



COMMUNITY SERVICE PLAN 2007



Community Benefit Charity Care, Health Services & Education Meeting the Needs of the Community



**NEWYORK-PRESBYTERIAN HOSPITAL
2007 COMMUNITY SERVICE PLAN
ANNUAL IMPLEMENTATION REPORT**

September 2008



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We are proud to present NewYork-Presbyterian Hospital's *Community Service Plan Implementation Report* for calendar year 2007.

Community service is central to NewYork-Presbyterian's mission. The NewYork-Presbyterian family has a strong commitment to serving our community, as well as providing comprehensive, compassionate, and high quality health care to every person who seeks our help. This report highlights a variety of programs, initiatives and events that are available to all members of our community.

We offer this report to you as a demonstration of our continuing commitment to community service. Each year, we develop new programs and initiatives to address the health needs of our community. Please use this report in any way you feel appropriate to help your friends and colleagues understand better how the Hospital is working to fulfill its community service mandate.

We hope that you enjoy this year's report.

Sincerely,



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

NEWYORK-PRESBYTERIAN HOSPITAL
2007 COMMUNITY SERVICE PLAN
ANNUAL IMPLEMENTATION REPORT

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I. INTRODUCTION

Under New York State Public Health Law, voluntary not-for-profit hospitals had been required to submit a comprehensive Community Service Plan (CSP) every third year and a brief annual implementation report for each subsequent year within that period. However, in an effort to align the comprehensive CSP submission cycle with the Community Health Assessment reporting cycle, the New York State Department of Health (NYSDOH) revised the CSP submission cycle so that the comprehensive CSP be submitted every four years. As a result of this initiative, the comprehensive CSP will be submitted in 2009, for the calendar year 2008.

This document represents NewYork-Presbyterian Hospital's (NewYork-Presbyterian) Community Service Plan Annual Implementation Report for calendar year 2007, which features a variety of programs, initiatives and events that occurred throughout 2007. This report reflects NewYork-Presbyterian's strong commitment to its mission and vision, and demonstrates its continued dedication to providing comprehensive, compassionate, and high quality health care to the community.

BACKGROUND AND OVERVIEW

NewYork-Presbyterian, 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 2007, NewYork-Presbyterian discharged 111,712 patients, including 12,345 births; and served over 1.8 million outpatient visits. NewYork-Presbyterian offers a full range of services from primary through quaternary care. NewYork-Presbyterian's two affiliated medical schools, Columbia University College of Physicians & Surgeons, and Joan and Sanford I. Weill Medical College of Cornell University, conduct research valued at more than \$445 million in one of the largest concentrations of medical and health research in the world. NewYork-Presbyterian has over 117 fully accredited training programs and approximately 1,700 full-time equivalent residents and fellows. NewYork-Presbyterian 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/Columbia University Medical Center
- ◆ The Allen Pavilion of NewYork-Presbyterian Hospital
- ◆ Westchester Division of NewYork-Presbyterian Hospital

An integral component of NewYork-Presbyterian is the Ambulatory Care Network (ACN). The ACN consists of 13 primary care sites and 7 school based health centers that are accessible to all communities served. 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 the school based health centers. Primary and specialty services are provided in locations throughout the NewYork-Presbyterian’s service communities.

NewYork-Presbyterian also serves as the academic and tertiary hub of the NYP Healthcare System, an extensive network of affiliated and sponsored health care providers spanning across the New York Metropolitan Area. The NYP Healthcare System currently has 42 members located throughout New York, New Jersey, Connecticut and Texas: 33 general acute care members including NewYork-Presbyterian and Methodist Houston; two acute rehabilitation care facilities; three long term care facilities; and four ambulatory or specialty sites.

II. MISSION, VISION AND STRATEGIC GOALS

NewYork-Presbyterian’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 NewYork-Presbyterian in achieving its vision. They identify the primary areas in which NewYork-Presbyterian needs to focus to realize its goals and strive to do the very best for patients and their families at all times.

During 2006, NewYork-Presbyterian leadership revisited Strategic Initiatives established in 2003 in an effort to recognize the challenges of a rapidly changing environment. NewYork-Presbyterian 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. In 2007, NewYork-Presbyterian launched the six new Strategic Initiatives structured to further support NewYork-Presbyterian’s ultimate

goal: “We Put Patient’s First.” This means that patients are always first priority and NewYork-Presbyterian strives to provide them with the highest quality, safest, and most compassionate care and service.

◆ **Quality and Safety** – NewYork-Presbyterian’s vision is to become a national leader in quality and safety, providing patients and their families a safe, reliable and friendly environment. NewYork-Presbyterian is committed to adopting and implementing National Safety Goals developed by quality and safety experts to promote specific improvements in patient safety, and has developed policies and procedures in order to facilitate and achieve these goals. By understanding each of the National Safety Goals and their requirements, and working to implement and consistently practice them in all work areas, NewYork-Presbyterian will be able to provide patients and their families with a safe, reliable environment of care.

◆ **People Development** – NewYork-Presbyterian’s focus is to maintain a workplace where all employees feel engaged and empowered. NewYork-Presbyterian understands that when employees feel valued, take pride in their work, and enjoy working with their care team, the best patient care will result. To achieve this, NewYork-Presbyterian is committed to hiring people for their skills, and their values. The focus is on training and education, recognizing employees for the great work they do, and enhancing communication and dialogue.

◆ **Advancing Care** – NewYork-Presbyterian is working to advance care and improve the patient experience through information technology that enables the easy sharing of information among care providers; state-of-the-art, patient-friendly buildings and facilities; and innovative medical technology and equipment.

◆ **Financial and Operational Strength** – Maintaining financial stability enables NewYork-Presbyterian to grow and is vital to achieving its goals. NewYork-Presbyterian continues to exceed financial targets which have facilitated the investment in additional resources in people, space, and technology. NewYork-Presbyterian continues to manage operations as efficiently as possible to create room and access for patients. Continued financial and operational success will allow for the expansion of fund raising programs, plan for growth, and secure NewYork-Presbyterian’s future as a world-class academic medical center.

◆ **Partnerships** – NewYork-Presbyterian’s partnerships with Columbia University College of Physicians & Surgeons, Joan and Sanford I. Weill Medical College of Cornell University, and NYP Healthcare System members

build and enrich the entire enterprise. The partnership furthers research and innovation, broadens clinical programs, and encourages expertise sharing among institutions. This valuable partnership is strengthened through various projects that include quality, patient satisfaction, clinical program development, and information technology.

◆ **Serving the Community** – NewYork-Presbyterian plays a dual role in health care as a world-class academic medical center, and as the leading community and safety net hospital in metropolitan New York City, providing one standard of care to all patients. NewYork-Presbyterian continues to enhance access to its Emergency Departments and Ambulatory Care Network, promote health education and prevention, offer culturally sensitive translation services, and provides charity care to the poor and underserved.

III. NEEDS ASSESSMENT AND STRATEGIC PLAN

As described in the 2004 Community Service Plan (Comprehensive Report), NewYork-Presbyterian 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 NewYork-Presbyterian’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 at achieving NewYork-Presbyterian’s Strategic Initiatives. These plans are revisited annually by the Board of Trustees, leadership representatives and senior management to ensure that NewYork-Presbyterian’s goal and visions are being achieved. As part of its comprehensive long term direction, NewYork-Presbyterian furthered its progress on plans already underway and continued to evaluate

and analyze other program development opportunities. In addition, NewYork-Presbyterian continued its collaboration with community organizations in addressing the needs identified in the community health assessment. Preparations are already underway for the development of the 2008 community health needs assessment.

Human Resources (HR) Strategic Plan – The strategic planning process for NewYork-Presbyterian’s Human Resources department began in June 2006 and continued through 2007. The objectives of the project are to develop a future-focused strategic plan that aligns HR resources with NewYork-Presbyterian’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 NewYork-Presbyterian.

In addition, NewYork-Presbyterian received a planning grant in 2007 from the Carroll and Milton Petrie Foundation to develop an after school health-care learning program for disadvantaged youth. The program seeks to inspire inner-city middle school and high school students to envision and pursue careers in healthcare by introducing them to these careers through real and simulated experiences and providing training in the skills and competencies they need to succeed.

NewYork-Presbyterian/Allen Pavilion Strategic Plan – During 2007, NewYork-Presbyterian initiated an overall strategic plan to focus on enhancing NewYork-Presbyterian/Allen Pavilion’s services and its overall value as a community resource in light of rapid demographic changes in its service area. A range of targeted investments are being explored to shift services to a more surgically focused set of clinical services that will complement tertiary and quaternary services already provided at NewYork-Presbyterian/Columbia and Morgan Stanley Children’s Hospital.

Emergency Department (ED) Task Force – NewYork-Presbyterian assembled a special committee in 2007 to address patient satisfaction and length of stay in the ED across all centers. The Task Force was asked to take a comprehensive look at EDs in the context of the external healthcare environment and internal operations of NewYork-Presbyterian. It studied a number of the key challenges facing EDs, among them the already high and increasing patient and community demand for emergency care amidst the falling supply of ED services in the community at large. In response to these challenges, NewYork-Presbyterian has undertaken multiple throughput initiatives and has coordinated with inpatient services to improve patient flow from

patient arrival through discharge or admission, in order that care can be delivered as quickly and efficiently as possible.

Community Health Needs Assessment – NewYork-Presbyterian completed a formal community health needs assessment in 2006 that combined the tools of Public Health with the experience 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, NewYork-Presbyterian has initiated a campaign to help more children obtain insurance through NYP Community Health Plan and associated Community Based Organizations. The assessment also revealed that there is an epidemic of diabetes in Northern Manhattan. Consequently, in 2007 NewYork-Presbyterian collaborated with local community organizations, Building Bridges-Building Knowledge-Building Health, and deployed community health workers and Parish Nurses in a coordinated program designed to do screening, education and assist patients suffering from Diabetes to better self manage their disease. This effort was accomplished in coordination with the patients Health Care Team (Primary Care Physician and Nurses) at Cornell Internal Medical Associates. NewYork-Presbyterian will be revisiting the Community Health Needs Assessment in 2008, in order to gauge the health of the surrounding community and determine how it can better serve its constituents.

IV. COMMITMENT TO THE COMMUNITY

Community Participation

NewYork-Presbyterian 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. NewYork-Presbyterian 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.

NewYork-Presbyterian has fostered continued community participation and outreach activities through linkages with the NYP Community Health Advisory Council, NewYork-Presbyterian/ Columbia Community Health Council, the NewYork-Presbyterian/Weill Cornell Community Advisory

Board, the NewYork-Presbyterian/Westchester Division Consumer Advocacy Committee, and NewYork-Presbyterian/Allen Pavilion Community Task Force.

V. COMMUNITY SERVICE: KEY 2007 ACCOMPLISHMENTS

ASTHMA

◆ **Washington Heights-Inwood Network (WIN)** – Created in December 2005, Washington Heights-Inwood Network for Asthma of NewYork-Presbyterian 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 works to reduce asthma-related hospitalizations, Emergency Department visits and school absences. Over the course of 2006-2007, community health workers have enrolled nearly 200 families, who were environmentally assessed, and are provided with asthma related education and support. By the end of 2007, the network recorded an 85% reduction in hospitalizations and a 66% reduction in visits to the emergency department. In addition, during this same time, WIN trained and supported 219 community physicians.

◆ **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. The Consortium supports three initial projects that investigate how increased self affirmation leads to increased multiple behavior changes 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 NewYork-Presbyterian/ Westchester and NewYork-Presbyterian/Columbia initiated a Wellness Program. The program provides specific nutritional materials to all patients in the program. During 2007, the staff continued their participation 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 to the community in 2006. During 2007, NewYork-Presbyterian/ Westchester staff once again participated in an 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 2003. 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. During 2007, the Coordinator of the Center responded to over 1,101 calls and 500 e-mails from patients, family members and professionals. The center’s website received approximately 300,000 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 2007, an average of 55 community residents attended each lecture. In addition, the Community Outreach department sponsored several free community screening days for eating disorders, alcoholism and depression. The department also 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 2007, over 80,000 copies of the newsletter were distributed throughout the community.

CANCER

◆ **Cancer Screening Program** – The Cancer Screening 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, cervical and colorectal cancer screening at no cost to men and women. The program provides ongoing community based outreach, education, cancer screening, work-up and treatment. Screening is provided in collaboration with the Breast Examination center of Harlem, the Ralph Lauren Center, Union Health Center, MIC /Morningside, Planned Parenthood of NYC, Callen-Lorde Community Health Center, Project Renewal and through the mobile mammography programs of Women's Outreach Network and Multi-Diagnostic Imaging, Inc. Follow-up is centralized at NewYork-Presbyterian/Columbia; a National Cancer Institute designated Cancer Center. During 2007, 4,000 women and 1,500 men received screening services. Those in need of follow-up received individualized case management services and financial support for treatment.

◆ **Breast Cancer Awareness Month** – During 2007, 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, 500 uninsured or underinsured 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.

◆ **Colorectal Cancer Prevention** – The Colorectal Cancer Screening Program at NewYork-Presbyterian/Columbia is funded through a grant provided by the New York State Department of Health in an effort to decrease morbidity and mortality related to colorectal cancer. This program partners with community agencies, private health providers, clinics, and hospitals as recruitment and referral sites. Individuals are screened to meet the program's eligibility criteria based on the American Cancer Society guidelines for colorectal cancer screening. The program's main goal is to increase the rate of colorectal cancer screening, provide early detection and prevention among the poor, uninsured and underinsured populations of Manhattan and the Bronx. During 2007, over 1,400 men and women received free colorectal cancer screening.

◆ **Oral Cancer** – In April 2007, faculty members of the Columbia University School of Dentistry screened 30 participants in their annual free oral cancer screening day. NewYork-Presbyterian employees participated in an annual oral cancer walk to increase awareness on oral health and the risk associated with oral cancer.

◆ **Skin Cancer** – The Department of Dermatology conducted its annual

free skin cancer screening in May 2007. The event drew participants from the surrounding area. Approximately 600 people were screened and referrals were made for follow up and more comprehensive testing.

◆ **Lung Cancer Awareness** – In November 2007, NewYork-Presbyterian 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 NewYork-Presbyterian Cancer Prevention Program, the International Early Lung Cancer Action Program and the Manhattan Tobacco Cessation Program. In addition, during 2007, NewYork-Presbyterian's Smoking Cessation Program treated 38 smokers and will be conducting a year long study during 2008 focusing on the relationship between smoking and Attention Deficit Hyperactivity Disorder (ADHD).

◆ **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 through lectures from experts in the field and provides support for men who are newly diagnosed and undergoing treatment. Family members and friends are welcome to attend these meetings as well. During 2007, the group conducted its first annual free prostate cancer screening. Over 100 community residents were screened for prostate cancer.

CHILDREN'S HEALTH

◆ **Center for Children's Health Advocacy** – The Morgan Stanley Children's Hospital of NewYork-Presbyterian (Morgan Stanley Children's Hospital), in collaboration with the Komansky Center for Children's Health at NewYork-Presbyterian/Weill Cornell, formed the Center for Children's Health Advocacy. The mission of this Center is to bring together 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. In January 2007, approximately 300 people from the community, elected officials, and NewYork-Presbyterian staff attended a town hall meet-

ing hosted by the Center in support of SCHIP reauthorization. This event was held in collaboration with the National Association of Children's Hospitals.

◆ **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 collaboration between Eugene Lang and NewYork-Presbyterian, the mission of Lang Youth is to put NewYork-Presbyterian resources to work while inspiring, supporting and motivating young people from the Washington Heights area to realize their college and career aspirations, particularly in the health sciences. During 2007, 52 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 simulated robotic “candy surgery,” and learned about nutrition on an organic farm. Scholars also performed community outreach by conducting presentations to over 500 elementary school students and 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 organizations in conjunction with NewYork-Presbyterian/Columbia and NewYork-Presbyterian/Weill Cornell. The HSHF program was initiated in September 2004 and is currently associated with seven elementary schools in Washington Heights (PS 4, 128, 132, 152), Central Harlem (PS 180), and East Harlem (PS 102, 206). The program currently serves approximately 5,000 children and focuses on addressing high risk behaviors and chronic health conditions by ensuring every child has health insurance, up to date immunizations and health screenings.

◆ **School-Based Health Centers (SBHCs)** – The SBHCs operated by the Center for Community Health and Education provides 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 2006-2007 academic year, the SBHC program served 3,432 students with a total of 20,859 visits.

◆ **Injury Free Coalition for Kids® at Morgan Stanley Children’s Hospital of NewYork-Presbyterian** – The Injury Free Coalition for Kids at Morgan Stanley Children’s Hospital (IFCK -Morgan Stanley Children’s Hospital) continues to work on decreasing the number of injuries, resultant morbidity and mortality, and promoting safe neighborhoods, activities, and lifestyles, among children and youth in Washington Heights and Inwood. This is done through community education, professional training, local coalition building, environmental modification projects, and project evaluation:

❖ **Community Education** – IFCK-Morgan Stanley Children’s Hospital sponsored numerous community education events in 2007. The program distributed over 9,000 home safety kits between 2005 – 2007 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, and child passenger and pedestrian safety. The IFCK-Morgan Stanley Children’s Hospital recently collaborated with two local volunteer organizations to train volunteers to publicize 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 2007, along with Healthy Schools/Healthy Families and Universal Play Systems, the program visited three schools in East Harlem. This was done to assess the feasibility of playground builds and to provide preliminary plans and cost estimates.

❖ **Professional Training** – During 2007, a core curriculum on injury prevention was conducted for all third year pediatric residents at Morgan Stanley Children’s Hospital. IFCK-Morgan Stanley Children’s Hospital conducted regular seminars for the Pediatric Trauma Team. Pediatric and OB/GYN nurses at six NewYork-Presbyterian 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-Morgan Stanley Children's Hospital staff to plan programs; make linkages with other community organizations and programs; to work towards NewYork-Presbyterian's short-term goals; and to assist us with our long-term vision for IFCK-Morgan Stanley Children's Hospital.

- ◆ **Pediatric Emergency Medicine Health Fair** – Children from schools in the local community attended the 8th Annual Pediatric Steven Z. Miller Emergency Medicine Health Fair. The fair was held in the Wintergarden Atrium at Morgan Stanley Children's Hospital 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.

- ◆ **Reach Out and Read (ROR) Health Literacy Fair** – Since 1997, the ROR program in the ACN 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 collaboration with the ACN Community Outreach department and Morgan Stanley Children's Hospital, ROR hosted an annual health literary fair on May 5, 2007 at the Morgan Stanley Children's Hospital's Wintergarden. Toddlers from local early childhood Head Start programs and 1st and 2nd Graders from local elementary schools were invited to create personalized books at school during the weeks prior to the event. In addition, during 2007, ROR distributed 15,638 developmentally and culturally appropriate books to children aged 6 months to 6 years at the ACN. ROR trained 21 volunteers in early childhood development and the ROR model. Volunteers contributed over 450 hours of service in the clinic waiting rooms, reading to the children and conducting literacy activities.

- ◆ **Safe Start Promising Approaches** – The Family PEACE (Promoting, Education, Advocacy, Collaboration, Empowerment) Program continues to provide treatment services to children and their caretakers who are exposed to domestic violence. This effort is part of the Safe Start Promising Approaches grant award from the US Department of Justice, Office of Juvenile Justice and Delinquency Prevention. The program provided services to over 120 families during 2007. The program applied for and received funding from the Weyerhaeuser Foundation to create a more comprehensive response in identifying, referring and treating young children and their mothers who are exposed to domestic violence in Northern Manhattan. This is done by providing training and coordination of programs and agen-

cies working directly with the affected families. In addition, the Family PEACE Program applied and received funding from the Hedge Fund Care to increase identification and screening of teenagers exposed to domestic violence. This funding will enable the program to expand treatment services to teenagers in 2008.

◆ **Bard House and Student Targeting Achievement and Reintegration (STAR) Program** – For over 30 years, NewYork-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** – Morgan Stanley Children’s Hospital, 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 2006-2007 school year. This marked the 4th anniversary of the Jamboree. The event, attended by 2,500 school children, 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 athletic ability.

◆ **Wintergarden Program Events at Morgan Stanley Children’s Hospital** - A magnificent indoor Wintergarden Atrium in the Morgan Stanley Children’s Hospital lobby provides a wonderful venue for music, dance, and choral and dramatic performances, as well as educational activities. School children from the community are invited to experience the cultural richness and enjoyment of the performing arts. These performances brighten NewYork-Presbyterian 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 their bedside. In addition, the Wintergarden Program also hosts community events for children, parents, community groups, and health professionals. During 2007, the Wintergarden hosted over 30 events where approximately a total of 4,000 people attended.

COMMUNITY-BASED OUTREACH AND HEALTH EDUCATION

◆ **NewYork-Presbyterian Community Health Plan (NYPCHP)** – NYP Community Health Plan provides free and/or low-cost health insurance for low-income families throughout Manhattan, Brooklyn, Queens and the Bronx. There are currently over 107,000 individuals receiving medical coverage from this plan. In order to increase access to health care for the uninsured and underinsured, the Health Plan's community outreach team has implemented a number of collaborative community outreach initiatives and community programs.

❖ **Disconnected Youth Internship Program** – In January 2007, NYPCHP embarked on an 11 week internship program to train young adults ages 16-24 to conduct outreach initiatives to other disconnected youth. The interns, residing in Manhattan, Queens, Brooklyn and the Bronx, paired up with community based organizations in their borough to learn the fundamentals of community outreach in order to motivate this hard to reach, disenfranchised audience to action. This program, along with the interns and community based organizations played an integral role in helping NYPCHP get young adults motivated to receive preventive care.

❖ **Health Insurance Fellows Program** – Throughout 2007, NYPCHP spearheaded a 1 year initiative to collaborate with emerging community leaders to identify individuals eligible for, but not enrolled in Public Health Insurance Programs (EPHINE) in New York City. The program included a one week training followed by monthly update meetings. During the year long program, the fellows facilitated home visit appointments for health insurance screenings, organized health education workshops at their organizations and set up roundtables to discuss health care access.

❖ **Bodeguero's Health Fair** - NYPCHP worked with JETRO Bronx Foods Market distributors to educate local grocery store owners throughout the city on access to health care. The fair provided flu shots, diabetes, cholesterol and blood pressure screenings to approximately 200 attendees. In addition, health educators were available on site to assist and provide participants with health related literature and information.

❖ **Washington Heights Children's Festival** - The NYPCHP sponsors this annual event at which community health information and materials are distributed to the community on nutrition, diabetes and asthma. The 2007 festival was attended by approximately 30,000 people.

◆ **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. This collaborative coalition 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, as well as reduce racial-ethnic health disparities of low-income residents living in Northern Manhattan and/or the South Bronx. This mission will be accomplished through the joint study of community health needs and the development of community-specific interventions designed to overcome barriers to healthcare. During 2007, BBKH worked with the Cornell Internal Medical Associates Clinic to provide screening services to community residents for diabetes. Those identified were referred for appropriate case management.

◆ **Day of Hope** – The 3rd Annual Day of Hope hosted by NewYork-Presbyterian and the Building Bridges, Building Knowledge, Building Health Coalition was held on Saturday, June 23, 2007 at 115th Street in East Harlem. Various NewYork-Presbyterian/Weill Cornell health providers participated at this event and provided screening for over 1,000 attendees from the surrounding area. Health screenings were provided to the inner city's immigrant population by NewYork-Presbyterian'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 develop a health ministry that stimulates and builds cooperative networks that are dedicated to improving the health and social well being of their congregations and the community at large. During 2007, the program developed and trained community health outreach workers from four Faith-Based Organizations. In addition, the program, in collaboration with the BBKH coalition and NewYork-Presbyterian, sponsored six “Diabetes Jazz Sundays” during the 2007 spring and summer months. The events, attended by approximately 350 community residents in total, provided health screenings, and discussions over lunch about Diabetes prevention and healthy lifestyle. Participants were entertained with live jazz music.

◆ **Family Planning Center** – NewYork-Presbyterian'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. The Center 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. During 2007, the Family Planning Center received 9,400 patient visits, of which approximately 50% were at no charge to the patient.

◆ **Interpreter Services** - In 2007, the breadth and scope of NewYork-Presbyterian’s medical interpreting program continued to expand. Interpretation assistance was provided to our patients over 190,000 times in over 95 languages. This is an increase in utilization and also in the diversity of languages provided. NewYork-Presbyterian’s annual budget commitment to this program exceeded \$2.7 million dollars for the year. The Limited English Proficiency Committee continues to conduct its annual assessment and implements an annual action plan to provide ongoing education to staff about our obligations to provide language assistance and how to access interpreters and also an array of projects to improve our services and to assess and assure program quality. NewYork-Presbyterian also sponsored its second annual conference on medical interpreting in October which was well attended and received. Planning for a third annual conference in October 2008 is already well underway.

◆ **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. To date, SASA_PAP’s total procurement of 9,257 prescriptions is valued at over \$3.5 million. In addition to the ACN clinics, SASA_PAP has been serving the Cardiology and Oncology communities at NewYork-Presbyterian/Columbia’s Milstein Hospital building and the federally qualified health centers of New York City. In collaboration with the New York City Department of Health and Mental Hygiene, SASA_PAP has developed NYCRx, an innovative and sustainable program to expand access to medicines for the nearly three million uninsured and underinsured New Yorkers. NYCRx is creating a practical system for New York’s safety net providers to get medicines to their outpatients at a much lower cost through the Federal 340B drug discount program. SASA_PAP continues to expand to health centers in the Bronx, Brooklyn and the Lower East side.

◆ **Volunteer Services** – In 2007, NewYork-Presbyterian’s volunteer program, one of the largest in New York City, continued it’s rapid expansion. Over 2,100 volunteers provided approximately 216,000 hours of service in a wide

array of roles and jobs at all NewYork-Presbyterian sites. This was an increase of over 20,000 hours from the previous year. New programs were created during the year to provide support for family caregivers of patients in NewYork-Presbyterian, as well as new volunteer driven patient companion programs in our neurology and oncology units at both the NewYork-Presbyterian/Weill Cornell and NewYork-Presbyterian/Columbia campuses. In addition, we saw strong expansion in our pet therapy, domestic violence, emergency department and other programs. Volunteers play a key role in the organization's efforts to improve patient satisfaction. They continue to provide support to staff in their work and increase the operational efficiency and effectiveness of units and departments across NewYork-Presbyterian.

◆ **Young Men's Reproductive Health** – The nationally recognized NewYork-Presbyterian Young Men's Clinic at the Family Planning Center in Washington Heights is a unique male-friendly family planning service where contraception, STI screening and treatment are provided. 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 2007, approximately 1,500 men between the ages of 14 and 30 received approximately 2,000 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** – The Adult Services Clinic at NewYork-Presbyterian/Weill Cornell campus program for the treatment and prevention of Hepatitis C provides treatment, psycho-educational group therapy sessions and course of treatments and medications to patients. The program assists over 300 patients annually who are diagnosed with Hepatitis C. 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.

◆ **Taxi Drivers Health Fair** – NewYork-Presbyterian/Columbia sponsors an annual health fair dedicated to the health of local livery taxi cab drivers in Washington Heights/Inwood and immediate Bronx areas of New York City. Together with the Ambulatory Care Network, Community Board 12, the United Drivers Group and the NYP Community Health Plan, the fair targets many uninsured and underinsured taxi drivers who are provided with health information and screenings, including vision and free prescription eyeglass-

es, HIV testing and health insurance eligibility screening/enrollment. The 2007 health fair was attended by approximately 270 people and services were expanded to include prostate screenings by physicians from NewYork-Presbyterian/Columbia's Urology department.

◆ **Family Festival at the Stanley Isaacs Neighborhood Center** - The Stanley Isaacs Neighborhood Center reaches across generations and ethnic groups to serve more than 6,000 inner city youngsters, adults, senior citizens and their families. The family festival's goal is to improve physical educational and social well being of the community. NewYork-Presbyterian/Weill Cornell participated in the event by distributing health related information materials, providing helmets for approximately 150 children, and providing free high blood pressure screening to approximately 75 adults.

◆ **Community Physician Outreach Program** - NewYork-Presbyterian's Community Physician Outreach Program's mission is to provide a link to physicians from full time independent practices in the Northern Manhattan, Washington Heights, Inwood and neighboring Bronx communities. The program's outreach coordinator serves as the key liaison for the community physicians and assists with all aspects of their interaction with the NewYork-Presbyterian/Columbia Presbyterian campus. This includes access to hospital services, meeting space, CME conferences, as well as meetings with hospital leadership. Part of the program's mission also includes integrating foreign trained physicians who are studying for their American licensing boards. The outreach has resulted in building a network of over 170 community physicians.

DIGESTIVE DISEASES

◆ **The Jay Monahan Center for Gastrointestinal Health Outreach Events** – In 2007, the Jay Monahan Center for Gastrointestinal health launched a free support group for community members and conducted events through out the year. These include the Center's regularly held educational seminars that are open to the public; an annual colorectal cancer prevention community health fair in the NewYork-Presbyterian/Weill Cornell courtyard; a taxi-cab 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** - The Liver Clinic at NewYork-Presbyterian/Columbia has been the cornerstone of the evaluation and treatment of viral hepatitis and other forms of liver disease for underserved populations. A major component of the Liver Clinic's activities has been the treatment of viral hepatitis in underserved individuals including substance abusers. 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** – NewYork-Presbyterian/Columbia's Celiac Disease Center provides comprehensive medical care and dietary counseling to both children and adults with celiac disease. The Center also provides a venue for collaborative studies into the epidemiology, pathogenesis and clinical manifestations of celiac disease. In addition, the center conducted 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. During 2007, a family screening day was held in which individuals were screened for the disease. Educational activities and entertainment for small children with celiac disease were provided as well as access to vendors of gluten-free food. Teenagers with celiac disease participated in regular teen programs that offered social interactive activities such as gluten-free cooking workshops, sailing outings, ice skating day and picnics.

◆ **Pancreatic Cancer Awareness Day** – Pancreatic Cancer Awareness Day at NewYork-Presbyterian/Columbia is an important NewYork-Presbyterian/Columbia patient education program that addresses the latest information on screening, early detection, surgical and medical treatment options, as well as available sources of psychosocial support. The goal of the day is to provide a forum for patients and their families to meet the Pancreas Center's multi-disciplinary team.

◆ **The Weight Loss Surgery Program** – The Weight Loss Surgery Program at NewYork-Presbyterian/Weill Cornell specializes in laparoscopic Bariatric surgery and uses the most advanced techniques to perform weight loss surgery. The program offers bi-monthly free support group meetings which are open to patients in the community who had or are considering weight loss surgery, and features expert guest speakers on such themes as exercise, psychology, and reconstructive surgery. The program is proud to serve the surrounding neighborhoods for the past 5 years by helping to organize The NYC Walk from 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 2007 by placing among the top 5 for the most money raised out of 60 walks around the country.

EMERGENCY SERVICES/EMERGENCY PREPAREDNESS

- ◆ **Allen Emergency Department** – The Emergency Department (ED) at the Allen Pavilion 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 2007, the Allen Pavilion ED treated over 32,000 patients, an annual increase of 3%. Further growth, projected at a total of 34,000 annual visits, is anticipated in 2008.

- ◆ **Emergency Management Forum** – In the wake of the September 11, 2001 attacks, NYP Healthcare System’s leadership began the Emergency Management Forum consisting of emergency management 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 2007, 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 management. 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 to bring the System to the forefront of healthcare emergency management.

- ◆ **Hospital Emergency Response Information System (HERIS)** – In 2007, the NYP Healthcare System continued to conduct quarterly training and exercises with its unique Hospital Emergency Response Information System (HERIS). HERIS, developed in the wake of the 9/11 attacks, provides real-time, web-based tracking for all System sites 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 manage the difficult task of resource tracking and requests, particularly during emergencies when the need for such information is crucial.

GERIATRICS

- ◆ **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 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, its full year of full operation, the service provided consultations to 415 patients and their families. In 2007, services were provided to over 500 patients and families.

- ◆ **Health and Wellness Seminars** - The Health and Wellness program at NewYork-Presbyterian/Weill Cornell sponsors seminars in the spring and fall where presentations are given by NewYork-Presbyterian doctors, nurses and nutritionists to community residents. During 2007, eight seminars were held and a total of 1,700 community residents attended. Topics discussed included Alzheimer's disease, eye health and acid reflux.

- ◆ **The Flu Shots for Senior's Program** – The Flu Shots for Senior's Program is a collaborative effort with NewYork-Presbyterian's ACN, the Visiting Nurse Service of New York, and local elected officials. Senior citizens and others at identified at risk are provided with free influenza vaccines and health education. During 2007, nearly 4,000 residents from the Bronx, northern Manhattan, East Harlem, the Eastside and Queens were given free flu shots and health education.

- ◆ **The Allen Pavilion HealthOutreach Program** – The HealthOutreach Program at NewYork-Presbyterian's Allen Pavilion is designed specifically to address the health interests and concerns of individuals 60 and older. This free membership program focuses on promoting healthy, active living through a variety of services including free lectures and workshops by leading physicians and other healthcare specialists, individualized counseling and support groups by certified social workers, diverse social events, assistance for caregivers, as well as free health and insurance screenings. Additionally, individuals who enroll in the HealthOutreach Program are automatically entitled to join a national discount prescription program at no cost. The program also publishes a quarterly newsletter filled with informative articles about current health issues, citywide resources for older adults, and social event calendars providing the opportunity for new friendships. During 2007, the HealthOutreach program served over 3,600 members. Key events included:

❖ **HealthOutreach's Annual Healthy Senior's Week** – Over 300 participants registered for the 2007 Healthy Senior's Week which took place daily during the week of October 8th. Participants were offered free flu shots, glucose testing, prostate and vascular screenings, and blood pressure readings. Participants received literature and free gifts in ways from collaborating community agencies and organizations. In addition, the HealthOutreach program recruited 70 new members.

❖ **Needle Arts Group** – Initiated in March 2007, the Needle Arts Group is a self help program that meets every Friday and focuses on enhancing socialization skills while teaching knitting and crocheting to HealthOutreach members. HealthOutreach members learn to make handmade baby clothes which they personally distribute to newborn infants at the NewYork-Presbyterian/Allen Nursery.

❖ **Tai Chi Classes** – Weekly classes led by a trained Tai Chi instructor were held throughout 2007 for HealthOutreach members to promote healthy and active lives. On average about ten members attended each session.

HEART DISEASE

◆ **Family PASSPORT to Heart Health** – For the past several years, the Preventive Cardiology Program has been providing free heart disease risk factor screenings and education to family members of patients with cardiovascular disease. These efforts have expanded through funding from the NIH to test the efficacy of the screening program that allows us to follow screened 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; and essentially to provide high quality 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 cardiovascular disease screening and outreach programs for thousands of individuals including Harlem Hospital Outreach, Vascular Screening Day, National Women's Heart Day, and numerous other NewYork-Presbyterian outreach programs. The program also created public education materials in English and Spanish through foundation and industry grants.

◆ **Heart Health Times Newsletter and Website** – NewYork-Presbyterian's

www.healthhearttimes.com website was created 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 System and a list of free cardiovascular screening and education events that is updated regularly. The website attracts over 1,000 unique visitors monthly.

HIV/AIDS

- ◆ **HIV Counseling and Testing Services Program** – The Emergency Departments (EDs) at NewYork-Presbyterian/Columbia and NewYork-Presbyterian/Allen 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 2007, over 2,000 patients received rapid HIV testing, via the pilot testing program. These screenings 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 NewYork-Presbyterian Washington Heights Family Planning Center and Young Men’s Clinic currently participate 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 NewYork-Presbyterian 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. During 2007, 48 adolescents and young adults up to age 26 who are living with HIV were treated.

- ◆ **“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. During 2007, the committee continued its participation in events throughout the community including

several college and community center health fairs. The Committee also coordinates events within NewYork-Presbyterian to commemorate important milestones including National HIV Testing Day in June and World AIDS Day in December.

NEUROSCIENCE

◆ **The Stroke Warning Information and Faster Treatment Study (SWIFT)** – The Stroke Warning Information and Faster Treatment Study (SWIFT) is an NIH funded study designed to increase stroke awareness and the need to seek emergency treatment upon the onset of stroke symptoms. The focus of the study is to investigate whether a culturally sensitive, interactive educational program can successfully modify behaviors that result in shortened response time to the Emergency Department upon onset of stroke symptoms. The study is being conducted among stroke and Transient Ischemic Attack (TIA) patients hospitalized at the NewYork-Presbyterian/Columbia's Milstein Hospital and NewYork-Presbyterian/Allen Pavilion. Patients receive educational materials, and those in the intervention group participate in group sessions with other stroke/TIA survivors where they engaged in role play, practice calling 911 and learn how to navigate the emergency room. In 2007, an additional 301 patients were enrolled, increasing the total number of patients enrolled in the study to 982.

◆ **Comprehensive Epilepsy Center** - The Comprehensive Epilepsy Center provides a multidisciplinary approach to the complex medical and social needs of patients with seizures. An active branch of the Neurology and Neuroscience Departments at NewYork-Presbyterian/Weill Cornell, individuals and families receiving care through the Comprehensive Epilepsy Center have available to them the vast resources of one of the country's most prestigious medical and teaching institutions. The Center also conducts several community outreach events throughout the community which focuses on epilepsy awareness, and education. During 2007, the Center hosted two patient education conferences where approximately 60 patients attended and were provided with epilepsy education and first aid literature.

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 September 23, 2007. A total of 83 participants were screened for peripheral arterial disease, carotid

stenosis, and abdominal aortic aneurysms and received general cardiovascular counseling. Participants also received general cardiovascular counseling and information on smoking cessation, diabetes education, hypertension, high cholesterol, nutrition and exercise.

◆ **NYP's HealthOutreach Program** – NewYork-Presbyterian's Vascular Health Outreach Program has spearheaded an initiative to join forces with organizations in the community to provide community members with information on vascular disease. On September 15, 2007, Over 40 Latham & Watkins LLP employees attended Dr. James McKinsey presentation on vascular health. The lecture included topics such as risk for developing vascular disease, simple lifestyle change to reduce risk, warning signs of stroke and aneurysmal disease and long term effects of Peripheral Arterial Disease.

WOMEN'S HEALTH

◆ **Family PEACE Program** – In 2007, the Family PEACE Program trained several hundreds of NewYork-Presbyterian healthcare providers and several community and government agencies on how to identify, screen and respond to families living with domestic violence. The Family PEACE Program also received a grant award from the US Department of Justice to create a public awareness campaign on domestic violence, its impact on children and how to get help. In addition, the 2007 campaign produced TV, radio, and newspaper advertisements that will continue to run in 2008.

◆ **Third Annual Mother's Day Spa** – Unlike the traditional Mother's Day which occurs in May, NewYork-Presbyterian hosted its Third Annual Mother's Day Spa Celebration on January 6, 2007. This event enabled NewYork-Presbyterian 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 200 mothers from the surrounding community received free massages, makeovers, refreshments and free books were given to the children.

◆ **Third Annual Breastfeeding Fair** – As part of global breastfeeding week, on August 8, 2007, Morgan Stanley Children's Hospital hosted the Third Annual Breastfeeding Fair in its Wintergarden. More than 150 current and expectant mothers 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.

◆ **Allen Pavilion Lactation Support and Parent Education Program** - The Lactation Support and Parent Education Program provides bi-lingual support services to child bearing patients at the NewYork-Presbyterian/Allen Pavilion campus. The program offers monthly prenatal breastfeeding classes, lactation consultations to inpatient mothers, monthly breastfeeding support groups, and monthly childbirth preparation classes. During 2007, the program provided services to over 2,000 women.

◆ **Women At Risk (WAR)** – Founded in 1991, Women At Risk enhances the lives of women who are at high risk for or are diagnosed with breast cancer. WAR’s mission is to provide services to underserved women living in neighboring communities, including Washington Heights, Inwood and Harlem through research, education and support. Programs and services provided include:

❖ **Bilingual Community Coordinator** – WAR’s bilingual community coordinator facilitates care for Spanish-speaking women at NewYork-Presbyterian’s weekly Breast Clinic by translating for doctors and patients and providing emotional support; visiting Ambulatory Care Network sites to educate patients about breast health and breast self-examination; giving presentations at various community sites; and providing bi-lingual staffing for the WAR Resource Library.

❖ **Breast Cancer Screening** – Women At Risk works with Columbia University's Breast Cancer Screening Program to provide two annual days of free mammograms, pap smears and colorectal screenings for uninsured women over age 40 in Upper Manhattan. In 2007, more than 300 women were screened during these two days. Bi-lingual staffing, child care and refreshments were available for participants.

❖ **Spanish-Speaking Support Groups** – Bi-monthly Spanish-language support group meetings are facilitated by WAR’s Community Coordinator and are sponsored in collaboration with NewYork-Presbyterian/Columbia Department of Social Work Services and LatinaSHARE: Self Help for Women with Breast or Ovarian Cancer. In 2007, 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 2007, the library was a resource for over 3,000 patients and their family members.

Spanish-language materials and bilingual staffing were available for patients and their family members.

❖ **“Mujeres A Riesgo”**- In 2007, Women At Risk published the second edition of this educational newsletter covering a range of breast cancer issues and local medical resources for breast cancer. The newsletter was distributed to more than 40,000 individuals via community organizations, health centers, schools, churches and other outlets. Another edition of this newsletter will be published in the summer of 2008.

VI. CLINICAL PROGRAMS AND SERVICES

NewYork-Presbyterian's 2007 Community Service Plan Annual Implementation Report describes a number of community-focused programs and services provided; however, these represent only a portion of the initiatives that as part of the NewYork-Presbyterian's longstanding, continued dedication and commitment to community service.

The following chart presents a more extensive listing of the many clinical programs and services that NewYork-Presbyterian has been providing throughout its history.

CLINICAL PROGRAMS & SERVICES

Adolescent Medicine
AIDS Treatment
Alcohol/Chemical Dependency
Ambulatory Surgery Services
Audiology
Birthing Rooms
Blood Bank
Bone Marrow Transplant
Burn Care Unit
Cardiac Catheterization Lab
Cardiac Services
Computed Tomography (CT Scanner)
Cystoscopy
Dental – Outpatient
Emergency Services
Epilepsy Center
Family Planning
Gastroenterology
Geriatric Services
Health Fairs
Hemodialysis/Kidney Dialysis
Intensive Care Unit (ICU)
ICU – Cardiovascular
ICU – Neonatal
Labor/Delivery/Recovery/Post-Partum
Laser Surgery
Lithotripsy
Linear Accelerator
Magnetic Resonance Imaging (MRI)
Methadone Maintenance

Nuclear Medicine
Neurology/Neuroscience
Occupational Therapy
Oncology Services
Ophthalmic Services
Open Heart Surgery Facility
Organ Transplant
Orthopedics
Outpatient Services
Pain Center
Pediatric Services
Pharmacy
Physical Rehabilitation
Prenatal Care
Primary Medical Care
Pulmonary Function Analysis
Psychiatric
Psychiatric Emergency
Radiation Therapy
Reconstructive Plastic Surgery
Recreational Therapy Surgery
Reproductive/Infertility
Regional Cancer Center
Respiratory/Pulmonary Services
Sleep Disorders
Social Work Services
Speech – Language Pathology
Urology
Wellness/Alternative Medicine
Women's Health

VII. 2007 FINANCIAL STATEMENT

I Revenue

Net Patient Service Revenue - Total All Services	<u>2,664,759,000</u>
Other Revenue (e.g, investments) ¹	<u>282,916,000</u>
Total Revenue	<u>2,947,675,000</u>

II Expenses

Depreciation & Interest (Old/New Capital-Bldg & Fix/MME)	<u>285,811,597</u>
Salaries	<u>1,321,723,000</u>
Employee/Fringe Benefits	<u>316,986,965</u>
Supplies and All Other Expenses	<u>860,502,438</u>
Total Expense	<u>2,785,024,000</u>

III Details of Specific Revenue /Expense Items

Government Grants Revenue ²	<u>18,475,256</u>
Research & Medical Education Revenue ³	<u>83,901,333</u>
Research & Medical Education Expense ⁴	<u>244,768,391</u>
Bad Debt/Uncompensated Care	<u>74,607,000</u>
Free Care (Charity Care, Hill Burton)	<u>53,388,022</u>
Courtesy Care	<u>1,114,588</u>
Community Benefits Expenses (Community Programs, i.e. health screening)	<u>Not Available</u>

¹ Includes other changes in unrestricted net assets of \$50,658,000, for example actuary change to the Pension Plan, etc.

² From Exhibit 26 of the ICR. Includes community benefit related grants

³ Includes estimated Direct Medical Education Revenue.

⁴ Includes allocated fringes and allocated overhead.

STATEMENT OF PROGRAM ACCOMPLISHMENTS

NewYork-Presbyterian 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 NewYork-Presbyterian, 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 NewYork-Presbyterian's commitment to serve all members of the community, NewYork-Presbyterian 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.

ACCESS TO AND DISTRIBUTION OF THE PLAN

As mentioned above, NewYork-Presbyterian operates a geographically-focused approach for soliciting community participation and involvement, providing community outreach, and distributing its myriad publications. Specifically, distribution of and access to NewYork-Presbyterian's Community Service Plan occurs through NewYork-Presbyterian/Columbia University Medical Center Community Health Council, the NewYork-Presbyterian/Weill Cornell Medical Center Community Advisory Board, and the NewYork-Presbyterian/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 2007 Community Service Plan Annual Implementation Report by visiting NewYork-Presbyterian'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

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County: New York

DOH Area Office: Metropolitan Area Regional Office

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