

RESOURCE OPPORTUNITIES FOR
**Driving Equitable
Access to Care**



Healthcare Trustees
of New York State

RESOURCE OPPORTUNITIES FOR Driving Equitable Access to Care

Part of the fiduciary responsibility of hospital and health system boards is ensuring equitable access to quality care in their communities. HTNYS developed [tips to help healthcare boards](#) ensure their organizations provide equitable care to all patients and community members.

To build on this, HTNYS developed this compendium of resources to better support trustees with this important responsibility. This document is organized into four categories you can browse to learn more about the topics of interest to you.

WHAT'S INSIDE

Health equity	1
Connecting with communities	3
Hospital readiness for diverse populations	4
Older adults, children, LGBTQ+ communities, and individuals with developmental disabilities, substance use disorder and/or serious mental illness	
Health workforce	7

HEALTH EQUITY

Understanding who makes up your community, their needs and the work being done to address social determinants of health can be a complex undertaking. The following resources can help your organization understand who you serve, where disparities exist and whether performance is improving. They complement internal dashboards by providing community context, benchmarks and neighborhood-level insight that can guide strategy, resource allocation and accountability.

- Federal framework** | This document outlines CMS' vision for value-based care through 2032.
 CMS 10-Year Framework for Health Equity (2022-2032).
cms.gov/files/document/cms-framework-health-equity.pdf
- Systems-governance frameworks** | This document provides a detailed, four-step measurement approach for identifying and quantifying health disparities.
 IHI White Paper: Advancing Health Equity.
ihi.org/library/white-papers/advancing-health-equity-approach-systematically-identify-and-evaluate-health
- Benchmarking and accountability (national disparity trends)** | Use for the CMS Framework for Health Equity question, "Are we improving compared with peers/national trends?"
 AHRQ National Healthcare Quality and Disparities Report.
ncbi.nlm.nih.gov/books/NBK587182/
- Neighborhood risk and access barriers (where to focus)** | Use for the question, "Which communities face the greatest barriers and should be prioritized?"
 CDC/ATSDR Social Vulnerability Index.
atsdr.cdc.gov/place-health/php/svi/index.html
- Local disease burden and prevention gaps (community health priorities)** | Use for the question, "What conditions and risk factors are most prevalent locally?"
 CDC PLACES.
cdc.gov/places

BOARD OVERSIGHT: WHAT TO ASK

- Strategy and accountability:** How do we systematically find gaps in care, link equity to quality improvement and guide resource allocation?
- Data quality:** What percent of patients have complete race/ethnicity and preferred language data? What is the plan to improve completeness?
- Stratification:** Are key outcomes and patient experience measures stratified (at minimum) by race/ethnicity, language, payer, age and geography?
- Outcomes:** What are the top two to three disparities affecting outcomes?
- Action Plan:** What interventions are in place to address these gap(s)? What is the expected impact, and what resources are required?
- Community alignment:** How do these priorities align with your Community Health Needs Assessment and community partners?
- Long-term planning:** What long-term federal priorities and payment models will impact our strategic planning and future compliance?

- **Medicare disparity mapping by social drivers (hot spots)** | Use for the question, “Are there geographic hot spots with avoidable utilization or access gaps?”

CMS Mapping Disparities by SDOH.

data.cms.gov/tools/mapping-disparities-by-social-determinants-of-health

- **CMS inventory of resources for standardized demographic and language data collection** | This compendium provides standards, best practices, training tools and reference materials to support the collection of standardized patient data to identify and reduce health disparities and advance health equity.

cms.gov/about-cms/agency-information/omh/downloads/data-collection-resources.pdf

- **Community assessment frameworks (Community Health Needs Assessment – CHNA alignment)** | Use for the question, “Are we aligning equity work with CHNA priorities and community partners?”

CDC community assessment frameworks/tools.

cdc.gov/infrastructure/public-health-systems-emerging-practices/frameworks-tools.html

- **Measure stratification methods (health plan/Healthcare Effectiveness Data and Information Set – HEDIS context)** | Use for the question, “How do we stratify measures to see differences clearly?”

NCQA Health Equity – Data and Measurement.

ncqa.org/health-equity/data-and-measurement

CONNECTING WITH COMMUNITIES

These resources support board oversight of equitable access by strengthening community partnerships, reducing non-medical barriers (e.g., transportation, food, housing) and ensuring services are accessible to people with limited English proficiency and disabilities.

- **U.S. Department of Health and Human Services Office of Minority Health** | National Standards for Culturally and Linguistically Appropriate Services in Health and Health Care: Board-level expectations for CLAS and community engagement. thinkculturalhealth.hhs.gov/clas
- **CMS Guide to Developing a Language Access Plan** | How to operationalize interpreter services, translated materials and staff workflows. cms.gov/about-cms/agency-information/omh/downloads/language-access-plan.pdf
- **CMS Accountable Health Communities Model** | Evidence-based model designed for screening, referral, navigation and stronger clinical community linkages. cms.gov/priorities/innovation/innovation-models/ahcm
- **CDC: Collaborating with Community Health Workers** | How community health workers improve access, navigation, trust and linkage to services. stacks.cdc.gov/view/cdc/40470/cdc_40470_ds1.pdf
- **CDC Foundation + Human Impact Partners** | Recommendations for strengthening partnerships between health departments and community-based organizations: Practical partnership practices that translate well to hospital community collaborations. cdcfoundation.org/recommendations-strengthening-partnerships-hds-cbos/

BOARD OVERSIGHT: WHAT TO ASK

- **Access measures:** Are indicators of patient access, such as appointment wait times, no-show rates, avoidable ED visits and preventive care rates tracked and stratified by race/ethnicity, language, sexual identity, gender identity, payer, age, disability and geography?
- **Language and disability access:** Do you have a current language access plan and effective communication supports (interpreters, translated materials, auxiliary aids) with monitoring of timeliness and quality?
- **Non-medical barriers:** What are the top health-related social needs affecting access (transportation, food, housing, utilities, safety) and what is your strategy to address them?
- **Closed-loop connections:** When you screen and refer, what percentage of patients successfully connect to services (and how quickly)?
- **Community partnership effectiveness:** How are external community partners and stakeholders co-designing solutions with your hospitals, and what shared outcomes and governance structures are in place?

HANYS MEMBER COMMUNITY HEALTH INITIATIVES

- ◆ Connecting with Communities: Community Health Initiatives Across New York State hanys.org/community_health/chia/docs/2026-chia-initiatives.pdf
- ◆ Community Health Initiatives Tool hanys.askflorence.org/data/chia/index

HOSPITAL READINESS FOR DIVERSE POPULATIONS

These resources are designed to help assess and strengthen hospital systems and processes for caring for special populations, including older adults, children and people living with developmental disabilities, substance use disorders and serious mental illness.

Older adults

- **Geriatric Emergency Department Accreditation** | A national accreditation framework for senior-friendly ED staffing, protocols, environment, transitions of care and quality improvement. acep.org/siteassets/sites/geda/media/documnets/geda-criteria.pdf
- **IHI Age-Friendly Health Systems (4Ms)** | A system-wide evidence-based framework for older adult care (What Matters, Medication, Mentation, Mobility) and recognition pathway. ihi.org/partner/initiatives/age-friendly-health-systems

BOARD OVERSIGHT: WHAT TO ASK

- What is your overall strategy for ensuring high-quality, equitable care for diverse and high-need populations?
- Which leaders are accountable for readiness across these populations and how is performance monitored at the board level?
- What dashboards or metrics do you use to track outcomes for older adults, children, LGBTQ+ patients and individuals with behavioral health or developmental disabilities?
- How are disparities in outcomes identified, reported and addressed?
- How do patient and caregiver voices from these populations inform policy, design and improvement efforts?

HANYS MEMBER OLDER ADULTS RESOURCES

- ◆ **Age-Friendly resources** | These resources can support care settings as they work to advance high-quality care for older adults. Use them to deepen your understanding of Age-Friendly care and support local implementation efforts over time. hanys.org/age-friendly/
- ◆ **Caring for Caregivers** | Based on the 4M Age-Friendly Health Systems model of care that supports caregivers in identifying What Matters to them and their care recipient.
HANYS/Rush Western New York Caring for Caregivers Pilot Project:
hanys.org/aging_programs/hanys-rush-wnycc-pilot-project

Pediatrics (children and adolescents)

- **2026 Joint Policy Statement: Pediatric Readiness in the Emergency Department** | Provides core national expectations for pediatric-specific equipment, training/competencies, policies/protocols, medication safety, quality improvement and leadership roles to ensure the delivery of high-quality, age-appropriate care.
facs.org/media/xkkdsnre/joint-policy-statement_pediatric-readiness-in-the-emergency-department.pdf
- **National Pediatric Readiness Project Readiness Toolkit/Checklist (Emergency Medical Services for Children Innovation and Improvement Center)** | Practical tools to close gaps identified in the assessment (policies, equipment lists, training, QI).
emscimprovement.center/domains/pediatric-readiness-project/readiness-toolkit-checklist
- **American Academy of Pediatrics – Health Care for Youth with Neurodevelopmental Disabilities (NDDs): A Consensus Statement** | The Supporting Access for Everyone Initiative was developed to establish health-care principles to improve equity for youth with NDDs through an evidence-informed and consensus-derived process.
publications.aap.org/pediatrics/article/153/5/e2023063809/197085/health-care-for-youth-with-neurodevelopmental

LGBTQ+ communities

- **Healthcare Equality Index – Human Rights Campaign Foundation** | A national benchmarking tool that helps hospitals evaluate and score institutional inclusivity. The HEI establishes clear metrics for patient and employee non-discrimination policies, equal visitation rights and cultural competency training.
hrc.org/resources/healthcare-equality-index
- **National LGBTQIA+ Health Education Center** | Provides evidence-based educational programs, tools and technical consultation for healthcare organizations. Use this to help leadership operationalize inclusive patient services, affirmative workflows and staff training modules on health disparities.
lgbtqihealtheducation.org

Developmental Disabilities – NYS Office for People with Developmental Disabilities

- **Providing Medical Care for People with Developmental Disabilities** | Provides information to help make visits with healthcare providers a success.
opwdd.ny.gov/system/files/documents/2020/03/046_hospital-admissions-342020.pdf
- **OPWDD Regional Field Offices Crisis Mitigation Liaisons** | opwdd.ny.gov/contact-us

HANYS MEMBER DEVELOPMENTAL DISABILITIES RESOURCES

- ◆ **Preventing Patient Behavior Safety Risks: Intellectual and developmental disabilities – Sample strategies from NYS providers** | Provides a roadmap of what you need to know, how to prepare, how to ease anxiety/tension and what to do after a behavior crisis event.
hanys.org/behavioral_health/docs/2022_patient_behavior.pdf

Mental health – NYS Office of Mental Health

- **PSYCKES Medicaid Release Notes** | These notes help providers more efficiently monitor quality measures and manage patient care.
omh.ny.gov/omhweb/psyckes_medicaid/psyckes_medicaid_release_notes_840_september_2025.pdf
- **PSYCKES Training Materials** | Includes short how-to videos, user guides and notes on new features.
omh.ny.gov/omhweb/psyckes_medicaid/training-materials.html
- **Hospital Care and Community Transitions** | This office partners with hospitals to improve how they admit, treat and discharge patients with mental health needs.
omh.ny.gov/omhweb/hospital-care-community-transitions.html
- **Lethal Means Reduction Counseling: A Brief Overview** | Videos intended for healthcare providers who engage in safety planning with individuals at risk for suicide.
preventsuicideny-selfreg.administateweblink.com/courses/lethal%20means%1e-%1e-lethal-means-reduction-counseling-a-brief-overview
- **Zero Suicide: Resources for Emergency Department Settings** | The foundational belief of Zero Suicide is that suicide deaths for individuals under the care of health and behavioral health systems are preventable. Those admitted to EDs may be among the most high risk for suicide.
zerosuicide.edc.org/resources/settings/emergency-department

Addiction – NYS Office of Addiction Services and Supports

- **OASAS Contact Directory** | oasas.ny.gov/contact-us
- **OASAS Regional Support Services Directory** | oasas.ny.gov/support-services

HANYS MEMBER BEHAVIORAL HEALTH RESOURCES

- ◆ **No More Waiting** | Provides recommendations for creating and sustaining adequate care options, eliminating payment obstacles, and advancing ways for patients and providers to navigate multi-agency services more easily.
hanys.org/communications/publications/scope_of_complex_case/docs/complex_case_recommendations_report.pdf

HEALTH WORKFORCE

These health workforce resources support board oversight of equitable access by ensuring the organization has a stable, culturally representative workforce aligned to community need. Emphasis is placed on recruitment and retention in underserved areas, workforce roles that reduce access barriers (e.g., community health workers and behavioral health staff) and skills that support culturally appropriate care.

- **HRSA Bureau of Health Workforce** | Federal pipeline, loan repayment, scholarships and training programs explicitly targeting underserved communities and workforce diversity.
bhw.hrsa.gov
- **National Health Service Corps** | Scholarship and loan repayment programs placing primary care, dental and behavioral health clinicians in Health Professional Shortage Areas.
nhsc.hrsa.gov/about-us
- **CDC – Community Health Workers** | Evidence, guidance and tools for deploying CHWs to improve navigation, trust and access for underserved populations.
cdc.gov/pcd/issues/2025/24_0441.htm
- **America's Essential Hospitals – Workforce Equity Toolkit** | Board-ready framework to build, measure and sustain a diverse and equitable hospital workforce aligned to patient equity goals.
<https://essentialhospitals.org/wp-content/uploads/2024/06/workforce-equity-toolkit.pdf>
- **AHA Workforce and Equity Resources** | Trustee-focused workforce strategy guides, equity-aligned recruitment/retention practices and governance resources.
aha.org/workforce-home
- **Association of American Medical Colleges Workforce Diversity Resources** | Data, toolkits and competencies to strengthen physician workforce diversity and cultural competency.
aamc.org/data-reports/workforce/data/fostering-diversity-and-inclusion
- **DOH Office of Healthcare Workforce Innovation** | Addresses New York state's health workforce shortage through grants and program initiatives while using data to help drive policy recommendations. The team is focused on increasing the supply of healthcare workers to meet the increasing demands across the state, emphasizing the unique challenges and opportunities in addressing the needs of marginalized and underserved communities.
health.ny.gov/facilities/healthcare_workforce_innovation

BOARD OVERSIGHT: WHAT TO ASK

- Are staffing levels and roles aligned with where access gaps are greatest?
- How are workforce shortages or turnover affecting wait times and service availability?
- Do workforce pipelines and recruitment strategies target underserved communities?
- Do staff reflect and meet the needs of patients?
- How are workforce metrics linked to patient access and equity outcomes?

- **Center for Healthcare Workforce Studies** | An academic research center based at the College of Integrated Health Sciences at the University at Albany, State University of New York. The research conducted by CHWS supports and promotes health workforce planning and policymaking at local, regional, state and national levels.
chwsny.org
- **DOH Career Pathways Training Program** | An education and training program that was authorized under New York's 1115 Demonstration Waiver to create a reliable workforce pipeline to address shortages by funding education and training for health, behavioral health and social care workers statewide. Participants must make a three-year commitment to work at a NYS Medicaid-enrolled provider that serves at least 30% Medicaid members and/or uninsured individuals.
health.ny.gov/health_care/medicaid/redesign/cpt_program
- **SUNY Reconnect program** | A free two-year degree community college for adult New Yorkers age 25 to 55 seeking a degree in growing fields like healthcare.
suny.edu/reconnect

**We appreciate the input of
HTNYS' Community Health Equity Committee
in the development of this resource.**

This list of resources was gathered in summer 2026 and it cannot be guaranteed that all resources/links will remain active and applicable. This partial list of resources is meant to support education and discussion. Each hospital and health system is different and your answers to the discussion questions will be affected by the specific structure and characteristics of your organization and board.



Healthcare Trustees
of New York State

HTNYS.org