

BOARD OF DIRECTORS MEETING
THURSDAY, OCTOBER 29, 2026
A•G•E•N•D•A•

<u>CALL TO ORDER – 2:00 PM</u> 1. <u>Executive Session Facility Governing Body Report</u> Medical Staff Credentialing Initial Appointments, Reappointments and Changes of Privileges ➤ October 2026 Facility Governing Body Report ➤ NYC Health + Hospitals Elmhurst ➤ NYC Health + Hospitals Harlem 2025 Performance Improvement Plan and Evaluation (Written Submission Only) ➤ NYC Health + Hospitals Sydenham - Gotham Center Semi-Annual Governing Body Report (Written Submission Only) ➤ NYC Health + Hospitals Kings County 2. <u>OPEN PUBLIC SESSION - 3:00 PM</u> 3. Adoption of the Board Meeting Minutes – September 24, 2026 4. Chair’s Report 5. President’s Report <u>ACTION ITEMS</u> 6. Authorizing the Executive Director of MetroPlus Health Plan, Inc. (“MetroPlusHealth” or “the Plan”) to execute a contract with OptumInsight, Inc. (“Optum”) to provide Risk Adjustment services for a term of three years with two 1-year options to renew, solely exercisable by MetroPlus, for an amount not to exceed \$30,000,000, which includes a 20% contingency, for the total 5-year term. (Presented to the MetroPlus Board: 09/27/2026) Vendex: Pending / EEO: Pending 7. Authorizing New York City Health and Hospitals Corporation (the “System”) to sign a three year lease, with two one-year options to renew in its sole discretion, with Corona Hotel Realty, LLC (“Landlord”) for the use of the entire Corona Hotel including its 58 rooms and all common areas located at 112-23 Roosevelt Ave., Corona (the “Hotel”) for the System’s Bridge to Home program at a cost of \$155 per room per night for the first three years, and at \$160 per night for the renewal years, for a total rental cost of \$16,627,440, with a 1.5% contingency of \$250,000 for potential additional expenses for a total not to exceed amount of \$16,877,440. (Presented to the Capital Committee: 10/13/2026) Vendex: NA/ EEO: NA	Mr. Pagán Mr. Pagán Mr. Pagán Mr. Pagán Mr. Pagán Mr. Pagán Dr. Katz Dr. Katz Mr. Pagán
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8. Authorizing the New York City Health and Hospitals Corporation (the “System”) to execute a contract with Prismatic Development Corporation (the “Contractor”), to undertake the OTxHU Early Works Elevator Tower and Sallyport Construction Project at NYC Health + Hospitals/Woodhull, for a contract amount of \$52,913,000, with a 13% project contingency of \$6,925,563, for a total authorization of \$59,838,563. (Presented to the Capital Committee: 10/13/2026) Vendex: Approved / EEO: Approved	Mr. Pagán
9. Authorizing the New York City Health and Hospitals Corporation (the “System”) to execute a contract with AWL Industries, Inc. (the “Contractor”), to undertake the Comprehensive Energy Upgrade Project at NYC Health + Hospitals/North Central Bronx, with a contract amount of \$56,041,640, with a 12.5% project contingency of \$7,005,205, for a total authorization of \$63,046,845. (Presented to the Capital Committee: 10/13/2026) Vendex: Approved / EEO: Approved	Mr. Pagán
10. Authorizing New York City Health and Hospitals Corporation (the “System”) to renew a five-year revocable license agreement with New York University (“NYU”) for its use and occupancy of 31,005 square feet of office space and 10,346 square feet of laboratory space in the C&D, H, and Administration Buildings at NYC Health + Hospitals/Bellevue (“Bellevue”) for administrative offices and in connection with its research programs at \$58.00/sf for office space and \$64.00/sf for laboratory space to be escalated annually by 2.5% with an additional \$3.25/sf for utilities for a total approximate fee of \$13,604,804 over the five year term. (Presented to the Capital Committee: 10/13/2026) Vendex: NA / EEO: NA	Ms. Wang
COMMITTEE REPORTS ➤ Audit Committee ➤ Finance Committee ➤ Capital Committee >>Old Business<< >>New Business<< >>Adjournment<<	

Ms. Wang
Ms. Wang
Mr. Pagán/Ms. Wang

Mr. Pagán



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 **24th day of September, 2026** at 1:30 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:

Dr. José A. Pagán
Dr. Mitchell Katz - Joined at 1:41p.m.
Freda Wang
Dr. Helen Arteaga-Landaverde - Left at 3:10p.m.
Dr. Vincent Calamia
Dr. Toni Eyssallenne - Joined at 3:23 p.m.
Erin Dalton - Left at 3:10p.m.
Karen St. Hilaire - Joined at 3:23p.m.
Anita Kawatra
Dr. Michael Espiritu
Dr. Patricia Marthone
Dr. Jorge Petit
Jackie Rowe-Adams
Vanessa Rodriguez
Tricia Taitt - Arrived at 1:57p.m.

José Pagán, Chair of the Board, called the meeting to order at 1:38 p.m. Mr. Pagán chaired the meeting and Colicia Hercules, Corporate Secretary, kept the minutes thereof.

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 3:23 p.m.

Mr. Pagán noted for the record, Karen St. Hilaire is representing Erin Dalton,

and Dr. Toni Eyssallenne is representing Dr. Alister Martin - both in a voting capacity.

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:

- Freda Wang - Chair of the Audit Committee
- Vanessa Rodriguez - as a member of the Audit Committee
- Grace Bonilla - as a member of the Capital Committee, Governance Committee and Capital Corporation Subsidiary Board.

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 July 30, 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 July 30, 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 September 2026.

The Board received and approved the governing body oral and written reports from NYC Health + Hospitals/Sea View Nursing and Rehabilitation Center.

The Board received and approved the semi-annual written governing body reports for NYC Health + Hospitals/Coler Long-Term Care Facility and Gouverneur Skilled Nursing Facility.

The Board also received and approved the 2025 performance improvement and evaluation plan- written submission from NYC Health + Hospital/Cumberland, Gotham Center.

VENDEX APPROVALS

Mr. Pagán noted there is one item on the agenda requiring Vendex approval, said item has that approval. There are nine items from previous Board meetings pending Vendex approval.

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

ITEM 6 - INFORMATION ITEM: FISCAL YEAR 2026 ANNUAL PUBLIC MEETINGS RESPONSES

Following the NYC Health + Hospitals fiscal year 2026 annual public meetings, Deborah Brown, Senior Vice President and Chief External Affairs Officer, presented on the main areas of concern raised by the public in the respective boroughs and the System's response and initiatives to address said concerns. The three main areas of concern were infrastructure, awareness of available specialty services across the hospitals, and access to healthcare and healthcare funding cuts. Ms. Brown noted the full presentation will be posted for public review on the NYC Health + Hospitals website.

ACTION ITEM 7:

Mr. Pagán read the resolution

Adopting the attached Mission Statement, Performance Measures and additional information to be submitted on behalf of New York City Health and Hospitals Corporation ("NYC Health + Hospitals") for **Fiscal Year 2026 to Office of the State Comptroller's Authorities Budget Office (the "ABO")** as required by the Public Authorities Reform Act of 2009 (the "PARA")
(Presented Directly to the Board: 09/24/2026)

Ms. Brown presented the resolution to adopt NYC Health + Hospitals' Mission Statement, Performance Measures, and required information for Fiscal Year 2026 for submission to the Authorities Budget Office (ABO), as required by the Public Authorities Reform Act of 2009 (PARA).

She explained that PARA amended the Public Authorities Accountability Act to strengthen reporting and oversight requirements and requires local public authorities, including NYC Health + Hospitals, to annually adopt and report their mission statement and performance measures.

Ms. Brown reviewed the System's performance measures and required governance questions. The Board acknowledged that it had read and understood the mission statement and responses to the ABO questions and adopted the Mission Statement, Performance Measures, and additional information for submission to the ABO.

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

ACTION ITEM 8:

Mr. Pagán read the resolution

Authorizing and approving the adoption of the resolution entitled **"Supplemental Resolution to the Amended and Restated General Resolution of the New York City Health and Hospitals Corporation"** providing for changes to clarify the intent of certain provisions of the General Resolution in connection with current and future changes in Generally Accepted Accounting Principles ("GAAP") and changes from time to time in rules and standards adopted by the Governmental Accounting Standards Board ("GASB")
(Presented to the Finance Committee: 09/09/2026)

Linda Dehart, Vice President Reimbursement Consulting, presented a supplemental resolution to address new GASB accounting standards that will reclassify certain revenues beginning in FY-2026. She explained that while the change does not affect the System's financial condition, it could impact bond covenant calculations.

The resolution clarifies that the System may use the accounting standards in effect as of January 2021 when subsequent accounting changes are inconsistent with the original intent of the bond covenants. Ms. Dehart explained that bondholder approval is not required because the supplemental resolution clarifies the existing terms and intent of the General Resolution rather than materially changing bondholders' rights or adversely affecting the bonds. Under the General Resolution, such clarifications may be approved by the Board alone, and bond counsel will provide an opinion confirming that bondholder consent is not required.

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

ACTION ITEM 9:

Mr. Pagán read the resolution

Authorizing the New York City Health and Hospitals Corporation ("NYC Health + Hospitals") to execute a contract with **Sweet Group of New York LLC (the "Contractor")**, to undertake the **OTxHU sSally port cConstruction at NYC Health + Hospitals/North Central Bronx Hospital**, for a contract amount of \$43,735,841.07, with a 15% project contingency of \$6,560,376.16, to bring the total cost not to exceed \$50,296,217.23, and an anticipated duration of 24 months. (Presented to the Capital Committee: 09/09/2026)

Manny Saez, PhD., Sr. Vice President, Office of Facilities Development, joined by Tim O'Leary, Senior Assistant Vice President, Correctional Health Services presented the proposed construction of a secure sallyport and related first-floor modifications at NYC Health + Hospitals/North Central Bronx (NCB) in support of the Outposted Therapeutic Housing Unit (OTxHU), which will provide 92 therapeutic beds operated by Correctional Health Services with NYC Department of Correction providing

custody management. A sallyport, Mr. Saez explained, is a controlled entry point with interlocking doors that provides secure movement between secured and unsecured areas.

The project will be completed in four phases to maintain hospital operations and includes modernization of the Behavioral Health Emergency Department, pharmacy, Emergency Department, and ambulance areas. Mr. Saez provided an overview of the procurement process noting Sweet Group of New York LLC was selected for a construction contract of approximately \$43.7 million, with a 15% contingency due to the complexity of the phased work. Construction is expected to begin in winter 2026 and take approximately 24 months to complete.

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

ACTION ITEM 10:

Dr. Katz read the resolution

Authorizing New York City Health and Hospitals Corporation to amend its Affiliation and Asset Transfer Agreement with Maimonides Health Resources, Inc., together with its Subsidiaries and Affiliates, including Maimonides Medical Center and Maimonides Midwood Community Hospital, (the "ATA") to extend the Outside Date as defined in the ATA to February 1, 2027.

(Presented to the Board of Directors: 09/24/2026)

Dr. Katz presented the request to extend the outside date of the previously approved Asset Transfer Agreement (ATA) from September 30, 2026 to February 1, 2027. He explained that the extension is necessary to allow additional time to complete outstanding regulatory and other required steps. The extension does not modify any other terms of the ATA or the transaction. Dr. Katz clarified that the "Outside Date" is the date after which, if the transaction has not yet closed, either party may terminate the ATA and not proceed with closing the transaction. The Outside Date is NOT the targeted closing date.

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

ACTION ITEM 11:

Dr. Katz read the resolution

AMENDING: Authorizing New York City Health and Hospitals Corporation (the "System") to commit to fund an escrow account and certain reserves for Maimonides Medical Center upon the close of the transaction, subject to the System's satisfaction ~~of~~ with funding commitments associated with the transaction.

(Presented to the Board of Directors: 09/24/2026)

Dr. Katz noted an AMENDMENT to the resolution language, changing the word "of" to "with".

Dr. Katz explained that, as part of the proposed Maimonides asset transfer, the Attorney General requires assurance that sufficient funds will be available at closing to cover Maimonides' outstanding liabilities through required escrows and reserves. NYC Health + Hospitals is providing that assurance as the acquiring entity; however, the resolution is not a request for NYC Health + Hospitals to fund these obligations.

Dr. Katz stated that the necessary funds are expected to be provided through State funding to Maimonides prior to closing. NYC Health + Hospitals must be satisfied that sufficient funding is available as a condition of closing; if the funding is insufficient, the transaction will not proceed. The requested authorization will allow NYC Health + Hospitals to provide the assurance required for the Attorney General to continue its review of the transaction.

The Board asked whether the matter would return to the Board prior to closing. Ms. Cohen explained that several matters will require further Board action before closing and that, if available funding is insufficient to meet the escrow and reserve requirements, the matter would return to the Board for a decision. Dr. Katz clarified that any commitment to appropriate new funding is a Governing Body authority not his, therefore he will have to come back to the Board for authority to fund this escrow and reserve fund.

There being no further questions, upon motion duly made and seconded, the Board unanimously approved the resolution with the noted change from the word "to" to "with."

COMMITTEE AND SUBSIDIARY REPORTS

Mr. Pagán noted that the Committee and subsidiary meeting 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.

ITEM 5 - PRESIDENT'S REPORT - FULL WRITTEN SUBMISSION INCLUDED IN THE MATERIALS

Dr. Katz highlighted several items from his President's Report, including broad support from healthcare stakeholders for the Maimonides transaction and NYC Health + Hospitals' recognition among top hospitals by U.S. News & World Report. He also discussed the Mayor's visit to Bellevue with patients receiving care through the World Trade Center Health Program and the continued physical and mental health impacts experienced by individuals affected by September 11th.

Dr. Katz highlighted a \$25.6 million investment in Bellevue's inpatient psychiatric unit; State support for a new cardiac catheterization laboratory at Lincoln and expanded emergency programs for individuals experiencing mental health

crises; expanded access to doula care Citywide; and expanded hours for sickle cell services at Harlem.

In response to a Board member's question regarding therapy dogs, Dr. Katz noted that therapy dog programs are being introduced at an increasing number of NYC Health + Hospitals facilities, including Wesley, a therapy dog at Elmhurst.

CONTRACT DEVIATION

Dr. Katz also reported three contract deviations:

- The first contract deviation is to utilize a limited competitive solicitation process by soliciting proposals from three (3) vendors, rather than undertaking the standard public bidding process. This expedited procurement is necessary to perform essential general construction and renovation services **to relocate the Hospital Police Department from Building 2 to the 4th Floor of Building 4 at NYC Health + Hospitals/Jacobi ("Jacobi")**. Pursuing the standard, non-deviation public bidding procurement process under OP 100-05 would require a minimum timeline of 6 to 9 months, comprising public advertising, formal pre-bid conferences, extended submission windows, and long-form contract execution. Such a delay would push decanting completion well into 2027, causing Jacobi to miss HPD's strict 2026 funding deadline and risking the loss of millions of dollars in municipal housing capital. **The total estimated cost for the renovation and relocation project is \$400,000.00.** This project will be funded entirely by CHS. A comprehensive independent cost estimate indicates that the proposed budget of \$400,000.00 is fair, reasonable, and fully aligned with current market rates for commercial healthcare facility renovations in the New York City area.
- The second contract deviation is **to procure construction services to undertake the comprehensive modernization of the two existing elevator cars serving the P Building at Kings County Hospital Center**. Due to exigent circumstances affecting the continued availability and reliability of essential vertical transportation, there is insufficient time to pursue the standard competitive procurement process contemplated by OP 100-05 without materially increasing operational and life-safety risks to the facility. Kings County Hospital Center's P Building is served by two elevator cars that provide essential vertical transportation for staff, patients, visitors, and operational needs throughout the building. Both elevator cars have exceeded their anticipated useful service life. At present, only one elevator car is operational. **The total project cost is estimated at \$1,500,000.00.** Detailed cost analysis and market comparison confirm that the proposed pricing is fair, reasonable, and fully aligned with current market rates.
- The third contract deviation regards **Crothall Healthcare, Inc.**, the current vendor responsible for the provision of Environmental Services Management and Central Sterile Processing Management. On November 20, 2025, a deviation was authorized to extend the current Crothall contract through June 30, 2026, with an NTE increase of \$57,000,000. This extension guaranteed operational

continuity while allowing sufficient time to finalize cost and operational due diligence for the new master agreement. The term was subsequently extended until September 30, 2026, to allow completion of negotiations of the new master agreement without any further increase in the NTE. The new contract runs from October 1, 2026 to June 30, 2033 and will yield \$24.5 million in consolidated savings across the Environmental Services and Central Sterile Processing scopes of work.

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 4:14 p.m.

A handwritten signature in blue ink, appearing to read 'Colicia Hercules', is written over a horizontal line.

Colicia Hercules
Corporate Secretary

COMMITTEE REPORTS

Community Relations Committee – September 1, 2026

As Reported by Ms. Jackie Rowe Adams

Committee Members Present: Dr. Mitchell Katz, Ms. Anita Kawatra, Dr. José Pagán, Ms. Vanessa Rodriguez

Ms. Jackie Rowe-Adams called the meeting of the Community Relations Committee to order at 5:05 p.m.

Quorum was established. The minutes of the Community Relations Committee meeting held on May 5, 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.

Dr. Mitch Katz shared the President's report:

- Newsweek named NYC Health + Hospitals/Bellevue among the best physical rehabilitation facilities in 2026.
- H+H launched a new program to connect veterans throughout New York City to benefits and services they are entitled to receive. Dr. Katz noted the importance of the program as some veterans may lose Medicaid coverage.
- H+H continues to support the Mayor's doula programs, which aim to improve delivery experiences and outcomes for women.
- NYC Health + Hospitals/Kings County was named a Center of Excellence for surgical services.
- NYC Health + Hospitals/Lincoln, in collaboration with Stony Brook, performed a lifesaving and complex oral procedure on a pediatric patient who had previously been unable to eat solid foods. Following the procedure, the patient was able to eat solid food for the first time.
- H+H performed its first stereotactic tactile radio surgery, providing a safer treatment option for patients.
- NYC Health + Hospitals/Lincoln received the full transparency patch from Leapfrog and was recently recertified as a thrombectomy-capable center.
- NYC Health + Hospitals/North Central Bronx received \$600,000 for a microscope.
- H+H received approximately \$24 million to provide legal assistance to patients. H+H provides access to lawyers within hospitals who assist patients with issues including evictions and immigration cases.

- NYC Health + Hospitals/Bellevue received new surgical tables to support orthopedic surgeries.
- The Governor provided \$21 million to expand programs for people experiencing a mental health crisis.
- NYC Health + Hospitals/Lincoln received new cardiac catheterization equipment.
- NYC Health + Hospitals/North Central Bronx received its Baby-Friendly Organization re-designation.
- MetroPlusHealth received four-star Medicare ratings.
- Dr. Katz reminded attendees that flu vaccines would soon become available and encouraged vaccination.

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

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

PRESENTERS:

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

NYC Health + Hospitals/Coler

Ms. Verna Fitzpatrick, Chairperson of the NYC Health + Hospitals/Coler CAB, presented the report to the CRC. Ms. Fitzpatrick introduced Coler's new CEO, Natalie Yakovleva, and shared progress and initiatives focused on improving residents' quality of life, facility infrastructure, and integration with the Roosevelt Island community.

Infrastructure improvements included lowering the nurses' station desk height to improve accessibility and communication, particularly for residents who use wheelchairs. Mobile television monitors were placed throughout the facility to provide residents, staff, and visitors with information about initiatives and upcoming events. A commercial oven was also installed for baking and cooking.

A new post-acute care simulation center is being developed at Coler and is expected to be fully operational by the end of 2026. Ms. Fitzpatrick stated that, to her understanding, it will be the first simulation center at a subacute facility. Coler also continues to work with the Office of Facility Development and Central Office on construction of a berm to protect the facility from potential flooding.

The public announcement system was upgraded, and additional signage was installed at the building entrance and along the road leading to the facility.

Coler continues to strengthen its person-centered care culture by prioritizing residents' goals, values, and choices while promoting staff wellness. The facility is preparing for Planetree Certification and expanded its Care Partner Program to include 20 family members.

Coler has also partnered with the Roosevelt Island community on several projects, including planting flowers around the perimeter of the building. Staff wellness programming continues to expand, with 11 new wellness champions added to support employees.

Resident satisfaction survey data showed increases across all eight survey categories, with Coler ranking highly among other facilities in New York State. Coler also graduated a class of Certified Nursing Assistants in May 2026 and enhanced mental health programming for behavioral residents.

Coler received a five-star overall CMS rating, including five stars in staffing and three stars in quality. Coler was identified among the Top 10 Nursing Facilities in New York State by Newsweek and ranked among the Best Nursing Homes in 2026 by U.S. News & World Report. The facility was also designated a leader in long-term care equality for LGBTQ+ elders.

Issues impacting the facility include its aging infrastructure, as the building was constructed in 1952, creating significant financial and operational challenges. Staffing also remains difficult, particularly recruitment for positions that have already been approved.

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

Dr. Pagán congratulated Coler on its five-star CMS rating and stated that he looks forward to seeing the simulation center when it is completed.

Ms. Vanessa Rodriguez congratulated Coler on its work and welcomed the new CEO.

Dr. Katz stated that Coler is special because its island environment provides residents with a greater level of freedom and independence.

Ms. Kawatra congratulated Coler on its recognitions and welcomed the new COO. She also commended the facility for its work on climate resiliency.

NYC Health + Hospitals/Jacobi

Ms. Charmaine Graham, Chairperson of the NYC Health + Hospitals/Jacobi CAB, presented the report to the CRC. Ms. Graham highlighted Jacobi's accomplishments, community engagement efforts, infrastructure improvements, and investments in modern technology.

Infrastructure and equipment investments include new TMS 2000 equipment, hardware and software for speech and swallowing services, a new radiology

ultrasound, replacement urology ultrasound, Fibro machine, three Emergency Department ultrasound machines, mini C-arm and O-arm imaging systems, and a Mozart IQ system for the Operating Room.

Additional projects include a new wave ablation system, MRI suite renovations, a second MRI, a new emergency generator, Emergency Department X-ray renovations, and two phases of Stand Up to Violence renovations.

Person-centered care remains a priority through the Patient and Family Partnership Council, Care Partner Program, Three Wishes Project, enhanced language access, Dog and Call, iCARE with Kindness training, and staff wellness and recognition initiatives.

Communication remains the most frequent patient complaint. Jacobi continues to address this through iCARE with Kindness, physician communication education, leadership rounding, patient relations, and its multidisciplinary grievance committee.

Community issues include chronic diseases, behavioral health, substance use, language and immigration barriers, transportation challenges, gun violence, and social determinants of health affecting Bronx residents.

The Jacobi CAB expanded its community outreach through health fairs, educational events, community partnerships, departmental tours, Heart Health Day, HIV/AIDS awareness, barbershop events, Chalk the Bleed/Stop the Bleed, seasonal coat and toy drives, and other initiatives.

Jacobi also partnered with Central Office to host the 22nd Annual Marjorie Matthews Awards Ceremony. Following an unexpected venue change due to poor air quality from Canadian wildfires, Jacobi leadership, Community Affairs staff, and the Jacobi team relocated the event on short notice and welcomed more than 200 CAB and Auxiliary volunteers from across the system.

Ms. Graham thanked H+H leadership, elected officials, and funding partners for investments supporting advanced medical equipment, imaging, technology, facility renovations, emergency infrastructure, and programs that strengthen patient care and community safety.

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

Ms. Rowe-Adams commended Jacobi for successfully hosting the Marjorie Matthews Awards Ceremony despite the unexpected venue change.

Dr. Katz highlighted for the Committee the valuable service provided to the community of the Hyperbaric chamber is in use six days per week.

NYC Health + Hospitals/McKinney

Ms. Debra Tyndall, Chairperson of the NYC Health + Hospitals/McKinney CAB, presented the report to the CRC. Ms. Tyndall highlighted McKinney's infrastructure improvements, resident experience initiatives, staff engagement, community activities, and accomplishments.

McKinney completed several energy-efficient improvements, including new LED lighting throughout the facility and upgrades to the cooling system and kitchen cooling facility. In addition, 132 resident rooms were painted and wall guards were installed.

New medical equipment includes a mobility trainer for rehabilitation, central smart beds, a vein finder, and a bladder scanner.

McKinney's likelihood-to-recommend top box score increased from 61 percent to 79 percent at the end of the previous year. More than 200 residents were surveyed for the Press Ganey semiannual survey.

The facility is implementing additional safeguards for residents' property, including lanyards to secure cellphones. A Lost Clothing Committee is also reviewing ways to reduce clothing loss.

Person-centered care initiatives include a resident welcome committee, enhancements to the dining experience, multiple social outings and events, and partnerships with local elementary and middle schools to coordinate student visits.

McKinney's H3 program continues to promote staff wellness through monthly interventions. Programs include quarterly recognition through the All Stars Program, a Community Pride Walk, International Day, and National Ice Cream Day.

McKinney hosted its first annual legislative session with New York State Assembly Member Brian Cunningham and other community partners and also hosted a Haitian/Jamaican hurricane relief initiative in collaboration with Council Members Mercedes Narcisse and Rita Joseph.

Facility experience concerns include intermittent television disruptions due to satellite connectivity. A cable conversion is underway. Residents have also requested more culturally representative meals, and the enhanced dining program offered Wednesday through Friday has received positive feedback.

Active recruitment is underway to strengthen staffing and reduce the impact of nursing shortages. A No Standing Zone was also installed in June 2026 to address increased vehicle traffic in the parking area, improving access for emergency vehicles and patient transportation.

The Neponset ADHC Program closed in October 2025, and registrants were successfully transitioned to alternative programs with appropriate follow-up support.

McKinney is the only long-term care facility in New York City with five-star CMS ratings in all domains. McKinney was ranked number 11 out of more than 600 nursing homes in New York for 2026 by Newsweek and was also recognized by U.S. News & World Report as a Best Nursing Home for 2026, with high performance in long-term care and short-term rehabilitation. McKinney is also designated a leader in long-term care equality for LGBTQ+ elders.

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

Dr. Pagán commended the extensive resident engagement activities.

Dr. Katz congratulated McKinney on its five-star ratings and commended improvements to television access for residents.

Ms. Kawatra congratulated McKinney on receiving five stars in all CMS categories and its other recognitions.

Ms. Rodriguez commended the facility and its staff for their continued work.

NYC Health + Hospitals/North Central Bronx

Ms. Esme Sattaur-Low, First Vice Chair of the NYC Health + Hospitals/North Central Bronx CAB, presented the report to the CRC on behalf of CAB Chair Robert Site.

North Central Bronx continues to invest in modernizing the facility to improve patient care. Infrastructure and equipment improvements include new IMS-2000 hardware and software for speech and swallowing services, replacement of the bone density scanner, renovations to the X-ray suite and replacement of outdated X-ray equipment, renovation and upgrades to the MRI suite, upgrades to the seventh-floor nurses call system, and replacement of outdated Medivators equipment.

North Central Bronx's patient experience strategy focuses on listening to patients and families while continuously improving care. Patient Relations works with patients, families, and staff to resolve concerns, provide real-time support, coordinate language access for patients with limited English proficiency, certify bilingual staff as medical interpreters, coordinate spiritual care when requested, and communicate staff attitude and quality-of-care concerns.

Communication and staff attitude remain the most common patient concerns. In response, North Central Bronx continues to expand iCARE with Kindness training, bedside shift reporting, and leadership rounding. Quality concerns are reviewed by clinical and administrative leadership and monitored through the Quality Improvement and Medical Executive Committees.

The Care Experience Team continues to strengthen service excellence through patient-centered initiatives, employee engagement, and staff recognition. During the reporting period, 24 employees were recognized through the IQ recognition program and 1,434 peer recognitions were shared through the All Star Platform.

The Patient and Family Partnership Council recruitment process began, and the Workforce Wellness Team completed 395 debriefs, hosted 353 wellness events, and conducted 1,035 wellness rounds to support employee well-being.

The Bronx continues to face significant health challenges including cardiovascular disease, hypertension, diabetes, obesity, asthma, behavioral health conditions, substance abuse, language and immigration barriers, transportation challenges, gun violence, and ongoing health disparities.

The North Central Bronx CAB expanded community outreach through health fairs, CAB informational tables, educational events, hospital operational tours, Heart Health Day, HIV/AIDS awareness, barbershop events, Stop the Bleed activities, matching recognition, coat drives, toy distributions, and other community initiatives.

North Central Bronx also partnered with Central Office to successfully relocate and host the 22nd Annual Marjorie Matthews Award Ceremony at Jacobi, welcoming more than 200 volunteers from across the health system.

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

Dr. Pagán commended North Central Bronx for connecting communication and patient engagement activities to quality improvement.

Dr. Katz stated that North Central Bronx has been extremely valuable in supporting Jacobi's Emergency Department. He noted that Jacobi frequently experiences high patient volume and North Central Bronx allows patients who otherwise might wait hours for a bed to immediately receive care.

Ms. Kawatra commended North Central Bronx's theme of celebrating years of healing, compassion, community, and service.

Ms. Rodriguez congratulated North Central Bronx on approaching its 50th year and commended the facility for listening to patients, conducting surveys, and using feedback to guide improvements.

Ms. Rowe-Adams asked if there was any old or new business. Hearing none, she congratulated Ms. Joyce Rivers as the new Chair of the Council of CABs and thanked the CABs, staff, and H+H team for their continued work.

ADJOURNMENT:

Hearing no other old or new business from members to bring before the committee the meeting was adjourned at 5:47 P.M

Capital Committee Meeting - September 8, 2026

As reported by: José Pagán

Committee Members Present: Mitchell Katz, MD, Jeremy Resnick, and Vanessa Rodriguez

José Pagán called the meeting to order at 10:02 a.m. and stated for the record that Jeremy Resnick would be representing Erin Dalton, in a voting capacity. Mr. Pagán called for a motion to approve the minutes of the July 13, 2026, Capital Committee meeting.

Upon motion made and duly seconded the minutes of the Capital Committee meeting held on July 13, 2026, were unanimously approved.

VICE PRESIDENT REPORT

Mr. Saez provided an updated on Fiscal Year 2026 accomplishments:

We had an infrastructure commitment target of \$154M for the fiscal year of which we were able to commit \$126M for an 82% infrastructure commitment rate. Our capital budget team authorized \$450 million in CPs across all funding sources. The capital payments team facilitated 652 purchase orders and processed over 2,295 payment vouchers to authorize \$452M in payments.

Our Contracts team bid 20 capital projects (\$215M total), resulting in 88 bids received and 11 contracts awarded. MWBE firms submitted 42% of all bids (37) and received 45% of final awards (5). Projects averaged four bids at \$10.5M each. Seven awards came in under the engineer's estimate by an average of 28% (\$3.8M).

Additionally, 140 work orders were issued to our pool of Professional Services contracts vendors, totaling \$21.43M, and 35 work orders were issued under our Job Order Contracts (JOCs), totaling \$6.45M.

ACTION ITEMS

Mr. Saez read the resolution into the record:

Authorizing the New York City Health and Hospitals Corporation ("NYC Health + Hospitals") to execute a contract with Sweet Group of New York LLC (the "Contractor"), to undertake the OTxHU Sallyport Construction at NYC Health + Hospitals/North Central Bronx Hospital, for a contract amount of \$43,735,841.07, with a 15% project contingency of \$6,560,376.16, to bring the total cost not to exceed \$50,296,217.23, and an anticipated duration of 24 months.

Mr. Saez provided background information, overview of the scope of the project, overview of the procurement, summary of contract specifics, and budget. Mr. Saez was joined by Patricia Yang, Senior Vice President - Correctional Health.

- o Mr. Resnick asked for an explanation of what was a Sallyport?
 - o Mr. Saez explained that it was an entryway, but explained that this specific Sallyport would be detention grade. It would essentially lead to an exclusive corridor providing access to the elevator(s) that reach the floors.

- o Ms. Rodriguez asked how many beds would be in the unit and if it would be like the Bellevue project.
 - o Mr. Saez said that programmatically it would be similar to Bellevue but the number of beds would likely vary and there would be 44 beds.
- o Ms. Rodriguez asked if there were inmates currently waiting to occupy the unit. Noting that the Bellevue space was at or near capacity.
 - o Ms. Yang noted that the Woodhull space would hold 144 beds, for primarily mental health. Bellevue is primarily medical with some comorbidity, and NCB is currently expected to be mental health as well.

After discussion, upon motion duly made and seconded the resolution was approved for consideration by the Board of Directors.

There being no further business, the Committee Meeting was adjourned at 10:12 a.m.

Finance Committee Meeting - September 8, 2026

As Reported By: Freda Wang

Committee Members Present: Freda Wang, Mitchell Katz, MD, José Pagán, Patricia Marthone, Vanessa Rodriguez

NYC Health + Hospitals Employees in Attendance:

John Ulberg, David Guzman, Robert Melican, Michline Farag, Tasha Philogene, James Cassidy, Linda DeHart, Clifford Chen, Thomas Tran, Rafelina Hernandez, Colicia Hercules

CALL TO ORDER

Ms. Wang called the meeting of the New York City Health + Hospitals Board of Directors Finance Committee Meeting to order at 11:02 a.m.

Ms. Wang called for a motion to approve the May 11, 2026 minutes of the Finance Committee meeting.

Upon motion made and duly seconded the minutes of the Finance Committee meeting held on May 11, 2026 were adopted.

Executive Session

Ms. Wang called for a motion to enter into an executive session to discuss confidential and privileged matters that may be related to threatened and potential litigation.

Upon motion made and duly seconded the board convened an executive session.

The Board reconvened in public session at 11:26 a.m.

ACTION ITEM: General Resolution Amendment

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

Authorizing and approving the adoption of the resolution entitled "Supplemental Resolution to the Amended and Restated General Resolution of the New York City Health and Hospitals Corporation" providing for changes to clarify the intent of certain provisions of the General Resolution in connection with current and future changes in Generally Accepted Accounting

Principles ("GAAP") and changes from time to time in rules and standards adopted by the Government Accounting Standards Board ("GASB")

Ms. DeHart began by providing the background and current state of NYC Health + Hospitals General Resolution. The General Resolution was first adopted in November 1992, it authorizes and governs the System's bond financing program. Further, it sets the structure and parameters of the bond financing program, provides security and payment of System bonds, and establishes terms and conditions agreed to by bond purchasers. Specific financing transactions are authorized by the Board through Series Resolutions under the General Resolution. The General Resolution was amended and restarted in October 2020, with an effective date in January 2021 following completion of the Series 2020 bond sale. Amendments changing material bondholder terms and conditions requires approval by a majority of the System's bondholder in addition to the board. Supplements to the General Resolution clarifying existing terms and conditions and supplements providing for changes that would not adversely affect the bonds' ratings, may be approved by the Board alone.

Ms. DeHart continued by presenting the bond covenants. The General Resolution details certain covenants that the System makes regarding its bonds program, finances and operations that constitute a binding agreement with the Systems bond purchasers. Broadly, these covenants include the following, among other requirements; first, achievement of certain financial performance metrics regarding revenues and net cash available to meet debt service obligations, including for issuance of additional debt. Other categories within the governance include maintenance of the capital reserve fund and pledge of the System's Health Care Reimbursement Revenues to the Capital Corporation to meet debt service obligations, the System's commitment to make required payments, take all necessary actions to facilitate payments and related funds flow, and to comply with all applicable tax requirements. Lastly, maintenance of audited financial records, adhere to appropriate financial procedures, and ongoing disclosure of financial and operating information. NYC Health + Hospitals is required to annually certify that it has complied with its bond covenants.

An overview of GASB 103 was presented by Ms. DeHart. The governmental Accounting Standards Board (GASB) establishes accounting and financial reporting standards for state and local governments that constitute Generally Accepted Accounting Principles (GAAP) for those entities. From time to time, GASB issues pronouncements that explain, refine or revise those standards. GASB Pronouncement 103 issued in April 2024 and effective for fiscal years beginning after June 15, 2025 will result in a significant change in the presentation of information in the System's fiscal year 2026 financial statements. GASB creates a new format for the Income Statement that will identify grants and funds received from the City in the new category of Non-Capital subsidies, shifting those revenues from operating funds to non-operating funds. The System anticipates future GASB guidance may shift additional revenue categories to non-operating funds in future years. If this shift in characterization of a significant amount the System's revenues were carried through into calculations for purposes of meeting the bond covenants under the Resolution, the System's compliance would be significantly impacted. As non-operating funds, these revenues would be excluded from the calculation of cash available to meet det service obligations, whereas they have been included since the original adoption of the General Resolution in 1992.

Ms. DeHart continued the presentation by Clarifying the General Resolution. The reporting change required by GASB 103 does not reflect any actual change in the System's current financial condition or ongoing stability, and use of the new reporting format in determining available cash for the purpose of debt covenant calculations would be inconsistent with the original intent of the General Resolution going back to 1992, and the intent of the Amended and Restated Resolution which contemplated reporting standards and practices in use as of the last amendment effective January 2021. The proposed Supplemental Resolution clarifies the intent of the General Resolution in connection with current and future changes in GAAP standards and GASB pronouncements or guidance. When a change in GAAP occurring after January 2021 has the effect of changing financial covenant calculations in a manner that is inconsistent with the intent of the General Resolution, H+H may elect to complete the calculation in accordance with GAAP as of January 2021, rather than GAAP in effect on the date the calculation is made. The proposed clarifying language is consistent with similar provisions in the governing bond documents of health care systems across the country. Lastly, bondholder approval is not required for this common clarification, and the System's bond counsel will render requisite opinions as required under the General Resolution with respect to the adoption of the clarifying Supplemental Resolution.

Ms. Wang polled the Committee for questions.

There being no 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 Highlights. The budget underperformed by less than 1% (-0.5%) and closed Year-to-Date May (May YTD) with a negative Net Budget Variance of -\$90.1M.

Mr. Ulberg continued that direct patient care receipts increased by \$260M compared to the same period in FY-25. Our IP discharges are 1.2% lower than the same time last year, while our OP visits are up by 1.8% for the same period. After adjusting for the IP discharge volume decline, we are still up by \$229M in inpatient care revenue as patients we serve in our inpatient settings show higher acuity (higher CMI by 4.1%), and outpatient revenue is approximately \$70M higher due to higher volume and rates. Improvements are ongoing as we continue to implement our revenue cycle best practice initiatives, negotiate better contracts and focus on strategic initiatives. The year-to-year improvement in patient care revenue is offset by -\$39M due to FY-25 secondary/residual billing payments related to CHC delays.

Our strategic financial initiatives are on track, with the FY-26 incremental target adjusted to reflect baselined initiatives, demonstrating consistent and reliable performance over time. Through May, we achieved an estimated \$400M, compared to a financial plan target of \$472M. Several areas of strong May YTD performance were noted.

Mr. Ulberg continued by presenting the FY-26 Accomplishments and the journey we have been on. He conveyed that June closed with \$821.7 million (26 days cash-on-hand). The System has closed the last three fiscal years with an average of \$685 million cash-on-hand. Direct Patient Care Revenue surpassed \$6.6 billion - an

increase of over \$3.1 billion from FY-19. Continued growth in number of patients served overall, with unique primary care patients hitting its highest level (over 462K) through our most recent reporting period. In CY-25, H+H had our highest Healthfirst VBP Quality Program earnings to date (\$19.1M) - an increase of 28% over CY-24 and 458% higher than CY-20.

Mr. Melican presented an overview of FY-26 Revenue Cycle accomplishments. The financial performance and billing revenue accomplishments include improvements in H+H's overall financial counseling performance, now generating \$221 million annually. In addition, professional billing revenue increased by 20%, and improvements in revenue charge capture reconciliation and payment variance resolution drove \$34 million. Further, patient support and benefit access accomplishments include processing 130,000 insurance applications and renewals, and over 190,000 financial assistance applications for nearly 210,000 unique patients; screened and referred approximately 16,000 patients for over 31,000 benefits via the One Stop Benefits initiative. H+H's best practice and process efficiency has exceeded the best practice targets, showing significant gains in AR Days and insurance Net Collection percentage. Improvements in claims processing, yielding a 5-percentage point increase in "no touch" submissions. Lastly, over 15,000 completed revenue cycle classes and conducted more than 2,000 quality reviews.

Dr. Marthone inquired on the "no touch" submissions, if there is a national average for this.

Mr. Melican responded that EPIC best practice "no touch" submissions, which is the top 25 of all EPIC teams are at 66 percent. Mr. Melican stated that the System hit 66 percent about four weeks ago and today is at 65.6 percent, noting this is measured every Sunday night and monitored closely.

Mr. Ulberg continued presenting the external risks. Several areas of focus include Essential Plan changes presenting a low risk to H+H, and Medicaid work requirements and other Medicaid enrollment barriers starting in Jan. 2027 which continue to present a financial challenge. Further, the Average Commercial Rate (ACR) State Directed Payment (SDP) benchmark presenting an opportunity to NYC Health + Hospitals.

Ms. Wang polled the Committee for questions.

Ms. Wang inquired on the 40% of patients that are not enrolled in EP5 asking if there are more.

Mr. Ulberg answered that the 40% are more than likely the amount, but this can always change. We have these numbers as the enrollment period opened and then it closed; but as we see these patients we are going to know how to counsel in the best way we can. Mr. Ulberg continued that while there is more work to be done, coming out of the gate, we are in a much better position.

Dr. Katz asked if it is possible that people overestimated their income before so they did not qualify for Medicaid, because of the negative views of Medicaid.

Mr. Ulberg responded that there may be some of that, noting that we have asked the plans on their thoughts and received explanations around people doing a better job on their application, so this could be an explanation.

Dr. Katz noted that some people who were eligible for Medicaid would choose to go into the Essential Plan due to their views on Medicaid. John added that the benefit packages are pretty similar as well.

Ms. Wang asked if EP 1-4 are considered Medicaid.

Mt. Ulberg responded that it is like a hybrid plan.

Dr. Katz added that some people who are on it do not consider themselves to be on Medicaid. Most people are surprised about their plans does not control their formulary; That is sort of when they discover that they are on Medicaid. Most people are surprised and do not believe that it is Medicaid.

Dr. Katz mentioned that the state approved a 6 to 8% increases for insurances. That is one year, so it would suggest that the average commercial rate would be higher.

Mr. Ulberg agreed and added that we are working on that and the State has a database that they use called the All-Payer Database (APD) and they are assembling that at this time. Healthcare trends are going up and we know the packages services are going up and within that hospital services are also increasing.

Ms. Wang inquired on the ACR going up and how does it tie to the maximum Medicare benchmark.

Mr. Ulberg responded that we will start at that point and then there would be a 10 percent reduction down to Medicare over the 10-year period.

Ms. Wang added that it begins in 2028 the 10 percent until we get to Medicare. It is not that we had to be at the Medicare rate in 2028.

Dr. Katz added that there may be changes in the politics that may change this. For instance, we fought the DSH cuts for many years so it is entirely possible it could be pushed off for a year per se.

Ms. Wang added that ACR going up is definitely good. Mr. Ulberg agreed.

Mr. Ulberg mentioned that we may only get one shot at it due to the way the State has to go through these calculations of the APD and the source that they use may only available every other year.

There being no further questions, Ms. Wang thanked the committee for their questions and commended the team for all the great work being done.

ADJOURNMENT

There being no further business to bring before this committee, the meeting adjourned at 11:51 a.m.

Equity, Diversity and Inclusion Committee Meeting - September 8, 2026

As Reported by: Patricia Marthone

Committee Members Present: Mitchell Katz, José Pagán, Patricia Marthone, Vanessa Rodriguez, Jackie Rowe-Adams, Jeremy Resnick

CALL TO ORDER

The meeting of the Equity, Diversity and Inclusion Committee of the NYC Health + Hospitals' Board was called to order at 12:02 p.m.

It was noted for the record that Jeremy Resnick was representing Erin Dalton in a voting capacity.

Upon motion made and duly second the minutes of the May 11, 2026 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 2026 diversity and inclusion achievements and activities.

Ms. Mendez-Justiniano started with an update on the System's education and capacity building and reported that year-to-date there have been 49K completions of the Sexual Harassment Prevention (SHP) training, putting the System at a 96% completion rate. There were additional ad-hoc trainings, including Managing Unconscious Bias which saw over 32K completions YTD.

Ms. Mendez-Justiniano then spoke about the Women Who Lead educational sessions, which is a virtual series highlighting women in leadership roles at NYC H+H. The series continues to be a popular offering as attendance numbers continue to rise. May featured CEO Cristina Contreras and had 900 attendees; July featured System Chief External Affairs Officer Deborah Brown and had 480 participants.

Next, Ms. Mendez-Justiniano focused on an inaugural Men's Health Month event, the "Beyond the Badge Summit" which brought together 65+ men who are emerging leaders. Participants explored their emotional, physical, and mental well-being and explored how these dimensions of health can serve as powerful tools for building careers that honor what it means to be a man. Speakers included:

- Jeremy Segall, System Chief Wellness Officer
- Georges Leconte, CEO, NYC Health + Hospitals/Harlem
- Jason Rosario, Founder and CEO, The Lives of Men
- Amostapha Stevens, Assistant Personnel Director, NYC H+H

Ms. Mendez-Justiniano highlighted the systemwide Summer Youth Employment Program (SYEP) next. The six-week internship program aimed at providing youth (~220 participants) from underserved communities throughout NYC an opportunity to gain hands-on experience, build new skills, and learn how to serve their communities through public health care. Continuing in the education and capacity building space, she also discussed the Career Pathways Training (CPT) Program which is a workforce development initiative created through New York's 1115 Health Equity Reform Waiver. Among its many purposes, the program is designed to address shortages in nursing, behavioral health, social care, and allied health professions, expand the healthcare talent pipeline, and increase workforce retention and career mobility.

Ms. Mendez-Justiniano reported that 28.7 million minutes of interpretation services were provided between 1/1/2026 - 8/11/2026 with a 98.2% satisfaction rate. The top three languages were Spanish (22.2 million minutes), French (1.1 million minutes), and Bangla (952K minutes).

Ms. Mendez-Justiniano was happy to share that in July the System celebrated 80 graduates from the Medical Interpreter Skills Training (MIST) program, which currently offers 20 languages. In other celebratory updates, all 18 eligible NYC Health + Hospitals facilities have earned the Human Rights Campaign (HRC) Foundation's LGBTQ+ Healthcare Equality Leader designation, the highest

recognition awarded through the biennial Healthcare Equality Index (HEI). This is an accomplishment these facilities have received consistently since 2015.

In the Community Engagement area, Ms. Mendez-Justiniano highlighted the Pride Month activities that took place throughout June, including 9 citywide festivals, parades or marches. Over 2,550 community members engaged with the events, which is a 14.5% increase compared to last year, and 194 staff members participated, which is 17.5% increase compared to the prior year. Ms. Mendez-Justiniano also showcased a variety of cultural events that were celebrated across the System, including Juneteenth, FIFA World Cup gatherings, and the Knicks championship festivities.

From a Communications & Marketing perspective, Ms. Mendez-Justiniano shared that there have been several promotional materials distributed and Systemwide emails and newsletters highlighting holidays and observances. She concluded the presentation by announcing that NYC H+H, for the first time ever, has been designated as one of the 2026 World's Top Disability Inclusive Businesses, based on performance on the Disability Index®, the leading global benchmark for disability inclusion. This recognition reflects the System's progress towards building a workplace where all employees can contribute and drive long-term success.

Following the presentation the Committee raised the following questions:

1. Does the Career Pathway Training program recruit internal and external candidates? We do hear that retention of the workforce can be problematic. Ms. Mendez-Justiniano responded that candidates can be both internal and from the community.
2. Regarding Language Access - do you track the data by gender and age? Ms. Mendez-Justiniano response No, only by language requested.
3. SYEP - how do you recruit? Are the candidates coming in interested in health? Not all of them at the beginning, but during the program they are introduced to a wide-range of health field and at the end of the program many leave wanting to join the health system.
4. Medical Interpretation Program - Who are the participants? They are employees who want to give back.

There were commendations to the increase in LGBTQ engagement events and to having been recognized as one of the 2026 World's Top Disability Inclusive Business.

EQUITY & ACCESS COUNCIL UPDATE

Natalia Cineas, Chief Nurse Executive, and Co-Chair of the Equity and Access Council initiated the presentation and introduced Dr. Ramiz Rafailov, who is the Jewish Inclusion Group chair.

Dr. Rafailov introduced himself as a psychologist practicing at NYC Health + Hospitals/Jacobi, who has been with the System for five years. He then provided a brief background on the Jewish Inclusion Group's goals and objectives, which includes the following:

- To foster a safe, inclusive and open workspace where Jewish members of the NYC Health + Hospitals community feel like valued members of the System.

- Increase visible representation, awareness, and allyship of Jewish culture through education, service, and bridge building among diverse communities.
- To create a community and develop mutual support among the Jewish staff at NYC Health + Hospitals.
- To educate staff and community members about the Jewish religion, history, traditions, culture, and contributions.

Dr. Rafailov presented a detailed timeline covering the various events the Jewish Inclusion Group hosted since its inception in 2023 to present day. Events have included various holiday celebrations, workshops, networking opportunities, book readings, volunteering/service projects, and group outings. He indicated that the group has gained traction in recent years and now has over 150 group members on its list serve. Additionally, as the group's focus expands to cross cultural collaboration, events have garnered over 200 participants virtually and between 15-30 members at in-person events.

Dr. Rafailov noted that Mitzvah Projects (or good deed projects) have been a success as they bring together the NYC H+H community members and their families together for a day of service. The group's first Mitzvah project was packaging food for Passover with Met Council, the largest Jewish social service agency in New York City. And then more recently, the group hosted their first collaborative event with the Hispanic Latinx Inclusion Group, volunteering with Gods Love We Deliver to pack meals.

Overall, the group meets once a month to plan for events that can bring together the larger Health + Hospitals community. Virtual events such as a workshop on combating Anti-Semitism and a workshop on unpacking Jewish identity had great participation, both at over 200 participants each. Dr. Rafailov also highlighted how it was personally moving for him to participate in so many inaugural events celebrating Hanukkah and Jewish Heritage Month across various facilities.

With the close of Dr. Rafailov's presentation, the Board unanimously congratulated him and appreciated the work and progress of the Jewish Inclusion Group.

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 12:36 p.m.

SUBSIDIARY REPORT

MetroPlus Health Plan, Inc.

Board of Directors Meeting Update - Thursday, September 17th, 2026

As Reported By: Sally Hernandez Pinero

Draft subject to adoption at the next MetroPlusHealth Board of Directors meeting on Thursday, December 10th, 2026.

Sally Hernandez Piñero, Chair of the Board of Directors, called the meeting to order at 1:01 P.M.

Angela Minerva, Board Liaison, kept the minutes, thereof.

ACTION ITEMS

Sally Piñero Hernandez advised that we begin with the Action Items. A **first** resolution was presented by Ganesh Ramratan, Chief Operating Officer.

Authorizing the Executive Director of MetroPlus Health Plan, Inc. ("MetroPlus" or the "Plan") to execute a one-year best interest contract extension and increase the spending authority, with Availity LLC ("Availity") for an amount not to exceed, \$2,000,000 for a new total not to exceed contract authority amount of \$4,500,000.

Ganesh Ramratan shared an overview of the Background, Best Interest Justification and Increased Spending Authority.

There being no further questions or comments on a motion by Sally Piñero Hernandez and duly seconded, the resolution was unanimously adopted by the Board.

A **second** resolution was presented by Laura Santella Saccone, Chief Marketing and Brand Officer for Board approval.

*Authorizing the submission of a resolution to the Board of Directors of MetroPlus Health Plan, Inc. ("MetroPlus" or the "Plan"), to authorize the Executive Director of MetroPlus Health Plan, Inc. ("MetroPlusHealth" or "the Plan") to execute a best interest renewal with **CheckedUp, Inc. d/b/a Hospital Media Network (HMN)** for producing and displaying MetroPlus posters and digital materials in New York City Health + Hospitals ("NYC Health + Hospitals") facilities. MetroPlus is requesting a term of 3 years, for total amount not to exceed \$2,254,500.*

Laura Santella Saccone provided an overview of the Background, Renewal Justification, Contract Performance and Reach and Approval Request.

Board Members asked a question regarding Medicare advertisement; Laura Santella Saccone responded.

Board Members commented on the scope which included only hospitals not Gotham; Laura Santella Saccone responded.

There being no further questions or comments on a motion by Sally Piñero Hernandez and duly seconded, the resolution was unanimously adopted by the Board.

A **third** resolution was presented by Friederich (Nick) Huober, Senior Director of Risk Adjustment.

Authorizing the submission of a resolution to the Board of Directors of the New York City Health and Hospitals ("NYC Health + Hospitals"), to authorize the Executive Director of MetroPlus Health Plan, Inc. ("MetroPlus" or "the Plan") to execute a contract with OptumInsight, Inc. ("Optum") to provide Risk Adjustment services for a term of three years with two 1-year options to renew, solely exercisable by MetroPlus, for an amount not to exceed \$30,000,000, which includes a 20% contingency, for the total 5-year term.

Nick Huober provided an overview of the Background, Scope of Work, Service Needs, Overview of Procurement, Vendor Selection, Costs and Board Approval Requests.

Board Members asked questions regarding OptumInsight, Inc. ownership, firewalls in place, and full waiver; both Nick Huober and Tali Leger, Senior Director of Procurement, responded.

Board Members asked additional questions regarding MetroPlus' success, auditing of charts and contract language; Nick Huober, Raven Ryan Solon, Chief Compliance & Regulatory Officer and Lauren Leverich Castaldo, Chief Finance Officer, responded.

There being no further questions or comments on a motion by Sally Piñero Hernandez and duly seconded, the resolution was unanimously adopted by the Board.

A **fourth** resolution was presented by Friederich (Nick) Huober, Senior Director of Risk Adjustment.

Authorizing the Executive Director of MetroPlus Health Plan, Inc. ("MetroPlus" or the "Plan") to execute a best interest contract with City Harvest Inc. ("City Harvest") for an amount not to exceed, \$2,000,000 for a 9-month term.

Roger Milliner, Chief Growth Officer provided an overview of the Background, Scope of Work/Partnership Components, Coordinated Efforts, Why City Harvest is a Best-Fit NYC Partners, Extended Trusted Food and Health Resources Across Priority Communities, Make MPH Visible, Useful and Measurable at Every Touchpoint and Approval Request.

Board Members asked questions regarding MetroPlusHealth branding, food give away locations and contract name; Dr. Talya Schwartz, President & CEO, Roger Milliner and Steven Stein Cushman, Chief Counsel, responded.

NEW Business

Quality Incentive Medicaid (QIA) Update

Sally Hernandez Piñero asked to move on to New Business presentations, Keith McMaster, Vice President of Quality Management went on to provide and update on MetroPlusHealth's 2024 QIA Results.

Regulatory Headwinds

Lila Benayoun, Chief Operating Officer, began by presenting the Regulatory Headwinds. Lila Benayoun discussed Regulatory Headwinds Impacting Members & Retention, Additional Regulatory Headwinds on the Way, and Strategic Initiatives to Prepare for Increased Renewal Frequency.

Board Members asked questions regarding the States communication on Medical Frailty; Raven Ryan Solon responded.

Regulatory Updated | H.R.1 Changes to Coverage

Sally Hernandez Piñero asked that we move on to H.R.1 Changes to Coverage. Raven Ryan Solon discussed the Content/Agenda of the presentation, Community Engagement (CE Requirements), Categories for Exemptions and Exclusions, Medical Frailty, and Semi-Annual Recertification.

Board Members voiced their concerns about pregnant women and post-partum exemption, Raven Ryan Solon responded.

Raven Ryan Solon went on to discuss the Elimination of Continuous Eligibility - Medicaid Adults.

Board Members commented; Raven Ryan Solon went onto further explain. Board Members asked questions regarding Strategic Initiatives to Prepare for Increased Renewal Frequency; Dr. Talya Schwartz responded and Karla Silverman further discussed what states across the US are experiencing.

Q2 Financials

Due to time constraints Sally Hernandez Pinero asked that we move on to discuss the financial slides briefly and encouraged all Board Members to read through the presentation and circle back with any questions or concerns.

Lauren Leverich Castaldo discussed Gold 2027, Membership Trends 2025 to 2026 and Market Share.

Dr. Talya Schwartz commented on the 2027 Gold offerings and went on to advise the board that our Medicare bid is strong and therefore our projected growth was updated. Additionally, Dr. Talya Schwartz shared an update on QHP in 2027.

Executive Session

Sally Hernandez Piñero called the meeting into Executive Session at 2:26PM so the Board of Directors could receive legal advice from the Chief Counsel and hear presentations on three confidential matters. The Board approved resolutions for one confidential agreement based on motions by Sally Hernandez Piñero, which were duly seconded, and unanimously adopted by the Board.

The Board of Directors resumed the official meeting at 2:53 P.M. There being no further business, Sally Hernandez Piñero adjourned the meeting at 2:54 P.M.



Mitchell H. Katz, MD

NYC HEALTH + HOSPITALS – PRESIDENT AND CHIEF EXECUTIVE OFFICER

REPORT TO THE BOARD OF DIRECTORS

September 24, 2026

**NYC HEALTH + HOSPITALS AND MAIMONIDES HEALTH TRANSACTION MOVES FORWARD
AFTER NEW YORK STATE HEALTH PLANNING COUNCIL VOTE**

Last Thursday, September 17, in a unanimous vote, the full New York State Public Health and Health Planning Council (PHHPC) approved the proposal for Maimonides Health to join NYC Health + Hospitals. In its powers, the Council has a broad array of advisory and decision-making responsibilities with respect to New York State's public health and health care delivery system. The full Council vote followed a unanimous subcommittee vote in August, which included testimony in support of the transaction from several groups, including 1199SEIU United Healthcare Workers East, the New York State Nurses Association (NYSNA), the Greater New York Hospital Association (GNYHA), and the Healthcare Association of New York State (HANYA). The transaction still needs approval under New York State law before it can be finalized.

**U.S. NEWS & WORLD REPORT "BEST HOSPITALS 2026-2027" LIST INCLUDES ALL NYC
HEALTH + HOSPITALS' ACUTE CARE FACILITIES**

In August the health care systems' 11 hospitals were named to U.S. News & World Report's 2026-2027 'Best Hospitals' list. The ranking recognizes the hospitals for excellence in treating conditions such as heart failure, heart attack, diabetes, kidney failure, heart arrhythmia, diabetes, psychiatry, geriatrics, pneumonia, stroke, and chronic obstructive pulmonary disease (COPD). The hospitals were selected from approximately 5,000 hospitals nationally across 15 specialties and 20 procedures and conditions. This year, for the first time, NYC health + Hospitals/Bellevue was ranked #16 in the nation for psychiatry. Many facilities were newly recognized for their treatment of specific conditions.

Hospitals awarded a "Best" designation excelled at factors such as clinical outcomes, level of nursing care, and patient experience. The U.S. News & World Report rankings build on NYC Health + Hospitals' commitment to providing high-quality, comprehensive health care to all New Yorkers.

**NYC HEALTH + HOSPITALS' WTC ENVIRONMENTAL HEALTH CENTER HONORS THE 25TH
ANNIVERSARY OF 9/11 AND THE CARE ITS CLINICS HAVE PROVIDED TO NEARLY
22,000 SURVIVORS**

Twenty-five years after the September 11, 2001 terrorist attacks, NYC Health + Hospitals' [World Trade Center Environmental Health Center](#) (WTC EHC) honored the lives lost that day and the enduring need to care for survivors who are still living with the health effects of what they were exposed to. Since the WTC EHC program opened in 2011, nearly 22,000 survivors have received care at the program's three clinic locations at NYC Health + Hospitals/Bellevue, NYC Health + Hospitals/Elmhurst, and NYC Health + Hospitals/Gotham Health, Gouverneur. The WTC EHC, which is one of the [World Trade Center \(WTC\) Health Program's eight Clinical Centers of Excellence](#), provides dedicated care for the New Yorkers who lived, worked, went to school, or were passing through Lower Manhattan and were exposed to toxic contaminants on the day of the attack and in the months that followed. More than 18,000 survivors remain active members, and the WTC EHC enrolls approximately 120 new members each month – including many people who were children and young adults on 9/11 and are only now confronting the long-term effects of their exposure.

NYC Health + Hospitals/Jacobi | North Central Bronx hosted a memorial service in the 9/11 Memorial Garden on Jacobi's campus for the 25th Anniversary to honor the lives lost, recognize the bravery of emergency responders, and to remember the unity of New Yorkers coming together.

COUNCIL MEMBER MALONEY, SPEAKER MENIN ANNOUNCE HISTORIC \$25.6 MILLION INVESTMENT TO EXPAND ADULT INPATIENT PSYCHIATRIC CARE AT NYC HEALTH + HOSPITAL/BELLEVUE

New York City Council Member Virginia Maloney, Speaker Julie Menin, members of the Manhattan Delegation, and NYC Health + Hospitals/Bellevue leadership announced a \$25.6 million City Council capital investment to modernize adult inpatient psychiatric infrastructure at Bellevue Hospital and create 40 additional psychiatric beds. The funding was Council Member Maloney's number-one capital priority in her first City budget.

The Council investment includes \$10.6 million in Fiscal Year 2027 and \$15 million in Fiscal Year 2028. Bellevue Hospital currently operates at 98% occupancy, and the new capital funding will support the modernization of its adult inpatient psychiatric infrastructure and the creation of 40 additional beds.

GOVERNOR HOCHUL UNVEILS NEW INVESTMENT IN NEW CARDIAC CATHETERIZATION LAB AT NYC HEALTH + HOSPITALS/LINCOLN

Governor Kathy Hochul and Congress Member Ritchie Torres announced a nearly \$10 million State investment to realize the completion of a cardiac catheterization laboratory at Lincoln Hospital in the Bronx. This investment is critical to advancing health equity in the South Bronx, an area that has historically suffered from a lack of access to critical

cardiac care in a high-risk population. Today's announcement builds on Governor Hochul's historic investments in New York's health care system, including significant capital and operating support for safety net hospitals around the state and the largest Medicaid rate increases in decades.

GOVERNOR HOCHUL GIVES \$6 MILLION TO NYC HEALTH + HOSPITALS/LINCOLN TO EXPAND EMERGENCY PROGRAMS FOR INDIVIDUALS EXPERIENCING A MENTAL HEALTH CRISIS

The Governor announced that \$6 million in capital and start-up funding had been awarded to Lincoln Hospital to establish a new Comprehensive Psychiatric Emergency Program. The award will provide start-up and capital funding for these specialized units – also called CPEPs – and increase their capacity to serve New Yorkers experiencing a mental health crisis. The hospital will receive \$5 million in capital funding and \$1 million in start-up funding to establish a new CPEP serving the Bronx, including six extended observation beds serving adults. CPEP programs provide treatment in a safe and comfortable environment for individuals experiencing a behavioral health crisis, including those with mental health disorders, co-occurring substance use disorders, intellectual and development disabilities and medical conditions. They serve as a primary entry point to the mental health system for individuals seeking crisis treatment and can care for them for up to 72 hours if extended observation is needed.

MAYOR MAMDANI EXPANDS ACCESS TO DOULA CARE ACROSS NYC AS CITYWIDE INITIATIVE SURPASSES 4,000 PEOPLE SERVED

The Mayor and the NYC Health Department celebrated a major milestone for the Citywide Doula Initiative: more than 4,200 people have received doula care through the program since its launch, many of them in neighborhoods most affected by health and socioeconomic inequities. The administration also recognized six hospitals – including four NYC Health + Hospitals locations: Elmhurst, Jacobi, Lincoln and Metropolitan – as the first hospitals to complete the Citywide Doula Initiative's Doula-Friendly Hospital Program, which promotes doula-friendly policies and practices in hospital maternity settings. MetroPlusHealth, New York City's high quality, affordable health plan, has also announced a significant expansion of its Gold Plan benefits, adding doula coverage starting January 1, 2027.

Together, these efforts mark a major expansion of access to doula care across New York City. Doula support is associated with improved health outcomes for birthing parents and infants and can help make pregnancy, childbirth and the postpartum period safer and more supportive.

FOR A HEALTHY SCHOOL YEAR THE HEALTH CARE SYSTEM REMINDS PARENTS AND GUARDIANS TO STAY ON TRACK WITH PHYSICALS, FLU SHOTS AND ROUTINE VACCINATIONS

NYC Health + Hospitals reminded parents and guardians to schedule appointments for annual physicals, immunizations, vision and hearing, and other regular checkups. Public school started on Thursday, September 10. Pediatric services include, immunizations and annual flu shots, physicals, asthma and diabetes screenings, obesity prevention, nutrition counseling, dental services, and mental health screenings and counseling. Adolescent services for those aged 12 and older include primary care, sexual and reproductive health services, LGBTQIA+ care, mental health and depression help, and sports physical and sports injury care.

Facilities across the health care system held back-to-school events for families and children. At one event held at NYC Health + Hospitals/Metropolitan, the fair provided 700 Backpacks and 350 Bicycle Helmets to students.

NYC HEALTH + HOSPITALS EMPLOYEE AND FACILITY RECOGNITIONS

NYC HEALTH + HOSPITALS' DENTAL RESIDENCY PROGRAM WINS HIGHEST RECOGNITION IN DENTAL EDUCATION

NYC Health + Hospitals' systemwide dental residency programs received the 2027 William J. Gies Award for Eminence in Achievement from the American Dental Education Association (ADEA), the highest recognition in dental education. The award recognizes individuals or institutions reaching exemplary transformative achievement in oral health education, providing evidence of outcomes for improvement in collaborative practice, reduced health disparities or inequities. Only one recipient receives the Award for Eminence in Achievement each year. NYC Health + Hospitals will formally receive the award at ADEA's gala on March 15, 2027.

NYC Health + Hospitals offers 19 graduate medical education programs in dentistry, including general practice residencies and specialty training in oral and maxillofacial surgery, dental anesthesiology, dental public health and pediatric dentistry. Together, these residency programs graduate more than 200 dental residents each year. Dental residents rotate through a range of medical specialties and train across multiple NYC Health + Hospitals facilities, providing a comprehensive and well-rounded educational experience. Across the health system, dental providers deliver more than 225,000 dental visits each year.

CITY & STATE NEW YORK RECOGNIZES THREE NYC HEALTH + HOSPITALS LEADERS ON ITS 2026 "MANHATTAN POWER LIST 100" LIST

NYC Health + Hospitals/Metropolitan CEO Julian John, NYC Health + Hospitals/Harlem CEO Georges Leconte, and NYC Health + Hospitals/Bellevue CEO Dr. Eric Wei were recognized by City & State New York in their [Manhattan Power 100](#) list for 2026. From government appointees to business executives to advocates, the annual recognition list highlights leaders in Manhattan who affect the lives of New Yorkers. City & State is

the premier media organization dedicated to covering New York's local and state politics and policy.

**DANIELLE DIBARI NAMED TO BECKER'S 2026
"SUPPLY CHAIN LEADERS TO KNOW" LIST**

Danielle DiBari, Senior Vice President of Business Operations, Chief Pharmacy Officer and Chief Procurement Officer, has been named to Becker's Hospital Review's "[69 Hospital and Health System Supply Chain Leaders to Know](#)" list for 2026. The annual recognition honors talented supply chain leaders who stand behind the scenes of every seamless surgery, every stocked supply room, every piece of critical equipment to ensure continuity of care across hospitals and health systems.

Danielle DiBari leads an enterprise portfolio spanning procurement, supply chain, pharmacy, and business operations across NYC Health + Hospitals. Her leadership has focused on strengthening enterprise strategy, improving operational performance, and aligning procurement and supply chain decisions with the health system's clinical, financial, and organizational priorities.

Under DiBari's leadership, NYC Health + Hospitals has generated hundreds of millions of dollars in savings through contract negotiations and greater enterprise coordination. She has also advanced initiatives to modernize supply chain operations, strengthen standardization and accountability, and deploy technology to improve visibility, efficiency and decision-making across the system. Her approach brings together clinical, operational and financial leaders to create a more integrated and resilient supply chain, one capable of supporting the scale and complexity of the nation's largest public health system while ensuring responsible stewardship of public resources.

**NEWSWEEK NAMES NYC HEALTH + HOSPITALS/BELLEVUE AMONG AMERICA'S BEST
PHYSICAL REHABILITATION CENTERS 2026**

NYC Health + Hospitals/Bellevue has been recognized by Newsweek magazine as one of America's Best Physical Rehabilitation Centers for 2026, highlighting the hospital's commitment to providing high quality, comprehensive rehabilitation services to patients recovering from serious injuries, illnesses and neurological conditions. Bellevue Hospital is one of only eleven sites in New York State to receive the prestigious designation.

The recognition by Newsweek and Statista places Bellevue Hospital among leading inpatient rehabilitation facilities in the country. The ranking evaluates rehabilitation centers using a combination of quality measures, recommendations from medical professionals, accreditation data and patient experience.

**NYC HEALTH + HOSPITALS/LINCOLN ACHIEVES PRESTIGIOUS JOINT COMMISSION
RECERTIFICATION AS A THROMBECTOMY-CAPABLE STROKE CENTER**

NYC Health + Hospitals/Lincoln has once again earned The Joint Commission's Gold Seal of Approval and the American Heart Association/American Stroke Association's Heart-Check mark for Advanced Thrombectomy-Capable Stroke Center (TSC) Certification. This distinction highlights the highest level of quality provided in the care of patients with stroke-related diagnoses. The Thrombectomy-Capable Stroke Center certification is awarded to hospitals that meet rigorous national quality standards. To achieve this distinction, Lincoln Hospital successfully underwent a strict on-site review by surveyors from The Joint Commission, a global driver of quality improvement and patient safety in health care. They verified that the facility meets all Primary Stroke Center requirements while proving advanced capabilities in neuro-interventional procedures.

The Stroke Center of Excellence at Lincoln Hospital has been a designated Primary Stroke Center by the New York State Department of Health since 2005, the first site designated in the Bronx, as well as the first among the 11 NYC Health + Hospitals facilities. The Center provides comprehensive care for patients, including 24/7 rapid testing, urgent stroke care and a vascular neurosurgery program for complex conditions like ruptured aneurysms. The Stroke Center is staffed by a specialized, multidisciplinary team which includes neurologists, neurosurgeons, emergency physicians, radiologists, rehabilitation therapists, and specialized nurses. The clinical staff is backed by support staff who provide care and guidance with resources to patients during hospitalization and after discharge to the community, including a dedicated stroke support group.

NYC HEALTH + HOSPITALS/QUEENS ACHIEVES MAJOR MILESTONE WITH SUCCESSFUL COMPLETION OF FIRST STEREOTACTIC RADIOSURGERY

NYC Health + Hospitals/Queens announced the successful completion of its first Stereotactic Radiosurgery (SRS), marking a significant leap forward in the expansion of advanced cancer care for the residents of Southeast Queens. The procedure, which took place on July 28, represents the clinical realization of the hospital's commitment to bringing world-class, non-invasive technology directly to the community. Stereotactic Radiosurgery is a specialized, non-invasive technique that delivers concentrated doses of radiation to tumors while sparing surrounding healthy brain tissue. This reduces the risk of neurocognitive side effects often associated with traditional whole-brain radiation. The inaugural patient completed the treatment in a single outpatient session and returned home the same day.

This milestone follows the hospital's unveiling of the Varian TrueBeam linear accelerator last year, a \$5 million investment supported by Queens Borough President Donovan Richards and City Council Member Jim Gennaro. This first successful SRS case—treating a patient with multiple enhancing intracranial metastatic lesions—demonstrates the hospital's now-active

capability to perform highly complex, sub-millimeter precision radiation therapy.

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

NYC Health + Hospitals/Kings County has been designated as a Center of Excellence in Surgical Safety: Enhanced Recovery After Surgery (ERAS) by the Association of peri-Operative Registered Nurses (AORN), the nation's leading authority on perioperative nursing practice. This recognition honors the facility'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/Kings County 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. With this award, Kings County Hospital now holds all three Center of Excellence in Surgical Safety designations offered by AORN. This achievement reflects NYC Health + Hospitals/Kings County's dedication to elevating surgical care, advancing outcomes, and ensuring consistent, high-quality recovery experiences for every patient.

NYC HEALTH + HOSPITALS/MCKINNEY EMPLOYEE RECEIVES AWARD FROM LEADINGAGE NEW YORK

Kurt Bartholomew received the 2026 LeadingAge New York's Employee of Distinction Award. It recognizes the extraordinary dedication of direct service and indirect service staff in post-acute care. Bartholomew is one of 16 people to receive the award in New York State, and one of three people to receive the award this year in New York City. Bartholomew has worked as a Facility Maintenance Worker with NYC Health + Hospitals/McKinney for 23 years. In addition to his official duties, he enriches the lives of residents and staff through extraordinary volunteerism, generously donating his time and talent as a DJ for summer barbecues, the Annual Labor Day Carnival, staff recognition events, holiday celebrations, Black Month History Month, and the beloved Annual Tree Lighting Ceremony in which he transforms the McKinney grounds into a festive holiday setting.

NYC HEALTH + HOSPITALS/COLER NURSING DIRECTOR TO RECEIVE TOP INTERNATIONAL HONOR FROM THE ROYAL COLLEGE OF SURGEONS IN IRELAND

NYC Health + Hospitals/Coler's Associate Director of Nursing Deepa Vinoo, DNP, RN, GERO-BC, CDP will be awarded a Fellowship by Examination of the Faculty of Nursing and Midwifery at the Royal College of Surgeons in Ireland (RCSI), the first nurse leader at NYC Health + Hospitals to receive this honor. Dr. Vinoo will be formally appointed as a Fellow at the RCSI Conferring Ceremony scheduled for December 2026 in Dublin, Ireland.

The Fellowship by Examination of the Faculty of Nursing and Midwifery RCSI is one of the most prestigious professional qualifications awarded to nurses and midwives worldwide. It is internationally recognized as one of the highest professional distinctions for registered nurses and midwives who have articulated and expertly demonstrated how they have achieved, contributed and developed their capacity, competence and capability across four domains: Autonomy in Nursing/Midwifery, Professional and Clinical Leadership, Expert Practitioner in area of Nursing/Midwifery and Research.

NYC HEALTH + HOSPITALS EARNS 2026 LEAPFROG "FULL TRANSPARENCY" BADGE RECOGNITION ACROSS ALL HOSPITALS

NYC Health + Hospitals today announced that all 11 of its hospitals have earned the new Leapfrog "[Full Transparency](#)" badge for completing, affirming, and submitting all sections of the 2026 Leapfrog Hospital Survey. The recognition underscores NYC Health + Hospitals' commitment to transparency and to making important information about patient safety and quality available to the public. The Leapfrog Group, an independent national watchdog organization that assesses hospital and ambulatory surgery center performance, introduced the Full Transparency badge to recognize hospitals that complete, affirm, and submit all sections of the 2026 Leapfrog Hospital Survey.

HEALTH CARE SYSTEM AND FACILITY ANNOUNCEMENTS

NYC HEALTH + HOSPITALS/HARLEM EXPANDS HOURS AT ITS NEW ADULT SICKLE CELL CLINIC

As part of Sickle Cell Awareness Month, NYC Health + Hospitals announced that the new Adult Sickle Cell Clinic at NYC Health + Hospitals/Harlem, a program housed within the hospital's Adult Primary Care service that serves as a primary care medical home for adults living with sickle cell disease, now offers extended hours. The clinic, which launched in January, is now open on Mondays and Fridays from 8am to 4pm. Sickle cell disease is a genetic disorder and complex chronic disease that causes anemia, pain, organ damage, and early death. It predominantly affects people of color, specifically those with ancestry in Sub-Saharan Africa. Sickle cell disease affects about 100,000 people in the US and about 10,000 in New York State. A common feature of sickle cell disease is unpredictable episodes of severe, debilitating pain, known as vaso-occlusive pain crises. Patients with pain crises often go to the Emergency Room for treatment. However, by providing access to robust, comprehensive, and preventive sickle cell disease care, healthcare systems can reduce the frequency and severity of these painful episodes, and can help patients to stay healthy and engaged in their lives. NYC Health + Hospitals is one of the largest providers of sickle cell care in the country, with seven sickle cell clinics for pediatric patients and three sickle cell clinics for adults.

NYC HEALTH + HOSPITALS/KINGS COUNTY EXPANDS SLEEP APNEA TREATMENT WITH NEW HYPOGLOSSAL NERVE IMPLANT PROCEDURE

NYC Health + Hospitals/Kings County has expanded its sleep apnea treatment options with the introduction of a new procedure, the Hypoglossal Nerve Implant, providing eligible patients with access to an advanced surgical alternative to traditional therapies. Led by Dr. Mahmoud I. Awad, the procedure marks the first time a Hypoglossal Nerve Implant is being offered at Kings County Hospital and within the NYC Health + Hospitals system.

The procedure utilizes the FDA-approved Genio System, an implantable device designed to help maintain an open airway during sleep. Obstructive sleep apnea occurs when the airway repeatedly becomes blocked during sleep, interrupting breathing and affecting the quality of a patient's sleep. For some patients, conventional treatments such as continuous positive airway pressure (CPAP) may be difficult to tolerate or may not provide the desired results. Patients undergo a drug-induced sleep endoscopy as part of the evaluation process to determine whether they are appropriate candidates for the procedure.

The Genio System works by stimulating the hypoglossal nerve, which controls muscles involved in tongue movement. During sleep, stimulation of the nerve helps move the tongue forward, supporting an open airway and allowing for more consistent breathing throughout the night. The Genio System is implanted through a single incision beneath the chin during a procedure that may take up to three hours.

NYC HEALTH + HOSPITALS AND NYC DEPARTMENT OF VETERANS' SERVICES PARTNER TO CONNECT VETERANS AND THEIR FAMILIES TO BENEFITS

The health care System and the New York City Department of Veterans' Services (DVS) will expand access to benefits assistance for veterans and their immediate family members across New York City. Through the partnership, eligible New Yorkers will be able to connect directly with trained benefits advisors who can help them navigate the VA claims process, access the benefits they have earned through their service, and connect with resources that support their health and well-being. Veteran patients, NYC Health + Hospitals staff, community members, and their immediate family members can now schedule one-on-one time with a NYC Department of Veterans' Services benefits advisor via **Outlook**. Benefits advisors can provide individualized support to help veterans and their families better understand the benefits available to them, navigate the claims process, and identify resources that can support their financial security, health, and overall quality of life.

NYC HEALTH + HOSPITALS/CARTER HITS NEW MILESTONE WITH ITS VENTILATOR WEANING PROGRAM

NYC Health + Hospitals/Carter's Long-Term Acute Care Hospital (LTACH) announced its 14-bed ventilator weaning program has reached a new weaning

rate of 81% from 72% in 2023, surpassing the nationally observed ventilator liberation rate of 55% among long-term care hospitals according to the Centers for Medicare & Medicaid Services (CMS). In the last year, Carter has successfully weaned 150 patients, some of whom were unlikely to breathe independently again. On average, it takes 2-4 weeks to wean a patient from the ventilator on its specialized weaning unit. Carter has also performed over 100 weaning trials in the last eight months, a significant volume of ventilator weaning experience compared to other providers, in general.

NYC HEALTH + HOSPITALS/ELMHURST WELCOMES WEASLEY, NEW PET THERAPY DOG TO SUPPORT BEHAVIORAL HEALTH PATIENTS

NYC Health + Hospitals/Elmhurst announced the addition of Weasley, a professionally trained pet therapy dog who will support patients and staff as part of the hospital's new PAWS to HEAL program, short for Psychiatry Animal-Assisted Wellness Support to Help Ease All Loads. The two-year-old Labrador/Golden Retriever mix was provided by Canine Companions, a national nonprofit that breeds, raises and professionally trains assistance dogs at no cost to the individuals and organizations they serve. Weasley will primarily work with patients on Elmhurst Hospital's adult, adolescent and forensic inpatient behavioral health units and will also participate in select outpatient groups. Activities may focus on emotional regulation, anxiety reduction, socialization, communication, self-esteem and patient engagement. Structured sessions may include mindfulness exercises, creative arts activities and opportunities for patients to interact with Weasley using skills he has been trained to perform. While Weasley's primary role will be supporting behavioral health patients, he will also make occasional appearances through the hospital's employee Wellness Center when his clinical schedule allows.

NYC HEALTH + HOSPITALS/METROPOLITAN CONVENES EIGHT LATIN AMERICAN CONSULATES FOR HEALTH CARE SUMMIT

NYC Health + Hospitals/Metropolitan recently hosted its inaugural 2026 Met Nation Summit, bringing together representatives from eight Latin American consulates, MetroPlusHealth, and hospital leaders to discuss health care access, trust, and community partnerships. Led by Marcos Bucio Mújica, Consul General of Mexico in New York, the summit marked the first event of its scale hosted by Metropolitan Hospital. The discussion centered on health care as a human right and the role of trusted institutions in connecting immigrant and Hispanic communities with reliable health information, resources in their preferred languages, and care. In addition to Mexico, the Consulates for Chile, Colombia, Costa Rica, Honduras, Paraguay, Peru, and Uruguay participated in the event. At Metropolitan Hospital, 62% of patients identify as Hispanic or Latino. The summit focused on diabetes education, language barriers, health equity, and trust. Partners discussed ways to expand community education, improve language access, and strengthen connections to care.

NYC HEALTH + HOSPITALS/QUEENS CELEBRATES RESILIENCE AT ITS ANNUAL CELEBRATION OF LIFE FOR CANCER SURVIVORS

NYC Health + Hospitals/Queens recently held its annual Celebration of Life event, a poignant occasion that brought together approximately 70 cancer survivors, their families, staff, and community members in a shared celebration of resilience and hope. The event, which took place on September 18, served as a platform for survivors to share their powerful testimonies, reflecting on their journeys through cancer treatment and the unwavering support they received from healthcare providers and loved ones. During the event, several patients spoke movingly about their experiences, expressing deep gratitude to the dedicated clinical team who stood by them from day one.

SAFETY BEYOND THE WORKSITE: CITY CONDUCTS OVERDOSE PREVENTION OUTREACH TO CONSTRUCTION WORKERS

For Overdose Awareness Month, the New York City Department of Buildings (DOB) and NYC Health + Hospitals are reminding construction workers that they are not alone and that help is available. Historically in NYC construction workers have had among the highest rate of fatal drug overdoses of any profession, making overdose prevention and awareness especially critical for New York City's construction industry. DOB and NYC Health + Hospitals conducted outreach directly to construction workers, raising awareness about overdose prevention, mental health and substance misuse resources, and the lifesaving role of naloxone. The on-site outreach included a free naloxone kit and training how to administer it in the event of an overdose, and it reinforced required safety training for mental health and substance misuse.

NYC HEALTH + HOSPITALS COMMITS \$23.7 MILLION TO NEW YORK LEGAL ASSISTANCE GROUP'S LEGALHEALTH UNIT FOR FREE LEGAL SERVICES FOR PATIENTS

At July's board meeting, NYC Health + Hospitals Board of Directors voted on a \$23.7 million contract to offer free health-related civil legal services to its patients at its hospitals across the city in partnership with LegalHealth, a division of the New York Legal Assistance Group (NYLAG), over the next seven years. The medical-legal partnership is further strengthened through funding from the New York City Council and the NYC Mayor's Office of Immigrant Affairs.

Nearly 4,000 patients accessed free legal services at NYC Health + Hospitals in 2025, including assistance with public benefits, housing quality and security, and health insurance. Patients can access free health-related civil legal services over the phone or in-person at one of thirteen brick-and-mortar sites in the health system through a referral by a doctor, social worker, or community health worker. The NYC Health + Hospitals and NYLAG LegalHealth Unit partnership is one of the longest-running and largest medical-legal partnerships in the country, dating back to 2002, and has provided free legal assistance to thousands of New

Yorkers seeking help with public benefits, immigration, health insurance, advance planning, and housing, among other legal issues.

NYC HEALTH + HOSPITALS/GOTHAM HEALTH RECEIVES \$4.8 MILLION IN CAPITAL FUNDING TO ENHANCE PATIENT CARE AT GUN HILL

NYC Health + Hospitals/Gotham Health today announced \$4.8 million in Fiscal Year 2027 City Council capital funding, sponsored by New York City Council Speaker Julie Menin and Council Member Kevin C. Riley, to support major improvements at Gotham Health, Gun Hill. The investment will enhance clinical spaces, improve the patient experience, and strengthen women's and pediatric health services for patients and families in the Bronx.

The funding includes \$3.5 million for the renovation of Women's Health Services and Pediatrics, converting underutilized space into a new women's health and pediatric suite with fully accessible exam and support rooms.

An additional \$1.2 million will support the renovation of the reception and patient waiting area, creating a more welcoming and functional environment for patients and families. The remaining \$100,000 will fund a new colposcope, providing diagnostic and treatment capabilities to support women's health services.

NYC HEALTH + HOSPITALS/CARTER APPOINTS NEW CHIEF NURSING OFFICER

Caroline H. Araullo, MSN-NE, RN, NEA-BC, NPD-BC was appointed the new Chief Nursing Officer at NYC Health + Hospitals/Carter. Since 2025, Araullo has served as the Deputy Director of Nursing at NYC Health + Hospitals/Carter and previously as its Nursing Educator since 2022. Araullo brings over 20 years of experience as a senior-level nursing leader and clinical educator in post-acute care settings, including the Long-Term Acute Care Hospital and Skilled Nursing Facility settings. She has extensive knowledge in nursing policies and procedures, the Joint Commission, and the Centers for Medicare & Medicaid Services (CMS) standards.

NYC HEALTH + HOSPITALS/JACOBI | NORTH CENTRAL BRONX CELEBRATES 10 YEARS OF BABY-FRIENDLY EXCELLENCE AFTER PRESTIGIOUS RE-DESIGNATION THROUGH 2032

NYC Health + Hospitals/Jacobi | North Central Bronx is celebrating a decade of Baby-Friendly excellence at its North Central Bronx location. It recently earned re-designation as a Baby-Friendly facility through January 2032, reaffirming its position as one of NYC Health + Hospitals' premier labor and delivery programs. During the past decade, the Labor and Delivery Department at North Central Bronx has welcomed 11,015 babies, providing thousands of families with evidence-based maternity care that promotes breastfeeding and strengthens family bonds. Baby-Friendly USA awarded the re-designation following a rigorous review process confirming that North Central Bronx continues to meet the internationally recognized

Ten Steps to Successful Breastfeeding, developed by the World Health Organization (WHO) and UNICEF.

**NYC HEALTH + HOSPITALS/JACOBI | NORTH CENTRAL BRONX RECEIVES \$600,000 FOR
NEW OPHTHALMOLOGY MICROSCOPE**

NYC Health + Hospitals/Jacobi | North Central Bronx announced that, thanks to the generous support of Borough President Vanessa L. Gibson and Council Member Eric Dinowitz, the health care system has purchased a \$600,000 advanced surgical microscope for its North Central Bronx campus. The new Zeiss Opmi Lumera 700 microscope will produce highly detailed images which will improve imaging, surgical workflow, and provide enhanced ophthalmic care to Bronx patients. The microscope will be operational early next year.

The state-of-the-art microscope provides detailed, distortion-free, computer enhanced images that allow surgeons to get a better visual of patients' retinas. The enhanced imaging allows doctors to operate more precisely on corneas and retinas, improving patient outcomes and surgical efficiency. At the North Central Bronx campus, most of the procedures that will use the new microscope will be for cataract surgeries. This procedure removes the natural lens of the eye when it becomes cloudy, and replaces it with a transparent artificial lens to help restore clear vision. In 2025, over 200 patients were treated for cataracts at North Central Bronx.

**LOCAL RUSSIAN-SPEAKING ARTISTS EXHIBITION DEBUTS
AT NYC HEALTH + HOSPITALS/SOUTH BROOKLYN HEALTH**

NYC Health + Hospitals/South Brooklyn Health, in partnership with Be Proud Inc., recently hosted the God Bless America art exhibition, a commemorative exhibition featuring nineteen original art works in celebration of the 250th anniversary of the United States. Artists were encouraged to express their vision in any medium of their choosing, resulting in a diverse collection of paintings, photography, collage, sculpture, mixed-media, and handcrafted art. The exhibition invites patients, visitors, staff, and members of the Brooklyn community to experience art that has been inspired by freedom and the passionate pursuit of the American Dream. The works reflect each artist's interpretation of an America that inspires them, welcomes them, and has given them the freedom to dream, create, build a community, and pursue endless possibilities.

**NYC HEALTH + HOSPITALS HOSTS CLINICAL DELEGATION FROM NATIONAL TAIWAN
UNIVERSITY HOSPITAL FOR WEEK-LONG SPECIAL PATHOGENS EDUCATIONAL EXCHANGE**

NYC Health + Hospitals announced the completion of a recent week-long educational exchange with a seven-member delegation of clinical and administrative leaders from National Taiwan University Hospital (NTUH). Organized by the NYC Health + Hospitals Office of Emergency Management, the visit brought the delegation to five of the public health care

System's hospitals and Central Office to learn more about the system's coordinated approach to preparing for and responding to high-consequence infectious diseases and other health emergencies. The delegation visited facilities at every level of the National Special Pathogen System. The itinerary included NYC Health + Hospitals/Bellevue, the Level 1 Regional Emerging Special Pathogen Treatment Center for U.S. Department of Health and Human Services Region 2; NYC Health + Hospitals/Harlem and NYC Health + Hospitals/Elmhurst, two of the system's three recently designated Level 2 Special Pathogen Treatment Centers; and NYC Health + Hospitals/Kings County and NYC Health + Hospitals/Metropolitan, Level 4 frontline facilities for special pathogens, and potentially the first point of contact for a patient requiring isolation.

NYC HEALTH + HOSPITALS/KINGS COUNTY HOLDS ANNUAL SIMULATION WEEK TO ENHANCE STAFF TRAINING AND PATIENT CARE

NYC Health + Hospitals/Kings County held its annual Simulation Week, providing hospital staff and learners with opportunities to practice clinical skills and learn more about the role of simulation in healthcare. As part of the week, the hospital's Simulation Center hosted a Simulation Fair featuring hands-on demonstrations across a range of clinical areas, including trauma, behavioral health, OB/GYN and nursing. Participants engaged with simulation equipment and training scenarios that showcased how healthcare teams prepare for a variety of patient-care situations. The Simulation Fair also brought together staff, learners, patients and families, giving members of the Kings County Hospital community an opportunity to experience simulation training firsthand and learn more about the work of the Simulation Center. The event highlighted the collaboration among different areas of the hospital and the people involved in preparing teams for patient care.

PATIENT SUCCESS STORIES

BRONX TEENS SEE MAJOR HEALTH GAINS — ONE REVERSES PREDIABETES, ONE REVERSES FATTY LIVER — THROUGH NORTH CENTRAL BRONX PROGRAM

The Family Weight Management Program NYC Health + Hospitals/Jacobi | North Central Bronx has helped at one teenager reverse his prediabetes and helped him shed nearly 40 pounds. Another teen lost 11 pounds while growing 2 inches taller while improving his liver enzymes. The results achieved by 14-year-old Matias Lopez and 15-year-old Jesus Huiltil Cirne are among the program's success stories.

NYC HEALTH + HOSPITALS/LINCOLN PARTNERS WITH STONY BROOK UNIVERSITY HOSPITAL TO PERFORM LIFESAVING ORAL SURGERY ON PEDIATRIC PATIENT

16-year-old Ousman Ceesay came to Lincoln Hospital unable to open his jaw, which limited his diet to liquids and pureed foods. After an evaluation by the Oral and Maxillofacial Surgery team at Lincoln Hospital, led by Dr. Robert Pellecchia, Chair of Dental Medicine, the team determined that

Ceesay had a fusion of his jaw to his skull, which would require surgical intervention, including specific prosthetic joints that would replace his natural joints that were now fused to his skull.

Ceesay underwent a successful surgery and following a short post-operative stay at Stony Brook University Hospitals' Pediatric Intensive Care Unit (PICU), was discharged home a few days later. Doctors expect that Ceesay will have a complete recovery with minimal long-term impact on his speech or eating capabilities.

YEARS OF DISMISSED PAIN, ONE LIFE-CHANGING DIAGNOSIS

For 15 years, Jennifer Grant endured pelvic pain, severe nausea, and fainting episodes that no doctor could fully explain or treat. Her symptoms were dismissed at several hospitals, but she finally found answers – and relief – at North Central Bronx, where OB-GYN Dr. Daniel Barraez diagnosed and treated a complex case of endometriosis that had gone unaddressed for over a decade.

Earlier this year, NYC Health + Hospitals announced its new Endometriosis and Pelvic Pain Program, led by Dr. Barraez and Dr. Vijay Palvia. 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.

NYC CARE UPDATE

ARTS IN MEDICINE UPDATE

NYC HEALTH + HOSPITALS/JACOBI UNVEILS ART EXHIBIT FOR BEHAVIORAL HEALTH PATIENTS WITH RIBBON CUTTING CEREMONY

NYC Health + Hospitals/Jacobi's Comprehensive Addiction Treatment Center (CATC) unveiled a new art exhibit from NYC Health + Hospitals' art collection that features works by Jim Dine, Charles Ford, Michael Manning, Gilbert Michaud, and many others. The exhibit showcases a selection of artwork that inspire calmness, reflection, and stillness, in a space defined by constant movement and care. The fifteen works emphasize color, rhythm, and organic form.

Michael Manning's *Porcelain* fills the space with color and quiet beauty, contributing to an uplifting environment where a sense of support and resilience can be felt. Works such as Jim Dine's *8 Hearts*, and Gilbert Michaud's *Irises* introduce harmony and warmth, while *Dano's Floral* by Charles Ford evokes a sense of belonging and community. Abstract and visually engaging works are particularly effective in healthcare settings, offering patients and staff opportunities for contemplative engagement. By

inviting reflection and personal interpretation, these works can help reduce stress and foster a sense of healing.

NEW ART EXHIBIT AT JUILLIARD FEATURES 27 WORKS FROM THE NYC HEALTH + HOSPITALS ART COLLECTION

NYC Health + Hospitals and Juilliard announced a new exhibition at the school featuring 27 works from the health system's art collection, curated by the Arts in Medicine department. On view for the next two years, the exhibition includes works by Hannah Wilke, Joe Overstreet, Rafael Ferrer, and James Brooks. Part of the exhibition was curated by drama, dance, and music students at Juilliard through a series of workshops held by the Arts in Medicine department. After the exhibition closes, the works will be installed at NYC Health + Hospitals facilities across the five boroughs. The exhibition, open to members of the Juilliard community including students, faculty, staff, and affiliated artists, is presented in partnership with JuilliART, an initiative of the Office of the President at Juilliard since 2018, and reflects Curating for Health, the methodology established by the Arts in Medicine department at NYC Health + Hospitals.

The exhibition builds on Harmonizing for Health, an observational music pilot program for health care providers to help combat staff burnout and compassion fatigue. Led by faculty and musicians from Juilliard Extension, workshops offered time for music, dialogue, and personal reflection during the workday for about fifty hospital employees at NYC Health + Hospitals/Bellevue over several months.

METROPLUSHEALTH UPDATE

ENHANCING GOLD AND MEDICARE BENEFITS TO IMPROVE ACCESS, AFFORDABILITY, AND MEMBER EXPERIENCE

As health care costs continue to rise and consumers increasingly look for plans that offer both affordability and value, MetroPlusHealth is entering the upcoming Open Enrollment season with important improvements across its Gold and Medicare portfolios. These changes reflect MetroPlusHealth's commitment to providing high-quality, affordable coverage that meets the evolving needs of New Yorkers while reinforcing our position in key markets.

MPH Gold

For New York City employees and their families enrolled in MetroPlusHealth Gold, one of the most significant changes is the elimination of urgent care copays. Beginning January 1, 2027, members will have access to urgent care services with a \$0 copay, removing a common financial barrier to timely treatment and providing an affordable alternative to emergency department visits for non-emergency conditions. Gold members also benefit from the recent elimination of referral requirements to see participating in-network specialists, making it easier to access care when it is needed.

Gold already offers exceptional value, including \$0 premiums, \$0 deductibles, \$0 telehealth visits, \$0 copays for more than 100 (will increase to 125 as of January 1, 2027) commonly used prescription drugs, and fitness club reimbursements of up to \$1,400 annually. In 2027, the plan will also add doula and podiatry coverage, expand rewards eligibility for dependents, and introduce an Rx Concierge program designed to help members manage prescription drug costs. These additions further distinguish Gold as an affordable plan that supports the health and well-being of New York City employees and their families.

Medicare Advantage

MetroPlusHealth is also making meaningful improvements across its Medicare portfolio, with a continued focus on providing high-quality, member-centered care for older adults. MetroPlus Advantage Plan (HMO D-SNP) and MetroPlus UltraCare Plan (HMO D-SNP) members will receive a 56% increase in their quarterly Flex Card benefit, from \$500 to \$780, providing additional support for eligible everyday necessities such as groceries, utilities, over-the-counter items and, for the first time, rent assistance.

Additional Medicare enhancements include expanded vision coverage, a \$2,000 annual hearing aid benefit, and up to 50 one-way transportation trips to medical appointments, helping members access the care they need while supporting their independence and overall well-being. Enhanced wellness offerings and supplemental benefits further reflect MetroPlusHealth's commitment to addressing both health care needs and the everyday factors that influence health outcomes.

The MetroPlus Platinum Plan (HMO) will become a \$0-premium offering and add an over-the-counter allowance and increased hearing coverage. It will continue to provide dental coverage and worldwide emergency coverage will become a benefit starting in 2027.

With these additions, MetroPlusHealth is expanding the support available to older adults both inside and outside the doctor's office. MetroPlusHealth's recent 4-Star Medicare Advantage Rating reflects the organization's commitment to quality, service, and member-centered care. Paired with these new offerings, our strong performance further distinguishes MetroPlusHealth in an increasingly competitive Medicare marketplace and demonstrates the meaningful value delivered to older adults across New York City.

MetroPlusHealth remains committed to making high-quality health care more accessible and affordable. By reducing financial barriers and addressing both medical and everyday needs, the organization is helping more New Yorkers receive the care and support they need in 2027 and beyond.

METROPLUSHEALTH ACHIEVES 4-STAR MEDICARE ADVANTAGE RATING

MetroPlusHealth, New York City's high quality, affordable health plan, announced today that its Medicare Advantage plans have been awarded a 4-Star rating from the Centers for Medicare & Medicaid Services (CMS) following a recalculation of the 2026 Medicare Advantage Star Ratings and related Quality Bonus Payments. The revised rating applies to the MetroPlusHealth Medicare Advantage Plans - including the MetroPlus Advantage Plan (HMO D-SNP), MetroPlus Platinum Plan (HMO), and MetroPlus UltraCare (HMO D-SNP) - serving approximately 14,000 Medicare Advantage members across New York City.

The updated rating reflects MetroPlusHealth's continued progress in advancing care quality, enhancing the member experience, strengthening care coordination, and improving health outcomes for the communities it serves.

EXTERNAL AFFAIRS UPDATE

City

On September 23, NYC Health + Hospitals was invited to participate in the City Council hearing: "Access to Gender-Affirming Care and Associated Mental health Outcomes for Transgender and Nonbinary Youth." Dr. Andrew Wallach, FACP, Ambulatory Care Chief Medical Officer and Dr. Omar Fattal, Chief Behavioral Health Officer provided testimony and participated in Q&A.

State

On the legislative front, of the 759 bills that passed both houses, 290 bills have been acted on thus far by the Governor. The rest of the bills will have to be delivered to and acted on by the Governor before the end of the year. This includes the majority of the health care bills we are following.

NYC Health + Hospitals has recently submitted regulatory comment letters in support of the NYS DOH's 1115 waiver extension request to CMS and providing feedback on NYSDOH's proposed changes to communicable disease reporting.

NYC Health + Hospitals is also working with NYS DOH and partners in the City as we approach implementation of HR 1's changes to Medicaid beneficiaries. Among other steps, NYC Health + Hospitals has issued communications to patients and providers about prior and upcoming changes.

Federal

Earlier this month, Congress passed a Continuing Resolution that extended federal government funding through December 11. This keeps all funding levels as is, and allows Congress until then to decide on FY27 appropriations. Congress must pass all the FY27 Appropriations bills before federal government funding expires on December 11.

Advocacy is ongoing to the NYC Congressional delegation in support of other NYC Health + Hospitals priorities, including eliminating the remaining Medicaid DSH cuts, extending telehealth flexibilities, and protecting the 340B Prescription Drug Program.

Community Affairs

The Council of CABs met on September 1, for their first meeting of the new term. They welcomed six new CAB Chairs to the Council and received a CAB Chair orientation session presented by AVP of Government and Community Affairs, Okenfe Lebarty. The Community Relations Committee of the Board of Directors also met on September 1. Four CABs, Coler, Jacobi, McKinney, and North Central Bronx, shared presentations about their facilities' achievements and patient concerns.

The Community Affairs team hosted an all-CAB orientation session on September 16, for new and existing CAB members, sharing the roles and responsibilities of the CABs. The orientation drew 64 CAB members from across the system. The Community Affairs team will be hosting a virtual Health Insurance webinar on September 29, in partnership with Centers for Medicare and Medicaid Services (CMS) and NY State of Health. The webinar is open to everyone in the community and will include Medicaid updates, NY State of Health open enrollment updates, Medicare updates, NYS Elderly Pharmaceutical Insurance updates, and NYC Care. The Central Council of Auxiliaries met on September 9. The auxiliary chairs discussed maintaining CEO relationships and tailoring funding opportunities to the facility's needs.

CONTRACT DEVIATIONS

- The first contract deviation is to utilize a limited competitive solicitation process by soliciting proposals from three (3) vendors, rather than undertaking the standard public bidding process. This expedited procurement is necessary to perform essential general construction and renovation services to relocate the Hospital Police Department from Building 2 to the 4th Floor of Building 4 at NYC Health + Hospitals/Jacobi ("Jacobi"). Pursuing the standard, non-deviation public bidding procurement process under OP 100-05 would require a minimum timeline of 6 to 9 months, comprising public advertising, formal pre-bid conferences, extended submission windows, and long-form contract execution. Such a delay would push decanting completion well into 2027, causing Jacobi to miss HPD's strict 2026 funding deadline and risking the loss of millions of dollars in municipal housing capital. The total estimated cost for the renovation and relocation project is \$400,000.00. This project will be funded entirely by CHS. A comprehensive independent cost estimate indicates that the proposed budget of \$400,000.00 is fair, reasonable, and fully aligned with current market rates for commercial healthcare facility renovations in the New York City area.
- The second contract deviation is to procure construction services to undertake the comprehensive modernization of the two existing elevator cars serving the P Building at Kings County Hospital Center. Due to exigent circumstances affecting the continued availability and reliability of essential vertical transportation, there is insufficient time to pursue the standard competitive procurement process contemplated by OP 100-05 without materially increasing operational and life-safety risks to the facility. Kings County Hospital Center's P Building is served by two elevator cars that

provide essential vertical transportation for staff, patients, visitors, and operational needs throughout the building. Both elevator cars have exceeded their anticipated useful service life. At present, only one elevator car is operational. The total project cost is estimated at \$1,500,000.00. Detailed cost analysis and market comparison confirm that the proposed pricing is fair, reasonable, and fully aligned with current market rates.

- The third contract deviation regards Crothall Healthcare, Inc, the current vendor responsible for the provision of Environmental Services Management and Central Sterile Processing Management. On November 20, 2025, a deviation was authorized to extend the current Crothall contract through June 30, 2026, with an NTE increase of \$57,000,000. This extension guaranteed operational continuity while allowing sufficient time to finalize cost and operational due diligence for the new master agreement. The term was subsequently extended until September 30, 2026, to allow completion of negotiations of the new master agreement without any further increase in the NTE. The new contract runs from October 1, 2026 to June 30, 2033 and will yield \$24.5 million in consolidated savings across the Environmental Services and Central Sterile Processing scopes of work.

NEWS FROM AROUND THE SYSTEM

- **New York Times:** [Cyclospora Symptoms Can Return, Even After Treatment](#)
- **NY1:** [Back to school immunizations](#)
- **PIX 11:** [State allocates \\$10M to end cardiac care gap at South Bronx public hospital](#)
- **New York Academy of Sciences:** [Three Public-Health Alerts, One Test for New York](#)
- **The Guardian:** [What is the MMR vaccine and how does Trump's executive order affect parents and children?](#)
- **Brooklyn Paper:** [Sand, sculptures and summer fun: Coney Island's 34th annual competition crowns its winners](#)
- **AMNY:** [MetroPlusHealth's Medicare Advantage plans have been awarded a 4-Star rating from the Centers for Medicare & Medicaid Services \(CMS\)](#)
- **Bronx Times:** [Jacobi Hospital opens new art exhibit for behavioral health patients](#)
- **News 12 Bronx:** [North Central Bronx Hospital re-dedication is now a baby-friendly hospital](#)

- **Bronx Daily News:** [NYC Health + Hospitals / Jacobi | North Central Bronx Receives \\$600K For State-Of-The-Art Ophthalmology Microscope](#)
- **World Journal:** [Medicare \(Red and Blue Card\) National Health Insurance Benefits: HIICAP provides free professional consultation and assistance \(NYC Care mentioned\)](#)
- **New York Hispano:** [Jacobi Hospital Brings Art to Patients in Addiction Recovery](#)
- **Brooklyn Daily Eagle:** [NYC Health + Hospitals Named in US News and World Report's Best Hospitals List](#)
- **Art Daily:** [Museum of the City of New York displays restored WPA Alice in Wonderland murals](#)
- **Bronx Times:** [Councilmember Justin Sanchez helps secure \\$7M for new Lincoln Hospital NICU](#)
- **Sing Tao USA:** [Flushing hosts mobile lung cancer screening; about 12 residents complete the screening](#)
- **Vision Times:** [NYC Care Plan and Community Partners Collaborate to Promote Uninsured Resident Health Care](#)
- **Ganjing World:** [NYC Care program teams up with community partners to promote health coverage for uninsured residents](#)
- **New York Magazine:** [To Do: August 26–September 23 Our biweekly guide on what to see, hear, watch, and read](#)
- **SiLive:** [Back-to-School party provides Staten Islanders with supplies, support and smiles](#)
- **Dentistry33:** [USOSM Expands New Mexico Oral Surgery Partnership](#)
- **News12:** [Doula coverage expanded to some NYC employees starting 2027](#)
- **SiLive:** [Back-to-School party provides Staten Islanders with supplies, support and smiles](#)
- **Dentistry33:** [USOSM Expands New Mexico Oral Surgery Partnership](#)
- **American Hospital Association:** [AHA podcast shares how literacy is used to strengthen bonding, early childhood development in the NICU](#)
- **Primera Linea:** [NYC Expands access to doula coverage to 4,000 residents](#)
- **1199SEIU:** [The Lifestyle Rx to Fight Diabetes with Dr. MichelleMcMacken](#)
- **Inside Climate News:** [For Many New Yorkers, Home Is No Escape From the Heat](#)
- **CBS New York:** [Sing For Hope at Jacobi Hospital](#)
- **City & State:** [The 2026 Manhattan Power](#)
- **New York Times:** [What's the Best Way to Remove Blackheads?](#)

- **USA Today:** [COVID-19 cases are on the rise in these 48 states](#)
- **News12:** [Doula coverage expanded to some NYC employees starting 2027](#)
- **New York Magazine:** [To Do: August 26-September 23 Our biweekly guide on what to see, hear, watch, and read](#)
- **SiLive:** [Back-to-School party provides Staten Islanders with supplies, support and smiles](#)
- **American Hospital Association:** [AHA podcast shares how literacy is used to strengthen bonding, early childhood development in the NICU](#)
- **Primera Linea:** [NYC Expands access to doulas coverage to 4,000 residents](#)
- **Bronx Daily:** [NYC Health + Hospitals / Gotham Health Receives \\$4.8 Million For Gun Hill Facility Improvements](#)
- **SurvivorNet:** [When Facing 'Active Surveillance' for Prostate Cancer Can Expect and Why One Expert Says, 'It's Far From Doing Nothing'](#)
- **Empire Report:** [Understanding Sickle Cell, Supporting New Yorkers Who Live With It](#)

RESOLUTION - 06

Authorizing the Executive Director of MetroPlus Health Plan, Inc. (“MetroPlusHealth” or “the Plan”) **to execute a contract with OptumInsight, Inc. (“Optum”) to provide Risk Adjustment services for a term of three years with two 1-year options to renew, solely exercisable by MetroPlus, for an amount not to exceed \$30,000,000, which includes a 20% contingency, for the total 5-year term.**

WHEREAS, MetroPlus, a subsidiary corporation of NYC Health + Hospitals, is a Managed Care Organization and Prepaid Health Services Plan, certified under Article 44 of the Public Health Law of the State of New York and;

WHEREAS, MetroPlus requires a vendor to enhance the ability to perform risk related activities to ensure a complete capture of chronic conditions, and

WHEREAS, MetroPlus requires these services to ensure that premiums reflect member conditions and medical needs/expenses by confirming pertinent member diagnosis codes are captured and submitted to CMS or the NY State Department of Health; and

WHEREAS, an RFP for Risk Adjustment services was issued in April 2026 in compliance with MetroPlus’ contracting policies and procedures; and

WHEREAS, Optum was the vendor selected to provide these services.

WHEREAS, on September 17, 2026, the Board of Directors of MetroPlus approved a resolution for a term of three years with two one-year renewal options for a total spending authority of \$30,000,000; and

NOW THEREFORE, be it

RESOLVED, the Executive Director of MetroPlus Health Plan, Inc. (“MetroPlusHealth” or “the Plan”) is hereby authorized to execute a contract with OptumInsight, Inc. (“Optum”) to provide Risk Adjustment services for a term of three years with two 1-year options to renew, solely exercisable by MetroPlus, for an amount not to exceed \$30,000,000, which includes a 20% contingency, for the total 5-year term.

EXECUTIVE SUMMARY
AUTHORIZING METROPLUS HEALTH PLAN, INC. TO EXECUTE A CONTRACT
WITH OPTUMINSIGHTS (“OPTUM”) FOR RISK ADJUSTMENT SERVICES

- OVERVIEW:** MetroPlus seeks a vendor solution to perform risk-related activities to enhance its internal efforts to partner with providers and facilities on the importance of appropriate coding. The vendor will provide: (1) Risk Adjustment Analytics for Medicaid, HARP, Essential Plan, CHP, Medicare (incl. MAP) and QHP populations. This includes calculating member and plan-level risk scores, identifying members with risk condition gaps, financial impact reports and generating provider “chase lists” for targeted members. (2) Chart Retrieval and Coding Services. This includes retrieving medical records from our provider network, digitizing and indexing records, coding the records and delivering finished coding extracts and PDF chart images to MetroPlus.
- PROCUREMENT:** MetroPlus issued a Request for Proposals on April 10, 2026. 13 proposals were received, evaluated, and scored by an Evaluation Committee on relevance and quality of experience, reporting and integration capabilities, ability to adhere to the scope of work, cost and MWBE utilization plan or MWBE status. 5 vendors were moved to presentations. On July 15, 2026, final scoring was concluded and OptumInsight was selected on these criteria.
- TERM:** The term of the proposed agreement is three years with two one-year options to renew solely exercisable by MetroPlus.
- MWBE:** A 30% MWBE waiver has been submitted



To: Colicia Hercules
Chief of Staff, Office of the Chair

From: Steven Stein Cushman
Chief Counsel, Legal

DocuSigned by:
Steven Stein Cushman
73B666F913A04A0...

Re: Vendor responsibility, EEO and MWBE status or Board review of contract

Vendor: OptumInsight, Inc.

Date: Tuesday, October 13, 2026

The below chart indicates the vendor's status as to vendor responsibility, EEO and MWBE:

Vendor Responsibility
Pending

EEO
Pending

MWBE
30% Waiver

The above status is consistent and appropriate with the applicable laws, regulations, and operating procedures to allow the Board of Directors to approve this contract.

Application to Enter into Contract

Risk Adjustment Services |
OptumInsight, Inc..

Board of Directors Meeting
October 29, 2026

Lauren Leverich Castaldo, Chief Financial Officer
Nick Huober, Senior Director Risk Adjustment
MetroPlus Health Plan Inc.

Authorizing the Executive Director of **MetroPlus Health Plan, Inc.** (“**MetroPlus** or “**the Plan**”) to **execute a contract with OptumInsight, Inc.** (“**Optum**”) to provide Risk Adjustment services for a term of 3 years with two 1-year options to renew, solely exercisable by MetroPlus, for an amount not to exceed \$30,000,000, which includes a 20% contingency, for the total 5-year term.

BACKGROUND

- MetroPlus is seeking authority to contract with OptumInsight, Inc. ("Optum") for risk adjustment services.
- MetroPlus requires these services to ensure that premiums reflect member conditions and medical needs/expenses by confirming pertinent member diagnosis codes are captured and submitted to Centers for Medicare and Medicaid Services or the NY State Department of Health.
- MetroPlus requires a new contract because the current contract is set to expire on 3/31/2027.
- MetroPlus procured these services through a Request for Proposals (RFP) and Optum was selected by the Evaluation Committee.
- Optum is the incumbent vendor, having previously delivered these services under Change Healthcare.
- MetroPlus is seeking authority in the amount not to exceed, \$30,000,000, including a 20% contingency, for a total of 5 years, inclusive of renewal terms.
- The MetroPlus Board of Directors approved this resolution on Thursday, September 17, 2026.

SCOPE OF WORK

Optum will perform the following services:

- Risk Adjustment Analytics for Medicaid, Health and Recovery Plan (HARP), Essential Plan (EP), Child Health Plus (CHP), Medicare (including Medicaid Advantage Plus) and Qualified Health Plan (QHP) populations.
 - This includes calculating member and plan-level risk scores, identifying members with risk condition gaps, financial impact reports and generating provider “chase lists” for targeted members.
- Chart Retrieval and Coding Services
 - This includes retrieving medical records from our provider network, digitizing and indexing records, coding the records and delivering finished coding extracts and PDF chart images to MetroPlus.

Risk Adjustment Services have been a critical component to the MetroPlus Risk Adjustment strategy, allowing MetroPlus to properly document the health status of our population. This has led to improved risk adjustment State revenue:

LOB	Avg. Annual Spend	Avg. Capitated State Payment Increase	ROI
QHP	\$500,000	\$3,500,000	7X
Medicare	\$705,000	\$7,500,000	11X
Medicaid	\$1,600,000	\$12,750,000	8X
HARP	\$600,000	\$11,000,000	18X
Essential Plan	\$1,000,000	\$13,500,000	14X
Total	\$4,405,000	\$48,250,000	11X

OVERVIEW OF PROCUREMENT

- 4/10/26 | Request for Proposal sent to 13 vendors and advertised in City Record.
- 5/8/26 | Proposals due. 13 proposals were received and 12 of the vendors met the minimum qualifications to proceed.
- 6/3/26 | Initial scoring concluded. 5 vendors were selected to move to presentations.
- 6/18/26 – 6/30/26 | Vendor presentations were conducted.
- 7/15/26 | Final scoring concluded. Optum was selected by the evaluation committee.
- 7/28/26 – 8/4/26 | References check conducted.

RFP Criteria

- Minimum Criteria:
 - Population Analytics: Ability to perform analytics using appropriate Risk Adjustment model for each population.
 - Medical Record Retrieval and Coding: At least two (2) years of experience retrieving medical records in New York and at least five (5) years of experience coding medical records, including complete code capture.
- Evaluation Criteria:
 - 30% - Relevance and quality of experience
 - 20% - Reporting and Integration capabilities
 - 20% - Ability to adhere to the scope of work
 - 20% - Cost
 - 10% - MWBE
- Evaluation Committee:
 - Senior Director, Risk Adjustment
 - Director, Medicare Product
 - Director, Risk Analytics
 - Director Compliance Operations
 - Senior Director, Quality Management

VENDOR SELECTION

Data Security & Service Delivery

- Optum will perform all services onshore, within the United States.
- Optum has certified its data protection and security practices.
- Data is safeguarded through encryption, tokenization, de-identification, and real-time threat monitoring.
- Hybrid cloud and preventive security controls support a secure, resilient environment.

Analytics

- Optum was the only finalist capable of delivering analytics across all required lines of business (LOBs) while also bringing direct Clinical Risk Groups (CRG) model experience across Medicaid, HARP, EP, and CHP.
- Optum demonstrated a sophisticated analytics platform capable of identifying and stratifying risk at the member, provider, and health plan levels. Additionally, they can deliver financial forecasting and projection capabilities for the Medicare line of business, supporting more informed strategic and operational decision-making.

Chart Retrieval and Coding

- Optum demonstrated its ability to retrieve medical records from both hard-to-reach community providers and large health systems, a critical capability for maximizing chart retrieval performance.
- Our longstanding relationship with Optum has resulted in sustained gains in chart retrieval and coding accuracy, with current performance exceeding industry averages and supporting stronger risk adjustment outcomes.

VENDOR DIVERSITY

RFP MWBE GOAL: 30%

- Optum submitted a full MWBE waiver.
- Optum's proprietary platforms and policies require a 100% in-house delivery model, precluding subcontracting opportunities.

Please note waiver requests were submitted by nearly all proposers.

Vendor Performance

DESCRIPTION	ANSWER
Did the vendor meet its budgetary goals, exercising reasonable efforts to contain costs, including change order pricing?	Satisfactory
Has the vendor met any/all of the minority, women and emerging business enterprise participation goals and/or Local Business enterprise requirements, to the extent applicable?	Satisfactory
Did the vendor and any/all subcontractors comply with applicable Prevailing Wage requirements?	N/A
Did the vendor maintain adequate records and logs, and did it submit accurate, complete and timely payment requisitions, fiscal reports and invoices, change order proposals, timesheets and other required daily and periodic record submissions (as applicable)?	Satisfactory
Did the vendor submit its proposed subcontractors for approval in advance of all work by such subcontractors?	N/A
Did the vendor pay its suppliers and subcontractors, if any, promptly?	N/A
Did the vendor and its subcontractors perform the contract with the requisite technical skill and expertise?	Satisfactory
Did the vendor adequately supervise the contract and its personnel, and did its supervisors demonstrate the requisite technical skill and expertise to advance the work	Satisfactory
Did the vendor adequately staff the contract?	Satisfactory
Did the vendor fully comply with all applicable safety standards and maintain the site in an appropriate and safe condition?	N/A
Did the vendor fully cooperate with the agency, e.g., by participating in necessary meetings, responding to agency orders and assisting the agency in addressing complaints from the community during the construction as applicable?	N/A
Did the vendor adequately identify and promptly notify the agency of any issues or conditions that could affect the quality of work or result in delays, and did it adequately and promptly assist the agency in resolving problems?	Satisfactory
Performance and Overall Quality Rating Satisfactory	Satisfactory

BUDGET AUTHORITY

Budget	Total
Chart Retrieval/Coding	18,382,310
Ancillary Retrieval/Coding Costs	1,838,231
Analytics	4,779,459
Contingency (20%)	5,000,000
Total	30,000,000

Pricing Structure - the spending is heavily enrollment dependent.

Analytics Services: per member per month (PMPM) pricing across participating LOBs (Medicaid, HARP, EP, CHP, QHP, Medicare, and Medicare Advantage Plus).

Chart Retrieval: Hybrid retrieval model leveraging both digital and traditional methods. Price is calculated per record.

- Digital Retrieval: approximately 40% of records
- Traditional Retrieval: approximately 60% of records
- Annual retrieval volume is estimated at 18% of total membership.

Coding Services: Pricing varies based on the line of business complexity and is calculated per chart.

Contingency: 20% to accommodate membership fluctuations over the contract term.

Authorizing the Executive Director of **MetroPlus Health Plan, Inc. (“MetroPlus or “the Plan”)** to execute a contract with **OptumInsight, Inc. (“Optum”)** to provide Risk Adjustment services for a term of 3 years with two 1-year options to renew, solely exercisable by MetroPlus, for an amount not to exceed \$30,000,000, which includes a 20% contingency, for the total 5-year term.

RESOLUTION - 07

Authorizing New York City Health and Hospitals Corporation (the “**System**”) to sign a **three year lease, with two one-year options to renew in its sole discretion, with Corona Hotel Realty, LLC (“Landlord”) for the use of the entire Corona Hotel including its 58 rooms and all common areas located at 112-23 Roosevelt Ave., Corona (the “Hotel”) for the System’s Bridge to Home program** at a cost of \$155 per room per night for the first three years, and at \$160 per night for the renewal years, for a total rental cost of \$16,627,440, with a 1.5% contingency of \$250,000 for potential additional expenses for a total not to exceed amount of \$16,877,440.

WHEREAS, the System’s Bridge to Home program has been established to provide unhoused individuals suffering from serious mental illness who have been discharged from the System’s facilities with temporary housing to allow such individuals a stable, safe and supportive environment while they prepare themselves for permanent housing; and

WHEREAS, the System and the City of New York routinely use hotels for similar programs as it is economically and programmatically advantageous to do so; and

WHEREAS, the Bridge to Home program has identified the Hotel as being suitable for the program’s needs, the lease terms satisfactory, and the rates for the room use to be fair and reasonable; and

WHEREAS, the proposed lease calls for the System to buy out the entire Hotel and to pay for all rooms whether they are in use or not, provided that if any rooms are unavailable due to the Landlord’s failure to make necessary repairs then the System shall not be charged for such rooms until they are made available again; and

WHEREAS, the Landlord shall be responsible for cleaning and maintaining the Hotel, including common areas, hotel rooms, linens and beddings; and

WHEREAS, the Senior Vice President, Chief Medical Officer, Clinical Services and Population Health will oversee the management of the program.

NOW THEREFORE, be it

RESOLVED, that the New York City Health and Hospitals Corporation (the “**System**”) be and hereby is authorized to sign a three year lease, with two one-year options to renew in its sole discretion, with Corona Hotel Realty, LLC (“**Landlord**”) for the use of the entire Corona Hotel including its 58 rooms and all common areas located at 112-23 Roosevelt Ave., Corona (the “**Hotel**”) for the System’s Bridge to Home program at a cost of \$155 per room per night for the first three years, and at \$160 per night for the renewal years, for a total rental cost of \$16,627,440, with a 1.5% contingency of \$250,000 for potential additional expenses for a total not to exceed amount of \$16,877,440.

**EXECUTIVE SUMMARY
PROPOSED LEASE
WITH CORONA HOTEL REALTY, LLC
FOR CORONA HOTEL**

OVERVIEW

The System's Bridge to Home program aims to house persons with serious mental illness who are discharged from the System's facilities. The New York City Department of Homeless Services ("**DHS**") has identified the Corona Hotel as suitable for its homeless shelter clients. The System has determined that such hotel is of suitable size and location for its programmatic use and seeks to lease the entire hotel including its 58 hotel rooms and all common areas for its program.

PROGRAM

The Bridge to Home program is designed to house homeless individuals who are discharged from the System's facilities and are eligible for a DHS shelter but, because of their serious mental illness, require services additional to what is available in such a shelter. The program will bring the System's clinicians to treat such individuals with the aim of stabilizing their condition such that they are prepared to live independently in permanent housing.

TERMS

Years 1-3: Room fee of \$155 per night
Years 4-5: Room fee of \$160/night
No additional fixed fees
No payment due for rooms that cannot be used due Landlord's fault
Anticipated start date: Spring 2027
The System has the right to terminate at its convenience on 180 days' notice but the minimum term is one year
Landlord to provide cleaning, linen and bedding services

PROCUREMENT

Consistent with the System's rules a structured competitive procurement process was not used. However, the System performed appropriate diligence to ensure the terms of this transaction are reasonable and at the market price. Landlord and the Hotel had been identified by the City Department of Homeless Services ("**DHS**") as suitable for use to house DHS clients or those similarly situated. The System and DHS are the main, and perhaps the only, entities that buy out entire hotels in New York City. The System has had considerable experience in such transactions during COVID and as part of the recent migrant asylum HERRC program. In that connection, the System is very familiar with the market for hotel buy outs and, on that basis, the System is confident that the rental rate for the Hotel is at market. Throughout the HERRC program, the System leased about 12 hotels. The rates paid for such hotel ranged from \$185/room/night to \$210/room/night. Each of such rentals was made with explicit Office of Management and Budget approval. The \$155/room/night initial rate under the proposed lease is within the range previously agreed upon.

**Proposed Lease with
Corona Hotel Realty, LLC
Corona Hotel, 112-23 Roosevelt Avenue
Queens, NY 11368**

**Bridge to Home
Site 3**

**Board of Directors Meeting
October 29, 2026**

**Dr. Theodore Long, Senior Vice President, Ambulatory Care and Population
Health**

Chris Keeley, Senior Assistant Vice President, Critical Response Unit

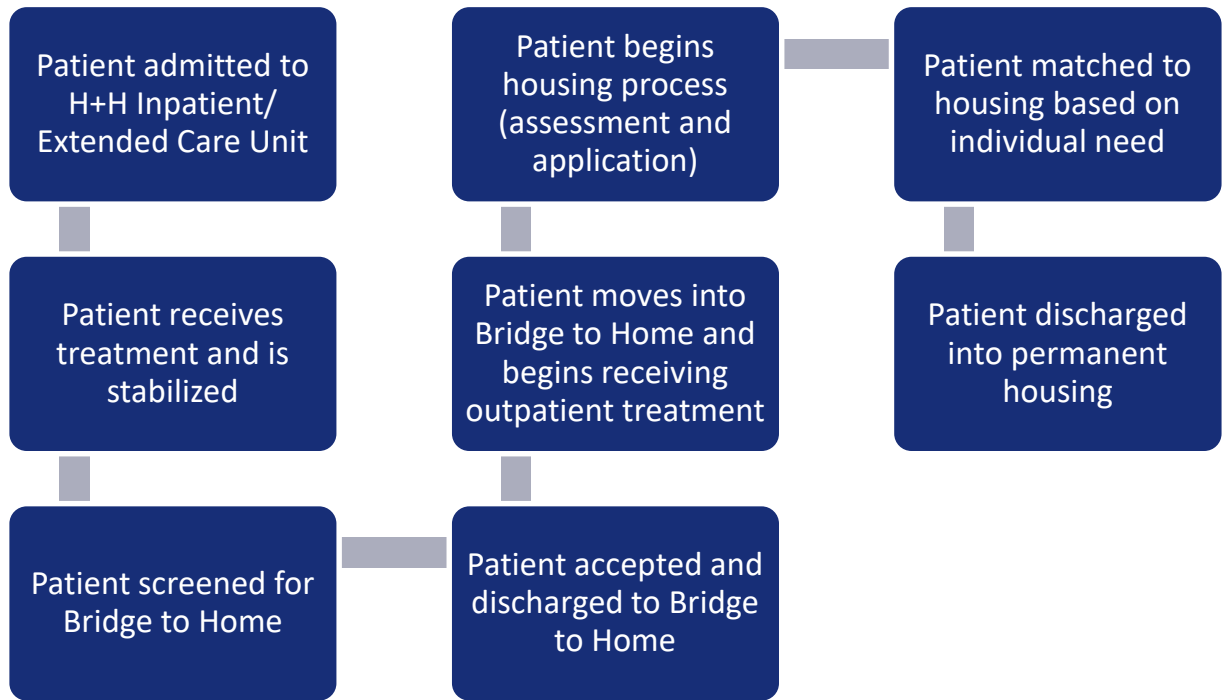
For Board of Directors Consideration

Authorizing New York City Health and Hospitals Corporation (the “System”) to sign a three year lease, with two one-year options to renew in its sole discretion, with Corona Hotel Realty, LLC (“Landlord”) for the use of the entire Corona Hotel including its 58 rooms and all common areas located at 112-23 Roosevelt Ave., Corona (the “Hotel”) for the System’s Bridge to Home program at a cost of \$155 per room per night for the first three years, and at \$160 per night for the renewal years, for a total rental cost of \$16,627,440, with a 1.5% contingency of \$250,000 for potential additional expenses for a total not to exceed amount of \$16,877,440.

Bridge to Home eliminates barriers between NYC H+H behavioral health patients and placement in supportive housing.

- Ensuring that patients can complete the supportive housing process after hospitalization is a major challenge for BH providers. The disruption can lead patients to cycle between ED, shelters, the street, and the criminal justice system.
- Bridge to Home offers a new discharge option to NYC H+H providers treating patients with serious mental illness (SMI) who have successfully completed inpatient stabilization and need additional support as they transition to permanent housing.
- Bridge to Home guests are offered a home-like environment, including private rooms, meals, wraparound treatment services, and 24/7 on-site staff, until they can be connected to permanent housing, typically within 6-12 months.
- By offering patients on-site treatment and comprehensive support, the program keeps patients on a path toward sustained stabilization, including reduced unnecessary emergency room visits, placement in supportive housing, and decreased street homelessness.
- This is the 3rd BTH site. We brought Hudson River Hotel (Bellevue) to the Board in July 2025, opening in Sept 2025, and Mirage Hotel (Woodhull) to the Board in March 2026, opening in Oct 2026.

Patient Journey



Program Model

- Bridge to Home is a home-like environment with co-located behavioral health services that serves as temporary emergency housing for individuals with SMI being discharged from H+H hospitals.
- Bridge to Home is staffed 24/7 by H+H professionals.
- The overall initiative currently expects to serve up to 150 individuals in single rooms. This will balance privacy and socialization through therapeutic groups and other structured recreation opportunities.
- Bridge to Home provides three meals a day, medication management, individual and group therapy, substance use disorder treatment, and around-the-clock support.
- In addition to the co-located behavioral health services, Bridge to Home leverages the entire NYC Health + Hospitals continuum of services, including:
 - Virtual ExpressCare
 - Street Health Outreach and Wellness (SHOW) vans
 - Primary Care Safety Net clinics/Point of Reentry and Transitions (PORT)
 - Housing for Health

Program Eligibility & Outcomes

■ Eligibility

- Adult, 18 years old and over
- Completed inpatient stabilization at NYC H+H and referred by NYC H+H behavioral health clinician
- Diagnosed with a serious mental illness (SMI)
- Is likely to experience homelessness/housing instability at discharge
- Able to perform basic Activities of Daily Living (ADLs) such as bathing, continence/toileting, dressing, eating, and transferring/mobility
- Has agreed to participate in Bridge to Home

■ Outcomes

- Provide a home-like environment for patients
- Increased engagement in outpatient mental health and/or substance use disorder (SUD) treatment
- Decreased unnecessary emergency department visits and hospitalizations
- Reduced shelter entry and street homelessness

Staffing Model

- Bridge to Home includes a multidisciplinary team meant to support patients as they transition from hospital to permanent housing including:
 - **Psychiatric provider** to support medication management and crisis intervention
 - **Social workers** to develop a care plan for patients along with direct patient care and connection to support services
 - **Community health workers** who are trusted community members who help navigate the health and social service system
 - **Nurses** to support connections to traditional medical and specialty care to manage health conditions
 - **Occupational therapist** to support community independence and support guests in independent living in housing
 - **Psychiatric technicians and security** for wellness checks, de-escalation, and to ensure the safety of patients, staff, and community

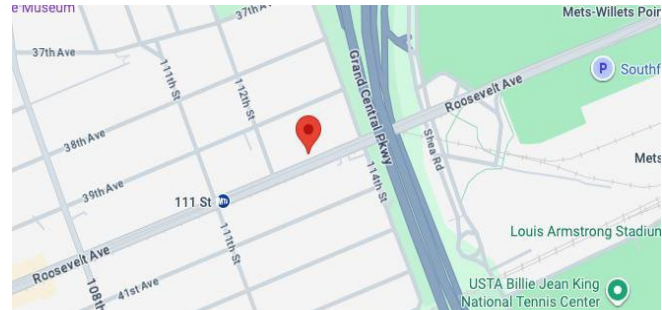
Early Data and Patterns

- **In its first year of operations, the first Bridge to Home site has seen positive progress:**
 - **Strengthened connections to care**
 - More than 80% of guests attend on-site clinical visits at least once per week.
 - **Increased participation in treatment**
 - Early data shows 65% of guests have received a long-acting injectable, compared to 59% across H+H clinics.
 - **Community integration**
 - Our community inbox has not received any complaints about our guests.
 - **Expedited housing placement**
 - In the first 12 months of operation, 19 guests moved out to supportive housing.
 - **Waitlist**
 - Every month, dozens of BH patients could be referred to Bridge to Home if we had more capacity.
 - The first site has been at capacity since early 2026 and the second site will be at capacity in the next 2 months. We anticipate a waitlist will be forming well in advance of this new site opening.

Site 3 Details

- Bridge to Home Queens will provide NYC H+H with more capacity to serve eligible patients in more places and will shorten the waitlist for admittance.
- Planned location for Bridge to Home Queens:

Corona Hotel
112-23 Roosevelt Ave
Queens, NY 11368



- We expect capacity to be in line with the Manhattan and Brooklyn sites (47 guests).
- The site will be licensed as a satellite clinic of NYC H+H/Queens.
- The site features individual rooms/bathrooms for guests, common areas for socializing, and space for therapeutic activities.
- Proposed opening is in early 2027.

- OMB funding will cover program expenses, including food, security, laundry, staff, and housing.
- OMB funded FY26 at \$6M for first site, with funds expanding to \$20.1M thereafter to support all 3 sites.
- Insurance reimbursements will further offset costs and philanthropic dollars will supplement.
- The total annual occupancy fee for base rent over the potential 5-year term will be \$16,627,440 with \$250,000 for potential additional expenses for a total NTE of \$16,877,440.

Years	Cost
Base Term (Years 1-3)	\$9,853,040
Option Year 4	\$3,387,200
Option Year 5	\$3,387,200
Rental Cost	\$16,627,440
Additional Expenses (Contingency)	\$250,000 (1.5% of total NTE)
Total	\$16,877,440

Lease Terms

- Bridge to Home will occupy the entire Corona Hotel at 112-23 Roosevelt Avenue, Queens NY 11368.
- Total occupancy of 58 rooms: 47 guest rooms, 11 for administrative space
- A 3-year base lease term with two additional one-year options available solely at the discretion of NYC Health + Hospitals
- Critical Operations & Response Unit is responsible to hold the lease
- Base Rent: \$155/room/night Years 1-3 to escalate to \$160 in the first and second option years.
 - The System has the right to terminate at its convenience on 180 days' notice
 - No payment for rooms that cannot be used due to Landlord's fault
 - Landlord will provide cleaning, linen and bedding services
- New hotel not previously used during COVID or HERRC; Site has been vetted by DHS
- Licensed under NYC H+H/Queens and operational partnership between Central Office and NYC H+H/Queens

Board of Directors Approval Request

Authorizing New York City Health and Hospitals Corporation (the “**System**”) to **sign a three year lease, with two one-year options to renew in its sole discretion, with Corona Hotel Realty, LLC (“Landlord”) for the use of the entire Corona Hotel including its 58 rooms and all common areas located at 112-23 Roosevelt Ave., Corona (the “Hotel”) for the System’s Bridge to Home program at a cost of \$155 per room per night for the first three years, and at \$160 per night for the renewal years, for a total rental cost of \$16,627,440, with a 1.5% contingency of \$250,000 for potential additional expenses for a total not to exceed amount of \$16,877,440.**

RESOLUTION - 08

Authorizing the New York City Health and Hospitals Corporation (the “System”) to execute a **contract with Prismatic Development Corporation (the “Contractor”), to undertake the OTxHU Early Works Elevator Tower and Sallyport Construction Project at NYC Health + Hospitals/Woodhull**, for a contract amount of \$52,913,000, with a 13% project contingency of \$6,925,563, for a total authorization of \$59,838,563.

WHEREAS, NYC Health + Hospitals is establishing Outposted Therapeutic Housing Units (OTxHUs) within acute care facilities to provide secured clinical units operated by Correctional Health Services (CHS) with the New York City Department of Correction providing custody management; and

WHEREAS, the OTxHU facility at NYC Health + Hospitals/Woodhull will provide 144 therapeutic beds upon completion; and

WHEREAS, the construction of the OTxHU at NYC Health + Hospitals/Woodhull is divided into multiple specialized packages to optimize execution and reduce overall construction duration, including decanting, roof replacement, early demolition, curtainwall, elevator tower and sallyport, and main fit-out; and

WHEREAS, the OTxHU Early Works Elevator Tower and Sallyport Construction Project is necessary to provide a secure and direct pathway for patient and custody movement from the vehicular sallyport to the clinical elevators, while also incorporating cooling tower structural reinforcement and weather protection; and

WHEREAS, in accordance with Operating Procedure 100-5, a solicitation was issued pursuant to which three bids were received and publicly opened on August 27, 2026, and NYC Health + Hospitals determined that the Contractor submitted the lowest responsible bid; and

WHEREAS, the Contractor has met all legal, business, and technical requirements and is qualified to perform the services as required in the contract documents; and

WHEREAS, the overall responsibility for the administration of the proposed contract shall be with the Senior Vice President, Office of Facilities Development.

NOW, THEREFORE, be it

RESOLVED, that the New York City Health and Hospitals Corporation (the “System”) is hereby authorized to execute a contract with Prismatic Development Corporation to undertake the OTxHU Early Works Elevator Tower and Sallyport Construction Project at NYC Health + Hospitals/Woodhull, for a contract amount of \$52,913,000, with a 13% project contingency of \$6,925,563, for a total authorization of \$59,838,563.

EXECUTIVE SUMMARY
NYC HEALTH + HOSPITALS / WOODHULL
OTxHU EARLY WORKS ELEVATOR TOWER AND SALLYPORT CONSTRUCTION
PROJECT
PRISMATIC DEVELOPMENT CORPORATION

CONTRACT SCOPE:	OTxHU Early Works Elevator Tower and Sallyport Construction Project
NEED:	NYC Health + Hospitals facilities needs general construction services to establish essential secure vertical transit and building infrastructure prior to the main OTxHU fit-out, providing a secure and direct pathway for patient and custody movement from the vehicular sallyport to clinical elevators.
CONTRACT DURATION:	18 months, slated to commence in January 2027 with anticipated completion in June 2028.
PROCUREMENT:	A competitive sealed bid was issued on June 26, 2026; twelve contractors attended the pre-bid site visits on June 30 & July 1, 2026; three contractors submitted bids with the lowest responsible and responsive bidder being Prismatic Development Corporation for a not to exceed total of \$59,838,563.00.
PRIOR EXPERIENCE:	Prismatic Development Corporation has previously worked on major NYC public works infrastructure projects (including DDC Staten Island Garages 1&3 and SW Brooklyn Marine Transfer Station) and received positive performance evaluations (Good/Excellent) on each.
CONTRACT AMOUNT:	\$52,913,000.00
PASSPORT APPROVAL:	Approved
EEO APPROVAL:	Approved
MWBE STATUS:	Contractor has committed to a 37% MWBE contract goal.



To: Colicia Hercules
Chief of Staff, Office of the Chair

From: Franco Esposito 
Deputy Counsel
Office of Legal Affairs

Re: Vendor Responsibility, EEO and MWBE status for Board review of contract

Vendor: Prismatic Development Corporation

Date: September 24, 2026

The below information indicates the vendor's status as to responsibility, EEO and MWBE as provided by the Office of Facilities Development and Supply Chain:

Vendor Responsibility

Approved

EEO

Approved

MWBE

37%

Board Request to Award OTxHU Early Works Elevator Tower and Sallyport Construction Project Contract to Prismatic Development Corporation

**Board of Directors Meeting
October 29, 2026**

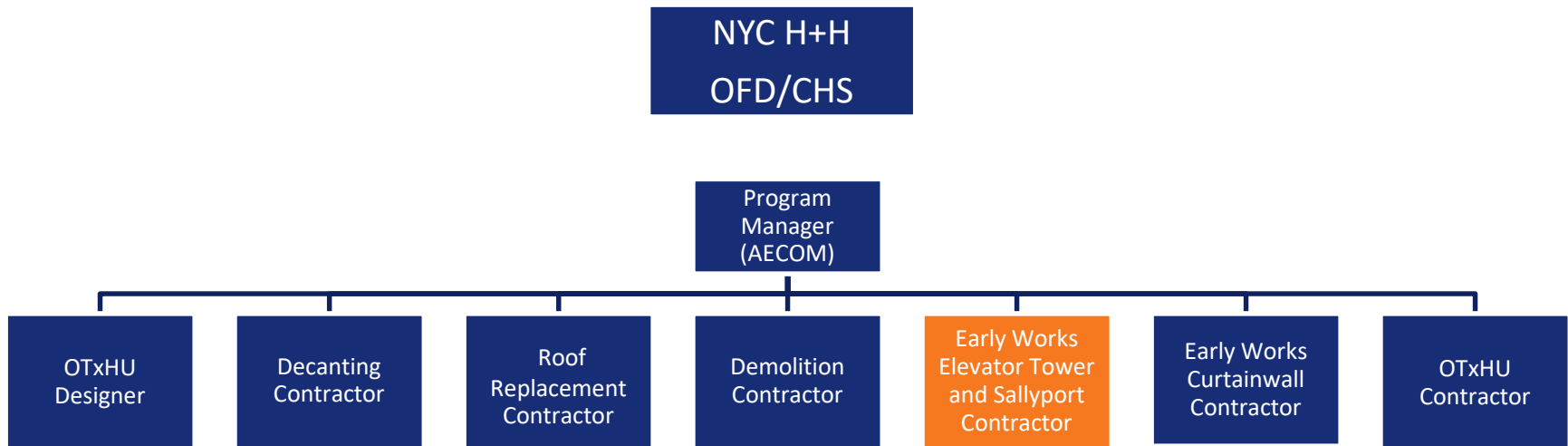
**Manny Saez, PhD., Sr. Vice President, Office of Facilities Development
Mahendranath Indar, Assistant Vice President, Office of Facilities Development
Tim O’Leary, Senior Assistant Vice President, Correctional Health Services
Luis Mendes, Senior Director, Office of Facilities Development**

- Authorizing the New York City Health and Hospitals Corporation (“NYC Health + Hospitals”) **to execute a contract with Prismatic Development Corporation (the “Contractor”), to undertake the OTxHU Early Works Elevator Tower and Sallyport Construction Project at NYC Health + Hospitals/Woodhull**, for a contract amount of \$52,913,000 with a 13% project contingency of \$6,925,563 to bring the total cost not to exceed \$59,838,563, and an anticipated duration of 18 months.

Current State & Early Works

- Outposted Therapeutic Housing Units (OTxHUs) are beds within NYC Health + Hospitals (H+H) acute care facilities that will be secured clinical units operated by CHS with New York City Department of Correction providing custody management.
- Outposted at Bellevue opened in April 2026. Facilities at Woodhull and NCB are in design and procurement.
- OTxHU at Woodhull will provide 144 therapeutic beds upon completion.
- Construction of the OTxHU at Woodhull divided into several components as part of a construction strategy to reduce the overall construction time.
 - OTxHU Decant Project
 - OTxHU Roof Replacement Project
 - OTxHU Early Package – Demolition
 - OTxHU Early Package – Curtainwall
 - OTxHU Early Package – Elevator Tower and Sallyport
 - OTxHU Main Fit Out Project
- The Elevator Tower and Sallyport construction project is necessary to provide a secure and direct pathway for movement from the Sallyport to the elevators.
 - Includes cooling tower structural reinforcement and weather protection

The Woodhull OTxHU Team



Contractor Scope of Services

- The General Contractor will provide the following SOW:
 - New elevator shaft with two new elevators
 - Structural elevator shaft
 - Elevator shaft enclosure
 - Cooling Tower
 - Re-stabilization of cooling tower structure
 - Recladding of cooling tower structure for weather tightness
 - Vehicular Sallyport
 - Secure transport entry
- Work will begin in January 2027 and complete in June 2028
- This project funds the installation of a new elevator shaft and car required for the operation of the OTxHU unit at Woodhull. This is distinct from our elevator modernization projects—which focus on upgrading aging elevator cars past their useful life—as well as our annual maintenance contract for routine repairs and maintenance across the System.

Overview of Procurement

- 6/26/26: Solicitation posted on City Record
- 6/30/26 and 7/1/26: Pre bid walks; 12 vendors attended
- 8/27/26: Bid opening, 3 bids received
- 9/3/26: Evaluation was finalized and Prismatic Development Corporation, the lowest responsive, responsible bidder was selected.

Project Budget

- Total contract value is \$52,913,000

Description	Amount
Construction Base Contract	\$ 52,913,000
Construction Contingency (13%)	\$ 6,925,563
Total Project Budget	\$ 59,838,563

- The project contingency percentage is higher than our normal 10% because:
 - It is anticipated to have unforeseen conditions when completing these projects in an active hospital.
 - It is anticipated to have unforeseen conditions when integrating the elevator tower into the existing building exterior façade.
- The funding for this project has been allocated and approved by OMB.

MWBE Details & Ratings

- Prismatic Development Corporation has submitted an MWBE utilization plan of 37%

MWBE Subcontractor	Scope	% of Subcontract
ACT Abatement	Abatement	.25%
AMG Demolition	Demolition	2%
Oliviera Contracting, Inc	Concrete	3.3%
FCS Group, LLC	Painting	.02%
PJP Installers INC	Scaffolding	5%
Faxa, Inc	Insulated Metal Panels	22%
City Gates	Overhead Doors	.11%
Certified Interiors, Inc	Drywall	2%
R.A.M.S. Mechanical	Mechanical	3%
TOTAL		37.68%

Vendor Performance

- Prismatic Development Corporation has ratings of Good, in the PASSport system, for work performed under other New York City agencies but does not have a history of work performed at NYC Health + Hospitals.

Agency	Project Name	Contract Value	PASSport Rating
DDC	Staten Island Garages 1&3, Ph. 2	\$127,888,567	Good
DDC	SW Brooklyn Marine Transfer Station	\$139,403,600	Excellent

- References were checked for Prismatic Development Corporation Projects - Good Rating
 - Design and Construction of the Clifton Shop – Contract Value : \$163,750,000.00
 - Major Renovation for the Manhattan Forensic Relocation – Contract Value : \$156,565,224.00
 - DSNY Staten Island 1 & 3 Garage – Contract Value : \$127,888,567.00

- Authorizing the New York City Health and Hospitals Corporation (“NYC Health + Hospitals”) **to execute a contract with Prismatic Development Corporation (the “Contractor”), to undertake the OTxHU Early Works Elevator Tower and Sallyport Construction Project at NYC Health + Hospitals/Woodhull**, for a contract amount of \$52,913,000, with a 13% project contingency of \$6,925,563, to bring the total cost not to exceed \$59,838,563, and an anticipated duration of 18 months.

RESOLUTION - 09

Authorizing the New York City Health and Hospitals Corporation (the “System”) **to execute a contract with AWL Industries, Inc. (the “Contractor”), to undertake the Comprehensive Energy Upgrade Project at NYC Health + Hospitals/North Central Bronx**, with a contract amount of \$56,041,640, with a 12.5% project contingency of \$7,005,205, for a total authorization of \$63,046,845.

WHEREAS, NYC Health + Hospitals/North Central Bronx currently utilizes a steam-based heating system with five dual-fuel boilers, converting high-pressure steam to low-pressure steam for distribution to air handling and heating units, alongside a chilled water system with five chillers, where 31 air handling units and 5 heat and ventilating units are beyond their useful life; and

WHEREAS, due to the state of the systems, it has been determined that a project should be undertaken to replace six air handling units (“AHUs”), retrofit six AHUs, replace exhaust and return fans, convert 100% outside air to Return Air Configuration and Variable Air Volume systems, replace storage water heaters with tankless gas water heaters, replace the 5th Floor Pressure Reducing Valve station, upgrade approximately 15,000 lighting fixtures to LEDs, and replace elevator motors and controls in 13 elevator cars, which is expected to generate approximately \$1.0 million in annual energy cost savings; and

WHEREAS, in accordance with Operating Procedure 100-5, a solicitation was issued pursuant to which six bids were received and publicly opened on April 9, 2026, and NYC Health + Hospitals determined that the Contractor submitted the lowest responsible bid, and

WHEREAS, the Contractor has met all, legal, business and technical requirements and is qualified to perform the services as required in the contract documents; and

WHEREAS, the overall responsibility for the administration of the proposed contract shall be with the Senior Vice President, Office of Facilities Development.

NOW, THEREFORE, be it

RESOLVED, that the New York City Health and Hospitals Corporation (the “System”) is hereby authorized to execute a contract with AWL Industries, Inc. to undertake the Comprehensive Energy Upgrade Project at NYC Health + Hospitals/North Central Bronx, for a contract amount of \$56,041,640, with a 12.5% project contingency of \$7,005,205, for a total authorization of \$63,046,845.

EXECUTIVE SUMMARY
NORTH CENTRAL BRONX HOSPITAL
COMPREHENSIVE ENERGY UPGRADE PROJECT
AWL INDUSTRIES, INC.

CONTRACT SCOPE:	Comprehensive energy upgrade project
NEED:	NYC Health + Hospitals facilities needs general construction services to undertake the comprehensive energy upgrade project at NYC H+H/North Central Bronx Hospital.
CONTRACT DURATION:	24 months, slated to commence winter of 2026 with anticipated completion in Winter 2028
PROCUREMENT:	A competitive sealed bid was issued on 9/17/2025; thirteen contractors attended by thirteen the pre-bid site visits on 9/24/2025 and 9/25/2025, four contractors submitted bids with the lowest responsible and responsive bidder being AWL Industries, Inc. for a not to exceed total of \$63,046,845.00.
PRIOR EXPERIENCE:	AWL Industries, Inc. has previously worked four public projects and received positive evaluations on each.
CONTRACT AMOUNT:	\$56,041,640.00.
PASSPORT APPROVAL:	Approved
EEO APPROVAL:	Approved
MWBE STATUS:	Contractor has committed to a 31% MWBE contract goal



To: Colicia Hercules
Chief of Staff, Office of the Chair

From: Franco Esposito 
Deputy Counsel
Office of Legal Affairs

Re: Vendor Responsibility, EEO and MWBE status for Board review of contract

Contracts: AWL Industries, Inc.

Date: October 20, 2026

The below information indicates the vendor's status as to responsibility, EEO and MWBE as provided by the Office of Facilities Development and Supply Chain:

Vendor Responsibility

Approved

EEO

Approved

MWBE

31%

**Request for Contract Approval for the
COMPREHENSIVE ENERGY UPGRADE – North Central
Bronx
AWL Industries, Inc**

**Board of Directors Meeting
October 29, 2026**

**Manny Saez, PhD., Sr. Vice President, Office of Facilities Development
Mahendranath Indar, Assistant Vice President, Office of Facilities Development
Hiba Hadeed, Director, Office of Facilities Development**

For Board of Directors Consideration

- Authorizing the New York City Health and Hospitals Corporation (“NYC Health + Hospitals”) to **execute a contract with AWL Industries, Inc. (the “Contractor”), to undertake the Comprehensive Energy Upgrade Project at NYC Health + Hospitals/North Central Bronx Hospital**, for a contract amount of \$56,041,640, with a 12.5% project contingency of \$7,005,205, to bring the total cost not to exceed \$63,046,845, and an anticipated duration of 42 months.

Background

- H+H prioritizes and selects energy projects based on the following three criteria:
 - Facility and building type
 - Portfolio energy data to prioritize the most energy-intensive facilities
 - Utilize facility conditions assessment and energy audits to align energy investments with capital needs

26	\$415.8M	11 of 11	≥ \$1Billion
Current + approved / being planned initiatives	Recently Completed+ Current + approved / being planned investment	Acute hospitals with current or approved work	Current + approved + identified future pipeline (not yet funded) *

SITE-LEVEL CURRENT + APPROVED / BEING PLANNED INVESTMENT

Site / Campus	Projects	Investment	Site / Campus	Projects	Investment
Bellevue	4	\$91.7M	East New York DTC	1	\$16.5M
North Central Bronx	2	\$71.0M	Gouverneur	1	\$14.5M
Elmhurst	2	\$39.7M	McKinney	1	\$12.4M
Harlem	1	\$39.6M	Jacobi	2	\$11.0M
Metropolitan	3	\$28.6M	Kings County – SOB	1	\$8.0M
Lincoln	1	\$27.7M	Coler	1	\$5.9M
Kings County	1	\$20.0M	South Brooklyn Health	1	\$5.7M
Queens	3	\$19.7M	Woodhull	1	\$3.9M

*Pipeline figure includes current + approved projects and costed future projects; three future initiatives do not yet have numeric implementation costs.

Background

- North Central Bronx Hospital uses a steam-based heating system with five dual-fuel boilers. The high-pressure steam is converted to low-pressure steam and distributed to various systems, including air handling and heating units.
- The hospital also has a chilled water system with five chillers to provide cooling. There are 31 air handling units and 5 heat and ventilating units, which are beyond their useful life
- The Energy Upgrade project is expected to:
 - Reduce annual energy consumption by approximately 28,045 MMBtu
 - Reduce annual GHG emissions by approximately 2,277 MT CO₂e
 - Generate approximately \$1.0 million in annual energy cost savings/year

Scope

- Replace six (6) air handler units (AHU), retrofit six (6) AHU's, replace exhaust fans, return fans, convert 100% outside air to Return air Configuration and Variable Air Volume (VAV) system.
- Replace storage water heater with tankless gas water heater.
- Replace Pressure Reducing Valve (PRV) Station on the 5th Floor (The PRV station provides low pressure steam for building use).
- Replace lighting fixtures with LED fixtures. This scope of work entails a comprehensive lighting upgrade to approximately 15,000 fixtures from T8's to LEDs.
- Elevator upgrades, which entail the replacement of elevator motors and controls in 13 elevator cars with more energy efficient equipment.

Overview of Procurement

- 9/17/2025: Solicitation posted to the City Record
- 9/24/2025 & 9/25/2025: Site tour for bidders; Total of 13 general contractors attended
- 4/9/2026: Bid due date, 6 bids received
- 7/31/2026: Technical meeting held with, AWL Industries, Inc the lowest responsive and responsible bidder

Construction Contract

- Procurement is sourced via Public Bid
- Contract Amount is \$56,041,640
- Construction is anticipated to start in March 2027 with completion expected by September 2030 (42 months).
- AWL has committed to a 31% MWBE Goal:

Subcontractor	Certification	Supplies/Services	Utilization Plan
Eastern Plumbing & Mechanical CTRG Inc		Plumbing work	1.82%
PK Interiors		Carpentry Work	4.56%
J Stone Builders Inc.		Roofing and Masonry	.34%
Freedom Iron Works Inc.		Structural Steel	1.17%
International Asbestos Removal, Inc		Asbestos Abatement	.39%
Labco Electrical Contracting Corp		Electrical Work	18%
United Crane & Rigging Services Inc.		Rigging	.83%
Cole Partners		GC Work/Demolition	4.04%
Total			31%

Vendor Performance

- AWL performed as lead contractor for NYCHA Bernard Haber Houses Restoration Association with the Sandy Recovery Program, for a project cost of \$41M
- AWL has completed 3 relevant projects that have all received positive ratings:
 - Lehman College Library Ventilation System (\$14M)
 - NYCHA Carleton Manor Sandy Recovery (\$19M)
 - SUNY Maritime College New Seamanship Center (\$6M)
- AWL held a Job Order Contract (JOC) with NYC H+H for which all work performed received ratings of Excellent or Good.
 - Mechanical/HVAC Services
 - \$8M contract value
 - 1/1/2023 – 12/31/2024
 - 10 Work Orders issued

Vendor Performance

Department of Supply Chain
Vendor Performance Evaluation
AWL Industries

DESCRIPTION	ANSWER (YES/NO)
Did the vendor meet its budgetary goals, exercising reasonable efforts to contain costs, including change order pricing?	YES
Has the vendor met any/all of the MWBE participation goals and/or Local Business enterprise requirements, to the extent applicable?	YES
Did the vendor and any/all subcontractors comply with applicable Prevailing Wage requirements?	YES
Did the vendor maintain adequate records and logs, and did it submit accurate, complete and timely payment requisitions, fiscal reports and invoices, change order proposals, timesheets and other required daily and periodic record submissions (as applicable)?	YES
Did the vendor submit its proposed subcontractors for approval in advance of all work by such subcontractors?	YES
Did the vendor pay its suppliers and subcontractors, if any, promptly?	YES
Did the vendor and its subcontractors perform the contract with the requisite technical skills and expertise?	YES
Did the vendor adequately supervise the contract and its personnel, and did its supervisors demonstrate the requisite technical skill and expertise to advance the work?	YES
Did the vendor adequately staff the contract?	YES
Did the vendor fully comply with all applicable safety standards and maintain the site in an appropriate and safe condition?	YES
Did the vendor fully cooperate with the agency, e.g., by participating in necessary meetings, responding to agency orders and assisting the agency in addressing complaints from the community during the construction as applicable?	YES
Did the vendor adequately identify and promptly notify the agency of issues or conditions that could affect the quality of work or result in delays, and did it adequately and promptly assist the agency in resolving problems?	YES
Overall rating (Excellent, Good, Satisfactory, Poor)	Excellent

Project Budget

North Central Bronx – Comprehensive Energy Upgrade	
Construction	\$56,041,640.00
Project Contingency (12.5%)	\$7,005,205.00
Total	\$63,046,845.00

- The project contingency percentage is higher than our normal 10% because this is a complex multi-phase project with unforeseen conditions due to working in an active hospital.
- Full funding for this project has been allocated and CP is pending OMB approval.

Board of Directors Approval Request

- Authorizing the New York City Health and Hospitals Corporation (“NYC Health + Hospitals”) to **execute a contract with AWL Industries, Inc. (the “Contractor”), to undertake the Comprehensive Energy Upgrade Project at NYC Health + Hospitals/North Central Bronx Hospital**, for a contract amount of \$56,041,640, with a 12.5% project contingency of \$7,005,205, to bring the total cost not to exceed \$63,046,845, and an anticipated duration of 42 months.

RESOLUTION - 10

Authorizing New York City Health and Hospitals Corporation (the “**System**”) to **renew a five-year revocable license agreement with New York University (“NYU”) for its use and occupancy of 31,005 square feet of office space and 10,346 square feet of laboratory space in the C&D, H, and Administration Buildings at NYC Health + Hospitals/Bellevue (“Bellevue”) for administrative offices and in connection with its research programs at \$58.00/sf for office space and \$64.00/sf for laboratory space to be escalated annually by 2.5% with an additional \$3.25/sf for utilities for a total approximate fee of \$13,604,804 over the five year term.**

WHEREAS, NYU, a not-for profit university, is the-long standing medical affiliate of Bellevue; and

WHEREAS, NYU occupies space at Bellevue under its affiliation agreement between NYU and the System to house its activities under such agreement; and

WHEREAS, NYU utilizes additional space at Bellevue for its administration and research programs in addition to the space used for its activities under the affiliation agreement; and

WHEREAS, in 2011, 2016 and 2021, the System’s Board of Directors authorized the license and renewal of license of such non-affiliate space to NYU; and

WHEREAS, responsibility for administering the proposed license will be with the Chief Executive Officer of Bellevue; and

WHEREAS, Bellevue has determined that it continues to have sufficient space available to accommodate NYU’s additional needs and that licensing such additional space to NYU is in the best interests of Bellevue;

NOW, THEREFORE, be it

RESOLVED, that New York City Health and Hospitals Corporation (the “**System**”) to **renew a five-year revocable license agreement with New York University (“NYU”) for its use and occupancy of 31,005 square feet of office space and 10,346 square feet of laboratory space in the C&D, H, and Administration Buildings at NYC Health + Hospitals/Bellevue (“Bellevue”) for administrative offices and in connection with its research programs at \$58.00/sf for office space and \$64.00/sf for laboratory space to be escalated annually by 2.5% with an additional \$3.25/sf for utilities for a total approximate fee of \$13,763,756 over the five year term.**

**EXECUTIVE SUMMARY
PROPOSED LICENSE
WITH NYU for NON-AFFILIATE SPACE**

OVERVIEW

NYU and NYC Health + Hospitals/Bellevue have a strategic partnership in providing health care to the public, and NYU is the affiliate partner of such facility, and in synergy with that affiliation, NYU licenses space for other healthcare administration, and the license fees for such space provide the facility with meaningful revenue without a negative impact to its provision of services. NYU has used such space for many years.

CHANGES

NYU and Bellevue reassessed and slightly revised the space being licensed to NYU to ensure both parties optimize their operations to effectively achieve their individual goals, such as facility maintenance, clear definitions of responsibility, and ensuring clinical operational efficiency.

TERMS

Five-year license term
~41,000 square feet
Administrative space: \$58/SF for base occupancy
Laboratory space: \$64/SF for base occupancy
For all spaces, there will be \$3.25/SF charge for utilities
Base occupancy fees will escalate annually at 2.5%
Each party has the right to terminate at its convenience
A total approximate fee of \$13,604,804 over the five year term.

June 30, 2026

Deborah Morris, MCP, AICP
Senior Director, Land Use Planning and Real Estate
NYC Health + Hospitals Corporation
125 Worth Street
New York, NY 10013

Re: Updated and amended Fair Market Value letter of space within the Bellevue Hospital Center regarding specified floors within Buildings A, C & D, H
On behalf of NYC Health & Hospitals Corporation

Dear Deborah:

Pursuant to your request, the fair market value/appraisal report dated May 6, 2011 and as amended February 17, 2016 and January 11, 2021 for the referenced property and locations is now being revisited in order to assess and update their respective fair market values (FMV) at current rates. These assessments are inclusive of the value of the tenant improvements and specified operating expenses such as utilities, housekeeping, security, service contracts, structural repairs, etc. As the owner is designated as a Not for Profit (501(c)(3)), real estate taxes are not applicable, however this should also be considered when the value of the space in order to provide a comprehensive FMV. This updated review will assess the estimated value of the now-current base rent inclusive of the tenant improvements and operating expenses. This evaluation is subject to the following:

- The premises being described is often referenced to by the parties as “non-affiliated spaces”.
- The units are currently occupied by the original tenant for which this initial report was generated and are appropriately zoned for the current use of the space. The spaces are commonly referenced to as non-affiliated spaces.
- The existing licensor will continue to occupy approximately a total of 68,375 rsf within the referenced buildings.
- This evaluation is for the purpose of establishing the current FMV to lease/license the referenced property and considers numerous factors including but not limited to location, market conditions, market area comparables, lease terms and conditions, as well as tenant improvements.

There are additional variables that must also be considered in this evaluation. It is apparent that proximity to the licensee’s main medical center campus is attractive. Additionally, the ability to enter into an all-inclusive transaction with no allocation for real estate taxes or other additional charges has value to the tenant/licensee. The provision of tenant services that are uncommon for non-medical facilities, i.e., 24-7 access and other provision of full-time services such as HVAC and security must also be factored in this evaluation.

The referenced medical spaces are located within the medical complex of Bellevue Hospital Center on Frist Avenue in the Kips Bay market area. This is a unique property within the referenced market area; however, there are numerous medical facilities, hospitals and private physician practices in the immediate area providing a benchmark for market rents. The initial proposal offered and continues to offer the licensee a full-service hospital center with amenities typically only found in hospitals and full-service medical office buildings, not commercial properties. The complex is readily accessible by mass transit and conveniently situated off the FDR Drive for vehicular transit. The extension continues to offer the same benefits.

Kips Bay and specifically First Avenue, have numerous medical health care providers, the market conditions have been established and are readily available for comparison. Medical and laboratory spaces in this market area range from \$50 – \$95 per RSF. This market had seen an increase in asking rents from the 2011 initial agreement and the subsequent renewals and landlord concessions have also been reduced. Therefore, the ability to procure built out “turn-key” medical office space has experienced an increase in comprehensive expenses. For example, private physical offices in the Peter Cooper Stuyvesant Square housing complex garner rents in the range of \$55 – \$85 per RSF. Adjacent neighborhoods such as properties on Park Avenue South and Union Square have continued to garner stable and increased rents for medical space in this market. (Note: The aforementioned markets have not, as of the last 4-6 months, experienced a decreased in rents and continue to remain relatively stable. Although these areas have numerous medical sites, the lack of product, i.e. rental opportunities, has maintained a stable rental market.) It is important to consider that commercial landlords in this area consider medical use “less desirable” and would prefer typical commercial tenants. This variable is factored in this assessment as well.

Most of the opportunity for medical office space in this market is for undeveloped space; therefore, the space would require build out and a major capital expenditure by the tenant. Administrative office space is more competitive and can still achieve rents in mid to high \$40+ RSF range.

The current use is an important factor in assessing the value. Even if the licensee developed the space the prospective rental value to another tenant must be considered. The value of the build out space for the Sleep Laboratory would be between \$200 - \$250 per RSF. The value for administrative office space is and remains between \$60 - \$90 per RSF. The following is the assessment of each location on a site-by-site basis.

Building A

This space remains allocated for administrative use by Virology. Although well maintained, the space continues to remain dated and the tenant improvement has depreciated and has long ago been fully amortized. Air conditioning is provided by window units and heating is by cast iron perimeter steam units. The cost to build out the support office space is \$100 - \$150 per RSF.

BUILDINGS C & D

The space was renovated, prior to the initial license agreement term, and retro-fitted from the previous use for dorm rooms (housing for nurses/residents) to administrative space and lab use. Air conditioning is again provided by window units. The rooms are approximately 100 RSF. The current installation is now 15 years old.

H BUILDING

This space is predominantly utilized for laboratory and administrative use. The entire floor is occupied by the non-affiliated tenant. The aforementioned ability to provide the tenant and its patients with 24-7 access is crucial for the use.

CONCLUSION

Previously, as a result of the Covid-19 pandemic, real estate office space, whether designed or built for general office use or as a specialty service including medical, laboratory, or other specific services has been a dramatic discount of landlord's asking rent and landlord's taking prices across the entire spectrum. This is no longer the case as real estate values and pricing while slowly, have rebounded in the area and for the use.

While the market up to the pandemic's appearance had increased from the earlier fair market value analysis dates 2/17/16, by as much as 25%, there has been a steep and dramatic decline in values as a result of the Covid 19 pandemic. Accordingly, we were comfortable that the pricing for any license or lease extension remained at the current escalated rents at no increase in pricing. This is no longer the case.

The value of additional services provided by the licensee (electric, security, common area services) are included in this assessment and allow for the rents being held at current rates, without the base rents being further discounted or adjusted.

Again, the ability to access the space and the provision of services without interruption is an amenity that benefits the licensee. The tenant improvement factor must be considered due to the costs associated with relocation and build out. Relocating would entail an extensive up-front expense for the licensee.

All of the locations that were inspected are handicapped accessible and ADA compliant. Again, 24-7 security is a valuable amenity provided by the licensor. All of the lavatories throughout the facility are ADA compliant. The corridors are also wheelchair accessible (over 6 feet wide). The elevators can accommodate stretchers which would not be found in most commercial buildings.

There are numerous exam rooms and administrative offices throughout the building for this non affiliated space for various modalities including residency research programs, as well as supportive administrative offices. Most of the exam rooms and administrative offices are over 100/RSF. IT/IS service is inclusive in the fee. For the purpose of this appraisal, we shall assume that all operating expenses, i.e., security housekeeping, refuse removal, utilities, service contracts, etc. are provided by the landlord, other than the original fee of \$17,000 per annum fee for electrical service which we assess continues to be WELL below market (industry standard is now between \$3.50 - \$4.50 RSF).

The following are fee/rent ranges for the referenced facilities/spaces:

BUILDING A: The supportive administrative space would now be valued at \$55 - \$60 per RSF.

BUILDING C&D: The space was renovated prior to the initial license agreement dated 2011, although the tenant improvement dollars allocated for renovation were not extensive. It is our observation that this space can garner a rent of \$55 - \$60 per RSF.

H BUILDING: Although this is considered “lab space” it is used to treat patients suffering from Sleep Disorders which is not similar to the lab-use in buildings C or D. Sleep Disorder clinical offices do not entail a major expenditure for tenant improvement to develop the space. The lab space has a current value of \$60 - \$67 per RSF, over the initial license agreement term. The rental fee takes into consideration the unique use and that access, along with building services are necessary after typical business hours.

Additionally, there are other factors that the tenant must consider, limited relocation opportunities, extensive expenses to build out new space (with minimal landlord concessions) and invasive use. The parties should be aware that electric is not included in this rent. We recognize that in previous agreements it may have been. It could be argued that an additional add-on of \$3.50 per foot would be reasonable. Further, the square footage occupied by the tenant is both a gross and net figure. There is no RSF increase in measuring the space. The useable square footage is the same as the rentable, furthering the argument for an electric add-on. The same can be made for the provided cleaning services.

In conclusion, this analysis finds that the FMV for these individual spaces have greater value than commercial opportunities within the same market district. It would be appropriate to negotiate an escalation provision to the base rent/fee of 2.50% compounded commencing in the second year of the license agreement extension. These would be commercially fair and reasonable terms based on the data and information assessed in this report. This appraisal also takes into consideration the comparable commercial rents within the immediate market areas specially for medical properties, as well as for limited availability for similar sized opportunities.

In the event that I can be of any further assistance to you, please do not hesitate to call.

Thank you.

Very Truly Yours,



Michael E. Dubin
Executive Managing Director

Street Address	Tenant Name	Transaction SQFT	Starting Rent (USD) (per year)	Execution Date	Commencement Date	Transaction Quarter	Expiration Date	Lease Term	Space Type	Building Class	Free Rent	Effective Rent (per year)	Transaction Type	Lease Type	Year Built	Floors Occupied
137 East 25th Street	RepRally	8308		65	2025-10-01	2025-11-01	2025 - Q4									
215 Lexington Avenue	NYC Department of Citywide Administrative Services	11487		50	2025-12-29	2026-04-29	2025 - Q4	2030-09-29	4 years, 11 months	Office	C		65	New Lease	1904	Entire 2
192 Lexington Avenue	Aspen Institute	4894		58	2026-02-13	2026-06-13	2026 - Q1	2041-04-29	15 years	Office	B	0.0 months	60.47	New Lease	1962	Entire 12
145 East 32nd Street	Hydrogen Fitness	17015		70	2026-03-23	2026-04-01	2026 - Q1	2031-06-13	5 years	Office	B	5.0 months	53.17	New Lease	1927	Partial 11
145 E 32nd Street	Medical Unlisted	5,500		45	2026-04-21	2026-06-20	2026 - Q2	2041-08-01	15 years, 4 months	Retail	C	0.0 months	70	New Lease	1927	Lower Level, Ground, Mezzanine
205 West 28th Street	Angle Health	4595		110		2025-02-27	2025 - Q1		5 years, 8 months	Medical	B			New Lease	1927	12th Floor, Suite 1200
5 Penn Plaza	NY eHealth Collaborative	15172		70/75	2025-3	2025-8	2025 - Q1		10 years, 10 months	Healthcare	A	8.0 months		New Lease	2022	Partial 9th
											A	10.0 months		New Lease	1916	Partial 16th

Request to License New York University at NYC Health + Hospitals/Bellevue

Board of Directors Meeting
October 29, 2026

Eric Wei, MD, CEO, NYC H+H/Bellevue

Erfan Karim, COO, NYC H+H/Bellevue

Leora Jontef, AVP, Real Estate & Housing

Deborah Morris, AICP, Senior Director, Real Estate & Housing

For Board of Directors Consideration

- Authorizing New York City Health and Hospitals Corporation (the “System”) **to renew a five-year revocable license agreement with New York University (“NYU”) for its use and occupancy of 31,005 square feet of office space and 10,346 square feet of laboratory space in the C&D, H, and Administration Buildings at NYC Health + Hospitals/Bellevue (“Bellevue”)** for administrative offices and in connection with its research programs at \$58.00/sf for office space and \$64.00/sf for laboratory space to be escalated annually by 2.5% with an additional \$3.25/sf for utilities for a total approximate fee of \$13,604,804 over the five-year term.

Bellevue and NYU Partnership

- **New York University (“NYU”)** is a nonprofit organization operating as a 501(c)(3) educational institution.
 - Bellevue and NYU have one of the longest continuous academic and public hospital affiliations in American medicine, dating back to 1898.
 - This partnership continues with the **NYU Grossman School of Medicine** serving as the medical affiliate at Bellevue.
- Beyond medical affiliation, H+H houses multiple NYU programs on the Bellevue campus:
 - Since 2011, H+H has allowed NYU’s use and occupancy of designated non-affiliate space on the Bellevue campus.
 - Under this arrangement, NYU provides houses administrative faculty and staff, a pulmonary program, and conducts research in furtherance of its mission of medical scholarship, research, and patient care.
 - In addition to generating revenue, this relationship strengthens the partnership between Bellevue and NYU Grossman School of Medicine.
 - This arrangement facilitates the delivery of clinical, educational, and research activities that contribute to improved healthcare outcomes for New York City.

Details of Space Allocation

- The allocation includes the below programs, which total:
 - 31,005 in administrative office space (75%)
 - 10,346 in laboratory space (25%)

Location	Description	SF
Admin 5 th Fl	NYU Neurology Admin	1,729
Admin 6 th Fl	NYU Medicine Admin	1,071
Admin 7 th Fl	NYU Pulmonary Lab	3,113
Admin 8 th Fl	NYU Psychiatry & Pediatrics Admin	4,033
C&D 1 st Fl	NYU Surgery and Faculty Admin	7,114
C&D 4 th Fl	NYU Clinical and Translational Science Institute	8,865
C&D 5 th Fl	NYU Cancer, Plastic Surgery, OB-Gyn Admin	5,440
C&D 6 th Fl	NYU Medicine Admin and Research Labs	7,327
H 5 th Fl	NYU Otolaryngology Admin and Lab	3,541
H 7 th Fl	NYU Neurology Admin	596
H 8 th Fl	NYU Pediatrics Labs	2,619
H 15 th Fl	NYU Cardiothoracic Lab	1,299
H 16 th Fl	NYU Medicine Research Lab	1,358
H 17 th Fl	NYU Research Lab	944

License Terms

- New York University will occupy a reduced footprint of:
 - 31,005 SF of administrative office space across several floors in the Administrative, C&D, and H Buildings
 - 7,233 SF of laboratory space in across several floors in the C&D and H Buildings
 - 3,113 SF of laboratory space for the Pulmonary Program is located on the 7th floor of the Administrative Building
 - NYU is responsible to maintain the aforementioned space

- 5-year license term is effective as of September 1, 2026. The Board approval is retroactive due to a comprehensive review of space allocation to better align with Bellevue priorities and patient care.

- Occupancy fees:
 - Administrative space: \$58/SF for base occupancy
 - Laboratory space: \$64/SF for base occupancy
 - There will be additional \$3.25/SF charge for utilities
 - Base occupancy fees will escalate annually at 2.5%

- The total annual occupancy fee over the potential 5-year term will be approximately \$13.6M.

Use	Rate	Square Feet	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Admin	\$58	31005	\$ 1,798,290	\$ 1,843,247	\$ 1,889,328	\$ 1,936,562	\$ 1,984,976	\$ 9,452,403
Lab	\$64	10346	\$ 662,144	\$ 678,698	\$ 695,665	\$ 713,057	\$ 730,883	\$ 3,480,446
Utilities	\$3.25	41351	\$ 134,391	\$ 134,391	\$ 134,391	\$ 134,391	\$ 134,391	\$ 671,955
Total			\$ 2,594,825	\$ 2,656,336	\$ 2,719,384	\$ 2,784,009	\$ 2,850,250	\$ 13,604,804

Board of Directors Approval Request

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