



HEALTH AND HOSPITALS CORPORATION

Alan D. Aviles, President

Key Public Service Area

- ✓ Provide comprehensive medical, mental health and substance abuse services to New York City residents regardless of their ability to pay.

Scope of Agency Operations

The Health and Hospitals Corporation (HHC), the largest municipal hospital and health care system in the country, is a \$6.7 billion public benefit corporation. It provides medical, mental health and substance abuse services through its 11 acute care hospitals, four skilled nursing facilities, six large diagnostic and treatment centers and more than 70 community and school-based clinics. HHC also provides specialized services such as trauma, high risk neonatal and obstetric care and burn care. HHC acute care hospitals serve as major teaching hospitals. HHC operates a certified home health agency and a health maintenance organization, MetroPlus. HHC serves 1.3 million New Yorkers every year and is the single largest provider of health care to uninsured New Yorkers.

Critical Objectives

- Improve health outcomes.
- Achieve/surpass local and national performance for specific health interventions and efficient delivery of health services.
- Reduce unnecessary emergency room visits and rehospitalizations.
- Improve access to outpatient services.
- Expand enrollment in insurance programs.

Preliminary Performance Highlights

- The percentage of eligible women ages 40 to 70 receiving a mammogram at the end of the first quarter of Fiscal 2011 to the end of the first quarter of Fiscal 2012 remained at 72.1 percent and surpassed the Corporate target of 70 percent. All HHC hospitals have individual programs and outreach activities (e.g., health fairs, newsletters) that focus on women's health needs. In addition, the "Give your Mother a Gift" mammogram campaign provides mammograms at no cost to eligible patients every year during the month of May.
- HHC's general care average length of stay (excluding psychiatry and rehabilitation) continues to better the Corporate target of 4.7 days with a performance of 4.6 days at the end of the first four months of Fiscal 2012. The low average length of stay has been sustained from last year through process improvements in admissions and discharge planning which contribute to operational efficiencies.
- The proportion of patients living with HIV/AIDS at HHC acute care facilities who use dedicated HIV clinics remained unchanged at 99.2 percent from the prior year. HHC is committed to improving the quality of life for its patients living with HIV/AIDS.
- The average time for a primary care clinic visit for pediatric, adult and women's health primary care services increased in the first four months of Fiscal 2012 as compared to the same period last year. Visit cycle time for pediatric patients increased 10 percent to 66 minutes, adult medicine cycle time increased 13 percent to 69 minutes and women's health visits took 18 percent longer, increasing to 71 minutes. The increase may be attributed to a number of factors including a higher proportion of new patients, which require longer visits and temporary staffing vacancies which have been filled since the close of the reporting period.
- As a result of operational efficiency, the net days of revenue for accounts receivable decreased steadily from 53.6 days in the first quarter of Fiscal 2011 to 50.3 days in the first quarter of Fiscal 2012.



Performance Report

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Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY12	FY13	FY11	FY12			
★ Percentage of prenatal patients retained in care through delivery	89.2%	86.5%	86.4%	90.0%	90.0%	89.6%	89.1%
★ Percent of eligible women aged 40-70 receiving a mammogram screening from HHC	71.0%	72.8%	72.0%	70.0%	70.0%	72.1%	72.1%
★ Percent of HIV patients using dedicated HIV clinics	99.3%	99.2%	99.2%	99.0%	99.0%	99.2%	99.4%
Percent of two-year olds immunized	97.0%	96.5%	97.0%	98.0%	98.0%	NA	NA
★ General Care average length of stay (days)	4.6	4.6	4.6	4.7	4.7	4.6	4.6
★ Emergency room revisits for adult asthma patients (%)	4.7%	5.1%	5.1%	5.0%	5.0%	5.8%	5.8%
★ Emergency room revisits for pediatric asthma patients (%)	3.3%	3.2%	2.7%	3.2%	3.2%	2.3%	2.7%
Percent of adult patients discharged with a principal psychiatry diagnosis who are readmitted within 15 days	5.2%	5.1%	4.8%	5.0%	5.0%	5.3%	5.5%
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Adult medicine	60.0	59.0	61.0	60.0	60.0	61.0	69.0
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Pediatric medicine	61.0	58.0	60.0	60.0	60.0	60.0	66.0
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Women's health	60.0	61.0	61.0	60.0	60.0	60.0	71.0
★ Uninsured patients served	452,576	477,957	NA	*	*	NA	NA
Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees	436,526	474,118	498,324	450,000	450,000	478,356	502,688
- MetroPlus Medicaid, Child Health Plus and Family Health Plus enrollees	355,172	383,797	401,967	370,000	370,000	388,238	404,778
★ Net days of revenue for accounts receivable	56.3	55.5	52.3	56.0	56.0	53.6	50.3

★ Critical Indicator "NA" - means Not Available in this report

311 Customer Service Center Inquiries

Top HHC-related Inquiries	Total Jul-Oct FY11	% of HHC Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of HHC Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
Find a Public Hospital	19,305	70%	1	13,549	67%	1
Find a Child Health Clinic	1,141	4%	2	774	4%	2
Immunization 19 and Older	1,012	4%	3	731	4%	3
Become a Nurse	939	3%	4	581	3%	4
Immunization Multiple Individuals	712	3%	5	561	3%	5



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY09	FY10	FY11	2011 MMR FY12	FY12 ¹	FY13 ¹	Actual FY11	Actual FY12
Expenditures (\$ millions) ²	\$5,955.4	\$6,113.4	\$6,294.7	\$6,719.0	\$6,703.7	\$6,746.2	\$1,966.4	\$2,181.5
Revenues (\$ millions)	\$6,188.8	\$6,478.7	\$6,847.9	\$7,221.7	\$7,346.4	\$6,852.0	\$2,364.6	\$2,842.1
Personnel	40,834	39,872	38,898	38,129	38,298	37,748	39,573	38,726
Overtime paid (\$000)	\$106,986	\$123,086	\$125,948	*	*	*	\$43,373	\$45,894
Capital commitments (\$ millions)	\$229.5	\$124.4	\$147.4	\$219.3	\$554.2	\$117.1	\$61.2	\$65.8

¹January 2012 Financial Plan "NA" - Not Available in this report

²Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.

Noteworthy Changes, Additions or Deletions

None

For more information please visit the website at: www.nyc.gov/hhc

