

A blurred photograph of a diverse crowd of people, likely at a public event or protest, with various colors of clothing and a bokeh effect in the background.

NY **NewYork-Presbyterian**
Dalio Center for Health Justice

2021 Progress Report

Dalio Center for Health Justice at NewYork-Presbyterian



CONTENTS

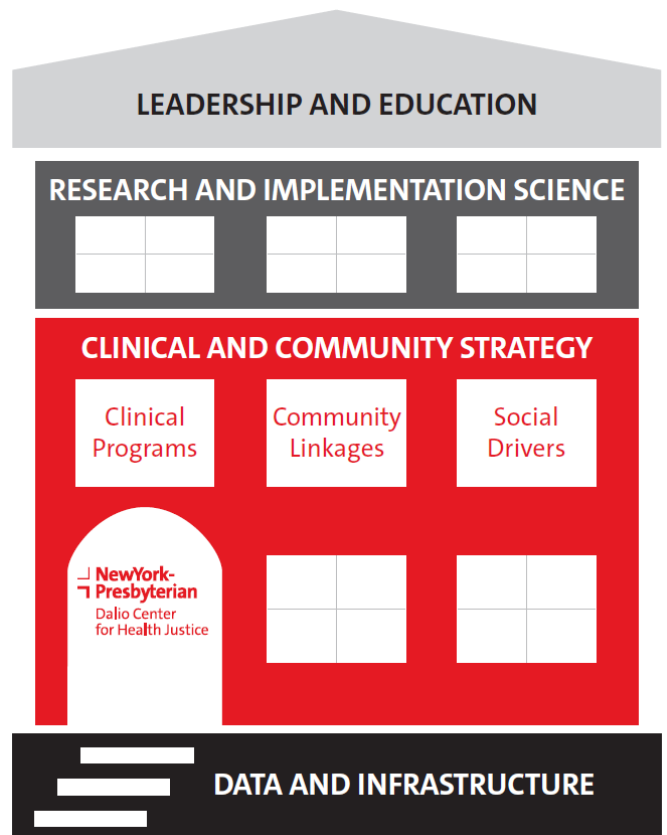
1. Introduction & Governance
2. Data & Infrastructure
3. Research & Implementation Science
4. Education & Leadership
5. Clinical & Community Strategy
6. Looking Ahead

Dalio Center for Health Justice

The Dalio Center for Health Justice at NewYork-Presbyterian (www.nyp.org/dalio-center), launched in October 2020, aims to understand and address the root causes of health inequities with the goal of setting a new standard of health for our patients, our team members, and the communities we serve. Through the Dalio Center, we invest in research, education, and programing, and advocate for policy change to drive measurable improvements in health outcomes for all. Because 80% of health outcomes are driven by social, behavioral, and environmental causes, our work is not limited to addressing health care access and quality. We will also support community initiatives, understanding and championing economic empowerment, social engagement, workforce development, neighborhood revitalization, and education.

In order to understand the health outcomes that disproportionately affect our communities, we are building on a **network** of ongoing projects and initiatives across NewYork-Presbyterian and our academic partners, Columbia University Vagelos College of Physicians and Surgeons and Weill Cornell Medicine. The Dalio Center will harness the power of our three institutions, **expanding our capacity to create impact**. In partnership with NYP's Community Mission and Health Justice Committee of NYP's Board of Trustees, local community organizations, and government agencies, we will make real progress in eliminating the health inequities that undermine our communities.

The Dalio Center has organized its work into four key strategic areas illustrated in the house: Data & Infrastructure, Clinical and Community Strategy, Research, and Leadership & Education. This report provides a summary of project work completed in 2021 for each strategic area, as well as plans for next year.



Year One by the Numbers



19%

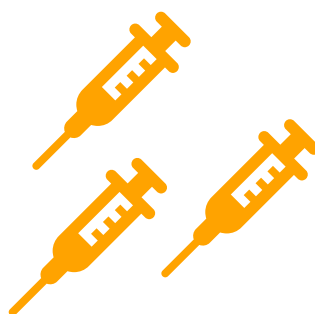
improvement in Race & Ethnicity documentation

\$525k

Community Programs Funded

95

Equity & Vaccine Talks



110M

Impressions from our National Vaccine Campaign



12

Grant applications under review

2

Major Clinical Programs Launched

*Black Transplant Health
Sickle Cell Program*



6

REACH Fellows in the Inaugural Class

2

Academic Articles published

4

Community Partners engaged in the Community Conversations



Dalio Center for Health Justice

Governance & Staff

The Dalio Center is the result of a \$50 million grant from Dalio Philanthropies, whose founder Ray Dalio is a NewYork-Presbyterian Trustee and an important thought partner behind the center. The Dalio Center for Health Justice is overseen by **the Community Mission and Health Justice Committee of NewYork-Presbyterian's Board of Trustees**, and works closely with NYP's academic partners: Columbia University Vagelos College of Physicians and Surgeons and Weill Cornell Medicine.

Additionally, the Dalio Center has convened an **External Advisory Board**, which is an interdisciplinary group of experts with deep knowledge of the socioeconomic, behavioral, and environmental factors that are the root causes of health inequities. The External Advisory Board provides advice and guidance to the Dalio Center leadership team, making recommendations on areas of study, potential programs for development, and opportunities for collaboration or partnership. The External Advisory Board provides fresh perspective on strategies and trends, as well as recommendations for advocacy positions and policy priorities.

The Dalio Center for Health Justice is led by Dr Julia Iyasere who oversees a **NYP team** of directors, project managers, and data analytics staff who help to develop, implement, and manage the Dalio Center's broad portfolio of projects. The Dalio Center also works in close partnership and collaboration with our colleagues across the NYP enterprise, especially NYP's Division of Community and Population Health, Government and Community Affairs, Hospital Operations, Department of Quality, Data Analytics, and our academic partners.

External Advisory Board



Aaron Bernstein, MD
*Interim Director
The Center for Climate, Health,
and the Global Environment at
the Harvard T.H. Chan School of
Public Health*



Freda Lewis-Hall, MD
*Senior Medical Advisor
Pfizer*



Geoffrey Canada
*President
Harlem Children's Zone*



Jennifer March, PhD
*Executive Director
Citizen's Committee for
Children*



Joanne Oplustil
*President & CEO
CAMBA*



Lisa David
*CEO
Public Health Solutions*



Joyce Chang
*Chair of Global Research
J.P. Morgan's Corporate
and Investment Bank*



Jonathan F.P. Rose
*President
Jonathan Rose Companies*



David Garza
*President & CEO
Henry Street Settlement*



Judith A. Salerno, MD, MS
*President
The New York Academy of
Medicine*

Dalio Center Team



Julia Iyasere, MD, MBA
*Executive Director,
Dalio Center for Health Justice*



Lauren De La Cruz
*Program Manager
LEAD Academy*



Emme Deland, MBA
*SVP Strategy
Strategic Advisor, Dalio Center for
Health Justice*



Joyce Chan Lau
*Project Lead
NewYork-Presbyterian Analytics*



Amelia Shapiro, MBA
*Director
Community and Clinical Strategy and
Program Development*



Koma Ogaye, MPH
*Data Analyst
NewYork-Presbyterian Analytics*



Mebrak D. Khsai, MPA
Project Manager



Dona Bou Eid, MHA
*Data Engineer
NewYork-Presbyterian Analytics*



Alia Koch, DDS, MD
*Director
LEAD Academy*



Latoya Benjamin, MS-HRM
Center Coordinator

Data & Infrastructure



Developing a health equity database to support identification of disparities, target new initiatives, and measure impact.



Data & Infrastructure

Major initiatives include:

- Race, Ethnicity, & Language Documentation
- Social Determinants of Health Screening
- Algorithmic Bias
- Equity Measurement





Data & Infrastructure

Race, Ethnicity, & Language Documentation

It is critically important for us to understand and address the root causes of health inequities, including those that fall along racial and ethnic lines, as well as to measure our success in closing health equity gaps. Those efforts require widespread, reliable, and consistent data about our patients' race and ethnicity. In the beginning of 2021 – in collaboration with NYP's Chief Information Officer, the VP of Revenue Cycle, the Division of Community & Population Health, and our academic partners – we launched an enterprise-wide, coordinated campaign to improve the collection of race and ethnicity data.

Key accomplishments from 2021 include:

- ☑ Co-led a **steering committee**, staffed by NYP senior leaders
- ☑ Identified **electronic medical record improvements** to streamline data collection
- ☑ Developed and deployed **standardized staff education**, providing specialized training on race, ethnicity, and language collection to **over 2,600 staff members** and sharing educational tools with our academic partners
- ☑ Created **direct patient communication materials**, including posters, FAQs, and a public-facing website
- ☑ Developed a series of **real-time dashboards** and data delivery mechanisms to support evaluation and ongoing monitoring
- ☑ Developed a **toolkit** for the 'We Ask Because We Care' campaign and shared these materials with health systems across the country in the [New England Journal of Medicine](#) Catalyst, as well as through the New York State Birth Equity Improvement Project and the Illinois Perinatal Quality Collaborative

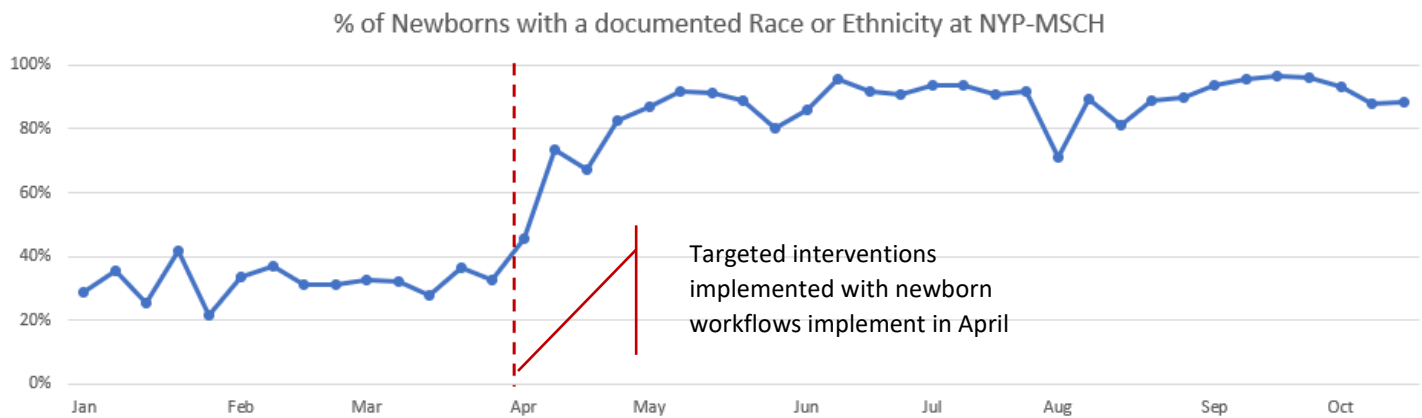


Additionally, the Dalio Center team helped with several targeted interventions in areas that had particular challenges with race, ethnicity, and language documentation. For example, at NYP-Morgan Stanley Children's Hospital, collection of race & ethnicity for newborns was very low. Only 20-



Data & Infrastructure

30% of newborns discharged from the hospital had a documented race or ethnicity. A weekly workgroup was formed, process flow mappings were conducted by the NYP Quality department, new workflows were implemented, additional trainings were conducted, and targeted weekly emails were developed to provide all team members with real-time data on progress. Since implementation, NYP-MSCH's average collection rate has been 90%. Subsequently, all interventions were duplicated at NYP's other campuses.



Since the program launch, data collection (for all patients, not just newborns) at NewYork-Presbyterian Hospital has improved by **19 percentage points**, far exceeding our 2021 goal.

The Dalio Center is also supporting NYP's LGBTQ+ Taskforce by co-developing educational materials and guides to support the collection of **sexual orientation and gender identity** data for our patients, including improved collection of patient names and pronouns. When we understand and respect our patients, we can better personalize their experience and make sure that everyone gets the highest quality of care.



Data & Infrastructure

Social Determinants of Health Screening

Health and wellness start in our homes, neighborhoods, and the communities in which we reside. Because 80% of health outcomes are driven by social, behavioral, and environmental factors, we need to address specific social aspects of health, as we work to address medical ones. We refer to these social needs – like food insecurity, inadequate or unstable housing, lack of access to transportation, and financial burdens – as the social determinants of health (SDoH). And the circumstances that create the SDoH are largely determined by the distribution of power, wealth, and resources.

To illustrate, below is comparison of two New York City neighborhoods: the Upper West Side in Manhattan and Brownsville in Brooklyn. The disparities evident in these two neighborhoods are illustrative of many other areas in New York City and across the nation.

	Life Expectancy	Median Income	Graduation Rates	Child Poverty	Severe Rent Burden
Upper West Side	86 yrs.	\$136,735	81%	9%	18%
Brownsville	76 yrs.	\$31,345	49%	47%	37%

Source: Citizens' Committee for Children of New York 2021 annual report

To address these social needs, the Dalio Center and NYP's Division of Community and Population Health have developed a plan for SDoH screening and social services navigation across the enterprise.

Key accomplishments in 2021 include:

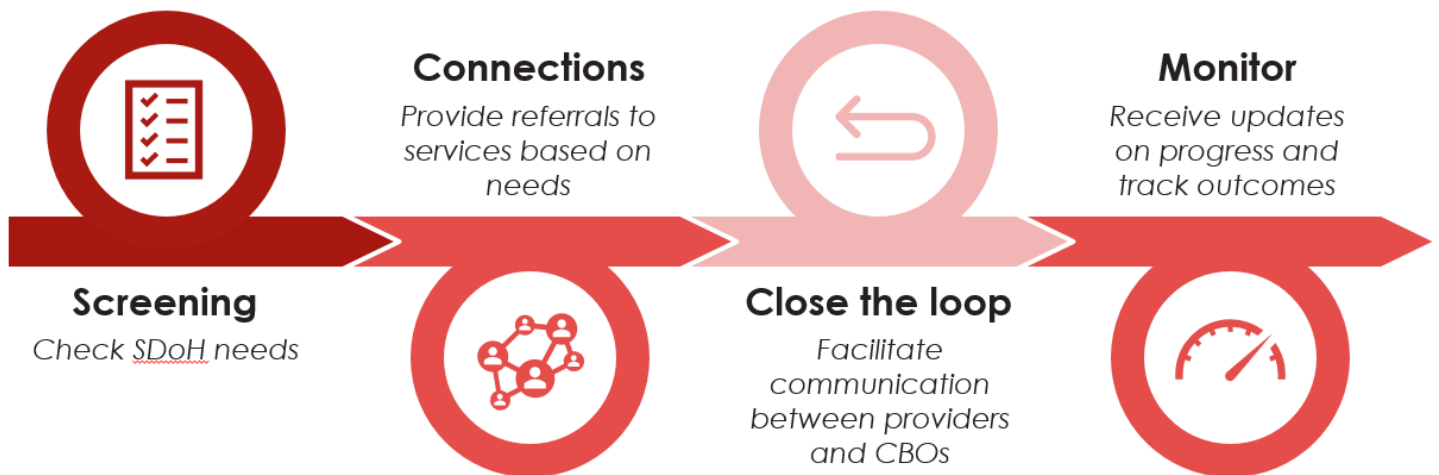
- ☑ Conducted a **current state assessment**, cataloguing all SDoH processes across the enterprise
- ☑ **Interviewed other health systems** to understand best practices and lessons learned
- ☑ Convened a series of **workgroups with key stakeholders** and established a panel of SDoH champions at each site
- ☑ Developed an **SDoH playbook** – a collection of best-practices and implementation materials to guide practices during the project
- ☑ Worked with the Epic Together Team to develop a timeline for developing an **electronic interface with our social services navigation partner** to facilitate referrals



Data & Infrastructure

This SDoH work relies on the lessons learned in ANCHOR (Addressing the Needs of the Community through Holistic, Organizational Relationships) – the five-year grant from the Center for Medicare and Medicaid Innovation (CMMI) Accountable Health Communities (AHC) program to systematically identify the health-related social needs of Northern Manhattan/South Bronx Medicare and Medicaid beneficiaries and address their identified needs through referrals to local community-based social service organizations.

Building on the foundations of ANCHOR and the collaborative work completed in 2021, we aim to have enterprise-wide SDoH screening available in the first half of 2022, with a robust program and resources for the four primary steps of SDoH screening, illustrated below. This comprehensive care approach will provide patients with the support they need, when they need it.



CBO: Community-based Organization



Data & Infrastructure

Addressing Algorithmic Bias

NewYork-Presbyterian has joined the NYC Coalition to End Racism in Clinical Algorithms (CERCA), which aims to understand and address race correction in clinical algorithms. As summarized by Vyas, Eisenstein, and Jones in the New England Journal of Medicine, “When clinicians insert race into their tools, they risk interpreting racial disparities as immutable facts rather than as injustices that require intervention. Researchers and clinicians must distinguish between the use of race in descriptive statistics, where it plays a vital role in epidemiologic analyses, and in prescriptive clinical guidelines, where it can exacerbate inequities.”

As a member of the coalition, NYP commits to:

1. Raise awareness on how race correction contributes to racial health inequities.
2. Elevate and communicate its commitment to health equity.
3. Eliminate race correction in at least one clinical algorithm within two years.
4. Measure institutional and citywide impacts of eliminating race correction on racial health inequities.
5. Avoid the potential impact race correction may have on the provision of timely care and referrals.

In the past year, NYP has ended reporting of race corrected estimated glomerular filtration rate (eGFR), as well as the use of race in the Vaginal Birth after Cesarean (VBAC) calculator. Further, NYP, Weill Cornell, and Columbia have established a tri-partite workgroup to centralize the review and assessment of clinical predictive models. This important work has been led by clinical leadership at Columbia and Weill Cornell in collaboration with NYP's Information Technology Team and the Dalio Center, and will be expanded through our participation in NYC CERCA.



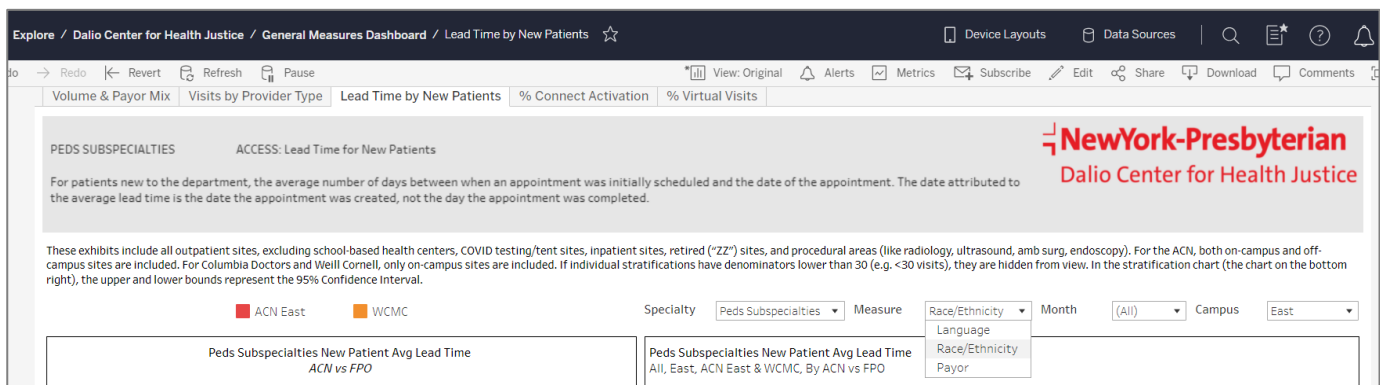
Data & Infrastructure

Measuring Equity

To support and promote NYP's goal of providing one standard of equitable, exceptional care for all NYP patients, the Dalio Center for Health Justice has partnered with the NYP Quality Department and NYP Data Analytics to create a process for measuring equity in our health system. Improving health equity means collecting and stratifying data to identify inequities, help set priorities, and drive improvement activities. To evaluate equity, the team focused work in two areas – ambulatory care and inpatient quality.

Ambulatory Care

Together with our academic partners, we selected measures and stratified them by payor, race/ethnicity, and preferred language. Metrics include access measures (like *Number of Days to First Appointment for New Patients*) and virtual care measures (like *Percent of Visits done Virtually*), as well as specialty-specific measures (for example *Time to MRI* or *Percent of Patients with Cirrhosis that have an Annual Endoscopy Completed*). These measures and their stratified results were added to a dashboard for monitoring and will be used to inform process improvement activities in 2022.



Inpatient Quality

In 2021, the Dalio Center, NYP's Quality Department, and NYP Data Analytics developed a standardized process for stratifying inpatient quality measures by race & ethnicity, payor, and language – as well as a process to tease out the root causes of these disparities. This work required substantial analysis and research beyond simply identifying disparities, distinguishing factors like severity of illness and clinical appropriateness from factors based on structural inequities. This work is ongoing, and we plan to publish our process and evaluation roadmap in 2022.

Research & Implementation Science

Supporting clinical
and health services
research aligned with
our mission and
vision





Research & Implementation Science

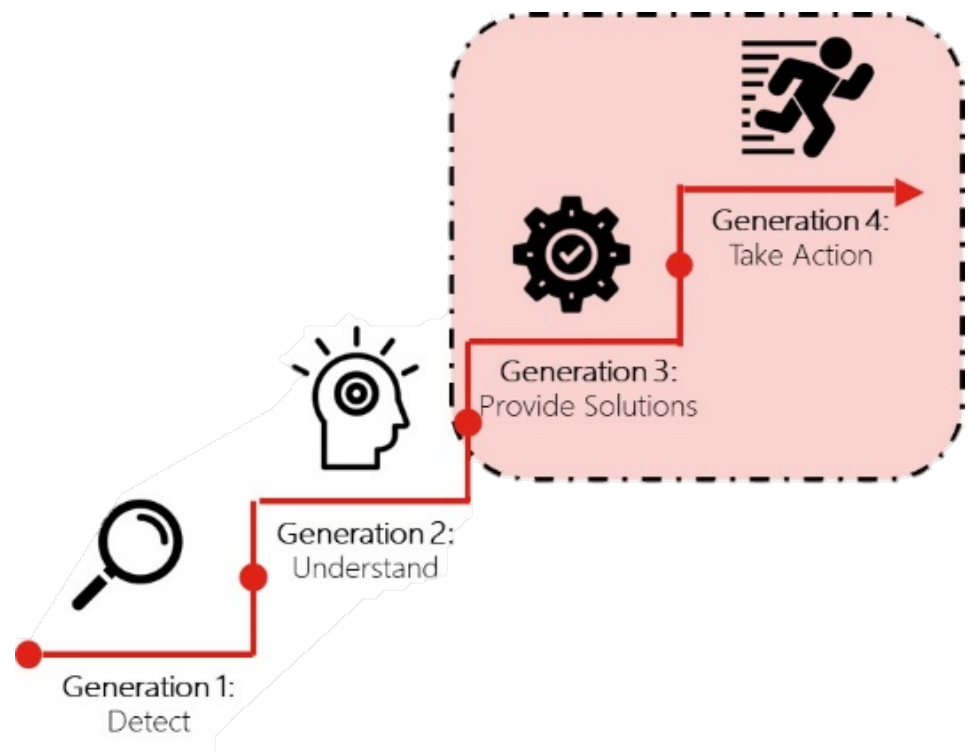
Health Justice Research Grants

In August 2021, the Dalio Center for Health Justice announced the 'Health Justice Research Grant' program, in partnership with Weill Cornell Medicine and Columbia Vagelos College of Physicians and Surgeons. This grant program will fund innovative research that will directly advance efforts to reduce health inequities and disparities. The tri-institutional annual funding for the grant will be **\$750,000**.

Key accomplishments in 2021 include:

- ✓ **Conceptualized the grant**, established funding requirements and goals, and coordinated with our academic partners
- ✓ Developed an **application process and materials**
- ✓ Established a **grants committee** with tripartite membership
- ✓ **Reviewed Letters of Intent** from 13 prospective grantees

By the end of the year, the grants committee will select awardees, with preference to funding research that provides solutions and takes action – 3rd and 4th generation research studies. The grants are for two years and all grantees are expected to publish their results, as well as participate in the Dalio Center's health equity symposia.





Leadership & Education

Developing our future leaders
with programming that
emphasizes the role structural
inequities play in our health.

Creating content for our staff
and our communities about
health disparities.



Leadership & Education

Major initiatives include:

- Health Equity Symposia, Events, and Website
- Responding to Epidemics and Crises in Health (REACH) Fellowship
- Leadership Education and Development (LEAD)



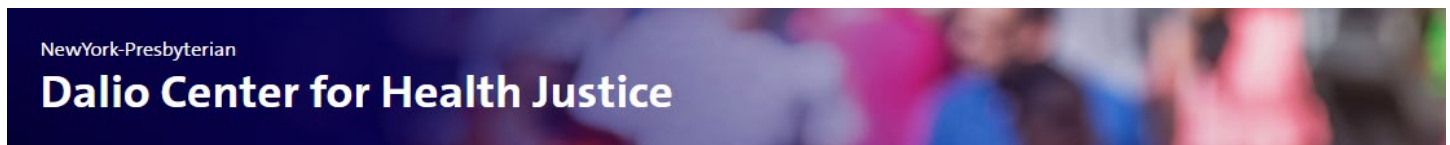


Leadership & Education

Health Equity Symposia, Events, and Website

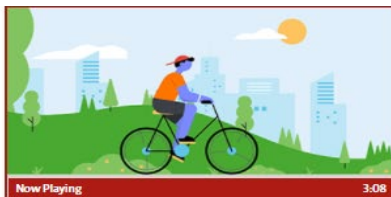
The Dalio Center has created a wide variety of content to help educate our staff and our community about health disparities and the role structural inequities play in our health.

Our **public facing website** (www.nyp.org/daliocenter) was launched in 2021 and includes videos about health justice, as well as about the social determinants of health. The social determinants of health section of our website includes educational videos developed by the Dalio Center, New York City-specific data about social determinants, recommended reading, and resources for patients that need social support.

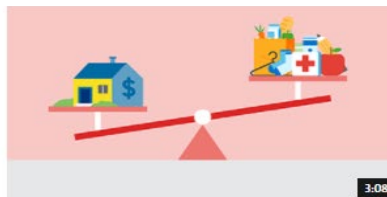


Social Determinants of Health

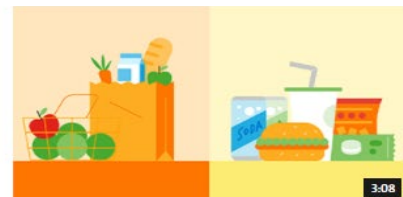
Because 80% of health is driven by social, behavioral, and environmental factors, the Dalio Center’s work is not limited to addressing health care access and quality. In addition to our clinical programs and community linkages programs, we plan to support targeted community initiatives addressing social determinants of health – understanding and championing economic empowerment, social engagement, workforce development, neighborhood revitalization, and education.



Overview



Housing



Food



Transportation



Education



Environment



Leadership & Education

In addition to these digital resources, Dr Iyasere has participated in over 40 **community discussions, hospital presentations, and external events** about the Dalio Center for Health Justice, Health Equity, and Diversity in Medicine, including – but not limited to:

- ☑ Eight **Grand Rounds** presentations at Weill Cornell Medicine, Columbia University Irving Medical Center, and Montefiore Medical Center
- ☑ A podcast with **The Beryl Institute** discussing systemic racism and the creation of the Dalio Center
- ☑ A presentation on Health Equity and the Social Determinants of Health at the **National Academies of Sciences, Engineering, and Medicine**
- ☑ **Healthy Churches Conference**: Panel on the Importance of Clinical Trial Diversity
- ☑ Featured speaker for the **CNBC “Healthy Returns” Summit**

These presentations are in addition to 45 vaccine-focused talks and presentations given by Dr. Iyasere.

Additionally, the Dalio Center has hosted **four symposia** since its inauguration and is planning a national conference on *Race, Racism, and Health* to be held in April 2022.

Oct 27, 2020 A conversation with Drs. Julia Iyasere and Freda C. Lewis-Hall moderated by NYP Trustee Pamela G. Carlton

Nov 19, 2020 Co-hosted a Health Disparities and Telehealth Symposium with NYP's Digital Health Operations Research Institute

Oct 15, 2021 Co-hosted “Disparities in Management of Chronic Kidney Disease: Kidney Transplantation, Home Dialysis and COVID-19” Symposium with Rogosin Institute

Nov 17, 2021 Co-hosted “Disparities in the Diagnosis of Chronic Kidney Disease and its Risk Factors” Symposium with Rogosin Institute



Leadership & Education

Responding to Epidemics and Crises in Health (REACH) Fellowship

The Dalió Center, in collaboration with ICAP at Columbia University, the global center at Mailman School of Public Health, has launched the REACH Fellowship. This innovative, one-year program provides a select group of NYP staff across a variety of disciplines an opportunity to learn how to predict, manage, and lead robust responses to complex health emergencies, including emerging infectious diseases and other health crises.

The fellowship offers:

- **Targeted Coursework:** Building on lessons learned from epidemics such as HIV, Ebola, and COVID-19, fellows will take part in four one-week long courses at the Mailman School of Public Health. Coursework will cover global health, epidemiology, social determinants of health, epidemic preparedness and response, and health communication, among other topics. Each course will combine lectures, and real-world case studies.
- **Skills Building Seminars:** Bi-monthly skills-building seminars will bring together expert panelists drawn from NYP leadership, the Columbia University community, as well as local, regional, and international health leaders to stimulate dialogue, debate, and networking.
- **Expert Mentorship:** Fellows will be paired with expert mentors who are leaders in their field to reinforce their learning and provide professional guidance, direction, and support throughout the fellowship experience.
- **Capstone Projects:** Working with expert mentors and peers, fellows will work individually or in small interdisciplinary groups to address an identified key gap in disease and disaster preparation and response.

The inaugural class included six fellows from across the NYP enterprise, with capstone projects covering a wide range of topics including:

- Leveraging CBO Partnerships in Hospital Crisis Response
- The Heart and Soul of the Redeployed Provider: Preparation, Maintenance, and Sustenance
- Deployment of the Clinical Department Providers & Clinical Provider Redeployment

REACH Fellows



Loren Avellino
Manager of Community Affairs



**Whitney C Harris, MSN, RN, ACCNS-P,
CPNP-PC**
Nurse Practitioner Program Director



Robert A Glaser, MS
Corporate Director, Supply Chain



Tochi Okorie, MBA, RN
*Director, Quality Patient Safety &
Regulatory Affairs*



Linda Golding, MA
*Staff Chaplain and Coordinator,
Pastoral Services for Milstein
Hospital*



Robert Weitzman, MBA
*Director of Operations - Lower
Manhattan Hospital*





Leadership & Education

Leadership Education and Development (LEAD)

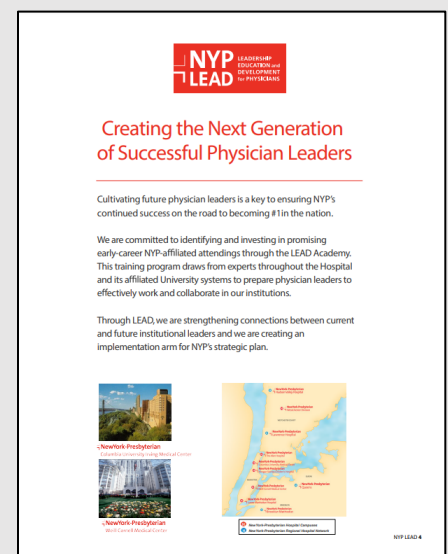
The LEAD program at NYP was launched in July 2017, in partnership with Columbia's Business School and the Department of Health Policy & Management (HPM) at Columbia's Mailman School of Public Health. LEAD delivers strategic management and health policy training to rising-star physicians in the NYP health system. Following the launch of the Dalio Center for Health Justice, the LEAD curriculum and programs were re-evaluated and revised to incorporate programming that emphasizes the role structural inequities play in our health.

The LEAD Academy is a 13-month training period covering the highest yield components of an MBA and MHA, practical knowledge of NYP Departments and functions and additional teaching tailored to individual interests. This training program draws from experts throughout the Hospital and its affiliated University systems to prepare physician leaders to effectively work and collaborate in our institutions.

The NYP LEAD Academy anchors its training program with NYP-prioritized capstone projects. LEAD physicians spearhead a project, with mentorship from NYP leaders, which is tailored to their leadership trajectory and skills. The capstone offers practical application of the core skills mastered in the classroom, with the added benefit of mentorship and institutional networking.

LEAD Capstone projects for the 2020-2021 cohort included:

- Assessing the **digital divide**: expanding telehealth access across NYP
- Developing an enterprise-wide program to support the pediatric to adult transition of patients with **Sickle Cell Disease**
- Understanding current state of **social determinants of health** screening at NYP
- Developing a **health equity metrics** database for neurology departments



2020-21 LEAD Physicians



Nivee Amin, MD, MHS
Attending Physician
NYP/Weill Cornell



Luz Adriana Matiz-Zanoni, MD
Attending Physician
NYP/Columbia



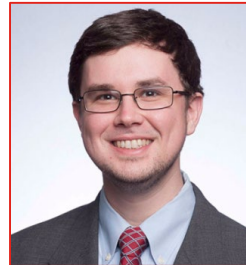
Maalobeeka Gangopadhyay, MD
Attending Physician
NYP/Columbia



Melissa Rose, MD
Attending Physician
NYP Queens



Lora Glass, MD
Attending Physician
NYP/Columbia



Jacob Schaff, MD
Attending Physician
NYP/Columbia



Sebron Harrison, MD
Attending Physician
NYP Brooklyn Methodist



Robert Tanouye, MD, MBA
Attending Physician
NYP Lower Manhattan



Paul Martin, MD, MPH
Attending Physician
NYP/Weill Cornell



Diane Thompson, MD
Attending Physician
NYP Brooklyn Methodist

2021-22 LEAD Physicians



Nicole Belkin, MD
Attending Physician
NYP Hudson Valley



Rochelle Joly, MD
Attending Physician
NYP/Weill Cornell



Sharon Chacko, MD
Attending Physician
NYP/Columbia



James Killinger, MD
Attending Physician
NYP/Weill Cornell



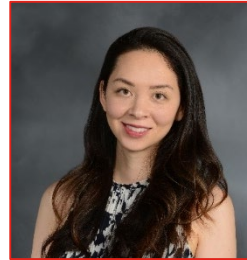
Holden Groves, MD
Attending Physician
NYP/Columbia



Daniel Pak, MD
Attending Physician
NYP/Weill Cornell



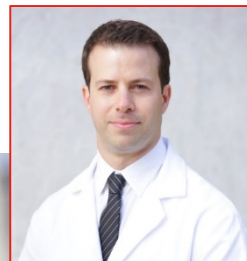
Jing Guo, MD
Attending Physician
NYP Queens



Christina Shayevitz, MD
Attending Physician
NYP/Weill Cornell



Nazreen Jamal, MD
Attending Physician
NYP/Columbia



Brett Youngerman, MD
Attending Physician
NYP/Columbia

Clinical & Community Strategy

Developing and expanding several institutional projects designed to identify and address health disparities.





Clinical & Community Strategy

Major **clinical** initiatives include:

- Vaccine Education & Outreach
- Black Transplant Health Initiative
- Sickle Cell Program
- Crown Hair Care Program





Clinical & Community Strategy

Vaccine Education and Outreach

The COVID-19 vaccines provide hope amid the pandemic, but we know that our community remains hesitant and has many questions. To help inform and empower our community, the Dalio Center created educational resources about the vaccines and supported a national campaign to build vaccine awareness.

Key accomplishments in 2021 include:

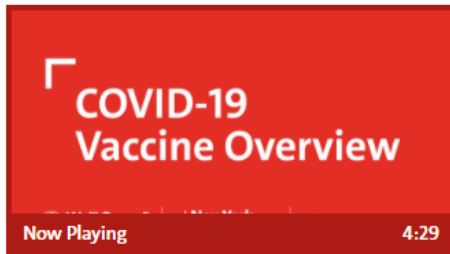
- ✓ Developed and produced **six educational videos** about the vaccine in English and Spanish and created an **external-facing NYP page** with vaccine education materials
- ✓ Supported the **internal NYP vaccine campaign** through participation in roundtables & townhalls
- ✓ Dr Iyasere participated in over 20 **community talks** about the vaccine
- ✓ Co-authored an article in **New England Journal of Medicine Catalyst** about addressing vaccine hesitancy
- ✓ Partnered with the Harlem Children's Zone and William Julius Wilson Institute on the national '**One Decision for Us**' vaccine campaign, which included a spoken word piece by artist Justice Davis and achieved over 110 million total impressions



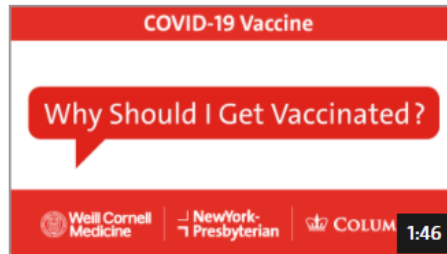


Clinical & Community Strategy

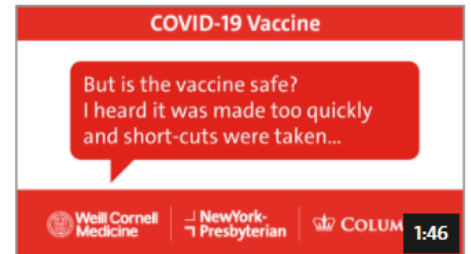
Educational videos about the COVID-19 vaccines are available on NYP's [COVID-19 website](#) and have been featured in NYP's social media.



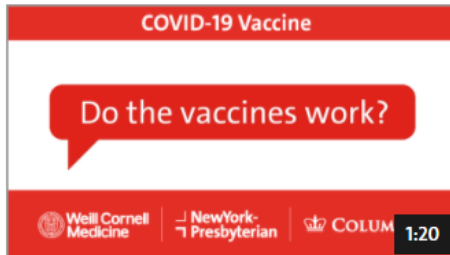
COVID-19 Vaccination: Overview



COVID-19 Vaccine: Why Should I Get Vaccinated?



COVID-19 Vaccine: Is the Vaccine Safe?



COVID-19 Vaccine: Do the Vaccines Work?



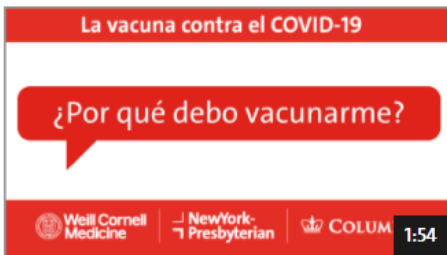
COVID-19 Vaccine: What About the New Variants?



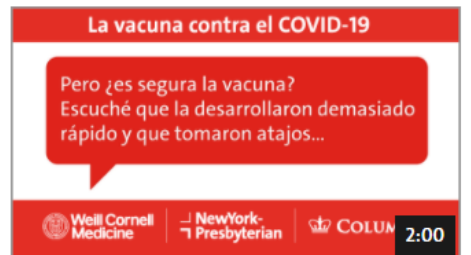
COVID-19 Vaccine: What About the Johnson & Johnson Vaccine?



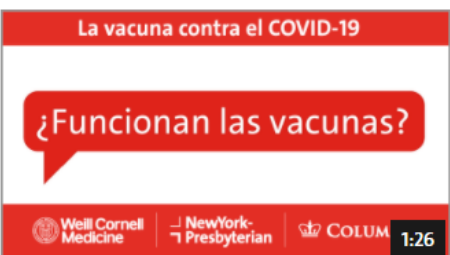
Información general sobre la vacuna contra el COVID-19



La vacuna contra el COVID-19: ¿Por qué debo vacunarme?



Pero ¿es segura la vacuna?



¿Funcionan las vacunas?



¿Qué puede decir de las nuevas variantes?



¿Qué puede decirme de la vacuna de Johnson & Johnson?



Clinical & Community Strategy

Black Transplant Health Initiative

According to the U.S. Department of Health and Human Services Office of Minority Health, Black/African Americans make up the largest group of minorities in need of an organ transplant. However, they comprised 12.5% of organ donors in 2019. The Dalio Center, in collaboration with the Black Liver Health Initiative, has launched an effort to study and address the issue through data and outcomes evaluations, study of patient experience, and the support of outreach webinars and website development. The Dalio Center collaborates with the Black Liver Health Initiative (BLHI), which was co-founded by Nicole Golden, DNP, FNP-BC, Veronica Roye, DNP, FNP-BC, and Monica Nelson-Kone, BSN, RN, and will be working to bring the BLHI process and interventions to other solid organ transplant programs across NYP.

Key accomplishments in 2021 include:

- ☑ Supported **detailed analyses** to understand disparities in diagnosis, referral to evaluation, referral to transplant, and transplantation – as well as outcomes
- ☑ Launched the Black Liver Health Initiative **website**
- ☑ Supported outreach programs, including five **webinars** by the Black Liver Health Initiative.
- ☑ Submitted an **IRB application** to support study and research

Long-term, the goals of the program include:

- ACCESS**
- Expand clinical outreach to include underserved minority neighborhoods
 - Support community providers to decrease the length of time to specialty referral for Black patients with liver disease.

- AWARENESS**
- Increase health literacy by educating the Black community through culturally competent health literacy strategies
 - Increase knowledge regarding treatment options for liver disease.

- ADVANCEMENTS & RESEARCH**
- Engage in research that is specific to the Black community with liver disease.
 - Advocate for policy changes to decrease barriers to liver transplantation.

- MITIGATING MISTRUST**
- Commitment to ongoing internal cultural competency trainings for medical providers and staff.



Clinical & Community Strategy



BLHI BLACK LIVER HEALTH INITIATIVE | Weill Cornell Medicine | NewYork-Presbyterian | COLUMBIA

Is Your Liver Fit? Let's Talk About Fatty Liver Disease

THURSDAY, JULY 22, 2021 | 6:30PM - 7:30PM ET

Did you know that *Nonalcoholic Fatty Liver Disease (NAFLD)* is the most common liver disease in the world? Join the **Black Liver Health Initiative** for a fun, interactive virtual conversation with Columbia University's finest liver doctors, nurses and scientists to learn about NAFLD and how preventing and treating NAFLD can benefit all aspects of your health.

JOIN US LIVE ON ZOOM AND BRING YOUR QUESTIONS!



Monica Nelson-Kone, BSN, RN
Co-Founder, Black Liver Health Initiative
Liver Transplant Coordinator, Center for Liver Disease and Transplantation, CUMC

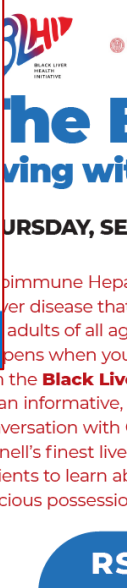


Tess D. Pottinger, PhD
Statistical Geneticist
Institute for Genomic Medicine, CUMC



Julia Wattacheril, MD, MPH
Associate Professor of Medicine
The Director of Nonalcoholic Fatty Liver Disease Program Center for Liver Disease and Transplantation, CUMC

RSVP at www.nyp.org/BLHI




BLHI BLACK LIVER HEALTH INITIATIVE | Weill Cornell Medicine | NewYork-Presbyterian | COLUMBIA

The Battle Within: Living with Autoimmune Hepatitis


THURSDAY, SEPTEMBER 23, 2021 | 6:30PM - 7:30PM ET

Autoimmune Hepatitis is a chronic form of liver disease that affects children and adults of all ages. Learn what happens when your liver attacks itself!

Join the **Black Liver Health Initiative** for an informative, interactive, virtual conversation with Columbia and Weill Cornell's finest liver doctors, nurses, and patients to learn about one of our most precious possessions—our liver!



Veronica Roye, DNP, FNP-BC
Co-Founder, Black Liver Health Initiative
Adult Liver Transplant Coordinator,
Center for Liver Disease and Transplantation,
CUMC



Rajani Sharma, MD
Assistant Professor of Medicine
Division of Gastroenterology and Hepatology
Center for Liver Disease and Transplantation,
CUMC

RSVP at www.nyp.org/BLHI



BLHI BLACK LIVER HEALTH INITIATIVE | Weill Cornell Medicine | NewYork-Presbyterian

What's Your Liver Got To Do With It?

THURSDAY, JUNE 24, 2021 | 6:30PM - 7:30PM ET

Did you know that the liver is the largest gland in the body and that most people with liver disease have no symptoms? Join the **Black Liver Health Initiative** for a fun, interactive virtual conversation with Columbia University's finest liver doctors, nurses, and patients to learn about one of our most precious possessions—our liver!

Join us live on Zoom and bring your questions!



Nicole Golden, DNP, FNP-BC
Co-Founder, Black Liver Health Initiative
Nurse Practitioner,
Liver Transplant, Center for Liver Disease and Transplantation, CUMC

RSVP at bit.ly/BLHI



BLHI BLACK LIVER HEALTH INITIATIVE | Weill Cornell Medicine | NewYork-Presbyterian | COLUMBIA

Alcohol & Your Liver. Let's Talk About It!

THURSDAY, AUGUST 19, 2021 | 6:30PM - 7:30PM ET

Did you know that alcohol-related liver diseases make up an overwhelming amount of alcohol-related deaths and afflictions in the United States? Join the **Black Liver Health Initiative** for an informative, interactive, virtual conversation with Columbia and Weill Cornell's finest liver doctors, nurses, and patients to learn about one of our most precious possessions—our liver! Join this open conversation about the impact that drinking alcohol can have on your liver and well-being.

JOIN US LIVE ON ZOOM AND BRING YOUR QUESTIONS!



Robert S. Brown, Jr., MD, MPH
Vincent Astor Distinguished Professor of Medicine
Chief, Division of Gastroenterology and Hepatology
Weill Cornell Medicine



Akshil Shenoy, MD, MPH
Assistant Professor of Psychiatry
Director of Transplant Psychiatry
Center for Liver Disease and Transplantation, CUMC

MODERATED BY:
Veronica Roye, DNP, FNP-BC
Co-Founder, Black Liver Health Initiative
Adult Liver Transplant Coordinator, Center for Liver Disease and Transplantation, CUMC

1. Ventura-Cots, Mertzell, et al. "Public Health Policies and Alcohol-Related Liver Disease." JHEP Reports, Elsevier, 8 Aug. 2019.

RSVP at www.nyp.org/BLHI



Clinical & Community Strategy

Sickle Cell Program

Sickle Cell Disease affects approximately one out of every 365 Black or African-American births, with the highest incidences in New York and Florida. There has been limited improvement in mortality in the last four decades. To compound the problem, the research is underfunded – i.e., 300 times less than similar genetic diseases.

To help change this course of history, the goal of our new enterprise-wide program will be to standardize clinical pathways, expand virtual care, provide seamless transitions from pediatric to adult care, enhance access to advanced therapies, and support multi-center clinical trials. In the past few years, several new treatment options have been under development, including new medications, transfusions, and advances in stem cell transplant, and the Sickle Cell Program will work to ensure that NewYork-Presbyterian is well positioned to bring these new therapies to our patients.

Key accomplishments in 2021 include:

- ☑ Established the **Enterprise-Wide Sickle Cell Disease Council**, with representation across campuses and across disciplines
- ☑ Conducted an assessment of **current state** (volumes, staffing, processes) as well as an external assessment of **best practices**
- ☑ Created a **program staffing plan**, including clinical leadership, program manager, and transition managers, created job descriptions, and launched the staff search process
- ☑ Worked with EpicTogether team to integrate a **standard Sickle Cell Transition** survey into the electronic medical record, and developed a standardized Individual Care Plan for sickle cell patients
- ☑ Launched a **patient education & staff communication** workgroup to aggregate and standardize sickle cell educational materials and develop a new external-facing website.

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Sickle cell disease has been a long neglected disease, mired in stigmatization and affecting marginalized populations. We are in an exciting new era where the pathophysiology of the disease is much better understood and many novel and exciting treatments have or are being developed. The Sickle Cell Project will help ensure that the NYP enterprise is at the forefront of providing this type of care.

Shipra Kaicker, MD
NewYork-Presbyterian/Weill Cornell

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The Sickle Cell workgroup is connecting providers and our resources from across the health system to improve care for our patients. This is long overdue and I'm grateful to be a part of this group.

Cheryl Mensah, MD
NewYork-Presbyterian/Weill Cornell

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For years I've watched helplessly as my patients with sickle cell disease died in their youth. I've hoped that I'd be part of a transformation in their health care that would put this to an end. The initiatives that we are developing with the Dalio Center will bring this lofty aspiration to fruition.

Andrew Eisenberger, MD
NewYork-Presbyterian/Columbia

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The focus on sickle cell care and coordination amongst the NYP enterprise experts at all campuses has been nothing short of extraordinary and will go a long way towards making us an international center of excellence for this traditionally underserved population of patients.

Sarah Vossoughi, MD, RN
NewYork-Presbyterian/Columbia

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NYP's coordinated, socially conscious and responsible focus on sickle cell disease, and the passionate work of Dalio Center, is critical to the provision of comprehensive care and continuing improvement of outcomes for individuals with this disease in our region.

Sujit Sheth, MD MS
NewYork-Presbyterian/Weill Cornell

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The sickle cell workgroup has helped to highlight the challenges that healthcare providers encounter when caring for patients with sickle cell disease. The work group is developing solutions to these challenges and I appreciate the opportunity to contribute my expertise to improving care for patients with sickle cell disease.

Yvette Tanhehco, PhD MD MS
NewYork-Presbyterian/Columbia

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Clinical & Community Strategy

Crown Hair Care Program

Earlier this year, one of NewYork-Presbyterian's Patient Care Directors, Felicia Alleyne, reached out to the Dalio Center to highlight innovative patient care work being done on her unit to provide a wider array of hair care products to serve our diverse patient population. The Dalio Center is now working with Felicia, the Weill Cornell nursing team, and our colleagues in strategic sourcing, patient experience, and social work to formalize and expand Felicia's work. By providing a broader array of hair care products suitable to different hair textures, along with staff training on hair care, NYP can better meet our patients' needs and improve patient experience.

Key accomplishments in 2021 include:

- ☑ Selected and **sourced additional hair care products** and tools, suitable to different hair textures
- ☑ Developed **educational materials** for staff and patients on the products
- ☑ Developed **distribution process** with Nursing leaders and Supply Chain
- ☑ Implemented **patient experience evaluation** to measure pilot outcomes
- ☑ Successfully **launched pilot** on October 18, 2021

After completion of the pilot in December 2021, the Dalio Center team and our Nursing partners will evaluate the results and develop a plan to expand the Crown Hair Care Program throughout the NYP enterprise. We will also evaluate opportunities to partner with vendors to supply products and continue to evaluate patient experience.





Clinical & Community Strategy

Major **community** initiatives include:

- Community-based Organization Network Development
- Support for Equity-focused Projects in the Ambulatory Care Network
- Supporting Health and Reaching Equity (SHaRE)





Clinical & Community Strategy

Community-based Organization Network Development

As NYP prepares to implement universal screening for Social Determinants of Health (SDOH) across the enterprise, care team providers must have trusted, go-to community-based organizations (CBOs) to reliably connect patients to the right resources based on their needs and preferences. In order to build this CBO-network across NYP – and understand CBO resources and abilities – the Dalio Center is supporting a CBO Network Development project.

NYP has partnered with Public Health Solutions (PHS) to develop a hospital-community collaborative model that improves access to SDOH services in the communities we serve and establish partnerships that can be sustained. In coordination with NYP's Division of Community and Population Health, we have taken a two-pronged approach: 1) develop and deploy a needs/capacity assessment for CBO partners and 2) identify preferred CBOs to be included in NYP's catalogue of CBOs that fit the needs of NYP patients and requirements of NYP leadership.

Key accomplishments in 2021 include:

- ☑ Developed a project plan and **select Public Health Solutions** as consultant
- ☑ Selected **priority geographies** based on a combination of the hospital service area, community health needs, and local priorities/projects
- ☑ Developed and deployed a **CBO survey** to understand CBO capacity, needs, and interest
- ☑ Conducted **focus groups** with CBOs to gain insights beyond the survey



Clinical & Community Strategy

Support for Equity-focused Projects in the Ambulatory Care Network

\$330,000 for Mobile Medical Units (MMUs): To address traditional barriers to access to care – like transportation, time constraints, and distrust of health care system – the Dalio Center is supporting an MMU project proposed by the Ambulatory Care Network (ACN) team. MMUs can facilitate accessible health care services for vulnerable populations – traveling into communities to provide health education, deliver preventative care, and facilitate community programs that address social determinants of health.

Using the MMU approach, the ACN will develop an enterprise-wide targeted outreach program to support the needs of our communities. Community programs supported by this targeted outreach include vaccination efforts, the HIV and HCV elimination strategy, support for preventive care, and community events like the Cab Drivers fair, Bodegueros fair, and Pride.

\$125,000 for the Northern Manhattan Early Childhood Collaborative: To improve the lifelong trajectory of young children in the community, the Northern Manhattan Early Childhood Collaborative bring stakeholder families and child-facing community organizations together to share their expertise and experience and identify, collect, analyze and disseminate relevant data indicators.

By the end of the first year, the Northern Manhattan Early Childhood Collaborative will be well positioned to seek external funding to focus on the execution of projects. While the projects are to be determined by the parent and direct service provider groups, projects could include:

- Facilitating enrollment in entitlement programs that can help lift families with young children out of poverty.
- Working with families and service providers to improve pathways to essential early child- hood services and new opportunities.
- Strengthening parent-child relationships through training and workshops for parents and sessions for both parent and child that include child-directed play.
- Redesigning public and program spaces from idle spaces into developmentally appropriate learning opportunities.



Clinical & Community Strategy

Supporting Health and Reaching Equity (SHaRE)

Because 80% of health is driven by social, behavioral, and environmental factors, the Dalio Center's work is not limited to addressing health care access and quality. In addition to our clinical programs, we plan to support targeted community initiatives addressing social determinants of health – understanding and championing economic empowerment, social engagement, workforce development, neighborhood revitalization, and education.

Through this work, we aim to develop scalable programs with external partners in targeted micro-districts. These programs will focus on interventions to address social, behavioral, and environmental factors that influence health (non-clinical interventions), alongside with a set of clinical interventions – all driving towards a set of measurable health outcomes.

One of the key tenants of this project is taking a localized approach to develop initiatives that will cater to the specific needs of a community. During 2021, this work focused on three key activities:

- ☑ Selecting a **geographic focus area in Central Brooklyn** based on the confluence of two main factors: health risk (measured using hospital data, public health data, and stakeholder interviews) and home address of NYP patients
- ☑ Understanding current state of our focus area, which included several group site-visits and **walking tours** of the area, meetings with **local historians** to understand systemic and structural issues, and a **detailed data analysis** to understand the specific root causes leading to poor health outcomes in the area.
- ☑ Conducting a series of **learning labs** which brought together local community organizations and experts to facilitate collective learning and to evolve a potential initiative.

We consider this work to be Phase 0 – an important first step in a larger process, which allowed the NYP Dalio Center to develop a deep understanding of the focus-community, learn from experts about other local social, economic, and environmental initiatives, and to build internal consensus around the utility of a geographically-focused initiative. The subsequent phases of SHaRE will include:

- Phase 1: The Community Conversations video and event (described below)
- Phase 2: Supporting focus groups led by community partners to solicit input and guidance
- Phase 3: Developing a project plan and initiative



Clinical & Community Strategy

SHaRE: Community Conversations

The COVID-19 pandemic has presented challenges and obstacles for many Americans – especially mothers. It has exacerbated the anxiety and stress of being a new parent and limited the availability of support during this critical time. Further, school closings and child care responsibilities have taken a toll on mothers' employment and labor force participation rates.

The importance of sharing our own stories cannot be underestimated. Together, CAMBA, Caribbean Women's Health Association, and the NewYork-Presbyterian's Dalio Center for Health Justice will collect and uplift local stories about motherhood during the pandemic. These stories will be documented by video and showcased during a collective recovery event and on NYP social media platforms.

The collective recovery event will take place in the Spring of 2022, on or near Mother's Day. The event will be a celebration and an opportunity for the community to join together and hear stories from neighbors and friends. It will be held at the Brooklyn Children's Museum, in an outdoor space, with a screening area, and entertainment – including music, food, art, and activities for children.



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It is because we share a compelling need for there to be more justice in healthcare that we all are excited by our partnership with NewYork-Presbyterian to create this new center for health justice. Barbara and I, and those at NewYork-Presbyterian, and many people in the communities who need help are perfectly aligned in supporting this mission.

”

Ray Dalio

Board of Trustees

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