

NYC HEALTH + HOSPITALS

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WHAT WE DO

NYC Health + Hospitals, the largest municipal hospital and health care system in the country, includes 11 acute care hospitals, six Gotham Health neighborhood health centers, five skilled nursing facilities, and more than 60 community and school-based health centers. NYC Health + Hospitals provides comprehensive healthcare including behavioral health, substance abuse, trauma, high-risk neonatal and obstetric care and burn care. NYC Health + Hospitals' acute care hospitals serve as major teaching hospitals. In addition to the above services, the health and hospitals system includes MetroPlus (a managed care plan); an Accountable Care Organization; and a Certified Home Health Agency. Over 1.1 million New Yorkers received health services at an NYC Health + Hospitals facility in Fiscal 2017. NYC Health + Hospitals is the City's single largest provider of care to Medicaid patients, mental health patients, and the uninsured.

FOCUS ON EQUITY

NYC Health + Hospitals' mission is to provide quality health care to all New Yorkers with the dignity and respect that all patients deserve, regardless of income, race, or immigration status. NYC Health + Hospitals is undertaking major reforms to support the sustainability of its mission including better integrated patient care to reduce avoidable hospitalizations, implementing Epic electronic medical record and revenue cycle systems and launching an enterprise resource planning software system.

Seven NYC Health + Hospitals facilities were recognized as one of the best hospitals for heart failure, and three as the best in chronic pulmonary disease care by U.S News & World Reports for 2017-18. Access to comprehensive, high quality services for lesbian, gay, bisexual, transgender, and queer or LGBTQ New Yorkers is a top priority. All NYC Health + Hospitals facilities received the 2017 Leader in LGBTQ Healthcare Equality designation, which marks the third consecutive year the Human Rights Campaign recognized NYC Health + Hospitals for having policies and practices related to the equity and inclusion of LGBTQ patients, visitors and employees.

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 IN FISCAL 2017

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.

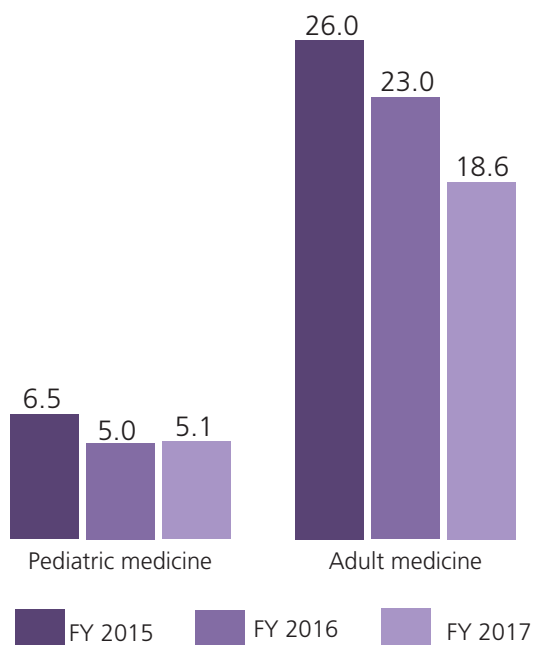
The percent of both adult and pediatric asthma patients with emergency room revisits increased slightly between Fiscal 2016 and Fiscal 2017. NYC Health + Hospitals/OneCity Health launched a program to reduce avoidable hospitalizations among children through home visits to identify asthma triggers in their environment. As of August 2017, over 500 home assessments have been completed and several hundred more are planned for the remainder of the year.

In Fiscal 2017, the rate of hospital-acquired Central Line-Associated Bloodstream Infections (CLABSI) increased to 1.47 from 0.90 the year before. This increase is the result of a change in methodology and reporting requested by the Centers for Disease Control and Prevention's (CDC) National Healthcare Safety Network (NHSN).

NYC Health + Hospitals has employed several strategies to improve wait times including streamlining the registration process and expanding hours and days of operation. Access to adult medicine is improving with the days to the third next available new appointment falling from 23.0 days to 18.6 days in Fiscal 2017. The same indicator for pediatric medicine increased slightly from 5.0 to 5.1 days.

Patient cycle time is reported as the median number of minutes, from check-in to the end of a clinic visit. The cycle time for adult medicine decreased from 88 minutes in Fiscal 2016 compared to 79 minutes in Fiscal 2017. From Fiscal 2016 to Fiscal 2017, pediatrics cycle time remained stable at 70 minutes in both Fiscal 2016 and Fiscal 2017, and women's health increased from 76 minutes to 88 minutes between Fiscal 2016 and Fiscal 2017

Calendar days to third next available new appointment



Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Eligible women receiving a mammogram screening (%)	73.9%	75.6%	77.8%	76.4%	75.4%	80.0%	80.0%	Neutral	Up
★ Emergency room revisits for adult asthma patients (%)	6.0%	6.2%	6.1%	6.2%	6.9%	5.0%	5.0%	Up	Down
★ Emergency room revisits for pediatric asthma patients (%)	3.8%	2.9%	3.1%	3.2%	3.6%	3.2%	3.2%	Neutral	Down
Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 30 days (%)	6.5%	7.4%	7.4%	6.8%	7.1%	8.5%	8.5%	Neutral	Down
Hospital-acquired Central Line-Associated Bloodstream Infection (CLABSI) rate	1.133	0.890	0.940	0.900	1.470	1.000	1.000	Up	Down
★ HIV patients retained in care (%) (annual)	84.3%	86.6%	86.1%	85.7%	83.5%	85.0%	85.0%	Neutral	Up
Calendar days to third next available new appointment - adult medicine	NA	NA	26.0	23.0	18.6	14.0	14.0	NA	Down
Calendar days to third next available new appointment - pediatric medicine	NA	NA	6.5	5.0	5.1	5.0	5.0	NA	Down
Patient Cycle Time - Adult Medicine (minutes)	NA	NA	NA	88	79	60	60	NA	Down
Patient Cycle Time - Pediatrics (minutes)	NA	NA	NA	70	70	60	60	NA	Down
Patient Cycle Time - Women's Health (minutes)	NA	NA	NA	76	88	60	60	NA	Down

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

Goal 1b Increase the number of patients served.

NYC Health + Hospitals provided healthcare services to 1,133,984 unique patients in Fiscal 2017, a decrease of 3.0 percent from the previous year. The number of uninsured patients decreased 2.4 percent, from 425,089 in Fiscal 2016 to 414,738 in Fiscal 2017, a result of more patients being insured through the Affordable Care Act.

Enrollees at MetroPlus totaled 503,044 in Fiscal 2017, increasing from 501,134 or 0.4 percent over Fiscal 2016. NYC Health + Hospitals is committed to increasing its MetroPlus market share. To increase enrollment, MetroPlus has increased its marketing efforts and engaged in several initiatives that focus on member retention, member engagement and provider satisfaction.

Seven NYC Health + Hospitals facilities have been designated “Baby-Friendly” by the World Health Organization and the United Nations Children’s Fund for providing new moms with the information, confidence, and skills they need to successfully breastfeed their babies. All eleven facilities provide high-quality prenatal care, labor and delivery services and comprehensive gynecology, women’s health and primary care outpatient services. The percent of prenatal patients retained in care through delivery decreased slightly from 87.0 percent for Fiscal 2016 to 86.1 percent in Fiscal 2017.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ Number of unique patients	1,169,326	1,176,275	1,172,405	1,168,663	1,133,984	↑	↑	Neutral	Up
★ MetroPlus membership	429,931	468,020	472,251	501,134	503,044	↑	↑	Up	Up
★ Uninsured patients served	475,627	469,239	421,647	425,089	414,738	↓	↓	Down	Down
★ Prenatal patients retained in care through delivery (%)	83.0%	85.5%	87.1%	87.0%	86.1%	90.0%	90.0%	Neutral	Up
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

Goal 1c Maximize quality of care and patient satisfaction.

In Fiscal 2017, the general care average length of stay was 5.4 days, an increase from 5.2 days in Fiscal 2016. NYC Health + Hospitals has implemented a number of initiatives to minimize hospital stays including identifying services best suited for ambulatory settings, better discharge planning and transitions to care.

The total number of correctional health clinical visits decreased from 674,825 in Fiscal 2016 to 637,966 in Fiscal 2017. Decreases in jail admissions and improvements in scheduling have reduced the overall number of clinical visits in the past year.

Performance Indicators	Actual					Target		Trend	
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	5-Year	Desired Direction
★ General care average length of stay (days)	5.0	5.0	5.1	5.2	5.4	4.9	4.9	Neutral	Down
★ Net days of revenue for accounts receivable	48.3	54.6	57.2	51.1	43.4	56.0	56.0	Neutral	Down
Inpatient satisfaction rate (%)	58.0%	60.0%	63.0%	62.0%	61.0%	65.0%	65.0%	Neutral	Up
Outpatient satisfaction rate (%)	76.5%	76.9%	77.6%	77.8%	81.3%	80.0%	80.0%	Neutral	Up
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health and dental)	858,172	802,405	769,459	674,825	637,966	*	*	Down	*
Patients with a substance abuse diagnosis in a jail-based substance abuse program (%)	NA	NA	10.0%	10.0%	9.0%	*	*	NA	*
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None					

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY13	FY14	FY15	FY16	FY17	FY17	FY18	
Expenditures (\$000,000) ³	\$6,314.8	\$6,440.5	\$6,874.7	\$7,571.5	\$7,449.2	\$8,079.3	\$7,222.1	Up
Revenues (\$000,000)	\$6,603.2	\$6,728.1	\$7,417.7	\$8,046.3	\$7,862.8	\$8,264.9	\$7,472.2	Up
Personnel	37,435	37,857	38,748	39,443	37,575	38,713	37,575	Neutral
Overtime paid (\$000,000)	\$133.0	\$136.7	\$143.5	\$144.7	\$141.7	\$153.6	\$153.6	Neutral
Capital commitments (\$000,000)	\$307.9	\$242.2	\$106.6	\$203.5	\$197.6	\$867.9	\$789.8	Down

¹Actual financial amounts for the most current fiscal year are not yet final. ²Authorized Budget Level, including Transformation Plan and prior-year cash rollovers.
³Expenditures include all funds.
 "NA" - Not Available *None

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 FY16 ² (\$000,000)	Modified Budget FY17 ³ (\$000,000)	Applicable MMR Goals ⁴
001 - Lump Sum Appropriation (OTPS) ¹	\$1,359.1	\$738.0	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, 2016. Includes all funds. ³City of New York Adopted Budget for Fiscal 2017, as of June 2017. Includes all funds. ⁴Refer to agency goals listed at front of chapter.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator name of 'Hospital-acquired Central Line-acquired Bloodstream Infection (CLABSI) rate' was revised to 'Hospital-acquired Central Line-Associated Bloodstream Infection (CLABSI) rate' to more accurately reflect the underlying data.
- Three new indicators reporting patient cycle time have been introduced for the Fiscal 2017 MMR. These indicators are revised measures for cycle times reported in reports published prior to 2016. Cycle time is defined as the median time in minutes between patient check-in (marked "arrived") and departure (marked "complete") in the last month of the period, weighted by the number of visits per service. Cycle time excludes patients arriving more than 10 minutes late for scheduled appointment. Patient cycle time is presented for three service lines: Adult Medicine, Pediatrics, and Women's Health. Women's Health may include OB, GYN, and/or Family Health services. Epic, a patient electronic health record platform, is being introduced to all NYC Health + Hospitals facilities. Sites included in the patient cycle time measure will vary based on Epic rollout periods. For Fiscal 2017, data for NYC Health + Hospitals/Coney Island are not available. Fiscal 2016 excludes data for NYC Health + Hospitals/Queens and for NYC Health + Hospitals/Elmhurst.
- Fiscal 2016 actual figures for expenditure and revenue were revised based on final, reconciled cash expenditure and revenue figures. Fiscal 2017 Plan figures were revised to reflect changes to Health + Hospitals financial plan projections since the last PMMR.

ADDITIONAL RESOURCES

- OneNYC Health Care for Our Neighborhoods: <http://www1.nyc.gov/assets/home/downloads/pdf/reports/2016/Health-and-Hospitals-Report.pdf>

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