

NYC HEALTH + HOSPITALS

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WHAT WE DO

The Health and Hospitals Corporation (HHC), now NYC Health + Hospitals, the largest municipal hospital and health care system in the country, is an \$8 billion public benefit corporation. It provides medical, mental health and substance abuse services through its 11 acute care hospitals, four skilled nursing facilities, six Gotham Health neighborhood health centers and more than 60 community and school-based health centers. NYC Health + Hospitals also provides specialized services such as trauma, high-risk neonatal and obstetric care and burn care. NYC Health + Hospitals' acute care hospitals serve as major teaching hospitals. The health care system includes MetroPlus, a managed care plan; an Accountable Care Organization; and a Certified Home Health Agency. One in six New Yorkers receives health services at an NYC Health + Hospitals facility. NYC Health + Hospitals is the single largest provider of health care to uninsured New Yorkers in New York City.

FOCUS ON EQUITY

NYC Health + Hospitals' mission—"to extend equally to all New Yorkers, regardless of their ability to pay, comprehensive health services of the highest quality in an atmosphere of humane care, dignity and respect"—underscores a commitment to equity. Its Vision 2020 strategy is an affirmation of the system's mission and the continuous work to reduce health care disparities among New Yorkers who experience the greatest challenges accessing equitable, inclusive, patient-centered and welcoming health care.

NYC Health + Hospitals is committed to expanding health care access to vulnerable and underserved populations. For example, in 2015, 21 NYC Health + Hospitals facilities were designated as "leaders in largest lesbian, gay, bisexual and transgender (LGBT) health care equality" by the Human Rights Campaign (HRC), the nation's largest LGBT advocacy organization. To achieve this designation, a facility must meet HRC's criteria for LGBT-responsive policies and practices, dissemination of information to the community and training of staff. The 21 NYC Health + Hospitals facilities that have earned the designation include its Gotham Health centers, skilled nursing facilities and its acute care hospitals. In 2016, NYC Health + Hospitals will dedicate resources to staff training and to creation of patient-centered services for LGBT health care consumers.

In addition, NYC Health + Hospitals continues its multi-year collaboration with disability advocates to increase access to primary care for individuals with physical disabilities by renovating patient care areas, redesigning exam rooms, purchasing specialized equipment and training staff.

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 Expand access to care.
- Goal 1b Increase the number of patients served.
- Goal 1c Maximize quality of care and patient satisfaction.

HOW WE PERFORMED

- NYC Health + Hospitals' has contracted with an independent provider to administer patient satisfaction surveys that help measure patient experience. These standardized surveys are used by hospitals and health systems throughout the country. Indicators of patient experience provide NYC Health + Hospitals invaluable insights into the patients' experience allowing the system to make the right improvements that matter most to patients. During the first four months of Fiscal 2016 satisfaction rates for both inpatient and outpatient services improved. The inpatient satisfaction rate increased from 58 percent to 62 percent and outpatient satisfaction ratings improved from 77 percent to 77.9 percent.
- NYC Health + Hospitals is committed to improving access to care. From July 2015 through October 2015, the number of calendar days to the third next available new appointment improved to 21 days from 34 days for adult medicine patients compared to the same time period in the prior year. For pediatric patients, the number of calendar days to the third next available new appointments declined from 13 days to 10 during the same time period. This indicator is regularly reviewed and helps practices to quickly identify performance changes and the need to act. Sites use this data to improve access at the individual practice level, including no show management, optimizing scheduling practices, and demand management. NYC Health + Hospitals has also pursued projects to improve access across the system, including call center improvements and work with MetroPlus on better informed primary care provider assignments.
- The number of uninsured patients served by NYC Health + Hospitals continues to decline. During the first four months of Fiscal 2016, 207,787 uninsured patients were served—a decline of four percent compared to the same period last year. This reduction in uninsured patients is attributed to the effects of the Affordable Care Act.
- All public hospitals provide prenatal care, labor and delivery services and comprehensive gynecology, women's health and primary care outpatient services to support the health of new mothers and their babies. During the first four months of Fiscal 2016 the percent of prenatal patients retained in care increased by nearly two percentage points and reached the target goal of 90 percent.

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

Goal 1a Expand access to care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Eligible women receiving a mammogram screening (%)	73.9%	75.6%	77.8%	80.0%	80.0%	74.9%	76.8%
★ Emergency room revisits for adult asthma patients (%)	6.0%	6.2%	6.1%	5.0%	5.0%	6.9%	6.6%
★ Emergency room revisits for pediatric asthma patients (%)	3.8%	2.9%	3.1%	3.2%	3.2%	2.9%	2.1%
Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 30 days (%)	6.5%	7.4%	7.4%	8.5%	8.5%	7.4%	7.0%
Inpatient satisfaction rate (%)	58.0%	60.0%	63.0%	62.0%	65.0%	58.0%	62.0%
Outpatient satisfaction rate (%)	76.5%	76.9%	77.6%	80.0%	85.0%	77.0%	77.9%
Hospital-acquired Central Line-Acquired Bloodstream Infection (CLABSI) rate	1.133	0.890	0.940	1.000	1.000	0.789	0.820
★ HIV patients retained in care (%) (annual)	84.3%	86.6%	86.1%	85.0%	85.0%	NA	NA
Calendar days to third next available new appointment - adult medicine	NA	NA	26.0	14.0	14.0	34.0	21.0
Calendar days to third next available new appointment - pediatric medicine	NA	NA	6.5	5.0	5.0	13.0	10.0

★ Critical Indicator "NA" - means Not Available in this report * No Target ↕ ↑ shows desired direction

Goal 1b Increase the number of patients served.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ Number of unique patients (000)	1,169,326	1,176,275	1,172,405	↑	↑	670,479	654,155
★ MetroPlus membership (000)	429,931	468,020	472,251	↑	↑	466,863	466,843
★ Uninsured patients served	475,627	469,239	421,647	↓	↓	216,550	207,787
★ Prenatal patients retained in care through delivery (%)	83.0%	85.5%	87.1%	90.0%	90.0%	88.8%	90.7%

★ Critical Indicator "NA" - means Not Available in this report * No Target ↓↑ shows desired direction

Goal 1c Maximize quality of care and patient satisfaction.

Performance Indicators	Actual			Target		4-Month Actual	
	FY13	FY14	FY15	FY16	FY17	FY15	FY16
★ General care average length of stay (days)	5.0	5.0	5.1	4.9	4.9	5.1	5.2
★ Net days of revenue for accounts receivable	48.3	54.6	59.6	56.0	56.0	55.4	56.9
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health and dental)	858,172	802,405	769,459	*	*	267,867	227,227
Patients with a substance abuse diagnosis in a jail-based substance abuse program (%)	NA	NA	10.0%	*	*	NA	8.0%

★ Critical Indicator "NA" - means Not Available in this report * No Target ↓↑ shows desired direction

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2015 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY13	FY14	FY15	FY16	FY16 ¹	FY17 ¹	FY15	FY16
Expenditures (\$000,000) ²	\$6,314.8	\$6,440.5	\$6,874.7	\$8,249.3	\$8,249.3	\$7,706.3	\$2,048.7	\$2,419.1
Revenues (\$000,000)	\$6,603.2	\$6,728.1	\$7,417.7	\$7,920.3	\$7,920.3	\$6,578.3	\$1,587.4	\$2,143.4
Personnel	37,435	37,857	38,748	39,033	39,885	39,885	38,346	39,670
Overtime paid (\$000,000)	\$133.0	\$136.7	\$143.5	\$138.3	\$143.9	\$148.2	\$47.1	\$50.7
Capital commitments (\$000,000)	\$307.9	\$242.2	\$106.6	\$340.8	\$491.5	\$488.1	\$63.5	\$55.2

¹Expense, Revenue, Overtime Plans are consistent with November 2015 Plan; Personnel and Capital with NYC January 2016 Plan ²Expenditures include all funds "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- NYC Health + Hospitals is the new identity of the New York City Health and Hospitals Corporation.
- The Fiscal 2016 and 2017 targets for the indicator 'general care average length of stay' were increased to 4.9 days.
- The following indicators will no longer be reported in the Mayor's Management Report: 'Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees', 'MetroPlus Medicaid, Child Health Plus and Family Health Plus enrollees', 'Two-year olds immunized (%)' and 'Percentage of three-year olds immunized (%)'. 'Average wait times for pediatric medicine, adult medicine and women's health metrics are replaced by Third Next Available Appointment, which is a more accurate measure of access.
- NYC Health + Hospitals has assumed the management of Correctional Health Services. Data for 'Correctional health clinical visits (including intake exams, sick calls, follow-up, mental health and dental)' indicator will be amended. The Department of Health and Mental Hygiene (DOHMH) was the source of published information for this indicator prior to Fiscal 2016.
- NYC Health + Hospitals introduced the following indicators to the Mayor's Management Report: 'Percentage of patients with a substance abuse diagnosis in a jail-based substance abuse program', 'MetroPlus membership', 'Outpatient satisfaction rate (%)', 'Inpatient satisfaction rate (%)' and 'Hospital-acquired Central Line-Acquired Bloodstream Infection (CLABSI) rate.'
- The posted Fiscal 2016 and Fiscal 2017 target for 'Hospital-acquired Central Line-Acquired Bloodstream Infection (CLABSI) rate' is 1. This indicator has a downward desired direction and the target represents the maximum level not to be exceeded.

ADDITIONAL RESOURCES

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