

Richmond University Medical Center CHNA Implementation Strategy

Adopted by the Richmond University Medical Center Board of Directors on May 15, 2026

This document outlines the Richmond University Medical Center (RUMC) Implementation Strategy for improving the health of the population in the community they serve by addressing priorities identified through the Community Health Needs Assessment (CHNA).

The CHNA and Implementation Strategy were undertaken to better understand and address community health needs and to fulfill the requirements of the Internal Revenue Service (IRS) regulations, pursuant to the Patient Protection and Affordable Care Act of 2010.

The hospital may amend the Implementation Strategy as circumstances warrant. For example, certain needs may become more pronounced and merit enhancements to the described strategic initiatives. Alternatively, other organizations in the community may decide to address certain community health needs included in the plan. The full CHNA and Implementation Strategy are available at <https://rumcsi.org/about/community-health-needs-assessment/>.

The document contains the following information:

1. About Richmond University Medical Center
2. Definition of the Community Served
3. Summary of Significant Community Health Needs
4. Implementation Strategy to Address Significant Health Needs
5. Significant Health Needs RUMC Will Not Address Directly
6. Implementation Strategy Adoption

1. About Richmond University Medical Center

Richmond University Medical Center (RUMC) is an award-winning 470+ bed healthcare facility and teaching institution serving Staten Island residents as a leader in acute, medical, and surgical care. RUMC is a not-for-profit healthcare provider. We provide premier quality patient care through a full spectrum of emergent, acute, primary, behavioral health, and educational services. We do this in an environment that promotes the highest satisfaction among patients, families, physicians, and staff.

As a trusted local healthcare leader, RUMC is committed to understanding and addressing the most pressing health and wellness concerns for Staten Island residents. Every three years, RUMC conducts a Community Health Needs Assessment (CHNA) in partnership with community agencies and creates a corresponding Community Service Plan (CSP) to address the health priorities identified by the CHNA.

The RUMC mission, vision, and commitment are described below. Additional information about RUMC and its services is available at <https://rumcsi.org/>.

Our Mission

Partnering with Patients and Families for Better Health

Values:

- The values of the medical center are summarized in the acronym WE CARE:
- Welcoming Energized Compassion Advocacy Respect Excellence
- We are welcoming and gracious toward each other, and toward all who come to receive our services.
- Personnel are energized for quality, creativity, commitment, and teamwork.
- Compassion is the way we share deep concern and care toward each person.
- Advocacy is our activity that promotes the rights and responsibilities of patients, families and staff, in the hospital setting and in the community.
- We show respect by recognizing the basic dignity of every person in all our interactions and in the formulation of policies and procedures.
- Excellence is our way of demonstrating that we can always be more and always be better.

Vision

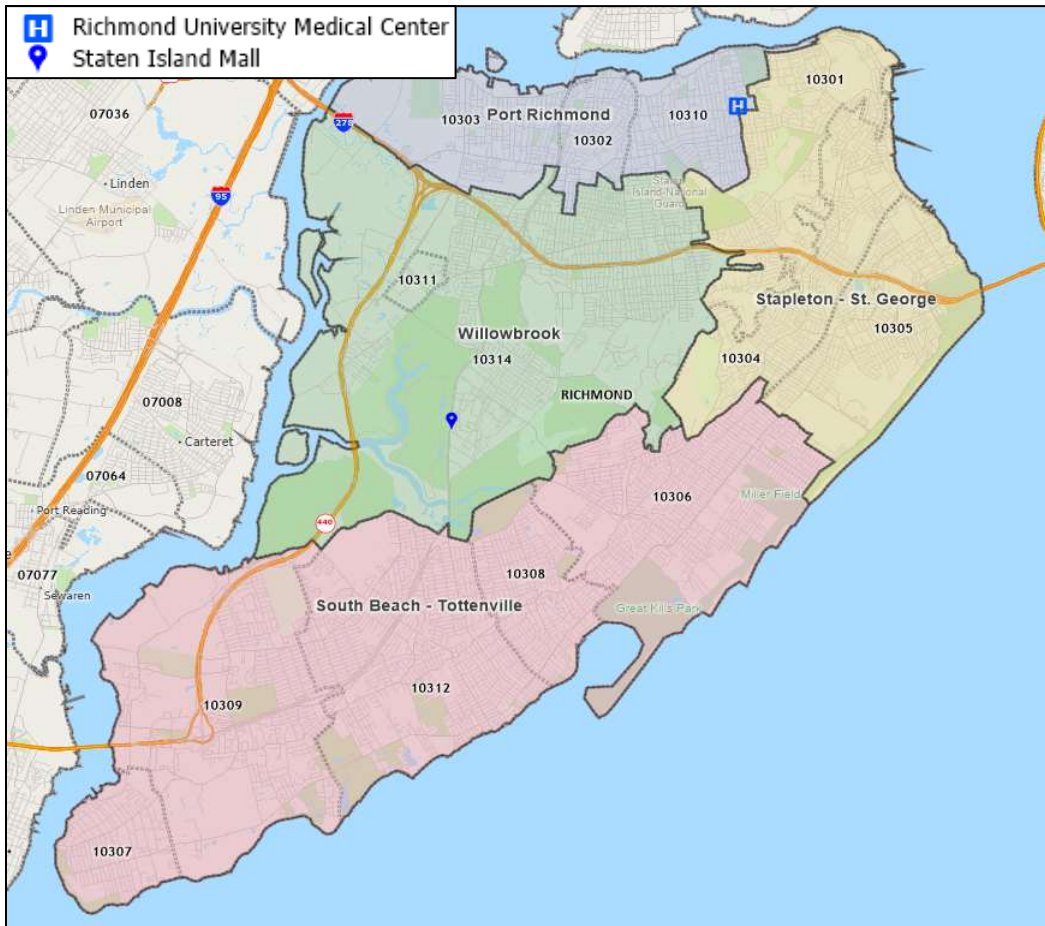
- Delivering Exceptional Care and Support for All Members of Our Community.

Our Commitment:

- We're part of the fabric of Staten Island – past, present and future
- We treat patients and loved ones like family – because they are
- We care about the health and wellness of Staten Islanders – because our loved ones matter to us
- We're investing and planning ahead – to answer the future health care needs of the community
- We're accountable to everyone we serve – Staten Island patients, loved ones, physicians, nurses and staff

2. Definition of the Community Served

For the purposes of the RUMC CHNA, the community was defined as Richmond County, New York, which is coextensive with Staten Island, one of the five boroughs New York City. The community is divided into four of the forty-two neighborhoods utilized by the New York State Department of Health. The community is mapped below. In 2024, over 90 percent of the hospital's inpatient discharges originated from this area.



Sources: RUMC and Caliper Maptitude (2023).

In 2023, the community was estimated to have a population of 492,734 persons.

3. Summary of Prioritized Significant Community Health Needs

The 2025 RUMC CHNA identified a number of significant health needs in the community. The CHNA process considered and assessed a wide range of primary and secondary data sources, including structured interviews with persons who represent the broad interests of the community and those with expertise in public health, and assessments and studies prepared by other organizations. The CHNA report identified eleven health needs as significant in the community, as listed below in alphabetical order.

Significant Community Health Needs Identified in the 2025 CHNA

- Access to Mental Health Care and Poor Mental Health Status
- Access to Primary & Specialty Health Care Services
- Aging Population
- Chronic Diseases and Contributing Lifestyle Factors
- Environmental Determinants of Health
- Homelessness
- Navigating a Complex Health Care System
- Poverty, Financial Hardship, and Basic Needs Insecurity
- Safe and Affordable Housing
- Socio-Economic, Racial, Cultural, Ethnic, and Linguistic Barriers to Care
- Substance Use Disorder

4. Implementation Strategy to Address Significant Health Needs

RUMC is an active community partner and participating member of cross-agency coalitions serving Staten Island residents. Over the next three years, the hospital plans to continue its efforts to respond to health needs in the community. To develop the planned response to significant community health needs identified in the 2025 CHNA, the hospital reviewed the CHNA findings and applied the following criteria to determine the most appropriate needs for the hospital to address:

- The extent to which the hospital has resources to address the need;
- The extent to which the hospital has expertise or competencies to address the need;
- The priority assigned to the need;
- The availability of effective interventions that address the need; and
- The extent of to which other hospital facilities and/or community organizations are addressing the issue.

By applying these criteria, the hospital selected the following significant needs to focus its efforts during the 2026-2028 time period:

- Access to Mental Health Care and Poor Mental Health Status;
- Access to Primary & Specialty Health Care Services;
- Aging Population;
- Chronic Diseases and Contributing Lifestyle Factors;
- Environmental Determinants of Health;
- Homelessness;
- Navigating a Complex Health Care System;
- Poverty, Financial Hardship, and Basic Needs Insecurity;
- Safe and Affordable Housing;
- Socio-Economic, Racial, Cultural, Ethnic, and Linguistic Barriers to Care; and
- Substance Use Disorder.

Discussion of these focused efforts is below. Included in the discussion is the following:

- I. Actions RUMC intends to take, including programs and resources it plans to commit;
- II. Anticipated impact of these actions and a plan to evaluate that impact;
- III. Planned collaborations between the hospital and other organizations; and
- IV. Planned commitments of resources.

I. Actions RUMC intends to take, including programs and resources it plans to commit

Many intended activities of RUMC are expected to impact multiple needs identified in the CHNA. These activities are described below.

Health professions education. The health professions education activities of RUMC respond to both the current and future community health needs for chronic disease treatment and prevention. RUMC actively participates in seven residency programs and one fellowship program.

Participation in Medicaid. Medicaid provides health coverage to low-income individuals through federal and state funding. RUMC participation in New York State Medicaid includes inpatient and outpatient services. RUMC social workers help patients apply for Medicaid coverage. In 2024, the payments for services provided to Medicaid patients were approximately 95.6 percent of the cost to provide these services.

Community Health Improvement Activities. RUMC supports numerous activities to improve community health through grants and in-kind contributions.

Subsidized Health Services. RUMC hospital provides numerous inpatient and outpatient service lines that operate as losses. RUMC continues to provide these services because the health of community members would diminish because other providers would be unlikely to provide these services. Subsidized health services provided by RUMC include the following:

- Financial support to Article 28 Clinics; and
- Financial support to various physician practices affiliated with residency and fellowship programs, which provide care to community members.

Health Care Services. A full range of health care services is available at the hospital campus, outpatient facilities, and physician practices throughout the community. The quality of comprehensive care is enhanced through technological tools, including online patient portals that provide community members with secure access to health information and other resources.

Other activities of RUMC impact needs that the hospital selected to focus its efforts during the 2026-2028 time period. These activities, described below, impact the following selected needs:

- A. Access to Mental Health Care and Poor Mental Health Status;
- B. Access to Primary & Specialty Health Care Services;
- C. Aging Population;
- D. Chronic Diseases and Contributing Lifestyle Factors;
- E. Environmental Determinants of Health;
- F. Homelessness;
- G. Navigating a Complex Health Care System;
- H. Poverty, Financial Hardship, and Basic Needs Insecurity;
- I. Safe and Affordable Housing;
- J. Socio-Economic, Racial, Cultural, Ethnic, and Linguistic Barriers to Care; and
- K. Substance Use Disorder.

A. Access to Mental Health Care and Poor Mental Health Status

The 2025 RUMC CHNA found that mental health status is poor for many residents because of lingering trauma from the COVID-19 pandemic, day-to-day pressures, substance use, and psychiatric disorders. The supply of mental health providers is insufficient to meet the demand for mental health services.

Planned activities to increase access to mental health care and improve the mental health status of community residents are described below. These activities are in addition to the RUMC activities that impact multiple needs.

Health professions education. The health professions education activities of RUMC respond to both the current and future community mental health needs. RUMC actively participates in seven residency programs and one fellowship program. The Psychiatry residency program offers one of the largest arrays of emergency, inpatient and ambulatory mental health and substance abuse programs in the state of New York. The Psychiatry Residency has been a continuously accredited operation since 1970.

The Center for Integrative Behavioral Medicine. RUMC is Staten Island's leading provider of behavioral health services for children, adolescents, and adults. Offering both inpatient and outpatient behavioral health services, a team of board-certified physicians, therapists, and health care professionals is available to provide comprehensive evaluation and referral services, substance treatment, and other specialized programs. The RUMC Department of Psychiatry and Behavioral Health assistance includes the following:

- Adult outpatient mental health services;
- Neuromodulation treatment;
- Addiction treatment programs;
- Emergency services; and
- Inpatient psychiatric programs.

Staten Island Mental Health Society. The Staten Island Mental Health Society's services and programs are fully integrated as a division of RUMC. Robust programs for children and families are part of a larger behavioral health network of advanced, effective services for children, adolescents, and adults. Specific activities in which the Staten Island Mental Health Society provides assistance include the following:

- Outpatient services for children, adolescents, and families;
- Developmental disability and early childhood services;
- Family support and community services; and
- Pre-school education services, including the country's first hospital-based Head Start program.

B. Access to Primary & Specialty Health Care Services

The 2025 RUMC CHNA found that New York City has a robust health provider network. However, access to this network can be limited to individuals with limited financial resources, including lack of health insurance and relatively high deductibles / co-pays.

Planned activities to increase access to primary and specialty health care services are described below. These activities are in addition to the RUMC activities that impact multiple needs.

Health professions education. The health professions education activities of RUMC respond to both the current and future community mental health needs. RUMC actively participates in seven residency programs and one fellowship program. Residency and fellowship programs that are especially related to primary and specialty health care services are as follows:

- Internal Medicine;
- Obstetrics & Gynecology;
- Pediatrics;
- Podiatry;
- Radiology; and
- General Surgery.

Primary & Specialty Health Care Services. The hospital provides primary and specialty care at its campus, as well as at clinics on Staten Island. Primary and specialty care services cover a variety of areas, including the following:

- Ambulatory Infusion Center;
- Anesthesia;
- Bariatric / Weight Loss Surgery;
- Behavioral Health;
- Cancer Services;
- Cardiovascular;
- Clinical Research;
- Ear, Nose and Throat;
- Emergency Services;
- Endocrinology;
- Gastroenterology/ Endoscopy;
- Laboratory Services;
- Nephrology;
- Obstetrics and Gynecology;
- Ophthalmology;
- Orthopedics;
- Palliative Care;
- Pediatrics;
- Radiology;
- Rehabilitation;

- Sleep Disorder;
- Stroke Care;
- Surgery;
- Urology; and
- Wound Care.

Community-based Article 28 Clinics. RUMC currently operates the Theurer Family Health Center and is launching the Family Health Center at the Staten Island Mall. Article 28 clinics enhance access for preventive services and disease management.

The Theurer Family Health Center, an Article 28 clinic, at 800 Castleton Avenue on Staten Island. This clinic provides healthcare services to both adults and children, including primary care and access to specialists, including surgeons, neurologists, and oncologists. Counseling for mental health issues and substance use disorder is offered.

RUMC is launching a second Article 28 clinic, the Family Health Center at The Staten Island Mall with pediatric, adult, and geriatric services, as well as occupational and physical therapy. The location was chosen due to its central location on the island, as well as its access to public transportation.

C. Aging Population

The 2025 RUMC CHNA found that the number of older adults in the community is growing rapidly. This growth will increase needed support for healthcare, housing, transportation, and nutrition assistance.

Age-Friendly Health Systems 4Ms Framework. The Age-Friendly Health Systems 4Ms Framework (4Ms) is a framework developed by the Institute for Healthcare Improvement (IHI) for patient-centered, equitable care for older adults. The evidence-based 4Ms approach prompts conversations to discern patient goals and preferences to guide care planning, discharge, and community referrals. The approach focuses on “What Matters, Medication, Mentation, and Mobility.”

D. Chronic Diseases and Contributing Lifestyle Factors

The 2025 RUMC CHNA found that chronic diseases in the community include arthritis, asthma, cancers, cardiovascular disease, diabetes, hypertension, kidney disease, and pulmonary issues. Contributing lifestyle factors might also include poor nutrition, alcohol consumption, and physical inactivity.

Planned activities to help reduce the incidence of and manage current chronic disease, including increasing healthy life factors, are described below. These activities are in addition to the RUMC activities that impact multiple needs.

Health Professions Education. The health professions education activities of RUMC respond to both the current and future community mental health needs. RUMC actively participates in seven residency programs and one fellowship program. Residency and fellowship programs that are especially related to primary and specialty health care services are as follows:

- Internal Medicine;
- Obstetrics & Gynecology;
- Pediatrics;
- Podiatry;
- Radiology; and
- General Surgery.

Chronic Disease Services. The hospital provides specialty care at its campus, as well as clinics and physician practices within the community. Clinical service areas related to chronic diseases and contributing lifestyle factors include the following:

- Ambulatory Infusion Center;
- Anesthesia;
- Bariatric / Weight Loss Surgery;
- Behavioral Health;
- Cancer Services;
- Cardiovascular;
- Clinical Research;
- Ear, Nose and Throat;
- Emergency Services;
- Endocrinology;
- Gastroenterology/ Endoscopy;
- Laboratory Services;
- Nephrology;
- Obstetrics and Gynecology;
- Ophthalmology;
- Orthopedics;
- Palliative Care;
- Pediatrics;
- Radiology;
- Rehabilitation;
- Sleep Disorder;
- Stroke Care;
- Surgery;
- Urology; and
- Wound Care.

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Community Health Fairs. RUMC participates in health fairs and other events throughout the years. In addition to information dissemination, RUMC offers participants no-cost screenings and referrals for follow-up appointments. Specific information and screenings provided have related to breast cancer, colon cancer, and prostate cancer.

E. Environmental Determinants of Health

The 2025 RUMC CHNA found that residents of local neighborhoods experience considerable traffic, pollution, crime, and noise. Transportation is difficult for individuals with limited mobility.

Planned activities related to environmental determinants of health are described below. These activities are in addition to the RUMC activities that impact multiple needs.

Gun Violence Prevention Initiatives. The RUMC Trauma Department leads hospital-based violence intervention and gun violence prevention programs during Gun Violence Awareness Month each June. Initiatives include hosting community events to share educational materials and promote awareness.

Additionally, a dedicated community social worker conducts daily outreach and provides direct support to gun violence survivors. When a patient is admitted with a gunshot wound, a community social worker meets with the individual and their family to offer education, resources, and emotional support.

F. Homelessness

The 2025 RUMC CHNA found that homelessness is problematic within the community, and access to stable housing is a critical challenge to the most vulnerable community members. Homelessness is complex and intertwines with other issues, including affordable housing, access to mental health care, substance abuse, and poverty.

Planned activities related to homelessness are described below. These activities are in addition to the RUMC activities that impact multiple needs.

Homelessness Action Initiative with Project Hospitality. Project Hospitality is a Staten Island community-based organization that provides services to “poor, hungry and homeless residents of Staten Island, New York.” The organization provides “a comprehensive continuum of care that provides the essentials of food, clothing and shelter enhanced by health and mental health services, substance abuse treatment, HIV prevention and care, domestic violence education and services, immigrant services, vocational training, transitional and permanent housing, legal and financial services and services for at-risk youth.”

As a part of this initiative, RUMC and Project Hospitality interact intake, treatment, and discharge planning of Project Hospitality clients.

Financial Assistance and Billing and Collections Policy. RUMC recognizes that there are times when patients in need of care will have difficulty paying for the services provided. The hospital’s Financial Assistance Program provides discounts to qualifying individuals based on

income. In addition, assistance is provided to help community members apply for free or low-cost insurance, depending on qualifying characteristics.

The Financial Assistance Policy ensures that the hospital can continue to uphold its mission of providing quality health care to the community, while carefully taking into consideration the ability of the patient to pay, as applied in a fair and consistent manner. The Financial Assistance Policy can help low-income patients manage treatment plans while remaining in their homes.

G. Navigating a Complex Health Care System

The 2025 RUMC CHNA found that navigating the healthcare system, already challenging for residents with limited access to technology and limited English literacy, is increasingly difficult due to changes in the healthcare and social support environment. A lack of understanding of how to access health care is an issue for many community members, including migrants and refugees, generations of families without a regular provider, and adult children caring for aging parents.

Planned activities related to navigation are described below. These activities are in addition to the RUMC activities that impact multiple needs.

Unmet Social Need Initiative with SIPPS. RUMC nurses screen patients in the hospital and clinics for unmet health-related needs. Patients with needs identified are triaged by Community Health Worker (CHWs) and referred to Staten Island Performing Provider System (SIPPS) for assistance with a wide-range of resources. Additionally, all patients are screened at Theurer Family Health Center.

H. Poverty, Financial Hardship, and Basic Needs Insecurity

The 2025 RUMC CHNA found that lower-income residents can experience considerable difficulty in accessing basic needs, including healthy food and safe, affordable housing. Primary care access can be limited due to the relatively high cost of deductible / co-pays. Unmet mental health needs may be an issue due to daily stress.

A planned activity related to poverty, financial hardship, and basic needs insecurity is described below. This activity is in addition to the RUMC activities that impact multiple needs.

Staten Island Head Start. Since 2019, Staten Island Head Start has been a fully integrated as a division of Richmond University Medical Center. These robust programs for children and families are now part of a larger behavioral health network, the Staten Island Mental Health Society. Staten Island Head Start educates pre-school students and empower parents to be advocates for themselves and their children, to be positive role models and to become productive members of society.

The philosophy stems from the belief that a child's learning experience during his/her preschool years form the foundation of his/her life success. Staten Island Head Start is committed to utilizing all available resources to educate the children and to providing a safe, nurturing literacy-rich learning environment to facilitate children's positive developmental and social growth. Staten Island Head Start believes that it must also provide every opportunity for families to fully participate in the education and development of their children. Through these efforts, Staten Island Head Start hopes to contribute to ending the cycle of poverty that has existed for too long and restore its communities to health, happiness and prosperity.

I. Safe and Affordable Housing

The 2025 RUMC CHNA found that inadequate housing contributes to poor health outcomes. Demand for housing in the community is contributing to increases in rent prices.

A planned activity related to safe and affordable housing is described below. This activity is in addition to the RUMC activities that impact multiple needs.

RUMC Resident Quarters. RUMC's Resident Quarters is housing for RUMC medical residents that consists of 96 units in a building located on the RUMC campus. RUMC's GME goal is to develop superior clinical physicians who will work in a climate of collaboration and mutual support. To support this goal, superior medical school graduates must apply for RUMC GMU residency program. The RUMC Resident Quarters initiatives aides in the program attractiveness.

J. Socio-Economic, Racial, Cultural, Ethnic, and Linguistic Barriers to Care

The 2025 RUMC CHNA found that social and cultural factors may contribute to access challenges. Some residents may hesitate or find it difficult to engage with healthcare providers who do not speak their native language or are not culturally sensitive with care. Social factors may be especially evident in residents with low health literacy, language barriers, and individuals with substance use disorders. Such issues are exacerbated by a lack of diversity among healthcare providers.

A planned activity to help reduce barriers to care is described below. This activity is in addition to the RUMC activities that impact multiple needs.

RUMC Language Department Interpreter services. RUMC provides robust interpreter services for community members who are not proficient in spoken English language. In-person and virtual interpreter services are included for many different languages. Additionally, in-person ASL interpreter services are available for individuals with hearing impairments. Beyond the language, interpreter services recognize diversity of backgrounds and enhance cultural competence.

VIP Program for US Military. RUMC is committed to improving health outcomes for all patients and recognizes that military service members and veterans represent a sociodemographic group with unique health needs and potential disparities related to physical injury, chronic disease burden, behavioral health, access to care, and care coordination. As part of the organization's quality, safety, and health equity strategy, RUMC offers a dedicated VIP Program for individuals who are active duty, retired, or reservist members of the United States military. The VIP Program is designed to reduce barriers to care, enhance access, and improve the overall patient experience for military-affiliated patients across the hospital and Richmond Health Network sites throughout Staten Island. Eligible participants receive a range of benefits intended to promote timely access, continuity of care, and patient comfort, including same-day scheduling at Immediate Care, Primary Care, and Walk-In Center sites, free parking at the main hospital, complimentary in-room television and telephone services during inpatient admissions, and access to a 24/7 VIP behavioral and mental health hotline.

K. Substance Use Disorder

The 2025 RUMC CHNA found that substance use disorder has proliferated within the community due to a myriad of factors, including unmet mental health needs and widespread availability of substances, including alcohol.

A planned activity to help manage and reduce substance use disorder is described below. This activity is in addition to the RUMC activities that impact multiple needs.

Wellness program for people with SUD treatment. RUMC incorporated a wellness division of its substance use services program in summer 2025 to provide complementary medicine, including acupuncture, meditation, and yoga services on-site for its clients. To incorporate these

services into treatment, client therapists provide an overview of the range of services offered at the clinic, including yoga, meditation, and acupuncture, during a program client's intake/admission process. Clients are screened and assessed by the program's family nurse practitioner to determine eligibility and possible benefits of receiving acupuncture services and/or participating in yoga.

Services are provided at the same location as the outpatient programs and on various days/times to allow for increased participation and utilization of services.

In addition to complementary medicine, RUMC organizes and provides social events to promote positive socialization with peers, providing people in recovery with a place to socialize in a substance free environment. These activities include holiday parties and special events, as well as bi-monthly social activities where clients are provided with psychoeducational resources.

Safe Care and Collaborative Discharge Plan for Newborns with Neonatal Abstinence Syndrome. RUMC recognizes that opioid use disorder (OUD) among women at delivery has increased fourfold since 1999. Such OUD has contributed to a rising incidence of neonatal opioid withdrawal syndrome, as evidenced by an affected infant born approximately every 15 minutes across the U.S., as well as increase in family centered interventions, as nearly half of infants entering foster care are placed due to parental substance use.

To provide coordinated and family-centered interventions, RUMC implemented a standardized discharge planning process in the NICU to ensure safe mother-infant transitions from hospital to home. The resulting RUMC Safe Care and Collaborative Discharge Plan, along with a Caring for Your Newborn guide for parents of infants diagnosed with neonatal abstinence syndrome (NAS), strengthens interdisciplinary coordination, provides parent focused education, and ensures referrals to community-based treatment, behavioral health, and support services. The goal of this RUMC initiative is to increase the proportion of neonates with opioid withdrawal syndrome with a documented, comprehensive and safe discharge plan that supports positive infant outcomes and sustained maternal engagement in care.

II. Anticipated impact of these actions and a plan to evaluate that impact

The anticipated impact of activities is improved mental and physical health of community residents.

Reviews of individual activities are ongoing, and an inclusion of an evaluation is anticipated in the next CHNA. Metrics used to assess activities include quantitative measures, such as the number of services provided, as well as qualitative considerations, such as continued interest in the programs by community members and medical professionals. While it is hoped that the intended impact will improve community health, identifying valid outcomes-based impact measures is difficult for multiple reasons, including lags in data collection, analysis, and reporting of community health indicators by independent measures changes. Adding to the difficulty in measuring outcomes-based impact includes the size of the community population, changes in the population through in-migration and out-migration, and changes in the overall

environment. Furthermore, assessing the causal impact of any correlation between this activity and outcome measures may not be possible.

Each health professions education activity is also evaluated individually. Evaluation criteria include interest from prospective students, participation by individual practicing professionals, and assessments by accrediting agencies.

III. Planned collaborations between the hospital and other organizations

Activities are provided through partnerships and collaborative contributions from numerous community entities and members. Collaborating partners include the following:

- Community Based Organizations, including Project Hospitality and SIPPS;
- Individual practicing professionals; and
- Local religious leaders.

Health professions education involves numerous entities including educational institutions (such as schools, colleges, and universities), accrediting organizations (such as the Accreditation Council for Graduate Medical Education and the Council on Podiatric Medical Education), and individual practicing professionals.

IV. Planned commitments of resources

Planned commitments of resources include direct support for many activities, such as Health Professions Education, Community Health Improvement Activities, and Subsidized Health Services. Planned commitments of resources also include indirect and in-kind support, such as financial shortfalls for providing services to Medicaid enrollees and use of facilities by individuals attending support groups.

5. Significant Health Needs that Will Not Be Addressed

RUMC is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization to continue providing a wide range of community benefits. While no entity can address all of the health needs present in its community, RUMC has identified activities that will respond to each of the significant needs identified in the 2025 CHNA.

6. Implementation Strategy Adoption

The Board of Directors for Richmond University Medical Center reviewed and adopted this plan on May 15, 2026.