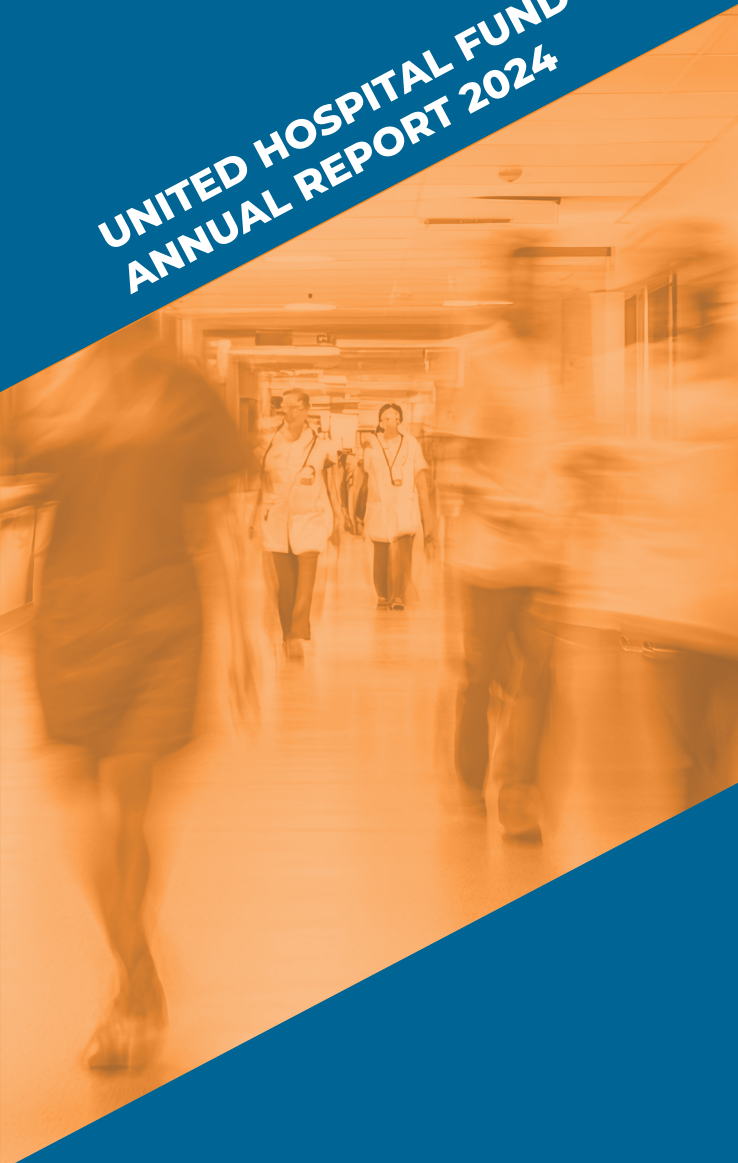
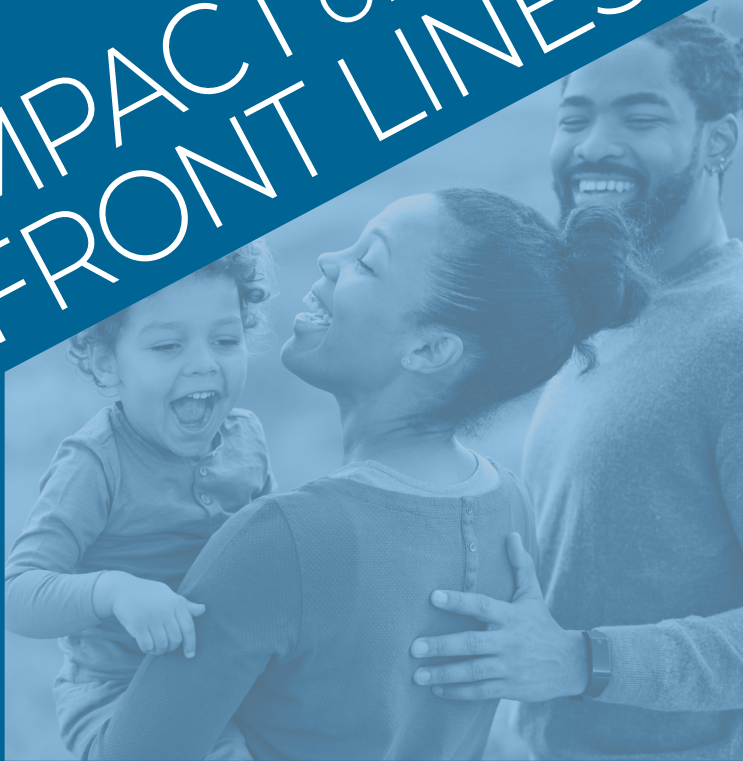


**UNITED HOSPITAL FUND
ANNUAL REPORT 2024**



**IMPACT on the
FRONT LINES**



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IMPROVING HEALTH CARE FOR EVERY NEW YORKER

United Hospital Fund works to build an effective and equitable health care system for every New Yorker. An independent, nonprofit organization, we are a force for improvement, analyzing public policy to inform decision-makers, finding common ground among diverse stakeholders, and developing and supporting innovative programs that improve health and health care. We work to dismantle barriers in health policy and health care delivery that prevent equitable opportunities for health.

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ACKNOWLEDGMENTS

United Hospital Fund's annual report was created by UHF's communications department, including writing by Anna Quinn; writing, editing, and project management by Adam Fifield; and dissemination and editorial support by James Andrews, Mary Johnson, and Sally J. Rogers. Michelle Levy Branower from the development department compiled the list of UHF contributors, assisted by Rosalie Chandler and Emily Regas. Tiffani Kenny provided the financial summary. The report also benefitted from the insights of Denise Arzola, Oxiris Barbot, Giovanna Braganza, Laura Foti, Gabriela Groenke, Joan Guzik, Amy Lin, Peter Newell, Susan Olivera, Camila Pazos Fajardo, Jatna Rojas, Chad Shearer, Alexis Simonetti, and Amanda A. Williams. The report is based on UHF's program initiatives and reflects the leadership and hard work of all UHF staff during 2024. The report was designed by Kayley LeFaiver.

FROM THE CHAIR



John C. Simons
Chair
United Hospital Fund

“This mission is not just about changing policy, practice, and outcomes—it’s about helping people. It’s about supporting clinicians and community health professionals on the front lines as well as the patients and families they serve.”

I can’t remember a moment when I felt that United Hospital Fund’s work was as important as it is right now. It’s my sixth year serving as the chair of this special organization, and I’ve never felt prouder or more committed to this vital cause.

Our mission—building an equitable and effective health care system for every New Yorker—has taken on a new urgency of late. And it’s important to remember that this mission is not just about changing policy, practice, and outcomes—it’s about helping people. It’s about supporting clinicians and community health professionals on the front lines as well as the patients and families they serve.

In the following pages, you’ll find examples of these vital efforts. And you’ll see that 2024 was a banner year for United Hospital Fund. A year in which we celebrated the 15th anniversary of the phenomenal Clinical Quality Fellowship Program; launched our new Health Equity Fellowship initiative; published a series of major reports on the adolescent behavioral health crisis, early childhood literacy, and many other topics; collaborated with nursing homes to reduce medication overload for a second straight year; and provided analysis and other support to help New York State bolster its Medicaid program and wrap up post-pandemic efforts to redetermine eligibility for millions of people enrolled in public health insurance.

Stemming from this work, United Hospital Fund was recently selected by New York State to play a key role bridging public health, social services, and health care delivery to improve care for Medicaid beneficiaries as part of its 1115 waiver amendment. It’s a great privilege to contribute to this momentous, statewide undertaking.

Our president and CEO, Dr. Oxiris Barbot, propelled this work—including the new waiver initiative and our ongoing core programs—with principled leadership and a steady hand. Our staff stepped up, too, in new and innovative ways. Their professionalism and commitment are unmatched.

Our board of directors provided critical guidance on numerous fronts, and I am, as always, grateful for their dedication. We welcomed three new members to the board last year: Anna Fagin, a partner at Town Hall Ventures; Carlos Pardo Martin, PhD, a partner at McKinsey & Company; and William B. Weeks, MD, PhD, MBA, director of AI for Health Research at Microsoft. All three bring a wealth of experience and expertise, and each shares UHF’s goal of improving health and health equity for all New Yorkers.

Last year, we also mourned the loss of a true giant, James R. Tallon, Jr., who served as UHF president for 24 years and who died in July. It’s hard to overstate his impact on New York’s health care landscape.

None of our work could be achieved without our donors, funders, collaborators, and partners—thank you for standing with us now and in the challenging and exciting year ahead.

FROM THE PRESIDENT



IMPACT ON THE FRONT LINES



Oxiris Barbot, MD
President and CEO
United Hospital Fund

As I write this letter, taking stock of United Hospital Fund’s past activities and the values that propel our work, it’s eminently clear that America is in tremendous upheaval. This, of course, makes our focus on building an equitable and effective health care system for all New Yorkers even more critical. And it’s important to note, especially in this moment, that while change is always challenging, it doesn’t have to be destructive—in fact, when it’s generative, it can be quite healing.

Over the past year, as chronicled in the following pages, United Hospital Fund has focused on bringing our talents to the front lines of care in New York. Much of our work focused on harnessing research and best practices to collaborate with partners to transform clinical practice in settings ranging from nursing homes to hospitals and clinics throughout the city. Through these direct efforts, we were able to touch the lives of thousands of New Yorkers as we strove to improve health outcomes for all but especially those with the greatest needs. We also continued our efforts to help pediatric practices adapt their clinical practices to address the impediments to pediatric literacy as a major underlying driver of health inequities.

A new focus this past year was training nursing and medicine’s next generation of changemakers through our Health Equity Fellowship program. As our health systems dive deeper into tackling health-related social needs that so stubbornly hinder progress on reaching city and state health equity goals, it’s critical we have leaders who will continue to champion equity, systems transformation, and collaborative leadership with the communities they serve.

The impact of our work was also felt beyond the front lines. Our report on adolescent behavioral health added dimension to the ongoing conversation about this crisis and was widely quoted in various media outlets and by organizations working on the front lines. The report discussed several approaches to tackle the crisis and also identified a spectrum of promising initiatives.

One of our reports was timelier than we could have imagined: [*Risky Business: A Guide for Dramatists \(and Other Theater Workers\) on Finding Affordable Health Coverage and Care*](#). This comprehensive guide details insurance challenges for dramatists and others in the theater business and includes wide-ranging advice on how to find affordable health insurance in New York and beyond. This information is useful to those outside of theater as well. In the two months following its release,

*“Over the past year...
United Hospital
Fund has focused on
bringing our talents
to the front lines of
care in New York.”*



the guide was shared by dozens of theater organizations, performing arts groups, and media outlets from coast to coast.

Truthfully, our work in coverage and access to care had been transitioning mostly to focus on access given the historic lows in the rates of the uninsured achieved over the last 10 years through innovations that maximized the number of people with private or public health insurance. Now, as we face a time of great uncertainty, we'll need to pick this work back up so we can continue to emphasize the importance of high-quality insurance coverage—not only for physical and emotional health but for the financial well-being of New Yorkers and all Americans as well.

Recently, New York State successfully secured an amendment to its Medicaid waiver to more holistically address the drivers outside of clinical care that keep people from being their healthiest—things like housing, transportation, and food. We are proud to have recently been named by the State Department of Health as a key partner engaged in bridging public health, health care delivery, and social services by utilizing data generated through service delivery to improve population health by identifying and helping to address gaps in health outcomes.

Our work on coverage and access to care and bridging quality and equity, along with our ongoing emphasis on clinical-community partnerships, puts us in a strong position to build on the partnerships we've cultivated around the state to help realize the goal of improving population health and advancing health equity.

Our core work will continue as well. None of it will be easy, especially during this tumultuous time, and we are grateful to have you by our side as we fight for better health and health care for all New Yorkers.

“Our work on coverage and access to care and bridging quality and equity, along with our ongoing emphasis on clinical-community partnerships, puts us in a strong position to build on the partnerships we've cultivated around the state to help realize the goal of improving population health and advancing health equity.”



ILLUMINATING THE ADOLESCENT BEHAVIORAL HEALTH CRISIS

Over the past decade, America has seen a steady and troubling increase in behavioral health conditions among its adolescents. While COVID-19 undoubtedly played a part, concerning trends existed before the pandemic's onset in March 2020.

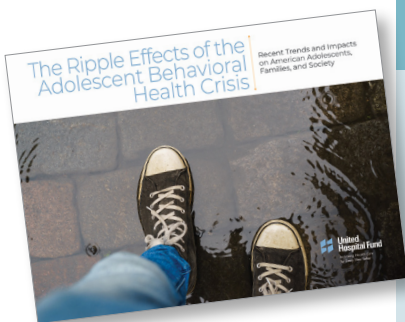
United Hospital Fund (UHF) partnered with Boston Consulting Group (BCG) to better understand the scope and long-term consequences of the adolescent behavioral health crisis. Using data from multiple nationally administered surveys, as well as analytic modeling and expertise from BCG, UHF published a report: *The Ripple Effects of the Adolescent Behavioral Health Crisis: Recent Trends and Impacts on American Adolescents, Families, and Society*. Providing a baseline of the number of adolescents who have a behavioral health condition and identifying which groups are disproportionately affected, the report also calculates the burden of unmet need for behavioral health care and the resulting impact on the individual, family, and society.

Findings revealed alarming disparities based on location, race, sex, and sexual orientation as well as growing gaps in access to care. For instance, only 39 percent of adolescents in need of mental health care for a major depressive episode in 2021 were able to access it—a notably lower proportion than the 56 percent of adults who did receive care.

Co-authored by UHF's Giovanna Braganza and Amy Lin, the report identified numerous barriers to care for adolescents and described promising initiatives that may help surmount those barriers. And stay tuned for more: in the coming months, our staff and partners will harness UHF's research capacity to advance the search for more workable behavioral health solutions.

"If left untreated, behavioral health symptoms spiral into long-lasting impacts for this generation of adolescents. This report highlights the urgent need for proactive approaches and multisectoral collaboration."

— Giovanna Braganza, report co-author and senior research analyst at UHF



UHF's behavioral health report was...

sent to **11,198** policymakers, health care leaders, and others and...

received **478** media placements across the country.

Key Findings

IN THE UNITED STATES:

Adolescents were less likely to receive care for major depressive episodes (MDE) than adults—**only 39% of adolescents received care** in 2021 vs. 56% of adults.



Based on the 2022 prevalence of adolescent behavioral health conditions and symptoms, the ripple effects of the adolescent behavioral crisis are estimated at **up to \$185 billion in lifetime medical costs and \$3 trillion in lifetime lost productivity and wages**.

IN NEW YORK STATE:



An estimated **1 in 4 adolescents** experienced a behavioral health condition in 2022.

Black and Hispanic high school students were **nearly twice as likely to attempt suicide** compared to white high schoolers from 2019 to 2021.

IN NEW YORK CITY:



From 2011 to 2021, there was a **42% increase** in the rate of adolescents who reported experiencing feelings of **persistent sadness and hopelessness**.

When compared with heterosexual students, students identifying as **lesbian, gay, or bisexual were over 4x more likely to attempt suicide** in 2021.

CULTIVATING THE NEXT GENERATION OF HEALTH EQUITY CHANGEMAKERS

Despite important progress, unacceptable disparities persist in health outcomes, quality, and access throughout the U.S., including in New York City and State. Just one of many staggering examples: Across the country, historically marginalized communities experience higher rates of infant mortality, HIV/AIDS, and cardiovascular disease than white individuals.

Recognizing the vital need to tackle these and other disparities, United Hospital Fund launched its Health Equity Fellowship in October 2024. With an inaugural cohort of eight fellows, the fellowship is designed to support, catalyze, and develop the next generation of health equity changemakers in New York City. As part of the curriculum, each fellow is partnering with a community-based organization and collaborating on an innovative project that moves beyond a narrow clinical focus to creatively advance care, reduce health disparities, and improve health outcomes within their served community.

Current fellows' action-learning projects span a range of health equity issues, from expanding health care access for immigrants, to improving chronic disease management, addressing food insecurity for underserved populations, and integrating holistic approaches like yoga and meditative journaling into clinical care. In the first phase of the 18-month curriculum, fellows have met monthly with leading industry experts who facilitated trainings on concepts such as: shifting and sharing power, strategic goal setting, health policy and avoiding the trap of medicalizing social services, unconscious bias and equity, and more. Future trainings will tackle trauma-informed care, healing justice, and change management, among other topics. The Health Equity Fellowship is funded by UHF with support from the Freedom Together Foundation and the Commonwealth Fund.



“The health equity challenges of our time will require both individual and collective leadership—as a cohort and a community—to drive meaningful change.”

— Camila Pazos Fajardo, director of the Health Equity Fellowship

Health Equity Fellows



Omega Augustus, MSN, RN, CPXP
One Brooklyn Health
Arthur Ashe Institute for
Urban Health



Chanelle M. Diaz, MD, MPH
NewYork-Presbyterian/
Columbia University Irving
Medical Center and Vagelos
College of Physicians
and Surgeons
Make the Road



Monique Collier Nickles, MD
NYC H+H/Lincoln Medical Center
Public Health Solutions



Micaela Bayard, MD
Mount Sinai/Mount
Sinai Queens
Lupus and Allied Diseases
Association, Inc.



Gwendolyn Anyanate Jack, MD, MPH
NewYork-Presbyterian/Weill
Cornell Medical Center and
Weill Cornell Medicine –
Division of Endocrinology,
Diabetes, and Metabolism
Word of Life International, Inc.



Fehintola Orisamolu, DNP, CPNP
New York-Presbyterian/Brooklyn
Methodist Hospital
Sickle Cell/Thalassemia
Patients Network



Joshua Amit Budhu, MD, MS, MPH
Memorial Sloan Kettering
Cancer Center
New York Immigration Coalition



Pascale M. White, MD, MBA, MS, FACC
Mount Sinai Hospital
Boriken Neighborhood
Health Center



TACKLING THE URGENT CHALLENGE OF CHILDHOOD LITERACY

In 2024, American children’s reading scores reached new lows, underscoring a critical need to address impediments to literacy, including widening disparities across racial and socioeconomic lines. The stakes are soberingly high: Studies show that children who are not reading proficiently by the end of third grade are four times more likely to drop out of, or fail to graduate from, high school. Not to mention, early childhood literacy can be the glue of early relational health and bonding between children and their parents or guardians.

In 2024, United Hospital Fund created a new guide to help pediatricians respond to this urgent problem. Titled *One Book at a Time: The Milstein Toolkit to Promote Early Childhood Literacy in Primary Care Settings*, the practical guide provides pediatricians with actionable steps to integrate effective early childhood literacy strategies in their primary care practices. Its recommendations stem from UHF’s Pediatric Steps to Literacy project, a three-year initiative that partnered with New York City-area primary care practices serving predominantly marginalized populations to implement early literacy interventions. The toolkit was authored by UHF Program Manager Gabriela Groenke, MA, with editorial support from UHF Senior Program Manager Susan Olivera, MPH. It was made possible by Howard P. Milstein, who also supported the Pediatric Steps to Literacy project, along with the Mother Cabrini Health Foundation.

The literacy project graduated its third and final cohort of pediatric providers in December 2024. Over the project’s three-year run, UHF worked with 13 providers and their practices to find creative and unique ways to promote early literacy with their patients. Their efforts have directly benefited more than 5,000 young children and families, and UHF’s toolkit will potentially aid thousands more across the state.

“I would never have undertaken this project without UHF’s support. We’re very grateful it was available.”

– Elizabeth Worley, MD,
NYC Health + Hospitals/
Jacobi

2024 participants

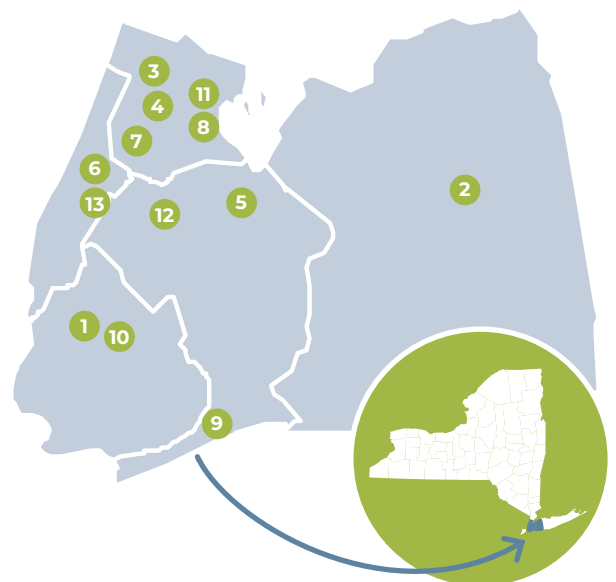
- 1 NYC Health + Hospitals/ Gotham Health—Broadway:** Serves 1,117 pediatric patients, including 68 percent who are primarily Spanish speaking
- 2 Harmony Healthcare Long Island:** A network of five clinics serving underserved communities in Nassau County; 92 percent of patients live below poverty level
- 3 Montefiore Family Care Center:** Serves children with developmental and physical disabilities or medical complexity that receive subspecialty care at Children’s Hospital at Montefiore; 88 percent of patients are on Medicaid or CHIP
- 4 Union Community Health Center:** Project participants were predominantly Black and Latino families from low-income households

2023 participants

- 5 Apicha Community Health Center**
- 6 Children’s Aid – Dunlevy Millbank Community Center**
- 7 NYC Health + Hospitals/Gotham Health – Morrisania**
- 8 NYC Health + Hospitals/Jacobi**
- 9 St. John’s Episcopal Hospital**

2022 participants

- 10 Betances Health Center**
- 11 Bronx Community Health Network, Inc. (BCHN)**
- 12 Pediatric Plaza**
- 13 Settlement Health Inc.**



SAVING AND BETTERING LIVES THROUGH QUALITY IMPROVEMENT

Quality and patient safety are pillars of an effective, equitable health care system. Yet the science of quality improvement is not part of clinical training for most doctors and nurses. United Hospital Fund and Greater New York Hospital Association's Clinical Quality Fellowship Program has helped fill this void by training more than 350 physicians, nurses, and physician's assistants to transform quality and patient safety at their institutions. Celebrating its 15-year anniversary in 2024, this unique program has produced hundreds of quality improvement initiatives that are tackling pressing challenges across the health care system. Plus, each of these changemakers brings their new knowledge, skills, and strategies back to their organizations, where they are prepared to take on leadership roles and act as agents of change. Through the years, the program has built an influential—and growing—network of changemakers in the New York area dedicated to driving improvements beyond their 15-month fellowship.

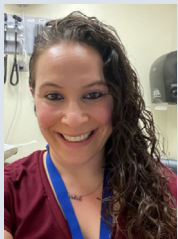
In 2024, the program graduated 27 fellows from Class 14 and welcomed 30 fellows for Class 15, who will graduate in June 2025. UHF and GNYHA also marked the program's 15-year milestone with the first-ever CQFP alumni event. Featuring a talk from health equity expert Ronald Wyatt, MD, the event marked CQFP's ongoing evolution to address new and persisting challenges in health care quality. Most recently, the program has developed a focus on health equity in the curriculum and encourages the participation of clinicians with a strong interest in projects that address pressing health issues in the community.



“The main reason I was able to bring this project to fruition was because of the support I got from the fellowship. I was always interested in quality, but the fellowship has given me the tools to continue my work.”

– Hetal Tangal, MD,
One Brooklyn Health—
Brookdale Hospital,
Class 14 Fellow

Learn about just two of Class 14's fellows and their projects



Emma Kaplan-Lewis, MD, NYC Health + Hospitals, helped bridge the access gap to critical HIV prevention medication by making it more available in primary care. Uptake for patients who had a conversation with their provider was three times the system average.

“CQFP was really helpful in seeing myself as a potential agent of change. I look at everything that we're doing with a quality angle—and I feel way more equipped to do that than I did before.”



In the six months after a pressure-injury prevention project led by **Aileen Gallivan, MSN, RN, CPHQ, CPN, GERO-BC** at Northern Westchester Hospital, the cardiopulmonary unit had zero hospital-acquired pressure injuries. The project's approach is now expanding to all inpatient units at the hospital.

“CQFP is invaluable information on patient safety.”



FORGING CONNECTIONS TO IMPROVE MEDICAID

More than one in three New Yorkers, about 7 million people, are enrolled in Medicaid. The program offers critical access to health care for a diverse group of low-income people, including mothers and children, those with disabilities, and older adults.

UHF's Medicaid Institute, founded in 2005, provides independent information and analyses in partnership with the New York State Department of Health and other stakeholders to strengthen this vital safety-net program. A critical pillar of this work is convening stakeholders to discuss policy issues, disseminate knowledge, identify best practices, and discuss policy and operational opportunities and challenges.

In July, more than 870 people did just that (in person and virtually) at UHF's 16th annual Medicaid Conference in New York City. The keynote speaker, New York State Medicaid Director Amir Bassiri, announced changes aimed at advancing health equity and improving care for Medicaid beneficiaries under New York's 1115 waiver amendment. Approved by the U.S. Centers for Medicare & Medicaid Services last year, the waiver amendment is designed to enhance the integration of social services and health care delivery.

Mr. Bassiri spoke of key entities that will help carry out 1115 waiver goals, including a group of nine Social Care Networks and three Workforce Investment Organizations. He previewed the future announcement of an entity focused on bridging public health, social services, and health care delivery. A few months later, in January 2025, New York State announced that it had selected UHF to lead a collaboration with the State, the Social Care Networks, community stakeholders, and academic partners.

UHF's Medicaid Conference was supported by **The Commonwealth Fund, Unite Us, Affinity by Molina Healthcare, Acentra Health, IBM Consulting, Equifax/Carahsoft, and New York State Technology Enterprise Corporation (NYSTEC).**

Highlights from 2024 Medicaid Conference



OPENING KEYNOTE

New York State Medicaid Director Amir Bassiri

MORNING PANEL

Coordinating Care to Advance Perinatal and Child Health through Medicaid

AFTERNOON KEYNOTE

The Future of Integrating Social Needs into Medicaid, Emma Sandoe, PhD, MPH, Medicaid Director, Oregon Health Authority

"Social care is the beginning, the middle, and the end of our model. The whole health model is focused on the priorities from the members' lens, not our own."

– Kameron Matthews, MD, JD, FAAFP, Chief Health Officer, Cityblock Health

OVERCOMING OBSTACLES TO AFFORDABLE HEALTH COVERAGE

While most U.S. adults get health coverage on the job, dramatists are often on their own finding and maintaining health insurance. As independent contractors, access to coverage and care is complicated for performing arts professionals who freelance, work project-to-project, or whose income fluctuates month to month—especially those without an employer-provided insurance or union-based health care plan.

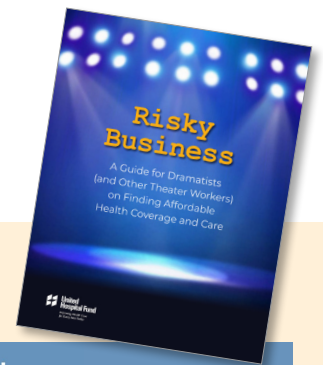
With grant support from Venturous Theater Fund, United Hospital Fund created a comprehensive online guidebook to help dramatists navigate this often-bewildering world of health insurance, find affordable coverage and care, and become their own best advocates. The guide, *Risky Business: A Guide for Dramatists (and Other Theater Workers) on Finding Affordable Health Coverage and Care*, has been praised as an “invaluable resource” for theater workers. It was authored by Health Insurance Project Director Peter Newell and Special Assistant for Policy and Program Amy Lin. Organized in three “Acts,” the report features an FAQ-style script for finding coverage in New York State; tools to find care or get the most out of existing coverage; and resources for accessing coverage for those in other states besides New York.

The guide has already drawn significant attention from the industry. In the two months since its release, it has been shared by dozens of theater organizations, performing arts groups, and media outlets, including *Playbill*, *Broadway World*, *New York Foundation for the Arts*, the *NYC Mayor’s Office of Media and Entertainment*, and the *Theater Development Fund*. The Entertainment Community Fund and the Dramatists Guild of America provided valuable assistance for the guide.



“Dramatists have a tough row to hoe when it comes to finding affordable health care, but there have never been more affordable options available.”

– Peter Newell, director of UHF’s Health Insurance Project



Kudos from the Entertainment Community



United Hospital Fund

This is an excellent resource for all theater people – including actors and stage managers – to find health care coverage when they are not on a union insurance plan. United Hospital Fund’s guide is free and shows that finding affordable health care is not as difficult as one might think.

Brooke Shields,
President,
Actors’ Equity Association

Photo by Ellison Lutz



United Hospital Fund

As Chair of the Entertainment Community Fund, I see firsthand the challenges faced by dramatists and other performing arts professionals in securing and maintaining affordable health insurance. This guide, combined with advice from the Community Fund’s experts, can help make sense of it all, and at no cost to you. Our deepest thanks to the Venturous Theater Fund for supporting United Hospital Fund and the Entertainment Community Fund’s efforts to help our country’s playwrights.

Annette Bening,
Chair of the Board of Trustees,
Entertainment Community Fund

GRANTMAKING 2024

Grants awarded by United Hospital Fund reflect, complement, and extend our program initiatives, with the broad goal of improving the quality and delivery of health care in New York and a focus on underserved and historically excluded populations. The grants included below were made in 2024.



COMMUNITY SERVICE SOCIETY (\$75,000)

To continue funding the Keep New York Covered (KNYC) Initiative, which was created to address the threat to public health insurance coverage for the nearly 9 million New Yorkers that were affected by the unwinding of the COVID-era continuous coverage requirement. The grant helps Community Service Society continue its work 1) serving as the hub for the KNYC Initiative network, providing training, technical support, and data collection and analysis to community-based organizations (CBOs); 2) reaching New Yorkers who need help renewing their public coverage or have lost coverage as a result of the end of the COVID-era continuous coverage requirement; and 3) collaborating with CBOs to identify best practices for outreach by enrollment agencies and make the case to allow enrollment agencies to use State funding for outreach.

WEILL CORNELL MEDICAL COLLEGE (\$220,000)

To support a collaboration between researchers at Weill Cornell Medical College and the Harvard T.H. Chan School of Public Health to conduct a retrospective survey study of New York Medicaid enrollees that have completed the redetermination process associated with the unwinding of the COVID-era continuous coverage requirement. The purpose of the study is to provide insight for policymakers on 1) which subgroups of enrollees faced the most significant barriers to reenrollment; and 2) how interventions to streamline the redetermination process affected maintenance of coverage. The results may inform future efforts at promoting continuity of coverage in Medicaid, even after the end of the unwinding period.

STOPPFRAIL COLLABORATIVE (\$100,000)

To support the Screening Tool of Older Persons Prescriptions in Frail adults with limited life

expectancy (STOPPFrail) learning collaborative. This grant-funded learning collaborative builds on UHF's multi-year polypharmacy work with nursing homes and uses the STOPPFrail tool, which was developed to help providers identify frail patients and deprescribe high-risk medications in the frail population, to improve quality of care for frail nursing home residents who are nearing the end of life.

The STOPPFrail learning collaborative includes five nursing homes that were all participants in UHF's previous polypharmacy work. UHF provided virtual learning sessions and coaching calls to support the implementation of the STOPPFrail tool in these nursing homes and is analyzing the data collected before and after the intervention to measure impact.

This initiative is funded in part by TD Charitable Foundation, with UHF awarding \$20,000 grants to each nursing home.

Grantees

- Hebrew Home for the Aged at Riverdale
- Jamaica Hospital Nursing Home
- Mary Manning Walsh Nursing Home
- New Jewish Home
- NYC Health + Hospitals—Gouverneur Skilled Nursing Facility

GREATER NEW YORK HOSPITAL ASSOCIATION (\$125,000)

To continue to support UHF's long-standing joint efforts with Greater New York Hospital Association to train the next generation of quality improvement leaders through the Clinical Quality Fellowship Program. The grant supports the completion of the 15th class of fellows and launch of the 16th cohort of participants receiving training to develop and strengthen the skills necessary to be an effective leader in clinical quality improvement in both inpatient and outpatient settings.

PUBLICATIONS

United Hospital Fund released the following reports and commentaries in 2024.

[Creating Enduring and Trusted Community Partnerships: Montefiore's BRAID Model](#) (December)

[NYC Health + Hospitals: Elevating Patient Voices in Hiring](#) (December)

[A Moment for Self-Care and Collective Leadership](#) (December)

[Risky Business: A Guide for Dramatists \(and Other Theater Workers\) on Finding Affordable Health Coverage and Care](#) (November)

[Practical Approaches to Centering Equity in Health Care Quality: Shared Lessons from New York City's Hospital Systems](#) (November)

[One Book at a Time: The Milstein Toolkit to Promote Early Childhood Literacy in Primary Care Settings](#) (November)

[Showing Up for One Another—at the Voting Booth and Beyond](#) (October)

[How Nursing Care Contributes to Health Equity: A Look at H+H's Innovative Care Model](#) (October)

[Case Study: Making Maternal Care More Equitable through Remote Monitoring](#) (October)

[Addressing the Adolescent Behavioral Health Crisis Starts with Prevention](#) (October)

[Reducing the Risk: Year 2 Report of the Polypharmacy in Nursing Homes Learning Collaborative](#) (October)

[Knowledge to Empower: Health Care Consumers Must Understand Risks of Medication Overload](#) (September)

[Raising Readers: It's a Family Affair](#) (September)

[A Coordinated Vision for Adolescent Behavioral Health](#) (July)

[The Ripple Effects of the Adolescent Behavioral Health Crisis: Recent Trends and Impacts on American Adolescents, Families, and Society](#) (April)

FINANCIAL SUMMARY

STATEMENT OF FINANCIAL POSITION

Year ended February 29, 2024

ASSETS

Cash and cash equivalents	\$1,474,824
Grants and other receivables	337,552
Other assets	431,601
Investments	103,301,724
Operating right-of-use asset	2,659,163
Property and equipment, net	614,800
Beneficial interest in perpetual trusts	4,797,351
Total assets	\$113,617,015

LIABILITIES AND NET ASSETS

Liabilities:

Accounts payable and other liabilities	\$910,041
Operating lease liability	3,484,043
Grant commitments	570,000
Accrued postretirement benefits	244,463
Total liabilities	\$5,208,547

Net assets:

Without donor restrictions	
Undesignated	181,222
Board-designated endowment	83,228,623
Total net assets without donor restrictions	\$83,409,845
With donor restrictions	
Time or purpose	396,625
Endowment returns subject to future appropriation	17,375,796
Perpetual	7,226,202
Total net assets with donor restrictions	24,998,623
Total net assets	108,408,468
Total liabilities and net assets	\$113,617,015

Complete audited financial statements are available on the United Hospital Fund website at www.uhfnyc.org, or you may contact the New York State Charities Bureau, 120 Broadway, New York, NY 10271.

STATEMENT OF ACTIVITIES

Year ended February 29, 2024

OPERATING REVENUES AND SUPPORT

Public support:

Foundation grants	\$310,000
Government and exchange contracts	612,566
Contributed services	525,000
Contributions	380,136
Special events	1,509,390
(Less direct expenses)	(283,152)
Total public support	\$3,053,941

Other revenues:

Conferences and other	59,745
Investment return appropriated and designated for current operations:	
Quasi-endowment	5,797,751
Donor-restricted endowment	1,150,283
Other investment income	217,903
Total other revenues	7,225,682
Total operating revenues and support	\$10,279,622

OPERATING EXPENSES

Program services:

Grants	505,000
Health services research, policy analysis, and education	4,948,601
Publications and information services	1,298,862
Total program services	6,752,463

Supporting services:

Administrative and general	4,294,465
Fundraising	1,112,628
Total supporting services	5,407,093

Total operating expenses	12,159,556
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Change in net assets from operations	(1,879,934)
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NON-OPERATING ACTIVITIES AND SUPPORT

Investment return more than amounts designated for current operations	6,388,637
Postretirement related changes other than net periodic postretirement cost	32,172
Change in value of beneficial interest in perpetual trusts	588,326
Change in net assets from non-operating activities and support	7,009,135

Change in total net assets	5,129,201
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Net assets at beginning of year	103,279,268
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Net assets at end of year	\$108,408,468
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THANK YOU FOR HELPING US IMPROVE HEALTH CARE FOR EVERY NEW YORKER

Gifts received January 1, 2024 – December 31, 2024

\$100,000 and over

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Freedom Together Foundation
MJS Foundation
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OUR WORK, YOUR SUPPORT, A HEALTHIER NEW YORK.



UHF's annual **Campaign for a Healthier New York** helps people get the health care they need and deserve. But our work would not be possible without the generosity of concerned and caring individuals, corporations, and foundations. At this pivotal moment in our city, state, and country, United Hospital Fund's work to build an effective and equitable health care system for all New Yorkers is more important than ever.

The challenges described in this annual report, and our efforts to address them, speak to the essential role we play: bringing together stakeholders with different viewpoints for honest and constructive dialogue, providing objective and respected analysis of pressing issues to inform decision-making, and stimulating and supporting partnership efforts that test new ideas and spread best practices.

Gifts, both large and small, provide essential funding for this work.

Please also consider joining our **Legacy Society** by including United Hospital Fund in your estate plans. A bequest may allow you to make a more significant gift than you could otherwise afford in your lifetime and may also reduce your estate taxes. Moreover, your support will enable UHF to continue its role as a trusted, independent force for health care improvement for future generations.

Including UHF in your will is simple, using this typical language: "I give and bequeath to United Hospital Fund of New York, federal tax identification number 13-1562656, currently located at 1411 Broadway, New York, NY 10018, the sum of \$_____ or _____ percent of the rest, residue, and remainder of my estate, for its general purposes."

With your support, UHF can continue to help steer a steady course toward affordable, accessible, high-quality health care for every New Yorker. Please join us as a vital partner in that work. For more information, or if you have decided to include UHF in your will, please contact Emily Regas at (212) 494-0743 or eregas@uhfnyc.org.

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