



Project # 261237-E

Maimonides Medical Center

Program: Hospital
Purpose: Establishment

County: Kings
Acknowledged: May 22, 2026

Executive Summary

Description

New York City Health and Hospitals Corporation (H+H), a New York public benefit corporation, seeks approval to operate Maimonides Medical Center (MMC) and Maimonides Midwood Community Hospital (MMCH) through two new, wholly controlled public benefit corporation subsidiaries: H+H Maimonides Corporation (H+H Maimonides) and H+H Maimonides Midwood Corporation (H+H Midwood).

Maimonides Medical Center is a 711-bed acute care hospital whose sole member and passive parent is Maimonides Health Resources, Inc. (MHRI). The New York Community Hospital of Brooklyn, Inc. d/b/a Maimonides Midwood Community Hospital, is a 134-bed acute care hospital, whose sole corporate member is Maimonides Medical Center. For the purposes of this transaction, Maimonides Health Resources Inc, together with its subsidiaries and affiliates, are referred to, collectively, as Maimonides.

New York City Health and Hospitals Corporation (H&H) operates 11 acute care hospital sites across New York City and provides comprehensive medical and behavioral health services regardless of a patients' ability to pay. H&H will continue to operate its 11 acute care hospitals under the H+H public benefit corporation, will become the sole member and active parent of the H+H Maimonides and H&H Maimonides Midwood subsidiary companies and will become the co-operator of the hospitals operated by such subsidiaries: Maimonides Medical Center and Maimonides Midwood Community Hospital respectively.

On December 18, 2025, H+H and Maimonides Health Research Inc, together with its subsidiaries and affiliates, including Maimonides Medical Center and Maimonides Midwood Community Hospital, entered into an Affiliation and Asset Purchase Agreement (APA). The assets and liabilities of Maimonides Medical Center and Maimonides Midwood Community Hospital will be transferred to H+H and H+H will operate the hospitals (Maimonides Hospitals) under the following structure:

- H+H Maimonides will operate Maimonides Medical Center.
- H+H Maimonides Midwood will operate Maimonides Midwood Community Hospital.
- H+H will be the sole member and active parent of H+H Maimonides and H+H Maimonides Midwood and the co-operator of Maimonides Medical Center and Maimonides Midwood Community Hospital.

Consistent with Section 7384(3) of the New York City Health and Hospitals Corporation Act, N.Y. Unconsolidated Law §§ 7381-7406 the individuals who serve as the Board of Directors of H+H will serve in the same capacity as the governing board and established operator of each of the Maimonides Hospitals, functioning similarly to H+H's other Article 28 licensed hospitals, which are organized as unincorporated divisions of H+H.

Maimonides is facing significant financial and operational challenges due to substantial financial losses over multiple years, impacting their ability to maintain necessary services for the community. Approval of this application, along with a \$2.245B Safety Net Transformation

Program (SNTF) grant awarded by the New York State Department of Health (DOH) comprised of both operating and capital funds will enable strategic capital investments including a state-of-the-art electronic health record system and updated infrastructure. Together with enhanced Medicaid rates available as part of H+H, this investment will lead to revenue growth and cost reductions, eventually improving financial performance at Maimonides while enhancing clinical quality and patient safety.

OPCHSM Recommendation

Contingent Approval

Need Summary

There will be no change in the number of beds or services as direct result of this application

Program Summary

The individual background review indicates the proposed members have met the standard for approval as set forth in Public Health Law §2801-a (3).

Financial Summary

There are no project costs associated with this application. The following represents the consolidated budget for H+H and H+H Maimonides Hospitals post affiliation:

<u>Budget:</u>	Current Year (in 000s)	Year One (in 000s)	Year Three (in 000s)
Total Revenues	\$18,162,696	\$17,740,189	\$18,219,562
Total Expenses	<u>\$18,085,824</u>	<u>\$17,645,481</u>	<u>\$18,413,239</u>
(Loss) Income Before Other Change in Net Position	\$76,872	\$94,708	(\$193,678)
Interest, Depreciation, and Amortization	<u>\$838,977</u>	<u>\$832,453</u>	<u>\$902,864</u>
EBIDA*	\$915,849	\$927,161	\$858,670

* EBIDA represents earnings before interest expense, depreciation, and amortization, and is calculated by adding back interest, depreciation, and amortization to net income.

Health Equity Impact Assessment

This project does not meet the requirements for a Health Equity Impact Assessment under Section 2802-B of the PHL.

Recommendations

Health Systems Agency

There will be no Health Systems Agency recommendation for this project.

Office of Primary Care and Health Systems Management

Approval contingent upon:

1. Submission of an executed Administrative Services Agreement acceptable to the Department of Health. [Bureau of Financial Analysis]
2. Submission of an original affidavit from the applicant, acceptable to the Department, in which the applicant agrees, notwithstanding any agreement, arrangement or understanding between the applicant and the transferor to the contrary, to be liable and responsible for any Medicaid overpayments made to the facility and/or surcharges, assessments or fees due from the transferor pursuant to Article 28 of the Public Health Law with respect to the period of time prior to the applicant acquiring its interest, without releasing the transferor of its liability and responsibility. [Bureau of Financial Analysis]

Approval conditional upon:

1. This project must be completed by **one year from the date of the recommendation letter**, including all pre-opening processes, if applicable. Failure to complete the project by this date may constitute an abandonment of the project by the applicant and the expiration of the approval. It is the responsibility of the applicant to request prior approval for any extensions to the project approval expiration date. [Project Management Unit]
2. Submission of documentation confirming final approval of the Safety Net Transformation program executed grant contract, acceptable to Department of Health. [Bureau of Financial Analysis]

Council Action Date

September 17, 2026

Need Analysis

Project Description

NYC Health + Hospitals (H+H) is submitting this application seeking approval to operate:

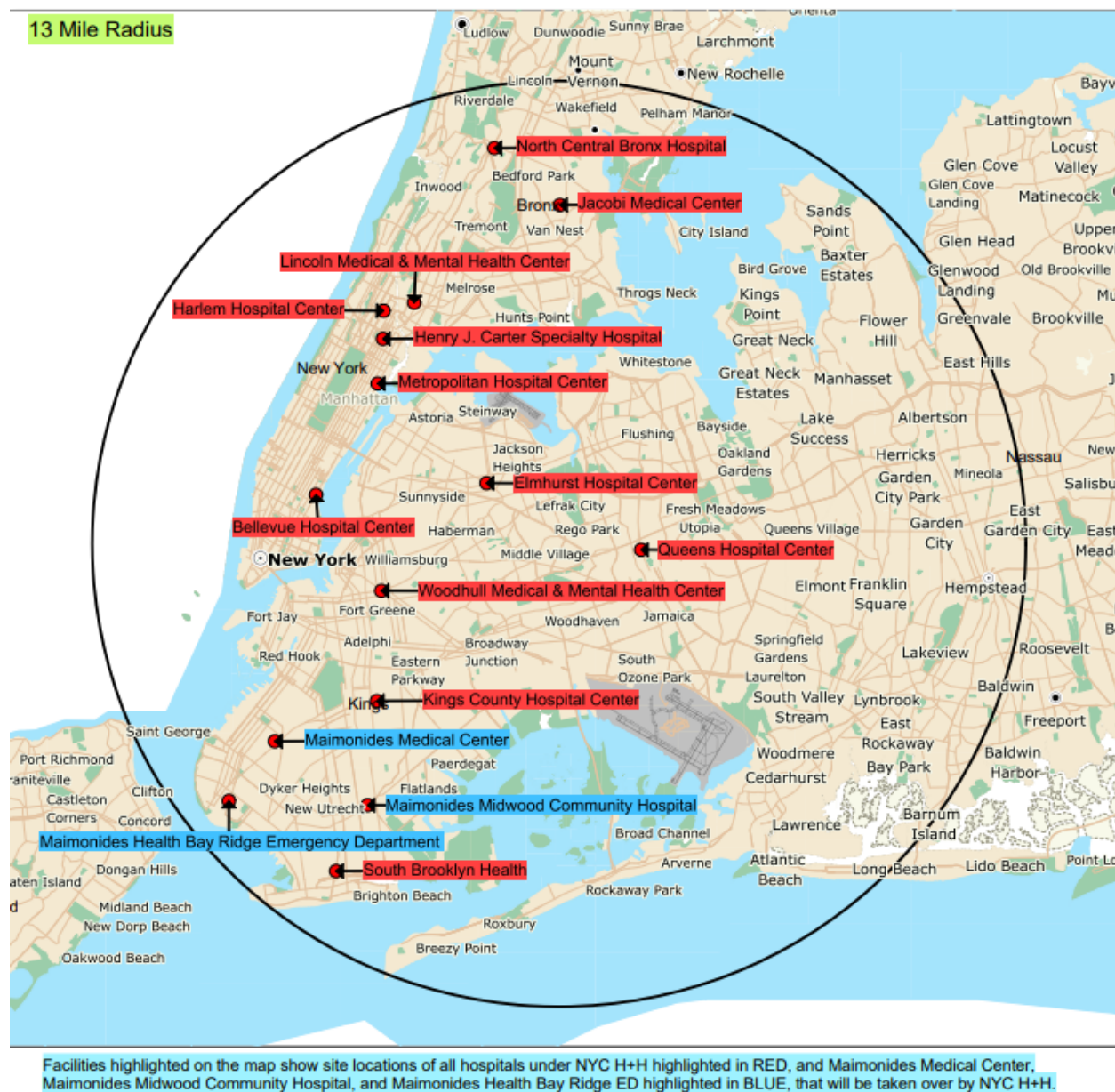
- Maimonides Medical Center (MMC), located at 4802 Tenth Avenue, Brooklyn, New York 11219,
- Maimonides Midwood Community Hospital (MMCH), located at 2525 Kings Highway, Brooklyn, New York, 11229,
- Maimonides Health Bay Ridge Emergency Department, an Off Campus Emergency Department, at 9036 7th Avenue, Brooklyn, New York 11228,
- and 15 extension clinics in Brooklyn.

The table below provides information on the main Maimonides campuses, including but not limited to services they offer.

Hospital	Beds	Services
Maimonides Medical Center	Total Beds: 711 • Coronary Care: 10 beds • Intensive Care: 40 beds • Maternity: 69 beds • Med/Surg: 448 beds • Neonatal Continuing Care: 9 beds • Neonatal Intermediate Care: 10 beds • Neonatal Intermediate Care: 12 beds • Pediatric: 32 beds • Pediatric ICU: 11 beds • Psychiatric: 70 beds	Ambulatory Surgery, Cardiac Catheterization (Adult Diagnostic, Electrophysiology (EP), Percutaneous Coronary Intervention (PCI), Cardiac Surgery-Adult, Comprehensive Stroke Center, Coronary Care, Audiology Outpatient, Dental Outpatient, Emergency Department, Intensive Care, Lithotripsy, Maternity, Neonatal (Continuing Care, Intensive Care, Intermediate Care), Nuclear Medicine (Diagnostic and Therapeutic), Pediatric, Pediatric Intensive Care, Psychiatric, Regional Perinatal Center, Renal Dialysis-Acute, Therapy-Occupational, Physical, and Speech Language Pathology
Maimonides Midwood Community Hospital	Total Beds: 134 • Intensive Care: 7 beds • Med/Surg: 127 beds	Ambulatory Surgery, Cardiac Catheterization (Electrophysiology (EP), Percutaneous Coronary Intervention (PCI), Coronary Care, Emergency Department,

Source: HFIS

The map below shows the Maimonides hospitals and eleven NYC Health & Hospitals within a 13-mile radius.



Background & Analysis

Maimonides Health is within Kings County. The primary service area for Maimonides Health is neighborhoods: Sunset Park, Windsor Terrace, Bay Ridge, Dyker Heights, Fort Hamilton, Bensonhurst, Bath Beach, Gravesend, Borough Park, Kensington, Ocean Parkway, Coney Island South, Brighton Beach, Homecrest, Sea Gate, Flatbush, Midwood, Ditmas Park, Ocean Parkway, Manhattan Terrace, Prospect Park South, Sheepshead Bay, Gerritsen Beach, Plum Beach, Kings Highway, Manhattan Beach, East Flatbush, Rugby, Remsen Village, Flatlands, Canarsie, Bergen Beach, Georgetown, Marine Park, and Mill Basin. These areas comprise the following zip codes: 11220, 11232, 11209, 11228, 11214, 11219, 11204, 11218, 11223, 11224, 11226, 11230, 11210, 11229, 11234, 11235. Demographics for the zip codes of the two Maimonides hospitals, the Primary Service Area, Kings County, and New York State are noted below.

Demographics	Zip Code 11219	Zip Code 11229	PSA Total (16 Zip codes)	Kings County	New York State
Total Population-2024 Estimate	94,196	78,377	1,176,222	2,631,580	19,852,366
Hispanic or Latino (of any race)	13.2%	9.0%	18.08%	19.0%	19.8%
White (non-Hispanic)	60.5%	57.1%	43.59%	36.1%	52.8%
Black or African American (non-Hispanic)	1.3%	6.7%	13.63%	26.6%	13.4%
Asian(non-Hispanic)	20.7%	22.3%	19.65%	12.1%	9.0%
Other (non-Hispanic)	3.6%	3.9%	5.06%	6.2%	5.0%

Source: 2024 American Community Survey (5-year Estimates Data Profiles)

Maimonides describes their patient population as including large Orthodox Jewish, Chinese, Latino, Russian, Caribbean, and South Asian and Southeast Asian (including Pakistani, Bangladeshi, Indian, Laotian, Filipino, and Indonesian) communities. Based on information provided by the applicant, NYC H&H is experienced and skilled in serving similarly diverse communities.

In 2024, 94.2% of the population of Kings County had health coverage as follows

Health Plan	Kings County
Employer plans	40.3%
Medicaid	34.3%
Medicare	8.42%
Non-group plans	10.8%
Military or VA plans	0.297%

Source: Data USA

In 2024, the population within the service area in zip codes where Maimonides hospitals had the highest market share percentage had public health coverage as noted below:

Zip Code	Medicare Coverage Alone	Medicaid/Means-Tested Coverage Alone
11204	5.2%	44.6%
11218	3.9%	31.6%
11219	3.6%	59.6%
11230	5.1%	32.8%

Source: American Community Survey (5-Year Estimates); Table S2704

Maimonides Medical Center is recognized as having the following designations: Comprehensive Stroke Center, Regional Perinatal Center, and Level I Adult and Pediatric Trauma Center. Maimonides Midwood Community Hospital is a designated Primary Stroke Center.

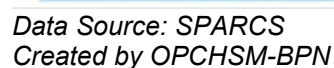
The table below provides hospital occupancy data by service for 2023-2025:

Maimonides Medical Center				
Service	Beds	2023 Total Occupancy	2024 Total Occupancy	2025 Total Occupancy
Medical/Surgical	498	62.6%	75.7%	75.6%
Pediatric	43	38.2%	39.3%	35.0%
Obstetric	69	60.5%	62.3%	58.5%
Psychiatric	70	81.9%	85.2%	78.9%
High Risk Neonates	31	56.3%	72.6%	63.0%
Total	711	62.5%	73.0%	71.2%
Maimonides Midwood Community Hospital				
Service	Beds	2023 Total Occupancy	2024 Total Occupancy	2025 Total Occupancy
Medical/Surgical	134	62.6%	70.4%	73.4%
Total	134	62.6%	70.4%	73.4%

Source: SPARCS

Applicant Payor Mix						
Payor	Current	Year One	Year Three	Current	Year One	Year Three
	Inpatient			Outpatient		
Medicare	40.97%	40.99%	41.45%	40.97%	41.06%	41.21%
Medicaid	42.49%	41.90%	40.41%	42.49%	41.98%	40.52%
Commercial	14.40%	14.46%	14.51%	14.40%	14.42%	14.50%
Private Pay	2.14%	2.65%	4.03%	2.14%	2.54%	3.77%

The map below shows data of Inpatient Market Share Analysis by patient zip codes, and which (NYC H&H and/or Maimonides) hospital patients visited. Areas shaded in red represent Market Share of zip codes from which people visited NYC H&H campuses and areas in blue represent Market Share of zip codes of people who visited Maimonides hospitals. The purple shaded areas show shared Market Share of zip codes where they overlapped coverage. The zip codes with the highest market share percentage of Maimonides total discharges include 11219, 11204, 11218, and 11230.



According to the applicant, NYC Health & Hospitals will allow Maimonides to implement Epic, as on their own they are unable to access electronic medical records using Epic without significant costs and delays. NYC H&H will also help renovate Maimonides labor and delivery suites, double the size of the main Emergency Department (ED), and support other innovations. Health & Hospital's will support other ongoing services, including Brooklyn's only standalone pediatric ED and expand psychiatric services.

Conclusion

There will be no impact on the availability of beds or services as a direct result of this project.

Program Analysis

Project Proposal

Project Number	261237	
Facility Name	Maimonides Medical Center	
Description	NYC Health + Hospitals to become operator of Maimonides Medical Center and Maimonides Midwood Community Hospital through two new subsidiaries – SNTF	
Site	PFI	CHOW
Maimonides Midwood Community Hospital (MMCH) 2525 Kings Highway Brooklyn, NY 11229 (Kings County).	1305	ENTITY: H+H Maimonides Midwood Corporation MMCH - No change to operating certificate other than to have H+H Maimonides Midwood Corporation replacing MMCH as operator and H+H as co-operator. ENTITY: H+H MAIMONIDES CORPORATION MMC - No change to operating certificate other than to have H+H Maimonides Corporation replacing MMC as operator and H+H as co-operator. ENTITY: H+H MAIMONIDES CORPORATION MMC - No change to operating certificate other than to have H+H Maimonides Corporation replacing MMC as operator and H+H as co-operator.
Maimonides Medical Center (MMC) 4802 Tenth Avenue Brooklyn, NY 11219 (Kings County)	1298	
Maimonides Health Bay Ridge Emergency Department 9036 7th Avenue Brooklyn, New York 11228 (Kings County)	15518	

NYC Health + Hospitals (H+H) submitted a Full Review Certificate of Need (CON) application seeking approval to operate Maimonides Medical Center (**MMC**) and Maimonides Midwood Community Hospital (**MMCH**) through two (2) new, wholly controlled public benefit corporation subsidiaries:

H+H Maimonides Corporation (H+H Maimonides) and
H+H Maimonides Midwood Corporation (H+H Maimonides Midwood).

Pursuant to the terms of an Affiliation and Asset Transfer Agreement, the assets and liabilities of MMC and MMCH will be transferred to H+H and H+H will operate these hospitals (the “Maimonides Hospitals”) under the following structure:

- H+H Maimonides will operate Maimonides Medical Center; and
- H+H Maimonides Midwood will operate Maimonides Midwood Community Hospital.
- H+H will be the sole member and active parent of H+H Maimonides and H+H Maimonides Midwood and the co-operator of Maimonides Medical Center and Maimonides Midwood Community Hospital.

The individuals who serve as the Board of Directors of H+H will serve in the same capacity as the governing board and established operator of each of the Maimonides Hospitals, functioning similarly to H+H’s other Article 28 licensed hospitals, which are organized as unincorporated divisions of H+H.

NYC Health + Hospitals (H+H) operates the municipal hospital system of the City of New York by providing comprehensive medical and behavioral health services within New York City (NYC). H+H operates eleven (11) acute care hospital sites across New York City: Bellevue, Elmhurst, Harlem, Jacobi, Kings County, Lincoln, Metropolitan, North Central Bronx (a division of Jacobi), Queens, South Brooklyn Health and Woodhull. H+H will continue to operate these acute care hospital divisions across NYC.

There will be no change in either authorized services or the number or type of beds at any of the H+H hospitals or clinics as a direct result of approval of this project.

Maimonides Medical Center (MMC) is a 711-bed specialty care teaching hospital located at 4802 Tenth Avenue in Brooklyn, New York (Kings County) and operates fifteen (15) extension clinics in Brooklyn; plus an off-campus Emergency Department (Maimonides Health Bay Ridge Emergency Department). Maimonides Medical Center service designations are noted as a Comprehensive Stroke Center; Level 1 Adult and Pediatric Trauma Center; and as a Regional Perinatal Center.

Maimonides Health System	
Facility	Facility Type
Maimonides Medical Center	Hospital
Maimonides Rehabilitation Center	Extension Clinic
Maimonides Pediatric Care 57th Street,	Extension Clinic
Maimonides Sleep Disorder Clinic	Extension Clinic
Fort Hamilton Clinic Treatment Center	Extension Clinic
Mapleton Clinic Treatment Center	Extension Clinic
Maimonides Adult and Pediatric Care Newark Avenue	Extension Clinic
Maimonides Adult/Peds Dental Center	Extension Clinic
Maimonides Adult and Pediatric Care 7th Avenue	Extension Clinic
Maimonides Adult Primary Care 57th Street	Extension Clinic
Bensonhurst Clinic Treatment Center	Extension Clinic
Maimonides Women's Services 9th Avenue	Extension Clinic
Maimonides Cancer Center	Extension Clinic
Maimonides Breast Center	Extension Clinic
2 - Maimonides Cardiology Outpatient Center	Extension Clinic
Maimonides Midwood Community Hospital	Hospital
Maimonides Midwood Community Infusion Therapy Center	Extension Clinic
Maimonides Health Bay Ridge Emergency Department	Off-Campus ED

There will be no change to the operating certificate other than having H+H Maimonides Corporation replace Maimonides Medical Center as operator and H+H as co-operator.

There will be no change in either authorized services or the number or type of beds at the hospitals or clinics as a direct result of approval of this project.

The New York Community Hospital of Brooklyn, Inc. d/b/a Maimonides Midwood Community Hospital (MMCH) is a 134-bed acute care hospital located at 2525 Kings Highway in Brooklyn, New York (Kings County)

Maimonides Midwood Community Hospital facility:
Maimonides Midwood Community Hospital Infusion Therapy Center.

There will be no change in either authorized services or the number or type of beds at the Center as a direct result of approval of this project.

The Change of Operator approval letter was received on March 9, 2026.

H+H will enter into an administrative services agreement to engage the services of non-physician employees and secure the services of the physicians employed by the Maimonides Entities through an affiliation agreement with a to be formed professional corporation.

BOARD OF DIRECTORS:

As members of the Board, each member stated the following –*I am a Board Member of NYC Health + Hospitals (“NYC H+H”). As the nation’s largest municipal health system, NYC H+H is regularly named in civil and administrative actions in various forums in the normal course of business, e.g. employment and tort matters. To the best of my knowledge, none of these matters has related to my personal conduct. In addition, I am aware that during my tenure on the Board NYC H+H settled the following two cases that were brought under the federal False Claims Act: In June 2020, NYC H+H settled a matter involving Medicaid and Medicare billing for podiatry services provided at Coney Island Hospital (now called South Brooklyn Health) during the period 2010 through 2014. The government declined to intervene in this qui tam action and NYC H+H and its co-defendant settled with a private plaintiff. In January 2025, NYC H+H resolved a case involving Medicaid billing during the period 2006 through 2009 at Coler-Goldwater specialty Hospital and Nursing Facility (where NYC H+H’s long-term acute care hospital was previously licensed).*

Character and Competence

MICHAEL M. ESPIRITU, MD - Director on the Board of Directors of New York City Health and Hospitals Corporation from 02/20/25.

Dr. Espiritu received a Medical Degree (MD) from the Weill Medical College of Cornell University, located in New York in 2005; and received a Bachelor of Arts (BA) degree from Harvard University, in Massachusetts in 2001.

Since 2018, Dr. Espiritu has been an Assistant Professor of Clinical Pediatrics and Attending Neonatologist at Weill Cornell Medicine; an Assistant Professor of Pediatrics and Attending Neonatologist at the NYU School of Medicine; and a Neonatologist at NYU Langone Medical Center and Bellevue Hospital Center from 2011 to 2018.

Dr. Espiritu has been an officer for 134 health-related facilities and has disclosed the following legal cases:

- *A malpractice case was filed in 2019 regarding a newborn with neonatal hypoglycemia shortly after birth in which the case remains pending.*
- *A malpractice case was filed in 2024 regarding a newborn who had an extensive hospital stay across three New York-Presbyterian campuses in which the case remains pending.*

ANITA P. KAWATRA - Director on the Board of Directors of New York City Health and Hospitals Corporation from 01/01/19.

Anita Kawatra received a Master’s in Administration (MA) degree from Columbia University in New York in 1998 and a Bachelor of Arts degree from Yale University in Connecticut in 1988.

Anita Kawatra has been an Executive Advisor with Kallyope in New York since 2025 and was the Executive Vice-President/Corporate Affairs with Kallyope from 2012 to 2025; was Chief Corporate Affairs Officer/Life Sciences with Inference in Massachusetts from 2020 to 2021; was Senior Vice-President/Corporate Affairs with Inheris Biopharma from 2019 to 2020; was a Global Head/Communications with International Aids Vaccine Initiative in New York from 2018 to 2019; and was an Executive Vice-President/Health with Edelman in New York from 2015 to 2017.

The following court information was provided:

- *Anita Kawatra is a Board Member of Sanctuary for Families and GrowNYC. These entities have been involved in litigation and/or administrative proceedings in the normal course of business, however, to the best of Anita Kawatra knowledge, no proceedings have related to personal conduct.*

VINCENT J. CALAMIA, MD - Director on the Board of Directors of New York City Health and Hospitals Corporation from 01/13/12.

Dr. Calamia received a Master of Science (MS) in Healthcare Management from Harvard School of Public Health in Massachusetts in 2001, completed a Medical Degree (MD) at the University of Miami School of Medicine in Florida in 1978; and received a Bachelor of Science (BS) degree in Biology from SUNY-Stony Brook in New York in 1978.

Since 2018, Dr. Calamia has been the ICM Regional Medical Director Southeast USA with United Healthcare; was a Chief Medical Officer with United HealthCare NJ C&S (Edison, New Jersey) from 2016 to 2018; is an Attending Physician, Endocrinology with Staten Island University Hospital from 2016 to present; was the President & Chief Executive Officer of University Physicians Group from 1989 to 2016; was the Medical Director for Eger Rehab and Care Center from 2012 to 2016; and was the Medical Director for Compassionate Care Hospice from 2011 to 2016.

The following court information was provided: Dr. Calamia was named as a defendant in two medical malpractice actions:

- *In 1992, named in an action alleging delayed diagnosis of Cushing's Disease. I had seen the patient twice for an unrelated condition. The case was settled in 2000.*
- *In 2000, co-named in an action alleging a delay in diagnosis of autoimmune liver disease. The case settled in 2019.*

Dr. Calamia was the CEO of Victory Memorial Hospital in 2010 when it declared bankruptcy as the result of a greater restructuring of hospitals in Brooklyn.

VANESSA RODRIGUEZ - Director on the Board of Directors of New York City Health and Hospitals Corporation from 02/20/25.

Vanessa Rodriguez received a Bachelor's degree in Social Work (BSW) from the College of New Rochelle in New York in 2003.

Vanessa Rodriguez is the Director of Performance Improvement, HIV & PrEP Services with Urban Health plan Inc. in New York from 2021 to present; was the Director of Practice and Performance Improvement Coaching at Urban Health plan Inc. from 2017 to 2021; was a Senior Practice Coach at Urban Health plan Inc. from 2015 to 2017; and was an HIV Program Coordinator at Urban Health plan Inc. from 2011 to 2017.

FREDA J. WANG - Director on the Board of Directors of New York City Health and Hospitals Corporation from 01/01/19.

Freda Wang completed a bachelor's degree at Columbia University in New York in 1992.

Fred Wang has several roles with Goldman Sachs & Co: as a Managing Director from 2011 to present; as Co-COO of Public Sector & Infrastructure Group from 2026 to present; as Co-Head of National Infrastructure from 2023; and as PSI Operating Committee Member from 2023.

Blood Cancer United has been involved in arbitration or other alternative dispute resolution proceedings in the ordinary course of its operations, including contractual disputes involving amounts owed to Blood Cancer United under agreements containing dispute resolution provisions. These matters relate to Blood Cancer United as an affiliated organization and are not related to my personal conduct.

TRICIA TAITT - Director on the Board of Directors of New York City Health and Hospitals Corporation from 02/20/25.

Tricia Taitt received a Master in Business Administration (MBA) degree from Fuqua School of Business, Duke University in North Carolina in 2006; and a bachelor's degree from The Wharton School/University of Pennsylvania in 2022.

Tricia Taitt is the Founder and Chief Executive Officer of Art & Money Matters LLC "dba" FinCore since 2010.

JACKIE ROWE-ADAMS - Director on Board of Directors of New York City Health and Hospitals Corporation from 02/15/23

Jackie Rowe-Adams completed a Certificate of Arts degree from the All-City School of Music in New York in 1968.

Jackie Rowe-Adams is the President and Co-Founder of HARLEM MOTHERS STOP ANOTHER VIOLENT END (S.A.V.E.) since 2006; was a Recreational Manager with the NYC Department of Parks & Recreation from 1987 to 2022; and was President of AFSCME DC37-Local 299 from 2005 to 2022.

As one of New York City's largest unions, DC 37 is regularly named in civil and administrative actions in various forums in the normal course of business. To the best of Jackie Rowe-Adams knowledge, none of these matters have related to personal conduct.

SALLY B. HERNANDEZ-PINERO - Director on the Board of Directors of New York City Health and Hospitals Corporation from 01/01/19.

Sally Hernandez-Pinero received a Bachelor of Arts (BA) degree from Wesleyan University in Connecticut in 1974; and a Juris Degree from NYU School of Law in New York in 1977.

Currently, Sally Hernandez-Pinero is retired; and was a hearing officer for the New York City Office of Administrative Trials and Hearings ("OATH") from 2012 to June 2015.

Sally Hernandez-Pinero is a member of the board of MetroPlusHealth (MetroPlus), a health maintenance organization ("HMO") that is a subsidiary of NYC H+H. MetroPlus has been named in civil and administrative actions in various forums in the normal course of business, *e.g.* employment and tort matters, however, none of these matters has related to personal conduct. MetroPlus has been subject to arbitration or Alternative Dispute Resolution during Sally Hernandez-Pinero tenure on the board arising out of the Independent Dispute Resolution (IDR) process set forth in the New York and federal No Surprises Act that apply to health insurance plans.

Sally Hernandez-Pinero has prior involvement on the board of multiple organizations: the American Museum of Natural History, Consolidated Edison, Inc., Lower Manhattan Development Corp, Union Theological Seminary, the Union Square Awards, United Way of Greater New York, Dime Savings Bank, Tarragon Realty Investors, Inc., Marymount Manhattan College, Wesleyan University, National Blue Cross/ Blue Shield Associates (retained as 1 of 3 outside Directors), and Cathedral of St. John the Divine (Executive Committee). During her tenure on the board of these entities, many of these entities were named in civil litigation and employment-related administrative proceedings in the ordinary course of business, including matters before the Equal Employment Opportunity Commission and state equivalent agencies. These matters were not related to personal conduct.

ALISTER MARTIN, MD - Director, Commissioner, Department of Health and Mental Hygiene, as ex-officio, from 02/23/26.

Doctor Martin graduated from Harvard Medical School with a Doctor of Medicine and a Master of Public Policy in 2015.

Dr. Martin has been an Assistant Professor of Emergency Medicine at Harvard Medical School and an Attending Physician for the Department of Emergency Medicine at Massachusetts General Hospital since 2019 and is also a Senior Fellow at Northeastern University since 2024. Prior to this, Dr. Martin was the Chief Executive Officer of a Healthier Democracy, Inc. from 2022 to February of 2026; was a White House Fellow and Senior Advisor to Vice President Kamala Harris and Senior Advisor of the West Wing Office of Public Engagement from 2021-2022; and was a Member of the CMS Advisory Panel on Outreach and Education for the United States Department of Health and Human Services from 2023 to 2025.

In 2019, Dr. Martin was named in a medical malpractice action involving a patient who received obstetrics care at Brigham and Women's Hospital during an internship year in 2015. However, the plaintiff later agreed to voluntarily dismiss Dr. Martin from the lawsuit due to his lack of involvement in the care as Commissioner of the New York City Department of Health and Mental Hygiene.

Dr. Martin is an ex-officio Board Member of the NYC Fund for Public Health, Public Health Solutions, and the Greater New York Hospital Association. In addition, he was previously a Board Member and CEO of A Healthier Democracy and a Board Member of Tenacity and Empath. It is his understanding that some of these entities have been involved in litigation and/or administrative proceedings in the normal course of business, however, to the best of Dr. Martin's knowledge no such proceedings have been related to personal conduct.

ERIN DALTON - Director, Commissioner/Administrator, Human Resources Administration, as ex-officio, since 03/02/26.

Erin Dalton graduated from Carnegie Mellon University with a Master's degree in 2003. Erin Dalton has been the Commissioner for the New York City Department of Social Services since March of 2026. Prior to this, Erin Dalton was the Deputy Director, Office of Analysis, Technology and Planning of the Allegheny County Department of Human Services from 2007 to 2021 and the Director of the Allegheny County Department of Human Services from 2021 to March of 2026.

The following active court cases involve Erin Dalton:

- *V.O.I.C.E. et al vs. The City of New York et al (Erin Dalton)/ New York Supreme Court/ 154997/2026/ SP-CPLR Article 78 (Body or Officer)*
- *KING, JR., WALTER vs. NYC DSS COMSR, Erin Dalton/ Kings Supreme Court/ 176/2026/ OM-Other*
- *KHAN, RAJA A. vs. THE CITY OF NEW YORK et al (Erin Dalton)/ New York Supreme Court/ 451289/2026/ SP-CPLR Article 78 (Body or Officer)*
- *Saffore, Eula vs. Dalton, Erin et al/ New York Supreme Court/ 451403/2026/ SP-CPLR Article 78 (Body or Officer)*
- *Vega, Dudamel vs. New York State Department of Motor Vehicles et al (Erin Dalton)/ Westchester Supreme Court/ 50365/2026/ SP-CPLR Article 78 (Body or Officer)*
- *Stephen, Daryl vs. NYC HRA (Erin Dalton)/ Kings Supreme Court/ 508868/2026/SP-CPLR Article 78 (Body or Officer)*
- *Van Stuyvesant, Curtis vs. Hochul, Kathleen et al (Erin Dalton)/ Queens Supreme Court/ 710104/2026/ SP-CPLR Article 78 (Body or Officer)*

JORGE PETIT, MD - Director, , Community Mental Health Services, Executive Deputy Commissioner, Division of Mental Hygiene - NYC Department of Health and Mental Hygiene, as an ex-officio, since 04/13/26.

Dr. Petit graduated from Faculty of Medicine, University of Buenos Aires with a Doctor of Medicine in 1991, completing a Psychiatry Internship and Residency at the Department of Psychiatry at Mount Sinai Hospital, Mount Sinai School of Medicine in 1995 and a Public Psychiatry Fellowship at Columbia Presbyterian/NYS Psychiatric Institute in 1996.

Dr. Petit has been the Executive Deputy Commissioner of the Division of Mental Hygiene for the NYC Department of Health and Mental Hygiene since April 2026 and is also an Adjunct Lecturer for the Department of MSW at Silver School of Social Work at New York University since January of 2026. Previously Dr. Petit was the Founder/Chief Executive Officer of Quality Healthcare Solutions, LLC from 2023 to 2026; the Chief Executive Officer & President of Services for the Underserved from 2022 to 2023; the Chief Executive Officer & President of Coordinated Behavioral Care from 2017 to 2022; and the New York State Regional Senior Vice President of Beacon Health Options from 2015 to 2017.

Dr. Petit was named as a defendant in an employment discrimination lawsuit along with NYC Health + Hospitals and its president. At the time, Dr. Petit was serving as a consultant for NYC H+H. Certain claims in the case were dismissed, and others were settled in 2023.

When Dr. Petit served as the CEO and President of Services for the Underserved and Coordinated Behavioral Care, these entities were also the subject of civil litigation (including employment actions and disability discrimination actions) and administrative proceedings, including matters before the EEOC and state equivalent agencies. Dr. Petit may have been named as a defendant in the capacity as CEO for Services for the Underserved, but no cases involved personal conduct.

In addition, Dr. Petit served on the board of the Primary Care Development Corps., Mental Health News Education, and the Empire State Pride Agenda; and currently serves on the board of Cantata Health Solutions and MMM Holdings, LLC. These entities may also have been the subject of civil litigation and administrative proceedings during Dr. Petit's time as a board member; however, none was related to personal conduct.

HELEN ARTEAGA LANDAVERDE – Deputy Mayor for Health and Human Services, as an ex-officio, since 01/09/26.

Helen Arteaga Landaverde graduated from Columbia University with a Master of Public Health in 2001 and from the City University of New York with a PhD in 2024.

Helen Arteaga Landaverde has been the Deputy Mayor of Health and Human Services for the Office of The Mayor since January 2026. Prior to this, Helen was the Chief Executive Officer of New York City Health + Hospitals, Elmhurst, from 2021 to 2025, and the Assistant Vice President of the Queens Network at Urban Health Plan from 2006 to 2021.

Helen Arteaga Landaverde has been named in two employment civil lawsuits in an individual capacity relating to previous employment as CEO of Elmhurst. She has also been individually named in two pending administrative complaints, one to the NYC Commission on Human Rights, which was brought by an Elmhurst physician, and another to the NYS Division of Human Rights, which was brought by a former Elmhurst employee.

As a Board Member of Primary Care Development Corporation, Helen Landaverde is aware that this entity has been involved in litigation and/or administrative proceedings in the normal course of business, however, to the best of her knowledge no such proceedings are related to personal conduct.

MITCHELL KATZ, MD - President of the Board since 01/05/18.

Dr. Katz graduated from Harvard Medical School with a Doctor of Medicine in 1986 and completed a Residency in Primary Care Internal Medicine at the University of California in 1989.

Mitchell Katz, MD has been the President and Chief Executive Officer of New York City Health and Hospitals Corporation since 2018 and has also served as Regent on the advisory body to the Secretary of the Department of Health and Human Services since 2022. Dr. Katz has also been the Deputy Editor of JAMA Internal Medicine since 2009. Prior to this, Dr. Katz was the Director of the Los Angeles County Health Agency from 2015 to 2018 and the Director of the Department of Health Services, Los Angeles County from 2011 to 2018.

The following active court cases were disclosed:

- *Sandra Garcia, Individually and as Proposed Estate Administrator for Decedent, Erick Tavira vs. The City of New York et al (Mitchell Katz)/ Bronx Supreme Court/ 801261/2024E/ Tort-Other Negligence*
- *MENDEZ, VENUS INDIVIDUALLY AND AS ESTATE ADMINISTRATOR FOR GILBERTO GARCIA, DECEDENT et al vs. THE CITY OF NEW YORK et al (Mitchell Katz)/ Bronx Supreme Court/ 801678/2024E/ Tort-Other Negligence*

Recently, Dr. Katz was named in a case brought by a former H+H executive. Nothing has yet been filed in that case other than the complaint.

Dr. Katz was the Director of both the Los Angeles County Health Agency and the Department of Health Services, and prior to that, was the Health Officer of the Department of Public Health for the City and County of San Francisco. In those roles, Dr. Katz was often named in civil and administrative actions in the normal course of business. To the best of Dr. Katz's knowledge, none of the actions filed against those entities related to personal conduct.

Dr. Katz serves on several Boards, including the New York City Board of Health; the Greater New York Hospital Association, and Public Health Solutions. Dr. Katz understands that from time to time, these entities have been involved in litigation and/or administrative proceedings in the normal course of business; however, to the best of his knowledge no such proceedings have related to personal conduct.

JOSE PAGAN, PhD - Chair of the Board of NYC Health + Hospitals ("NYC H+H") and has been since 2019.

Jose Pagan graduated from Ohio State University with a Master's degree in 1992 and from the University of New Mexico with a PhD in 1995.

Jose A. Pagan, PhD is the current Professor and Chair of the Department of Public Health Policy and Management, School of Global Public Health, New York University since 2017; and currently serves as a Hagler Fellow at the Hagler Institute for Advanced Study, Texas A&M University since 2025. Prior to this, Jose worked as a Consultant for Ibility LLC from 2022 to 2023, and was the Director, Center for Health Innovation for the New York Academy of Medicine from 2013 to 2017.

The following active court case names Jose Pagan:

- *Fuentes, Jose vs. The City of New York, Pagan, Jose/ Kings Supreme Court/528237/2024/ Tort-Other Negligence*
- *Dr. Pagan also previously served on the Board of the Museum of the City of New York. It is his understanding that, from time to time, that entity may have been involved in litigation and/or administrative proceedings in the normal course of business; however, to the best of Dr. Pagan's knowledge no such proceedings are related to personal conduct.*

JOEL EISDORFER – Member of the Board of Directors of New York City Health and Hospitals Corporation from 12/31/25.

Joel Eisdorfer is the Founder/Principal of Handshake LLC, a government relations strategist and consultant helping private companies navigate city and state government through tailored research, policy tracking, and advocacy since 2024. Prior to this, Joel worked as a Senior Advisor for the Office of the Mayor of New York City from 2022-2024; was a Principal Strategist & Consultant for New York Capital Group; and worked as a Special Assistant to the Office of Brooklyn Borough President from 2014 to 2016.

The following active court case names Joel Eisdorfer and is explained below in the applicant's disclosure:

- *ODATO, DANNY et al vs. EISDORFER, JOEL/ Kings Supreme Court/ 514630/2023/Comm-Contract*

Joel Eisdorfer currently serves on the board of American Friends of Unit 669 and previously served on the boards of Borough Park Jewish Community Council and the Museum of Jewish Heritage. It is possible that these entities have been named in civil and administrative actions in various forums in the normal course of business, e.g. employment and tort matters, however, to the best of Joel's knowledge, none of these matters has related to personal conduct.

PATRICIA MARTHONE - Member of the Board of Directors of New York City Health and Hospitals Corporation from 04/05/25.

Patricia graduated with a Doctor of Medicine from Charles University in Prague in 2006.

Patricia Marthone currently works as an Outreach & Program Specialist at 1199SEIU National Benefit Fund since 2025, previously working at 1199SEIU UHWE as the Executive Vice President and Divisional Director of Community Based Organizations and Pharmacies, Vice President Area Director Registered Nurse Division, Registered Nurse Project Coordinator and a Registered Nurse Administrative Organizer since 2012.

The Board NYC H+H settled the following two cases that were brought under the false claims act:

- *In June 2020, NYC H+H settled a matter involving Medicaid and Medicare billing for podiatry services provided at Coney Island Hospital (now called South Brooklyn Health) during the period 2010 through 2014. The government declined to intervene in this qui tam action and NYC H+H and its co-defendant settled with a private plaintiff.*
- *In January 2025, NYC H+H resolved a case involving Medicaid billing during the period 2006 through 2009 at Coler-Goldwater Specialty Hospital and Nursing Facility (where NYC H+H's long-term acute care hospital was previously licensed).*

Enforcements

Maimonides Medical Center

- *The Department issued a Stipulation and Order (S&O) on 2/5/26 and fined the facility \$14000 based on deficiencies found during a complaint survey completed on 12/11/24. Deficient practices were found for Governing Body, Surgical Services, Discharge Planning, Nursing Services and Quality Assurance and Performance Improvement (QAPI).*

Elmhurst Hospital

- *The Department issued a Stipulation and Order (S&O) on 7/26/18 and fined the facility \$2000 based on failure to monitor patients who had altered mental status with known elopement risk and self-injurious behavior.*
- *The Department issued a Stipulation and Order (S&O) on 1/22/21 and fined \$10,000 based on patient rights allegation that facility failed to protect patients from potential abuse and neglect and effectively implement the "Patient Abuse, Mistreatment Neglect" Policy by investigating allegations of abuse and neglect.*
- *The Department issued a Stipulation and Order (S&O) on 3/5/25 and fined \$14,000 based on complaint of QAPI, Infection Control, Surgical Services that facility failed to ensure policies and procedures related to surgical site markings and time-outs were performed on the correct site, failed to maintain and implement an effective QAPI program, failed to comply with acceptable standards of infection control.*

Jacobi Medical Center

- *The Department issued a Stipulation and Order (S&O) on 8/7/17 and fined the facility \$2,000 based on Patient Rights and Restraints allegations. Allegations founded on 9/10/2016 for use of*

restraint of a patient being transported from the Comprehensive Psychiatric Emergency Program unit to the Medical Emergency Department.

- The Department issued a Stipulation and Order (S&O) on 7/15/24 and fined the facility \$2,000 based on Patient Rights allegation the facility failed to protect patients at risk of elopement. Specifically, the facility failed to identify patients with cognitive and/or mental health impairment and implement measures to prevent their elopement. These failures may result in serious adverse outcomes for patients.*

Kings County Hospital

- The Department issued a Stipulation and Order (S&O) on 4/17/17 and fined the facility \$2000 based on Patient's Rights - Sexual Assault/Abuse allegations. Survey staff identified an Immediate Jeopardy at Kings County Hospital on 8/26/2016 for the facility's failure to develop and implement an adequate plan that would protect patients from sexual abuse.*
- The Department issued a Stipulation and Order (S&O) on 8/7/17 and fined the facility \$2000 based on Patient's Rights and Restraints allegation hospital security guards used metal handcuffs to restrain a patient who had eloped to a wheelchair.*
- The Department issued a Stipulation and Order (S&O) on 12/10/20 and fined the facility \$4,000 based on Patients' Rights and QA allegation facility failed to utilize its Quality Assurance and Performance Improvement (QAPI) program to analyze data collected on patient elopements in the facility and develop and implement action plan to ensure patients' safety.*
- The Department issued a Stipulation and Order (S&O) on 7/11/23 and fined the facility \$10,000 based on Medication Reconciliation; Patient History and Physical; COP: Medical Staff allegation facility failed to conduct verification of the patient's home medications, including an anti-seizure drug (Keppra).*
- The Department issued a Stipulation and Order (S&O) on 2/13/25 and fined the facility \$2,000 based on patient rights complaint Facility failed to assess, identify and implement protective measures for patients at risk for elopement.*

Lincoln Medical and Mental Health Center

- The Department issued a Stipulation and Order (S&O) on 1/28/2020 and fined the facility \$10,000 based on Patient Rights allegations. The facility's nursing staff failed to ensure that patients identified as a high risk for elopement, were adequately monitored.*
- The Department issued a Stipulation and Order (S&O) and fined the facility \$10,000 based on Patient Rights complaints. The facility failed to screen, identify and provide appropriate monitoring of a patient with a known history of physical abuse and assault to ensure the safety of patient and others.*

Bellevue Hospital Center

- The Department issued a Stipulation and Order (S&O) on 4/6/2021 and fined the facility \$10,000 based on a Patient Death allegation; for noncompliance with Patient Rights and Hospital Responsibilities which resulted in a patient death.*
- The Department issued a Stipulation and Order (S&O) on 7/11/23 and fined the facility \$12,000 based on allegation facility failed to 1. Provide timely assessment to a patient in the Labor and Delivery Unit and 2. Quantify and analyze serious patient incidents/occurrences such as falls with injuries, elopements, and airway management (self-extubations) and implement corrective actions.*
- The Department issued a Stipulation and Order (S&O) on 12/16/24 and fined \$10,000 based on patient rights complaint Facility failed to protect and promote the rights of all patients related to failure to maintain one-to-one constant observation for patients with physician's orders for safety and timely initiation of monitoring for a patient with altered status.*
- The Department issued a Stipulation and Order (S&O) on 12/23/25 and fined \$2,000 based on patient rights complaints facility failed to timely investigate an incident of patient abuse and protect the patient and others from harm during the investigation.*
- The Department issued a Stipulation and Order (S&O) on 8/19/26 and fined \$2,000 based on EMTALA complaint facility failed to ensure a psychiatric patient with complex needs received an appropriate medical screening examination.*

Woodhull Medical and Mental Health Center

- *The Department issued a Stipulation and Order (S&O) on 6/17/21 and fined the facility \$20,000 based on a Patient Death allegation. The facility failed to ensure that adverse events regarding anesthesia administration to OB/GYN (Obstetrics and Gynecology) patients were reported, investigated and analyzed and that corrective actions implemented by the facility's QAPI (Quality Assessment Performance Improvement) program, which resulted in patient harm and death.*
- *The Department issued a Stipulation and Order (S&O) on 6/17/21 and fined the facility \$2,000 for a Patient Elopement allegation. The facility was found to be in noncompliance with Patient Rights and Hospital Responsibilities which resulted in three patient elopements.*
- *The Department issued a Stipulation and Order (S&O) on 1/10/2025 and the facility was fined \$10,000 based on a Surgical Services complaint. The facility failed to recognize a patient with maternal and fetal distress and did not implement timely actions to manage post-operative complications.*
- *The Department issued a Stipulation and Order (S&O) on 10/23/2025 and the facility was fined \$14,000 based on Surgical Services, Nursing Services, QAPI and Medical Staff complaints. The facility failed to a) develop and implement policies to ensure appropriate treatment of high-risk maternal patients, b) respond timely to a patient's emergent obstetric condition, and c) ensure all nurses providing obstetrical (OB) care were trained to activate an "OB STAT" emergency alert.*

Henry J. Carter Skilled Nursing Facility

- *The Department issued a Stipulation and Order (S&O) on 2/5/2026 and the facility was fined \$10,000 based on Quality Care.*
- *The Department issued a Stipulation and Order (S&O) on 09/21/2021 and the facility was fined \$2,000 based on Other Services.*

Dr. Susan Smith McKinney Nursing and Rehabilitation Center

- *The Department issued a Stipulation and Order (S&O) on 04/01/2021 and the facility was fined \$2,000 based on Quality of Care*
- *The Department issued a Stipulation and Order (S&O) on 07/31/2019 and the facility was fined \$4,000 based on Multiple Deficiencies.*
- *The Department issued a Stipulation and Order (S&O) on 02/11/2019 and the facility was fined \$52,390.00 based on Patient Rights.*

New Gouverneur Hospital SNF

- *The Department issued a Stipulation and Order (S&O), exit date 11/29/2021 and was fined \$650.00 for Infection Control.*
- *The Department issued a Stipulation and Order (S&O), exit date 05/23/2020 and was fined \$28,000.00 for Infection Control.*

Coler Rehabilitation and Nursing Care Center

- *The Department issued a Stipulation and Order (S&O) 07/21/2020 and was fined \$30,000 for Multiple Deficiencies.*
- *The Department issued a Stipulation and Order (S&O) 02/18/2021 and was fined \$6,000 for deficits in Quality of Care.*

Staff from the Division of Certification & Surveillance reviewed the disclosure information submitted regarding licenses held, formal education, training in pertinent health and/or related areas, employment history, a record of legal actions, and a disclosure of the applicant's ownership interest in other health care facilities. Licensed individuals were checked against the Office of Medicaid Management, the Office of Professional Medical Conduct, and the Education Department databases, as well as the US Department of Health and Human Services Office of the Inspector General Medicare exclusion database.

Prevention Agenda

New York City Health + Hospitals (H+H) is seeking approval to become the active parent and co-operator of Maimonides Health (MH), including Maimonides Medical Center and Maimonides Midwood Hospital.

H+H and Maimonides Health have determined that undertaking an affiliation will serve the purpose of developing an integrated healthcare delivery system to further the parties' mission of advancing the quality of care and provision of culturally appropriate services within their communities. This partnership will further enhance and support the charitable missions and commitments to serving all patients shared by H+H and Maimonides Health.

H+H is committed to advancing the local public health priorities identified by their local health department and other community partners. H+H's Community Health Needs Assessment for 2025 identified two major categories of identified needs:

- Advancing inclusive care, with a focus on hypertension and diabetes; maternal health care; respiratory care; mental health and substance use care; and cancer prevention
- Bridging care gaps, including access to nutritious food and violence prevention, among others.

To address these needs, H+H has implemented a range of interventions including promotion of plant-based diets and nutritional resources, innovations in their comprehensive behavioral health care services (which make up 60% of the behavioral health care provided in NYC), increased cancer screenings at facilities around the system, and community-based violence interruption programs, among others. In May 2026 alone, H+H has announced successful interventions including a community partnership on food for nursing home residents that focuses on their culture and dignity; the dedication of the system's infectious disease center; a \$2M program to strengthen behavioral health workforce; a record boost in a facility's child immunization rates; and a Mothers' Day mammography event to promote these essential screenings.

Conclusion

Based on the information reviewed, staff found nothing that would reflect adversely upon the applicants' character and competence or standing in the community.

Financial Analysis

Operating Budget

The following represents the consolidated budget for H+H (including MetroPlusHealth, a health maintenance organization subsidiary) and H+H Maimonides Hospitals post affiliation:

	<u>Current Year</u> <u>(in 000's)</u>	<u>Year One</u> <u>(in 000's)</u>	<u>Year Three</u> <u>(in 000's)</u>
Total Revenues	\$18,162,696	\$17,740,189	\$18,219,562
Total Expenses	\$18,085,824	\$17,645,481	\$18,413,239
(Loss) Income Before Other Changes in Net Position	\$76,872	\$94,708	(\$193,678)
Interest Expense, Depreciation and Amortization	\$838,977	\$832,453	\$902,864
EBIDA ¹	\$915,849	\$927,161	\$858,670

¹ EBIDA represents earnings before interest expense, depreciation, and amortization, and is calculated by adding back interest, depreciation, and amortization to net income.

The following is noted with respect to the submitted budget:

- Current Year revenues and expenses are based on H+H's 2025 experience, MetroPlusHealth's Certified Financial Statements, and Maimonides Medical Center 2025 Certified Financial Statements.
- Current Year EBIDA is comprised of the following for NYC H+H: (Loss) income before other changes in net position \$45,048, depreciation \$611,352 and interest expense \$154,997.
- Year One represents only 9 months of Maimonides expenditures in order to align with H+H's fiscal year (7/1-6/30). Following completion of this project, Maimonides will report on the same period. Year Three projects a full year of revenues, expenses, and utilization.
- Projected EBIDA for Year One and Three is driven by the Safety Net Transformation Program initiatives and synergies related to Maimonides joining the H+H network. Operating synergies include:
 - Improved revenue through increased collections.
 - Charge capture associated with the Epic implementation and increased specialty referral volume.

The following represents the budget for Maimonides:

<u>Inpatient Revenues (in 000s):</u>	<u>Current Year</u>	<u>Year One</u>	<u>Year Three</u>
Commercial	\$296,350	\$199,918	\$269,703
Medicare	418,978	282,643	381,305
Medicaid	296,350	199,918	269,703
Private Pay	<u>10,219</u>	<u>6,894</u>	<u>9,300</u>
Total Inpatient Revenue	\$1,021,897	\$689,373	\$930,011
<u>Outpatient Revenues (in 000s):</u>			
Commercial	\$218,321	\$147,279	\$211,247
Medicare	308,660	208,223	298,659
Medicaid	218,321	147,279	211,247
Private Pay	<u>7,528</u>	<u>5,079</u>	<u>7,284</u>
Total Outpatient Revenue	\$752,830	\$507,860	\$728,437
Net Patient Service Revenue	\$1,774,727	\$1,197,233	\$1,658,448
Other Operating Revenue	<u>496,882</u>	<u>651,869</u>	<u>670,027</u>
Total Operating Revenue	\$2,271,609	\$1,849,102	\$2,328,475
<u>Inpatient Expenses:</u>			
Operating	\$1,247,861	\$998,066	\$1,363,061
Capital	<u>41,819</u>	<u>38,063</u>	<u>76,554</u>
Total Inpatient Expenses	\$1,289,680	\$1,036,129	\$1,439,615
<u>Outpatient Expenses:</u>			
Operating	\$919,296	\$735,273	\$1,067,625
Capital	<u>30,809</u>	<u>28,041</u>	<u>59,961</u>
Total Outpatient Expenses	\$950,105	\$763,314	\$1,127,586
Income/(Loss) Before Other Changes in Net Position	31,824	49,659	(238,726)
Interest Expense,			
Depreciation, and Amortization	<u>72,628</u>	<u>66,104</u>	<u>136,515</u>
EBIDA ¹	<u>\$104,452</u>	<u>\$115,763</u>	<u>(\$102,211)</u>
<u>Utilization:</u>			
Inpatient Discharges	39,714	30,026	40,500
Outpatient Visits	1,197,070	949,158	1,336,684

¹ EBIDA represents earnings before interest expense, depreciation, and amortization, and is calculated by adding back interest, depreciation, and amortization to net income.

The following is noted with respect to the budget:

- Current Year revenues and expenses are based on Maimonides' 2025 Certified Financial Statements and include Direct Payment Template (DPT) revenue and M2PC (M2 Medical Community Practice, P.C.).
- The Current Year does not include Maimonides Medical Center Pharmacy, but it is expected to be added to H+H Maimonides and is included in Year One and Year Three projections.
- Year One represents only 9 months of Maimonides expenditures in order to align with H+H's fiscal year (7/1-6/30). Following completion of this project, Maimonides will report on the same period. Year Three projects a full year of revenues, expenses, and utilization.
- Year One and Year Three projections were developed utilizing Maimonides Medical Center's internal 2026 budget. The budget includes the costs of NYC Physician PC and Maimonides Medical Center Affiliates Services (MMCAS), and excludes revenues, expenses, and utilization attributable to M2 Medical Community Practice P.C..

- Year One and Year Three revenues represent Net Patient Service Revenue (NPSR) only. Supplemental funding is not included.
- Inpatient (IP) and Outpatient (OP) expense details were calculated by multiplying total expenses/category by the ratio of Inpatient and Outpatient Net Patient Service Revenue, which is approximately 58% Inpatient and 42% Outpatient.
- Other Operating Revenue for Year One and Year Three includes funds associated with the operating support provided through the Safety Net Transformation Program Grant, contracted 340B revenue, and supplemental revenue from Average Commercial Rate (ACR) and Upper Payment Limit (UPL), which Maimonides will be eligible for under NYC H+H.
- Year Three revenue includes \$89,531,000 in cumulative carry fundings and \$59,953,000 in projected revenue synergy opportunities, resulting in a positive Year Three EBIDA of \$47,273,000. Cumulative carry assumes that NYC H+H is able to apply unused supplemental funding to future year deficits.
- EBIDA for Year Three includes revenues synergy opportunity, which assumes 5% growth in volume from increased referrals from NYC H+H, and a 9% increase in average daily revenue from Epic implementation.
- The financial projections were developed using an aggregate financial modeling approach based on historical financial performance and projected operating results under NYC H+H, rather than a bottom-up model by payor type.
- Maimonides serves predominantly Medicaid and Medicare populations, reflecting a patient payor mix similar to NYC H+H. Payor mix is assumed to remain consistent post-close.

Utilization, by payor source for Maimonides, is as follows:

	<u>Current Year</u>		<u>Year One</u>		<u>Year Three</u>	
<u>Inpatient</u>	<u>Discharges</u>	<u>%</u>	<u>Discharges</u>	<u>%</u>	<u>Discharges</u>	<u>%</u>
Commercial	5,719	14.40%	4,343	14.46%	5,878	14.51%
Medicare	16,273	40.97%	12,306	40.99%	16,787	41.45%
Medicaid	16,873	42.49%	12,581	41.90%	16,205	40.01%
Private Pay	849	2.14%	796	2.65%	1,630	4.03%
Total	39,714	100.00%	30,026	100.00%	40,500	100.00%

	<u>Current Year</u>		<u>Year One</u>		<u>Year Three</u>	
<u>Outpatient</u>	<u>Visits</u>	<u>%</u>	<u>Visits</u>	<u>%</u>	<u>Visits</u>	<u>%</u>
Commercial	172,384	14.40%	136,886	14.42%	193,762	14.50%
Medicare	490,505	40.97%	389,746	41.06%	550,828	41.21%
Medicaid	508,590	42.49%	398,400	41.98%	541,672	40.52%
Private Pay	25,591	2.14%	24,126	2.54%	50,422	3.77%
Total	1,197,070	100.00%	949,158	100.00%	1,336,684	100.00%

The following represents the budget for NY Health + Hospitals:

	<u>Current Year</u>	<u>Year One</u>	<u>Year Three</u>
	<u>(\$ in 000's)</u>	<u>(\$ in 000's)</u>	<u>(\$ in 000's)</u>
Total Revenues	\$15,891,087	\$15,891,087	\$15,891,087
Total Expenses	15,846,039	15,846,039	15,846,039
(Loss) Income	\$45,048	\$45,048	\$45,048
Before Other			
Changes in Net			
Position			
Interest Expense,	766,349	766,349	766,349
Depreciation and			
Amortization			
EBIDA ¹	\$811,397	\$811,397	\$811,397

¹ EBIDA represents earnings before interest expense, depreciation, and amortization, and is calculated by adding back interest, depreciation, and amortization to net income

Affiliation and Asset Transfer Agreement

The applicant has submitted an executed Affiliation and Asset Transfer Agreement, the terms of which are summarized below:

Execution Date:	December 18, 2025
H+H Party:	New York City Health and Hospitals Corporation
Maimonides Health Party:	Maimonides Health Resources, Inc. together with its Subsidiaries and Affiliates including: Maimonides Medical Center and The New York Community Hospital of Brooklyn, Inc. d/b/a Maimonides Midwood Community Hospital, Community Care of Brooklyn, IPA, Inc., Maimonides Medical Center Community Horizons, Inc., Brooklyn Communities Collaborative, Inc., Care of Brooklyn, LLC, Maimonides Medical Center Holding of Brooklyn, Inc., and Maimonides Medical Center Pharmacy, Inc.
Transaction:	Transfer of the assets and liabilities of Maimonides Medical Center and Maimonides Midwood Community Hospital (inclusive of all licensed locations, the "Facilities," the physician offices of Maimonides Health Physicians (the "FPP Locations"), and all other locations at which health care and non-health care related services are delivered by Maimonides Health Physicians, Advanced Practice Providers, administrative personnel, or other employees of Maimonides Medical Center, Maimonides Midwood Community Hospital, or any other Maimonides Health Entity, as applicable, (the "Non-Licensed Locations," together, the Facilities, FPP Locations, the Non-Licensed Locations, Maimonides Medical Center and Maimonides Midwood Community Hospital, the "Hospitals") and, including the assets and liabilities of other Maimonides Health Entities, which support and enhance the services delivered by the Hospitals, in each case pursuant to the terms set forth herein, to (a) H+H, directly, or to an H+H Entity, as determined by H+H, for the operation of the Hospitals (collectively, "H+H Maimonides"), including the operation of the Facilities as hospitals licensed under Article 28 of the New York Public Health Law ("PHL") or (b) H+H Maimonides P.C. for the operation of a physician practice enterprise to continue to provide physician services to H+H
Transfer of Assets:	Effective as of the Closing, Maimonides Health is hereby transferring, conveying, and assigning to H+H through the H+H Entities or to H+H Maimonides P.C., as applicable, and H+H through the H+H Entities, or H+H Maimonides P.C., as applicable, are hereby accepting from Maimonides Health, subject to and upon the terms and conditions contained herein, all of the assets of Maimonides Health as expressly set forth below (collectively, the "Acquired Assets")

Administrative Services Agreement

H+H entered into an Administrative Services Agreement with Maimonides Medical Center. The applicant has submitted a draft administrative services agreement, which is summarized below:

Date:	TBD
MMC Party:	Maimonides Medical Center (MMC)
Established Operator Party:	New York City Health and Hospitals Corporation (H+H)
Term:	10 years following the Closing Date, H+H shall have the unilateral right to extend the initial term for a six-month period, if parties continue to operate under the terms of this Agreement, it will continue by its terms on a month-to-month basis.
Obligations of Maimonides Medical Center:	Maimonides Medical Center shall be the sole employer for the Covered Employees and shall provide the following services with respect to the Covered Employees in compliance with all applicable Laws: Compensation & Benefits, Business-Related Expense Reimbursement, Withholding; Deductions, Workplace Safety, Workers' Compensation, Unemployment Insurance, Other Insurance, Payroll Administration, Hiring of Covered Employees, Removals of Covered Employees from Service, Termination of Covered Employees' Employment, Collective Bargaining Negotiations, Union-Related Grievances, Arbitrations and Litigations, Human Resources Administrative Services, Background Checks, Reasonable Accommodation, Equal Employment Opportunity Investigations, Office Space, Supplies, etc.
Other Maimonides Medical Center Responsibilities:	Maimonides Medical Center shall require that Covered Employees comply with H+H's conflict of interest policies, code of ethics and Principles Of Professional Conduct (POPC) as in effect from time to time and shall oversee such compliance. For Covered Employees covered by a Collective Bargaining Agreement, Maimonides Medical Center shall take all steps necessary to require compliance with such policies. Maimonides Medical Center shall be responsible for maintaining accurate and complete records of the working hours of Covered Employees classified as non-exempt from the requirements of applicable state and federal wage and hour Laws, and Maimonides Medical Center's compliance with the foregoing shall be subject to the terms of this Agreement
Billing and Collection:	All Professional Services rendered by the Covered Professional Employees will be billed through the Covered Facilities and neither Maimonides Medical Center nor any Covered Professional Employee shall render any bill whatsoever for such Professional Services except to the extent expressly agreed by H+H. Maimonides Medical Center and H+H agree that all collections shall be the property of H+H.
Cost of Services:	Prior to the Closing Date, the Parties shall work together in good faith to develop the initial budget for Maimonides Medical Centers's provision of the Services for the first two hundred fifty days.
Rights and Obligations of H+H	H+H shall have the following rights and responsibilities with regard to Covered Employees: Business Operations, Staffing Changes, Work Site Safety and Access and Use.

The applicant has submitted an executed attestation stating that the applicant understands and acknowledges that there are powers that must not be delegated, the applicant will not willfully engage in any illegal delegation and understands that the Department will hold the applicant accountable.

Capability and Feasibility

There are no project costs associated with this application. The working capital requirement will be funded from the ongoing operations of H+H. Key drivers of the financial projections include an increase in State support through the Safety Net Transformation Program, access to supplemental funding (Average Commercial Rate), and operating synergies expected to be realized within the first three years post-closure of the transaction. Synergies include improved revenue through increased collections, charge capture associated with the Epic implementation, and increased specialty referral volume.

New York City H+H is a public benefit corporation, whose funding is included in the New York City annual budget. As such, it receives substantial operating assistance from New York City, New York State and the Federal Government. This support helps offset systemic annual operational losses.

Bureau of Financial Analysis Attachment C, 2024-2025 New York City Health and Hospitals Corporation Certified Financial Statements, shows the entity maintained a positive working capital position, a positive net asset position, and a Total (Loss) Income Before Other Changes in Net Position of \$610,104,000 and \$45,048,000 in 2024 and 2025, respectively.

Bureau of Financial Analysis Attachment D, New York City Health Hospitals Corporation March 31, 2026, Internal Financial Statements, shows the facility maintained a positive working capital position, a positive net asset position, and a Total (Loss) Income Before Other Changes in Net Position of \$104,312,000.

Bureau of Financial Analysis Attachment E, 2024-2025 Maimonides Medical Center Certified Financial Statements, shows an average negative working capital position, an average positive net asset position, and an Excess (deficiency) of Revenue Over Expenses of (\$93,433,000) and \$35,750,000 in 2024 and 2025, respectively.

Bureau of Financial Analysis Attachment F, Maimonides Health and Affiliates March 31, 2026, Internal Financial Statements, shows the facility had a negative working capital position, positive net asset position and had an Excess (deficiency) of Revenue Over Expenses of (\$64,926,000).

Maimonides Medical Center, as a financially distressed hospital, is dependent on supplemental financial assistance for sustainability. Despite showing an increase in net assets in 2025, continued negative trends over the past few years have contributed to Maimonides' decreased financial viability. Expenses continue to grow due to inflation, the loss of Federal COVID funding, and a high public payor patient mix. Recent results from operations, financial conditions and Maimonides Medical Center's conditional and unconditional obligations due on or before May 1, 2027, raise substantial doubt as to Maimonides Medical Center's ability to continue as a going concern within one year after the date the consolidated financial statements were issued.

Maimonides' affiliation strategy with H+H is expected to reduce operating losses at Maimonides. H+H will provide Maimonides with access to corporate shared services and resources, allowing Maimonides to continue to provide essential clinical services in the communities it serves.

Conclusion

The applicant has demonstrated the capability to proceed in a financially feasible manner.

Health Equity Impact Assessment

The Applicant, NYC Health + Hospitals, seeks to become the operator of Maimonides Health, a Brooklyn-based health system that includes Maimonides Medical Center, Maimonides Midwood Community Hospital, and their ambulatory clinics and offices. The project is expected to sustain current services, preserve commitment to community cultural needs, and enhance care for the medically underserved groups identified in the project's service area. The Applicant recently received a grant through the New York State Department of Health's Safety Net Transformation Program to support efforts to strengthen and maintain Maimonides Health's services in Brooklyn. Without this grant and change in operator, Maimonides Health would have experienced issues related to future sustainability and service delivery.

The Applicant is expected to enhance access to care by expanding financial assistance programs, improving primary and specialty care delivery, and implementing the Epic electronic health record system to coordinate patient care.

The Independent Entity did not identify any unintended positive or negative impacts with the project. However, they noted that members of the Jewish community may experience challenges identified through the meaningful engagement process. The service area currently experiences very high levels of stress and there are medium to high rates of potentially preventable hospitalizations in Kings County. By coming under operation of the Applicant, Maimonides Health would transition to the Applicant's model of care which provides a wide range of strategies that are designed to reduce health disparities and promote better health outcomes.

Attachments

Bureau of Financial Analysis Attachment A	New York City Health and Hospitals Corporation – Current Organizational Chart
Bureau of Financial Analysis Attachment B	New York City Health and Hospitals Corporation – Post Closing Organizational Chart
Bureau of Financial Analysis Attachment C	2024-2025 New York City Health and Hospitals Corporation Certified Financial Statements
Bureau of Financial Analysis Attachment D	New York City Health and Hospitals Corporation – March 31, 2026, Internal Financial Statements
Bureau of Financial Analysis Attachment E	2024 -2025 Maimonides Medical Center Certified Financial Statements
Bureau of Financial Analysis Attachment F	Maimonides Health and Affiliates – March 31, 2026, Internal Financial Statements
Office of Health Equity and Human Rights Attachment	Health Equity Impact Assessment