

# NY Eye & Ear Infirmiry

Continuum Health Partners, Inc.



## COMMUNITY SERVICE EXECUTIVE SUMMARY 2011

310 East 14th Street ■ New York, NY 10003 ■ 212-979-4000  
[www.nyee.edu](http://www.nyee.edu)

## **Our Mission**

The mission of The New York Eye and Ear Infirmary — a member of Continuum Health Partners, Inc. — is to provide all in need with the highest quality care in the disciplines of Ophthalmology, Otolaryngology/Head & Neck Surgery, and Plastic & Reconstructive Surgery. ...in an environment where the safety, dignity and comfort of each patient is paramount. ...The Infirmary will “serve as a community resource by providing an ongoing series of lectures, seminars, health screenings and dissemination of information to the public in our areas of specialty...”

The Infirmary’s full Mission, Vision and Value Statements can be found on [www.nyee.edu](http://www.nyee.edu) or in the full Community Service Plan available upon request.

## **Our Community; Our City**

Because The New York Eye and Ear Infirmary is a specialty care institution, our primary service area is larger than just the local neighborhood. We provide primary and tertiary care in our specialties for the five boroughs of New York City, with concentrations of patients coming from the institution’s surrounding Lower East Side and Manhattan service area (25%), plus the boroughs of Brooklyn (41%), Queens (17%) and the Bronx (13%).

With more than 200,000 outpatient visits, including emergencies, and 28,000 surgical cases a year, it is impossible to profile a “typical” patient of NYEE. In 2010, 55% of the outpatients were Hispanic, 22% black, 6% Asian and 17% other.

Despite its historic commitment to the Lower East Side of Manhattan, the Infirmary’s “community” service reaches beyond the immediate geographic area surrounding the hospital. Through a toll-free 1-800 information service, more than 6,000 people a year request and receive free literature on hundreds of topics related to the eyes, ears, nose, throat, and relevant research breakthroughs.

The Infirmary also offers an increasing amount of information and service via the Internet. In 2010 the website – [www.nyee.edu](http://www.nyee.edu) – received 545,582 unique visitors (who generate a much higher number of annual and repeat “visits”) and 590 specific inquiries – a 27% increase from 2009. Approx-

mately 60% of the website inquiries were from consumers. The Infirmary's Strategic Plan refers to our website as "A Community and Professional Portal." This significantly enhanced feature now includes a "Patient Education" section which provides information on pre- and post-operative care, support programs available at the hospital and a growing selection of instructive videos and webcasts.

## **Our Medical Community**

The New York Eye and Ear Infirmary is an affiliated teaching hospital of New York Medical College in Valhalla, NY. The Chairs of both specialties at the College are based at the Infirmary and administer four-year residency program in Otolaryngology and three-year residency program in Ophthalmology. Some 600 attending physicians have admitting privileges, making it one of the largest specialized medical staffs in the country. The Infirmary is recognized as the largest provider of primary eye care in the United States.



*Screenings provide opportunity for patient education, interaction and awareness as well as early detection.*

## **Public Participation in Process and Notice**

Through mass media, the Internet, and various direct response vehicles, the Infirmary solicits and receives comments from approximately 8,000-10,000 individuals a year. This hospital's communications strategy recognizes that there are a substantial number of consumers who are avid "information seekers" and that they search out health data in everything from newspapers and magazines to cyberspace.

To solicit input specific to this Community Service Plan, we place items in local community newspapers and as noted, encourage feedback about the complete Community Service Plan easily located on our website. Additionally, copies are at the front information desk at 310 E. 14th St., NY, NY 10003

and in the Medical Library with a cover sheet stating “Feedback welcome.” Copies can be ordered from the Public Affairs office at the same address. This has enhanced the collaborative process.

## **Needs Assessment— Meeting Community Health Needs**

In conjunction with Continuum Health Partners (CHP), the Infirmary has conducted in-depth assessments of quite distinct constituencies examining both short and long-term needs, utilizing a variety of government and private sources, including NYS SPARCS data, NYC mortality and morbidity reports, the 2010 U.S. census information, community health needs studies by the United Hospital Fund and Greater New York Hospital Association, the 2003 Community Health Profile (The Health of the Lower East Side, Manhattan including Chinatown and the East Village) and regular internal statistical abstracts to provide an ongoing analysis of need and changing demographic characteristics of the many communities we serve.

Through affiliations with more than 60 agencies, advocacy organizations, community betterment associations, and schools throughout the five boroughs of New York, the Infirmary maintains ties and receives regular feedback from a broad representation of the city’s population.



*NYEE teams turn out in force for walkathons to fund treatment and research.*

## Program Enhancements

### Retina Center

A state-of-the-art outpatient facility for diagnosis and treatment of retinal disease was created out of an underutilized inpatient floor. It now handles more than 60,000 visits/procedures a year (an almost 20% increase in volume each year) as a result of the increased percentage of older individuals most at-risk for age-related macular degeneration and the rapidly rising number of New Yorkers with Type 2 diabetes. Recently, the New York City Department of Health and Mental Hygiene reported that in the past eight years, diabetes has doubled among adults in New York City.

Twenty percent of the Retina Center's visit volume is pediatric patients, many of the children presenting with conditions resulting from premature birth. Retinoblastoma (ocular tumors) commonly occurs in those aged 4-5.

### The Voice and Swallowing Institute and Speech Pathology Service

An expanded clinical and research facility provides comprehensive outpatient services to children and adults with communication disorders, such as pediatric articulation and language disorders, fluency, voice, dysphagia (swallowing), aphasia, and counseling of head and neck cancer patients. The Voice and Swallowing Institute and Speech Pathology Service serves patients with vocal fold paralysis and paresis, spasmodic dysphonia, and vocal over-use syndromes for "professional voice users" such as actors and singers, as well as teachers, salespeople and all others who use their voices in their jobs every day.



*Professional performers are offered vocal health screening and counseling for World Voice Day.*

### Managed Care Liaison Program

This expanded program addresses patient needs for HMO primary care physician referrals, especially for Medicaid recipients, as they can no longer be seen on the basis of self-referral. Additional patient advocates are now stationed in high-traffic locations.



## Early Intervention Program (EIP)

To better serve the needs of children in this community with suspected speech, hearing and language disabilities under the age of three, we conduct core and specialty evaluations in this program in conjunction with the City of New York. There is an increasing incidence of both mild and profound disability in the 0-3 age group. The NYEE Vestibular Rehabilitation Center now performs Physical Therapy Evaluations for children receiving Early Intervention services through our Hearing and Learning Center.

## Clinical Trials Center

This will enable us to further increase the number of clinical trials, the vast majority of which enroll patients from the immediate community and patient population. Many of these research efforts are targeted to address specific health problems noted in the needs assessment for this community. Two examples are an NIH five-year funded project to study “Glaucoma in African-Americans” (the incidence in blacks is five times that of Caucasians) as well as a new research protocol utilizing “Laser procedures to measure persistent narrow-angles in the interior portion of Hispanic eyes.”

**Thyroid Treatment Program** to treat the many victims of the nuclear disaster at Chernobyl who now reside in the New York area.

**Child Health Plus** and **Family Health Plus** enrollment efforts.

**Language Spoken at Home** and **Need for Medical Interpreter** information is solicited from every patient to assist us in better serving our non-English speaking patients.

### Net Operating Patient Revenue, Net Operating Expenses and Net Income 2009 and 2010

	2009	2010
Net Patient Revenue	\$100,676,358	\$107,198,502
Other Operating Revenue	14,553,600	14,500,746
Total Revenue	115,229,958	121,669,248
Net Operating Expenses	113,011,191	117,163,152
Net Operating Gain (Loss)	2,218,767	4,536,096
Charity Care	5,199,668	5,027,958
Bad Debt	3,885,497	3,345,548
Total Uncompensated Care	9,085,165	8,373,506
Community Service	465,129	411,740
Charity Care & Community Service as % of Net Patient Revenue	5.63%	5.07%

Source: NYEEI audited financials

## Charity Care Policy

If you feel that you have an emergent / urgent situation, please notify the security guard and you will immediately be directed to the appropriate area for medical evaluation.

If this is not an emergency or urgent situation and you do not have insurance and want to speak to a Financial Counselor, please notify the Registrar. You will be directed to our Financial Counseling Office on the 1st floor of the Main Building.

The telephone numbers of the Financial Counseling Office are:

- 212-979-4183
- 212-979-4576
- 212-979-4747
- 212-979-4046

Any of our counselors will be able to help you.

If you are without insurance and not eligible for Medicaid, you may qualify for charity care. This will allow the hospital to discount service fees.

This policy is prominently displayed within the Infirmary in Spanish, Russian and Chinese as well as English and all four languages are posted on [www.nyee.edu](http://www.nyee.edu).



*Charity care provides life-changing reconstructive surgeries for children with conditions such as microtia, the absence of an outer ear. One doctor uses colorful clay models to show his little patient the various stages of this complex set of procedures.*

## Corporate Structure

The New York Eye and Ear Infirmary, a 501-C-3 not-for-profit corporation, is a member of Continuum Health Partners, Inc. (CHP) — the membership corporation for Beth Israel Medical Center, St. Luke's-Roosevelt Hospital Center, The Long Island College Hospital, and The New York Eye and Ear Infirmary.

While each hospital remains a separate legal entity, with its own assets, liabilities, licenses, books and records, the Infirmary works with its partners collaboratively to improve services to the community.



*Above: Support group for persons with macular degeneration offers information on latest advances in medicine, nutrition and assistive technology when living with low vision.*

*At left: At a "family health day" fair in Chinatown, volunteers who speak Mandarin and Cantonese distributed the Chinese-language materials about eye, ear, nose and throat conditions for people of all ages.*

**Continuum** Health Partners, Inc.

**Beth Israel**

**Roosevelt  
Hospital**

**St. Luke's  
Hospital**

**Long Island  
College Hospital**

**NY Eye & Ear  
Infirmary**