



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

- The percentage of prenatal patients retained in care through delivery decreased from 89.8 percent in the first quarter of Fiscal 2013 to 84.2 percent in the first quarter of Fiscal 2014. Some of the largest decreases were at Bellevue and Coney Island hospitals; both facilities were closed or offered only limited services for three months following Hurricane Sandy. All HHC facilities continue to promote prenatal patient education and patient-centered birthing environments.
- At the end of the first four months of Fiscal 2013, the average cycle time for adult medicine, pediatric medicine, and women's health were above the Corporate target of 60 minutes. Average cycle times were 72 minutes for adult medicine, 64 minutes for pediatric medicine, and 70 minutes for women's health. Women's health saw the greatest improvement in cycle time from the same time period last year, decreasing from 81 minutes in Fiscal 2013 to 70 minutes in Fiscal 2014. In February 2013, HHC began a 24-month, system-wide effort to improve outpatient access. In-depth analysis revealed that staffing levels, fulfillment of optimal care team roles and responsibilities, and scheduling practices play a large role in cycle time variations. Trial workflow changes have been initiated in 17 clinics, and cycle times are being monitored regularly. HHC's system-wide efforts include improvements to Call Centers, technological advancements to increase capacity, alignment with MetroPlus, and the development of automated performance dashboards.
- The total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees increased slightly from 524,635 in Fiscal 2013 to 524,833 in the first quarter of Fiscal 2014. The MetroPlus enrollees for these insurance companies decreased from 420,555 to 412,647 in the same period.
- At the end of the first quarter of Fiscal 2014, the percentage of eligible women ages 40 to 70 receiving a mammogram increased to 74.2 percent as compared to 72.2 percent in the first quarter of last year. Overall, HHC facilities continued to surpass the Corporate target of 70 percent. HHC's Cancer Screening Initiative promotes cancer awareness and education at all HHC facilities and conduct outreach at health fairs in the communities they serve.

- During the first quarter of Fiscal 2014, the general care average length of stay decreased to 4.7 days from 4.8 days in the first quarter of Fiscal 2013, meeting the Corporate target. HHC continues to enhance process improvements in admissions and discharge planning to sustain operational efficiencies which contribute to length of stay reductions.
- HHC encourages asthma patients to use primary care clinics to reduce the need for emergency care. Emergency room revisits for pediatric asthma patients decreased from 3.5 percent in the first quarter of Fiscal 2013 to just below three percent in the same period of Fiscal 2014, surpassing the Corporate target of 3.2 percent. Emergency room revisits for adult asthma patients increased from 5.8 percent in the first quarter of Fiscal 2013 to 7.1 percent during this same period. HHC continues its work with adult patients, referring them to home care services and social workers to encourage patients to adhere to an Asthma Action Plan, which includes instructions on how to assess breathing, take their medications regularly, and maintain contact with their health care provider.
- The percentage of adult patients discharged with principal psychiatry diagnoses who were readmitted within 15 days increased from 3.9 percent in the first quarter of Fiscal 2013 to 4.4 percent in the first quarter of Fiscal 2014. Despite this increase, HHC remains below the Corporate target of five percent. HHC provides a post-hospitalization treatment and discharge plan for each psychiatric patient, and relies on linkages with community support and housing programs to help psychiatric patients remain engaged in outpatient care within their communities.

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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Prenatal patients retained in care through delivery (%)	86.4%	85.8%	83.0%	90.0%	90.0%	89.8%	84.2%
★ HIV patients retained in care (%)	87.4%	87.4%	84.3%	85.0%	85.0%	NA	NA
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Adult medicine	61.0	75.0	69.0	60.0	60.0	72.0	72.0
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Pediatric medicine	60.0	59.0	61.0	60.0	60.0	63.0	64.0
★ Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Women's health	61.0	75.0	67.0	60.0	60.0	81.0	70.0

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

Goal 1b: Expand enrollment in insurance programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Uninsured patients served	477,957	478,731	475,627	↓	↓	NA	NA
Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees	498,324	521,434	525,804	513,400	513,400	524,635	524,883
- MetroPlus Medicaid, Child Health Plus and Family Health Plus enrollees	401,967	420,459	413,893	446,932	446,932	420,555	412,647

★ 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.

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
Two-year olds immunized (%)	97.0%	97.0%	97.0%	98.0%	98.0%	NA	NA
★ Eligible women, aged 40-70, receiving a mammogram screening from HHC (%)	72.0%	73.0%	73.9%	70.0%	70.0%	72.2%	74.2%
★ General care average length of stay (days)	4.6	4.7	5.0	4.7	4.7	4.8	4.7
★ Net days of revenue for accounts receivable	52.3	56.4	NA	56.0	56.0	59.4	59.4

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY11	FY12	FY13	FY14	FY15	FY13	FY14
★ Emergency room revisits for adult asthma patients (%)	5.1%	5.4%	6.0%	5.0%	5.0%	5.8%	7.1%
★ Emergency room revisits for pediatric asthma patients (%)	2.7%	3.7%	3.8%	3.2%	3.2%	3.5%	3.0%
Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 15 days (%)	4.8%	4.6%	4.0%	5.0%	5.0%	3.9%	4.4%

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Agency Resources

Resource Statistics	Actual			Sept. 2013 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY11	FY12	FY13	FY14	FY14 ¹	FY15 ¹	FY13	FY14
Expenditures (\$000,000) ²	\$6,294.7	\$6,554.7	\$6,279.2	\$7,190.8	\$7,150.0	\$6,878.6	\$1,950.1	\$1,904.0
Revenues (\$000,000)	\$6,847.9	\$7,015.2	\$6,602.4	\$6,992.4	\$7,590.1	\$6,949.0	\$2,608.6	\$2,149.0
Personnel	38,898	38,387	37,435	37,949	37,949	37,949	37,902	37,709
Overtime paid (\$000,000)	\$125.9	\$128.5	\$133.0	\$121.8	\$129.9	\$129.9	\$42.4	\$48.3
Capital commitments (\$000,000)	\$147.4	\$272.7	\$307.9	\$508.6	\$1,067.0	\$78.0	\$100.1	\$130.1

¹Expense, Revenue, Overtime Plans are consistent with HHC November 2013 Plan; Personnel and Capital with NYC February 2014 Plan ²Expenditures include all funds.
 "NA" - Not Available in this report

Noteworthy Changes, Additions or Deletions

None.

For more information on the agency, please visit: www.nyc.gov/hhc.

