
***NEWYORK-PRESBYTERIAN HOSPITAL
2006 COMMUNITY SERVICE PLAN
ANNUAL IMPLEMENTATION REPORT***



April 2007



April 2007

We are proud to present NewYork-Presbyterian Hospital's **2006 Community Service Plan Implementation Report**.

We at NewYork-Presbyterian are committed to serving our community and ensuring that all of our state of the art programs are within everyone's reach. This report features a vast array of programs, initiatives and events that highlight NewYork-Presbyterian's continued commitment to our community.

We hope that you enjoy this year's report.

Sincerely,

A handwritten signature in black ink, appearing to read "Herbert Pardes". The signature is fluid and cursive.

Herbert Pardes, M.D.
President and Chief Executive Officer
NewYork-Presbyterian Hospital

***NEWYORK-PRESBYTERIAN HOSPITAL
2006 COMMUNITY SERVICE PLAN
ANNUAL IMPLEMENTATION REPORT***

April 2007

NEWYORK-PRESBYTERIAN HOSPITAL
2006 COMMUNITY SERVICE PLAN
ANNUAL IMPLEMENTATION REPORT

TABLE OF CONTENTS

	<u>PAGE</u>
I. INTRODUCTION AND BACKGROUND	1
II. MISSION, VISION AND STRATEGIC GOALS	2
III. NEEDS ASSESSMENT & STRATEGIC PLAN	3-4
IV. COMMITMENT TO THE COMMUNITY	5
V. COMMUNITY SERVICE: KEY 2006 ACCOMPLISHMENTS	6-29
• <i>ASTHMA</i>	
• <i>BEHAVIORAL HEALTH</i>	
• <i>CANCER</i>	
• <i>CHILDREN'S HEALTH</i>	
• <i>COMMUNITY-BASED OUTREACH AND HEALTH EDUCATION</i>	
• <i>DIGESTIVE DISEASES</i>	
• <i>EMERGENCY SERVICES/ EMERGENCY PREPAREDNESS</i>	
• <i>GERIATRICS</i>	
• <i>HEART DISEASE</i>	
• <i>HIV/AIDS</i>	
• <i>NEUROSCIENCE</i>	
• <i>VASCULAR</i>	
• <i>WOMEN'S HEALTH</i>	
VI. CLINICAL PROGRAMS AND SERVICES	30
VII. 2006 FINANCIAL STATEMENT	31
PLAN CONTACT INFORMATION	<i>Back Cover</i>
ACCESS TO & DISTRIBUTION OF THE PLAN	<i>Back Cover</i>

I. INTRODUCTION

This document represents NewYork-Presbyterian Hospital's (NYP Hospital) **2006 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. 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 2,242-bed, 501(c)(3) not-for-profit, academic medical center. It is committed to the special and complex mission of patient care, teaching, research, and community service.

In 2006, NYP Hospital discharged over 110,100 patients, including 11,600 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, Columbia University College of Physicians & Surgeons, and 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 throughout 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/Westchester Division

An integral component of NYP Hospital is the Ambulatory Care Network (ACN). The ACN consists of 15 primary care sites that are accessible to all communities served and offer 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 healthcare 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

NYP Hospital's vision is to be among the top academic medical centers in the nation in clinical and service excellence, patient safety, research and education. Strategic Initiatives provide the roadmap to guide the Hospital in achieving its vision. They identify the primary areas in which NYP Hospital needs to focus to realize its goals and continue to do the very best for patients and their families at all times. Strategic Initiatives support NYP Hospital's ultimate goal: "We Put Patients First." This means that patients are always first priority and the Hospital strives to provide them with the highest quality, safest, and most compassionate care and service.

In 2003, NYP Hospital established a set of Strategic Initiatives to enable it to achieve its vision and have been using these as a guide ever since. Recognizing the challenges of a rapidly changing environment, in 2006 Hospital leadership thought it would be timely to revisit its Strategic Initiatives and reconsider whether they

are the right ones to achieve a very ambitious set of goals. A Hospital leadership retreat was held in August 2006 to review and revise the Strategic Initiatives. Comments and feedback were solicited from employee and physician groups across our campuses. The following new Strategic Initiatives were developed and will be launched February 2007:

- Quality and Safety
- People Development
- Advancing Care
- Financial and Operational Strength
- Partnerships
- Serving Our Community

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. As part of its comprehensive long term direction, NYP Hospital launched an additional strategic plan during 2006 and continued its progress on plans already underway including the comprehensive community needs assessment:

Human Resources Strategic Plan – The strategic planning process for NYP Hospital's Human Resources department began in June 2006 and is expected to be completed in June 2007. The objectives of the project are to develop a future-focused strategic plan that aligns HR resources with the Hospital's strategic plan and business goals. This plan will address issues related to general environmental trends in the workforce as well as more specific issues related to the delivery of core human resources services within NYP Hospital.

Ambulatory Care Strategic Plan – The objectives of this process 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. During 2006, the Ambulatory Care Network completed its consolidation of services by closing the Nagle Clinic and relocating its medical, obstetrics and pediatric services to an expanded Broadway practice and the family medicine program to the Morgan Place practice.

Allen Pavilion Strategic Plan – NYP Hospital's formal strategic planning process for its Allen Pavilion campus concluded with the issuance of a final plan in 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 is 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. The results of the assessment demonstrated that the surrounding communities of Washington Heights and Inwood had a disproportionately large proportion of children who are eligible for governmental sponsored health insurance, yet remain uninsured. As a result, NYP Hospital has initiated a campaign to insure more children through the New York Presbyterian Community Health Plan and associated Community Based Organizations. The assessment also revealed that there is an epidemic of diabetes in Northern Manhattan. Consequently, NYP Hospital has partnered with its community partners, Building Bridges-Building Knowledge-Building Health and deployed community health workers and Parish Nurses in a coordinated program designed to do screening, education and enhance access.

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 NewYork-Presbyterian/Allen Pavilion Community Task Force.

V. COMMUNITY SERVICE: KEY 2006 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. During 2006, the program identified approximately 500 children with high risk asthma of which 50% are now actively engaged in care coordination services at Ambulatory Care Network practices or Morgan Stanley Children’s Hospital of NewYork-Presbyterian Hospital (MSCHONY) providers.
- ***Translational Behavioral Science Research Consortium*** – The Center for Complementary and Integrative Medicine at NewYork-Presbyterian/Weill Cornell continues to receive funding support from the National Heart, Lung and Blood Institute for the Cornell Translational Behavioral Science Research Consortium, which supports three initial projects that investigate how the constructs of positive affect and self-affirmation can be used to motivate behavior change leading to increased multiple-behavior change among patients who have had angioplasty for coronary artery disease, increased physical activity in patients with asthma, and increased medication adherence in African-American and Latino hypertensive patients.

BEHAVIORAL HEALTH

- ***Wellness Program*** – The Behavioral Health department at New York-Presbyterian/Westchester and NewYork-Presbyterian/Columbia initiated a Wellness Program. The program provides specific nutritional materials to all patients. The staff also began participating in the “Manhattan Tobacco Cessation Program” through the Columbia University School of Public Health.

- ***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 NewYork-Presbyterian/Westchester participated in a day long retreat and received training in creating a holistic, compassionate environment for patients and families. In keeping with the Planetree model and the commitment to providing a welcoming environment to the community, a 24 hour café was opened during 2006. Also, one half of the NewYork-Presbyterian/Westchester staff participated in a second all day retreat to reinforce the principles and practices of Planetree.
- ***Borderline Personality Resource Center*** – The Nation’s only Hospital Affiliated Borderline Personality Resource Center opened at the NewYork-Presbyterian/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. In 2006, the Coordinator of the Center responded to 1,201 calls and 497 e-mails from patients, family members and professionals. The center’s website received 100,000 hits.
- ***Lecture Series and Community Outreach*** – NewYork-Presbyterian/Westchester continued to offer a bi-annual calendar of free lectures to the community on diverse emotional wellness topics such as coping with depression, anxiety, stress and anger management, and behavioral and parenting issues. During 2006, an average of 25 community residents attended. Throughout the year, free screening days for Eating Disorders, Alcoholism and Depression were also held as a service to the community. The community outreach department also sponsored and participated in over 50 presentations, educational forums and events for area public and private schools, PTA’s, colleges, community groups, religious organizations, civic, business and social groups.
- ***Community Update Newsletter*** – NewYork-Presbyterian/Westchester distributed its first edition of a ***Community Update Newsletter*** for the White Plains residential and business community in January 2004. The newsletter provides detailed

profiles of all services provided as well as a comprehensive calendar of community events and continues to be published on a semi-annual basis. During 2006, over 40,000 copies of the newsletter were distributed.

CANCER

- **Breast Cancer Awareness Month** – The Avon Foundation Breast Imaging Center at NewYork-Presbyterian/Columbia provided mammograms and pap tests to eligible patients throughout the year by appointment and on three free screening days in April and October. In addition, 478 women were screened by way of a mobile screening program, which travels to community health centers, churches, and senior centers to offer free walk-in screenings. All screenings conducted by the Avon Foundation Breast Imaging Center are for female patients who are uninsured or underinsured.
- **Colorectal Cancer Prevention** – The Colorectal Cancer Screening Program at NewYork-Presbyterian/Columbia provided free colorectal cancer screening (Fecal Immunochemical Test) for over 1,400 men and women. Funded through a grant provided by the New York State Department of Health, this program partners with community agencies, private health providers, clinics, and hospitals as recruitment and referral sites to screen individuals meeting the program eligibility criteria based on the American Cancer Society guidelines for colorectal cancer screening. The purpose is to decrease morbidity and mortality related to colorectal cancer by increasing the rate of colorectal cancer screening, early detection and prevention among the poor and uninsured or underinsured populations of Manhattan and the Bronx.
- **Oral Cancer** – Faculty members of the Columbia University School of Dentistry screened 30 participants in their annual free oral cancer screening day. NYP Hospital employees also participated in an annual oral cancer walk in April 2006.
- **Skin Cancer** – The Department of Dermatology conducted its annual free skin cancer screening. In May 2006, Skin

Cancer/Melanoma Awareness month was observed by NYP 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. Approximately 400 people were screened and referrals were made for follow up and more comprehensive testing.

- ***Lung Cancer Awareness*** – In November 2006, 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*** – The “US TOO!” Prostate Cancer Support Group was held throughout the year on a monthly basis at NewYork-Presbyterian/Allen and NewYork-Presbyterian/Weill Cornell. This group provides education and support for men who are newly diagnosed and undergoing treatment. Family members and friends are welcome to attend these meetings as well.
- ***American College of Surgeons Commission on Cancer*** – In 2006, the Oncology Services at NewYork-Presbyterian/Weill Cornell and NewYork-Presbyterian/ Columbia received a three year accreditation with “commendation” from the American College of Surgeons Commission on Cancer. This standing was given to our Oncology team based on multiple factors, including clinical services, outreach activities, quality measures, and our relationship with community organizations, such as the American Cancer Society. It indicates the commendable level of care that NYP Hospital oncology programs offer patients and their families.

CHILDREN'S HEALTH

- ***Center for Children's Health Advocacy*** – The Morgan Stanley Children's Hospital, in collaboration with the Komansky Center for Children's Health at Weill Cornell, formed the Center for Children's Health Advocacy. The mission of this Center is to convene community-based organizations, healthcare professionals, families, institutions, educators, researchers and corporations to better understand the issues affecting the health and welfare of children, and to advance and shape policies and programs for positive change. The Center supports the development of strategies to improve the health status of all children. A core multidisciplinary team has been organized to lead these efforts and is focusing on developing initiatives in the following areas: preventing childhood obesity; improving health care access; injury prevention; and education and youth development.
- ***9th Annual Emergencies in the School Symposium*** – The 9th Annual Emergencies in the School Symposium was held in the fall of 2006. Attended by more than 100 public, private, and parochial school nurses, topics included: Managing Adult Patients in the School, Sudden Cardiac Death in Children, and Childhood Obesity.
- ***Expansion of Herbert Irving Adolescent Oncology Center*** – The Herbert Irving Adolescent Oncology Center located on the 7th floor of the Irving Pavilion was reopened in June 2006 with the addition of the Hematology program relocated from the 5th floor of the Harkness Pavilion. The redesigned space includes additional isolation rooms, exam rooms, and infusion space, providing an enhancement for oncology and BMT services, as well as a first rate facility for Hematology.
- ***Lang Youth Medical Program*** – The Lang Youth Medical Program is the first hospital-based science enrichment, mentoring and internship program of its kind. Established through a partnership between Eugene Lang and NYP Hospital, the mission of Lang Youth is to put NYP Hospital resources to work while inspiring, supporting, and motivating young people

from the Washington Heights area to realize their college and career aspirations, especially in the health sciences.

In 2006, 45 students from the Washington Heights community participated in the Lang Program. Scholars went on tours of the MRI suite, observed surgery in the OR, performed flow cytometry, and learned about nutrition on an organic farm. Scholars also performed community outreach, making “healthy organ” presentations to over 150 elementary school students and conducting healthy snack-making and exercise workshops with 2nd through 5th graders during the summer.

- ***Healthy Schools, Healthy Families*** – The Healthy Schools, Healthy Families (HSHF) Coalition is a school linked health promotion and obesity prevention 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 NewYork-Presbyterian/Columbia and NewYork-Presbyterian/Weill Cornell. The HSHF program was initiated in September 2004 and is currently partnered with seven elementary schools in Washington Heights (PS 4, 128, 132, 152), in Central Harlem (PS 180), and in East Harlem (PS 102, 206). In 2006, the program served over 5,000 children, ensures every child has health insurance, receives up to date immunizations and health screenings to address high risk behaviors and chronic health conditions.
- ***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 counseling, and health education in seven Northern Manhattan high schools and intermediate schools. The school programs are at George Washington High School and Intermediate Schools 52, 143, and 164 in Washington Heights; the former IS 136 site in Central Harlem that now contains three mini-schools for grades 7-12; and two Central Harlem schools where we opened new SBHCs this year: Thurgood Marshall Academy and Promise Academy. The Promise Academy SBHC is operated in collaboration with the Children’s Health Fund. All services are free of charge to

the patient. For many adolescents, the SBHCs meet needs that would otherwise go unaddressed. The SBHCs are open year-round, Monday through Friday, 8:00 a.m. to 4:30 p.m. In the 2005-2006 academic year, the SBHC program served 9,000 students with a total of 38,192 visits.

- ***Injury Free Coalition for Kids® at Morgan Stanley Children's Hospital of NewYork-Presbyterian*** – During Year 5 of the program, Injury Free Coalition for Kids at Morgan Stanley Children's Hospital of NewYork-Presbyterian/Columbia University (IFCK -MSCHONY) continues to work on decreasing the number of injuries, and resultant morbidity and mortality, and promoting safe neighborhoods, activities, and lifestyles, among children and youth in Washington Heights and Inwood through community education, professional training, local coalition building, environmental modification projects, and project evaluation:
 - ***Community Education*** – IFCK-MSCHONY sponsored numerous community education events in 2006. Approximately 1,800 home safety kits were provided to expectant parents and parents of children under age five. Two “Injury Prevention Parent Workshop Series” were conducted to review home safety, injury prevention and playground, child passenger and pedestrian safety. The IFCK-MSCHONY recently partnered with two local volunteer organizations to train volunteers in order to disseminate the “Protecting Our Kids from Violence: A Guide for Parents” curriculum, also developed by the program, in local elementary and intermediate schools.
 - ***Environmental Modification Projects*** – In 2006, along with Healthy Schools/Healthy Families and Universal Play Systems, the program visited two schools in East Harlem to assess the feasibility of playground builds and to provide preliminary plans and cost estimates. Visits to three others elementary schools are scheduled for early 2007.

- **Professional Training** – During 2006, a core curriculum on injury prevention was conducted for all third year pediatric residents at MSCHONY. IFCK-MSCHONY conducted regular seminars for the Pediatric Trauma Team. Pediatric and OB/GYN nurses at six NYP Hospital ambulatory clinics were trained to provide home safety kits and injury prevention counseling to parents of children under age five.

- **Local Coalition Building** – The Injury Prevention Working Group, inaugurated at the end of 2002, currently includes representatives from 5 of the major community-based organizations in Washington Heights. The Working Group meets monthly with IFCK-MSCHONY staff to plan programs; make linkages with other community organizations and programs; to work towards our short-term goals; and to assist us with our long-term vision for IFCK-MSCHONY.

- **Pediatric Emergency Department Health Fair** – Children from schools in the local community attended the 7th Annual Pediatric Steven Z. Miller Emergency Medicine Health Fair held on June 1, 2006. The fair was held in the Wintergarden Atrium at MSCHONY and educated over 800 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.

- **Best Beginnings** – More than 1,500 Washington Heights families have participated in this early childhood support program based on the Healthy Family America model, promoting positive parenting, the health of children and their mothers, and economic self-sufficiency for families since it was founded in 1994. This is a partnership effort between the Pediatric Department at MSCHONY and Alianza Dominicana. In 2006, a new Director was hired and provided service to over 100 families.

- **Reach Out and Read (ROR) Health Literacy Fair** – Since 1997, National non-profit literacy organization's (ROR)

program in our Ambulatory Care Pediatric Practices has promoted early literacy by bringing new books and advice to parents about the importance of reading aloud to their young children. In 2006, over 15,000 books were given out and over 20 volunteers regularly read aloud to children in ACN waiting rooms.

- ***Safe Start Promising Approaches*** – In 2006, the Family PEACE Program began providing treatment services to children exposed to domestic violence and their caretakers as part of the Safe Start Promising Approaches grant award from the US Department of Justice – Office of Juvenile Justice and Delinquency Prevention. The program moved to the ACN Rangel practice in 2006 and provided services to over 35 families during 2006.
- ***Bard House and Student Targeting Achievement and Reintegration (STAR) Program*** – For over 30 years, New York Presbyterian/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 is the Children's Day Hospital and provides educational and clinical services to children between the ages of 5 and 12. The STAR Program provides educational and comprehensive mental health services to students aged 13-21 years. Each student receives educational programming along with individual, group, and family services with the goal of re-integrating students into their community schools.
- ***Youth Track and Field & Wellness Jamboree*** – MSCHONY, the New York Road Runner Foundation and the Amory Foundation once again teamed up for two family-oriented all day track and field competition and health fair events during the 2005 -2006 school year. This marked the 3rd 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 sizes, shapes and athleticism.

- **CPAP Webcast** – Over 1,500 national and international viewers logged on to the webcast during 2006 conducted by the Neonatology team on the benefit of Bubble CPAP Therapy and how to administer it. This webcast followed the ad placed in the October 2006 issue of Pediatrics, the journal of the American Academy of Pediatrics, which described the benefits of the therapy and outlined outcomes data that supports this approach to respiratory management of neonates. The webcast has been submitted to the National Library of Medicine for availability for viewing.

COMMUNITY-BASED OUTREACH AND HEALTH EDUCATION

- **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 2006, 61,000 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. The community outreach department continued to build and establish collaborative programs in the different communities:
 - **Trade School Program** – In January 2006, 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, 38 trade schools were visited in 2006, including home health aide schools, barber and beauty salon schools, secretarial schools, and other vocational training centers. Approximately 4,500 students were screened for eligibility and over 450 students were successfully enrolled into publicly funded health insurance programs due to these efforts.

- ***Immigrant Awareness Workshops*** – Throughout 2006, 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 2006.

- ***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. NYP Hospital’s community needs assessment, completed in 2006, indicated that there is an epidemic of diabetes in Northern Manhattan. As a result, BBKH partnered with NYP Hospital and deployed community health workers and Parish Nurses in a coordinated program designed to do screening and enhance access.

- ***Day of Hope*** – The 2nd Annual Day of Hope hosted by NYP Hospital and the Building Bridges, Building Knowledge, Building Health Coalition was held on Saturday, June 24th at 115th Street in East Harlem. Various NewYork-Presbyterian/Weill Cornell health providers participated at this event. There were over 700 attendees from the area. Health screenings were provided by NYP Hospital’s Ambulatory Care Network (ACN) nursing staff volunteers jointly 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 cooperative 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. During 2006, the Clinical Pastoral Education (CPE) Program and Parish Nursing at NewYork-Presbyterian/Columbia and NewYork-Presbyterian/Weill Cornell in collaboration with First United Methodist Church launched their first Urban Ministry Program in Harlem. In November of 2006, Parish Nursing along with the Metropolitan Community United Church launched an education and testing program for the HIV/AIDS population in Harlem. This program was funded through a grant received from the General Board of Global Ministries.
- ***Family Planning Center*** –The NYP Hospital’s Washington Heights Family Planning Center, operated by the Center for Community and Health and Education, serves more than 11,000 adolescent and adult women annually with more than 20,000 patient visits 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. Two-thirds of the patients are from Washington Heights-Inwood, and nearly all the remaining patients are from the South Bronx and Manhattan below 154th Street. Nearly 20% 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 2006, the breadth and scope of the NYP Hospital’s medical interpreting program continued to expand. Interpretation assistance was provided to our patients over 160,000 times in over 82 languages. This is an increase in utilization and also in the diversity of languages provided. The NYP Hospital’s Limited English Proficiency (LEP) Steering Committee also implemented a plan to provide continuing education to staff about our obligations to provide language assistance and how to access interpreters. In addition, a new brochure in multiple languages was published to inform

patients of their right to an interpreter as part of the organization's ongoing "NYP Speaks Your Language" campaign started in 2005.

- ***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. During 2006 2,587 prescriptions were obtained with a total retail value of \$933,070 for uninsured and underinsured patients. In partnership with the New York City Department of Health and Mental Hygiene, SASA_PAP has developed NYC Rx, an innovative and sustainable program to expand access to medicines for the nearly three million uninsured and underinsured New Yorkers. NYC Rx will create a practical system for New York's safety net providers to get medicine to their outpatients at much lower cost through the Federal 340B drug discount program and through distribution of bulk donations. SASA_PAP has also continued its expansion to health centers in the Bronx, Brooklyn and the Lower East side of Manhattan.
- ***Volunteer Services*** – In 2006, NYP Hospital's volunteer program, one of the largest in New York City, grew by 20% for the second year in a row. Over 2,000 volunteers provided over 190,000 hours of service in a wide array of roles and jobs at our institutions. This was an increase of over 30,000 hours from the previous year. New programs were created and launched to provide support to caregivers and family members of patients, advocacy for patients, increased helpful interventions by volunteers at the bedside, support for victims of sexual assault and many other new roles. Volunteers also played a key role in the organization's efforts to improve patient satisfaction. Finally, they continue to play a key role in supporting staff in their work and to increasing the operational efficiency and effectiveness of units and departments across the Hospital.
- ***Young Men's Reproductive Health*** – The nationally recognized NYP Hospital Young Men's Clinic in Washington Heights is a unique male-friendly family planning service where contraception, STI screening and treatment are provided

at the same site as the NYP Hospital Family Planning Center, but during separate clinic sessions on Monday evenings and all day on Friday. An essential part of the program's service philosophy is that young men are treated as patients in their own right, and not simply as partners of Family Planning Center female patients. In 2006, more than 1,500 men between the ages of 14 and 30 received more than 2,700 patient visits. A new two-year grant from the Ford Foundation will enable the program to improve male reproductive health outreach and education at local community organizations and schools.

- ***Hepatitis C Treatment and Prevention*** – In response to the increase of cases worldwide, the Adult Services Clinic at the NewYork-Presbyterian/Weill Cornell campus has developed a program to assist over 300 patients diagnosed with Hepatitis C. The program provides treatment, psycho-educational group therapy sessions and course of treatments and medications available. The clinic is also conducting biomedical translational research to develop and implement treatment algorithms for interventions throughout the country and other parts of the world. The research work at the clinic has been recognized by the Clinton Foundation Global Initiatives through the provision of a funding grant.
- ***Community Emergency Response Team (CERT)*** – NYP Hospital in partnership with the Mayor's Office of Emergency Management, the City's uniform services and Manhattan Community Board 12 are part of a team trained in emergency preparedness and skilled to coordinate efforts with other leading community institutions in case of a disaster or emergency. During 2006, CERT held various informational meetings with other leading community institutions.
- ***Taxi Drivers Health Fair*** – NewYork-Presbyterian/Columbia sponsors an annual health fair that targets the livery taxi industry in northern Manhattan and the Bronx. Initiated in 2005, drivers are provided with health information and screenings, including vision and free prescription eyeglasses. In 2006, the fair was expanded to also include family members. Approximately 265 people were screened, of which 84 were drivers and 49 of them were issued prescription eyeglasses.

- ***Take Time for Health*** – Take Time for Health is a yearly health fair held in partnership with NewYork-Presbyterian/Columbia and local community based organizations to provide free health screenings and health information to Washington Heights and Inwood residents. The event also affords the organizations the opportunity to disseminate information about their respective programs. In 2006, the event attracted approximately 1,000 residents.

DIGESTIVE DISEASES

- ***Gastrointestinal Health Outreach Events*** – During 2006, the Jay Monahan Center for Gastrointestinal Health (Monahan Center) provided numerous outreach events to raise awareness in gastrointestinal cancer prevention and treatment, including colorectal cancer. Events included 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; a taxicab campaign to raise awareness about colorectal cancer screening in collaboration with the New York City Department of Health; a mailing campaign to all NewYork-Presbyterian/Weill Cornell employees to raise awareness about colorectal cancer screening in collaboration with the Department of Human Resources and American Cancer Society; and free colorectal cancer seminars provided for various advocacy groups, professional organizations, corporate settings, and underserved communities.
- ***The Liver Clinic of the Center for the Study of Hepatitis C*** – In the fall of 2006, the William J. Clinton Foundation awarded a grant to the clinic directors to facilitate the development of treatment algorithms for viral hepatitis that could be implemented in resource poor areas such as the inner city areas in the United States. The Liver Clinic Outreach Programs have consisted of public forums, speaking engagements by clinic directors at institutions that treat underserved individuals throughout the New York Metropolitan area, and patient support groups.

- ***Celiac Disease Center at Columbia University*** – Located at NewYork-Presbyterian/Columbia, the Celiac Disease Center provides comprehensive medical care and dietary counseling to both children and adults with celiac disease as well as providing a venue for collaborative studies into the epidemiology, pathogenesis and clinical manifestations of celiac disease. In addition, the center provides outreach educational programs for patients and physicians about celiac disease in the form of an Annual Patient Education Day Program along with access to research papers to the patient population. In 2006, the Center hosted the XII International Celiac Disease Symposium that was attended by over 1,400 individuals, including over 700 patients and nutritionists. The Center provides a link between people with celiac disease and the vendors of gluten-free food and providers of testing for the disease. In addition, the Center maintains an active website for factual information on celiac disease.
- ***Pancreatic Cancer Awareness Day*** – Pancreatic Cancer Awareness Day is an important NewYork-Presbyterian/Columbia patient education program that addresses the latest information with regard to screening and early detection, and provides a forum for patients and their families to learn about treatment options as well as available sources of support. Of the approximately 30,000 individuals expected to be diagnosed with pancreatic cancer in 2006, less than a thousand will survive.
- ***NYC Walk for Obesity*** – The NewYork-Presbyterian Weill Cornell Weight Loss Surgery program is proud to help serve the surrounding neighborhoods through its participation in the 2nd Avenue Street Fair and organizing the annual NYC Walk for Obesity in Riverside Park, which raises money to fund research, increase awareness and investigate effective treatments for the ever increasing epidemic of obesity. The NYC Walk was exceptionally successful in 2006 by placing 4th for the most money raised out of 67 walks nationwide.

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 2006, the Allen Pavilion ED treated over 31,000 patients, an annual increase of nearly 10%. Further growth, projected at 32,500 visits, is anticipated in 2007.
- ***Emergency Preparedness Forum*** – In the wake of the September 11, 2001 attacks, NewYork-Presbyterian Healthcare System's leadership began the Emergency Preparedness Forum consisting of emergency preparedness coordinators from across its 43 acute, long-term and specialty care 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 continued to meet during 2006, with recently discussed topics including performance measurement in hospital emergency management, 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, each of the sites, 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 2006, the NewYork-Presbyterian Healthcare System (NYPHS) continued to conduct quarterly training and exercises with its unique Hospital Emergency Response Information System, or HERIS. The system, developed by NYPHS in the wake of the 9/11 attacks, provides real-time, web-based tracking of all NYPHS site resource needs and availabilities. A model for the New York State Department of Health's Hospital Emergency Response Data System or HERDS, HERIS

continues to enable NYPHS sites to manage the difficult task of resource tracking and requests, particularly during emergencies when the need for such information is crucial.

GERIATRICS

- **Lifeline** – In January 2006, the Geriatrics service line, in collaboration with the Health Outreach department launched a new emergency call system, Lifeline, at NewYork-Presbyterian/ Weill Cornell to provide assistance to patients and elderly members of our community. As of December 2006, the Program had 463 subscribers, a 21% increase since the introduction of the program.
- **Palliative Care (PC) Consult Service** – The Division of Geriatrics and Gerontology at NewYork-Presbyterian/Weill Cornell initiated the Palliative Care (PC) consult service in September 2005. The PC consult service seeks to improve the quality of life by providing supportive care for adult inpatients in the areas of pain and symptom management and medical treatment at the end of life. The PC team consists of an attending physician, a full time nurse practitioner and social worker. During 2006, more than 400 patients and their families benefited from palliative care services.

HEART DISEASE

- **Cardiovascular Health Education Center (CHEC)** – CHEC, supported by Affairs of the Heart, held a free cardiovascular health fair in May, 2006. The fair was held in conjunction with the National Vascular screening day and included blood pressure screening, diabetes education, nutrition counseling, smoking cessation and stress reduction. Lectures were held in Spanish and English by community doctors on the topic of heart disease and nutrition.
- **Family PASSPORT to Heart Health** – 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 2006, these efforts were expanded through funding from the NIH to

test the efficacy of the screening program. In 2006, NYP Hospital continued enrolling for a screening study that allows us to follow our screening participants for one year and monitor their risk factor status. The goal is to validate 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.

- **Community Outreach** – The Preventive Cardiology Program at NewYork-Presbyterian/Columbia has organized and/or participated in local and national CVD screening and outreach programs for thousands of individuals including Harlem Hospital Outreach, Vascular Screening Day, National Women’s Heart Day, and numerous other NYP Hospital outreach programs. The program also created public education materials in English and Spanish through foundation and industry grants and posted on program website www.hearthealthtimes.com which attracts over 1,000 unique visitors monthly.
- **Heart Health Times Newsletter and website** – NYP Hospital upgraded www.healthhearttimes.com website in 2006 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.

HIV/AIDS

- **HIV Counseling and Testing Services Program** – The Emergency Departments at NewYork-Presbyterian/Columbia and NewYork-Presbyterian/Allen Pavilion were awarded an important grant from the Medical and Health Research Association of New York City, a nonprofit health research and program development wing of the NYC Department of Health and Mental Hygiene. Both EDs now have on-site HIV counselors who offer patients in the ED free HIV testing with results available in less than 30 minutes. In 2006, approximately 1,000 patients received rapid HIV testing, via the pilot testing program. These screening identified more than

20 HIV-positive patients who were referred for appropriate counseling and medical care.

- ***HIV Education, Counseling, and Testing in the Family Planning Center*** – The NYP Hospital Washington Heights Family Planning Center and Young Men’s Clinic currently participates in a three-year federal demonstration grant that enables the programs’ patients to be offered the new HIV rapid test. Patients 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. More than 92% of the patients receiving HIV testing are choosing the new rapid test, and the new program increases resources for HIV prevention education and counseling.
- ***HIV/AIDS Services for Adolescents and Young Adults*** – The NYP Hospital Project STAY (Services To Assist Youth), operated in collaboration with the Harlem Health Promotion Center at the same site as the Family Planning Center, provides HIV prevention services for adolescents and comprehensive, medical, psychosocial, and case management services for 48 adolescents and young adults up to age 26 who are living with HIV.
- ***“Let’s Get Out” Committee*** – The nursing staff of the Center for Special Studies at NewYork-Presbyterian/Weill Cornell developed the “Let’s Get Out” Committee to collectively participate and coordinate year round events that focus on HIV/AIDS awareness and prevention. In 2006, the Committee participated in nine events including health fairs at CUNY’s Baruch College, Hunter College Annual Fall Health Fair, John Jay College Wellness Fair and the Bronx McKinley Community Center Health Fair. The Committee also coordinates events within NYP Hospital to commemorate important milestones including National HIV Testing Day on June 27th and World AIDS Day on December 1, 2006.

- ***The Stroke Warning Information and Faster Treatment Study (SWIFT)*** – The Stroke Division at NewYork-Presbyterian/Columbia participated in the Stroke Warning Information and Faster Treatment Study (SWIFT), designed to increase stroke awareness and the need to seek emergency treatment upon onset of stroke symptoms. This is an NIH-funded (SPOTRIAS) randomized trial which is investigating whether a culturally sensitive, interactive educational program can successfully modify behaviors that result in shortened response time to the Emergency Department (ED) upon onset of stroke symptoms. As part of the study, patients receive educational materials and those in the intervention group participate in group sessions with other stroke/TIA survivors where they engage in role play, practice calling 911 and learn how to navigate the emergency room. During the last two years, 500 patients have been enrolled, with an expected enrollment of 1,200 patients. This program is also being introduced in early November 2007 into a community setting in Harlem.

VASCULAR

- ***Vascular Disease 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 on May 20, 2006. 116 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.
- ***NYP's HealthOutreach Program*** – On October 25, 2006, Dr. John Karwowski, a physician within the Division of Vascular Surgery, presented “Claudication - When Circulation Problems Cause Leg Pain” to approximately 200 senior citizens attending NYP's HealthOutreach Lecture Series held in the Uris Auditorium, Weill Cornell Campus.

WOMEN'S HEALTH

- ***Family PEACE Program*** – In 2006 the Family PEACE Program again trained more than 1,000 NYP Hospital healthcare providers and several community and government agencies on how to identify, screen and respond to families living with domestic violence. The program received funding from the Joe Torre Safe at Home Foundation to do on-site training for providers as a pilot project at 4 ACN sites. This program is the first healthcare organization to receive funding from the foundation. The Family PEACE Program was also awarded a grant from US Department of Justice to create a public awareness campaign on domestic violence, the impact on children and how to get help.
- ***Second Annual Mother's Day Spa*** – On May 13, 2006, the Second Annual Mother's Day Spa Celebration was held in the MSCHONY Wintergarden. This event enabled the Hospital to provide mothers of children with special needs a much-needed day of pampering, relaxation, and an opportunity to escape their arduous daily routine. More than 100 moms from the surrounding community received free massages, makeovers, and refreshments and free books were given to the children.
- ***Second Annual Breastfeeding Fair*** – As part of global breastfeeding week, on July 31, 2006, MSCHONY hosted the Second Annual Breastfeeding Fair in the Wintergarden. More than 100 current and expectant moms and healthcare providers from the tri-state area attended. The event helped raise awareness about the proven benefits of breastfeeding to both mothers and infants and featured informational booths from breastfeeding supply vendors and breastfeeding support organizations.
- ***Breast Cancer Screening Partnership*** – The Breast Cancer Screening Partnership program at NewYork-Presbyterian/Columbia's Herbert Irving Cancer Center is funded by the New York State Department of Health and the Centers for Disease Control and Prevention to provide breast and cervical cancer screening at no cost to uninsured women. The program provides ongoing community based outreach, education, breast and cervical cancer screening, work-up and treatment.

Screening is provided with partnerships with Harlem Hospital Center, Union Health Center, MIC /Morningside, Planned Parenthood of NYC, Callen-Lorde Community Health Center and through the mobile mammography programs of Women's Outreach Network and Multi-Diagnostic Imaging, Inc. Follow-up is centralized at NewYork-Presbyterian/Columbia, an NCI designated Cancer Center. During 2006, 3,220 women received screening, 788 had positive screening findings requiring case management services. Six women were diagnosed with cervical cancer and 24 with breast cancer.

- ***Breast and Gynecologic Cancer Study*** – Supported by the Avon Foundation, the Center for Complementary and Integrative Medicine at NewYork-Presbyterian/Weill Cornell conducted a study in 2006 regarding the effects of medication on the quality of life in women with breast cancer and other gynecologic cancers. This pilot project assessed whether an intervention program consisting of group instruction in a meditation based practice of stress reduction and cognitive affective behavioral learning has the potential for reducing disability distress and improving quality of life in patients who have had breast or gynecologic cancer.
- ***Women At Risk (WAR)*** – Founded in 1991, Women At Risk enhances the lives of women who are at high risk for and with breast cancer through research, education and support. As part of its mission, Women At Risk provides services to underserved women living in the hospital's neighboring communities including Washington Heights, Inwood and Harlem through a range of activities:
 - ***Bilingual Community Coordinator*** – In her eighth year, WAR's bilingual community coordinator facilitates care for Spanish-speaking women at NYP's weekly Breast Clinic (including translating for doctors and patients and providing emotional support); visits the hospital's Ambulatory Care Network sites to educate patients about breast health and breast self-examination; gives presentations at various community sites; and provides bilingual staffing of the WAR Resource Library.

- **Breast Cancer Screening** – Women At Risk works with Columbia University's Breast Screening Partnership to provide two annual days of free mammograms, pap smears and colorectal screenings for uninsured women over 40 in Upper Manhattan. In 2006, more than 220 women were screened during these two days.
- **Spanish-Speaking Support Groups** – Bi-monthly Spanish-language support group meetings are facilitated by WAR's Community Coordinator and are sponsored in collaboration with the NewYork-Presbyterian/Columbia Department of Social Work Services and LatinaSHARE: Self Help for Women with Breast or Ovarian Cancer. In 2006, 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 information center and source of comfort and support for breast cancer patients, their family members and friends. In 2006, the library was a resource for over 3,000 patients and their family members. Spanish-language materials and bilingual staffing are available for patients and their family members.
- **"Mujeres a Riesgo"**- In 2006, Women At Risk published this educational newsletter covering a range of breast cancer issues and local medical resources for breast cancer. The newsletter was distributed to over 40,000 individuals via community organizations, health centers, schools, churches and other outlets. A new edition of this newsletter will be published in the summer of 2007.

VI. CLINICAL PROGRAMS AND SERVICES

NYP Hospital’s *2006 Community Service Plan Annual Implementation Report* 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	Neurology/Neurosurgery
AIDS Treatment	Occupational Therapy
Alcohol/Chemical Dependency	Oncology Services
Ambulatory Surgery Services	Ophthalmic Services
Audiology	Open Heart Surgery Facility
Birthing Rooms	Organ Transplant
Blood Bank	Orthopedics
Bone Marrow Transplant	Outpatient Services
Burn Care Unit	Pain Center
Cardiac Catheterization Lab	Pediatric Services
Cardiac Services	Pharmacy
Computed Tomography (CT Scanner)	Physical Rehabilitation
Cystoscopy	Physical Therapy
Dental - Outpatient	Prenatal Care
Emergency Services	Primary Medical Care
Epilepsy Center	Pulmonary Function Analysis
Family Planning	Psychiatric
Gastroenterology	Psychiatric Emergency
Geriatric Services	Radiation Therapy
Health Fairs	Reconstructive Plastic
Hemodialysis /Kidney Dialysis	Recreational Therapy Surgery
Intensive Care Unit (ICU)	Reproductive/Infertility
ICU - Cardiovascular	Regional Cancer Center
ICU – Neonatal	Respiratory/Pulmonary Services
Labor/Delivery/Recovery/Post -Partum	Sleep Disorders
Laser Surgery	Social Work Service
Lithotripsy	Speech - Language Pathology
Linear Accelerator	Urology
Magnetic Resonance Imaging (MRI)	Wellness/Alternative Medicine
Methadone Maintenance	Women ’s Health
Nuclear Medicine	

VII. 2006 FINANCIAL STATEMENT

<u>SOURCES OF REVENUE</u>	2006*
NET PATIENT SERVICE REVENUE	2,599,464,000
OTHER OPERATING REVENUE	234,083,000
GRANTS, RESEARCH, MEDICAL ED	(included in items above)
TOTAL REVENUE	\$2,833,547,000

<u>EXPENSES</u> (excl bad debt expense; includes grant, res, educ exp)	
SALARIES AND BENEFITS	1,544,905,000
SUPPLIES AND OTHER EXP	926,584,000
DEPR AND INTEREST	211,562,000
TOTAL EXPENSES	\$2,683,051,000

BAD DEBT/UNCOMPENSATED CARE	\$59,678,000
------------------------------------	---------------------

<u>CHARITY CARE</u>	
FREE CARE (HILL BURTON)**	\$65,876,000
COMMUNITY BENEFITS	Not available
TOTAL CHARITY CARE	\$65,876,000

ASSETS	\$3,763,251,000
---------------	------------------------

LIABILITIES AND FUND BALANCES	\$3,763,251,000
--------------------------------------	------------------------

CAPITAL - EQUIPMENT ***	\$426,422,000
--------------------------------	----------------------

LAND ***	\$27,254,000
-----------------	---------------------

BUILDINGS & IMPROVEMENTS/CONSTRUCTION ***	\$947,968,000
--	----------------------

SUMMARY FINANCIAL STATEMENT

1. Total Revenue	\$2,833,547,000
2. Total Expenses	\$2,683,051,000
3. Charity Care	\$65,876,000
4. Bad Debt/Uncompensated Care	\$59,678,000

* Based on Audited 2006 Financial Statement

** Included as a deduction in Net Patient Service Revenue

*** Net of accumulated depreciation

Statement of Program Accomplishments

NYP Hospital provides quality medical care regardless of race, creed, sex, sexual orientation, 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.

Given the breadth of NYP Hospital's community service initiatives, historically it has been difficult to quantify the value of these activities. The Community Benefit Inventory for Social Accountability (CBISA) software was purchased in 2006 by NYP Hospital as part of its current effort to capture the value of these activities its charity care expense reports. CBISA is a comprehensive tool that facilitates the detailed reporting and assignment of costs related to community activities, and will enable NYP Hospital to present a specific report of its investments and achievements in the community. An NYP-wide implementation of the software is underway and expected to be launched during 2007, and it is the Hospital's intention to be able to report its community benefits contributions in future Community Service Plans.

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 occurs 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/ 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 **2006 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
NEWYORK-PRESBYTERIAN/WEILL CORNELL (212) 821-0560
NEWYORK-PRESBYTERIAN /COLUMBIA (212) 305-5587
NEWYORK-PRESBYTERIAN/WESTCHESTER (914) 997-5779

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

PLAN CONTACT INFORMATION

Name of Facility: New York-Presbyterian Hospital

Address: 525 East 68th Street

City: New York

County: New York

DOH Area Office: Metropolitan Area Regional Office

CEO/Administrator: Herbert Pardes, M.D.

Title: President and Chief Executive Officer

CSP Contact Person: Jeffrey A. Bronstein

Title: Vice President, Regulatory Planning and Policy

Development

Phone: (212) 746-7904

Fax: (212) 746-7902

Email: jbronst@nyp.org

CSP Contact Person: Angela Gonzalez

Title: Regulatory Planning Associate

Phone: (212) 746-7907

Fax: (212) 746-7902

Email: gonzaan@nyp.org
