
***NEWYORK-PRESBYTERIAN HOSPITAL
2004 COMMUNITY SERVICE PLAN
COMPREHENSIVE REPORT***

July 2005

NEWYORK-PRESBYTERIAN HOPITAL
2004 COMMUNITY SERVICE PLAN

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I. INTRODUCTION

NewYork-Presbyterian Hospital's (NYP Hospital) **2004 Community Service Plan** (the Plan) presents NYP Hospital's mission, vision and strategic goals; summarizes its strategic planning process; describes its community involvement, participation, and outreach activities; and demonstrates its ongoing commitment to the diverse medical and social needs of its geographically vast community. In addition, the Plan describes NYP Hospital's key clinical and programmatic accomplishments during 2004. Finally, the Plan quantifies NYP Hospital's significant financial commitment to the community.

BACKGROUND AND OVERVIEW

NewYork-Presbyterian Hospital, formed by the merger of the former New York Hospital and Presbyterian Hospital in January of 1998, is a 2,224-bed, not-for-profit, academic medical center committed to the unique and complex mission of patient care, teaching, research, and community service. In 2004, NYP Hospital discharged over 105,000 patients, including 12,400 births; and served over 1.6 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, conducts more than \$300 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 over 1,900 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 major 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

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 36 acute care hospitals located throughout the Tri-State region 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.

- **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.
- **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.
- **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. STRATEGIC PLANNING FOR THE FUTURE

Responding to the dynamic health care landscape, and coupled with the Hospital's evolution as a continually evolving integrated organization, NewYork-Presbyterian 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, NewYork-Presbyterian Hospital began the process of developing 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 are to ensure that the delivery of ambulatory care services are aligned with community needs. Given constraints imposed by current health care financing models, a goal of this plan will be 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 initiated a formal strategic planning process for its Allen Pavilion campus. The plan is focused on achieving Allen's vision of being a premier academic community hospital and providing the highest quality care to the community it serves and enhancing the integration of services with NYP/Columbia in order to facilitate and strengthen program development at the Allen Pavilion.
- **Community Health Needs Assessment** – NYP Hospital recently completed planning to conduct a formal community health needs assessment that will combine the tools of Public Health with the expertise of the local community. Members of the Community Advisory Board are integrally involved in the planning process.

The planning process will result in continual service enhancement to NYP Hospital's community.

IV. DESCRIPTION OF COMMUNITY SERVED

NYP Hospital serves a vast geographic region containing a multitude of diverse communities throughout the New York Metropolitan area and beyond. Locally, the Hospital provides access to quality health care to those residing within discrete but complementary service areas. The local communities served by NYP Hospital can best be described by the geographic location of its medical centers.

Northern Manhattan/Northern New Jersey

The core service area of *NewYork Presbyterian Hospital/Columbia University Medical Center (NYP/Columbia)*, *Morgan Stanley Children's Hospital of NewYork-Presbyterian (MSCHONY)*, and the *Allen Pavilion*, includes the Northern Manhattan neighborhoods of Washington Heights-Inwood and Central Harlem-Morningside Heights; West Harlem, the Kingsbridge-Riverdale and Highbridge-Morris Heights neighborhoods in the Bronx; and portions of Northern New Jersey.

The 2003 population in this service area was approximately 891,582 and is expected to increase by almost 3% over the next five years (see **Attachment 1**). Approximately 49% of this service area population identify themselves as Hispanic and are expected to increase by 7% over the next five years. The average annual household income in this service area is estimated to be \$49,634 and it is expected to increase by 4% to \$51,577 by the year 2008. The population in this region is ethnically diverse, and economically distressed, with a large percentage of Medicaid-eligible, uninsured, and underinsured individuals and families. It is estimated 43% of the population served in this area qualifies for Medicaid.

Upper East Side/Western Queens

The core service area of *NewYork-Presbyterian Hospital/Weill Cornell Medical Center's (NYP/Weill Cornell)* core service area is defined as the Upper East Side of Manhattan and Western Queens, with portions of Brooklyn and Manhattan included in its broader service area.

The 2003 population in this service area totals approximately 919,553 and is expected to increase by almost 4% over the next five years (see **Attachment 2**). The service area population is highly diverse with significant variation by neighborhood in terms of primary care access and health status. Approximately 34% of the service area population identify themselves as Hispanic and they are expected to increase by 9% by the year 2008. Approximately 55% of the population identify themselves as White, and they are expected to stay the same by the year 2008. The average annual household income in 2003 is estimated to be \$82,088 and is expected to increase by 11% to \$91,689 by 2008. The method of payment for healthcare is very diverse in the community. It is estimated 29% of the service area population qualifies for Medicaid.

Westchester County

The *NewYork-Presbyterian Hospital/Payne Whitney Westchester (NYP/Payne Whitney Westchester)*, located in White Plains, New York, attracts patients from a wide geographic area. It is an acute psychiatric facility and offers comprehensive inpatient, partial hospitalization and

outpatient services for patients suffering from mental illnesses, including addiction, eating disorders and psychoses.

Westchester County is comprised of urban and suburban areas, which are socio-economically and ethnically diverse. A percentage of patients of NewYork-Presbyterian Hospital/Payne Whitney Westchester originate from the five boroughs of New York City, Rockland County, Putnam County, and Fairfield County in Connecticut. In addition, several specialty services provide care to patients from outside of the greater Metropolitan New York City area, as well as some patients from abroad.

V. 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 of 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.

Community Needs Assessment

In addition to the Hospital's ongoing neighborhood-focused commitment, the Hospital collaborates with various local and state health agencies to ascertain and respond to health care needs of its community. These agencies include the New York State Department of Health, the New York State Association of County Health Officials, the New York City Department of Health, the New York State Office of Mental Health, and the New York State Office of Alcohol and Substance Abuse Services.

The New York City Department of Health and Mental Hygiene published a community health profile in 2003. The following summarizes key findings associated with NYP Hospital service areas:

- ***Washington Heights/Inwood*** – Access to medical care continues to be a concern to this community. NewYork-Presbyterian Hospital focuses many of its programs and initiatives to address these issues.
- ***Central Harlem-Morningside Heights*** – General health, maternal and child health, infectious diseases, and chronic diseases are of greatest concern to this community. Infant mortality rates are among the highest in New York City.

- ***Upper East Side*** – People who reside on the Upper East Side are generally older in age as compared to the other communities in New York City. In addition to illnesses which generally affect the elderly population, there are high rates of alcohol abuse, which may lead to otherwise preventable illnesses, injuries and deaths.
- ***Kingsbridge-Riverdale*** – Rates of HIV/AIDS are high in this community. In a survey conducted by the New York City Department of Health and Mental Hygiene, approximately 20% of the adults in Kingsbridge-Riverdale stated they are in poor or fair health. New York-Presbyterian Hospital continues to provide services to address these and other health issues affecting residents of this community.
- ***Highbridge-Morrisania*** – General, maternal and child health, and infectious and chronic diseases have been identified as needing increased services to the residents of this community. In addition, 10% of neighborhood residents self-reported serious emotional distress, and there is concern that many cases of mental illness go undiagnosed.
- ***Western Queens*** – The challenges of the residents of this community include infectious diseases, preventive care (including screenings and immunizations) and access to medical care. Heart disease and cancer is very prevalent in this community. There were over 4,000 and 1,700 cases reported, respectively.
- ***Long Island City-Astoria*** – More than a thousand residents are living with HIV/AIDS. This is due to the high risk behavior in the community. Nearly 1 in 12 residents reported one or more of the following behaviors, putting them at risk for HIV: intravenous drug use, unprotected sexual intercourse, exchanging sex or drugs for money, or having a sexually transmitted disease.

As NYP Hospital's Community Service Plan demonstrates below, the Hospital has either initiated, continued, or is planning to implement an extensive range of services to address these and other unmet health needs.

VI. COMMUNITY SERVICE: KEY 2004 ACCOMPLISHMENTS

ASTHMA

- ***Asthma Basics for Children (ABC)*** – ABC is a community based program created to enable the community to better manage asthma of its children, leading to a reduction of the burden of asthma on families with asthmatic children. NewYork-Presbyterian Hospital/MSCHONY in conjunction with the Mailman School of Public Health, Columbia University, Asthma Coalitions, Head Start and child care programs, elementary schools, Faith-Based Organizations, community medical providers, and the New York City Department of Health promote system changes that will reduce asthma risk and improve control in our community. Through the efforts of this initiative over 1,600 children were screened for asthma in 2004.
- ***Building Bridges-Building Knowledge-Building Health*** – NYP Hospital forged a partnership between Hostos on the Heights Community College, Northern Manhattan community based organizations and faith based organizations for the purpose of better understanding and combating asthma and diabetes.

BEHAVIORAL HEALTH

- ***Bard House*** – For over 30 years, NYP/Payne Whitney Westchester has participated in a unique collaboration with the White Plains School System, providing educational and therapeutic services to school children throughout Westchester who are struggling with significant emotional, psychological, and behavioral difficulties. Bard House serves as the Children’s Day Hospital and provides educational and clinical services to children between the ages of 5 and 12. In 2004, the Children’s Day Hospital at Bard House served 36 children.
- ***Borderline Personality Resource Center*** – Planned in 2003, the nation’s only Hospital Affiliated Borderline Personality Resource Center opened at NYP/Payne Whitney Westchester campus in early 2004. It serves as a national center for information, education, support and referrals for treatment of a complex and debilitating illness that affects millions of Americans. Over 1,050 referrals were provided in 2004.
- ***Comprehensive Psychiatric Emergency Program (CPEP)*** – In October 2004, the Child and Adolescent CPEP opened at the Morgan Stanley Children’s Hospital of NewYork Presbyterian. The 3 bed unit is the first comprehensive child and adolescent CPEP program in the country dedicated to the management of child and adolescent psychiatric emergencies.
- ***Community Update Newsletter*** – The first edition of the “Community Update Newsletter” for the White Plains residential and business community was distributed to the Greater White Plains community in January 2004 and continues to be published on a semi-annual basis.
- ***Consumer Advocacy Committee*** – The NYP/Payne Whitney Westchester Consumer Advocacy Committee meets quarterly with consumers and providers in an effort to advise the Hospital from a consumer perspective. In 2004, membership consists of about 15 providers from all disciplines, and 15 consumers.

- ***Expansion of the Ambulatory Care Network (ACN) Psychiatry Program*** – In 2004, the ACN received approval to establish an additional elementary on-site mental health clinic with 1,000 anticipated visits. The ACN also expanded its outreach efforts to local schools by doubling capacity in three elementary on-site mental health clinics in Washington Heights.
- ***Mental Health Primary Care Program*** – The ACN designed and implemented an integrated mental health primary care program in 2003. In this model, the primary care physicians are trained to handle common mental health problems such as depression and anxiety, so that mental health staff can be utilized for more complex or refractory disorders. In 2004, bi-lingual and multicultural services were added and the program volume exceeded 5,000 visits.
- ***Planetree Model of Care*** – Implementation of the Planetree model of patient-centered care began in early 2004. By October 2004, 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.
- ***Students Targeting Achievement and Reintegration (STAR) Program*** – The STAR Program provides educational and comprehensive mental health services to students aged 13-21 years. Children are typically referred to the program for emotional or behavioral problems which are either too disruptive to be managed in a district level special education class, or require intensive therapeutic services that cannot be provided in a traditional outpatient basis. Each student receives educational programming along with individual, group, and family services. The goal of this program is to re-integrate students into their community schools. In 2004, the STAR Program served 45 children.

CANCER

- ***Cancer Survivors' Day*** – An annual event celebrating cancer survivorship was held the first Sunday of June. A nutrition education component, focusing on secondary prevention and health promotion was added to this event in 2004. This event welcomes anyone who has survived a diagnosis or who is currently receiving treatment for cancer.
- ***Dermatology*** – The Department of Dermatology conducted its annual free skin cancer screening. In May 2004, Skin Cancer/Melanoma Awareness month was observed by NewYork-Presbyterian Hospital 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 75 people were screened and referrals were made for follow up and more comprehensive testing.
- ***Nutrition*** – February of 2004 was declared National Cancer Prevention Month by the United States Senate. In recognition of this month, the NYP Hospital department of Food and Nutrition Services manned informational tables during lunch hours every Wednesday in February at NewYork-Presbyterian/Columbia, NewYork-Presbyterian/Weill Cornell and the Allen Pavilion. The Smoking Cessation Clinic collaborated with the Be Fit to Benefit Program and the American Institute for Cancer Research to distribute informational literature throughout the month.

- **Prostate Screening** – In February 2004 the NewYork-Presbyterian/Weill Cornell held a free Prostate Screening event in Jamaica, Queens. This annual event had almost 400 men participate and it is expected to double in 2005. The program seeks to target high risk Caribbean/African men in this community. Screening includes Digital Rectal Exam (DRE), Prostate-Specific Antigen (PSA) and general urologic health information. In addition, this year they plan to also focus on cardiovascular health.
- **Redes en Acción- Latina Cancer Prevention (National Cancer Institute, NIH)** – The NIH announced in 2004 that NewYork-Presbyterian/Weill Cornell was awarded a five year NIH award to combat cervical and breast cancer in the Latino community. The Hospital will provide education, training, and navigator services.

CHILD AND ADOLESCENT

- **Federal HRSA Community Access Program** – In August 2004, the MSCHONY Healthy Schools/Healthy Families Consortium, which includes, Columbia University Department of Pediatrics, the Children's Healthcare System of NewYork-Presbyterian, New York Road Runners Club, Alianza Dominicana, the Board of Education, Department of Education, the Armory, Dominican Women's Development Center, and Together in Dance, was awarded a 3-year Federal Health Resources Services Administration (HRSA) Community Access Program grant of \$2.3 million over 3 years. The grant focuses on 1) insurance enrollment: providing access to existing services for high risk children; 2) improving public health surveillance for key health problems through database management; 3) educating parents and teachers on specific health needs in homes, schools or the community; and 4) implementing an obesity prevention program that targets all children in school and lowers the risk of associated health problems.
- **First Annual Youth Track and Field Jamboree** – In October 2004, over 1,500 children from community schools participated in track and field activities at the First Annual Youth Track and Field Jamboree. The event was held at the New Balance Track and Field Center at the Amory in Washington Heights. The Jamboree addressed the city's tremendous need to educate children and parents about exercise, wellness and preventive health, while providing an engaging fun outlet for youths of all sizes, shapes and athleticism, held at the Armory. The event was sponsored by the Armory Foundation/National Track and Field Hall of Fame, NY Roadrunners Club (sponsors of the NYC Marathon), and the Morgan Stanley Children's Hospital of NewYork-Presbyterian. Events included health screenings for blood pressure, glucose, and cholesterol, and provided educational materials for parents and children. Reporters from CBS and ABC news covered this event.
- **Reach Out and Read (ROR)** – Reach Out and Read is a national pediatric early literacy program which integrates literacy promotion into the pediatric primary care experience. Since 1997, pediatricians at NewYork-Presbyterian Hospital/Columbia have given out more than 80,000 books to 35,000 children in the Washington Heights community. In 2004 alone, ROR broke its record in book-giving by distributing 15,589 books to approximately 10,000 children. In addition, volunteer readers dedicated over 200 hours of reading time to children in the ambulatory waiting rooms. Children from Head Start, Early Head Start, The Columbia

School, PS 128, and PS 115 participated in literacy activities and had the opportunity to listen to invited guest authors Elizabeth Balaguer, Dinorah Coronado, Arthur Dorros, and Chris Raschka.

- ***Summer Safety Skate*** – In August 2004, over 200 children and parents throughout the New York City region attended the Summer Safety Skate at The Roller Rinks at Chelsea Piers, co-sponsored by Chelsea Piers, MSCHONY, Horizon Healthcare, Paragon Sports, Rollerblade, and Z100 radio station. The event was organized to teach children how to skate safely and provided a free day of inline skating and skating tips. Awareness for the program was generated through free public service announcements on Z100 and fliers posted at Chelsea Piers.
- ***Wintergarden Performances*** – A magnificent indoor Wintergarden Atrium in the Morgan Stanley Children’s Hospital of New York-Presbyterian (MSCHONY) lobby provides a wonderful venue for music, dance, choral and dramatic performances. Schools and other community groups are given the opportunity to perform for our patients. These performances brighten hospital stays for patients and families by providing respite from their illnesses. A closed circuit television feed to each patient room allows patients unable to ambulate to the Wintergarden to view performances live from the bedside. In addition, school children from the community are also invited to experience the cultural richness and enjoyment of the performing arts. The Wintergarden hosted over 50 community events in 2004.
 - ***WCBS 880*** – WCBS Newsradio 880AM ran a month-long series in September of 2004, “**IT’S ALL ABOUT THE KIDS**”, which featured stories about MSCHONY through the voices of our physicians, nurses, staff, and patients. The series culminated in September with live broadcasting from the hospital’s Wintergarden Atrium, including interviews from hospital leadership, physicians, nurses, and families, as well as Trustees Sarah Nash and Mark Schwartz, focusing on the importance of MSCHONY in caring for children and their families, the resource it provides to the community, as well as the need to expand Pediatric Emergency Services. WCBS 880AM also hosted an on-air fund-raising effort for the expansion of the Pediatric Emergency Department at MSCHONY in conjunction with the broadcast, raising over \$47K.
 - ***Literacy Fair*** – MSCHONY and the Reach Out and Read Program hosted the 1st Annual Literacy Fair in May 2004 in the Wintergarden Atrium. First graders from schools in the local community participated in a day filled with fun literacy related activities including, “Make a Book”, “Make Bookmarks”, and “Literacy Games”. In addition, books created by these first graders were on display. As part of the program, renowned children’s book authors Elizabeth Balaguer, Dinorah Coronado, Arthur Dorros, and Chris Raschka, read their stories as well as from the stories written by the children. Assemblymen Herman D. Farrel, Jr. Adriano Espaillat and State Senator Danny Farrell were among the dignitaries who attended this event.

- ***Rabobank’s Healthy Harvest Festival*** – November 2004 was a fun-filled day for children and families at the NewYork-Presbyterian Hospital/Morgan Stanley Children Hospital of New York Wintergarden Atrium. This annually sponsored event featured games, prizes, face painting and live music by Enrique Feliz, bringing focus to this year’s theme of a healthy lifestyle.
- ***Pediatric Emergency Department*** – The Pediatric Emergency Department at MSCHONY is actively involved with community advocacy, participating in projects to improve access to medical care and other vital support services for those in Washington Heights and the surrounding communities. It sponsors an Annual Health Fair that provides educational sessions on health and safety issues. In 2004, over 600 children from area schools participated in the health fair that took place in the Wintergarden Atrium.

COMMUNITY-BASED OUTREACH AND HEALTH EDUCATION

- ***A Day of Prevention*** – In September 2004, NewYork-Presbyterian Hospital promoted the work we do in preventive health care as part of its day long “Realizing Medicine’s Promise” events. There were a series of health fairs at the Washington Heights Family Health Center, the Wright Center, the Long Island City Community Practice, P.S. 128, Chelsea Piers, Rockefeller Center, Charles B. Rangel Community Health Center and the Allen Pavilion.
- ***Community Physicians of NewYork-Presbyterian (CPNYP)*** – NewYork-Presbyterian/Columbia continues to participate in a network of primary and specialty care private practice doctors in Northern Manhattan, Washington Heights/Inwood, and the Bronx. These providers have partnered with NewYork-Presbyterian Hospital to enhance access to quality health care and services for these communities. In 2004, CPNYP hosted a benefit event for MSCHONY in which \$5,000 was raised and donated to the children’s Wintergarden Atrium. CPNYP also participated in the 8th annual conference of the National Hispanic Medical Association, whose mission is to improve the health of Hispanics and the underserved in the United States.
- ***Donation to the Dominican Republic*** – Initiated in 2004 in wake of the deadly floods in the South East region of the Dominican Republic and after meeting with Dominican representatives, NewYork-Presbyterian Hospital launched an effort to collect and ship medical equipment to public hospitals. Implementation of this effort will begin in 2005.
- ***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 2004, NYP Hospital served close to 1,800 people through health fairs, community education, training programs and various health related topics.
- ***Healthy Schools, Healthy Families (HSHF)*** – The HSHF-West Coalition was initiated in September 2004 at five elementary schools, in Washington Heights (PS 4, 128, 132, 152) and

Harlem (PS 180) serving nearly 5,000 students from kindergarten to fifth grade. The HSHF program advocates a school-based approach to healthcare, correlating students' health data with academic performance, providing more education on healthy nutritional and lifestyle habits, and providing referrals to high-risk children.

- ***Interpreter Services*** – NewYork-Presbyterian Hospital is committed to ensuring that our patients with Limited English Proficiency (LEP) have quick and efficient access to language assistance services in all of our facilities. The communities we serve include some of the most diverse in New York. Our patients, who include many recent immigrants, speak Spanish, Korean, Russian, Mandarin, Arabic and many other languages. In 2004, our interpreter services program provided language assistance to patients over 100,000 times. In addition, the a comprehensive plan was developed which focuses on increased service provision, training and outreach that will create a “Center of Excellence” for Language Access Services at our hospital.
- ***Lang Youth Medical Program*** – The Lang Youth Medical Program is offered to mature seventh-grade New York City public school students from Washington Heights who exhibit academic promise. The primary goal of the program is to provide experiences to a select group of students in an environment that supports and improves the social, personal and academic development of these scholars during their six-year enrollment. The program also creates new connections between the Hospital and community through these young participants. Upon successful completion of the Lang Youth Medical Program students are eligible for college tuition assistance. In 2004, 30 students participated in hands-on science activities and experiments while they worked alongside healthcare professionals in various settings throughout the Hospital. During the academic year students had the opportunity to explore particular interests in depth and were encouraged to participate in health-related community outreach activities.
- ***Medical Center Neighborhood Fund*** – For the past 15 years, NewYork-Presbyterian/Columbia and New York State Psychiatric Institute employees joined efforts to collect and donate money to the Medical Center Neighborhood Fund. Through this fund, these donations are used to award grants to community based organizations (CBO's) in Washington Heights and Inwood. The CBO's are encouraged to submit proposals annually to the committee to request grants to support programs or services they provide to the community. Employees act as site visitors to review the programs and recommend funding to the committee. In 2004, the Hospital donated approximately \$75,000 to local boys and girls scout programs, seniors centers, food pantries, cultural activities, day care centers and after school programs among others.
- ***NewYork-Presbyterian Blood Drive*** – NYP Hospital conducts hospital-wide quarterly blood drives throughout the Hospital. Hospital employees sign up to be blood drive captains responsible for marketing and promoting the drives, throughout the campuses via word-of-mouth, posters from the NYBlood Center, and flyers. In 2004, over 2,500 employees, patients, and family members donated blood to the New York Blood Center.

- ***Salud a Su Alcance – Pharmacy Assistance Program (SASA-PAP)*** – SASA-PAP serves an essential role especially for patients with chronic conditions who have no prescription benefits. NYP Hospital serves as the patient’s representative to help streamline the purchase of prescription drugs. In 2004, they served about 600 patients, mostly the uninsured and several hundred Medicare patients, whose 1,780 prescriptions totaled \$474,995 in savings.
- ***Start Right*** – This initiative enables social workers to identify children who are not up-to-date with their immunizations, and give providers opportunity to enroll eligibles into Medicaid and Child Health Plus. In 2004, Start Right made weekly health insurance presentations at Beacon Schools in Washington Heights and Harlem. In September 2004, Start Right collaborated with Alianza Dominicana, a community-based organization, to attend P.S. 128’s Health Partnership meeting. At this meeting it was discovered 98 children did not have health insurance. Once identified, the staff provided follow up phone calls in order to enroll those families into the Start Right program.
- ***The CLOTH High School for Community Health*** – In 2004, NYP Hospital partnered with The Community League of the Heights (CLOTH) and other stakeholders in the development of New Vision High School on West 157th Street and Amsterdam Avenue. The High School is scheduled to open in the fall of 2006 and will serve the youth of Washington Heights and pursue community health as the guiding theme for the curriculum and the context for action in the community.
- ***Volunteer Services*** – NewYork-Presbyterian Hospital is proud to have one of the largest volunteer programs of any hospital in New York. Our volunteers come from the communities we serve and bring with them diverse talents and interests. Volunteers serve in a wide array of capacities in our hospital. In addition, they serve as the core of innovative programs such as the Hospital Elder Life Program (HELP) that has been enormously effective in preventing delirium in patients on our Acute Care of the Elderly (ACE) unit. In 2004, over 1,300 volunteers provided over 150,000 hours of service at our institutions. At our hospitals, community volunteers are a key part of our care team and strategy.
- ***Washington Heights Annual Children’s Health Street Festival – Festival de los Ninos*** is the largest Latino family-child oriented festival in New York City. Hundreds of families came together in September 2004 to enjoy a day full of free games, food, rides, entertainment and health screenings.

DIABETES

- ***IDEATel*** - In 2000, Columbia University and NewYork-Presbyterian Hospital received a four-year, \$28 million grant from the Centers for Medicare and Medicaid Services (CMS) to evaluate telemedicine as a way of delivering health care services to Medicare beneficiaries with diabetes. This study, referred to as *IDEATel*, is designed to bring electronic house calls to older patients living in federally-designated medically underserved areas throughout New York State. CMS recently renewed the grant in 2004 for another four years. Columbia University and NYP Hospital are developing new technology for patient’s homes to further explore the economic benefits of technology and health.

- ***Salud A Su Alcance Diabetes Management Program (SASA-DMP)*** – The purpose of Salud A Su Alcance Diabetes Management Program (SASA-DMP) is to improve the prognosis of high risk and non-compliant diabetic patients identified by participating providers. Eligible patients are those who meet the referral criteria defined by SASA-DMP. In 2004, 31 patients successfully completed the six month intensive case management period. Each patient received six months of intensive case management which included home visits by specially trained Community Health Outreach Workers to help the patient adhere to the prescribed treatment plan of the doctor and facilitate access to services not available in their practice, including pharmaceuticals, specialty and social services, diabetic education or peer support groups.

DIGESTIVE DISEASES

- ***Jay Monahan Center for Gastrointestinal Health (Monahan Center)*** – The Jay Monahan Center for Gastrointestinal Health at the New York-Presbyterian/Weill Cornell opened officially in March 2004. 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. The Monahan Center served over 4,000 patients in 2004.
- ***Gastrointestinal Health Outreach Events*** – In 2004, 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; a collaboration with the New York National Boat Show to provide colorectal cancer screening information at their annual exhibit, with an estimated 80,000 attendees; a colorectal cancer prevention community health fair in the New York-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. Examples of key collaborations include those with the Colon Cancer Alliance, Colon Club, Pancreatic Cancer Action Network, American Cancer Society, American College of Gastroenterology, American Society of Gastrointestinal Endoscopy, Cancer Research and Prevention Foundation, National Colorectal Cancer Roundtable, International Digestive Cancer Alliance, the New York City Department of Health's Colon Cancer Control Coalition, and others. 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 newly renovated and expanded Allen Pavilion Emergency Department (ED) opened its doors in December of 2004. The ED is open around-the-clock for 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. It is three times the size of the previous facility and can now accommodate more than 40,000 patients a year. The new ED also provides comfortable and appropriate space for the care of children. A patient services liaison with fluency in English and Spanish greets patients and families in the waiting room and facilitates their communication and care.
- ***Community Board 12 Emergency Preparedness Team (CERT)*** – CERT was created to assist community residents in case of a disaster in the Washington Heights/Inwood community, including a terrorist act. Over 30 members were trained from the local community in 2004. CERT members are trained by the New York City (NYC) Fire and Police Departments and the NYC Office of Emergency Management on how to respond in the event of an emergency. CERT and NewYork-Presbyterian Hospital work collaboratively on community preparedness efforts and the hospital has taken on the task of providing additional training, including a pledge for cardiopulmonary resuscitation (CPR) certifications and medical lectures.
- ***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 response, the NYP Hospital departments of Neurology and Emergency Medicine submitted an application to become a Designated Stroke Center.
- ***Emergencies in School Symposium*** – In the Fall of 2004, the seventh annual Emergencies in the School symposium was held at NYP/Weill Cornell for over 100 public, private and parochial school nurses. The topics this year included athletic injuries, minor head trauma, food allergies and emergency preparedness in the schools.
- ***Emergency Medical Services*** – The NewYork-Presbyterian Emergency Medical Service (NYP-EMS) is the largest hospital-based provider of ambulance services in the City of New York. NYP-EMS operates Basic Life Support, Advanced Life Support, and Specialty Transport/Critical Care ambulances twenty-four (24) hours per day, seven (7) days a week, throughout the five boroughs of New York City. In 2004, as the result of a Quality Assurance/Performance Improvement audit, the NYP EMS Quality Assurance/Performance Improvement policy and procedure was cited by FDNY as a model for other participating voluntary hospitals to use in developing their own QA/PI plans.
 - ***Avon Walk for Breast Cancer*** – NYP-EMS once again implemented our “Event Action Plan” for the Avon Walk for Breast Cancer, which took place on October 2nd and 3rd, 2004. The event consisted of over 4,000 participants walking approximately 15 miles per day through the City to raise funds for and awareness of breast cancer research. NYP-EMS provided emergency medical services along the entire route.

- ***New York-Presbyterian Emergency Medical Services collaboration*** – NYP-EMS collaborated with New York Methodist Hospital in Brooklyn and the FDNY in order to review and revise the operational needs of the service at that location. To that end, the deployment of the Advance Life Support ambulance was moved in February 2004 to a location closer to the New York Methodist Hospital, where the unit is now able to better serve the immediate Hospital community of Park Slope in Brooklyn.
- ***Pediatric Emergency Medicine (PEM)*** – The PEM division at MSCHONY works with local public schools to improve communication between the PEM healthcare team and school faculty in order to facilitate referrals to the Pediatric Emergency Department from local schools. A formal school based emergency readiness educational program, designed by the PEM division, provides training to local school staff in the management of medical emergencies in the classroom. In 2004, PEM trained over 50 staff member at P.S. 128 in emergency preparedness in classrooms. The PEM staff work collaboratively with the Pediatric Trauma Service on community outreach programs designed to promote bicycle helmet and child car seat safety. In 2004, PEM held an educational session on playground safety at P.S. 128. Over 200 school children were in attendance.
- ***Hospital Emergency Response Information System (HERIS)*** – Shortly after September 11, 2001 the New York-Presbyterian Healthcare System assembled the System Emergency Preparedness Group, consisting of medical directors and emergency medicine professionals from across its System institutions. The group developed a computerized tracking tool, HERIS, designed to enhance communication, estimate surge capacity and the ability of hospitals to share resources, as well as disseminate necessary information for hospitals at the time of an emergency. HERIS was developed internally and tested in two multi-institutional simulations, one of which spanned the Tri-State area. The simulations were so successful that in 2003, the New York State Department of Health developed a web-based hospital emergency response system, using HERIS as a model. In 2004, the System Emergency Preparedness Group continues 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.
- ***Pediatric Emergency Medicine Health Fair*** – Over 800 children from schools in the local community attended the 5th annual Pediatric Emergency Medicine Health Fair, in May 2004. The health fair, coordinated by the ER staff, was held in the Wintergarden Atrium and educated 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. Lang scholar volunteers, who are children with an interest in science and medicine, assisted with the fair.

GERIATRICS

- **Centers on Aging and Cornell CARES Website Launch** – NYP Hospital’s www.nypaging.org website, received over 22,000 hits in 2004, indicating the apparent success of this initiative. The goal of the website is to guide older adults in their efforts to improve their health, well-being, and quality of life. The website www.CornellCARES.com offers both innovative and practical guidance to health care and social service practitioners, in order to make geriatric mental health and psychosocial assessments and interventions easier and more effective. In 2004, over 14,000 people view the informative website.
- **Columbia Cooperative Aging Program (CCAP)** – This program brings together "well" older adults and the talents of clinicians, educators and researchers of Columbia University and NewYork-Presbyterian Hospital's Allen Pavilion. CCAP's primary aim is to promote successful aging among older adults living in the surrounding community. This is accomplished through individual evaluations of older adults, publishing a monthly health promotion newsletter, and providing lectures by physicians at local community centers. In 2004 over 60 lectures were held at 12 community centers where older adults congregate. To date, CCAP has approximately 160 community dwelling members.
- **HealthOutreach** – Established in 1989, the program promotes health and quality of life for adults 60 years of age or older. This is free program which offers ongoing community support for older adults and guidance for caregivers at our NYP/Weill Cornell and Allen Pavilion locations. Our site is located at www.nypaging.org/hea_out.html.
- **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. In 2004, 24 HELP volunteers worked with patients in an effort to monitor a patient’s status during the hospital stay; volunteer assignments and interventions are made based on individual patient needs. As part of HELP, patients receive orientation, therapeutic activities, mobility assistance, and meal/fluid assistance. HELP provides a unique and interactive experience for the volunteers as well as care and support for the hospitalized seniors.

HEALTH INSURANCE ACTIVITIES

- **NewYork-Presbyterian Community Health Plan (NYPCHP)** – NewYork-Presbyterian Hospital sponsors a pre-paid health services plan dedicated to providing publicly funded health insurance coverage throughout Manhattan, Brooklyn, Queens and the Bronx. As of 2004, 65,000 individuals were receiving medical coverage from this plan. The health plan has enacted a number of community outreach initiatives to reach out in order to increase access to health care for the uninsured and underinsured.
 - **Community Festivals Program** – NYPCHP participated in and/or sponsored a number of community festivals in 2004. At each festival, NYPCHP representatives were on-hand to screen individuals for health insurance eligibility. These festivals included the Dominican Mother’s Day Reception (upper Manhattan), Brooklyn Dominican Parade, Mexican Day Parade (Manhattan), Ukrainian Festival (lower

- Manhattan), Seventh Heaven Street Fair (Brooklyn), Astoria Fall Festival (Queens), Greenpoint Avenue Festival (Brooklyn), International Festival (Brooklyn), Jackson Heights Festival (Queens), Korean Harvest Festival (Queens), Queens Botanical Garden Festival, Bronx Puerto Rican Day Parade, Red Hook Waterfront Festival (Brooklyn), Steinway SummerFest (Queens), Surfside Family Festival (Queens), and World Aids Day Festival (Brooklyn). NYPCHP also participated in a number of smaller community festivals.
- ***Healthy Banking Program*** – NYPCHP commenced an initiative in March 2004 to collaborate with local banks in order to increase awareness of the availability of public health insurance programs. In total, 12 banks allowed NYPCHP to set up displays, distribute literature and speak with customers about public health insurance and enroll those eligible. Six of these banks are located in Queens and six in Brooklyn. These banks included Washington Mutual, Northfork Bank, Independence Community Bank, JP Morgan Chase Bank and Banco Popular.
 - ***Immigrant Awareness Workshops*** – Throughout 2004, NYPCHP sponsored a wide-range of educational workshops focused on issues facing the communities it serves, such as immigration, legal rights, and health benefits. In conjunction with this program, NYPCHP also underwrote the printing of a manual developed to educate the community on issues related to immigration law, criminal law, labor and health issues. Over 200 individuals participated in these workshops in 2004.
 - ***Trade School Program*** – In January 2004, NYPCHP embarked on a campaign to reach out to the many local trade schools in Manhattan, Queens, Brooklyn and the Bronx in order to assist the students in obtaining health insurance through publicly funded programs (Medicaid, Child Health Plus and Family Health Plus). In total, 28 trade schools were visited in 2004, including home health aide schools, barber and beauty salon schools, secretarial schools, and other vocational training centers. These trade schools were selected due to the likelihood that the students would qualify for publicly funded health insurance programs. Approximately 3,500 students were screened for eligibility and over 350 students were successfully enrolled into publicly funded health insurance programs due to these efforts.
 - ***Community Premier Plus (CPP)*** – Community Premier Plus sponsors a pre-paid health services plan dedicated to providing public health insurance coverage in the boroughs of the Bronx and Manhattan. As the number one rated plan among all Medicaid managed care plans in New York City, Community Premier Plus strives to educate and provide quality health care and access to persons in need. In addition, CPP wants to educate the public on health related matters such as diabetes, asthma and heart disease. In 2004, approximately 74,000 members were enrolled in the plan. The health plan has initiated a number of community outreach initiatives for the uninsured and underinsured, screened for public health insurance eligibility and educated the communities on health related topics.
 - ***181st Children's Festival*** – In 2004 Community Premier Plus sponsored and participated in one of the largest festivals in the City of New York. During this event,

- which recorded approximately 30,000 participants, Community Premier Plus identified 107 who were in need of health insurance. This initiative also enabled us to screen over 300 participants for high blood pressure.
- ***Health Fairs*** – In 2004, Community Premier Plus and NewYork-Presbyterian Health Plan initiated and participated in over 200 health fairs in the Bronx, Manhattan, Queens and Brooklyn. Some of the largest events were held in East Harlem, Hamilton Heights and Washington Heights. The health fairs provided CPP with an opportunity to screen participants for diabetes and blood pressure. In addition, our trained staff provided health education materials on asthma, diabetes, nutrition and immunization.
 - ***Healthy Holiday Celebrations*** – Community Premier Plus partnered with NYP Hospital, NYP Health Plan and the Ambulatory Care Network in order to celebrate a number of holidays throughout 2004. This included Halloween at City College where over 1,500 children and adults visited a haunted house on the college campus. In December 2004, CPP hosted the first community holiday concert with an outstanding performance by Millie Quezada.
 - ***Public School Based Health Initiatives*** – In 2004 Community Premier Plus worked with a number of schools in Manhattan to deliver workshops on health related topics to parents and students. CPP partnered with P.S. 115, P.S. 73, and the Grand Wyndham Beacon After-School Program to name a few. The school based initiative enabled CPP to provide students and parents with information on nutrition. In addition CPP, sponsored Athletic Programs for Hostos Community College in the Bronx which enabled NYP Hospital to reach a wide range of students who otherwise would not have access to health insurance.

HEART DISEASE

- ***Center for Interventional Vascular Therapy*** – The Center for Interventional Vascular Therapy at NewYork-Presbyterian/Columbia offers all levels of cardiac and endovascular interventions for patients with coronary, endovascular and structural heart disease. The center, established in 2004, provides the latest technology and innovations in cardiovascular treatment; and has enhanced access to these services for local residents.
- ***Preventive Cardiology Website and Newsletter Launch*** – In February 2004 NYP Hospital launched www.hearthealthtimes.com, a website and newsletter for consumers and professionals to provide information on prevention services, free education materials in English and Spanish, and listing for community outreach programs. In 2004, over 9,500 people view the informative website.
- ***PASSPORT to Heart Health*** – This is a hospital based screening program which provides cardiovascular disease (CVD) risk screening and education to hundreds of CVD patients each year. In 2004, women who came to NewYork-Presbyterian Hospital for mammography screenings were offered the opportunity for free heart disease risk screenings and education. Over 200 women from the community were screened at no cost.

HIV/AIDS

- **AIDS Program** – In 2004, the AIDS Program at New York-Presbyterian/Columbia provided inpatient and ambulatory care to approximately 4,000 patients drawn from surrounding communities including Northern Manhattan, Harlem and the West and South Bronx as well as Brooklyn, Queens and the rest of Manhattan. Through its interdisciplinary teams the program provided primary care, testing and counseling, HIV adherence programs, case management as well as enhanced access to specialty care. Education and support is also provided to our patients to enable them to adhere to the complex HIV/AIDS medications which have significantly lengthened the life span of people infected with HIV.
- **NYP System SelectHealth** – This special needs plan offers comprehensive health care services to persons with HIV/AIDS who are covered by Medicaid and are residents of Manhattan, the Bronx and Brooklyn. Medicaid recipients infected with HIV and their dependent children up to the age of 19 (regardless of HIV status) can join the plan. As of 2004, Select Health has enrolled approximately 500 members into the program. The main goal of Select Health is to increase access to specialty care, coordinate and facilitate the array of services within the HIV care system in order to improve the quality of life for Medicaid eligible HIV-infected individuals and those living with AIDS while simultaneously controlling costs. NYP Hospital System Select Health of a provider network in Manhattan, which includes the designated AIDS Centers of New York-Presbyterian/Columbia and New York-Presbyterian/Weill Cornell, as well as clinics of the Community Healthcare Network, Saint Barnabas Hospital, Westchester Square Medical Center, the Brooklyn Hospital Center, New York Methodist Hospital, and Wyckoff Heights Medical Center.
- **Women and Children Care Center** – The Women and Children Care Center (WCCC) works with pregnant women who are HIV infected, with their babies, both positive and negative, and with HIV infected children. The Special Needs Clinic, under the Department of Child Psychiatry, works with families in which one member is infected. The HIV Mental Health Clinic provides psychiatric services to adults who are infected with or affected by HIV. In 2004, WCCC served over 215 HIV exposed and infected children and over 150 infected women.

NEUROSCIENCE

- **Brain Aneurysm Awareness** – In September 2004 the Neuroscience Service Line manned an informational table in the Milstein Hospital building lobby on Brain Aneurysm Awareness. At this event, over 200 people were provided information identifying risk factors for aneurysms, signs of hemorrhage, and steps to prevent aneurysm development were featured.
- **Stroke Center Directors Forum** – The NYP Hospital and Healthcare System, in conjunction with the Neuroscience Service Line, established the Stroke Center Directors Forum, which aims to improve quality of care for stroke patients across the region. The Forum meets bi-monthly and New York-Presbyterian/Weill Cornell, New York-Presbyterian/Columbia, and the Allen Pavilion participate in this important initiative. The Forum has established a standardized Acute Stroke Protocol that has been adopted by eighteen System hospitals

across three states. In addition, the Forum has agreed on six shared indicators to benchmark quality that will facilitate early diagnosis and treatment of acute stroke.

VASCULAR

- **Screening** – The Division of Vascular Surgery held a free vascular disease screening at the NewYork-Presbyterian/Weill Cornell and NewYork-Presbyterian/Columbia campuses in May 2004. The Hospital screened 220 individuals at the event. Participants received an aortic scan, a carotid artery scan and an evaluation of the circulation in the lower extremities, free of charge. The Division of Vascular Surgery will participate in a citywide vascular disease screening, coordinated by the American Vascular Association, which will be held at the Grand Hyatt hotel in October of 2005.

WOMEN'S HEALTH

- **Domestic Violence** – The Ambulatory Care Network (ACN) Domestic Violence Program was started in 2004. Its goal is to enhance identification and services to families experiencing domestic violence in the ACN. The main objectives have been to provide training to providers in appropriate identification, intervention and referral, to develop and enhance collaboration with community based organizations, to conduct community based research and to expand and develop services for families. Over the course of the last year the program has trained over 500 healthcare providers. A protocol on domestic violence identification, intervention and documentation is being finalized. The program is one of three sites nationally to receive a grant from the United States Department of Health and Human Services to interview women in the Washington Heights/Inwood who have experienced domestic violence in order to better understand their needs and barriers to obtaining services. This grant is being administered in collaboration with Northern Manhattan Improvement Corporation, a community-based organization serving the Washington Heights/Inwood community. Groups for mothers and children living with domestic violence were held in ACN sites and more are planned.
- **Health Cares About Domestic Violence** – The ACN Domestic Violence Program participated in ‘Health Cares About Domestic Violence Day’ in October 2004. At this event, over 200 providers were given buttons that said in English or Spanish “Is someone hurting you? You can talk to me about it.” Resources materials were distributed to all ACN sites.
- **Prenatal Care Assistance Program (PCAP)** – PCAP offers comprehensive prenatal services to low income uninsured and underinsured women in New York City. Free pregnancy testing is available 5 days a week to all women who request a test. In 2004, PCAP tested over 6,000 women. All women who test positive are seen by an on-site financial counselor to ensure early entry into a plan of prenatal care, nutrition services and psych-social services to provide the best outcomes for the mother and the baby. The NYP Hospital/Cornell Women’s Health Practice also offers free HIV counseling and testing services to members of the community as well as to their own patients. Two on-site specially trained HIV counselors provide these services 5 days per week. In 2004, PCAP provided HIV testing and counseling for 2,055 women.

- ***Sister to Sister*** – In 2004, NewYork-Presbyterian Hospital organized and coordinated this New York City screening event at Madison Square Garden. Over 500 women were screened for blood pressure, obesity, cholesterol and depression. Prior to the Madison Square Garden event, NewYork-Presbyterian Hospital participated in the Executive Women’s Breakfast at the Cartier Mansion in New York City. Screening and education was provided to 100 women leaders in business.
- ***Teenage Pregnancy and Parenting Program (TAPP)*** - TAPP is a service for community teenagers offered by the Women’s Health Practice which provides prenatal care and education, social work and nutrition support and parenting education for pregnant teens. Once the teen gives birth, the mother and the baby are cared for through Women's Health and the Pediatric TAPP Program which addresses the individual needs of each teen mother and her baby. In 2004, TAPP was able to assist approximately 240 teenage mothers.
- ***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 2004 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 2004.
 - ***Breast Cancer Screening*** – NewYork-Presbyterian/Columbia works with Columbia University's Breast Screening Partnership to provide a day 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 2004, NYP Hospital screened more than 750 women in the community through mobile clinics and outreach programs.
 - ***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 2004, approximately 150 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 2004, 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.

VII. CLINICAL PROGRAMS AND SERVICES

NYP Hospital’s ***2004 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
Burn Care Unit	Nuclear Medicine	Recreational Therapy
Cardiac Catheterization Lab	Neurology/Neurosurgery	Surgery
Cardiac Services	Occupational Therapy	Reproductive/Infertility
Computed Tomography (CT Scanner)	Oncology Services	Regional Cancer Center
Cystoscopy	Ophthalmic Services	Respiratory/Pulmonary Services
Dental - Outpatient	Open Heart Surgery Facility	Sleep Disorders
Emergency Services	Organ Transplant	Social Work Service
Epilepsy Center	Orthopedics	Speech-Language
Family Planning	Outpatient Services	Pathology
Gastroenterology	Pain Center	Urology
Geriatric Services	Pediatric Services	Wellness/Alternative
Health Fairs	Pharmacy	Medicine
Hemodialysis/Kidney Dialysis	Physical Rehabilitation	Women’s Health
Intensive Care Unit (ICU)		

VIII. FINANCIAL STATEMENT *

**NEWYORK - PRESBYTERIAN HOSPITAL
FINANCIAL STATEMENT FOR REPORT YEAR 2004**

SOURCES OF REVENUE	2004
NET PATIENT SERVICE REVENUE	2,254,877,000
OTHER OPERATING REVENUE	152,014,000
GRANTS, RESEARCH, MEDICAL ED	20,282,000
TOTAL REVENUE	2,427,173,000
EXPENSES	
SALARIES AND BENEFITS	1,316,647,000
SUPPLIES AND OTHER EXP	893,111,000
DEPR AND INTEREST	198,317,000
TOTAL EXPENSES	2,408,075,000
BAD DEBT/UNCOMPENSATED CARE	66,678,000
CHARITY CARE	
FREE CARE (HILL BURTON) / COMMUNITY BENEFITS <i>(breakout of above not available)</i>	51,809,933
TOTAL CHARITY CARE	51,809,933
ASSETS	3,286,301,000
LIABILITIES AND FUND BALANCES **	3,286,301,000
CAPITAL - EQUIPMENT **	468,750,608
LAND **	24,684,480
BUILDINGS & IMPROVEMENTS/CONSTRUCTION **	896,375,277

SUMMARY FINANCIAL STATEMENT

1. Total Operating Patient Service Revenue	2,427,173,000
2. Total Operating Expenses	2,408,075,000
3. Charity Care	51,809,933
4. Bad Debt / Uncompensated Care	66,678,000

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

** Includes accumulated depreciation.

IX. ACCESS TO AND DISTRIBUTION OF THE PLAN

As mentioned above, NewYork-Presbyterian 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 *2004 Community Service Plan* 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/PAYNE
WHITNEY WESTCHESTER***

(914) 997-5779

OFFICE OF STRATEGY AND REGULATORY PLANNING

(212) 434-5976

Core Service Area* Demographics

2003

Population by Age Group

Age	<u>Estimated 2003</u>		<u>Estimated 2008</u>		<u>2003-2008 Change</u>	
	Number	Percent	Number	Percent	Number	Percent
Under 1	14,029	1.6%	13,935	1.5%	-94	-0.7%
1-4	53,560	6.0%	55,052	6.0%	1,492	2.8%
5-9	67,996	7.6%	66,834	7.3%	-1,162	-1.7%
10-14	69,991	7.9%	66,404	7.2%	-3,587	-5.1%
15-17	37,227	4.2%	39,803	4.3%	2,576	6.9%
18-24	91,863	10.3%	88,818	9.7%	-3,045	-3.3%
25-34	135,255	15.2%	132,070	14.4%	-3,185	-2.4%
35-44	137,502	15.4%	136,577	14.9%	-925	-0.7%
45-54	110,845	12.4%	122,714	13.4%	11,869	10.7%
55-59	41,635	4.7%	49,539	5.4%	7,904	19.0%
60-64	34,498	3.9%	40,056	4.4%	5,558	16.1%
65-69	27,135	3.0%	30,815	3.4%	3,680	13.6%
70-74	22,789	2.6%	24,075	2.6%	1,286	5.6%
75-79	19,194	2.2%	19,316	2.1%	122	0.6%
80-84	13,776	1.5%	14,181	1.5%	405	2.9%
85 and Over	14,287	1.6%	16,043	1.8%	1,756	12.3%
TOTAL	891,582	100.0%	916,232	100.0%	24,650	2.8%

Population by Race/Ethnicity

Race	<u>Estimated 2003</u>		<u>Estimated 2008</u>		<u>2003-2008 Change</u>	
	Number	Percent	Number	Percent	Number	Percent
White	247,843	27.8%	247,715	27.0%	-128	-0.1%
Asian	46,931	5.3%	51,869	5.7%	4,938	10.5%
Others	250,482	28.1%	272,147	29.7%	21,665	8.6%
Black	283,594	31.8%	277,935	30.3%	-5,659	-2.0%
Two Race	53,406	6.0%	56,089	6.1%	2,683	5.0%
American Indian	8,484	1.0%	9,603	1.0%	1,119	13.2%
Hawaiian	842	0.1%	874	0.1%	32	3.8%
TOTAL	891,582	100.0%	916,232	100.0%	24,650	2.8%
Ethnicity						
Hispanic	435,186	48.8%	463,851	50.6%	28,665	6.6%
Non-Hispanics	456,396	51.2%	452,381	49.4%	-4,015	-0.9%
TOTAL	891,582	100.0%	916,232	100.0%	24,650	2.8%

Household Income

	<u>Estimated 2003</u>		<u>Estimated 2008</u>		<u>2003-2008 Change</u>	
	No. of Households	Average Income	No. of Households	Average Income	No. of Households	Percent
	319,551	\$49,634	326,414	\$51,577	2.1%	3.9%

* Core Service Area consists of the following zip codes: New Jersey zip codes: 07024, 07605, 07631, 07632, 07650, 07670; New York zip codes: 10026, 10027, 10030-10034, 10039, 10040, 10451-10453, 10456, 10463, 10471

Core Service Area* Demographics

2003

Population by Age Group

Age	<u>Estimated 2003</u>		<u>Estimated 2008</u>		<u>2003-2008 Change</u>	
	Number	Percent	Number	Percent	Number	Percent
Under 1	11,417	1.2%	11,204	1.2%	-213	-1.9%
1-4	45,404	4.9%	45,401	4.8%	-3	0.0%
5-9	51,437	5.6%	57,074	6.0%	5,637	11.0%
10-14	47,184	5.1%	51,799	5.4%	4,615	9.8%
15-17	24,609	2.7%	27,331	2.9%	2,722	11.1%
18-24	74,013	8.0%	59,212	6.2%	-14,801	-20.0%
25-34	186,558	20.3%	159,441	16.7%	-27,117	-14.5%
35-44	161,932	17.6%	180,307	18.9%	18,375	11.3%
45-54	120,329	13.1%	139,269	14.6%	18,940	15.7%
55-59	48,328	5.3%	55,184	5.8%	6,856	14.2%
60-64	39,602	4.3%	47,146	5.0%	7,544	19.0%
65-69	31,448	3.4%	36,596	3.8%	5,148	16.4%
70-74	26,336	2.9%	28,378	3.0%	2,042	7.8%
75-79	20,908	2.3%	21,747	2.3%	839	4.0%
80-84	14,920	1.6%	15,492	1.6%	572	3.8%
85 and Over	15,128	1.6%	16,642	1.7%	1,514	10.0%
TOTAL	919,553	100.0%	952,223	100.0%	32,670	3.6%

Population by Race/Ethnicity

Race/Ethnicity	<u>Estimated 2003</u>		<u>Estimated 2008</u>		<u>2003-2008 Change</u>	
	Number	Percent	Number	Percent	Number	Percent
White	509,034	55.4%	509,195	53.5%	161	0.0%
Asian	155,457	16.9%	169,336	17.8%	13,879	8.9%
Others	135,262	14.7%	149,051	15.7%	13,789	10.2%
Black	60,212	6.5%	59,350	6.2%	-862	-1.4%
Two Race	54,093	5.9%	59,055	6.2%	4,962	9.2%
American Indian	4,927	0.5%	5,656	0.6%	729	14.8%
Hawaiian	568	0.1%	580	0.1%	12	2.1%
TOTAL	919,553	100.0%	952,223	100.0%	32,670	3.6%
Ethnicity						
Hispanic	310,578	33.8%	337,352	35.4%	26,774	8.6%
Non-Hispanics	608,975	66.2%	614,871	64.6%	5,896	1.0%
TOTAL	919,553	100.0%	952,223	100.0%	32,670	3.6%

Household Income

	<u>Estimated 2003</u>		<u>Estimated 2008</u>		<u>2003-2008 Change</u>	
	No. of Households	Average Income	No. of Households	Average Income	No. of Households	Percent
	363,986	\$82,088	367,121	\$91,689	0.9%	11.7%

* Core Service Area consists of the following zip codes: New York zip codes: 10021, 10028, 10044, 11101-11106, 11368-11370, 11372, 11373, 11377, 11378