
***NEWYORK-PRESBYTERIAN HOSPITAL
2005 COMMUNITY SERVICE PLAN
ANNUAL IMPLEMENTATION REPORT***

July 2006

NEWYORK-PRESBYTERIAN HOPITAL
2005 COMMUNITY SERVICE PLAN

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I. INTRODUCTION

This document represents NewYork-Presbyterian Hospital's (NYP Hospital) **2005 Community Service Plan Annual Implementation Report**. This report meets the requirements of the State's Health Care Reform Act of 1996 which calls for a comprehensive Community Service Plan to be submitted every third year, and a brief annual implementation report for each subsequent year within that period. In summary, this report reflects NYP Hospital's strong adherence to its mission and vision, and demonstrates its commitment to providing comprehensive, compassionate, and high quality health care to the community.

BACKGROUND AND OVERVIEW

NewYork-Presbyterian Hospital, formed by the merger of the former New York Hospital and the Presbyterian Hospital in the City of New York in January of 1998, is a 2,224-bed, 501(c)(3) not-for-profit, academic medical center. It is committed to the unique and complex mission of patient care, teaching, research, and community service. In 2005, NYP Hospital discharged over 107,000 patients, including 11,800 births; and served over 1.7 million outpatient visits. The Hospital offers a full range of services from primary through quaternary care. NYP Hospital's two affiliated medical schools, the Columbia University College of Physicians & Surgeons, and the Joan and Sanford I. Weill Medical College of Cornell University, conduct more than \$445 million in research, one of the largest concentrations of medical and health research in the world. The Hospital has over 117 fully accredited training programs and approximately 1,500 full-time equivalent residents and fellows. NYP Hospital provides state-of-the-art inpatient, ambulatory, and preventive care in all areas of medicine at its five centers:

- NewYork-Presbyterian Hospital/Columbia University Medical Center
- NewYork-Presbyterian Hospital/Weill Cornell Medical Center
- Morgan Stanley Children's Hospital of NewYork-Presbyterian
- Allen Pavilion
- NewYork-Presbyterian Hospital/Payne Whitney Westchester

An integral component of NYP Hospital is The Ambulatory Care Network (ACN). The ACN consists of 15 primary care sites and 65 specialties. The ACN offers primary care services in obstetrics and gynecology, pediatrics, internal medicine, family medicine and geriatrics and numerous sub-specialty care services. Comprehensive primary care, reproductive health care and family planning services are provided in school-based clinics. Primary and specialty services are provided in locations throughout the NYP Hospital's service communities.

NewYork-Presbyterian Hospital also serves as the academic and tertiary hub of the NewYork-Presbyterian Healthcare System (the System), an extensive network of affiliated and sponsored health care providers spanning across the New York

Metropolitan Area. Currently, the System is comprised of 30 acute care hospitals located throughout the Tri-State region and four additional sites located in Texas, as well as long-term care facilities, home-health agencies, ambulatory sites, and specialty institutions. Collectively, the System serves nearly 25% of the patients in the Metropolitan area.

II. MISSION, VISION AND STRATEGIC GOALS

As a not-for-profit academic medical center, NewYork-Presbyterian Hospital is committed to its unique and complex mission of providing the highest quality patient care, teaching, research, and community service. The "Statement of Vision and Strategic Goals" was developed jointly in 2001 by the hospital's Board of Trustees, leadership representatives, and senior management team and continues to provide NYP Hospital's direction for the future. The vision statement was developed to respond to the changing healthcare environment and provides a vehicle through which the Hospital can set priorities for new initiatives and investments. At the core of the Hospital's vision is its commitment to quality—the combination of the highest standard of patient care, education and research, along with sound financial performance.

The long-term vision of NYP Hospital is to sustain its leadership position in the provision of world class patient care, teaching, research, and service to local, state, national, and international communities. NYP Hospital continues to achieve its vision by focusing on the following five strategic initiatives, which serve as the framework for the Hospital's Strategic Plan and drive investment, management, and operational decision-making.

- **People Development** – a commitment to staff, through the hiring and retaining of qualified individuals; providing ongoing skills development and training; and offering opportunities for career growth. This leads to increased job satisfaction which has a positive impact on the overall patient care experience.
- **Strategic Growth** – growing the right type of services, in the right ways, at the right time to provide the mix of care that will best serve the patients.
- **Performance Excellence** – to provide patients with the best care while remaining financially sound, the Hospital remains focused on quality, compassionate service, and efficiency. A variety of tools and best practices are applied to develop goals, achieve targets, and measure results.
- **Information Technology** – the efficient operations of the Hospital, dependant on the development and use of systems which help ensure high quality patient care. Information technology is used to facilitate timely, accurate, and secure patient information and reduce error.
- **Innovation** – the development of clinical breakthroughs and technologies to patients, as well as developing new and innovative idea strategies to develop high quality patient care.

III. NEEDS ASSESSMENT AND STRATEGIC PLAN

As described in the 2004 Community Service Plan (Comprehensive Report), NYP Hospital remains committed to a formal strategic planning process designed to contribute to the achievement of its vision. Central to the strategic planning process is an organizational infrastructure based on disease-specific service lines and Centers of Excellence. Service lines represent an integrated and coordinated system of clinical care that serve as the mechanism for the organization, management, and delivery of a comprehensive continuum of services around a specific disease entity or patient population. Service lines established or under development include:

Behavioral Health, Cardiac, Children's, Digestive Diseases, Emergency Medicine, General Medicine, Neuroscience, Oncology, Orthopedics, Transplant, Geriatrics, Vascular and Women's Health.

Using disease-specific service lines as the foundation upon which to plan for the Hospital's future, the service line planning process ensures structured business discipline, as it centers around the development of strategic, business, capital, and physician recruitment plans. The planning process is designed to address areas of need over the next 5-10 years, involving space, technology, and program growth; and will result in the selection of investment priorities targeted to achieving the Hospital's goals of improved quality, growth, and cost-effectiveness.

These plans are revisited annually by the Board of Trustees, leadership representatives and senior management to ensure that the Hospital's goal and visions are being achieved. In 2005, NYP Hospital developed two additional strategic plans as part of its comprehensive long term direction, as well as a comprehensive community needs assessment:

Ambulatory Care Strategic Plan – The objectives of the project, completed in 2005, were to ensure that the delivery of ambulatory care services are aligned with community needs. Given constraints imposed by current health care financing models, this plan yielded recommendations to right-size primary care and specialty hospital ambulatory services with respect to financial feasibility, community placement, clinical needs, and alignment with hospital and school strategies

Allen Pavilion Strategic Plan – NYP Hospital's formal strategic planning process for its Allen Pavilion campus continued through 2005, with a final plan completed mid-2006. The process involved a multi-disciplinary team of individuals comprised of operations, strategy, physician, nursing, finance, quality and ambulatory care network leadership. The plan will be focused on developing and implementing strategies to achieve Allen's vision of being a premier academic community hospital by offering services that meet the needs of the residents of Allen Pavilion's community and surrounding neighborhoods and by becoming a strong partner and integrated member of NYP/Columbia.

Community Health Needs Assessment – NYP Hospital recently completed a formal community health needs assessment that combined the tools of Public Health with the expertise of the local community. Members of the Community Advisory Board were

integrally involved in the planning process. This Assessment will lead to an evidenced based service enhancement to NYP Hospital's community.

IV. COMMITMENT TO THE COMMUNITY

Community Participation

NYP Hospital is committed to serving the vast array of neighborhoods comprising its service area and recognizes the importance of preserving a local community focus to effectively meet community need. The Hospital adheres to a single standard for assessing and meeting community need, while retaining a geographically-focused approach for soliciting community participation and involvement and providing community outreach.

The Hospital has ensured continued community participation and outreach activities through linkages with the NewYork-Presbyterian Community Health Advisory Council, NewYork-Presbyterian/Columbia Community Health Council, the NewYork-Presbyterian/Weill Cornell Community Advisory Board, the Westchester Division Consumer Advocacy Committee, and the Allen Pavilion Community Task Force.

V. COMMUNITY SERVICE: KEY 2005 ACCOMPLISHMENTS

ASTHMA

- ***Washington Heights-Inwood Network (WIN)*** – Created in December 2005, Washington Heights-Inwood Network for Asthma of NYP Hospital is a 4-year program funded by the Merck Childhood Asthma Network. The program seeks to strengthen community-wide asthma management for children by building a care coordination “network”, and thus reduces asthma-related hospitalizations, Emergency Department visits and school absences. WIN for Asthma works directly with high risk asthmatic children and parents, community based organizations, local schools and day care centers, community health care providers (including our Ambulatory Care Network practices and Morgan Stanley Children's Hospital of NewYork-Presbyterian Hospital (MSCHONY) providers), and managed care organizations to optimize the care of children with uncontrolled asthma in our area.

BEHAVIORAL HEALTH

- ***Comprehensive Eating Disorder Center*** – NYP Hospital was designated as a Comprehensive Eating Disorder Center by the New York State Department of Health. NYP Hospital is collaborating with the New York Psychiatric Institute and Schneider Children's Hospital-LIJ North Shore Medical Center in establishing a regional Eating Disorder Center focused on prevention, treatment, and research.
- ***Planetree Model of Care*** – Implementation of the Planetree model of patient-centered care began in early 2004. By the end of 2005, over 750 staff members of the Hospital participated in a day long retreat and received training in creating a holistic, compassionate environment for patients and families.

CANCER

- **Breast Cancer Awareness Month** – In October 2005, NYP Hospital sponsored Breast Cancer Awareness tables in the lobbies at NewYork-Presbyterian/Weill Cornell and NewYork-Presbyterian/Columbia. Patients, family, and staff receive information on breast cancer prevention and early detection programs, as well as information on smoking cessation, provided by the NYP Hospital Cancer Prevention Program.
- **Colorectal Cancer Prevention** – In March 2005, colorectal cancer prevention was addressed in an outdoor public education event organized by the Jay Monahan Center for Gastrointestinal Health at NYP Hospital. This annual event included a free health fair with information on colon cancer screening, nutritional strategies, and giveaways. In addition, the Cancer Research and Prevention Foundation provided a giant walk-through colon for people to explore and learn about the digestive process and treatment, prevention and detection of colon cancer.
- **Dermatology** – The Department of Dermatology conducted its annual free skin cancer screening. In May 2005, Skin Cancer/Melanoma Awareness month was observed by NewYork-Presbyterian/Weill Cornell in conjunction with the American Cancer Society, the American Academy of Dermatology and the Skin Cancer Foundation. The event drew participants from the surrounding area. Over 150 people were screened and referrals were made for follow up and more comprehensive testing.
- **Lung Cancer Awareness** – In November 2005, NYP Hospital sponsored lung cancer awareness tables located in the lobbies at NewYork-Presbyterian/Weill Cornell and NewYork-Presbyterian/Columbia. Patients, family, and staff received information on lung cancer prevention and early detection programs, as well as information on smoking cessation, provided by the NYP Hospital Cancer Prevention Program, the International Early Lung Cancer Action Program and the Manhattan Tobacco Cessation Program.
- **Prostate Cancer** – Annual free prostate cancer screening were held at NewYork-Presbyterian/Columbia in October of 2005 with the participation of over 250 men.
- **Skin Cancer Awareness Month** – In May 2005, a skin cancer awareness and prevention window display at Rockefeller Center was donated to the NYP Hospital Cancer Prevention Program by Executive Health Exams International. Free skin cancer screenings were also offered at NYP Hospital at both campuses.

CHILDREN'S HEALTH

- **Adolescent Tobacco-Use Prevention and Cessation Program** – The NYP Hospital Center for Community Health and Education operates a NYS-funded initiative that targets Northern Manhattan students in grades 7 and 10 with a 3-session classroom educational curriculum, small group education and counseling, and individual counseling for students identified as tobacco users. In the 2004-2005 academic year,

the program provided 122 classroom presentations for 3,172 students and 44 small group prevention education sessions for 265 students. In November, 2005, the video “Master Anti-Smoker” created by students participating in the NYP Hospital school-based program, was presented at a film festival held in the Bronx Museum of the Arts.

- ***Child Crisis Psychiatric Evaluation Program (CPEP)*** - A ribbon cutting ceremony was held on January 13, 2005 for the Child Crisis Psychiatric Evaluation Program on 8 North of the Morgan Stanley Children’s Hospital of NewYork-Presbyterian Hospital (MSCHONY). The three bed unit is for patients awaiting placement in acute care psychiatric facilities or outpatient treatment. The unit is the first fully dedicated Child CPEP program in the country and since the opening of the unit there have been no situations requiring use of non-clinical sedation or restraints on a child.
- ***Child Sight Vision Program*** – Since 1994, the NYP Hospital Center for Community Health and Education has partnered with Helen Keller International and the Columbia University Department of Ophthalmology to provide vision screening services and eyeglasses for northern Manhattan adolescents. In the 2004-2005 school year, the Child Sight Program provided 1,006 students with screening, and 327 of these students received free eyeglasses on the same day.
- ***Community-Based Adolescent Pregnancy Prevention Program (CBAPP)*** – In the 2004-2005 academic year, 132 classroom adolescent pregnancy prevention sessions reached nearly 1,000 7th and 8th grade students at Washington Heights’ IS 143. The program provides reproductive health information, reinforces abstinence, and supports the development of communication and negotiation skills. In 2005, NYP Hospital Center for Community Health and Education received increased funding from the New York State Department of Health to expand the CBAPP program to Washington Heights’ IS 52, with an emphasis on reaching high-risk males.
- ***Get on Board with Child Safety*** - In March 2005, MSCHONY partnered with Dorel Juvenile Group USA and the National Association of Children’s Hospitals in a campaign to promote children’s safety in cars and in their homes.
 - ***Livery Cab Fair*** - The campaign officially launched at a Livery Cab Health Fair on April 2, 2005 at MSCHONY. In an effort to reduce injuries to children in taxi-related crashes in New York City, more than 300 booster car seats were issued to cab drivers in the Washington Heights, Inwood and Harlem neighborhoods.
 - ***Home Safety Make-Over*** - *Get on Board with Child Safety* also sponsored several ongoing educational events such as the *Home Safety Make-Over* in which parents and caregivers learned how to protect their children from unintentional injuries in and around their own homes. MSCHONY representatives worked closely with local families in participating cities to help them eliminate common household hazards.

- **Home Safety Kits** - In a similar effort, Dorel Juvenile Group USA's Safety 1st brand donated 10,000 Secure Solutions Childproofing Kits which were distributed in our Ambulatory Care clinics, our community-based organizations, and in clinics affiliated with member hospitals of the Children's Health System.
- **Healthy Schools, Healthy Families (HSHF)** – HSHF Coalition is a school linked health promotion program for medically underserved children in New York City. The HSHF Coalition is comprised of over fifteen community-based, local government, public, and private partners in conjunction with the New-York Presbyterian/Columbia and NewYork-Presbyterian/Weill Cornell. The HSHF program was initiated in September 2004 at five elementary schools in Washington Heights (PS 4, 128, 132, 152) and Harlem (PS 180). In 2005, two additional sites were added in East Harlem (PS 102, 206). The program serves over 5,300 children, ensures every child has health insurance, receives up to date immunization and screenings, and has access to coordinated medical and social services to address chronic conditions and high risk behaviors.
- **Injury and Violence Prevention Center (IVPC)** - The Injury and Violence Prevention Center (IVPC) is dedicated to reducing the burden of injury, and resulting disability and death, to children, especially those in the Washington Heights and Inwood neighborhoods of New York City. Initiatives and interventions are designed using an assets-based approach to injury prevention that includes collaboration with community organizations and leaders, governmental agencies, health care providers, parents, educators and others who are committed to building a community that is safe and to keeping our children injury free. The IVPC is a program of the division of Community Pediatrics at Morgan MSCHONY and a member of the Injury Free Coalition for Kids[®], a national program of the Robert Wood Johnson Foundation.
 - **Childhood Injury Prevention** – Since 2003, over 100 parents at local Head Starts have participated in the *Injury Prevention Parent Workshop Series*, a curriculum developed by the IVPC to provide parents with information on how to prevent and reduce childhood injuries. The curriculum focuses on the following topics: introduction to childhood injuries, playground safety, pedestrian and child passenger safety, safety on wheeled toys, and safety in the home. In addition, hundreds of community parents have participated in individual safety workshops provided by the IVPC. In 2005, the *Injury Prevention Parent Workshop Series* curriculum was integrated into the pediatric resident rotation. The residents provided one session per month to parents in local Head Start Program and Early Head Start Programs.
 - **Playground Projects** – Since 2002, the IVPC has established strong partnerships with many local and public schools and has assisted seven elementary schools to build safe playgrounds for their students. In 2005, playgrounds were renovated at PS 187, PS 28, PS 178, PS 178 Children's Village and PS 123.

- ***Pediatric Emergency Department Health Fair*** – Children from schools in the local community attended the 6th Annual Pediatric Steven Z. Miller Emergency Medicine Health Fair held on May 19, 2005. The fair was held in the Wintergarden Atrium at MSCHONY and educated over 600 children on the importance of staying healthy through fun and interactive activities. Booths focused on various health and medical topics such as safety, child abuse, eating healthy, bike safety, and protecting skin from the sun.
- ***Reach Out and Read (ROR) Health Literacy Fair*** – National non-profit literacy organization's (ROR) program in our Ambulatory Care Pediatric Practices promotes early literacy by bringing new books and advice to parents about the importance of reading aloud to their young children. May 21, 2005 marked the ROR Health Literacy Fair at the MSCHONY Wintergarden Atrium. The event sponsored by New York Community Health Plan featured a guest author and various professionals who read out loud to the young participants. Approximately 100 children attended the event. Many books were distributed to the delight of the community.
- ***School-Based Health Centers (SBHCs)*** – The SBHCs operated by the Center for Community Health and Education provided a multidisciplinary service model that integrates primary care, mental health, and health education in five Northern Manhattan high schools and intermediate schools. The five school programs are George Washington High School and Intermediate Schools 52, 143, and 164 in Washington Heights; and at the former IS 136 site in Central Harlem that now contains four mini-schools for grades 7-12. All services are free of charge to the patient. For many adolescents, the SBHCs meet needs that would otherwise go unaddressed. In the 2004-2005 academic year SBHC served 9,000 students who with a total of 38,934 visits throughout the five schools. In a new program, the SBHCs are among the first in New York State to offer psychiatric evaluations on site, rather than by referral to the main hospital.
- ***WCBS Newsradio 880*** - the flagship station of the CBS Radio Network month-long series "IT'S ALL ABOUT THE KIDS", featuring the physicians, staff, and families of the Morgan Stanley Children's Hospital of New York Presbyterian concluded on December 16, 2005. The program focused on important children's health issues. The topics covered Injury Prevention, Mental Health/Learning Disabilities, Asthma/Respiratory, and Obesity/Nutrition. On December 12, 2005 the station hosted an on-air fund-raising effort for Morgan Stanley Children's Hospital which raised over \$12,000.
- ***Youth Track and Field & Wellness Jamboree*** – MSCHONY, the New York Road Runner Foundation and the Amory Foundation once again teamed up for four family-oriented all day track and field competition and health fair events during the 2004 - 2005 school year. This marked the 2nd anniversary of the Jamboree. The event addressed the city's tremendous need to educate children and parents about exercise, wellness and preventative health, while providing an engaging fun outlet for youth of all size, shape and athleticism.

- **Youth Violence Prevention** – In 2004-2005 approximately 118 community parents in local ion programs, substance rehabilitation programs, and parent associations participated in the *Youth Violence Prevention: A Guide for Parents* workshop, developed by the IVPC in response to various fatal and non fatal incidents involving youth in the community. The two-hour workshop provided parents the opportunity to discuss issues about why youth violence develops, how it affects the community, and what parents can do to prevent youth violence. 88% of participants expressed interest in receiving more information on the topic and the workshop was expanded to a six session curriculum titled *Protecting Our Kids from Violence: A Guide for Parents*. The curriculum offers six sessions covering: introduction to youth violence, child development and violence prevention, youth violence in our community, education as a violence prevention tool, media violence, and parent advocacy. The curriculum was piloted with a group of parents at a local Family Literacy program and will be integrated into regular literacy activities.
- **Wintergarden Atrium** – A magnificent indoor Wintergarden Atrium in the MSCHONY lobby provides a wonderful venue for music, dance, choral and dramatic performances, and provides a venue for community groups to host events:
 - On September 15, 2005, the Fort Washington Housing Services for the Elderly (FWHSE) held its 20 Year Anniversary Cocktail Reception in the Wintergarden of MSCHONY. The program was attended by over 100 people, including public officials and leaders from other community organizations in Washington Heights-Inwood who have collaborated with FWHSE over the years.
 - On April 14, 2005, celebrated author Judith Viorst, visited the Wintergarden Atrium at MSCHONY to read her book *Alexander and the Terrible, Horrible, No Good, and Very Bad Day*, to students from PS 128 in Washington Heights and the Manhattan Day School on the Upper West Side, as well as our patients and their siblings.
 - On May 6, 2005 the 4th Annual Community Pediatrics Forum was conducted in the Wintergarden. Pediatric residents presented their community based advocacy projects. Congressman Charles Rangel, Assemblyman Adriano Espillat, Councilman Robert Jackson, and Moises Perez, Executive Director, Alianza Dominicana were in attendance. Projects presented included:
 - Healthy Choices: Healthy Lifestyles in the classroom. Community Pediatrics has developed a unique model for providing health care to a defined population. The health partnership at PS 128, a local elementary school, is designed to address the health care needs of students at the school, both by using population-level health concepts and by addressing the needs of individual students as necessary. As part of the effort to teach healthy lifestyles and reduce the risk of childhood obesity for the children in the school, methods and curricula are being developed to integrate concepts of healthy lifestyles into classroom teaching.

– The Baby Friendly Hospital Initiative at MSCHONY - Residents have spearheaded a Hospital-wide effort to implement changes in Hospital policy and procedures so that MSCHONY will become a Baby Friendly Hospital, a World Health Organization designation recognizing hospitals that actively promote and encourage breastfeeding.

– Battling Obesity in Washington Heights: A Community Effort - Childhood obesity has become a national epidemic. Working with community agencies and residents, a Dominica Nutrition Guidebook was developed. The book includes relevant, culturally appropriate nutritional information, stories about food told by community members, and healthy Dominican recipes collected from Washington Heights residents. Information obtained during several focus groups inform the guidebook's content.

COMMUNITY-BASED OUTREACH AND HEALTH EDUCATION

- ***Building Bridges, Building Knowledge, and Building Health Coalition (BBKH)*** – BBKH is a collaborative comprised of faith-based organizations, community-based organizations, academic institutions, and academic medical centers that has been serving the low-income, underserved population of New York City for many years. The mission of the coalition is to advocate for and improve the quality of life and reduce racial-ethnic health disparities of low-income residents living in Northern Manhattan and/or the South Bronx through the joint study of community health needs and the development of community-specific interventions designed to overcome barriers to healthcare. In 2005 NYP Hospital developed a blue print in cultivating and sustaining community outreach capacity and skills development for the four faith based organizations within BBKH.
- ***Day of Hope*** - The first Annual Day of Hope was launched by Building Bridges – Building Knowledge –Building Health Coalition in September 2005 on 116th street and Pleasant Avenue. Various NewYork-Presbyterian/Weill Cornell health providers participated at this event. There were over 500 attendees from the area. Health screenings were provided by NYP Hospital's Ambulatory Care Network (ACN) nursing staff volunteers through partnership with Pfizer Pharmaceuticals and Health Education counseling.
- ***Faith-Based Community Health Nursing*** – The goal of this program is to assist/develop a health ministry that stimulates and builds partnership networks that desire to have an impact upon and are dedicated to the improvement of health and social well being of their congregations and the community at large. In 2005, Faith-Based Community Health Nursing partnered with Clinical Pastoral Education (CPE) program of NewYork-Presbyterian/Weill Cornell and NewYork-Presbyterian/Columbia to develop a professional development program for health care professionals. The goal is to certify nurses to become parish nurses and also to provide continuing education programs for all health care professionals.

- **Family Planning Center** – The Washington Heights Family Planning Center, operated by the Center for Community and Health and Education, serves more than 12,000 patients annually and is Northern Manhattan’s largest provider of comprehensive family planning services. All services are bilingual, and no patient is turned away because of inability to pay. Nearly 20 percent of the patients are age 19 or younger. The Family Planning Center has become widely recognized as an innovator of the new Quick Start method of contraception initiation.
- **Interpreter Services** – In 2005, NYP Hospital took a position of leadership in the healthcare community and the greater New York region with regard to language assistance services for our patients. The plan was fully implemented during the year and included extensive staff and physician education that reached nearly all of NYP Hospital’s 17,000 employees. In 2005, interpreter services were provided to patients and families over 115,000 times in 72 different languages. A hospital-wide, interdisciplinary Limited English Proficiency (LEP) Steering Committee was formed that evaluated the hospital’s already extensive interpreter service program.
- **Salud A Su Alcance Diabetes Management Program (SASA-DMP)** - The purpose of SASA-DMP is to improve the prognosis of high-risk and non-compliant diabetic patients by participating providers. Eligible patients are those who meet the referral criteria defined by SASA-DMP. The enhancement will assist ambulatory care network in identifying high risk patients and enable providers to allocate resources to improving care and outcomes for these patients.
- **Salud A Su Alcance - Pharmacy Assistance Program (SASA_PAP)** – SASA_PAP assists medically underserved patients and safety net providers in facilitating access to affordable pharmaceuticals donated by pharmaceutical companies. In 2005 we obtained 642 prescriptions with a total retail value of \$842,646 for uninsured and Medicare patients. In addition we have played a leadership role in the Northern Manhattan area educating community and faith based organizations, community and institutional providers, and social workers on Medicare Part D through our partnership with Center for Medicare and Medicaid Services.
- **Volunteer Services** – NYP Hospital’s volunteer program is one of the largest in New York; it grew by nearly 20% in 2005. Over 1,600 volunteers provided over 162,000 hours of service in a wide array of roles and jobs at our institutions. New programs were created at all campuses including a Golden Spoons patient feeding program at The Allen Pavilion, a Parent to Parent Mentoring Program at MSCHONY, a new Patient Resource Center at the Westchester Division, new school service programs at NewYork-Presbyterian/Columbia, and an expansion of the Hospital Elder Life Program (HELP) to the oncology unit at NewYork-Presbyterian/Weill Cornell, among others. In addition, two new grants were secured in 2005 from the United Hospital Fund and the Nancy Klauber Forest Memorial Foundation to create a “Parent to Parent” support network for current patients and their families at MSCHONY and a “Patient Companions Program” for patients on the oncology unit at NewYork-Presbyterian/Cornell campus, respectively. Volunteers continue to play key roles in nearly every area of our hospital, enhancing patient care and supporting our staff members as vital members of their team.

- ***Young Men’s Reproductive Health*** – As a result of a federally-funded research and service grant, the nationally recognized NYP Hospital Young Men’s Clinic in Washington Heights expanded capacity and community outreach in 2005. The Young Men’s Clinic is a unique male-friendly family planning service where contraception, Sexually Transmitted Infections (STI) screening and treatment are provided at the same site as the NYP Hospital Family Planning Center. The NYP Hospital Young Men’s Clinic received more than 3,200 patient visits from 1,600 young men between the ages of 14 and 30.

DIGESTIVE DISEASES

- ***Jay Monahan Center for Gastrointestinal Health (Monahan Center)*** – The Monahan Center is a world-class gastrointestinal cancer and wellness center that serves as a unique model of coordinated and compassionate care, dedicated to state-of-the-art prevention, diagnosis, and treatment of gastrointestinal cancers, including cancers of the colon, rectum, pancreas, esophagus, liver, gallbladder, stomach, and small intestine. A major component of the Monahan Center mission also includes education and outreach, not only to its own patients and families, but to the public and underserved persons as well. Since its opening in March 2004, the Monahan Center served more than 4,000 patients and their families.
- ***Gastrointestinal Health Outreach Events*** – In 2005, the Monahan Center provided numerous outreach events to raise awareness in gastrointestinal cancer prevention and treatment, including colorectal cancer. Examples of such events include the Center’s regularly held educational seminars that are open to the public; an annual colorectal cancer prevention community health fair in the NewYork-Presbyterian/Weill Cornell courtyard; and free colorectal cancer seminars and screenings provided for church groups in underserved areas. The Monahan Center team has also worked to collaborate with professional, patient, and government agencies to achieve their mutual education/outreach goals. These and other efforts have been key in working toward the Monahan Center’s mission to provide educational and outreach services not only for its own patients and families, but also for the local and national communities.

EMERGENCY SERVICES/EMERGENCY PREPAREDNESS

- ***Allen Emergency Department*** – The ED operates around-the-clock to serve residents of Northern Manhattan, Riverdale and the Bronx who are in need of immediate medical attention. The facility has been designed to enhance the quality and efficiency of care while providing a comfortable environment for both patients and their loved ones. In 2005, the Allen Pavilion ED patient volume increased from 25,663 to 28,334 visits and the Allen Pavilion is on target to see approximately 32,000 patients in 2006.
- ***Emergency Preparedness Forum*** - In the wake of the September 11, 2001 attacks, the System’s leadership began the Emergency Preparedness Forum consisting of emergency preparedness coordinators from across its 48 sites. Meeting every other

month, the group identifies best practices and provides a venue for collaborative efforts such as mutual aid agreements, grant opportunities and academic initiatives. The Forum continues to meet, with recently discussed topics including pandemic influenza planning, community preparedness, surge capacity issues and lessons learned from natural disasters as well as overall ways to enhance emergency preparedness. A full-time System-wide Coordinator for Emergency Preparedness works with System leadership, facilities, and federal, state and local governments to develop and implement System-wide approaches to preparedness and bring the System to the forefront of healthcare preparedness.

- ***Hospital Emergency Response Information System (HERIS)*** – In the fall of 2001, NewYork-Presbyterian Healthcare System developed a Web-based resource tracking tool, known as HERIS, designed to enhance communication between the System’s sites, estimate surge capacity, resource sharing, and information dissemination during emergencies. Multi-institutional HERIS exercises are held quarterly and test through realistic disaster scenarios, the effectiveness of this vital tool. In 2003, the exercises proved so successful that the New York State Department of Health developed a similar web-based hospital emergency response system, which is now in use across all New York hospitals, using HERIS as its prototype. In 2005, the System Emergency Preparedness Group continued to meet regularly to address ways to enhance emergency preparedness. A System-wide Bioterrorism and Emergency Preparedness Coordinator works with System facilities to develop and implement System-wide approaches to threat.
- ***Hurricane Katrina*** – On September 13, 2005, NYP Hospital’s Emergency Medical Services (NYP-EMS) in cooperation with Operation Assist of the Children’s Health Fund and the Mailman School of Public Health of Columbia University implemented an “Event Action Plan” and began mobilizing for the disaster response. In only 24 hours, all two-way radios, computers, power generators, flashlights, medical supplies and emergency provisions for the disaster response team and the general public were assembled, installed, and made ready for deployment. The disaster assistance response team consisting of several NewYork-Presbyterian/Weill Cornell physicians, NYP-EMS Paramedics and Emergency Medical Technicians left for Mississippi on September 14, 2005 to assist in the relief efforts.

GERIATRICS

- ***The Hospital Elder Life Program (HELP)*** – This volunteer-based program was initiated in the winter of 2003/2004 to bring trained volunteers to NYP Hospital’s Acute Care of the Elderly (ACE) unit to work with hospitalized seniors at risk for negative changes in their mental, physical and emotional health. Patients touched by the HELP Program experienced dramatically lower rates of delirium when compared with national benchmarks. In 2005, the positive impact of the HELP program on patient outcomes as well as on patient and staff satisfaction were recognized as efforts were launched to replicate this model on other campuses. HELP replication programs are now actively underway at The Allen Pavilion as well as at the NewYork-Presbyterian/Columbia and NewYork-Presbyterian/Cornell campuses.

HEART DISEASE

- **Cardiovascular Health Education Center (CHEC)** – In October 2005, CHEC was created by a multidisciplinary group that includes Cardiology, Cardiac Surgery, Food and Nutrition, Integrative Medicine, Social Work and Physical Therapy. CHEC provides counseling, referrals to cardiovascular experts, educational materials and innovative research in cardiovascular. CHEC plans to include community health fairs each year, a women’s heart support group and a lecture series aimed at the Washington Heights community.
- **Family PASSPORT to Heart Health** – This is a hospital based screening program for families. For the past 5 years, the Preventive Cardiology Program has been providing free heart disease risk factor screenings and education to family members of patients with cardiovascular disease. In 2005 these efforts were expanded through funding from the NIH to test the efficacy of the screening program. In 2005, NYP Hospital began enrolling for a screening study that will allow us to follow our screening participants for one year and monitor their risk factor status. The goal is to ensure that the efforts made to educate the community have the desired impact of risk reduction; essentially to provide the best care to those in the community and at risk.
- **Heart Health Times Newsletter and website** – In 2005, NYP Hospital upgraded www.healthhearttimes.com website to improve services and information available to the community. There is a prevention services directory to help patients locate preventive services in the NYP Hospital system and a list of free cardiovascular screening and education events that is updated regularly. In 2005, NYP Hospital created a patient Education Page to be mailed as an insert with the Heart Health Times newsletter. It is a double sided (English/Spanish) page for healthcare providers to copy and distribute to their patients. Its purpose is to clearly and correctly educate patients in the community about an aspect of cardiovascular disease and prevention strategies. It is also available for download in PDF format on the website.
- **New York Women’s Heart Day** – The Preventive Cardiology Program at NYP Hospital was the site director for New York Women’s Heart Day. In 2005, NYP Hospital coordinated and trained volunteers and worked with Sister to Sister to arrange the large scale event which screened and educated over 500 women. Women who were found to be at risk were counseled and systematically referred into the health system for care. They also created education materials on cardiovascular disease risk and prevention in English and Spanish for Sister to Sister for distribution nationally at all event sites.
- **Executive Women’s Breakfast** – The Preventive Cardiology Program at NYP Hospital coordinated an Executive Women’s Breakfast where approximately 100 local leaders in business were screened. The purpose of the event was to educate executives about cardiovascular disease risk in women and to inspire them to consider risk reduction efforts at their institutions, and in addition encourage their employees and those who live in the communities where their businesses reach to participate in the Women’s Heart Day screening event.

HIV/AIDS

- **HIV Prevention Program** – The NYP Hospital Center for Community Health and Education is one of the highest volume providers of HIV prevention education in Northern Manhattan. This program target students in grades 7-12 and in the 2004-2005 school year it reached 8,994 junior high and high school students through 344 classroom presentations. The program also annually recruits and trains 12 George Washington High School students to be HIV Peer Educators. In 2005, the teen HIV Peer Educators conducted 11 presentations reaching 275 participants in the Summer Youth Employment Program. 2005 Highlights included peer education projects for World AIDS Day, Valentine’s Week National Condom Awareness, and Teen Pregnancy Prevention Month. The peer educators also conducted media campaigns on emergency contraception awareness.
- **HIV Education, Counseling, and Testing in the Family Planning Center** – In 2005, the NYP Hospital Washington Heights Family Planning Center received a three-year federal grant that will enable the program’s 11,000 female patients to be offered the new HIV rapid test. Patients are able to receive the results of the rapid test on the same day as their regular family planning visit, rather than having to return for a follow-up visit two weeks later. The new program increases resources for HIV prevention education and counseling, and has already resulted in increasing numbers of patients choosing to receive testing.

NEUROSCIENCE

- **Designated Stroke Center** – In August 2004, “in order to improve the standard and access to top quality of care for patients with presumptive diagnosis of stroke”, the New York State Department of Health (NYSDOH) announced its intent to establish Designated Stroke Centers statewide to which ambulances will transport all patients with a presumptive diagnosis of stroke. In 2005, NewYork-Presbyterian/Weill Cornell and NewYork-Presbyterian/Columbia received stroke center designation, along with 14 other hospitals in the NewYork-Presbyterian Healthcare System.

VASCULAR

- **Screening** – The Division of Vascular Surgery and the Department of Cardiology at NewYork-Presbyterian/Columbia held a free vascular disease screening at the NewYork-Presbyterian/Weill Cornell and NewYork-Presbyterian/Columbia campuses in May 2005. The Hospital screened approximately 200 individuals at the event. Participants were screened for peripheral arterial disease, carotid stenosis, and abdominal aortic aneurysms. Participants also received general cardiovascular counseling including smoking cessation, education on diabetes, hypertension, high cholesterol, nutrition and exercise.
- **Screening** – In October 2005, the Division of Vascular Surgery participated in a citywide vascular disease screening, coordinated by the American Vascular Association, held at the New York Grand Hyatt Hotel. Trained vascular technicians from NYP Hospital screened over 150 participants at the event.

WOMEN'S HEALTH

- **Family PEACE Program** – In 2005 the Ambulatory Care Network Domestic Violence Program was renamed the Family PEACE (Promoting Education Advocacy Collaboration Empowerment) Program. In 2005 the program trained more than 1,000 NYP Hospital healthcare providers and several community-based organizations on how to identify, screen, and respond to domestic violence. In addition, the PEACE program was awarded a grant in 2005 from the United States Department of Health and Human Services to conduct a study involving Latina immigrant mothers who had been victims of domestic violence and sought help.
- **Safe Start Promising Approaches** – In 2005, NYP Hospital was one of fifteen sites to receive the *Safe Start Promising Approaches* award by the United States Department of Justice - Office of Juvenile Justice and Delinquency Prevention. This initiative combines several evidence-based intervention models to create an integrated treatment program for mothers and children aged zero to twelve living with domestic violence. The Safe Start project also calls for the creation of a coordinating council consisting of partnering community agencies that will assist in devising a strategic plan to reach children exposed to domestic violence.
- **Women At Risk (WAR)** – This is a groundbreaking program of research, education and support designed to enhance the lives of women who are at high-risk for breast cancer and women who have been diagnosed and/or are undergoing treatment. WAR provides access to care to the underserved women who live in the Washington Heights, Inwood and Harlem neighborhoods surrounding NewYork-Presbyterian/Columbia. WAR's activities range from one-on-one interactions and weekly support groups to state-of-the-art research in breast cancer detection and treatment. WAR provides critically-needed information and assistance to breast cancer patients and their families, supports important research developments in surgery, oncology, radiology, genetics, mental health and complementary medicine, and performs a vital role in the area of public health and outreach. In 2005 close to 50,000 people were served by WAR, either through direct program participation or through WAR's outreach activities and the distribution of printed materials.
 - **Ambulatory Clinic** – Each week, NewYork-Presbyterian/Columbia campus provides outreach on a rotating basis to patients at seven neighborhood ambulatory clinics, which serve a primarily Spanish-speaking population. They offer information on breast self examination and the availability of free mammograms for uninsured women over 40 and other services. Through these efforts, the Hospital reached more than 2,000 patients in 2005.
 - **Breast Cancer Screening** – NewYork-Presbyterian/Columbia works with Columbia University's Breast Screening Partnership to provide two annual days of free mammograms and clinical breast exams as well as free pap smears and colorectal screening kits for uninsured women. Women are screened, given educational materials about breast cancer, and counseled about issues related to breast health. In 2005, over 200 women were screened during these days.

- ***Spanish-Speaking Support Groups*** – Bi-monthly support group meetings, offered in Spanish, are a vital part of WAR’s range of services for breast cancer patients. These sessions are facilitated by WAR’s Community Coordinator and are sponsored in collaboration with the NewYork-Presbyterian/Columbia Department of Social Work Services and Self Help for Women with Breast or Ovarian Cancer (SHARE). During each session, 10-15 patients have the opportunity to voice their concerns, give each other emotional support and share information. In 2005, approximately 200 patients participated in Spanish-speaking support groups one or more times throughout the year.

- ***Women At Risk (WAR) Resource Library*** – WAR’s Resource Library is an informal meeting place, sitting room, information center and source of comfort and support for breast cancer patients, their family members and friends. In 2005, the library was a resource for over 3,000 patients and their family members. A community coordinator is also available to provide information and comfort to Spanish-speaking patients and their family members.

- ***Women At Risk Spanish Newsletter*** – In 2005, Women at Risk’s new Spanish Language Newsletter, “Mujeres a Riesco”, was published. The newsletter includes articles on a range of breast cancer issues. It also serves to inform the community about local clinic resources and free screening days.

VI. CLINICAL PROGRAMS AND SERVICES

NYP Hospital’s ***2005 Community Service Plan*** describes many of the Hospital’s community-focused programs and services; however, these represent only a portion of the initiatives provided as part of the Hospital’s longstanding dedication and commitment to community service provision. The following chart presents a more extensive listing of the many clinical programs and services that NYP Hospital has been providing throughout its history.

CLINICAL PROGRAMS & SERVICES

Adolescent Medicine	ICU - Cardiovascular	Physical Therapy
AIDS Treatment	ICU – Neonatal	Prenatal
Alcohol/Chemical Dependency	Labor/Delivery/Recovery/Post-Partum	Primary Medical Care
Ambulatory Surgery Services	Laser Surgery	Pulmonary Function Analysis
Audiology	Lithotripsy	Psychiatric
Birthing Room	Linear Accelerator	Psychiatric Emergency
Blood Bank	Magnetic Resonance Imaging (MRI)	Radiation Therapy
Bone Marrow Transplant	Methadone Maintenance	Reconstructive Plastic Surgery
Burn Care Unit	Nuclear Medicine	Recreational Therapy
Cardiac Catheterization Lab	Neurology/Neurosurgery	Reproductive/Infertility
Cardiac Services	Occupational Therapy	Regional Cancer Center
Computed Tomography (CT Scanner)	Oncology Services	Respiratory/Pulmonary Services
Cystoscopy	Ophthalmic Services	Sleep Disorders
Dental - Outpatient	Open Heart Surgery Facility	Social Work Service
Emergency Services	Organ Transplant	Speech-Language Pathology
Epilepsy Center	Orthopedics	Urology
Family Planning	Outpatient Services	Wellness/Alternative Medicine
Gastroenterology	Pain Center	Women's Health
Geriatric Services	Pediatric Services	
Health Fairs	Pharmacy	
Hemodialysis/Kidney Dialysis	Physical Rehabilitation	
Intensive Care Unit (ICU)		

VII. FINANCIAL STATEMENT *

**NEWYORK-PRESBYTERIAN HOSPITAL
FINANCIAL STATEMENT FOR REPORT YEAR 2005**

SOURCES OF REVENUE

2005

NET PATIENT SERVICE REVENUE

2,414,250,000

OTHER OPERATING REVENUE	165,046,000
GRANTS, RESEARCH, MEDICAL ED	22,380,000
TOTAL REVENUE	\$2,601,676,000
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EXPENSES	
SALARIES AND BENEFITS	1,412,616,000
SUPPLIES AND OTHER EXP	923,154,000
DEPR AND INTEREST	205,781,000
TOTAL EXPENSES	\$2,541,551,000
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BAD DEBT/UNCOMPENSATED CARE	\$64,678,000
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CHARITY CARE	
FREE CARE (HILL BURTON) / COMMUNITY BENEFITS <i>(breakout of above not available)</i>	58,800,000
TOTAL CHARITY CARE	\$58,800,000
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ASSETS	\$3,508,208,000
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LIABILITIES AND FUND BALANCES **	\$3,508,208,000
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CAPITAL - EQUIPMENT **	\$443,741,955
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LAND **	\$24,082,453
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BUILDINGS & IMPROVEMENTS/CONSTRUCTION **	\$933,337,137

SUMMARY FINANCIAL STATEMENT

1. Total Operating Patient Service Revenue	\$2,601,676,000
2. Total Operating Expenses	\$2,544,551,000
3. Charity Care	\$58,800,000
4. Bad Debt/Uncompensated Care	\$64,678,000

* *NewYork-Presbyterian Hospital's Financial Statements are available upon request.*

** *Includes accumulated depreciation.*

Statement of Program Accomplishments

NYP Hospital provides quality medical care regardless of race, creed, sex, national origin, handicap, age, or ability to pay. Although reimbursement for services rendered is critical to the operations and stability of the Hospital, it is recognized that not all individuals possess the ability to pay for essential medical services and furthermore our mission is to serve the community with respect to healthcare and healthcare education.

Therefore, in keeping with the Hospital's commitment to serve all members of the community, the Hospital provides the following:

- Free and or subsidized care to the indigent;
- Care to persons covered by governmental programs at below cost; and
- Healthcare activities and programs to support the community.

These activities include Wellness programs, Community education programs, and a broad variety of community support services many of which are described herein.

VII. ACCESS TO AND DISTRIBUTION OF THE PLAN

As mentioned above, NYP Hospital operates a geographically-focused approach for soliciting community participation and involvement, providing community outreach, and distributing its myriad publications. Specifically, the Hospital has ensured that distribution of and access to its Community Service Plan occur through the NewYork-Presbyterian Hospital/Columbia University Medical Center Community Health Council, the NewYork-Presbyterian Hospital/Weill Cornell Medical Center Community Advisory Board, and the NewYork-Presbyterian Hospital/Payne Whitney Westchester Consumer Advisory Board. In addition, copies of the Plan are distributed through Community Boards 12 and 8 in Manhattan, and Community Board 8 in the Bronx.

Any member of the public can get a copy of the ***2005 Community Service Plan Annual Implementation Report*** by visiting the hospital's website www.nyp.org or contacting one of the following offices:

OFFICE OF GOVERNMENT AND COMMUNITY AFFAIRS (212) 305-2114

OFFICE OF PUBLIC AFFAIRS AT NEWYORK-PRESBYTERIAN/WEILL CORNELL
(212) 821-0560

OFFICE OF PUBLIC AFFAIRS AT NEWYORK-PRESBYTERIAN/COLUMBIA
(212) 305-5587

OFFICE OF PUBLIC COMMUNITY AFFAIRS AT NEWYORK-PRESBYTERIAN/WESTCHESTER DIVISION (914) 997-5779

OFFICE OF REGULATORY PLANNING & POLICY DEVELOPMENT (212) 746-7901