

NYC HEALTH + HOSPITALS

Dr. Mitchell Katz, President and CEO



WHAT WE DO

NYC Health + Hospitals (the System), the largest municipal public health system in the country, includes eleven acute care locations, five post-acute care (skilled nursing) facilities, and over 50 patient care locations of community and school-based health centers (Gotham Health). The System provides comprehensive health care services including preventive and primary care, behavioral health, substance use disorder, trauma, high-risk neonatal and obstetric care, and burn care. The System's acute care hospitals serve as major teaching hospitals. In addition, the System includes a managed care plan called MetroPlus; an Accountable Care Organization that provides Medicare beneficiaries with coordinated care and chronic disease management, avoiding unnecessary duplication of services and preventing medical errors; a Certified Home Health Agency; a Health Home; and Correctional Health Services. NYC Health + Hospitals is New York's single largest provider of care to patients with Medicaid, patients with mental health diagnoses, and the uninsured, serving more than one million New Yorkers within the five boroughs. NYC Health + Hospitals continues to have an important role in caring for the most vulnerable New Yorkers during the COVID-19 pandemic.

FOCUS ON EQUITY

NYC Health + Hospitals' mission is to deliver high quality health care services to all New Yorkers with compassion, dignity, and respect, regardless of income, gender identity, or immigration status. By the very nature of the System's mission, NYC Health + Hospitals provides high quality care to the most vulnerable New Yorkers within the diverse communities it serves, many of whom are uninsured or underinsured. The System advances health equity by consistently addressing social determinants of health, ensuring workforce diversity, and creating models of care that remove barriers for underserved populations experiencing an unjustly disproportionate burden of illness.

For instance, the NYC Care Program ensures that New Yorkers in need of health care services are being connected with affordable, high quality primary, preventive, and specialty care. This access has become even more important, in consideration of the impact the COVID-19 pandemic has on New Yorkers who are not eligible for or cannot afford health insurance. NYC Health + Hospitals also continues to expand MetroPlus membership, offering low to no-cost health insurance options to eligible people living within the five boroughs of New York City who otherwise would not be able to attain insurance.

The System's Correctional Health Services (CHS) is among the City's strongest advocates for social justice, and is a key partner in the broader efforts to reform the criminal legal system. CHS' mission is to diagnose and treat individuals while they are in its care and to provide support, from the first to the last day of incarceration, that will help its patients successfully reenter their communities. To enhance CHS' work in helping patients reenter their community and to advance health and housing equity, CHS has launched Just Home—the city's first permanent, supportive housing for CHS patients who are unhoused but have medical needs that preclude shelter or street living.

Finally, to further address equity through workforce related practices, an advisory group, called the Equity and Access Council, supports the Human Resources Office of Diversity and Inclusion and develops efforts that promote equity among both staff and patients. This Council optimizes the delivery of care and health outcomes for diverse patient populations, with its primary focus to advance racial and social justice to eliminate barriers, promote institutional and structural equities, identify and reduce health disparities, and continuously improve the health of vulnerable communities.

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 Enhance the sustainability of the Health + Hospitals system.

Goal 1c Maximize quality of care and patient satisfaction.

HOW WE PERFORMED

- Unique patient volume remains a key priority at NYC Health + Hospitals, with a total of 581,711 patients seen during the first three months of Fiscal 2023. This decrease from 622,260 patients during the same time in Fiscal 2022 may be attributed to more patients having accessed the System during the increase of COVID-19 cases due to the Delta variant surge last year. At the same time, there was a slight increase in NYC Care Program enrollment, from 100,000 patients in the previous reporting period to 105,070 as of October 2022. The program, which connects New Yorkers who otherwise would not be eligible for or cannot afford health insurance to affordable, high-quality primary care, has continued to surpass the milestone of enrolling 100,000 New Yorkers. The slight increase is due to a perennial multi-lingual public awareness campaign that includes ethnic media, advertising, and community-based outreach. NYC Care partners with 22 community-based organizations that conduct culturally sensitive and ethnically inclusive outreach to prospective NYC Care members across all five boroughs, building trust with communities and educating them about the available benefits of the program. The System will continue to work collaboratively with the community to continue the critical work in achieving health equity for all New Yorkers. The System has also implemented re-enrollment reminders for NYC Care members and is investing in direct enrollment pathways through community partners to increase enrollment of new members and re-enrollment rates of existing ones.
- Follow-up appointments kept within 30 days after behavioral health treatment increased in the desired direction from 42.0 percent in the first four months of Fiscal 2022 to 50.2 percent in during the same period in Fiscal 2023, getting closer to pre-pandemic levels. Over one-third of our facilities are already there with follow-up rates above 60%. The Office of Behavioral Health continues to work with all facilities, with a key focus on ongoing training for new and existing staff about the appropriate workflow to fully document these follow-up appointments in the Electronic Medical Record (EMR). As with so many efforts involving documentation, training is essential, and we continue to grapple with staffing turnover and vacancies that have also been occurring nationwide in healthcare. This challenge impacts the full documentation in the chart and also contributes to more limited access to some of our clinics.
- The HIV patients retained in care metric increased slightly from 81.0% in the previous reporting period to 85.7% as for the same reporting period in Fiscal 2023. The HIV retention metric tracks the ability of our HIV clinical programs to maintain people living with HIV in care, as measured by regular clinical care within an HIV clinic or from an HIV Specialist.
- Eligible women receiving mammogram screening increased to 77.3 percent in the first four months of Fiscal 2023 from 73.0 percent in the same period of Fiscal 2022. Screening rates had originally decreased during pandemic surge periods, primarily due to patients avoiding health care facilities for routine screenings, but have stabilized. Since then, the System has invested in multiple quality improvements to increase screenings by optimizing standard Electronic Medical Record (EMR) patient scheduling workflows, including patient follow-up, and providing system-wide performance data on a monthly basis to remove operational barriers and drive performance.
- The percentage of patients enrolled in care in the first trimester of their pregnancy decreased in the first four months of Fiscal 2023, to 52.5 percent from 58.7 percent in the same period of Fiscal 2022. While the System has seen an increase in women enrolled in care in the third trimester of their pregnancy, this remains an important measure of women's health, and NYC Health + Hospitals is focusing efforts to improve early referral of newly pregnant patients to prenatal clinics for care.
- Individuals who received clinical services from Mental Health Service Corps (MHSC) increased slightly to 2,855 in the first four months of Fiscal 2023, compared to 2,619 in the same period the previous year. MHSC provides three years of high-quality training in evidence-based practice to early career clinicians. Through the first four months of Fiscal 2023, MHSC clinicians served patients at 51 NYC Health + Hospitals' sites across the city. The program also hired 14 new social workers across four boroughs to begin their training with MHSC. A total of 76 percent of service locations included in this program are located in federally designated mental health professional shortage areas. During the pandemic, MHSC members continued to deliver these important services, including both in-person and telehealth mental health services, for patients.
- The volume of total correctional health clinical encounters per 100 average daily population remained similar to the previous reporting period, slightly increasing from 4,140 in the first four months of Fiscal 2022 to 4,266 in Fiscal 2023. The delivery of health services requires the NYC Department of Correction to escort patients to clinic visits and to maintain safe and secure conditions in all clinical areas for the provision of health care.

- NYC Health + Hospitals has continued to place great emphasis on care experience, specifically on engaging patients using MyChart, the electronic patient portal where patients access important information about lab results, appointments, after visit summaries, medical history, medications, immunizations, and other personal health data. MyChart activation decreased to 65.0 percent in this reporting period, from 73.0 percent in the same period of Fiscal 2022. The 73.0 percent metric through the first four months of Fiscal 2022 was the peak of our activation rate since launching MyChart and reflected significant COVID-19 testing volume and patients' ability to easily access their COVID-19 test results. NYC Health + Hospitals has performed above the electronic health record (Epic) safety net average of 47 percent and the total EPIC customer average of 53 percent consistently over this reporting period. The System has maintained an activation rate in the mid-60 percent range which is in the top quarter nationally for several months and expanded the patient portal (MyChart) functionality to focus on patient engagement and utilization (e.g. expanding languages offered). Each facility across NYC Health + Hospitals has encouraged patients to sign up or "activate" their MyChart accounts, to use MyChart to communicate with their care teams, track upcoming appointments, manage medication lists, and request prescription refills. Use of MyChart has a direct correlation with improving patients' experience with their care team, by being able to quickly and efficiently access their health information in a convenient, secure way. The System is expanding MyChart functionality to focus on patient engagement and utilization, by expanding languages offered, for instance.
- During the first four months of Fiscal 2023, the percentage of patients who left emergency departments (EDs) without being seen increased to 4.4 percent from 4.0 percent in the same period of Fiscal 2022. During the pandemic, there was a decrease in overall ED utilization, with associated declines in the percentage of patients who left the EDs without being seen. At this point in the pandemic, overall ED utilization has continued to increase back to pre-pandemic levels. With this progressive rise, there has been an associated increase in the percentage of patients who left the EDs without being seen. NYC Health + Hospitals is exploring additional efforts to decompress patient volume in the System's EDs through telemedicine to mitigate this.
- Financial sustainability and ability to provide care to all New Yorkers, regardless of their ability to pay, remained consistent during the first four months of Fiscal 2023. The ratio of patient care revenue to expenses was 73.0 percent during the first three months of Fiscal 2023, compared to 74.0 percent in the same period of Fiscal 2022. In the same vein, net days of revenue for accounts receivable decreased to 50 for this reporting period from 59 in the same period of Fiscal 2022. We continue to work on denial mitigation to optimize collections from insurance carriers, which the net days of revenue for accounts receivable will hopefully continue to reflect. Likewise, MetroPlus membership continues to increase, to 692,681 during this reporting period of Fiscal 2023, from 631,428 as of the same period of Fiscal 2022. This increase is a result of the ongoing commitment to identify and connect Medicaid eligible people in the communities we serve to MetroPlus, including a larger proportion of City workers, encouraging them to obtain necessary coverage.
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- The percentage of patients diagnosed with diabetes who have controlled blood sugar increased to 68.0 percent this reporting period of Fiscal 2023 from 65.8 percent during the same period in Fiscal 2022. This improvement is a direct result of having patients come back to their in-person primary care visits more regularly. Throughout the pandemic

there was a decline in A1c control due to less face-to-face visits, with this metric reaching a low of 59.9 percent in February 2021. Since then, there has been more steady improvement, and NYC Health + Hospitals has achieved a higher rate than pre-pandemic levels.

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	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
★ Unique patients	1,153,089	1,148,019	1,110,039	↑	↑	622,260	581,711
Unique primary care patients (seen in the last 12 months)	445,672	389,505	413,908	*	*	NA	420,196
★ Uninsured patients served	378,104	304,174	391,810	↓	↓	NA	191,958
★ eConsults completed	171,569	322,229	404,406	↑	↑	NA	128,272
Telehealth visits	289,238	1,008,900	684,066	*	*	NA	198,075
★ Eligible women receiving a mammogram screening (%)	63.5%	70.5%	72.7%	80.0%	80.0%	73.0%	77.3%
★ HIV patients retained in care (%) (annual)	81.6%	85.0%	82.1%	85.0%	85.0%	81.0%	85.7%
Calendar days to third next available new appointment - adult medicine	13.0	10.3	12.0	14.0	14.0	13.0	11.0
Calendar days to third next available new appointment - pediatric medicine	9.0	6.5	12.0	5.0	5.0	13.0	15.0
★ NYC Care enrollment	28,151	69,309	113,178	↑	↑	100,000	105,070
★ Patients enrolled in care in the 1st trimester of pregnancy	62.5%	61.2%	55.0%	↑	↑	58.7%	52.5%
★ Follow-up appointment kept within 30 days after behavioral health discharge (%)	56.68%	44.59%	48.08%	↑	↑	42.07%	50.20%
Correctional health patients with a substance use diagnosis that received jail-based contact (%)	94%	91%	87%	90%	90%	83%	84%
Total correctional health clinical encounters per 100 average daily population	15,675	14,999	12,170	*	*	4,140	4,226
Individuals who received clinical services from Mental Health Service Corps behavioral health clinicians	2,749	5,874	5,494	4,950	4,950	2,619	2,855
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 1b Enhance the sustainability of the Health + Hospitals system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Patients who left Emergency Department without being seen (%)	6.9%	3.5%	5.2%	4.0%	4.0%	4.0%	4.4%
★ Net days of revenue for accounts receivable	71.3	59.9	49.7	42.0	42.0	59.0	50.0
Patient care revenue/expenses (%)	61.6%	74.0%	74.8%	60.0%	60.0%	74.1%	73.0%
★ MetroPlus Health Plan medical spending at Health + Hospitals (%)	39.9%	39.3%	42.4%	↑	↑	40.5%	41.3%
★ MetroPlus membership	560,212	620,041	648,369	↑	↑	631,428	692,681
★ Insurance applications submitted by Health + Hospitals staff (monthly average)	NA	7,895	6,667	↑	↑	7,333	6,903
Percentage of uninsured patients enrolled in insurance or financial assistance	NA	70%	88%	*	*	NA	84%
★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None							

Goal 1c Maximize quality of care and patient satisfaction.

Performance Indicators	Actual			Target		4-Month Actual	
	FY20	FY21	FY22	FY23	FY24	FY22	FY23
Inpatient satisfaction rate (%)	63.0%	65.7%	62.9%	65.8%	65.8%	64.1%	61.2%
Outpatient satisfaction rate (%)	83.6%	84.5%	85.2%	85.4%	85.4%	84.5%	84.5%
MyChart Activations (%)	20%	69%	69%	50%	50%	73%	65%
Patients receiving a defined set of medical services to treat sepsis within three hours of presentation (%)	NA	NA	NA	*	*	NA	NA
★ Patients diagnosed with diabetes who have appropriately controlled blood sugar (%)	64.6%	63.7%	65.3%	↑	↑	65.8%	68.0%
★ Post-acute care satisfaction rate (%)	86.7%	81.9%	80.9%	86.3%	86.3%	NA	NA
Overall safety grade - acute care	64.0%	NA	69.0%	*	*	NA	64.0%
Overall safety grade - post-acute care (%)	70.0%	NA	64.0%	*	*	NA	50.0%
Overall safety grade - ambulatory care (D & TC)(%)	42.0%	NA	48.0%	*	*	NA	48.0%
Total System Council of Community Advisory Board meetings held over the year	NA	NA	10	*	*	NA	2
Total facility-specific Community Advisory Board meetings held over the year	NA	NA	190	*	*	NA	42

★ Critical Indicator ● Equity Indicator "NA" Not Available ↑↓ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2022 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY20	FY21	FY22	FY23	FY23 ¹	FY24 ¹	FY22	FY23
Expenditures (\$000,000) ²	\$8,581.6	\$11,134.0	\$12,742.1	\$8,873.6	\$9,822.1	\$9,212.9	\$3,737.2	\$3,252.4
Revenues (\$000,000)	\$9,373.0	\$11,920.6	\$13,474.5	\$9,626.7	\$10,572.8	\$9,976.1	\$3,581.8	\$3,188.0
Personnel	39,765	40,062	38,497	37,272	37,272	37,272	39,731	39,055
Overtime paid (\$000,000)	\$198.9	\$192.3	\$192.3	\$164.3	\$171.2	\$192.3	\$73.8	\$79.6
Capital commitments (\$000,000)	\$531.9	\$369.6	\$543.7	\$799.8	\$839.2	\$424.7	\$93.8	\$117.8

¹January 2023 Financial Plan. ²Expenditures include all funds "NA" - Not Available

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY22 ¹ (\$000,000)	January 2023 Financial Plan FY23 ² (\$000,000)	Applicable MMR Goals ³
001 - Lump Sum Appropriation (OTPS) ¹	\$2,269.6	\$1,785.3	All

¹These figures are limited to the City's contribution and planned contribution respectively. ²Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2022. Includes all funds. ³Includes all funds ⁴Refer to goals listed at front of chapter "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Data for 'Patients receiving a defined set of medical services to treat sepsis within three hours of presentation (%)' remains unavailable. Data for this measure is reported by the New York State Department of Health and stopped in March 2020.

ADDITIONAL RESOURCES

- For more information on NYC Care, please visit:
www.nyccare.nyc

For more information on the agency, please visit: www.nyhealthandhospitals.org

