board Affairs
Janny Jose, Associate Director, Board Affairs
Okenfe Lebarty, Assistant Vice President, Government and Community Affairs
Emaan Moosani, Director, Community Affairs
Emmanuella Chevalier, Assistant Director, Community Affairs

COUNCIL OF THE COMMUNITY ADVISORY BOARDS

NYC Health + Hospitals/Bellevue—Karen Moore
NYC Health + Hospitals/Gotham/Belvis— Josephine Byrne
NYC Health + Hospitals/Carter— LaShawn Henry
NYC Health + Hospitals/Coler— Verna Fitzpatrick
NYC Health + Hospitals/South Brooklyn Health— Rosanne DeGennaro
NYC Health + Hospitals/Gotham/Cumberland— Jacqueline Narine
NYC Health + Hospitals/Gotham/East New York— Crystal Matthews
NYC Health + Hospitals/Elmhurst— Raj Punjabi
NYC Health + Hospitals/Gotham/Gouverneur— Pauline Lock
NYC Health + Hospitals/Harlem— Michelle Booker
NYC Health + Hospitals/Jacobi— Charmaine Graham
NYC Health + Hospitals/Kings County— Lorna Chin
NYC Health + Hospitals/Lincoln— Richard Izquierdo Arroyo
NYC Health + Hospitals/McKinney— Debera Tyndall
NYC Health + Hospitals/Metropolitan— James Ratti
NYC Health + Hospitals/Gotham/Morrisania— Leslie Harrison
NYC Health + Hospitals/North Central Bronx— Rob Seitz
NYC Health + Hospitals/Queens— Robin Hogans
NYC Health + Hospitals/Gotham/Sydenham— Joyce M. Rivers—Clark
NYC Health + Hospitals/Sea View— George Wonica
NYC Health + Hospitals/Woodhull— Ivette Luperena Delgado

Ms. Jackie Rowe-Adams called the meeting of the Community Relations Committee to order at 5:13 p.m.

Quorum was established. The minutes of the Community Relations Committee meeting held on March 3, 2026, 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.

Ms. Rowe-Adams informed the Committee that the Board of Director's Annual Public Meetings for Fiscal Year 2026 has been scheduled as follows:

- For Brooklyn: Tuesday, May 19, 2026 at Woodhull Hospital
- For Staten Island: Tuesday, June 16, 2026 at Sea View Hospital

Speakers are asked to register in advance by calling:

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

Dr. Mitch Katz shared the President's report:

- Dr. Sewit Teckie and Dr. Ted Long were appointed as System Chief Medical Officers.
- Dr. Eric Wei was recognized by City & State 2026 as an Asian Trailblazer.
- Sea View and the Grace Foundation have partnered to open the Grace Café, which will be operated by Grace Foundation participants.
- NYC Health + Hospitals earned the ANCC Practice Transition Accreditation Program for Nursing Excellence.
- Twenty-six H+H physicians were recognized for outstanding patient care.
- NYC Health + Hospitals continues to conduct mystery patient programs to ensure preparedness for Avian Flu efforts.
- A new CT scanner was installed in the Emergency Department at Bellevue.
- NYC Health + Hospitals/Queens achieved continued recognition from the ADA for exceptional diabetes care and had a successful survey.
- NYC Health + Hospitals/Gotham Health, Sydenham received a new state-of-the-art 3D mammogram machine.
- NYC Health + Hospitals/Gotham Health received \$3.85 million from Brooklyn Borough President Antonio Reynoso.
- NYC Health + Hospitals/Bellevue received five new orthopedic surgical tables and was recertified as a trauma center.
- NYC Health + Hospitals/Carter expanded its award-winning rehabilitation care.
- North Central Bronx Hospital's Workforce Wellness Champion won a systemwide honor.

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

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

PRESENTERS:

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

NYC Health + Hospitals/Bellevue

Ms. Karen Moore, Chair of the NYC Health + Hospitals/Bellevue CAB, presented the report to the CRC. Ms. Moore stated that Bellevue made significant investments this year in critical infrastructure and equipment upgrades, including a new surgical pathology room, a new CT scanner for the Emergency Department, the opening of an Outposted Therapeutic Unit at the Department of Correction, and five new orthopedic surgery tables.

Projects currently underway include a second CT scanner, expansion of the Electrophysiology Lab and Infusion Center, and renovations in the Interventional Radiology Department and the former auditorium. Funding has also been secured for expansion of the adult CPAP, a Pediatric ICU, and implementation of an Emergency Preparedness Virtual Training Program known as ECHO.

Bellevue received several recognitions, including the AHA Commitment to Quality Award, a Safety Global Award from the Association of OR Nurses, and recognition as a Best Hospital in six adult procedures and conditions for 2025-2026. Bellevue's global patient satisfaction scores remained above the NYC Health + Hospitals system median for eight consecutive quarters.

Bellevue also improved patient flow in the Emergency Department, closed the ED Overflow Unit in March 2025, absorbed the Mount Sinai Beth Israel closure without flow disruption, and achieved zero ED borders multiple times during the most recent flu season. Property-related issues remain a top patient complaint, and Bellevue has introduced standardized property bags and patient property attendants to better secure belongings.

Bellevue continues to serve as a Regional Emerging Special Pathogens Treatment Center and is preparing for the 2026 World Cup by training nearly 500 professionals for high-consequence infectious diseases. Bellevue also opened a 24/7 warming center during extreme cold weather and was recertified as a Level 1 Adult Trauma Center and Level 2 Pediatric Trauma Center by the American College of Surgeons.

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

Dr. José Pagán commended Bellevue's global health preparedness work, especially with the World Cup approaching.

Dr. Eric Wei stated that Bellevue had recently been on a call regarding Hantavirus and cruise ships, noting that if anyone became symptomatic, Bellevue would likely serve as the biocontainment unit.

Dr. Katz stated that Bellevue's role as a containment center will be even more important as New York prepares for an influx of international visitors.

NYC Health + Hospitals/Gotham Health, Cumberland

Mr. Derek Cradle, Vice Chair of the NYC Health + Hospitals/Gotham Health, Cumberland CAB, presented the report to the CRC. Mr. Cradle stated that Cumberland was recognized during Healthcare Quality Week as the most person-centered facility and received a Bronze Certificate for the highest pre-registration rate during Revenue Cycle Service and Patient Access Week. Cumberland was also awarded second place for Best Clinical Performance among all Gotham sites.

Cumberland received Gold Recognition from the American Heart Association for cholesterol and Type 2 diabetes, Gold Plus Recognition for blood pressure, and an Article 32 Addiction Services Operating Certificate for two years.

Cumberland continues to focus on safety and satisfaction by installing new dental chairs, updating vaccine management plans, conducting annual training for nursing staff, and implementing continuous AIDET training for care team members.

Patients have expressed concerns regarding access to appointments and difficulty scheduling and moving through visits. Cumberland is actively recruiting staff, improving communication and workflow, and ensuring clinical teams can book same-day and urgent visits.

Community challenges include homelessness, lack of affordable housing, food insecurity, and substance abuse. Cumberland assesses social determinants of health at every visit to better connect patients with support and resources.

Current infrastructure projects include replacing the elevator cab, replacing an X-ray machine, and adding a bone density machine in the Radiology Department. Cumberland also completed construction of the Behavioral Health and Integrated Medicine Unit, which was approved by the New York State Department of Health for operational use.

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

Dr. Pagán commended the infrastructure improvements and equipment upgrades.

Dr. Katz stated that the pictures of the renovated spaces looked beautiful and reflected a well-resourced environment for patients.

Ms. Anita Kawatra commended Cumberland's focus on community issues and the challenges impacting patients.

NYC Health + Hospitals/Elmhurst

Mr. Raj Punjabi, Chairperson of the NYC Health + Hospitals/Elmhurst CAB, presented the report to the CRC. Mr. Punjabi stated that Elmhurst Hospital is a 545-bed Level 1 Trauma Center. Last year, Elmhurst had over 1 million outpatient and ambulatory care visits and close to 133,000 Emergency Department visits.

Elmhurst provides translation services in over 113 languages and used over 7 million minutes of translation services this year, fulfilling over 500,000 requests.

Elmhurst received recognition from the American Heart Association and U.S. News & World Report as a Best Regional Hospital and as a high-performing hospital in six categories, including heart attack, heart failure, kidney failure, orthopedics, maternity, and hip fracture. Elmhurst nurses were also recognized by the American Association of Critical Care Nurses and the Association of Pre-operative Nurses.

To improve patient satisfaction, Elmhurst has reimagined the Emergency Department arrival experience through Care Experience Ambassadors, redesigned the discharge process, and improved its Google rating to 3.4 stars. Elmhurst is also expanding access to faith-based and spiritual support services and is in the process of introducing a full-time Imam.

Elmhurst continues to strengthen language access as a safety priority, integrate social determinants screening into clinical workflows, use equity-focused data to identify disparities, and expand cultural competency training.

Recently completed projects include replacing over 350 medical beds, adding a new portable MRI for surgery, adding a new portable X-ray machine, continuing floor replacement, and upgrading staff and visitor bathrooms. Ongoing and upcoming projects include Labor and Delivery room renovations, Emergency Department renovations, the Complex Care Clinic, and elevator upgrades.

Frequent complaints include increased Emergency Department volume impacting admission time and communication between departments. Elmhurst is working to reduce wait-times, improve patient flow, and improve communication when multiple departments are involved. The facility also implemented the Helping Healers Heal Wellness Program to address staff burnout and stress.

Community concerns include the rising cost of food and housing, increased poverty, the need for senior services, and expanded mental health services. Elmhurst hosts a food pantry every Thursday, though the need remains high.

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

Dr. Pagán commended Elmhurst's approach to meeting community needs and noted his recent visit during the Joint Commission visit.

Dr. Katz welcomed Alina Moran back to Elmhurst and noted her previous leadership roles at Elmhurst and Metropolitan.

Ms. Kawatra asked about the community outreach efforts and whether they included screenings, awareness, or education.

Mr. Mike Milinic, COO stated that the outreach included all of those components and that Elmhurst partners with community-based organizations and local elected officials on weekly community events.

Mr. Joel Eisdorfer commended Elmhurst's outreach and community programs.

NYC Health + Hospitals/Gotham Health, Gouverneur

Ms. Pauline Lock, Chairperson of the NYC Health + Hospitals/Gouverneur CAB, presented the report to the CRC. Ms. Lock shared progress and initiatives at both the Gouverneur Skilled Nursing Facility and Gotham Health Center at Gouverneur.

At the ambulatory care site, the Local Law 11 assessment for the building exterior is underway. At the Skilled Nursing Facility, construction of the hemodialysis den and replacement of the full-house call bells are underway. Ms. Lock also thanked the Gouverneur Auxiliary for funding new beds for residents and noted that the commercial dishwashing machine is beyond the end of its useful life.

The ambulatory care site has seen progressive increases in patient satisfaction survey results, with an overall rating top box score over 89 percent. As of February 2026, Gouverneur was in the 91st percentile for NYC Health + Hospitals and the 66th percentile for New York State.

Gouverneur was also recognized by the American Heart Association and American Medical Association for outstanding clinical outcomes in blood pressure control, cholesterol, and diabetes management. Staff continue to receive iCARE training, and many have signed the Kindness Pledge.

At the Skilled Nursing Facility, safety and security concerns are addressed promptly, and staff are trained on safety and security with drills held semi-annually. Press Ganey survey results showed improvement, and Gouverneur was again listed by U.S. News & World Report as one of the Best Nursing Homes in both short-term rehabilitation and long-term care. Gouverneur also maintains a 5-star CMS quality rating.

Frequent complaints at the ambulatory care site related to communication and access, while complaints at the Skilled Nursing Facility most frequently related to promptness of staff response. Gouverneur addresses

complaints through staff training, improved workflows, enhanced signage, MyChart promotion, and patient experience sensitivity training.

Community challenges include financial barriers, transportation needs, education and career support, and access to care for an aging population. Gouverneur provides onsite resources, financial and legal support, MetroPlus and NYC Care enrollment assistance, weekly Legal Aid through NYLAG, ESL and career coaching through the New York Public Library, free tax preparation services, MetroCards, and support for the Mayor's Warming Center Initiative.

Ms. Lock stated that a significant challenge remains in capacity and that Gouverneur sees a pressing need for additional skilled nursing facility beds to continue supporting the aging population.

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

Dr. Pagán thanked Gouverneur for the report.

Dr. Katz commented on transportation challenges near Gouverneur due to reliance on the F train and noted the importance of the Gouverneur murals being reunited and displayed at the Museum of the City of New York.

Ms. Kawatra commended Gouverneur's work supporting the community.

NYC Health + Hospitals/Lincoln

Mr. Richard Izquierdo Arroyo, Chairperson of the NYC Health + Hospitals/Lincoln CAB, presented the report to the CRC. Mr. Izquierdo Arroyo stated that Lincoln has several projects in progress expected to be completed in 2026, including the Emergency Department observation unit, elevator modernization, parking garage renovation, and replacement of two emergency generators.

Completed projects include reopening the 149th Street entrance, reopening 30 Behavioral Health inpatient beds, renovating physician on-call rooms, the auditorium, conference rooms, and staff lounge, installing new ADA handicap ramps, resurfacing the driveway rotunda, and replacing 244 medical and surgical beds.

Frequent complaints at Lincoln include communication, care, and attitude. Departments receive complaint reports and work with Guest Relations to address concerns and improve the overall experience. Real-time service recovery has been implemented across inpatient and outpatient settings, and leadership rounding has increased.

Lincoln's Patient Safety Team is focused on meeting and surpassing national patient safety goals. In July, Lincoln will implement a TeamSTEPPS Master Train-the-Trainer Program. Lincoln's Good Catch Program promotes reporting events that could have caused harm but were prevented, with over 280 events prevented in 2025.

Patient representatives conduct daily rounds in inpatient and ambulatory units to address concerns and escalate issues. Lincoln is also one of the top five facilities for compliance with the iCARE Kindness Pledge at 87 percent, with 65 percent of staff trained in iCARE with Kindness.

Community challenges include opioid dependence, diabetes and hypertension, maternal health issues, mental health, and gun violence. Lincoln received the Gold Plus Quality Achievement Award from the American Heart Association and was recognized by the American College of Surgeons for achieving meritorious outcomes for surgical patient care, one of only 76 hospitals nationwide to receive this recognition.

Mr. Izquierdo Arroyo emphasized the need for a capital campaign for the construction of an ambulatory pavilion and asked H+H leadership to prioritize this need in the next fiscal year, if possible.

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

Dr. Pagán stated that Lincoln's facility improvements were evident and impressive.

Dr. Katz commended Lincoln's low left-without-being-seen rate in the Emergency Department and stated that an ambulatory building for Lincoln is one of the System's top major capital priorities, along with a new Emergency Department for Elmhurst and a new Emergency Department for Metropolitan.

Mr. Eisdorfer stated that he recently visited Lincoln and that the facilities looked beautiful.

Ms. Rowe-Adams thanked all presenters, CAB members, facility leadership, and staff for their work and acknowledged the continued improvement in the reports each quarter.

ADJOURNMENT:

Hearing no other old or new business from members to bring before the committee the meeting was adjourned at 5:58 P.M



COMMUNITY ADVISORY BOARD

Community Relations Committee Report
September 1, 2026

INFRASTRUCTURE & EQUIPMENT

- + The desk height of nursing stations were lowered to improve accessibility and communication for residents/staff, especially for those who are wheelchair bound.
- + Mobile TV monitors have been strategically-placed throughout the facility to provide information on initiatives, upcoming events and safety tips for staff, residents and the general public.
- + Installation of Commercial Ovens for baking/cooking purposes was completed in August 2026 (*Funded, in part, by NYS Senator Krueger*).
- + Upgraded Dayroom for Behavioral Health Activity Team
- + PAC simulation center is in its planning phase and scheduled for completion by the end of 2026. The simulation center is funded, in part, by the NYS DOH and will be the first publicly-managed post-acute care simulation center in the nation.

INFRASTRUCTURE & EQUIPMENT

- + Coler Flood Mitigation: Planning for the FEMA-funded berm project to provide 500-year flood protection around Coler's perimeter. The construction start date is not yet scheduled, but Coler leadership is meeting quarterly with OFD/CO and STV (design vendor) to discuss Phase 1 of the project which consists of planning and construction timelines.
- + Public Announcement system is in the process of being upgraded. Project completion is expected by the end of the year.
- + New branded signage was installed at the main entrance and interior signage on all department office doors and units.



PERSON-CENTERED CARE (PCC)

- + Coler continues to grow the Person-Centered Care (PCC) culture and approach that prioritizes resident's goals, values and choices while promoting staff wellness.
- + The facility is in the process of undergoing a review of policies and practices in preparation for Planetree certification.

Programs that support this endeavor include:

- Care Partner Program which has expanded to over 20 families
- Providing greater access to Connect Care
- Care Experience Steering committee comprised of diverse staff and residents.
- Improvements to the physical environment that provide for greater access and communication such as installation of magnetic door holders and lowering of nursing station height



PERSON-CENTERED CARE (cont'd):

- + Codesigned Projects that demonstrate true partnerships between Coler residents and the community including Painting of the Canteen, Open doors “Sunday Meal” event, Food Stories art exhibit, among others.
- + Staff Wellness, H3 and Engagement initiatives continue to grow and help combat burnout, fatigue and stress. In the 2nd quarter of 2026, Coler graduated 11 new Wellness Champions that will add to the growing support staff.

Resident Experience Survey:

- + Resident satisfaction survey data demonstrates increase satisfaction rates across all 8 survey categories in Spring 2026.
- + Coler ranks within the 87th and 92nd percentile (in overall facility satisfaction) among national and NYS peers, respectively.
- + The “Likelihood to Recommend” scores increased by 7 points, and places Coler in the 94th percentile rank in NYS among peers; 82nd nationally.



ACCOMPLISHMENTS

- + **Certified Nurses Aide (CNA Program)** - sponsored by DOH, Coler graduated cohort in May 2026.
- + **Expansion of Behavioral Health Team** - Coler has enhanced our ability to support residents with complex needs by adding Mental Health Assistants to provide support for our behavioral residents.
- + **Food Stories Exhibition** (May 14, 2026). Honored with an official Mayoral Proclamation, presented on-site by Commissioner Christina Curry of the Mayor's Office for People with Disabilities (MOPD).
- + Transcendental Meditation program has been successful and more dates to come.
- + Employee Feedback Survey for 2025: Coler had the highest engagement score throughout the whole system.
- + Enhanced on-demand brunch events coordinated by TR in collaboration with Food & Nutrition, Passport program and Sunday dinner initiative.
- + **Expansion of the Mental Health Assistant program** with more open positions and dedicated room for daily debriefs/events.



Centers for Medicare & Medicaid Services

(as of 8/31/2026)



OVERALL



STAFFING



HEALTH
INSPECTIONS



QUALITY

ACCOMPLISHMENTS

- ✓ **Newsweek's Best Nursing Homes in New York** – ranked #10 out of 600+ nursing homes in New York for 2026
- ✓ **U.S. News & World Report** – Best Nursing Homes 2026
 - High Performing in Long-Term Care
 - High Performing in Short-Term Rehabilitation
- ✓ Designated leader in **Long-Term Care Equality** by the Human Rights Campaign and Sage, national advocacy for LGBTQ+ Elders



ISSUES IMPACTING THE COMMUNITY

+ Infrastructure Constraints

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

+ Recruitment and Retention

- + While all vacant positions have been approved for backfill, recruiting for certain critical positions—such as Nursing, Housekeeping, and Service Aides—continues to be challenging. These roles are essential to the delivery of care and services. The use of agency staff and overtime has been utilized to supplement staffing needs.



ACKNOWLEDGEMENTS

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

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



Verna FitzPatrick
CAB Chairperson



Nataliya Yakovleva
Chief Executive Officer

Jacobi | North Central Bronx



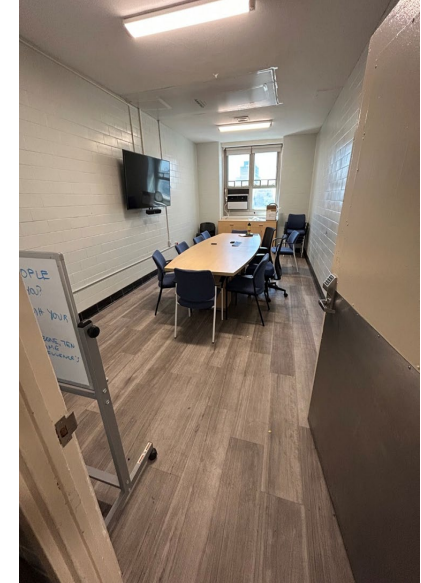
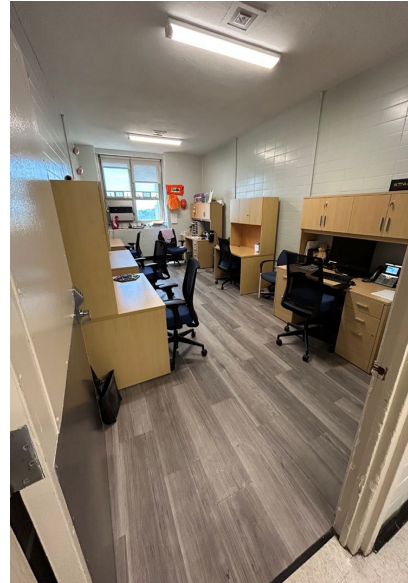
Community Advisory Board - Jacobi NYC Health + Hospitals Community Relations Report

September 1, 2026

INFRASTRUCTURE & EQUIPMENT

- Installed new TIMS 2000FEES L hardware and software for the speech & swallow department
- Installed a new ultrasound for the Radiology Department
- Replaced an outdated ultrasound for the Urology Department
- Installed a new FibroScan Machine for the Gastrointestinal Department
- Replaced (3) ultrasounds for the Emergency Department
- Installed a new miniview c-arm for the Radiology Department
- Installed a new O-Arm Imaging System for Neuro Surgery
- Installed a new Mozart IQ system for the OR
- Installed a new Neuwave Ablation System for the Radiology Department
- Renovated the MRI Suite and installed a secondary MRI equipment along with supporting spaces
- Installed a new generator on the 3rd floor roof to support emergency power at the facility
- Renovated an outdated X-ray room with new finishes and equipment within the Emergency Dept.
- Completed 2 phases of renovations for the Stand Up to Violence program

Jacobi North Central Bronx



PATIENT SAFETY & SATISFACTION



- Person-Centered Care (PCC): Patients and families actively partner in care decisions, improving engagement, outcomes, and staff retention. PCC puts patients and families at the center of decision-making, valuing their voices.
- Patient & Family Partnership Council: Partners in leadership hiring, facility design, patient rounding, and quality improvement initiatives.
- Care Partner Program: Expanded from ICU to CCU, equipping family caregivers with education and support.
- Three Wishes Project: Honors dignity and compassion at end of life in MICU, CCU, and SICU.
- Language Access: Single vendor for VRI as well as OPI, ensuring higher quality of care for Limited-English Proficiency patients.
- Dogs on Call: Expanded program capacity now allows for a full calendar of visits, supporting stress reduction, emotional well-being, and overall healing for patients and staff
- ICAREwithKindness: Over 3,200 staff trained, with measurable improvements in kindness-related patient experience metrics.
- Staff Engagement Highlights:
 - APEX Programs: Since its' inception 650+ employees recognized for excellence.
 - All STARS: Promotes a culture of appreciation and support among our workforce. Highlights achievements, teamwork, and contributions. Encourage peer-to-peer recognition in a professional and respectful manner 1,320 recognitions celebrating 2,687 individuals/teams.
 - Employee Engagement Survey: 50% participation, with statistically significant improvements in engagement. Over 100 action plans for improvement submitted.
 - H3 Program (FY26): 739 staff encounters • 492 wellness rounds • 493 events • 246 debriefs.
 - Schwartz Rounds: Quarterly forums promoting resilience, compassion, and caregiver well-being

FREQUENT COMPLAINTS BY PATIENTS

- **Communication**
 - Communication remains the most common concern raised by patients and families.
 - ICARE with Kindness training promotes respectful communication, active listening, and compassionate care.
 - Enhanced physician communication education and expanded leadership rounding help address concerns in real time.
- **Quality of Care**
 - All quality-of-care concerns are promptly reviewed by clinical leadership in conjunction with Patient Relations
 - The multidisciplinary Grievance Committee identifies trends and opportunities to improve care, reduce inequities, and strengthen patient safety.
- **Attitude & Courtesy**
 - Reinforcing a culture of respect through the "Respectful Care, Careful Listening, Clear Communication – Because It Matters" campaign.
 - Ongoing coaching and recognition support positive interactions with patients and families.
- **Patient Feedback**
 - Patient Relations rounds throughout the hospital to address concerns before discharge.
 - Press Ganey Consumerism Platform: analyzes feedback and online reviews in real-time to help identify improvement opportunities, strengthen service recovery, and hospital reputation.

ISSUES IMPACTING THE COMMUNITY

Chronic Health Conditions:

- Cardiovascular Disease & Hypertension
- Diabetes & Obesity
- Asthma and other respiratory conditions
- Hemorrhaging and other chronic health conditions

Behavioral Health:

- Depression, Anxiety & Postpartum Depression (PPD)
- Substance use, including vaping and cannabis overconsumption

Access to Healthcare:

- Language and communication barriers
- Immigration-related barriers to accessing healthcare
- Transportation challenges affecting access to medical services

Community & Environment:

- Gun violence and its impact on community trauma

Health Equity Issues & Social Determinants of Health

- Economic instability, food insecurity, and housing challenges
- Health literacy and education barriers
- Racial and ethnic health disparities underserved communities

COMMUNITY ADVISORY BOARD



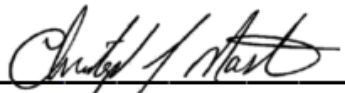
Community Engagement

- Successfully partnered with Central Office to host the 22nd Annual Marjorie Matthews Awards Ceremony at Jacobi after an unexpected venue change due to poor air quality caused by Canadian wildfires. Under the leadership of CEO Christopher Mastromano and with the outstanding collaboration of the Jacobi team, Community Affairs, and hospital staff, the event was seamlessly relocated on short notice, welcoming more than 200 Community Advisory Board and Auxiliary volunteers from across the health system.
- Expanded the Jacobi Community Advisory Board's presence throughout the Bronx by participating in health fairs, community events, and outreach activities that promoted preventive healthcare, health education, and recruitment of new CAB members.
- Enhanced collaboration between the hospital and the community by coordinating departmental operations tours, providing CAB members with firsthand knowledge of hospital programs and services, and strengthening their ability to serve as informed community advocates.
- Supported a wide range of community health initiatives, including Heart Health Day, HIV/AIDS Awareness Fair, Barbershop Talk, Stop the Bleed Training, Bronx Week Parade, Marjorie Matthews Recognition, and seasonal initiatives such as the Coat Drive and Holiday Toy Distribution.
- Continued to strengthen the mission of the Community Advisory Board by building meaningful partnerships with community organizations, increasing public awareness of hospital resources and services, encouraging resident participation in community health initiatives, and fostering collaboration between Jacobi Hospital and the diverse communities it serves.

ACKNOWLEDGEMENTS

For more than 65 years, Jacobi Medical Center has been a trusted leader in healthcare for the Bronx, advancing excellence in patient care, education, research, and community engagement while remaining committed to health equity and the diverse communities it proudly serves.

Thank you to the NYC Health + Hospitals Corporation Board and the Council of CABs. Very special Thank you to Christopher Mastromano, CEO, and his Senior Leadership Team. We also extend our sincere appreciation to Bronx Borough President Vanessa L. Gibson, Former Council Member Kristy Marmorato, and our elected officials for their continued advocacy and investment in Jacobi. Their support, together with NYC Bonds, City Council and Mayoral funding, and MOCJ grants, has provided millions of dollars in critical capital investments for advanced medical equipment, imaging technology, facility renovations, and programs that strengthen patient care and community safety. We are deeply grateful for their partnership and continued commitment to Jacobi and the communities we proudly serve.



8/12/26

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



Charmaine Graham, Chair, Community Advisory Board Jacobi



COMMUNITY ADVISORY BOARD

Community Relations Committee Report

September 1, 2026

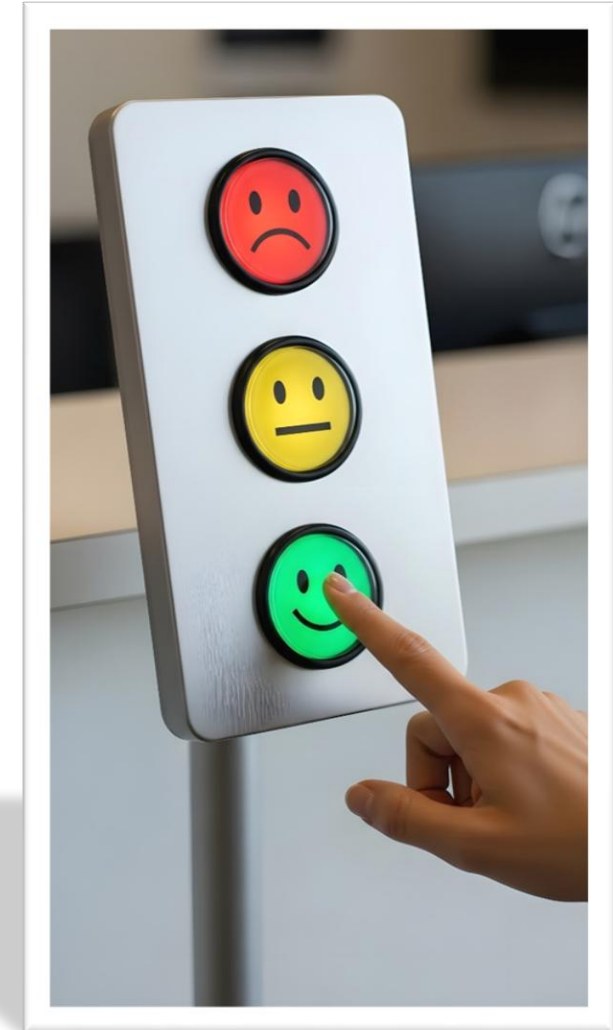
INFRASTRUCTURE & EQUIPMENT

- + Energy Efficient Programs:
 - + New LED Lighting upgrade throughout the Facility
 - + Cooling System upgrade
 - + Kitchen Cooling Facility Upgrade
- + 132 Resident Rooms Refreshed – paint and wall guard installation
- + New Medical Equipment:
 - + Neurogym Bungee Mobility Trainer for Rehab (photo)
 - + Concentrators
 - + Nebulizers
 - + Centralla Smart Beds
 - + Vein Finder
 - + Bladder scanner



RESIDENT EXPERIENCE

- + McKinney's 'likelihood to recommend' top box score has improved to 79.81% (Q2 2026) from 61.70% (Q4 2025)
- + PG semi-annual survey Q2, 2026, surveyed 200 residents
- + Safeguarding resident property:
 - + Lanyards used to secure resident cellphones
 - + Lost Clothing Committee reviewing ways to reduce clothing loss
- + Using new iRound platform, leadership rounding has increased
- + All About Me initiative



PERSON-CENTERED CARE & RESIDENT ENGAGEMENT

- + Established Resident Welcome Committee
- + Pet Therapy Program
- + Therapeutic Massage
- + Cooking Classes
- + Enhanced Dining Experience
- + Adopt-A-Resident Pre-Thanksgiving Dinner
- + Summer Resident & Family BBQs
- + Field Trips & Social Outings
- + Voter Education and Participation
- + Local Elementary/Middle School Visits (photos)



EMPLOYEE WELLNESS

McKinney's H3 (Workforce Wellness, Care Experience) continues monthly interventions in promoting staff wellness:

- + All Stars Program - Quarterly Recognition
- + WorkWell NYC – Physical & Mental Well-being
- + Community Pride Walk
- + International Day
- + Summer Fresh Kick Fridays
- + Wear favorite sports shirts
- + National Ice Cream Day
- + HHArt Collaboration with Whitney Museum



OUTREACH & ENGAGEMENT

- + First Annual Legislative Session including NYS Assembly Member Brian Cunningham and other community partners
- + Haiti-Jamaica Hurricane Relief, in collaboration with Council Members Mercedes Narcisse & Rita Joseph
- + MS 61 Intergenerational Meet and Greet with McKinney Residents
- + Community Advisory Board Membership Recruitment



COMPLAINTS AND ISSUES IMPACTING THE FACILITY

- 1. The Facility experiences intermittent television disruptions due to satellite connectivity, which impacts the availability of certain television programs on resident televisions.**
 - + Update: The cable conversion has been completed on Units 4A and 4B (80 beds), with 24 beds on Unit 3A also completed. The project will continue until the remaining units are transitioned.
- 2. Many residents request more meals that are culturally-representative of their ethnic backgrounds.**
 - + Update: The Enhanced Dining Program, offered Wednesday through Friday on all units, has been well-received and continues to receive positive feedback from residents.
- 3. Central Office approved 22 new nursing positions, primarily Patient Care Technicians (PCTs).**
 - + Active recruitment is underway to strengthen Tour 1 staffing and reduce the impact of nursing shortages.

ISSUES IMPACTING THE COMMUNITY

1. Increased vehicle traffic in the parking area – potential safety hazard.

- + Update: The “**NO STANDING**” zone was installed in June 2026, improving access for emergency vehicles and patient transport while enhancing overall traffic safety around the facility.

2. Registrants expressed their disappointment about the pending closure of Neponsit ADHC.

- + Update: The Neponsit ADHC program successfully closed in October 2025 and all registrants were successfully transitioned to alternative programs with appropriate follow-up support.

Centers for Medicare & Medicaid Services

(as of 8/31/2026)



ACCOMPLISHMENTS

- ✓ **Newsweek's Best Nursing Homes in New York** – ranked #11 out of 600+ nursing homes in New York for 2026
- ✓ **U.S. News & World Report – Best Nursing Homes 2026**
 - High Performing in Long-Term Care
 - High Performing in Short-Term Rehabilitation
- ✓ Designated leader in **Long-Term Care Equality** by the Human Rights Campaign and Sage, national advocacy for LGBTQ+ Elders



ACCOMPLISHMENTS

In August, 2026, Leading Age New York awarded EVS worker, Kurt Bartholomew, with the 2026 Employee of Distinction Award; one of two recognitions received by Post-Acute Care.

McKinney hosted a special ceremony on August 18th honoring Mr. Bartholomew with his peers and family in attendance.



ACKNOWLEDGEMENTS

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

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

SIGNATURES:


Debera Tyndall
CAB Chairperson


Daveth Forbes-Thomas
Chief Executive Officer



Community Advisory Board – North Central Bronx

NYC Health + Hospitals Community Relations Report

September 1, 2026

INFASTRUCTURE & EQUIPMENT

- Installed new TIMS 2000FEES L hardware and software for the Speech & Swallow Department.
- Replaced an outdated Bone Density Scanner for the Radiology Department.
- Renovated the X-ray suite and replaced outdated X-ray equipment.
- Renovated an outdated MRI suite to add supporting spaces, improving zoning, and upgrading the existing MRI equipment
- Upgraded Nurse Call system on the 7th floor.
- Replaced outdated Medivators equipment.



PATIENT SAFETY & SATISFACTION



North Central Bronx Hospital evaluates the patient experience through multiple measures, including patient complaints and grievances, satisfaction surveys, publicly reported quality metrics, and our reputation within the communities we serve.

Patient Relations:

- The Patient Relations team partners with patients, their loved ones, and employees to uphold the Patient Bill of Rights. The team provides support in resolving issues and concerns that patients and guest may encounter during their visit in real-time and through the grievance process.
- The team provides language access services for the Limited English Proficiency (LEP) patient population through medical interpretation and translation. We provide bi-lingual staff the opportunity to be assessed and become certified medical interpreters.
- The team coordinates Spiritual Care and services such as requested visits for our chaplains, Mass, and last rights.

FREQUENT COMPLAINTS BY PATIENTS

- **Communication:**
Communication remains the leading category for complaints and grievances. In response, NCB continues to prioritize communication improvement through interdisciplinary initiatives, including ICARE with Kindness, bedside shift reporting, and leader rounding to strengthen communication between patients, families, and caregivers.
- **Attitude:**
We continue to improve the patient experience by equipping staff with the tools and training needed to provide compassionate, patient-centered care. Through initiatives such as ICARE with Kindness and ongoing collaboration with our local and central Care Experience and Wellness teams, we are addressing barriers, strengthening staff engagement, and enhancing every patient interaction.
- **Quality of Care:**
We continue to strengthen patient and family perceptions of quality of care through clear, effective communication. Quality of care concerns and allegations are promptly reviewed by clinical and administrative leadership, with corrective actions implemented as needed. These issues are continuously monitored through our Quality Improvement, Grievance, Quality Assurance Performance Improvement, and Medical Executive Committees.

The Care Experience team continues to partner with all departments to enhance the patient experience and employee engagement. ICARE with Kindness training has reached approximately 78% of staff, while employee feedback and patient experience goals continue to guide targeted improvements across units and service lines.

IMPROVEMENT STRATEGIES

- **Service Excellence and Person-Centered Care** promotes the ICARE values through strategic patient experience, staff recognition, and employee engagement initiatives. During this reporting period, 24 team members were recognized through the ICARE Recognition Program, and 1,434 peer-to-peer recognitions were shared through the All Stars platform.
- The team collaborates with hospital leadership and stakeholders to analyze patient experience data, support service recovery efforts, and drive performance improvement initiatives across the organization. Recruitment is underway for the North Central Bronx Patient and Family Partnership Council.
- The Care Experience team continues to assess the needs of patients, visitors, employees, and the community to enhance the overall care experience.

Employee Wellness:

- The Workforce Wellness Team supports employee well-being through the Helping Healers Heal initiative, providing programs aligned with the eight dimensions of wellness, as well as individual and group crisis support.
- The team partners with departmental leadership to promote employee engagement, resilience, and access to wellness resources.
- During this reporting period, the team completed 395 debriefs (350 individual and 45 group), hosted 353 wellness events, and conducted 1,035 wellness rounds.

ISSUES IMPACTING THE COMMUNITY

Chronic Health Conditions:

- Cardiovascular disease and Hypertension
- Diabetes, obesity, and asthma
- Hemorrhaging and other chronic health conditions

Behavioral Health:

- Depression, anxiety, postpartum depression (PPD)
- Substance use, vaping and cannabis overconsumption

Access to Care:

- Language and communication barriers
- Immigration-related barriers to accessing healthcare transportation challenges affecting access to medical services

Community Safety & Health Equity

- Gun violence and its impact on community trauma
- Ongoing health disparities affecting underserved populations

COMMUNITY ADVISORY BOARD



Community Engagement

- Successfully partnered with Central Office to host the 22nd Annual Marjorie Matthews Awards Ceremony at Jacobi after an unexpected venue change due to poor air quality caused by Canadian wildfires. Under the leadership of CEO Christopher Mastromano and with the outstanding collaboration of the Jacobi team, Community Affairs, and hospital staff, the event was seamlessly relocated on short notice, welcoming more than 200 Community Advisory Board and Auxiliary volunteers from across the health system.
- Expanded community outreach through CAB information tables, community outreach events, and participation in health fairs across the Bronx to promote preventive care, health education, and CAB recruitment.
- Strengthened hospital-community partnerships through departmental operations tours, providing CAB members with greater insight into hospital services and enhancing community advocacy.
- Supported community wellness initiatives, including Heart Health Day, HIV/AIDS Awareness Fair, Barbershop Talk, Stop the Bleed Training, Bronx Week Parade, Marjorie Matthews Recognition, and seasonal initiatives such as the Coat Drive and Holiday Toy Distribution.
- Advanced the CAB mission by fostering community engagement, improving access to health resources, and strengthening collaboration between NYC Health + Hospitals, community organizations, and Bronx residents.

ACKNOWLEDGEMENTS



As North Central Bronx Hospital marks its Jubilee, we celebrate a distinguished legacy of healing, compassion, and community service. With gratitude for our past and confidence in our future, we remain steadfast in our mission to improve the health and well-being of every community we are honored to serve

Thank you to the NYC Health + Hospitals Corporation Board and the Council of CABs. Very special Thank you to Christopher Mastromano, CEO and his Senior Leadership Team. We also extend our sincere appreciation to Bronx Borough President Vanessa L. Gibson and our elected officials for their continued advocacy and investment in our hospital. Their support, together with NYC bond and Mayoral funding, has helped secure millions of dollars in critical capital investments for new and upgraded equipment, including our Bone Density Scanner, MRI, X-ray equipment, emergency generator, and other essential technology.

8/12/26

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

Robert "Rob" Seitz, Chair, Community Advisory Board NCB