



Health Equity Impact Assessments



**Expert guidance
for healthcare
organizations statewide.**

From Buffalo to Brooklyn
We are New York's trusted
independent assessor for
HEIA compliance.



Your Roadmap to Success

**With experience you can count
on, we support you through
the HEIA process, which includes:**

Scoping

Identifying underserved groups, gaps,
and collaboration opportunities.

Impact Analysis

Evaluating how proposed changes may
affect access, outcomes, and disparities.

Mitigation

Developing strategies that reduce
negative impacts and strengthen equity,
such as culturally responsive supports,
transportation planning, and community
engagement.

Monitoring & Dissemination

Supporting stakeholder communication
and tracking ongoing equity outcomes.

Equity-Focused, Experience-Driven

Partners choose Elm & Oak for the
combination of our half century of
population health expertise and our
human-centered approach.

Extensive Experience

Over five decades of supporting underserved
populations has equipped us to navigate HEIA
requirements with care and precision.

Multidisciplinary Expertise

Population health leaders, clinical staff,
analysts, and project managers collaborate
to deliver a seamless process.

Strong Relationships

Our connections with community
groups, providers, and regulators strengthen
project execution and support meaningful
equity outcomes.

Let our experience guide your HEIA.

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Making Health Equity Impactful



Navigating Health Equity With Experience

Most Article 28 facilities must complete an independent HEIA for Certificate of Need changes such as service openings and closures, expansions, new builds, and program changes.

An HEIA helps organizations make informed decisions that protect access, quality, and equity. Beyond compliance, an HEIA can uncover risk, highlight opportunity, and build trust across stakeholders.

Turning Equity Into Action

Elm & Oak is an independent, third-party assessor specializing in full-service HEIA development and review.

We help organizations meet requirements confidently with:

End-to-End HEIA Development

Environmental scans, stakeholder engagement, analysis, and compliant submission.

Independent Review

Objective assessment grounded in data and established equity frameworks.

Actionable Insights

Clear opportunities to strengthen access and reduce disparities.

Cross-System Data Integration

Aligned, accurate inputs regardless of your internal systems.

Stakeholder Engagement Support

Meaningful input from those most impacted.

Submission-Ready Deliverables

Professional HEIAs that meet DOH standards.

Elm & Oak has completed HEIAs statewide. We understand the distinct needs of:

- Rural and urban providers and systems
- Large systems and individual facilities
- Hospitals
- Women's health centers
- Nursing homes
- Primary and specialty clinics
- Surgical centers
- Infusion centers
- ...and more

With our guidance, HEIAs move beyond compliance to support thoughtful, equity-focused planning.



“[Elm & Oak] did an excellent job completing our Health Equity Impact Assessment, demonstrating professionalism, expertise, and a strong commitment to equity throughout the process. Their thorough analysis and clear recommendations provided valuable insights that will meaningfully inform our decision-making and improve outcomes for the communities we serve.”

Albert Hanson, MHA, FACMPE
Regional Director of Planning
St. Lawrence Health