



**DR. BENJAMIN CHU**  
**HHC PRESIDENT AND CHIEF EXECUTIVE**  
**REPORT TO THE BOARD OF DIRECTORS**  
**JULY 25, 2002**

**EXCEPTION TO POLICY**

I have authorized an exception to policy for the Queens Health Network. Elmhurst Hospital Center has applied to the New York State Department of Health (NYSDOH) for acceptance into the Atlantic Cardiovascular Patient Outcome Research Team, known as the Atlantic C-Port Registry. The purpose of this program is to conduct community-based, clinical research in cardiovascular medicine. The Registry is highly competitive, and being part of it will assist the Corporation in establishing new programs to address issues related to disparities in health care.

For Elmhurst Hospital Center to be accepted into the Atlantic C-Port Registry, it must first complete instruction in certain development and training protocols. To accomplish this, Elmhurst Hospital Center retained John Hopkins University, the only facility designated by the New York State Department of Health to give Atlantic C-Port Registry training. Elmhurst Hospital is required to commence training and information-sharing by July, to receive final DOH approval into the Registry by September.

**NEW BOND FINANCING**

On July 10, 2002, NYC Health and Hospital Corporation successfully priced \$192,750,000 in tax-exempt fixed rate bonds at an average interest rate of 5.14%. The pricing of approximately \$400 million in auction rate or variable rate bonds took place today and was priced at 1.3%. The combined interest rate at closing was under 3%. Projections over the 30-year term on the complete \$591 million bond financing is estimated to be 4.27%. The Corporation's bond financing program includes approximately \$300 million in new money bonds to fund ongoing capital needs and \$300 million to refinance the 1997 Series Bonds. The Corporation has been able to receive these competitive rates on its bonds due to favorable market conditions, strong response from investors, and recent ratings upgrades, which highlighted the Corporation's essential role in providing health care services to the New York City indigent population, and confirmed the strong relationship between the Corporation and the City.

**INFORMATION TECHNOLOGY DEVELOPMENTS**



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The North Bronx Healthcare Network has been named as one of the nation's 100 "most wired" hospital and health systems by "Hospitals and Health Networks," the Journal of the American Hospital Association. The survey measures healthcare systems on their use of Internet technologies to connect with patients, health care providers, payers, health plans and employees.

The Computerized Physician Order Entry (CPOE), which allows physicians to order laboratory tests and medications electronically, was installed in June at Bellevue Hospital Center. The new system provides faster service and reduces the risk of mistakes being made because of transcription errors.

The Adult Medicine Clinic at Jacobi Medical Center has moved from paper medical records to electronic ones. The new system, which responds to voice recognition, has improved workflow. Plans are in the works for the same system to be installed in the Pediatric Clinic.

The Patient Photo Identification project is in place and fully operational at the North Bronx Network's Gun Hill Treatment Center. The staff gives the project high marks for streamlining the registration process, improving the identification of patients, and helping to eliminate fraud at registration.

The Queens Health Network is the first HHC network to go "live" processing all time sheets in-house. The new system went into operation on June 19th, and promises to provide more expeditious and efficient handling of time sheets than the previous system.

In September Queens Hospital will go online with the Computerized Physician Order Entry system (CPOE) and in December Coney Island Hospital will complete installation of the Picture Archiving and Communications System (PACS). This means that by the end of this calendar year, these two of the key components in our corporate technology strategy will be implemented in all of our facilities.

## **PATIENT-CENTERED ACTIVITIES**

Today we completed a series of meetings at the facilities with hundreds of staff from every HHC hospital and D&TC to formally "kick-off" our three-year strategic initiative to restructure the way our clinics do business. Our aim is to create a cultural change focused on patient-centered care. Our goals are to:

- Get patients in and out of the clinics in less than one hour.
- Provide patients an appointment with their doctor within 1-3 days.
- Reduce no-show rates.
- Increase provider productivity.
- Increase patient satisfaction.
- Increase staff satisfaction.

## **IMPROVEMENTS IN AMBULATORY CARE**

The North Brooklyn Network has completed the first phase in its plan to improve patient services at its Adult Medicine Clinic at Woodhull. The clinic has been relocated within the facility to expand the number of examination rooms from 13 to 21 and to improve patient flow by locating the clinic closer to registration, cashier and social work staff. In the next phase, scheduled for completion in September, a new area will be opened to provide additional services in nutritional counseling, social work and diabetes management. The additional space will expand the clinic's capability by approximately 15,000 to 20,000 visits annually.

In the South Manhattan Healthcare Network all Primary Care Modules in Medicine at Bellevue Hospital are now able to provide open access, with patients being offered appointments within a few days of their request.

In the Central Brooklyn Network, the Flatbush Health Center implemented ambulatory care redesign in late May and by June the average clinic visit was reduced from 3 hours to 56 minutes.

## **BOLSTERING REFERRALS**

During the month of June, 2002, Bellevue's Referral Service accepted a total of 181 transfers from both HHC- and non-HHC facilities. In the hospital's Adult Cardiac Catheterization Suite, 44% of the 85 cases were Bellevue patients and 55% were referrals from other HHC facilities. Also in June, 83 % of patients who Gouverneur Ambulatory Care referred for specialty, emergency or ancillary services went to Bellevue.

The North Bronx Healthcare Network has created a Community Provider Referral Center to encourage community-based providers to make referrals to the network by offering timely appointments, financial counseling, prompt reporting of patient results to referring physicians, and access to continuing education programs.

With nearly 100 community providers in the Central Brooklyn Family Health Network, Kings County Hospital Center also has an active referral unit. On a daily basis, Kings County staff members send patients' results to referring community providers, and twice a month they call for feedback regarding service delivery. In addition, staff from Kings County and MetroPlus visit each community provider every other month, to inform them about the services available at Kings County and to get feedback from providers.

## **CAPITAL PROJECTS**

The major modernization projects at Bellevue Hospital Center, Jacobi Medical Center, Coney Island Hospital and Kings County Hospital Center Phase II are moving forward.

Steel erection for Jacobi's new bed tower is scheduled for completion in August. The foundation work on Bellevue's new ambulatory care building is also nearing completion, with steel erection scheduled to start next month.

Foundation work continues on Kings County Hospital's new diagnostic, treatment and emergency care building, while at Coney Island Hospital, preparation is underway for construction of the new bed tower, which will begin this fall.

The New York State legislature recently passed a bill permitting the Dormitory Authority of the State of New York (DASNY) to proceed with issuing bonds to finance the project costs at Jacobi Medical Center and Coney Island Hospital, and to reimburse the Corporation for capital expenses incurred to date at these two construction sites.

### **BELLEVUE HOSPITAL CENTER OFFERS NEW SERVICES**

As part of a pilot project examining the impact of language and culture on health care delivery, Bellevue Hospital Center's Gastro-intestinal (GI) Clinic is now equipped to handle the language and cultural needs of the Chinese-American community. The project was put into place in response to the fact that the Chinese-American community experiences a higher incidence of cancers of the upper GI tract than that of the general population. The GI Clinic is now staffed with a full-time Mandarin, Cantonese and Fukinese-speaking clerk and a Mandarin-speaking nurse. A Mandarin-speaking volunteer interpreter has also been assigned to the team. Data is being collected and reviewed to measure the clinic's effectiveness. If successful, it may serve as a model for other clinics.

Also at Bellevue, the Department of Pediatrics has established a clinic for the diagnosis and treatment of Attention Deficit Hyperactivity Disorder (ADHD). The symptoms of ADHD include an inability to sustain attention to tasks or to control actions. ADHD is usually diagnosed during the elementary school years; if undiagnosed and untreated, it may lead to problems with behavior and performance in school. The ADHD Clinic was instituted as part of Bellevue's participation in a national collaboration with other health care sites, organized by the National Initiative for Children's Healthcare Quality (NICHQ). The ADHD Clinic marks a significant step by Bellevue to enhance its behavioral health services for children and adolescents.

### **KINGS COUNTY HOSPITAL FEATURED IN DEPARTMENT OF HEALTH VIDEO PROJECT**

An educational video which aims to reduce infant mortality was recently produced by the New York City Department of Health, in

cooperation with Kings County Hospital. The video, which is targeted to women of child-bearing age, features Kings County's Women's Health Services. It will be released this summer and shown at health clinics, libraries, community centers and hospitals throughout New York City.

### **PERINATAL CONFERENCE AT QUEENS HOSPITAL CENTER**

A perinatal symposium titled "Clinical Dilemmas for Practicing Obstetricians" was held recently at the new Queens Hospital Center on June 26, 2002. This one day academic program was sponsored by The Mount Sinai Services of the Mount Sinai School of Medicine and the Queens Health Network. The faculty included nationally and internationally prominent visiting scholars as well as Mount Sinai faculty, and was attended by a total of 77 health care providers. The well received program was designed to discuss perinatal challenges faced by practicing obstetricians and to provide an update on current concepts of clinical management.

### **METROPLUS EXCEEDS THE 100K MARK**

MetroPlus Health Plan has exceeded its very ambitious enrollment goal and reported a total of 100,085 members as of July 1st. This expansion, from an enrollment of 86,000 members only four months ago, was aided by the Corporation's recent decision to grant MetroPlus exclusive marketing access to HHC facilities. We offer congratulations to Executive Director Barbara Radin and thanks to her dedicated staff at MetroPlus, for their commitment and hard work in reaching this important Corporation goal.

### **FAMILY HEALTH MONTH**

On your agenda today is a resolution authorizing additional funding (not to exceed \$500,000) to Creative Media LLC for a media campaign to promote HHC Family Health Month, a corporate-wide outreach initiative to promote preventative health and enrollment in Family Health Plus, Child Health Plus and Medicaid through MetroPlus. Throughout the month of October, the corporate office, networks and facilities will sponsor outreach activities to educate the public on cancer screenings, child immunizations, and many other preventative health measures for men, women and children. The multi-lingual campaign will have participation from the HHC Community Advisory Boards and the Borough Presidents' Offices, as well as support from the American Cancer Society, the American Diabetes Association, the American Heart Association and the American Lung Association. We are confident that this effort will pay large dividends in promoting important preventive health measures throughout the communities that HHC serves and we urge your support of this resolution.

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