



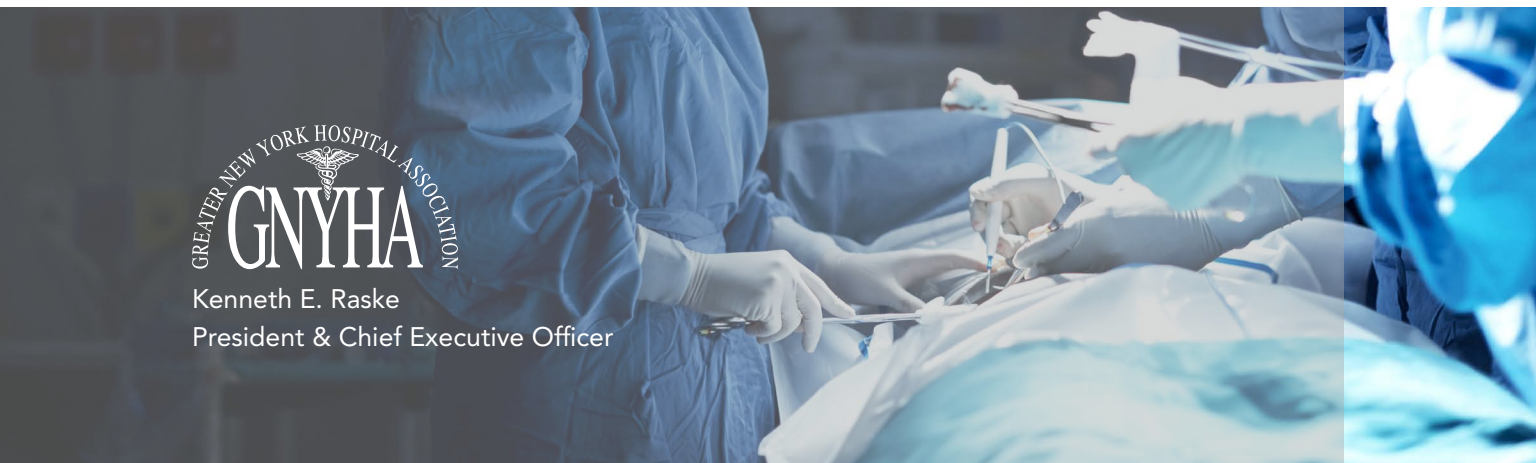
GREATER NEW YORK HOSPITAL ASSOCIATION

Greater New York Hospital Association (GNYHA) is a trade association comprising nearly 280 member hospitals, health systems, and continuing care facilities in the metropolitan New York area and throughout New York State, as well as in New Jersey, Connecticut, and Rhode Island. GNYHA is a dynamic, constantly evolving center for health care advocacy and expertise, but our core mission—helping hospitals deliver the finest patient care in the most cost-effective way—never changes.

GNYHA uses its policy expertise, vast analytical tools, and uncommon resources to advocate for our members. From fighting for their interests in Washington, DC, and Albany to working with them to improve patient care to helping them prepare for and respond to emergencies, GNYHA works to ensure that our members have the tools to succeed.



Kenneth E. Raske
President & Chief Executive Officer



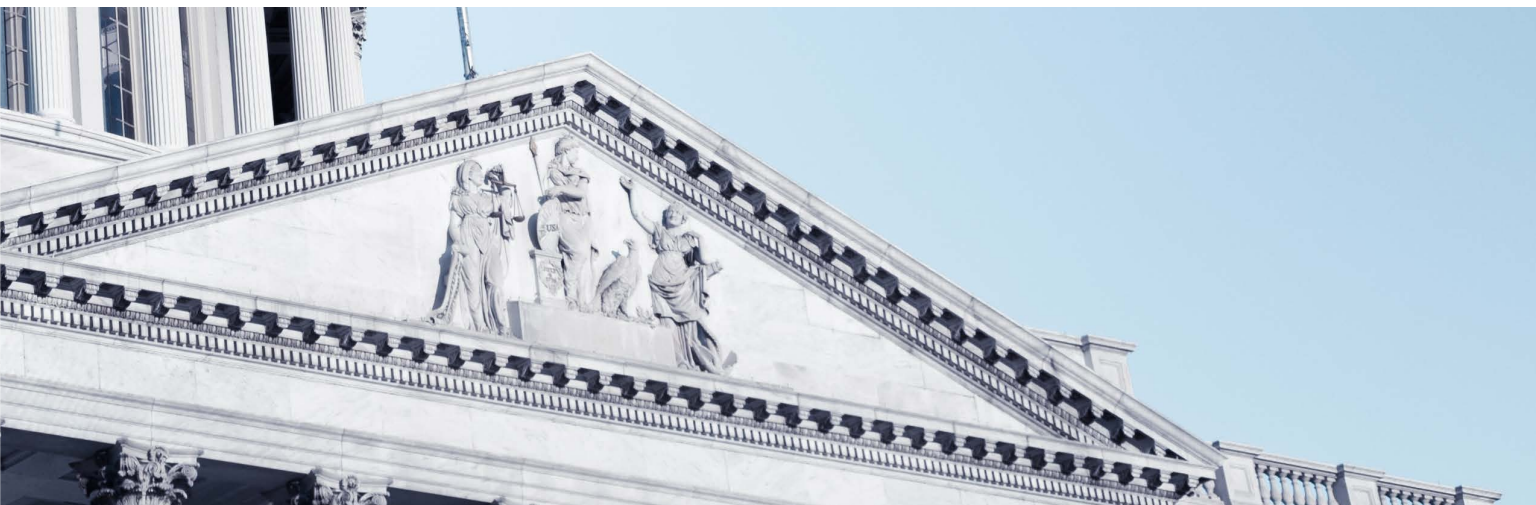


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GOVERNMENT AFFAIRS

An indispensable voice in Washington, DC, and Albany, GNYHA educates policymakers and legislators on the challenges hospitals face in delivering care. On the New York State level, GNYHA plays a critical role in ensuring adequate health care funding, opposing Medicaid and other health care program cuts, and advocating for legislation and regulations that protect and strengthen hospitals and nursing homes, expand health insurance coverage, and recruit and retain a qualified health care workforce. On the Federal front, GNYHA advocates for adequate funding for hospitals and nursing homes, fiercely opposes cuts to Medicare and Medicaid, and is a preeminent voice on graduate medical education policy. GNYHA is also a powerful voice for its members on numerous other Medicare and Medicaid issues, both regulatory and legislative.



ECONOMICS, FINANCE & OUTCOMES RESEARCH






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GNYHA focuses on hospitals' financial sustainability and patient care mission, advocating for policies that facilitate adequate and timely reimbursement for all services and ensuring that performance measurement and transparency initiatives are valid and fair. We provide analyses and tools that help our member hospitals and health systems address financial challenges and understand the complexities of a rapidly changing health care delivery system. GNYHA also maintains a vast data library and provides analytical support to all GNYHA advocacy and performance improvement initiatives.



MANAGED CARE AND INSURANCE EXPANSION

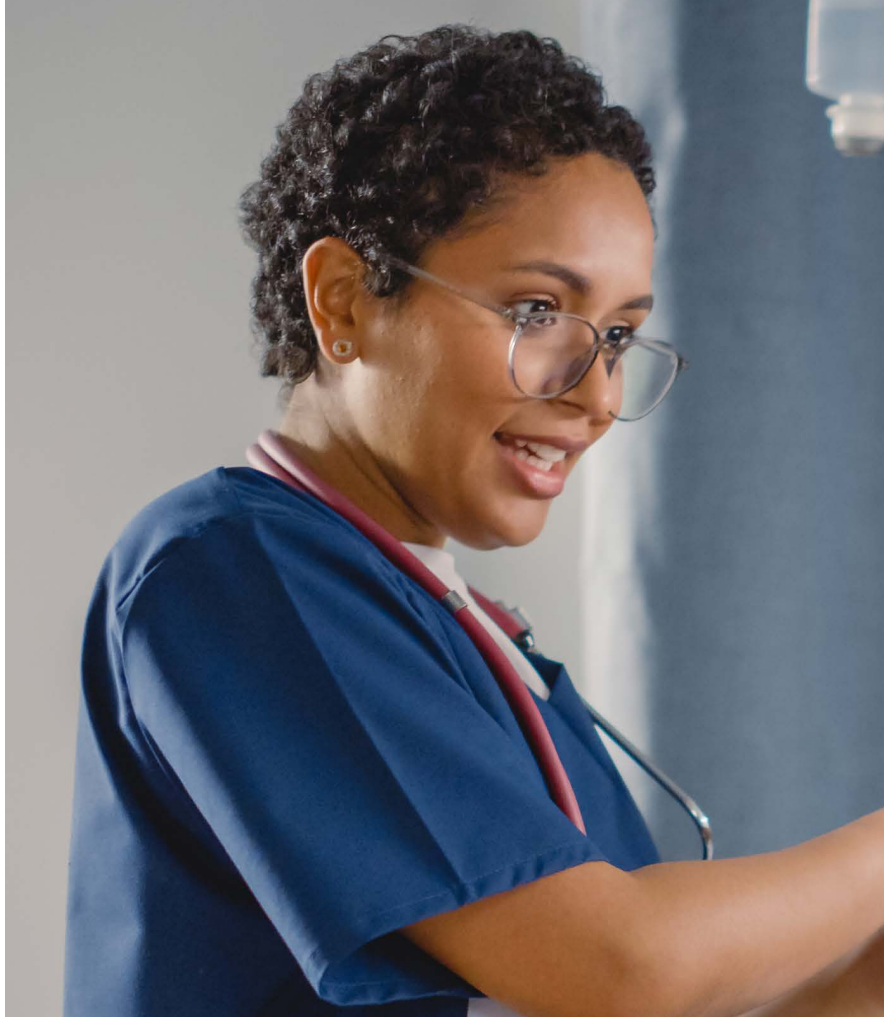
Insurance expansion and fair and reasonable insurance regulations are essential to improving health care delivery and strengthening the finances of GNYHA member hospitals and health systems. GNYHA works closely with New York State and Federal policymakers to preserve and improve insurance coverage and to ensure that insurance companies' policies and procedures are reasonable. GNYHA also works closely with regulators and other stakeholders to ensure successful implementation of coverage initiatives and insurance reforms.

A white pen with a silver clip is positioned diagonally across the lower half of the image. The background is a blurred Medicare form with various sections and checkboxes visible. The text on the form includes "MEDICARE PART A", "PREPAID PLAN", "effective date", "If the patient is retired from the Federal Government", "State and Zip Code", "illness, injury or symptoms are", and "LOCATION".

Emily Leish

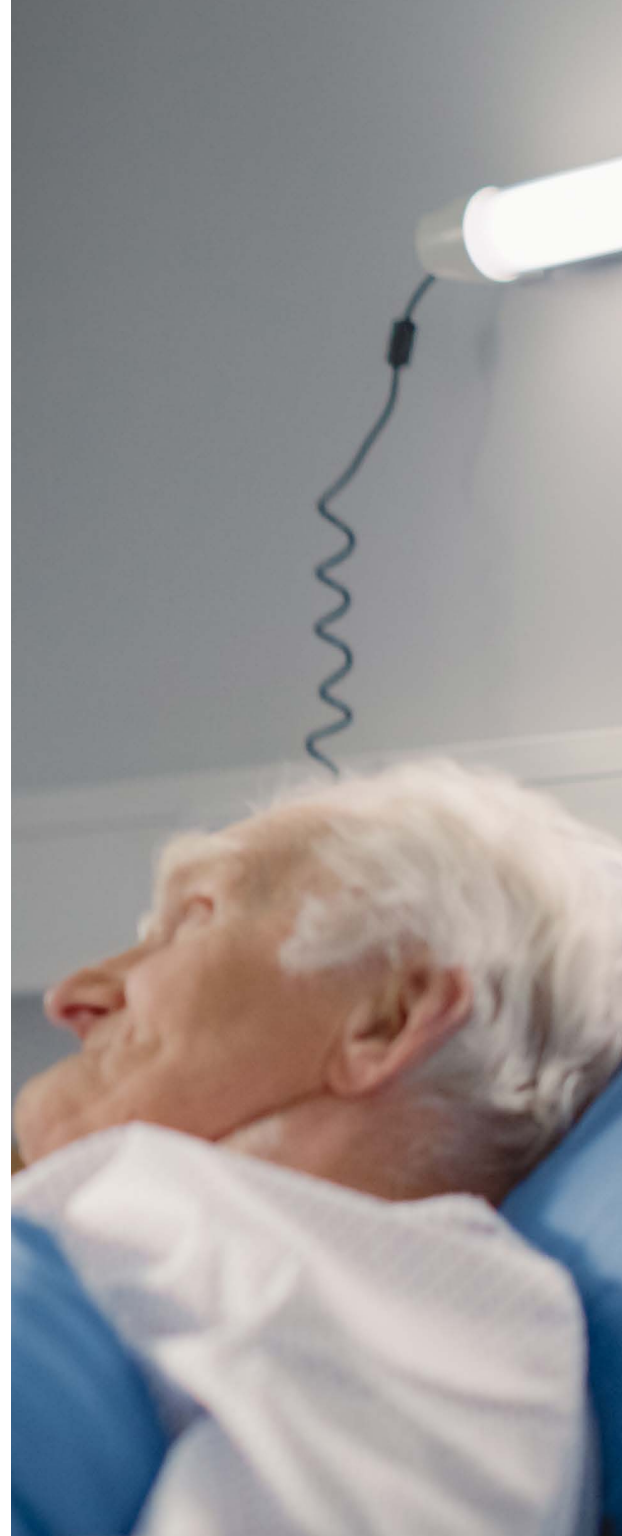
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PERFORMANCE IMPROVEMENT

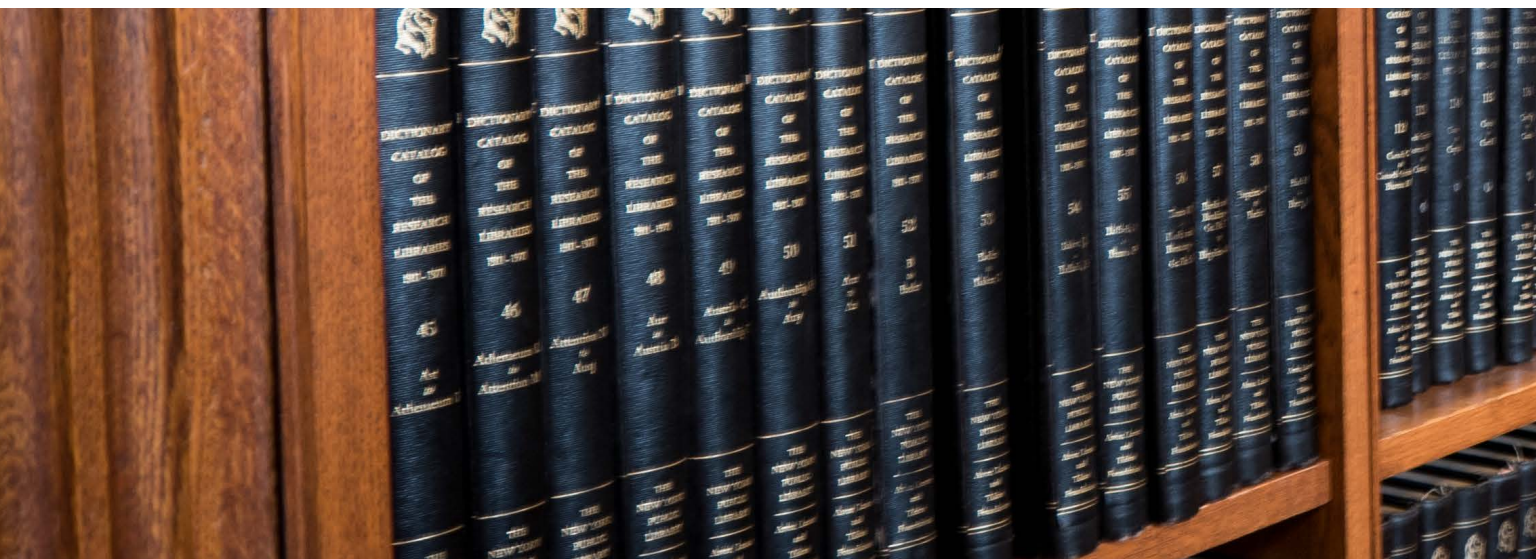


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GNYHA's performance improvement work extends to the front-lines of health care delivery through quality and patient safety initiatives that go far beyond report cards and performance measures. We help members lead successful, sustainable initiatives that improve clinical outcomes and operating efficiencies and reduce costs by engaging them in education, training, interactive forums, and more. In addition to targeted clinical initiatives, we guide members in the science of health care improvement—how to implement a systematic framework by engaging staff through innovation and how to grow an institutional culture that supports safe, equitable, high-quality patient- and worker-centered care.



LEGAL, REGULATORY & PROFESSIONAL AFFAIRS



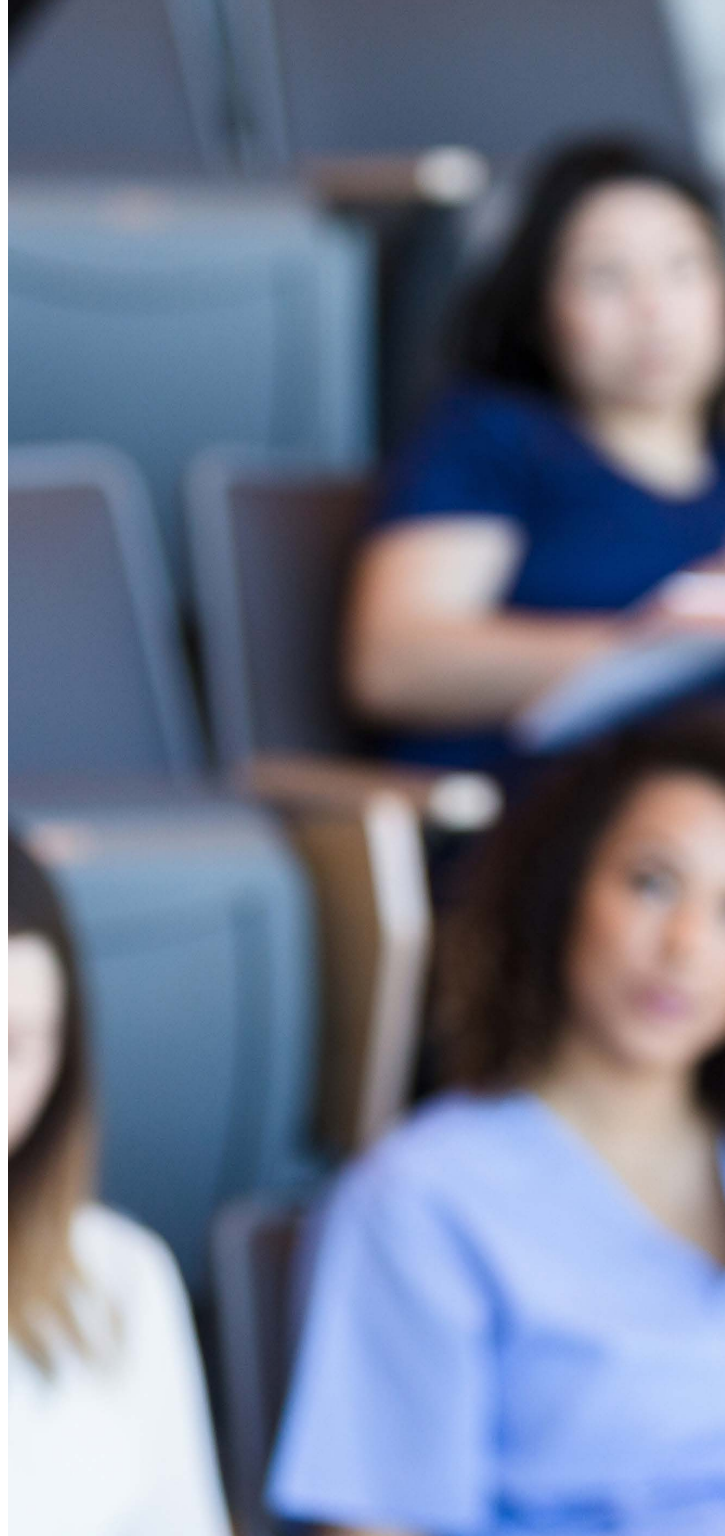


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Hospitals operate under myriad Federal and state legal and regulatory requirements. GNYHA provides member hospitals and health systems with education, technical assistance, and advocacy in areas ranging from accreditation to corporate compliance to medical malpractice. GNYHA forges relationships at all levels of government to help address our members' needs and concerns, and promotes compliance while advancing a streamlined, reasonable, and fair oversight system.

GRADUATE MEDICAL EDUCATION



GNYHA is deeply committed to supporting our member teaching hospitals' mission to train tomorrow's doctors. We devote significant resources to protecting graduate medical education (GME) reimbursement, including advancing policies and legislation that ensure an adequate future physician workforce and advocating to preserve Medicare-funded residency slots in the New York metropolitan area and eliminate the Medicare GME resident cap. GNYHA also provides technical assistance and programming on accreditation and regulatory issues for teaching hospitals' GME leadership to ensure that the tri-state area and its medical education enterprise remain the national leader in producing a diverse, high-quality physician workforce.



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EMERGENCY PREPAREDNESS & RESPONSE

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GNYHA works closely with member hospitals and health systems to enhance their efforts to plan for, respond to, and recover from emergency events. Every month GNYHA's Emergency Preparedness Coordinating Council brings together hospital and health system emergency managers and New York City, New York State, and Federal government agency officials to discuss current and emerging emergency preparedness and response topics. GNYHA supports member readiness on a broad range of hazards, with a particular focus on mass casualty incident response, patient evacuation, and communicable disease outbreaks. When emergencies occur, GNYHA works with members, other provider groups, and New York State, Federal, and local health and emergency management agencies to ensure a coordinated, comprehensive response. GNYHA has a permanent seat at NYC Emergency Management's Emergency Operations Center. GNYHA also continues to help members address lingering COVID-19 challenges, including helping them keep track of changing guidelines and advocating for additional resources so they can focus on treating patients.



AMBULATORY CARE & POPULATION HEALTH

Hospitals and health systems work extensively to develop service delivery models, promote access to services, and reduce unnecessary admissions, particularly for historically underserved communities. GNYHA supports its member hospitals and health systems as they invest in and reconfigure services to improve the health of the patient populations they serve. GNYHA delivers tools and resources that help hospitals improve and expand ambulatory services, implement population health techniques, address social needs, and partner with community-based organizations. GNYHA also advocates for financial policies and initiatives that recognize the significant costs associated with health care delivery reform and addressing patients' social care needs.

HEALTH WORKFORCE DEVELOPMENT

A strong, diverse workforce is the backbone of health care delivery. GNYHA advocates for special funding programs that will help member hospitals and health systems create innovative partnerships and recruit and retain a robust workforce. GNYHA also works with New York State regulatory agencies to ensure that clinical staff delivering care can use their extensive talents and experience to benefit their patients within a safe environment under proper supervision. In addition, GNYHA works with its members to identify and implement health and wellness programs that help ensure a healthy workforce.

Tim Johnson

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HEALTH INFORMATION TECHNOLOGY





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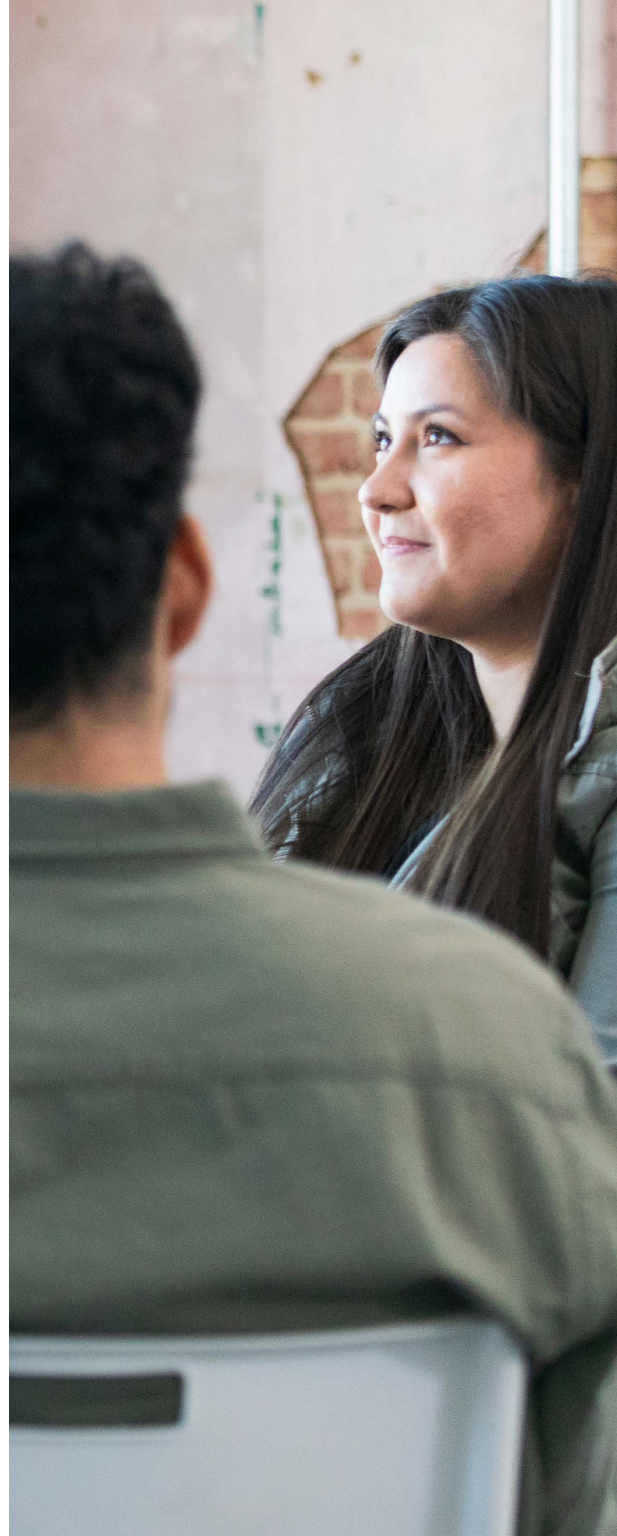
GNYHA helps member hospitals and health systems leverage technology to improve patient care and care coordination. GNYHA also helps members navigate myriad regulatory requirements and keep in step with innovative technology developments. GNYHA is particularly focused on expanding telehealth flexibilities. In addition, GNYHA's multidisciplinary cybersecurity team works with members to raise awareness of cybersecurity threats and develop mature cyber hygiene practices and thoughtful cyber incident response plans.

BEHAVIORAL HEALTH

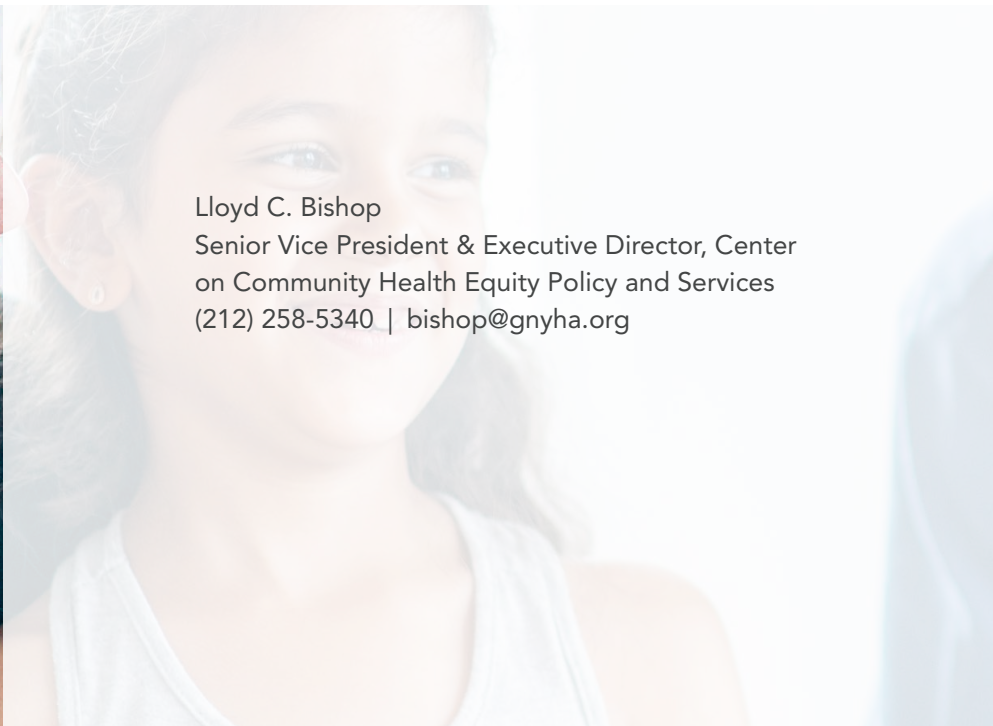


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GNYHA helps member hospitals and health systems provide mental health and substance use disorder treatment by advocating for investments in inpatient and outpatient services, including adequate reimbursement and addressing a shortage of behavioral health professionals. GNYHA also identifies opportunities to support streamlined regulatory requirements and operational efficiencies. In addition, GNYHA supports reducing the burdens associated with myriad surveys by championing alignment and coordination among oversight agencies and accreditation organizations. GNYHA is a strong voice in developing public health policy that supports access to quality care and improves outcomes and recovery.



COMMUNITY HEALTH EQUITY & DIVERSITY

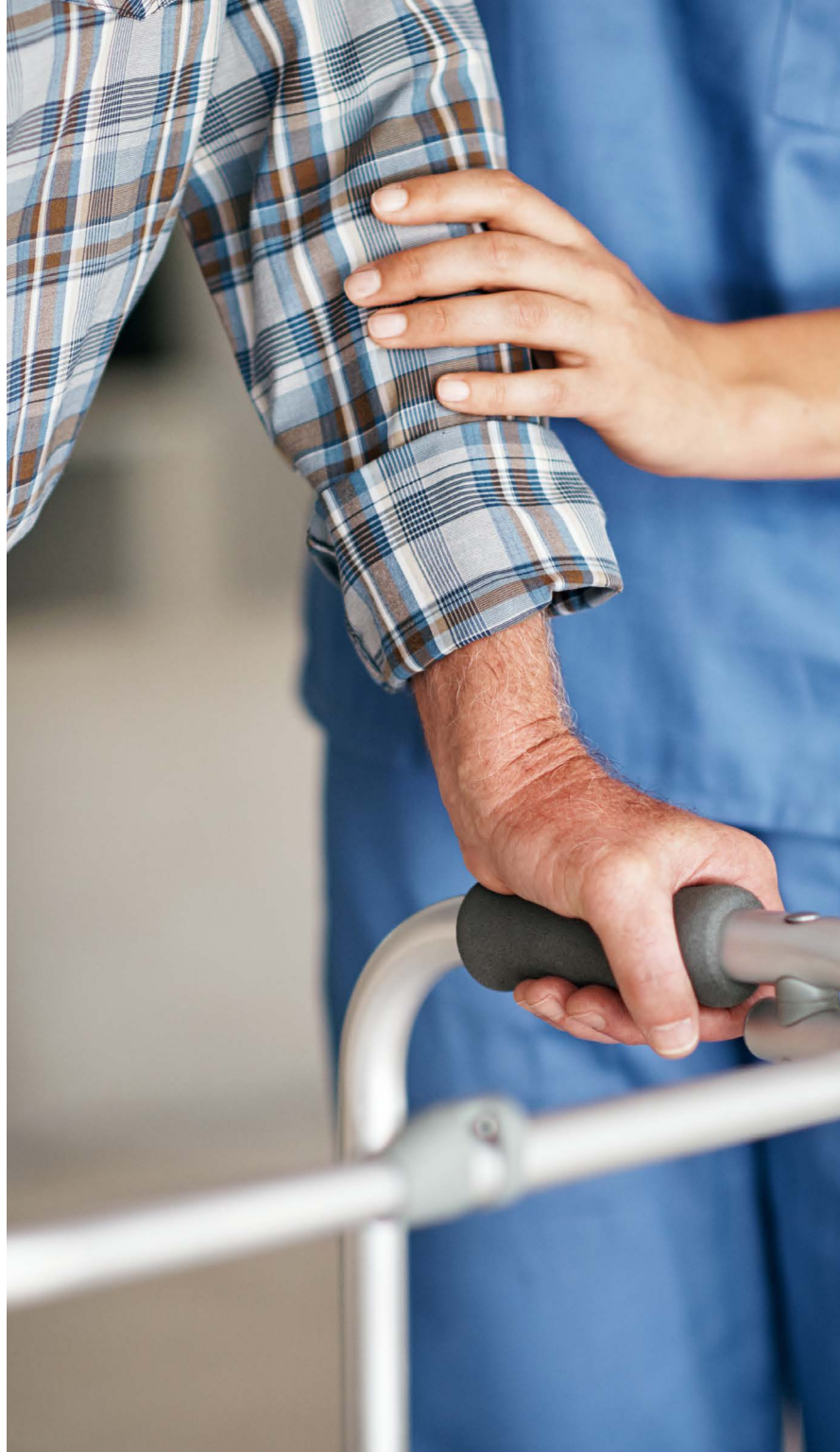


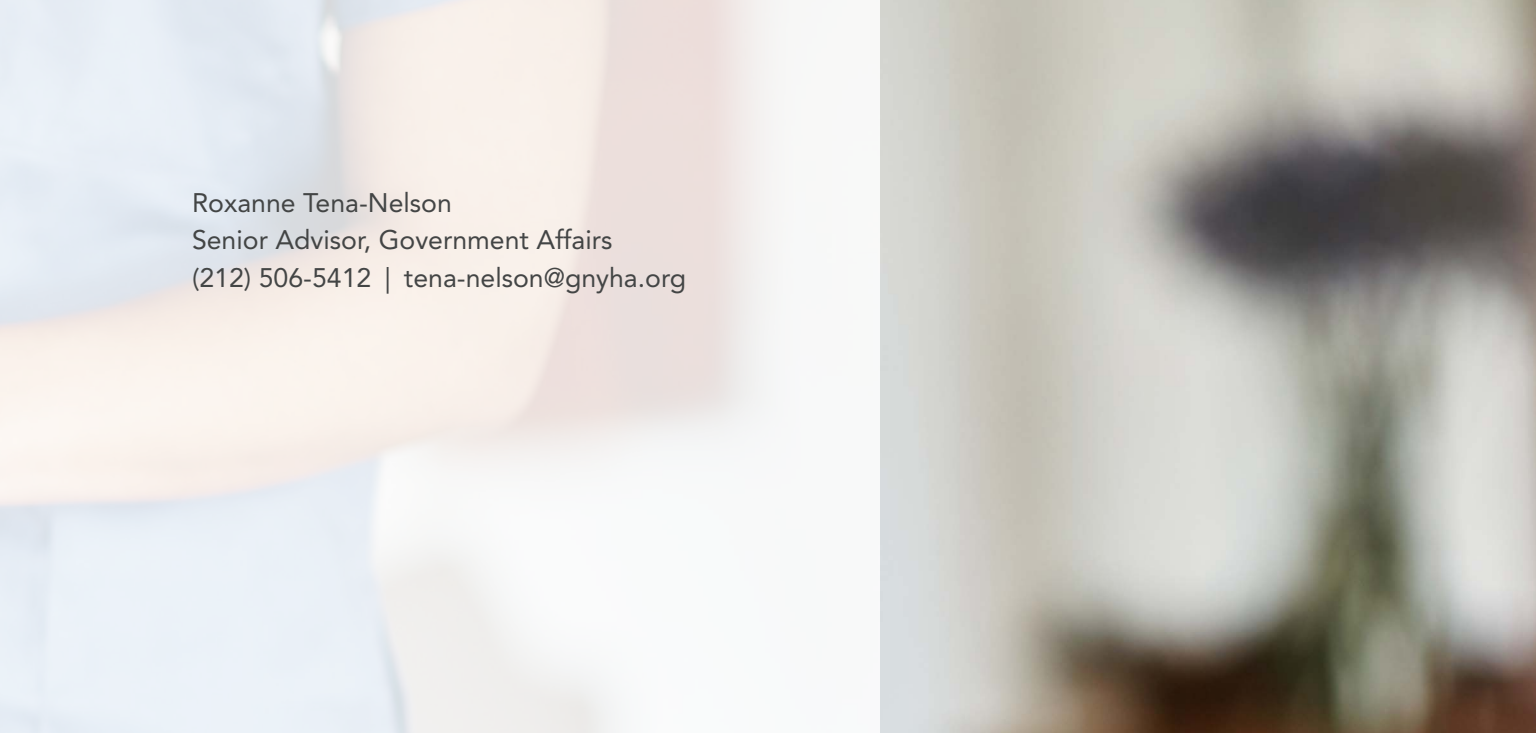
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The diverse communities that GNYHA's member hospitals and health systems serve represent myriad cultures, languages, and patient demographics. GNYHA's efforts to help members care for these communities include convening members to share best practices to conduct community health needs assessments and implement appropriate interventions; working with members and public health agencies on collaborative projects that address community health improvement priorities; and helping members document community benefit activities through Internal Revenue Service-required reporting and hospital community service plans. GNYHA also supports member diversity and inclusion efforts on subjects such as language access; increasing cultural and religious competency and health literacy; providing lesbian-, gay-, bisexual-, transgender-, and queer (LGBTQ)-affirming care; supporting hospitals on health equity-related quality improvement initiatives; the collection of racial, ethnic, language preference, and LGBTQ patient demographic information; complying with patients' rights best practices, including for disability access; and developing pipelines of racially and ethnically diverse health care leadership.

CONTINUING CARE





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GNYHA supports its not-for-profit and public continuing care members by educating policymakers on the challenges they face in serving vulnerable populations. GNYHA also develops and maintains relationships at all levels of government to support policies that facilitate adequate Medicaid and Medicare reimbursement and fair performance measurement for our continuing care members. In addition, GNYHA supports continuing care members on issues related to health care workforce development and emergency preparedness, among other key regulatory issues.



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