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Situation Analysis

Since spring 2022, nearly 100,000 asylum seekers have arrived in New York City. These people need access to a wide range of health care services. NYC Health + Hospitals, a public health system, aims to provide health care services and housing at scale to many of these individuals and families.

Project Goals



Build an adaptable, scalable model to effectively deliver medical care and a wide range of wrap-around services to individuals seeking asylum in the city.

More specifically, create an infrastructure that could scale from 3,000 to 10,000 guests in three months (October 2022—January 2023).

Actions Taken

- Launched New York City's first 24/7 arrival center for immigrants since the Ellis Island inspection and processing station operated.
- Built a managerial, data, contracting, human resources, communications and emergency response apparatus, which grew from 3 to 4,000 employees.
- Managed countless medical and nonmedical emergencies, including various infectious disease outbreaks, attempts at self-harm and police interactions.

Positive Outcomes

- Provided more than 1 million hotel nights to asylum seekers, administered over 15,000 vaccinations and delivered over 5 million meals.
- Housed over 20,000 individuals.
- Supported the birth of 18 babies per month.
- Supported 40% of guests with exit-planning resources, helping them move beyond city-funded housing and onto the next chapters of their lives.
- This work shows that a public hospital can provide effective, large-scale crisis management and response for a wide range of public health issues.

For detailed information, visit:

www.aha.org/center/next-generation-leaders-fellowship