



# HEALTH AND HOSPITALS CORPORATION

Alan D. Aviles, President

## What We Do

The Health and Hospitals Corporation (HHC), the largest municipal hospital and health care system in the country, is a \$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 is the single largest provider of health care to uninsured New Yorkers. One in every six New Yorkers receives health services at an HHC facility.

## Our Services and Goals

**Service 1: Provide medical, mental health and substance abuse services to New York City residents regardless of their ability to pay.**

- Goal 1a: Improve access to outpatient services.
- Goal 1b: Expand enrollment in insurance programs.
- Goal 1c: Achieve/surpass local and national performance standards for specific health interventions and efficient delivery of health services.
- Goal 1d: Reduce unnecessary emergency room visits and re-hospitalizations.

## How We Performed in Fiscal 2013

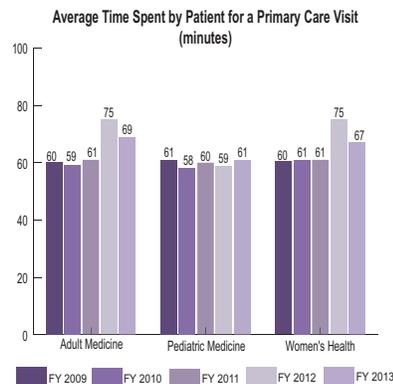
**Service 1: Provide medical, mental health and substance abuse services to New York City residents regardless of their ability to pay.**

**Goal 1a: Improve access to outpatient services.**

Both Bellevue and Coney Island hospitals were closed or offered only limited services for approximately three months after Hurricane Sandy, which affected these facilities' capacity to serve patients. As a result, the percent of prenatal patients retained in care decreased from Fiscal 2012 to Fiscal 2013. In Fiscal 2012, Bellevue Hospital Center and Coney Island Hospital had 9,338 and 8,085 outpatient prenatal visits, respectively, which decreased to 7,572 visits at Bellevue and 3,445 visits at Coney Island Hospital in Fiscal 2013.

Storm-related capacity reductions negatively affected HIV services, particularly at Coney Island Hospital, and staffing vacancies also limited some facilities' capacity to serve HIV patients. 84.3 percent of HIV patients were retained in care in Fiscal 2013, dropping from 87.4 percent in Fiscal 2012. Although the corporate-wide percentage decreased over the past two years, HIV patients retained in care in Fiscal 2013 is well above the target of 80 percent.

Cycle times for primary care visits were mixed by category: The average time for a primary care clinic visit for adult medicine and women's health improved in Fiscal 2013 while the average time for a pediatric medicine clinic visit increased slightly. The average cycle time for an adult medicine primary care visit decreased from 75 minutes in Fiscal 2012 to 69 minutes in Fiscal 2013 and the cycle time for women's health visits decreased from 75 minutes to 67 minutes. To address higher cycle times, HHC began a system-wide effort to improve outpatient access in February 2013, and is currently performing an in-depth analysis at three pilot sites (Harlem, Kings, and Gouverneur Diagnostic & Treatment Center). HHC has implemented trial workflow changes in each of 17 clinics across pilot sites and is monitoring cycle times regularly. HHC is identifying the root causes for primary care visit cycle time increases and is reviewing the effects of staffing levels, fulfillment of optimal care team roles and responsibilities, and scheduling practices on performance.

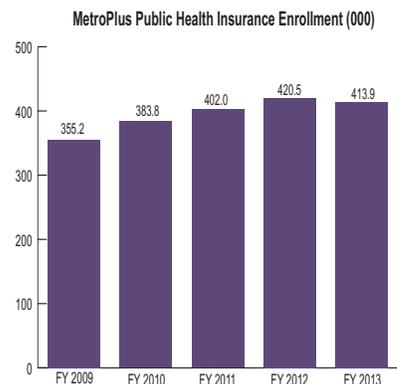


Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Prenatal patients retained in care through delivery (%)	89.2%	86.5%	86.4%	85.8%	83.0%	90.0%	90.0%	Up	Neutral
★ HIV patients retained in care (%)	NA	87.1%	87.4%	87.4%	84.3%	80.0%	85.0%	Up	NA
★ 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	75.0	69.0	60.0	60.0	Down	Up
★ 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	59.0	61.0	60.0	60.0	Down	Neutral
★ 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	75.0	67.0	60.0	60.0	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

### Goal 1b: Expand enrollment in insurance programs.

The number of uninsured patients served by HHC facilities decreased slightly during the reporting period, and coincides with the decrease in overall visits at the facilities impacted by Hurricane Sandy. The total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees increased from 521,434 in Fiscal 2012 to 525,804 in Fiscal 2013 and the MetroPlus enrollees for these insurance companies decreased from 420,459 to 413,893 during the same time period.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Uninsured patients served	448,705	452,576	477,957	478,731	475,627	*	↓	Down	Neutral
Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees	436,526	474,118	498,324	521,434	525,804	513,400	513,400	Up	Up
- MetroPlus Medicaid, Child Health Plus and Family Health Plus enrollees	355,172	383,797	401,967	420,459	413,893	446,932	446,932	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

### Goal 1c: Achieve/surpass local and national performance standards for specific health interventions and efficient delivery of health services.

While all HHC facilities have individual programs that focus on women's health needs, system-wide outreach efforts such as the "Give Your Mother a Gift" campaign during the month of May have raised awareness of the importance of mammogram screenings and have contributed to the steady increase in screenings performed at HHC's facilities. The percent of eligible women aged 40-70 receiving a mammogram has steadily increased over the past few years, rising from 72 percent in Fiscal 2011 to 73 percent in Fiscal 2012 and 73.9 percent in Fiscal 2013. The percent of women screened has also been consistently above the corporate target of 70 percent.

During Fiscal 2013, the general care average length of stay increased to 5 days from 4.7 days in Fiscal 2012 because overall, general care patients admitted to HHC hospitals were sicker than in the previous year and required more care.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Two-year olds immunized (%)	97.0%	96.5%	97.0%	97.0%	97.0%	98.0%	98.0%	Up	Neutral
★Eligible women, aged 40-70, receiving a mammogram screening from HHC (%)	71.0%	72.8%	72.0%	73.0%	73.9%	70.0%	70.0%	Up	Neutral
★General care average length of stay (days)	4.6	4.6	4.6	4.7	5.0	4.7	4.7	Down	Neutral
★Net days of revenue for accounts receivable	56.3	55.5	52.3	56.4	NA	56.0	56.0	Down	NA

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## Goal 1d: Reduce unnecessary emergency room visits and re-hospitalizations.

HHC encourages asthma patients to use primary care clinics to reduce the need for emergency care. HHC staff follow up with asthma patients and can refer them to supportive service to help reduce their reliance on the emergency room for asthma treatment. Emergency room revisits for adult and pediatric asthma patients increased in Fiscal 2013. The adult asthma re-admissions rate increased from 5.4 percent in Fiscal 2012 to nearly six percent in Fiscal 2013. The percent of adult patients discharged with a principal psychiatry diagnosis who were readmitted within 15 days decreased over the same time period.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★Emergency room revisits for adult asthma patients (%)	4.7%	5.1%	5.1%	5.4%	6.0%	5.0%	5.0%	Down	Up
★Emergency room revisits for pediatric asthma patients (%)	3.3%	3.2%	2.7%	3.7%	3.8%	3.2%	3.2%	Down	Up
Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 15 days (%)	5.2%	5.1%	4.8%	4.6%	4.0%	5.0%	5.0%	Down	Down

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## Agency Resources

Resource Indicators	Actual					Plan <sup>1</sup>		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) <sup>2</sup>	\$5,955.4	\$6,113.4	\$6,294.7	\$6,554.7	\$6,314.8	\$6,892.9	\$7,190.8	Neutral
Revenues (\$000,000)	\$6,188.8	\$6,478.7	\$6,847.9	\$7,015.2	\$6,603.2	\$6,851.6	\$6,992.4	Neutral
Personnel	40,834	39,872	38,898	38,387	37,435	38,243	37,949	Neutral
Overtime paid (\$000,000)	\$107.0	\$123.1	\$125.9	\$128.5	\$133.0	\$120.3	\$121.8	Up
Capital commitments (\$000,000)	\$229.5	\$124.4	\$147.4	\$272.7	\$305.9	\$824.2	\$508.6	Up

<sup>1</sup>Authorized Budget Level

<sup>2</sup>Expenditures include all funds.

"NA" - Not Available in this report

## Noteworthy Changes, Additions or Deletions

### Impact of Hurricane Sandy on HHC Facilities

- Hurricane Sandy caused great damage to some of HHC's facilities, disrupted services, and displaced many staff. Staff at every HHC facility was involved in efforts to restore the damaged facilities to proper conditions and/or were pitching in to ensure that good care was provided to patients transferred from the affected facilities.
- Bellevue Hospital Center sustained massive flooding from a 14-foot surge that engulfed the loading dock and completely submerged the basement, causing failure of electrical, mechanical, air handling, water pumping and fuel pumping systems. Following the storm, more than 700 patients were safely evacuated. Limited outpatient services were restored in mid-November 2012 and full inpatient and outpatient services were restored in early February 2013.

- At Coney Island Hospital, the storm surge not only submerged the basement, but also invaded the first floor causing the evacuation of nearly 200 patients as soon as the storm subsided. Coney Island Hospital's new tower building was undamaged which allowed the facility to resume limited walk-in services just 36 hours after the storm. Full services were restored at Coney Island Hospital in mid-January 2013. Additionally, one of Coney Island Hospital's community based health clinics, which served more than 50,000 outpatient visits annually, was severely damaged and will not be restored.
- Fiscal 2013 data for the indicator 'Net days of revenue for accounts receivable' is not available in this report. It will be included in the Preliminary Fiscal 2014 Mayor's Management Report.

For more information on the agency, please visit: [www.nyc.gov/hhc](http://www.nyc.gov/hhc).