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November 26, 2025

Ethan Carrier  
General Counsel  
New York City Conflicts of Interest Board  
2 Lafayette Street, Suite 1010  
New York, NY 10007

Re: Rule §1-13(e)(1) Designation for Neil J. Moore as  
a Board Member of Greater New York Hospitals Association

Dear Mr. Carrier:

Pursuant to Rules §1-13(e)(1) of the Conflicts of Interest Board, I, as President and Chief Executive Officer of New York City Health and Hospitals (“NYC H+H”), hereby designate Neil Moore, Chief Executive Officer of NYC Health and Hospitals/Queens (“Queens Hospital”), to use City time and City resources to serve as a Board Member of the Greater New York Hospitals Association (“GNYHA”).

Neil Moore is currently the CEO of Queens Hospital and oversees the overall operations and strategic direction of Queens Hospital, ensuring the delivery of high-quality patient care while maintaining a stable financial budget. He develops and implements hospital policies, sets organizational goals, and drives initiatives aimed at improving clinical health indicators and standards. Mr. Moore also ensures compliance in all regulatory standards. Mr. Moore is an expert successful in designing meaningful, sustainable cost containment and revenue enhancement strategies to dramatically transform financial performance, and an inclusive leader known for seeking different points of view on mission-critical matters and achieving consensus for aggressive action plans to drive positive change.

GNYHA is a not-for-profit trade association that engages in advocacy, lobbying, and policy development in order to assist its member hospitals in improving the access to, and the



quality of, health care services. GNYHA's mission is to help hospitals deliver the finest patient care in the most cost-effective way by advocating for its members in improving quality and efficiency of health care.

NYC H+H is a member of GNYHA. GNYHA supports the mission of NYC H+H of improving public health and healthcare delivery in New York City. There is a demonstrated nexus between NYC H+H's mission and GNYHA's mission as both entities strive to provide quality healthcare and improve healthcare access for the underserved population, undertaking this mission in a cost-conscious manner.

Mr. Moore expects to spend approximately two (2) hours per month attending board meetings on behalf of GNYHA. Mr. Moore will not be involved with GNYHA's business dealings with the City nor with NYC H+H as a GNYHA board member.

Pursuant to COIB Rules §1-13(e)(1), I designate Neil Moore to perform work on behalf of GNYHA, as a board member, based upon evidence that:

- (i) there is a demonstrated nexus between NYC H+H and the proposed work with GNYHA and Mr. Moore's job at Queens Hospital;
- (ii) such work on the Board of GNYHA furthers NYC H+H's mission to advance health equity for New Yorkers and is not undertaken primarily for the benefit or interests of GNYHA; and
- (iii) Mr. Moore will not be involved in any business dealings between GNYHA and the City of New York/ NYC H+H.

Thank you for your attention to and consideration of this matter. If you have any questions, please contact Andrea Cohen at 212-788-3304.

Sincerely,

A handwritten signature in blue ink that reads "Mitchell Katz".

Mitchell Katz, M.D.  
President and Chief Executive Officer