

AGENDA

FINANCE COMMITTEE

MEETING DATE: JUNE 9, 2016
TIME: 10:00 A.M.
LOCATION: 125 WORTH STREET
BOARD ROOM

BOARD OF DIRECTORS

CALL TO ORDER

BERNARD ROSEN

ADOPTION OF THE MAY 12, 2016 MINUTES

SENIOR VICE PRESIDENT'S REPORTS

P.V. ANANTHARAM

CASH FLOW

JULIAN JOHN

DSH/UPL UPDATE

LINDA DEHART

KEY INDICATORS REPORT (SUBMISSION ONLY)

CASH RECEIPTS & DISBURSEMENTS REPORTS

FRED COVINO

INFORMATION ITEMS

1. FY 17 EXECUTIVE FINANCIAL PLAN OVERVIEW

P.V. ANANTHARAM
FRED COVINO

2. PAYOR MIX QUARTERLY REPORTS

KRISTA OLSON

OLD BUSINESS
NEW BUSINESS
ADJOURNMENT

BERNARD ROSEN

FINANCE COMMITTEE

BOARD OF DIRECTORS

The meeting of the Finance Committee of the Board of Directors was held on May 12, 2016 in the 5th floor Board Room with Bernard Rosen presiding as Chairperson.

ATTENDEES

COMMITTEE MEMBERS

Bernard Rosen
Ross Wilson, MD (representing Dr. Ram Raju, President in a voting capacity)
Lilliam Barrios-Paoli, PhD
Emily Youssouf

OTHER ATTENDEES

J. DeGeorge, Analyst, Office of the State Comptroller
T. DeRubio, Analyst, Office of Management and Budget (OMB)
E. Eng, Analyst, NYC Council
L. Garvey, Account Executive, Cerner Corporation
M. Hecht, Analyst, NYC Comptroller's Office
J. Watson, Analyst, State Comptroller's Office

HHC STAFF

P.V. Anantharam, Senior Vice President/CFO, Corporate Finance
R. Barrow, Deputy Director, Corporate Labor Relations
J. Bender, Assistant Director, Media, Corporate Communications Office
M. Beverley, Assistant Vice President, Corporate Finance
S. Bussey, Senior Vice President, Ambulatory Care Services
G. Calliste, Chief Executive Officer, Woodhull Medical & Mental Health Center
E. Carrington, Chief Executive Office, Harlem Hospital Center
T. Carlisle, Associate Executive Director, Corporate Planning Services

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E. Casey, Director, Corporate Planning & HIV Services
D. Collington, Associate Executive Director, Coney Island Hospital
C. Contreras, Acting COO, North Central Bronx Hospital
E. Cosme, CFO, Gouverneur Specialty Care Facility
F. Covino, Corporate Budget Director, Corporate Budget
J. Cuda, CFO, MetroPlus Health Plan, Inc.
L. Dehart, Assistant Vice President, Corporate Reimbursement Services
R. Fischer, Associate Executive Director, Bellevue Hospital Center
K. Garramone, CFO, North Bronx Health Care Network
T. Green, CFO, Metropolitan Hospital Center
G. Guilford, Assistant Vice President, Office of the Senior Vice President/Finance/Managed Care
D. Guzman, Deputy CFO, Elmhurst Hospital Center
C. Hercules, Chief of Staff, Chairperson's Office
J. John, Corporate Comptroller, Corporate Comptroller's Office
M. Katz, Senior Assistant Vice President, Corporate Revenue Management
D. Koster, Director, Corporate Budget
P. Lockhart, Secretary to the Corporation, Office of the Chairman
J. Linhart, Deputy Corporate Comptroller, Corporate Comptroller's Office
P. Lok, Director, Corporate Reimbursement Services/Debt Financing
N. Mar, Director, Corporate Reimbursement Services/Debt Financing
M. McClusky, Senior Vice President, Long Term Services
D. Nunziato, CFO, Woodhull Medical & Mental Health Center
K. Olson, Assistant Vice President, Corporate Budget
A. Ormsby, Senior Director, Communications & Marketing
C. Parjohn, Director, Office of Internal Audits
K. Park, Associate Executive Director, Elmhurst Hospital Center
M. Pode, Acting CEO, North Central Bronx Hospital
S. Russo, Senior Vice President, General Counsel, Office of Legal Affairs
C. Samms, CFO, Lincoln Medical & Mental Health Center
A. Saperstein, Chief Executive Officer, MetroPlus Health Plan, Inc.
A. Saul, CFO, Kings County Hospital Center
L. Stager, Deputy CFO, Queens/Elmhurst Hospital Center
S. VanOrden, Assistant Vice President, Finance Systems
J. Weinman, CFO, Bellevue Hospital Center
R. Wilson, Senior Vice President, Chief Medical Officer
O. Worthy, CFO, Gotham Health

Minutes of the May 12, 2016 Finance Committee Meeting

CALL TO ORDER

BERNARD ROSEN

The meeting of the Finance Committee was called to order at 9:05 a.m. The minutes of the April 12, 2016, meeting were approved as submitted.

CHAIR'S REPORT

BERNARD ROSEN

SENIOR VICE PRESIDENT'S REPORT

P.V. ANANTHARAM

Mr. Anantharam informed the Committee that the month of April 2016 was a fairly good one in that H+H cash balance was at \$500 million which Mr. John would expand on in his report.

Cash Flow

Mr. John reported that H+H ended April with a cash balance of approximately \$504 million (32 days cash on hand). There were no payments received for DSH or UPL funding. During the month of April 2016, H+H collected \$204 million from the City which was reported at the last Board meeting for DSH Preservation in addition to \$98 million in risk pool payments. It is anticipated that \$488 million in UPL funds would be forthcoming in May 2016 and in June 2016, in addition to \$144 million in UPL funds and \$265 million in DSH funds. It is important to note that there is a potential "clawback" on funds that could potentially reduce the \$265 million. If all of these payments are received H+H is projected to end the year with a cash balance of \$166 million.

Mr. Anantharam added that the \$265 million which was included in the financial plan submitted to the City Council by OMB is being updated to reflect those clawbacks noted by Mr. John. Additionally, \$160 million was added to the FY 16 budget for debt service which Mr. Covino would cover in his report. Also, the City has removed H+H's obligation for debt service payments throughout the life of the plan. Additionally, after a further assessment of the potential DSH reimbursement, H+H concluded that it would be more financially prudent to not assume any reimbursement for DSH and UPL payments over the next three months. However, if those payments are received this FY 16 the year-end forecast does not reflect the receipt of those payments.

Ms. Youssouf asked how much was included in the clawback. Mr. John stated that it was approximately \$109 million out of the \$265 million to \$156 million.

Dr. Barrios-Paoli asked why that had happened to which Mr. Anantharam explained that it relates back to the amount of DSH that could be given to H+H by creating a mechanism that would allow other voluntary hospitals to get UPL/DSH which resulted in an over estimation on the amount of DSH that could be recouped.

Ms. Youssouf confirming the discussion stated that in essence H+H will not get \$265 million but rather \$156 million to which Mr. Anantharam replied in the affirmative.

KEY INDICATORS REPORT

KRISTA OLSON

Ms. Olson reported that FY16 Utilization trends through March remain fairly consistent with what was reported last quarter. Ambulatory care visits overall were up by 1.7%, slightly improved over last

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quarter. Acute visits were up by 2.1%, but Diagnostic & Treatment Visits were down by 1.7%. Discharges were down by 2.6%. NCB was up by 22.4% due to the re-opening of the labor & delivery unit, primarily due to the shift from Jacobi. Nursing home days were down slightly (1.9%) compared with last year. Length of stay a comparison of specific hospitals to the corporate-wide average showed that Coney Island remained significantly above average at 9/10ths of a day. However, the facility did show significant improvement in the month of March 2016 due to the implementation of a number of new initiatives, but the result was masked by the year-to-date reporting. Corporate Budget will continue to monitor the hospital's performance to determine whether there has been significant progress that will result in sustained improvement. The case-Mix Index was up by 4.1% over last year.

CASH RECEIPTS AND DISBURSEMENTS REPORTS

FRED COVINO

Global FTE Target

Mr. Covino reported that in March 2016 global FTEs declined by 160, this was in addition to a reduction of 159 in January and 97 in December. April's number will continue this trend with full and part time down by 115 FTEs. However, Global FTEs were still up 451 this fiscal year and 1,368 above the target for June of 2016. A comparison of fiscal year to date through March 2016 cash receipts to last year for the same period, receipts for the month were up \$108 million due to the receipt of the MetroPlus Enhancement \$74 million, a Supp SLIPA payment \$68 million and an Indigent Care pool payment \$6 million. FYTD receipts were up by \$482 million. This increase was primarily in DSH/UPL \$370 million and Tax Levy receipts from the City \$218 million offset by a decline in Outpatient Medicaid Managed Care Risk pool down by \$102 million. \$98 million was received in risk pool from MetroPlus in April 2016. A comparison of the FYTD February cash disbursements vs last year, Disbursements for the month were up \$4 million due to prior year collective bargaining payments offset by increased fringe payments.

Ms. Youssouf asked for clarification of the changes in the FTEs. Mr. Covino explained that back in November 2015 the FTE count was 2,000 over the target; however, there has been a reduction of 735 FTEs since that period with 400 FTEs above the target for the year.

Ms. Youssouf asked if as reported global FTEs were 1,368 above the target how did it get to 400 FTEs. Mr. Anantharam explained that since November 2016, through very controlled efforts of the VCB process at both the hospitals and central office levels there has been some progress in reducing the headcount in those areas that are not direct patient care related while ensuring that those critical care area are properly staffed to meet the health care needs of H+H patient population.

Dr. Barrios-Paoli asked what steps if any were being taken to address those hospitals that have remained above their target.

Mr. Covino in response stated that there have been discussion with those hospitals and the majority have presented to this Committee their plans for meeting their targets.

Mr. Covino continuing with the reporting stated that FYTD disbursements were up by \$436 million. This increase was primarily due to payments made to the City, increased staffing levels, and collective

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bargaining for the affiliates contained in the new contracts. Comparing FYTD March 2016 cash receipts to budget, receipts were up \$9 million for the month and down \$39 million year to date, due to a combination of some declines in workload and aggressive budgeting. Comparing FYTD March 2016 cash disbursements compared to budget, disbursements for the month were \$9 million over budget. FYTD disbursements were \$124 million over budget. This variance was primarily due to increased staffing levels, increased OTPS expenditures and prior year affiliates costs.

HIGHLIGHTS OF CITY CHANGES IN THE JANUARY FINANCIAL PLAN

Mr. Covino stated that there were three areas of changes, expense budget, City revenue budget or changes in H+H payments to the City as well as the capital plan. On the expense side, \$223 million was received in FY 16 primarily for the City's cash subsidy to supplement HHC cash flow of \$160 million; \$35 million for collective bargaining for retroactive payments for NYSNA and 1199 settlements as part of a structured settlement for employees. Intra-city funding totaling \$4 million; \$7.5 million in FY 17 for correctional health; \$12 million in FY 18; \$15 million in FY 19 and in FY 20 \$117 million which is the same baseline carried forward plus the developmental opportunity of \$100 million. On the revenue side, debt services payments for H+H were absolved by the City for the life of the plan in addition to 87 administrative payments.

Ms. Youssouf asked what the total of those administrative payments was.

Mr. Covino stated that it translates to \$180 million in FY 17 growing to \$203 million per year by FY 2020; \$362 million over the life of the plan for capital funding which includes funding for the EPIC EMR or \$185 million; \$9 million for Radiology initiative and \$15 million for ERP business system geared towards improving the accuracy of H+H data. \$100 million funding for primary care expansion; \$20 million for the Vanderbilt clinic; \$16 million for mental health capacity expansions. Overall H+H received substantial support from the City.

Mr. Anantharam added that there remains a considerable amount of effort for H+H in terms of achieving the proposed initiatives included in the financial plan.

ADJOURNMENT

BERNARD ROSEN

There being no further business to discuss the meeting was adjourned at 9:27 a.m.

KEY INDICATORS/CASH RECEIPTS & DISBURSEMENTS REPORTS

**KEY INDICATORS
FISCAL YEAR 2016 UTILIZATION**

**Year to Date
April 2016**

NETWORKS	UTILIZATION						AVERAGE LENGTH OF STAY		ALL PAYOR CASE MIX INDEX	
	VISITS			DISCHARGES/DAYS			ACTUAL	EXPECTED	FY 16	FY 15
	FY 16	FY 15	VAR %	FY 16	FY 15	VAR %				
North Bronx										
Jacobi	350,446	349,522	0.3%	14,926	15,589	-4.3%	6.0	6.2	1.0708	0.9976
North Central Bronx	179,110	171,812	4.2%	5,356	4,435	20.8%	4.6	4.7	0.7033	0.7560
Generations +										
Harlem	260,281	260,718	-0.2%	10,043	9,302	8.0%	5.2	5.6	0.9462	0.9473
Lincoln	457,144	450,320	1.5%	18,333	19,381	-5.4%	5.1	5.4	0.8694	0.8190
Belvis DTC	46,345	45,742	1.3%							
Morrisania DTC	67,771	68,082	-0.5%							
Renaissance	35,124	35,057	0.2%							
South Manhattan										
Bellevue	503,618	491,426	2.5%	19,215	19,635	-2.1%	6.3	6.3	1.1759	1.1027
Metropolitan	331,791	329,673	0.6%	8,338	8,093	3.0%	4.9	5.2	0.8586	0.8179
Coler				217,122	223,625	-2.9%				
H.J. Carter				93,489	95,310	-1.9%				
Gouverneur - NF				62,086	60,755	2.2%				
Gouverneur - DTC	205,571	210,202	-2.2%							
North Central Brooklyn										
Kings County	560,827	571,056	-1.8%	17,405	18,224	-4.5%	6.1	6.0	1.0243	0.9953
Woodhull	397,947	400,172	-0.6%	8,860	9,512	-6.9%	5.0	5.3	0.8936	0.8331
McKinney				93,963	93,909	0.1%				
Cumberland DTC	58,230	66,008	-11.8%							
East New York	68,238	68,440	-0.3%							
Southern Brooklyn / S I										
Coney Island	286,336	271,974	5.3%	11,937	12,543	-4.8%	7.0	6.2	1.0219	0.9818
Seaview				90,693	89,530	1.3%				
Queens										
Elmhurst	531,427	521,789	1.8%	15,394	16,945	-9.2%	6.1	5.6	0.9677	0.8995
Queens	338,317	350,676	-3.5%	10,146	10,380	-2.3%	5.1	5.2	0.8366	0.8164
Discharges/CMI-- All Acutes										
Visits-- All D&TCs & Acutes	4,678,523	4,662,669	0.3%							
Days-- All SNFs				139,953	144,039	-2.8%			0.9739	0.9301
				557,353	563,129	-1.0%				

Utilization

Discharges: exclude psych and rehab

Visits: Beginning with the November 2015 Board Report, FY15 and FY16 utilization is now based on date of service, and includes open visits. HIV counseling visits that are no longer billable have been excluded. Visits continue to include Clinics, Emergency Department and Ambulatory Surgery.

LTC: SNF and Acute days

All Payor CMI

Acute discharges are grouped using New York State APR-DRGs version 32

Average Length of Stay

Actual: discharges divided by days; excludes one day stays

Expected: weighted average of DRG specific corporate average length of stay using APR-DRGs

KEY INDICATORS

FISCAL YEAR 2016 BUDGET PERFORMANCE (\$s in 000s)

Year to Date
April 2016

NETWORKS	GLOBAL FTEs			RECEIPTS		DISBURSEMENTS		BUDGET VARIANCE	
	Jun 15	Apr 16	Target	actual	better / (worse)	actual	better / (worse)	better / (worse)	
<u>North Bronx</u>									
Jacobi	4,189	4,193		\$ 439,487	\$ (14,176)	\$ 536,470	\$ (36,810)	\$ (50,986)	-5.3%
North Central Bronx	<u>1,391</u>	<u>1,442</u>		<u>146,278</u>	<u>193</u>	<u>163,414</u>	<u>4,210</u>	<u>4,403</u>	<u>1.4%</u>
	5,580	5,635	5,612	\$ 585,765	\$ (13,983)	\$ 699,885	\$ (32,600)	\$ (46,583)	-3.7%
<u>Generations +</u>									
Harlem	3,191	3,098		\$ 295,327	\$ 17,598	\$ 349,920	\$ (30,457)	\$ (12,859)	-2.2%
Lincoln	4,197	4,315		449,972	13,049	454,647	15,374	28,423	3.1%
Belvis DTC	141	140		13,952	(31)	14,386	823	792	2.7%
Morrisania DTC	261	259		20,050	239	24,126	(1,060)	(821)	-1.9%
Renaissance	<u>174</u>	<u>171</u>		<u>11,116</u>	<u>(78)</u>	<u>16,832</u>	<u>125</u>	<u>46</u>	<u>0.2%</u>
	7,964	7,983	7,362	\$ 790,418	\$ 30,777	\$ 859,911	\$ (15,195)	\$ 15,582	1.0%
<u>South Manhattan</u>									
Bellevue	5,899	5,891		\$ 605,317	\$ (13,557)	\$ 708,800	\$ (36,102)	\$ (49,659)	-3.8%
Metropolitan	2,709	2,650		242,539	2,934	282,935	(15,807)	(12,873)	-2.5%
Coler	1,224	1,181		79,880	3,035	117,271	(7,649)	(4,615)	-2.5%
H.J. Carter	972	987		91,029	(2,951)	115,221	(6,757)	(9,707)	-4.8%
Gouverneur	<u>890</u>	<u>877</u>		<u>64,177</u>	<u>(9,769)</u>	<u>93,635</u>	<u>301</u>	<u>(9,468)</u>	<u>-5.6%</u>
	11,694	11,586	11,654	\$ 1,082,941	\$ (20,307)	\$ 1,317,861	\$ (66,015)	\$ (86,322)	-3.7%
<u>North Central Brooklyn</u>									
Kings County	5,559	5,447		\$ 601,347	\$ 9,401	\$ 653,263	\$ 13,911	\$ 23,312	1.9%
Woodhull	3,148	3,100		318,329	8,511	362,270	(10,366)	(1,855)	-0.3%
McKinney	467	465		32,996	(1,181)	38,645	2,749	1,568	2.1%
Cumberland DTC	236	221		16,817	(1,365)	25,275	(5,057)	(6,422)	-16.7%
East New York	<u>233</u>	<u>246</u>		<u>20,898</u>	<u>(44)</u>	<u>23,560</u>	<u>518</u>	<u>474</u>	<u>1.1%</u>
	9,643	9,479	9,439	\$ 990,387	\$ 15,321	\$ 1,103,014	\$ 1,755	\$ 17,076	0.8%
<u>Southern Brooklyn/SI</u>									
Coney Island	3,229	3,229		\$ 260,050	\$ (36,334)	\$ 360,891	\$ (19,454)	\$ (55,788)	-8.7%
Seaview	<u>538</u>	<u>555</u>		<u>38,800</u>	<u>1,003</u>	<u>47,271</u>	<u>(5,208)</u>	<u>(4,205)</u>	<u>-5.3%</u>
	3,767	3,784	3,466	\$ 298,851	\$ (35,331)	\$ 408,162	\$ (24,661)	\$ (59,993)	-8.4%
<u>Queens</u>									
Elmhurst	4,492	4,534		\$ 429,058	\$ (19,024)	\$ 506,821	\$ (13,906)	\$ (32,929)	-3.5%
Queens	<u>2,918</u>	<u>2,972</u>		<u>279,440</u>	<u>(3,139)</u>	<u>360,876</u>	<u>(10,820)</u>	<u>(13,958)</u>	<u>-2.2%</u>
	7,410	7,506	7,428	\$ 708,498	\$ (22,162)	\$ 867,697	\$ (24,725)	\$ (46,887)	-3.0%
NETWORKS TOTAL	<u>46,058</u>	<u>45,973</u>	<u>44,961</u>	<u>\$ 4,456,859</u>	<u>\$ (45,685)</u>	<u>\$ 5,256,529</u>	<u>\$ (161,442)</u>	<u>\$ (207,127)</u>	<u>-2.2%</u>
Central Office	770	826	770	1,006,636	18,490	258,287	3,478	21,968	1.8%
Care Management	518	492	518	32,679	(2,961)	36,761	(2,210)	(5,171)	-7.4%
Enterprise IT/Epic	<u>1,060</u>	<u>1,192</u>	<u>1,238</u>	<u>7</u>	<u>(1,149)</u>	<u>136,695</u>	<u>27,590</u>	<u>26,440</u>	<u>16.0%</u>
GRAND TOTAL	<u>48,406</u>	<u>48,483</u>	<u>47,487</u>	<u>\$ 5,496,181</u>	<u>\$ (31,305)</u>	<u>\$ 5,688,274</u>	<u>\$ (132,585)</u>	<u>\$ (163,890)</u>	<u>-1.5%</u>

Global Full-Time Equivalents (FTEs) include HHC staff and overtime, hourly, temporary and affiliate FTEs. Enterprise IT includes consultants.

Care Management includes HHC Health & Home Care and the Health Home program.

NYC Health + Hospitals
Cash Receipts and Disbursements (CRD)
Fiscal Year 2016 vs Fiscal Year 2015 (in 000's)
TOTAL CORPORATION

	Month of April 2016			Fiscal Year To Date April 2016		
	actual 2016	actual 2015	better / (worse)	actual 2016	actual 2015	better / (worse)
Cash Receipts						
Inpatient						
Medicaid Fee for Service	\$ 59,285	\$ 82,978	\$ (23,692)	\$ 700,275	\$ 709,348	\$ (9,073)
Medicaid Managed Care	60,097	63,280	(3,183)	608,135	550,384	57,751
Medicare	47,349	44,335	3,014	435,674	483,123	(47,450)
Medicare Managed Care	34,978	24,825	10,153	267,672	272,258	(4,586)
Other	<u>19,603</u>	<u>19,554</u>	<u>50</u>	<u>179,430</u>	<u>189,231</u>	<u>(9,802)</u>
Total Inpatient	\$ 221,313	\$ 234,971	\$ (13,658)	\$ 2,191,186	\$ 2,204,346	\$ (13,160)
Outpatient						
Medicaid Fee for Service	\$ 10,101	\$ 17,575	\$ (7,474)	\$ 128,876	\$ 182,306	\$ (53,430)
Medicaid Managed Care	118,996	31,604	87,392	454,154	478,551	(24,397)
Medicare	4,195	5,356	(1,161)	45,389	52,163	(6,774)
Medicare Managed Care	8,396	10,117	(1,721)	108,471	80,296	28,176
Other	<u>24,256</u>	<u>11,711</u>	<u>12,545</u>	<u>136,100</u>	<u>139,739</u>	<u>(3,639)</u>
Total Outpatient	\$ 165,943	\$ 76,362	\$ 89,580	\$ 872,990	\$ 933,054	\$ (60,065)
All Other						
Pools	\$ (2,031)	\$ 99,855	\$ (101,886)	\$ 222,719	\$ 346,801	\$ (124,082)
DSH / UPL	-	200,000	(200,000)	1,467,007	1,296,946	170,061
Grants, Intracity, Tax Levy	210,071	8,037	202,034	622,463	180,145	442,318
Appeals & Settlements	(385)	(6,154)	5,769	47,682	19,127	28,555
Misc / Capital Reimb	<u>6,581</u>	<u>1,948</u>	<u>4,633</u>	<u>72,134</u>	<u>47,151</u>	<u>24,983</u>
Total All Other	\$ 214,237	\$ 303,686	\$ (89,450)	\$ 2,432,005	\$ 1,890,170	\$ 541,835
Total Cash Receipts	\$ 601,492	\$ 615,019	\$ (13,527)	\$ 5,496,181	\$ 5,027,570	\$ 468,610
Cash Disbursements						
PS	\$ 207,379	\$ 198,717	\$ (8,662)	\$ 2,298,037	\$ 2,236,838	\$ (61,199)
Fringe Benefits	66,455	99,632	33,177	932,497	936,532	4,034
OTPS	110,517	142,648	32,132	1,197,433	1,220,141	22,708
City Payments	-	-	0	309,405	35,100	(274,305)
Affiliation	85,842	79,228	(6,614)	876,065	806,475	(69,590)
HHC Bonds Debt	<u>6,949</u>	<u>7,022</u>	<u>73</u>	<u>74,836</u>	<u>66,540</u>	<u>(8,296)</u>
Total Cash Disbursements	\$ 477,142	\$ 527,247	\$ 50,106	\$ 5,688,274	\$ 5,301,625	\$ (386,648)
Receipts over/(under) Disbursements	\$ 124,351	\$ 87,772	\$ 36,579	\$ (192,093)	\$ (274,055)	\$ 81,962

**NYC Health + Hospitals
Actual vs Budget Report
Fiscal Year 2016 (in 000's)
TOTAL CORPORATION**

	Month of April 2016			Fiscal Year To Date April 2016		
	actual 2016	budget 2016	better / (worse)	actual 2016	budget 2016	better / (worse)
Cash Receipts						
Inpatient						
Medicaid Fee for Service	\$ 59,285	\$ 68,216	\$ (8,930)	\$ 700,275	\$ 746,049	\$ (45,774)
Medicaid Managed Care	60,097	57,780	2,317	608,135	594,749	13,387
Medicare	47,349	42,632	4,717	435,674	433,135	2,539
Medicare Managed Care	34,978	27,765	7,213	267,672	257,623	10,049
Other	<u>19,603</u>	<u>19,147</u>	<u>457</u>	<u>179,430</u>	<u>202,483</u>	<u>(23,054)</u>
Total Inpatient	\$ 221,313	\$ 215,540	\$ 5,773	\$ 2,191,186	\$ 2,234,039	\$ (42,853)
Outpatient						
Medicaid Fee for Service	\$ 10,101	\$ 12,140	\$ (2,039)	\$ 128,876	\$ 133,768	\$ (4,892)
Medicaid Managed Care	118,996	120,516	(1,520)	454,154	483,172	(29,019)
Medicare	4,195	5,393	(1,199)	45,389	58,862	(13,474)
Medicare Managed Care	8,396	7,640	756	108,471	113,854	(5,383)
Other	<u>24,256</u>	<u>19,898</u>	<u>4,358</u>	<u>136,100</u>	<u>126,716</u>	<u>9,384</u>
Total Outpatient	\$ 165,943	\$ 165,587	\$ 355	\$ 872,990	\$ 916,373	\$ (43,383)
All Other						
Pools	\$ (2,031)	\$ (1,591)	\$ (440)	\$ 222,719	\$ 233,575	\$ (10,856)
DSH / UPL	-	-	0	1,467,007	1,466,665	343
Grants, Intracity, Tax Levy	210,071	210,513	(443)	622,463	618,657	3,806
Appeals & Settlements	(385)	-	(385)	47,682	4,873	42,809
Misc / Capital Reimb	<u>6,581</u>	<u>3,281</u>	<u>3,300</u>	<u>72,134</u>	<u>53,304</u>	<u>18,830</u>
Total All Other	\$ 214,237	\$ 212,203	\$ 2,033	\$ 2,432,005	\$ 2,377,074	\$ 54,931
Total Cash Receipts	\$ 601,492	\$ 593,330	\$ 8,162	\$ 5,496,181	\$ 5,527,486	\$ (31,305)
Cash Disbursements						
PS	\$ 207,379	\$ 194,880	\$ (12,499)	\$ 2,298,037	\$ 2,219,496	\$ (78,541)
Fringe Benefits	66,455	66,565	110	932,497	915,678	(16,820)
OTPS	110,517	117,430	6,914	1,197,433	1,171,060	(26,373)
City Payments	-	-	0	309,405	309,405	0
Affiliation	85,842	83,262	(2,580)	876,065	864,834	(11,231)
HHC Bonds Debt	<u>6,949</u>	<u>6,815</u>	<u>(134)</u>	<u>74,836</u>	<u>75,216</u>	<u>380</u>
Total Cash Disbursements	\$ 477,142	\$ 468,952	\$ (8,190)	\$ 5,688,274	\$ 5,555,688	\$ (132,585)
Receipts over/(under) Disbursements	\$ 124,351	\$ 124,378	\$ (28)	\$ (192,093)	\$ (28,202)	\$ (163,890)

INFORMATION ITEM – FY 17 EXECUTIVE FINANCIAL PLAN



NYC Health + Hospitals
FY 2017 Executive Financial Plan
Cash Basis
(\$ in millions)

	Projected 2016	Projected 2017	Projected 2018	Projected 2019	Projected 2020
OPERATING REVENUES					
<u>Third Party Revenue</u>					
Medicaid	2,182.9	2,117.8	2,153.5	2,180.2	2,210.1
Medicare	988.0	980.7	987.6	987.6	987.6
Other Managed Care	350.3	353.0	353.1	353.1	353.1
Supplemental Medicaid	2,232.7	2,292.3	1,714.1	1,422.0	1,429.6
<i>Disproportionate Share Hospital (DSH)</i>	<i>1,366.1</i>	<i>1,173.4</i>	<i>1,118.5</i>	<i>930.2</i>	<i>952.4</i>
<i>Other Supplemental Payments</i>	<i>866.7</i>	<i>1,118.9</i>	<i>595.7</i>	<i>491.8</i>	<i>477.3</i>
Subtotal: Third Party Revenue	5,753.9	5,743.8	5,208.3	4,942.9	4,980.4
<u>Other Revenue</u>					
City Services	893.8	735.4	805.7	826.7	830.0
Grants and Other	530.8	611.2	497.1	497.2	497.6
Subtotal: Other Revenue	1,424.6	1,346.5	1,302.8	1,323.9	1,327.6
TOTAL OPERATING REVENUES	7,178.5	7,090.3	6,511.1	6,266.8	6,308.0
OPERATING EXPENSES					
Personal Services	2,781.7	2,954.8	2,941.6	2,976.1	3,005.5
Fringe Benefits	1,487.6	1,436.4	1,474.2	1,542.9	1,633.1
Affiliations	1,063.1	1,095.8	1,104.9	1,119.5	1,125.6
Other Than Personal Services	2,425.3	2,388.4	2,289.6	2,276.9	2,309.2
TOTAL OPERATING EXPENSES	7,757.7	7,875.5	7,810.3	7,915.3	8,073.4
TOTAL OPERATING INCOME/(LOSS)	(579.2)	(785.2)	(1,299.2)	(1,648.5)	(1,765.3)
<u>Revenue-Generating Initiatives</u>					
Medicaid Waiver Programs	31.9	448.7	519.8	519.8	400.3
Federal and State Charity Care	-	18.0	181.0	369.0	360.5
Health Insurance Initiatives	123.2	194.4	202.3	210.3	240.6
Development Opportunities	-	-	-	-	100.0
Subtotal: Revenue-Generating Initiatives	155.1	661.1	903.1	1,099.2	1,101.4
<u>Expense-Reducing Initiatives</u>					
Supply Chain and Care Management Initiatives	50.0	63.0	87.0	121.0	154.0
Restructuring and Personnel Initiatives	(50.0)	55.0	316.5	448.0	544.0
Subtotal: Expense-Reducing Initiatives	-	118.0	403.5	569.0	698.0
TOTAL: TRANSFORMATION PLAN	155.1	779.1	1,306.6	1,668.2	1,799.4
INCOME/(LOSS) AFTER GAP-CLOSING INITIATIVES	(424.1)	(6.1)	7.4	19.7	34.0
OPENING CASH BALANCE	543.0	118.9	112.8	120.2	139.9
CLOSING CASH BALANCE	118.9	112.8	120.2	139.9	173.9

INFORMATION ITEM – PAYOR MIX REPORTS



NEW YORK CITY HEALTH + HOSPITALS
INPATIENT PAYOR MIX
 Fiscal Year 2016 3rd Quarter Report

INPATIENT: Percentage of Total Discharges For Each Facility

	Bellevue	Coney	Elmhurst	Harlem	Jacobi	Kings	Lincoln	Metropolitan	NCB	Queens	Woodhull	Corporate Total
Medicaid Total												
2016	59.7	51.5	64.7	64.1	59.7	62.6	67.9	68.7	66.5	63.6	71.9	63.1
2015	55.4	49.7	64.2	65.5	63.8	62.7	67.2	68.9	60.3	64.6	72.6	62.8
Medicaid												
2016	26.5	19.9	24.1	21.0	17.9	23.7	19.1	23.8	18.1	25.7	25.6	22.6
2015	26.6	21.2	24.2	24.7	21.1	27.5	20.1	27.3	25.2	26.5	28.0	24.6
Medicaid Plans												
2016	33.2	31.6	40.6	43.1	41.8	38.9	48.8	44.9	48.5	37.9	46.3	40.6
2015	28.8	28.5	40.0	40.9	42.8	35.2	47.1	41.6	35.1	38.1	44.7	38.2
Medicare Total												
2016	17.6	37.0	21.2	22.9	23.7	20.0	22.7	20.5	20.1	24.1	19.1	22.3
2015	18.9	37.5	19.5	21.2	21.1	20.1	21.8	20.2	26.2	23.5	17.4	21.7
Medicare												
2016	9.4	26.3	10.7	10.7	12.4	10.2	7.6	9.1	10.4	12.9	8.7	11.4
2015	11.6	27.9	11.0	11.0	12.7	10.4	8.6	10.0	15.3	12.9	9.1	12.2
Medicare Plans												
2016	8.2	10.7	10.5	12.2	11.3	9.8	15.1	11.4	9.7	11.1	10.4	10.9
2015	7.3	9.6	8.5	10.2	8.4	9.7	13.3	10.2	10.9	10.6	8.3	9.5
Commercial Total												
2016	9.8	8.9	8.5	8.0	12.2	11.6	7.4	5.3	7.8	8.9	6.1	9.0
2015	10.6	7.5	8.8	7.6	10.7	11.3	7.3	5.5	7.3	7.6	5.6	8.6
Other												
2016	6.2	0.1	1.8	0.2	0.2	0.1	0.3	0.1	0.2	0.3	0.1	1.3
2015	8.2	0.1	2.2	0.2	0.3	0.2	0.4	0.1	0.3	0.3	0.2	1.6
Uninsured												
2016	6.7	2.5	3.7	4.8	4.2	5.7	1.8	5.4	5.5	3.1	2.8	4.3
2015	6.9	5.2	5.3	5.5	4.0	5.7	3.2	5.3	6.0	4.1	4.2	5.2
HHC Options												
2016	1.5	1.2	1.5	1.0	1.3	1.0	0.8	2.1	1.4	0.8	1.8	1.3
2015	3.5	2.6	4.3	1.5	2.6	2.4	2.8	2.8	2.7	2.9	3.3	3.0
Self Pay												
2016	5.2	1.3	2.3	3.8	2.9	4.8	1.0	3.3	4.1	2.3	1.0	3.0
2015	3.5	2.6	1.0	3.9	1.3	3.3	0.4	2.5	3.3	1.1	0.8	2.3

FY16 (July 2015 - March 2016) run on 5/2/16
 FY15 (July 2014 - March 2015) run on 4/21/15

Note: All numbers are percentages.

Medicaid Plans: Medicaid Managed Care and Family Health Plus Plans
 Medicare Plans: Medicare Advantage Plans
 Commercial Plans: Commercial Insurance, Managed Care Plans, Child Health Plus
 Other: Federal, State, City agencies, Uniformed Services and Prisoners,
 No-Fault and Worker's Comp

**NEW YORK CITY HEALTH + HOSPITALS
OUTPATIENT ADULT PAYOR MIX
(Excluding Emergency Room Visits)
Fiscal Year 2016 3rd Quarter Report**

OUTPATIENT ADULT: Percentage of Total Visits For Each Facility

	Bellevue	Coney	Elmhurst	Harlem	Jacobi	Kings	Lincoln	Metropolitan	NCB	Queens	Woodhull	Belvis	Cumberland	East New York	Gouverneur	Morrisania	Renaissance	Corporate Total
Medicaid Total																		
2016	40.0	34.0	40.8	49.1	49.7	47.2	48.4	46.8	53.8	38.3	41.8	52.3	46.8	55.4	34.6	53.6	46.1	44.0
2015	39.2	37.4	40.4	47.1	49.4	46.8	47.3	47.4	53.6	41.0	43.2	52.0	48.4	49.8	35.7	53.3	41.0	43.9
Medicaid																		
2016	8.3	9.2	9.9	10.6	9.4	12.2	8.8	9.8	7.8	8.8	6.2	4.7	9.6	7.2	5.5	5.7	4.7	9.0
2015	9.6	8.8	10.2	9.7	9.7	11.4	8.8	12.9	8.7	9.9	8.4	4.3	10.1	4.1	7.9	4.8	3.8	9.6
Medicaid Plans																		
2016	31.7	24.8	30.9	38.5	40.4	35.1	39.6	37.0	46.0	29.4	35.6	47.6	37.1	48.1	29.1	47.9	41.4	35.0
2015	29.6	28.6	30.2	37.3	39.7	35.4	38.4	34.5	45.0	31.0	34.7	47.7	38.4	45.7	27.8	48.5	37.2	34.3
Medicare Total																		
2016	18.9	19.3	13.7	22.0	20.8	16.0	21.6	20.3	16.3	18.8	19.3	14.5	13.1	16.4	25.1	14.8	18.6	18.8
2015	17.9	19.8	14.8	22.0	19.6	15.4	20.3	20.4	15.4	18.9	18.3	14.5	12.7	16.2	24.1	14.2	18.2	18.3
Medicare																		
2016	8.5	11.5	5.9	10.3	9.9	8.1	6.9	7.7	6.7	7.6	6.6	3.5	5.1	6.8	9.3	4.8	7.2	7.9
2015	8.3	11.7	6.6	10.4	9.7	8.0	6.5	8.5	7.3	8.4	6.7	3.9	5.5	6.5	9.5	4.3	6.2	8.1
Medicare Plans																		
2016	10.5	7.8	7.7	11.7	10.9	7.9	14.7	12.6	9.7	11.3	12.7	11.1	8.0	9.6	15.8	10.0	11.4	10.8
2015	9.6	8.0	8.1	11.6	9.9	7.4	13.8	11.9	8.1	10.6	11.6	10.6	7.2	9.7	14.6	9.9	12.0	10.2
Commercial																		
2016	11.6	8.4	6.7	9.9	13.3	13.3	12.0	7.4	13.0	7.9	9.4	8.4	11.7	10.9	12.4	8.9	11.7	10.4
2015	9.0	6.2	8.6	7.8	10.2	8.1	11.1	5.8	9.3	6.4	5.2	6.4	7.0	5.5	7.1	8.4	7.7	7.9
Other																		
2016	2.7	0.6	1.5	0.4	1.4	0.4	0.9	0.2	0.2	0.3	0.6	0.0	0.2	0.0	1.1	0.0	0.0	0.9
2015	2.9	0.3	0.9	0.4	1.2	0.4	1.0	0.2	0.1	0.5	0.6	0.0	0.1	0.0	1.2	0.0	0.0	0.9
Uninsured Total																		
2016	26.8	37.6	37.4	18.5	14.8	23.1	17.1	25.3	16.6	34.7	28.9	24.7	28.3	17.3	26.8	22.6	23.5	25.9
2015	31.0	36.2	35.3	22.7	19.6	29.3	20.3	26.1	21.5	33.2	32.8	27.1	31.7	28.5	31.9	24.0	33.1	28.9
HHC-Options																		
2016	19.2	29.9	30.6	11.1	10.0	17.5	9.7	19.0	13.3	27.0	24.9	17.7	25.9	14.4	23.6	20.4	15.6	19.9
2015	21.5	21.9	27.5	12.6	12.5	23.2	9.9	20.0	15.6	23.6	27.5	19.1	28.5	22.6	26.2	21.5	22.7	21.0
Self Pay																		
2016	7.6	7.8	6.8	7.4	4.8	5.5	7.4	6.3	3.3	7.7	4.0	7.0	2.4	2.9	3.2	2.3	7.9	6.0
2015	9.5	14.4	7.8	10.1	7.1	6.0	10.4	6.1	5.9	9.6	5.3	8.0	3.2	5.9	5.7	2.6	10.4	8.0

FY16 (July 2015 -March 2016) run on 5/27/16
FY15 (July 2014 -March 2015) run on 4/21/15

Note: All numbers are percentages.

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No-Fault and Worker's Comp

NEW YORK CITY HEALTH + HOSPITALS
OUTPATIENT PEDIATRIC PAYOR MIX
(Excluding Emergency Room Visits)
Fiscal Year 2016 3rd Quarter Report

OUTPATIENT PEDIATRIC: Percentage of Total Visits For Each Facility

	Bellevue	Coney	Elmhurst	Harlem	Jacobi	Kings	Lincoln	Metropolitan	NCB	Queens	Woodhull	Belvis	Cumberland	East New York	Gouverneur	Morrisania	Renaissance	Corporate Total
Medicaid Total																		
2016	81.0	75.0	77.9	85.5	83.6	74.5	86.1	89.0	86.2	68.2	77.7	88.0	81.8	77.4	80.7	85.7	73.9	80.3
2015	82.2	79.9	83.2	84.2	82.8	73.0	82.6	87.5	84.5	73.9	80.4	86.8	77.9	79.4	81.6	84.9	73.7	81.0
Medicaid																		
2016	6.4	9.4	3.9	7.4	4.9	6.7	6.2	4.9	5.1	5.7	5.0	4.8	5.2	6.3	5.3	4.5	6.2	5.7
2015	6.9	6.3	4.1	7.9	6.0	6.5	5.2	6.9	4.8	5.6	7.8	2.9	6.0	4.5	6.9	3.6	5.9	5.9
Medicaid Plans																		
2016	74.6	65.6	74.0	78.0	78.7	67.8	79.9	84.0	81.1	62.5	72.7	83.2	76.5	71.1	75.5	81.2	67.7	74.6
2015	75.3	73.6	79.1	76.2	76.8	66.5	77.4	80.6	79.7	68.3	72.6	83.9	71.9	74.9	74.8	81.3	67.7	75.2
Commercial Total																		
2016	13.5	12.9	9.4	10.4	11.2	16.3	9.2	7.1	8.5	15.9	13.2	6.8	9.8	14.6	13.4	7.9	13.0	11.6
2015	9.2	9.1	9.0	10.1	11.0	13.7	9.9	7.6	8.3	15.1	9.3	7.1	9.5	9.9	10.4	6.4	12.4	10.1
Child Health Plus																		
2016	3.9	4.6	5.2	2.9	3.8	5.6	5.0	3.9	3.7	5.5	4.7	3.5	4.1	4.6	4.1	3.5	3.5	4.4
2015	3.4	3.8	5.7	2.7	3.7	4.5	3.1	4.5	3.6	5.7	3.8	3.4	3.7	3.7	4.0	2.7	3.6	4.0
Non-CHP Plans																		
2016	9.5	8.3	4.2	7.5	7.4	10.7	4.2	3.2	4.8	10.5	8.6	3.3	5.7	10.0	9.3	4.4	9.5	7.2
2015	5.8	5.3	3.3	7.4	7.3	9.2	6.8	3.0	4.7	9.4	5.5	3.7	5.8	6.2	6.4	3.7	8.8	6.0
Other																		
2016	0.2	0.4	0.3	0.2	0.6	0.4	0.8	0.0	0.1	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3
2015	0.3	0.1	0.2	0.2	0.4	0.5	0.9	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.3
Uninsured Total																		
2016	5.3	11.7	12.3	4.0	4.6	8.8	3.9	3.8	5.3	15.6	9.0	5.2	8.4	8.0	5.8	6.4	13.0	7.8
2015	8.3	10.9	7.6	5.6	5.7	12.8	6.6	4.9	7.1	11.0	10.2	6.1	12.6	10.7	8.0	8.7	13.9	8.6
HHC-Options																		
2016	1.1	1.3	1.1	0.4	0.6	4.1	0.2	0.4	1.1	1.6	1.2	1.1	2.0	2.7	1.2	2.9	0.2	1.4
2015	1.9	1.2	0.8	0.6	1.1	7.6	0.9	0.9	1.6	1.0	3.0	2.1	5.4	4.9	1.2	3.8	0.5	2.2
Self Pay																		
2016	4.2	10.4	11.3	3.6	4.1	4.7	3.7	3.4	4.2	14.0	7.8	4.1	6.5	5.3	4.6	3.5	12.8	6.4
2015	6.5	9.8	6.8	5.0	4.6	5.2	5.8	4.0	5.6	9.9	7.2	4.1	7.2	5.7	6.8	4.9	13.4	6.4

FY16 (July 2015 - March 2016) run on 5/27/16
FY15 (July 2014 - March 2015) run on 4/21/15

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Note: All numbers are percentages.