

**Testimony**

**of**

**Mary T. Bassett, MD, MPH, Commissioner**

**New York City Department of Health and Mental Hygiene**

**before the**

**New York City Council Committee on Health  
Jointly with the Committee on Finance and the  
Committee on Mental Health, Developmental Disability, Alcoholism,  
Substance Abuse & Disability Services**

**on the**

**FY 2017 Executive Budget**

**May 10, 2016**

**City Hall – City Council Chambers  
New York City**

Good morning, Chairpersons Ferreras-Copeland, Johnson, and Cohen, and members of the committees. I am Dr. Mary Bassett, Commissioner of the New York City Department of Health and Mental Hygiene. I am joined today by First Deputy Commissioner Dr. Oxiris Barbot and Sandy Rozza, Deputy Commissioner for Finance. Thank you for the opportunity to testify on our Executive Budget for fiscal year 2017.

I know that many here would agree that public health historically has been linked to social justice. However, it is also clear to me that the patterns of health and disease that vary across neighborhoods in our city reflect the legacy of income inequality and structural racism. There are neighborhoods where half of deaths would not occur if they had the same mortality profile as more affluent neighborhoods. These neighborhoods did not simply fall behind; they have been historically disadvantaged. The cost is paid, among many other ways, in poorer health. That is why the de Blasio Administration remains focused on promoting equity. I am happy to report that this Executive Budget affirms this commitment.

A core aspect of the Mayor's equity agenda is the fight for \$15. A higher minimum wage for all is not only important to ensuring the dignity of work; higher wages save lives. In fact, the Department's research, recently published in the American Journal of Public Health, shows that raising the minimum wage to \$15 per hour will save approximately 1,000 lives each year, with the greatest benefit for residents in our poorest neighborhoods.

This is just one example of how a policy to promote equity in one field – in this case, income equality – also promotes health. The Mayor's historic UPK program is another, because research shows that access to early education is linked to improved health in adults. Similarly, we know that better housing and better schools reduce health disparities among neighborhoods. Each of these priorities, which I know the Council shares, are integral to our collective effort to make every neighborhood a healthy neighborhood, from the poorest to the wealthiest.

### **Budget Highlights**

At the Health Department, we are grateful for a budget that supports our strides toward improving health equity. The Department's current operating budget is \$1.42 billion, of which \$594 million is City Tax Levy and the remainder is federal, State and private dollars. This reflects a net increase in spending of \$111 million in City Tax Levy from fiscal year 2016, and

an increase of \$37 million from the fiscal year 2017 Preliminary budget including \$2.4 million for Neighborhood Health Action Centers, \$8.9 million for Zika preparedness, \$5.1 million for opioid overdose prevention, and \$2.4 million for enhanced risk-based inspections in child care centers. In addition, this budget reaffirms the Administration's commitment to having animal shelters in all five boroughs by including \$10 million in capital funding for a Bronx and Queens animal shelter. As we have increased funding for these vital programs, we have also been prudent. I am pleased to report that we have identified \$51 million in savings for fiscal years 2016 and 2017, in part by reducing our reliance on consultants, without any reduction in services.

The fiscal year 2017 Executive Budget moves our city forward on innovative health programs, and allows the Department to prepare for and respond to crucial public health issues. As you know, the Department will open three Neighborhood Health Action Centers in 2016 in communities that bear the highest disease burden and have faced chronic disinvestment. The budget reflects our commitment of 34 staff, at a cost of \$2.4 million; this will close service gaps and establish neighborhood-specific action plans to inform collaboration, interventions and investments in our communities. We have already begun to work with community members, providers, organizations and institutions to coordinate a joint approach to the health and social priorities of our communities. Over the past year, we have met with Council Members from the Health Action Center neighborhoods to update them on our progress and engage them in how these sites will further the health of their constituents. The Department looks forward to continuing these conversations as the doors of the re-envisioned District Health Centers open and these buildings once again become hubs of neighborhood activity as they were under Mayor LaGuardia.

The Executive Budget also addresses the City's plan to protect New Yorkers from the Zika virus. As you know, this virus began moving through much of Latin America and the Caribbean last year. The Administration plans to invest \$21 million over the next three years in our Zika work, with the agency adding 51 new staff members. Our Zika Preparedness Plan, which we released last month with the Mayor and Deputy Mayor Palacio, has three goals: 1) to reduce the population of mosquitoes that may be able to transmit the virus; 2) to detect Zika virus in mosquitos and in humans, particularly pregnant women who were exposed to Zika

through travel or sexual transmission; and 3) to educate New Yorkers about how to reduce the risk of local transmission.

Although our intensive mosquito surveillance program has never detected the *Aedes aegypti* mosquito, the main carrier of this virus, we have seen *Aedes albopictus*, commonly known as the Asian Tiger mosquito, which is a close cousin and could possibly transmit Zika. We will limit the areas in which these mosquitos breed by reducing standing water, and enhance our work by killing mosquito larvae and adult mosquitos. We will also increase the number of mosquitos we trap and test for Zika. We assess local transmission of Zika to be unlikely in New York, but we are not taking any chances. The consequences for babies and impact on families are severe.

Even if we do not have local transmission of Zika, we will continue to see cases here from people travelling from outside New York City. For this reason, it is important that we diagnose those with Zika and ensure that our healthcare partners have the information they need to test patients. I want to be clear: people who should be tested include all pregnant women who have traveled to an area of ongoing Zika transmission, as well as any travelers with compatible symptoms.

Because it is so important that the public understand these facts, our third focus is getting information out to New Yorkers. Last month, we launched a media campaign -- Fight Back NYC -- and we have scheduled more than 200 community outreach events across the city. We need New Yorkers to protect themselves against mosquito bites and help eliminate standing water. I want to thank the City Council for amplifying the important messaging around this virus, and I want to thank my team for the hard work they have put into this emergency preparedness effort since January.

We face a different, urgent public health issue in the opioid crisis. Preliminary data available this spring show an increase in unintentional overdose deaths from 800 in 2014 to 886 in 2015, with a 40 percent increase in deaths in the Bronx. With this Executive Budget, we are improving health for people who use drugs through significant new funding to confront the opioid epidemic in our city. I want to thank the Mayor for dedicating another \$1 million in fiscal year 2017 to expand naloxone distribution. We will also commit \$1.2 million to growing critical

harm reduction services, including syringe exchange in the hardest hit areas of the city, including the Bronx, and expanding adolescent treatment and outreach in Staten Island. Building upon past success, we will spend over \$2 million to educate over 1,500 physicians in judicious opioid prescribing practices, to reduce unnecessary exposure to opioids and reduce unintentional overdose. Finally, we are proud to launch a non-fatal overdose response system in Staten Island, the Bronx and one additional location still to be determined, which we will expand to all five boroughs over the next three years. Surviving an overdose is not the same as recovery and this program will connect individuals who have suffered a non-fatal overdose to care.

Lastly, we continue to work vigilantly to minimize illegal child care center operation and improve health and safety at underperforming child care centers. We will add 41 staff, at a cost of \$2.4 million in fiscal year 2017 and roughly \$2.7 million in the out years, to establish an Illegal Child Care Detection Unit and implement an enhanced risk-based inspection model. Additional investigation and inspection capacity will result in safer operation of over 11,000 child care providers and further ensure the safety of over 400,000 children. The safety of our littlest and most vulnerable New Yorkers is of the utmost concern to this Administration.

### **Program Updates**

Let me turn now to some other programmatic updates. The work of ThriveNYC is fundamentally important to our city. That is why I am pleased that the Mental Health Association of New York City has been selected to develop and operate NYC Support, a key aspect of our work to improve access to behavioral health care. NYC Support, an investment of \$20 million over three years, will provide a single point of entry -- by phone, text messaging and the web -- for New Yorkers searching for mental health support. For some, this will mean speaking to a counselor by phone, and for others, connection to behavioral health services. It will provide robust crisis counseling, referrals, help with scheduling appointments and follow up care in multiple languages. NYC Support will be a resource for any New Yorker who needs help, and we expect to serve 200,000 people in the coming fiscal year.

We will also train 250,000 New Yorkers from every community in Mental Health First Aid. This course teaches people how to recognize the signs and symptoms of mental illness, and gives them the tools to connect their friends, families and co-workers to help. I want to thank Council Member Cohen for organizing Mental Health First Aid trainings for City Council

members and staff during the month of May. And I want to again thank the First Lady for her unwavering leadership on this and so many other mental health issues.

As we ramp up our ThriveNYC activities, we are working hard to finally end the epidemic of HIV and AIDS that has plagued our city for almost 40 years. The goal of our Ending the Epidemic strategy is to reduce new HIV infections in New York City to fewer than 600 per year by 2020, and I am proud that this agency leads the nation in offering antiretroviral treatment to all people with HIV. We are receiving applications from clinics and community organizations to raise awareness and increase access to biomedical preventive interventions for those at risk for HIV across New York City. In addition, I am excited by the renewal of our Sexually Transmitted Disease clinics; these facilities will provide expanded services in a welcoming environment to even more New Yorkers in need. I want to thank the Council, and particularly our health committee chair Corey Johnson, for your fierce commitment to this work.

Finally, I want to highlight our partnership with the Mayor's Office of Immigrant Affairs to launch ActionHealthNYC, a program to provide health care to New York City residents ineligible for public insurance. This non-insurance program will serve 1,200 New Yorkers in its first year, using a dedicated network of providers, and IDNYC as its membership card. The program offers affordable fees for participants and includes coordinated access to primary and specialty care. The Department is leading a comprehensive evaluation of the first phase of this program. We are gratified to be working with Health + Hospitals and our city's Federally Qualified Health Centers as we build a new health care access program for those who remain ineligible for insurance through the New York State Health Insurance Marketplace.

## **Conclusion**

I am grateful that our fiscal year 2017 Executive Budget provides significant additional funding to advance health equity. Thank you again for the opportunity to testify, and thank you for your support for the Department's work. We are happy to answer any questions.

New York City Council Fiscal Year 2017

Executive Budget Hearing

Testimony by Chief Medical Examiner Dr. Barbara Sampson

Good afternoon. I want to thank the chairs of the committees that are holding today's hearing, Councilmember Corey Johnson and Councilmember Julissa Ferreras. I also want to thank the members of the Committee on Health and the Committee on Finance for the opportunity to testify.

I am Dr. Barbara Sampson, Chief Medical Examiner of the City of New York. Seated to my right is Dina Maniotis, Executive Deputy Commissioner for Administration and to my left Florence Hutner our General Counsel.

I can say with conviction that I am here as this city's chief forensic pathologist because of the influence of two people. My mother, who was a trail blazer in her own right, and first inspired me that women can not only "do" science but like men we can achieve the highest positions in the service of our community and improve its public health.

The second influence was from a giant in forensic medicine, Dr. Charles Hirsch who inspired me along with an entire generation of medical examiners. Dr. Hirsch died this past April 11<sup>th</sup>, and I want to take this opportunity to pay tribute to his work that has grounded our agency on a solid foundation of science and for teaching forensic scientists what it means to serve justice.

In 2007 at the opening ceremony of our DNA laboratory, Dr. Hirsch reminded us all –and I now quote his own softly spoken words that continue to thunder with meaning – “The motto of this building attempts to capture the impartiality and independence of science. It is inscribed on the wall of our lobby: **Science Serving Justice**. Unambiguous and direct: science serving justice. It does not say science serving the police; it does not say science serving the district attorney; and it does not say science serving the defense. Right down the middle of the road it simply says, science serving justice”. My entire testimony today will echo the wisdom of Dr. Charles Hirsch.

At every hearing since my appointment I have stated that I commit to building – an ideal medical examiner’s office: independent, unbiased, immune from undue influence and as accurate as humanly possible. I commit again, that our science will serve justice.

As the city’s chief medical examiner I am also responsible for public health and if you were wondering what the proportion of medical examiner cases having some relation to public health; it’s 100%. I want to share with you the areas where I will be using the medical examiner’s authority to perform autopsies and evaluate threats to public health and of my particular focus in the months and years to come.

In March of 2015 the Drug Enforcement Administration (DEA) issued a nationwide alert about the alarming rate of overdose deaths related to fentanyl that represent a significant threat to public health and safety. Just this April our own Department of Health’s advisory on drug

overdose deaths published what the medical examiner has established from autopsies; 15% of all overdose deaths involve Fentanyl up from 3% in past 10 years of autopsied overdose deaths.

This administration has responded swiftly and mobilized resources to create a \$5.5M program to reduce opioid overdose deaths. The opioid threat is being confronted with a multi-pronged approach that includes training health care providers to reduce unnecessary exposure of patients to opioids; targeted outreach to support individuals with history of opioid use; increased availability of naloxone kits; increased surveillance of opioid misuse citywide to identify trends and design interventions and at the OCME, the establishment of a broad fentanyl testing program to track all deaths associated with this substance and provide critical data to inform prevention efforts.

The OCME has been fully resourced with \$233K of new funding for our toxicology laboratory. Of this, \$92K is baselined funding for us to perform complete testing all our casework for fentanyl.

We have also been funded an additional start-up amount of \$93K to perform method development and validation of the instrument for forensic casework use. The toxicology laboratory has purchased, received and recently installed a time-of-flight liquid chromatography mass spectrometry instruments using capital dollars. This technology has undergone tremendous improvements allowing for the simultaneous screening of hundreds of drugs and drug metabolites in a single run, including fentanyl and its metabolites.

As part of our new fentanyl funding we received \$48K for one time to enhance our Laboratory Information Management System (LIMS) which is a software-based laboratory casework management system that was implemented in the Department of Forensic Toxicology in August 2014. This is the same system that has been utilized by the Department of Forensic Biology since January 2012. Some of the functionality of the LIMS includes, but is not limited to, the following: the receipt of evidence from the NYPD, medical examiners, and law enforcement agencies; scheduling, and tracking of the sample and the associated analytical workload; the processing and quality control associated with the sample. Our enhancements to the LIMS are required to allow us to manage our analytical workload more effectively as this is done manually at present.

To meet industry standards and best practices as established by the professional organization Society of Forensic Toxicologists our laboratory has been funded six ( 6) new headcount in the amount of \$465K to hire senior scientists to perform the laboratory work, as well as to conduct new method development and validation and quality control.

The OCME Forensic Toxicology Laboratory is undergoing extensive reorganization to optimize the completion of casework and to introduce modern laboratory practices. The changes introduced over the past 3 months to the end of April have reduced the backlog of cases by 98% with just 17 cases left. The average turnaround times for completion of cases during this

same period have also decreased significantly from 110 to 27 days for post-mortem cases, 160 to 40 days for Drug Facilitated Sexual Assault cases.

With the state-of-the-art instrumentation planned for installation throughout 2016 and 2017 and staff recruitment and re-training underway to address gaps in experience and competency, the laboratory will be in a strong position to maintain its American Board of Forensic Toxicology accreditation and also positioned to achieve the international accreditation standard of ISO 17025 within the next 24 months.

#### **OCME Budget Summary**

The OCME non-Grant expense budget reflects funding of \$68.3 million in FY17, including a budgeted headcount of 643; and a five year Capital plan totaling \$58.0 million. In the FY17 Executive Plan OCME received \$457K and 6 headcount to improve turn-around-time in the Forensic Toxicology laboratory; \$964K in baseline funding to cover security contract costs; and \$232.9K in FY17 for initial startup costs with respect to increased fentanyl testing that will then be baselined at \$92.0K beginning in FY18.

I am happy to answer your questions.

**New York City Economic Development Corporation**

**New York City Council Oversight Hearing:**

**Fiscal Year 2017 Executive Budget Testimony**

**Maria Torres-Springer, President**

**May 10, 2016**

**Introduction**

Good afternoon Chairwoman Ferreras-Copeland, Chairman Garodnick, Chairman Cornegy, and members of the Committees on Finance, Economic Development and Small Business. I am Maria Torres-Springer, President of the New York City Economic Development Corporation (“NYCEDC”), and I am pleased to join Department of Small Business Services Commissioner Gregg Bishop in testifying before you today. Today, along with members of my staff, I want to share some specifics of our budget for FY 2017, as well as the overall focus of our economic development efforts throughout the five boroughs, which we shared at our earlier hearing in March.

The de Blasio Administration has been particularly focused on growing jobs that are truly accessible to New Yorkers in every neighborhood, and that focus is already paying dividends. Since the Mayor took office, New York City has become home to a record 4.3 million jobs - the highest number in city history. Just as importantly, we’re seeing job growth in the boroughs outside Manhattan at nearly double the rate of that in Manhattan, which speaks to the truly five-borough nature of our economic development strategy.

As we work to continue and deepen these trends, NYCEDC has three main tools we use to meet our economic development goals. First, we are an asset management and capital construction

firm, efficiently and inclusively managing a wide range of capital construction projects on behalf of the City. We manage a portfolio of about 200 properties, which totals about 60 million square feet of mostly industrial City assets. Second is our real estate and area-wide development practice, through which most of the projects you normally associate with our organization are managed. It is also through this practice that we assist DCP in neighborhood rezonings. Third, we serve as a strategic planning and implementation firm that makes programmatic investments to diversify and strengthen our economy.

NYCEDC is self-sustaining and receives no operating funds from the City, deriving revenues mostly from property management, financing fees, and land sale proceeds. Because of this unique structure, NYCEDC utilizes the revenue generated by our assets not only to make fiscal contributions to the City, but also to make strategic investments, either in our own assets or to fund a broad spectrum of programs and services that stimulate economic opportunity throughout the city.

### **NYCEDC Budget**

With regards to the budget, one improvement we would like to share is that we have increased our commitment rate. At our last budget hearing in March, our commitment rate was 12.6% for EDC's projects. Today we are at 23.7%. Historically, EDC's commitment rate has been low, primarily due to the practice of having large, multi-year projects funded upfront, even though we know that many of those funds would not be drawn down until out years. We continue to work with the Office of Management and Budget (OMB) on the multi-year Certificates to Proceed (CP) concept and to consistently reforecast our budget to ensure the funding aligns with the

spending need in order to continually improve our commitment rates. Further, between now and the end of this fiscal year---given pending registrations at the Comptroller's Office and CPs pending at Office of Management and Budget (OMB)---we project our commitment rate will be over 35%. It is important to note that this commitment rate is just for EDC projects. If we include commitments for projects in our budget that are managed on behalf of other agencies, we project the rate of commitment for FY16 will be close to 50%. This increase is a commitment that I made to Councilmember Garodnick at our last hearing, and I'm proud to tell you that it is a commitment that we are working diligently to meet.

Another issue of note is our financial support to the City. As I mentioned, the revenue we receive from property management, financing fees, and land sale proceeds is reinvested in EDC operations, programs and assets to bring jobs to New Yorkers, while also providing a significant amount of support to the City. The funding we provide each year typically fluctuates based on our on land sales and 42<sup>nd</sup> Street payment collections, among other factors. Going forward, however, after discussions with OMB, NYCEDC will include the cost of the Citywide Ferry Service in our financial support to the City. While the form of our financial support may differ from last year, our overall contribution to the City is still expected to remain high – over \$75m in FY17, including the contributions toward the Citywide Ferry Service.

At the request of the Council, I would also like to provide an update on the status of the funds that were allocated in FY16. In order to quickly and aggressively realize citywide economic development and housing goals, the City created new Acquisition, Housing Infrastructure, and Neighborhood Development funds. These funds enable us to identify sites for affordable housing

and economic development, and plan for and fund amenities that will help our neighborhoods thrive.

The approximately \$700 million Neighborhood Development Fund was created to support capital investments where the City is pursuing a rezoning. The expenditures will happen alongside the rezoning efforts. We expect to begin projects in FY17. Meanwhile, the \$75 million Acquisition Fund was created for future land acquisitions to assist in the implementation of City policy priorities. EDC will target sites of at least 5,000 SF in all five boroughs with multi-use potential and access to public transportation.

#### **FY2017 Allocations**

I would like to spend most of my time discussing the most notable addition to our budget, Citywide Ferry Service. The Citywide Ferry Service will connect communities that have traditionally been underserved by transit---for example, Red Hook and Bay Ridge in Brooklyn; Long Island City, Queensbridge and Astoria's waterfront; The Rockaways in eastern Queens; and Soundview in the Bronx. By allowing waterfront communities around the City to gain access to job opportunities in employment hubs along the East River, we're helping to shift the backbone of our City's economy eastward and closer to where a majority of New Yorkers live. A few weeks ago, we selected Hornblower as the operator of the entire, integrated ferry system. We are happy to report that this project is on schedule for the first phase roll out in 2017.

As you know, we are using \$55 million in City Capital to build the infrastructure needed to support the Citywide Ferry Service. That is going toward the construction of a total of 10 new

landings, as well as the upgrade of two existing landings. All ten barges are being fabricated at the May Ship Repair Yard in Staten Island.

And we have recently come to an agreement to homeport all of the vessels in New York City's Brooklyn Navy Yard at a cost of about \$30 million. Homeporting the vessels overnight and during repair times at the Brooklyn Navy Yard will facilitate operations, while also promoting job growth at a major industrial employment hub along the East River. EDC and the Brooklyn Navy Yard are currently working together to determine the best way to accommodate the needs of the Citywide Ferry Service fleet within the Brooklyn Navy Yard Campus, a location that will allow vessels to be more centralized to the ferry network.

And as part of the integration plan for the East River Ferry, EDC will purchase and upgrade four vessels from the current operator of the East River Ferry for about \$11 million. These boats will be upgraded with a modern engine design, which will help us to ensure a seamless operation of the East River Ferry even as the City expands the Citywide Ferry Service. We look forward to keeping you updated on the status of this important transportation project over the coming months.

I would also like to provide some other exciting new announcements and important updates since we last met. First of all, I want to thank all of you for your partnership in passing the East New York Rezoning a few weeks ago. This effort to bring new affordable housing and industrial jobs to the neighborhood will truly benefit all the people of the neighborhood. It is an effort that is shaped by four key strategies. First, we want to encourage residential and commercial

growth. We will achieve this through investments and zoning changes that will promote new, mixed-income housing and mixed-use development along key transit corridors in East New York, Cypress Hills, and Ocean Hill. Second, we plan to attract new businesses to the area by investing in and reimagining the use of public assets and increasing access to available tax credits and other financial assistance programs to bring new companies to the area. Third, we want to promote quality jobs, by catalyzing high-growth employment sectors and promoting innovation in traditional industries, particularly those in the East New York Industrial Business Zone. And finally, we hope to improve livability. This means enhancing public areas and improving safety and connectivity between the industrial area, Broadway Junction and the surrounding neighborhoods. At EDC, we've been particularly focused on strengthening the East New York Industrial Business Zone, building off of its existing cluster of construction related fabricators, and to attract smaller industrial firms to create quality jobs for East New Yorkers of all backgrounds and skill levels. We look forward to continuing our work with the City Council to implement this strategy.

Over in Richmond County, Councilmember Deborah Rose, Staten Island Borough President Jimmy Oddo and I cut the ribbon on the New Stapleton Waterfront Park last week. Stapleton has had a long history of commercial activity since the 1960's. With most of this historical infrastructure still in place, we saw an opportunity to fuel the renaissance of this diverse neighborhood that's rich in arts and culture. The New Stapleton Waterfront leverages city-owned assets, notably the U.S. Naval Homeport, to unlock the opportunity for new transit-oriented development opportunities, including affordable housing, retail, and significant investment in public infrastructure that increases access and strengthens the area's climate change resiliency.

New Stapleton Waterfront is in direct support of a broader effort to bring activity and economic development to the North Shore of Staten Island with projects like The New York Wheel, Empire Outlets, and Lighthouse Point. Stapleton is a commercial hub for residents to work, live and play in Staten Island, and at EDC we continue to support local residents and attract new investment Stapleton and the greater North Shore.

In the Bronx, I was very proud to join the Mayor and City Council Speaker Melissa Mark-Viverito and other community leaders to open the Damian Family Care Center in the South Bronx. Damian is the second site in our *Community Health Center Expansion Program*, and is not only serving a tremendous need as a full-service facility for the community, but is hiring more New Yorkers---90% of whom live in the Bronx---and increasing their wages, benefits, and job quality. Because of the Administration's efforts, the Damian Family Care Center is able to take over a previous for-profit medical facility, and provide comprehensive care at this site, including primary, dental, child and adult behavioral health care, specialty services, and an on-site pharmacy. Right across from Family Life Academy and two large NYCHA residences, Damian will be a solid anchor for the entire community, and will serve more than 10,000 patients at full capacity. The center will also provide care to *anyone* regardless of immigration status or ability to pay. Access to healthcare is a fundamental right, and an essential part of any complete neighborhood, so this project fulfills our core mission at EDC beautifully. We were happy to bring this facility online just seven months after the announcement of the program, and we will be expanding on this success in high-needs areas around the city.

With all of these opportunities coming online throughout the city, we are working to ensure that we're not just investing in new buildings, but in new *opportunities* for the people of New York; that *any* investment that the City makes directly benefits businesses and workers.

To that end, a few months ago, the Mayor initiated a major reform process of the City's Minority- and Women-Owned Business Enterprise contracting policies, and at EDC, we're creating programs to help companies throughout the City participate in all aspects of our work. . This builds upon programs we run at EDC that help MWBE firms with the tools, training, and networks to turn growth plans into action with city contracts.

For instance, to help MWBEs cover the financing and up-front costs of City contracting, we have \$10 million in funds to help them better participate in City development work. Our Emerging Developer Loan Fund will help predevelopment and acquisition stage companies who face a specific financing gap. We are happy to report that we've just selected Basis Management Group as the Emerging Developer Loan Fund lending partner and fund operator.

And a few weeks ago, we announced two new MWBE programs. The first is an expansion of a program we announced with BP Adams for Brooklynites: Manage Forward focused on an MBA-style program for MWBEs, which we're now expanding to the Bronx with a program called Next Level Bronx. And second, ConstructNYC is a program that offers training and support to prequalified contractors who will have exclusive access to bid on specific NYCEDC construction-related contracts. Once contractors are on the prequalified list, they'll have the opportunity to bid on contracts up to \$1 million, and we'll identify specific portions of a contract that will be procured from the ConstructNYC pre-qualified list.

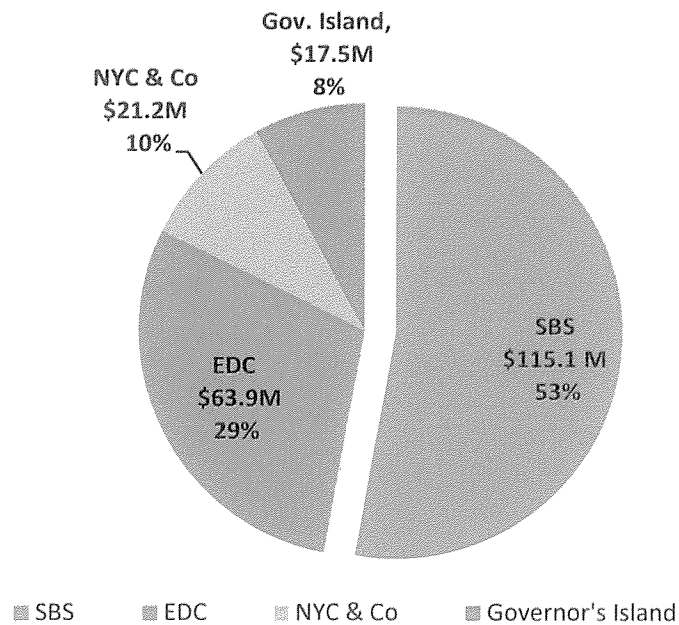
## **Conclusion**

To conclude, NYCEDC is engaged in the important work of strengthening and diversifying our economy by creating good jobs in strong, resilient neighborhoods throughout the five boroughs. But we still have a long way to go as we seek to increase opportunities for all New Yorkers. We remain committed to making New York City the global model for inclusive innovation and equitable economic growth. With the continued support of, and partnership with, the City Council, I have every confidence that we will be able to leverage NYCEDC's resources even further so that we can achieve these critical goals. I am happy to answer any questions you have.

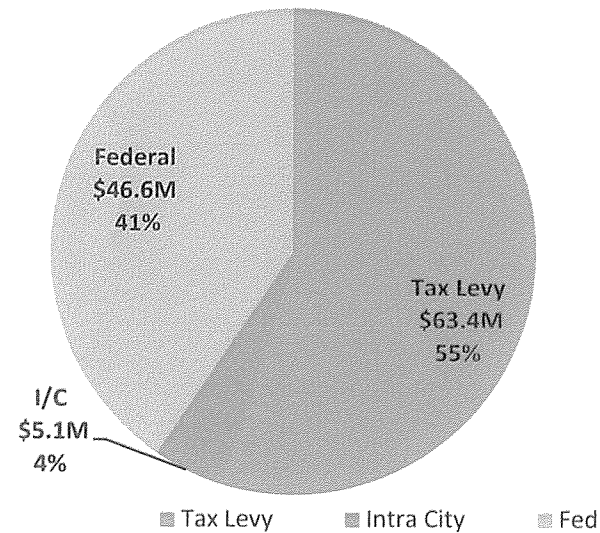
## SBS Fiscal Year 2017 Executive Budget

SBS' FY17 Executive Budget is **\$217.7 million** and the agency has **307 employees**. When you remove the conduits, SBS' FY17 budget is **\$115.1 million**.

**Chart 1:**  
**FY2017 Agency Total Executive Budget**



**Chart 2:**  
**FY 2017 SBS Executive Budget  
SBS City Tax Levy v. Federal Funding**



**TESTIMONY BY**  
**COMMISSIONER GREGG BISHOP**  
**NEW YORK CITY**  
**DEPARTMENT OF SMALL BUSINESS SERVICES**  
**BEFORE**  
**THE COMMITTEE ON ECONOMIC DEVELOPMENT**  
**THE COMMITTEE ON FINANCE**  
**AND**  
**THE COMMITTEE ON SMALL BUSINESS**  
**OF THE**  
**NEW YORK CITY COUNCIL**  
**TUESDAY, MAY 10, 2016**

Good afternoon Chairman Garodnick, Chairman Cornegy and Chairwoman Ferreras-Copeland and members of the Economic Development, Small Business and Finance Committees. My name is Gregg Bishop and I am the Commissioner of the New York City Department of Small Business Services ("SBS"). I am pleased to testify today with my colleague, Maria Torres-Springer, President of the New York City Economic Development Corporation ("NYCEDC"), as well as my First Deputy Commissioner Jackie Mallon and my senior leadership team.

At SBS, we impact the everyday lives of New Yorkers by supporting small businesses as they start, operate, and grow; connecting individuals to quality jobs; and working with local organizations to invest in neighborhoods.

Today, I will review the Fiscal Year 2017 Executive Budget allocations for the agency. SBS' FY17 Executive Budget is \$217.7 million and the agency has a headcount of 307 employees. The \$217.7 million budget includes pass-through funding for EDC totaling \$63.9 million, NYC & Co. totaling \$21.1 million, and Governors Island totaling \$17.5 million. The remaining \$115.1 million, or 53% of the FY17 Executive Budget, is the budget for SBS' programs and operations. Of the total \$115.1 million allocated to SBS, federal funds represent 41% or approximately \$46.6 million, City funds represent 55% or approximately \$63.4 million, and the remaining \$5.1 million are transfers from other agencies.

Today I will focus my testimony on the new additions to the SBS budget in the FY17 Executive Budget and how this funding will support our mission of creating stronger businesses, connecting New Yorkers to good jobs, and investing in neighborhoods.

## **SUPPORT FOR JOBSEEKERS:**

At SBS, we are investing in the future of New York City's workforce and equipping jobseekers with the skills they need to build careers in the 21st century economy. Supporting the Mayor's Career Pathways strategic plan, our agency trains New Yorkers for good-paying jobs and links jobseekers to employment in fast-growing industries with real opportunities for advancement. Connecting New Yorkers to good jobs with family-supporting wages both improves the lives of jobseekers, and makes it possible for our growing local businesses to access the world-class talent they need right here in the five boroughs.

Through our network of 16 **Workforce1 Career Centers**, SBS helped more than 21,000 people find jobs in Fiscal Year 2016 as a result of receiving our services. Since I previously testified on our preliminary budget, we have implemented the next stage of our job quality policy, requiring businesses receiving free recruitment services through our Workforce1 Career Centers to hire employees for full-time positions or pay these employees' wages of at least \$13.40 per hour. This increase further aligns our Workforce1 Career Center policies with the City's overall efforts to provide employment with family-supporting wages. In the past few months, we have also hired new directors for the City's **Industry Partnerships**. Industry Partnership Directors work with employers, organized labor, non-profits, training providers, private philanthropy, and workforce organizations to identify industry workforce needs in order to develop targeted training models and build a pipeline of local talent to fill New York City's jobs. We have launched new Industry Partnerships in the construction, industrial and food service sectors and hope to launch our retail partnership in the upcoming months. In East New York, we are working with local community organizations to develop tailored services for East New York and Brownsville residents and hope to have the new East New York Workforce1 Career Center open in the upcoming months.

In the FY17 Executive Budget, SBS received \$2 million to increase awareness of the City's **HireNYC** program. One of the largest targeted hiring programs in the nation, HireNYC leverages SBS' network of Workforce1 Career Centers to connect New Yorkers to open positions created through the City's purchases and investments. Mayor de Blasio expanded HireNYC citywide this October to cover all City goods and services procurement over one million dollars. The new funding will be used to ensure that every possible candidate is aware of the program and employment opportunities created through City development and procurement contracts. We thank the Council for your support and look forward to working with you to reach out to your constituents about available training and connections to employment.

#### **SUPPORT FOR BUSINESSES:**

Small businesses are the economic building blocks of New York City – they strengthen our economy, anchor communities, create jobs, and add to the vibrancy of our neighborhoods. We are committed to ensuring our programming is accessible to all New Yorkers, which is why we have introduced initiatives for minority and women-owned firms, immigrant business owners, and women entrepreneurs. Through our network of seven **NYC Business Solutions Centers and seven Industrial Business Service Providers**, SBS provides free, high-quality services and courses to help businesses access capital, apply for M/WBE certification, navigate government regulations, and find qualified talent. As part of the City's Women Entrepreneurs (WE NYC) initiative, we recently launched **WE Master Money: Credit** to provide credit-building workshops and one-on-one assistance with a goal of reaching 2,000 women in the next two years. WE Master Money: Credit is the first of three tailored business education offerings developed as part of the City's WE NYC commitment to empowering women business owners to reach their full economic potential, with a special focus on

supporting underserved women and communities. SBS has also been working diligently on implementing the 30 recommendations from **Small Business First**, an unprecedented interagency initiative with 15 City agencies to reduce the regulatory burden and change the way government interacts with small businesses. Since the launch of Small Business First, more than 600 additional violation codes can now be resolved online, by phone, or by mail so that a business owner can contest a violation remotely, without having to leave his or her business.

The 220,000 small businesses across the five boroughs are the lifeblood of our city's economy and an essential part of the character of NYC neighborhoods. But we know that small business owners in New York City are confronted with many challenges. From businesses being priced out of neighborhoods to difficulty accessing financing, these are complex challenges and will require interagency coordination to help businesses access necessary resources and information. To mitigate these issues, **Chair Cornegy** is working to increase tenant bargaining power by defining and codifying commercial tenant harassment and I would like to thank Chair Cornegy for his leadership on this issue. To support this effort, SBS provides preemptive legal assistance to businesses, including commercial lease workshops and one-to-one consultations with lease reviews and education on commercial lease negotiations. These are complex issues and we will continue to develop the necessary tools to target those with greatest need.

#### **SUPPORT FOR M/WBES:**

At SBS, we are committed to supporting minority and women-owned firms, aiming to meet Mayor de Blasio's aggressive goal of awarding more than \$16 billion to M/WBES over the

next ten years. We have made great progress in the past year, awarding \$1.6 billion to City-certified M/WBEs in FY15 and awarding \$1 billion so far in FY16. This year we are on track to exceed our goal for the total number of certified M/WBEs, increasing the number of firms eligible to take advantage of the City's commitment. To build the capacity of these firms and strengthen their ability to win government contracts, SBS offers a range of free services. Through our Selling to Government Services, we offer monthly workshops to help businesses that have never worked with government navigate and understand the City's procurement process. We have also had great success in offering more opportunities for firms to connect with agencies through our expanded outreach efforts.

I would also like to introduce our new **Deputy Commissioner of Economic and Financial Opportunity, Kimberly Hardy**. She comes to us with years of experience as a Deputy Commissioner at HPD and we look forward to her joining my team.

As you are aware, SBS is helping the City's M/WBE leadership team to conduct a citywide **M/WBE Disparity Study** to better understand the conditions for M/WBE contractors. We are currently in the middle of our Disparity Report Community Meetings, being held in all five boroughs, offering M/WBE business owners the opportunity to share their experiences directly with myself and the rest of the City's M/WBE leadership.

We also recently announced a \$10 million **Bond Surety Fund** to provide collateral assistance to M/WBEs attempting to obtain bonds as well as low interest loans to City-certified M/WBEs. Bonding is often a barrier for M/WBEs who compete for large City contracts. With this program we hope to alleviate that burden so that minority and women owned businesses are given a fair chance. Cash flow is also a challenge for many small businesses, especially when contracting with the City. With a \$10 million investment from the City, SBS will create a

**revolving loan fund** for emerging and M/WBE contractors or subcontractors with a goal of increasing the amount of capital available to these firms to up to \$500,000 in financing. To help MWBEs and other small businesses obtain financing after winning a contract, SBS already offers **Contract Financing** across all industries to secure low-rate loans of up to \$150,000. We believe these investments will help M/WBEs access needed capital and be more successful on City contracts.

Lastly, I welcome you all to join SBS and 70 City, State and Federal agencies and authorities for the **10<sup>th</sup> Annual M/WBE Procurement Fair** on May 24<sup>th</sup>. The fair will showcase City contracting opportunities for an expected 500 M/WBE-certified firms.

#### **SUPPORT FOR COMMERCIAL CORRIDORS:**

SBS provides support at the neighborhood level by partnering with community-based organizations to invest in commercial corridors where New Yorkers can shop, work, and live. We believe that working with on-the-ground partners is essential to tackling the unique challenges faced by New York City's diverse communities. SBS provides financial support to neighborhood-based community organizations through additional programming, grants, staff support, and capacity-building. Last month we announced the FY17 winners of **Avenue NYC**, a grant program that provides \$1.3 million in funding for organizations in low- to moderate-income areas to implement commercial revitalization initiatives. **Neighborhood Challenge** is another grant program hosted by SBS in partnership with EDC to provide \$500,000 to support catalytic projects developed by community organizations to support commercial districts and address small business challenges.

For those not eligible for these grant programs, SBS worked closely with **Chairman Garodnick** and Council to administer the **Neighborhood Development Grant Initiative**,

which provides grants for community-based economic development organizations in each of New York City's 51 City Council districts. My staff and I will be joining Chairman Garodnick and local members to visit winners of these grants in the coming weeks to see the impact this program has made. I would also like to acknowledge **Council Member Richards**, with assistance from EDC and the Mayor's Fund, for his support of the **Downtown Far Rockaway Storefront Improvement Program**, which will provide \$185,000 in grants to help local business and property owners complete storefront renovation projects.

SBS's Neighborhood Planning Team has also been closely involved in the Mayor's plan for tackling the affordable housing crisis holistically, supporting DCP, HPD, and EDC by leading business engagement to ensure that businesses, stakeholders and CBO voices in the neighborhoods being rezoned are heard. In East New York, we have gathered our data through the **Commercial District Needs Assessment** and we're working with our community partners to determine necessary services. We expect to publish these findings in July and are continuing work on CDNA's in East Harlem, Bay Street, Jerome Ave, Inwood and Flushing West.

To support neighborhood-level economic development, SBS oversees the city's network of 72 **Business Improvement Districts (BIDs)**, with 47 BIDs outside of Manhattan. These BIDs deliver more than \$127 million in supplemental services. In the FY17 Executive Budget, SBS will receive \$215,000 to increase the capacity of the BID team. SBS staff serves as full voting members on the Boards of Directors for all BID boards, representing the Mayor and serving as the primary liaisons between BIDs and the City. These responsibilities range from coordinating the BID billing process of more than \$100 million in annual assessments with the New York City Department of Finance, providing financial oversight, and ensuring operating

and governance compliance. The additional staff will ensure that SBS continues to support the City's existing 72 BIDs as well as the unprecedented 27 BID formation and expansion efforts currently underway across the city.

The funding that SBS received in the FY17 Executive Budget supplements the funding our agency received in the Preliminary Budget. In total, the funding for new or expanded SBS programs in FY17 included in the Preliminary and Executive budgets represents an approximately \$8.7 million investment - significant new resources available to support good jobs, stronger businesses and neighborhoods.

Thank you for your time and I am now happy to take your questions.

# **NYC HEALTH+ HOSPITALS**

**NEW YORK CITY COUNCIL  
FISCAL YEAR 2017  
EXECUTIVE BUDGET HEARING**

**COMMITTEE ON FINANCE,  
COMMITTEE ON HEALTH &  
COMMITTEE ON MENTAL HEALTH, DEVELOPMENTAL  
DISABILITY, ALCOHOLISM, SUBSTANCE ABUSE AND  
DISABILITY SERVICES**

**RAMANATHAN RAJU, M.D., PRESIDENT  
NYC HEALTH + HOSPITALS**

**MAY 10, 2016**

Good morning Chairpersons Cohen, Ferreras-Copeland, Johnson and Committee members, I am Dr. Ram Raju, President of NYC Health + Hospitals. I am joined this morning by Mr. P.V. Anantharam, our Senior Vice President for Finance, Mr. John Jurenko, our Vice President for Intergovernmental Relations and Planning and the senior members of my team.

Thank you for the opportunity to discuss the Fiscal Year (FY) 2017 Executive Budget.

### **Introduction/ essentiality**

I have testified at several council hearings over the past 2 years, and each time I have made the point that the public hospital system is absolutely essential to the safety, well-being and success of New York City.

I begin my remarks today by restating the same point.

NYC Health + Hospitals is the city's healthcare safety net. The public system provides a tremendous volume of high quality care to this city. It is our *mission* to provide that essential care for all New Yorkers, whether or not they have the ability to pay for that care.

We believe that for the greatest city in the world to function properly, there must be a system in place to care for its residents.

- There must be a system to provide high quality trauma care.
- There must be a system to protect New Yorkers against the outbreak of special pathogens like Ebola, Zika, or whatever the next threat to health and safety may be.
- There must be a system to provide care that assists entire communities in coping with epidemics like obesity, diabetes and asthma.

That system is NYC Health + Hospitals. And no other healthcare system in New York City is dedicated to carrying out this mission. But the mission costs money. Money that covers the costs of the safe, quality, culturally responsive care we provide. I believe it is a mistake to think of this money as simply *expenses* on the public system's *ledger*. The value of a public healthcare system cannot only be measured by its balance sheet alone, but by the social value it provides.

Because, when we talk about expenses, what we are really talking about is demand being placed on the public hospital system:

- Demand on our Emergency Departments...
- Demand on our pharmacies...
- Demand for Behavioral Health Services...
- Demand to carry out public health policies:
  - o like managing asthma and other diseases
  - o or preventing the spread of STDs
  - o or meeting challenges posed by drugs like K2 when they hit our streets.

When we talk about the expenses of the public system we are also talking about

- Demand for the social services we provide, because we have an acute understanding of how social problems undermine the health of our patients and the care we provide them.
- Demand quantified by the 1.2 million patients we cared for last year, approximately one-third of whom were without health insurance.

In the final analysis, the public hospital system meets this enormous demand and it must be reimbursed for the services we render in doing so.

- Our doors need to be kept open.
- Our patients need to be cared for.
- They need to be fed.
- Our employees need to receive the paychecks they earn each and every day with tremendous dedication and commitment.

We are tremendously appreciative that Mayor de Blasio recognizes this, and has extended the City's support to our operations while we redesign public healthcare to meet the challenges posed by a healthcare environment undergoing huge and constant change. We are grateful to this Council for its support. We are grateful to our sister agencies like HRA for doing what they can to assist us. We are very grateful to our labor partners for their backing. We are grateful for the continued strong support from our Community Advisory Board members, our elected officials, our community leaders, and all our stakeholders.

### **Urgent Transformation**

But let me be clear. Our gratitude in no way diminishes the sense of urgency we bring to the task of converting financial support into the long term sustainability of this organization. We understand that the support we have received from the Mayor and this Council does not alleviate our need to change. The status quo simply is not an option.

We strongly believe that financial prudence and mission can, and must co-exist. Which is why we view city funding simply as bridge to our necessary transformation. Transformation that meets the challenges wrought by:

- the Affordable Care Act's exclusion of the undocumented
- the need to strengthen primary care and preventive services and reduce unnecessary hospitalizations

As well as:

- rapid technological advances
- shifts from volume based payments to a system that pays for value.

And even more changes involving:

- newly empowered healthcare consumers,
- Federal regulatory mandates,
- a gathering wave of hospital consolidations,
- Seismic changes in health care insurance leading to greater competition in the health care marketplace.

We must adjust to this constantly evolving healthcare environment while continuing to serve as the largest provider of healthcare to New York's uninsured population at a time when state and federal funding that has historically covered some of the cost of this care has been slashed. All of this means that the public system, like hospital systems everywhere, must transform, in order to survive.

### **Strategic Plan**

NYC Health + Hospitals strategic plan evolved over the past decade, starting with the Road Ahead program that focused on cost reduction, and then the Vision 2020 plan that focused on growth and efficiency, and now the Mayor's report that charts transformation of our workforce and better utilization of underutilized space on our campuses to meet our patients' great need for social services and stable housing. Combined, these strategies comprise a blueprint that we must undertake so that New Yorkers continue to have access to the healthcare services that they need now - and in the need in the future.

A great deal of work has already occurred to reposition and strengthen the public system. We are proud that some of that work is already bearing fruit:

- By expanding hours---staying open longer at night and on weekends, we have shown significant reductions in wait times for pediatric, primary care and behavioral health appointments. The accompanying chart will show you the progress we have made.
- We have made a very substantial investment by implementing a state-of-the-art patient electronic medical record system that will be an indispensable building block to providing excellent patient care.
- And we are becoming leaner, we are down by 735 full time equivalent positions over the past 6 months.

But a lot more needs to be done: Our path forward involves creating more access and identifying greater efficiencies so that we can provide better care where it's needed and directing resources where communities need them most.

It's a path that simultaneously involves reduction, growth and transformation. Because all three of these elements are essential. We've re-organized our system around three principal lines of business: outpatient care; inpatient care; and post-acute care. Our previous structure, appropriate

for a different time but outmoded now, focused on networks of care across these three lines of service.

Going forward, the need to demonstrate quality and to manage expenses will require a consistency that spans our system no matter the borough, no matter the hospital, no matter the clinic. There are significant clinical, outcome, and operational benefits to standardizing care and work processes across sites of care, and our new structure will bring the discipline necessary to compete, to grow, and to serve our patients with dignity and respect.

And let me emphasize that this is what national best practices looks like. It's about moving care to where patients are, in the communities, not just in the hospitals. It's about partnering with other organizations across the continuum of care to enhance this more effective community-based care.

With the release of the transformation plan to place the public hospital system on sounder financial footing, we are moving to develop multiple initiatives with measurable targets---putting meat on the bone--- to implement these 4 goals.

1. Provide sustainable coverage and access to care for the uninsured;
2. Expand community based services with integrated supports that address the social determinants of health;
3. Transform Health + Hospitals into a higher performing health system; and
4. Restructure payments and build partnerships to support the health outcomes of communities.

We are committed to working closely with this Council, and all our stakeholders in order to refine and operationalize these strategic goals.

## **Financial Plan**

Again, we thank the Mayor for the considerable new support provided including the previously announced \$337 million funding commitment for FY 16 and an additional just added \$160 million which increases to \$180 million each year thereafter. We expect to close this year with a small cash balance of \$119 million. For FY 2017, our operating expenses are projected to be \$7.8 billion and revenue is projected to be \$7 billion. This leaves a gap that will need to be addressed through our transformation initiatives.

Which means we must do more to transform and bring operating expenses more in line with revenue projections. We look forward to developing and pursuing different strategies with the guidance of a Blue Ribbon Panel of experts, the Commission on Health Care for our Neighborhoods.

I want to emphasize two major points here – the Mayor’s Transformation recommendations, and the implementation strategies that will follow, do not include layoffs or hospital closures.

In fact, with the additional investments from the City, we will be expanding access to care. However, the plan will require that we also rethink the role of hospitals because in the future they will no longer be the single hub of care. Instead, hospitals will be one component of an integrated healthcare delivery system. This means continuing our work to expand ambulatory care capacity, and to find more efficiencies within our system, as well as developing innovative care management programs to keep patients healthier and out of hospitals.

### **DSH funding**

Among our goals, one important item that I hope we will work on together, is the distribution by the State, of federal Disproportionate Share Hospital (DSH) funding. DSH funding is critical to supporting our mission and allowing us to serve low-income and uninsured patients. Under federal law, DSH funds are going to be reduced starting October 1<sup>st</sup>, 2017 unless Congress acts to delay the scheduled cuts. We are advocating with members of New York City’s Congressional delegation to postpone reductions in DSH funding and ask that you do so also.

We strongly believe that New York State’s policy should be changed so that DSH funds are more closely targeted to safety net and public hospitals that serve disproportionately high numbers of low-income and uninsured patients. We are supportive of legislation introduced by Assembly Member Richard Gottfried and Senator Kemp Hannon on this topic.

We are concerned that without changes to the present methodology of distribution of DSH funds, we will absorb all of the initial federal DSH cuts. New York must adjust its DSH funding distribution formula prior to enactment of federal cuts. Over the past year, we have been advocating for this change with a coalition of our union partners and health advocates and would also ask the Council to consider lending their support to effort.

### **Care for the uninsured**

NYC Health + Hospital is very supportive of the Mayor’s ActionHealthNYC initiative to improve health care access for the city’s immigrant population. It will offer low or no-cost coordinated primary and specialty health care to enrollees who are immigrant New Yorkers and do not qualify for health insurance. We are happy to partner with the Mayor’s Office of Immigrant Affairs on this endeavor.

In addition to looming DSH cuts, federal regulatory policy is shifting from a fee-for-service system to a managed care system with capped payments. This curtails our access to supplemental federal funds to cover the true costs of care. As the largest provider of care for Medicaid patients in New York City, the impact of these changes on Health + Hospitals is an order of magnitude greater than other health care providers. One of the strategies that we will be pursuing is to seek new federal funding that delivers coordinated care to uninsured New Yorkers.

### **Insurance coverage**

For uninsured New Yorkers who are eligible for health insurance but not enrolled, another strategy calls for comprehensive outreach citywide to make New Yorkers aware of the availability of health insurance options and enroll them. We will partner with the Human Resources Administration on this effort. This effort will both lead to greater financial security for Health + Hospitals and that of a newly insured patient who may face a major illness.

Our health plan, MetroPlus, is a critical partner in our strategic plans. Over the past year, it has worked to increase membership, which is now at 493,000. This number will grow as MetroPlus has taken many steps over the past several months to expand marketing, advertising, member retention, increased member engagement and provider satisfaction. Since MetroPlus is now back to being the most affordable option in New York's healthcare marketplace, more individuals will choose their plan.

New York State created a new option for low income New Yorkers who earn just above the Medicaid threshold but are still under 200% of the federal poverty limit. MetroPlus has done extremely well with nearly 45,000 members now enrolled in the new Essential Plan. In January we received state approval to expand Metro Plus availability to all City employees. We are working with the City and our union partners to promote this option. Also in January we received state approval to expand Metro Plus to include Staten Island. MetroPlus staff are also now working with our Correctional Health Services division at the visitor's center on Rikers Island to educate visitors about health insurance options.

### **Correctional Health**

As I stated at our Preliminary Budget Hearing in March, Health + Hospitals has created a new division of Correctional Health Services (CHS), employing approximately 1,700 staff members in twelve jails citywide. We are proud that during our transition period last fall, there were no lapses in coverage and no disruptions in patient care.

In the short time that we have operated CHS, we have already begun reshaping the framework to support what we hope will be an improvement in the quality of care for patients. We are leveraging existing programs to increase continuity of care upon release.

Looking ahead, we will be able to provide enhanced care in the City's jails for some of the most vulnerable patients. The Program for Accelerated Clinical Effectiveness (PACE), has helped increase medication adherence while also reducing the rate of injuries among this population. Health + Hospitals will expand on this model by opening two enhanced clinical service units per year through 2020.

Additionally, we will expand our pilot of the enhanced pre-arraignment medical screening to all tours at the Manhattan central booking area. These screenings allow for early identification of high risk patients during intake, conserve resources by addressing certain medical needs on-site, and offer a unique opportunity to leverage health information hand-in-hand with criminal justice information and—with patient consent—promote alternatives to detention.

CHS will also provide additional on-island hepatitis C treatment to inmates who have tested positive for the disease or are continuing treatment initiated in the community by expanding the

provision of a drug regimen that cures Hepatitis C. Access to care within the jails will be improved and made more efficient through a telehealth program and the creation of 12 new mini-clinics, both of which will bring providers closer to where patients already are.

## **Behavioral Health**

Consistency of care is also demonstrated by our role as a key partner in ThriveNYC, the “mental health roadmap” launched by Mayor de Blasio and First Lady Chirlane McCray to create a more responsive and holistic system to support the mental well-being of New Yorkers. Our health system has a significant leadership role in advancing the roadmap’s goal of achieving universal screening and connection to treatment for maternal depression within two years. We will screen for depression in pregnant women from the early prenatal stages of pregnancy through postpartum care.

## **Capital Work and Sandy Remediation**

Increasing access to primary and specialty care in neighborhoods that need it the most is another strategy contained in the recommendations. More than \$100 million in new capital funding was included in the four-year plan for the expansion of primary care services in underserved neighborhoods. This new funding adds to support added last year through the Mayor’s Caring Neighborhoods Initiatives program for expansions at six existing sites. Next year, we will go beyond expanding services at existing locations by opening new sites in underserved neighborhoods. This initiative will add more than 200,000 new primary care slots, which will help to improve access to care.

For other capital projects, work has been completed or is underway on several major projects:

- Design work is proceeding on the expansion and renovation of Elmhurst Hospital’s Emergency Department. Construction is scheduled to begin January 2017. I want to thank Council Members Ferreras, Dromm and Borough President Melinda Katz for providing capital funding.
- The Roberto Clemente Center which provides behavioral health services and is part of Gouverneur Healthcare Services in lower Manhattan is about to undertake extensive renovations that are expected to take 3 months. I’d like to thank Council Member Mendez and Manhattan Borough President Gale Brewer for supporting this project.
- Design work is now underway for our new ambulatory care center on Staten Island at 155 Vanderbilt Avenue. Construction at this site will be complete in September 2017. I’d like to thank Council Member Rose for supporting this project.

Lastly, to reiterate our testimony in February before the Health Committee and the Committee on Recovery and Resiliency on the status of our projects to rectify the damage caused by Hurricane Sandy. NYC Health + Hospitals has secured more than \$1.8 billion in funding from the Federal Emergency Management Agency (FEMA) for projects designed to protect our facilities from damage in the event of future storms and to cover the costs of repairs that have been made. We have been working closely with our partners in the Mayor’s Office of Recovery and Resiliency

and the New York City Economic Development Corporation on these initiatives. The projects at Bellevue, Coler, Coney Island and Metropolitan will succeed and like the Epic project, these projects will come in on time and on budget.

### **Social Determinants of Health**

Over the next year Health + Hospitals will continue to emphasize the provision of social services, as well as healthcare at our facilities across the city. We are reaching beyond the walls of our facilities to address social determinants that undermine our patients' health, like the lack of availability of nutritious food in communities we serve, or the difficulty some patients have in accessing government benefits. These conditions can create tremendous barriers to care.

That's why we are building new partnerships with other social service providers across the spectrum. We are applying our resources, talents and unique knowledge of the communities we serve in order to: make legal services available to our patients right in our hospitals, and encourage green markets in the neighborhoods we serve, among many other initiatives.

### **Conclusion**

We know that financial sustainability is essential to our ability to continue carrying out our mission. It must be determined by considering the care this system provides for 1.2 million patients who come through its doors when they are sick or injured. Or by the assistance the most vulnerable in our city receive every day in every borough, when social conditions threaten to undermine their health and well-being.

Moving forward, we recognize that for a system as large as ours to transform we will need to recalibrate, to shift tactics, and to place new priorities, as we proceed to our ultimate destination of a cost-effective, quality driven system. Ultimately this flexibility will help us prevail. And frankly, the consequences for the City of New York are simply too high for us not to prevail.

*Because again, it bears repeating. The public hospital system is essential:*

We are essential because, like no other healthcare delivery system, we go where people need healthcare, rather than only where there are patients who make up profitable service lines. *We market our services to Mott Haven, rather than Larchmont. And to East New York, instead of to West Palm Beach.*

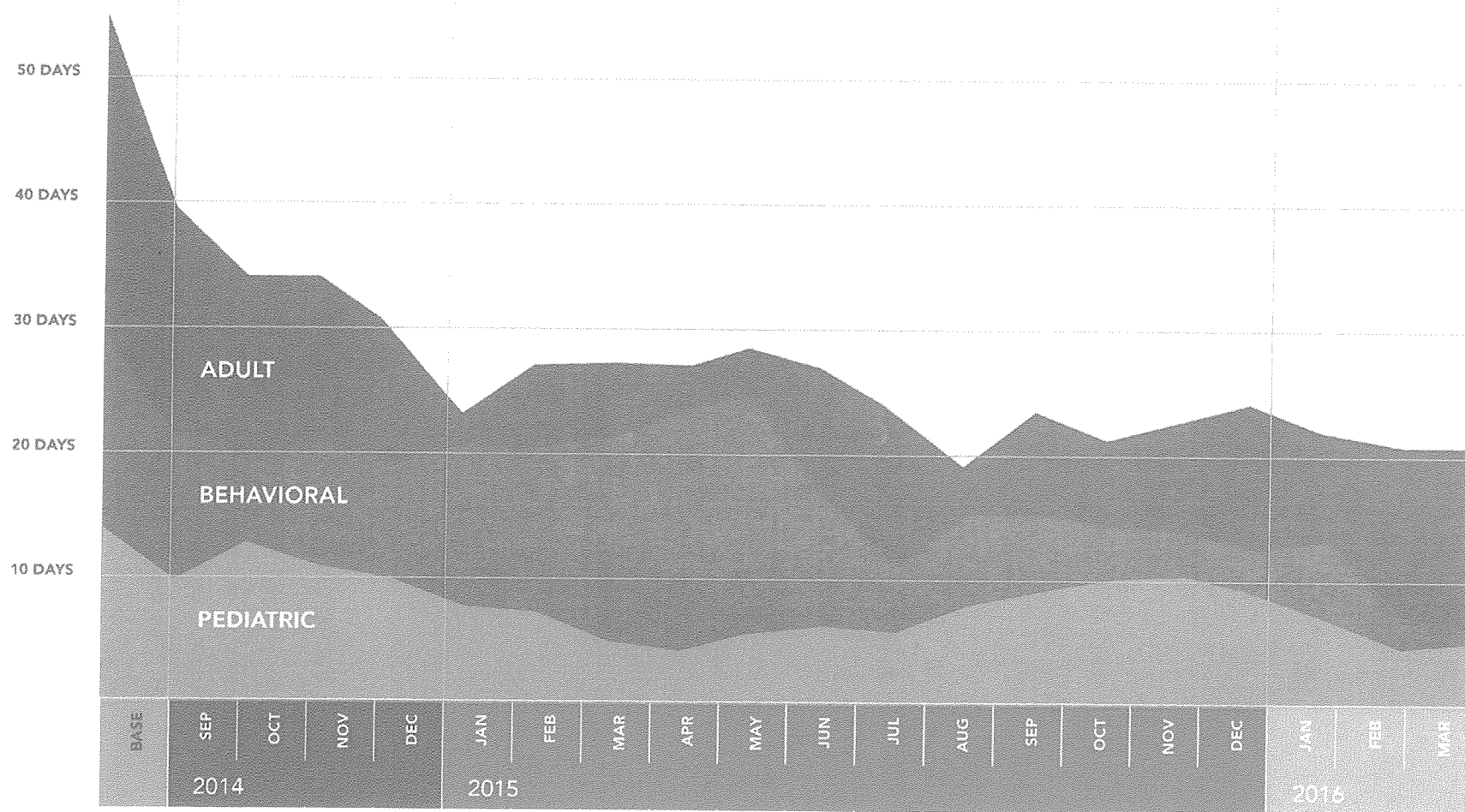
We are essential because we are the safety net...the safety net

- for the uninsured.
- for the mentally ill.
- for people suffering from substance abuse...
- for people who are recently incarcerated...
- for all the people who have fallen through the cracks of the social fabric in New York City.

And you have our ironclad commitment that we will continue to do so.

This concludes my testimony. I now look forward to listening to your comments and answering your questions.

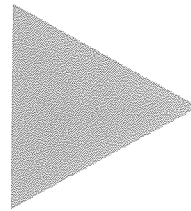
# Improved Access to Adult Primary Care, Pediatric and Behavioral Health Services



# OneNYC and Vision 2020

## **ONENYC: THE PLAN FOR A STRONG AND JUST CITY**

- + Ensure all New York City neighborhoods have access to high-quality essential healthcare services
- + Transform NYC Health + Hospitals into a system anchored by community-based preventive care
- + Expand access to primary care by establishing health centers in high-need communities
- + Expand access points for mental health and substance abuse care, including integrating primary care and behavioral health services
- + Work with New York State in enabling and supporting the transformation of the healthcare delivery system



## **NYC HEALTH + HOSPITALS: VISION 2020 PRIORITIES**

- + Provide high-quality safe care in a culturally- sensitive, coordinated manner
- + Expand access to serve more patients
- + Anticipate and meet patients' needs
- + Engage Health + Hospitals workforce to ensure accountability and support
- + Increase efficiency through investments in technology and capital

## Total Fed/State Payments, 2014-Present

AWARD	AMOUNT
+ DSH Payments	\$4.1 billion
+ Other Supplemental Medicaid	\$1.9 billion
+ DSRIP: IAAF	\$152 million
+ DSRIP: Capital	\$300.5 million
+ DSRIP: PPS Payments to date	\$148 million
+ FEMA	\$1.72 billion
+ LTC Settlement	\$28 million
+ WTC	\$48 million
+ EBOLA Preparedness	\$4.8 million
+ CMMI Grant	\$17.9 million
<b>TOTAL</b>	<b>\$8.42 BILLION</b>

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Jill Sleser

Address: Dep Commissioner, Administration

I represent: DOHMH

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Dr. George Askew

Address: Deputy Commissioner

I represent: Family + Child Health

Address: DOHMH

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: 5/10/16

(PLEASE PRINT)

Name: Dr. Patricia Yang

Address: \_\_\_\_\_

I represent: NYC Health + Hospitals, Correctional Health

Address: Services

◆ Please complete this card and return to the Sergeant-at-Arms ◆

**THE COUNCIL  
THE CITY OF NEW YORK**

**Appearance Card**

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: 5/10/16

(PLEASE PRINT)

Name: Dr. Ram Raja

Address: \_\_\_\_\_

I represent: NYC Health + Hospitals

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

**Appearance Card**

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: 5/10/16

(PLEASE PRINT)

Name: PV Ananthram

Address: \_\_\_\_\_

I represent: NYC Health + Hospitals

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

**Appearance Card**

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: 5/10/16

(PLEASE PRINT)

Name: John Lusk

Address: \_\_\_\_\_

I represent: NYC Health + Hospitals

Address: \_\_\_\_\_

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL  
THE CITY OF NEW YORK**

**Appearance Card**

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

**(PLEASE PRINT)**

Name: Dr. Margaret Bessett

Address: Commissioner's Office, Environmental Health

I represent: NYC DOHMH

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

**Appearance Card**

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

**(PLEASE PRINT)**

Name: Deborah K. Kohn

Address: Deputy Commissioner, Environmental Health

I represent: NYC DOHMH

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

**Appearance Card**

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

**(PLEASE PRINT)**

Name: Dr. Hillary Kohn

Address: Assistant Commissioner

I represent: NYC DOHMH

Address: \_\_\_\_\_

◆ Please complete this card and return to the Sergeant-at-Arms ◆

**THE COUNCIL  
THE CITY OF NEW YORK**

*Appearance Card*

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Dr. George Belkin

Address: Executive Deputy Commissioner

I represent: NYC DOHMH

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

*Appearance Card*

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Sandy Rozzmont

Address: Deputy Commissioner of Finance

I represent: NYC DOHMH

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

*Appearance Card*

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Dr. Denis Barbat

Address: First Deputy Commissioner

I represent: NYC DOHMH

Address: \_\_\_\_\_

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Dina Maniotis

Address: 421 East 26<sup>th</sup> St. Manhattan

I represent: OCME

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: 5/10/16

(PLEASE PRINT)

Name: Barbara Sampson

Address: 520 First Ave

I represent: OCME

Address: 520 First Ave.

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: 5/10/2016

(PLEASE PRINT)

Name: Florence Huter

Address: 421 E 26

I represent: OCME

Address: \_\_\_\_\_

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL  
THE CITY OF NEW YORK**

*Appearance Card*

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: 5-10-16

(PLEASE PRINT)

Name: David T. McCann

Address: \_\_\_\_\_

I represent: OCME

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

*Appearance Card*

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Sgt. Comm. Gregory Bishop

Address: \_\_\_\_\_

I represent: \_\_\_\_\_

Address: \_\_\_\_\_

**THE COUNCIL  
THE CITY OF NEW YORK**

*Appearance Card*

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: President Maria Torres-Springer

Address: \_\_\_\_\_

I represent: \_\_\_\_\_

Address: \_\_\_\_\_

◆ Please complete this card and return to the Sergeant-at-Arms ◆

**THE COUNCIL  
THE CITY OF NEW YORK**

*Appearance Card*

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

**(PLEASE PRINT)**

Name: Jackie Mallon, SBS

Address: \_\_\_\_\_

I represent: \_\_\_\_\_

Address: \_\_\_\_\_

◆ Please complete this card and return to the Sergeant-at-Arms ◆

**THE COUNCIL  
THE CITY OF NEW YORK**

*Appearance Card*

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

☐ in favor ☐ in opposition

Date: \_\_\_\_\_

**(PLEASE PRINT)**

Name: Kim Vaccari, EDC

Address: \_\_\_\_\_

I represent: \_\_\_\_\_

Address: \_\_\_\_\_

◆ Please complete this card and return to the Sergeant-at-Arms ◆