Health Transformation: Preparing Population Health Leaders for the Future

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SVP & Chief Transformation Officer
Learning Objectives

- Explain the strategy and components of NYP OnDemand, a suite of digital health services

- Describe the impact of virtualization on access to care

- Discuss ways in which population health focused initiatives improves patient outcomes
Affiliated With Two Medical Schools

Columbia University

College of Physicians and Surgeons

Weill Cornell Medicine
The NYP Enterprise

NewYork-Presbyterian Hospital

NewYork-Presbyterian Regional Hospital Network

NewYork-Presbyterian

NewYork-Presbyterian Physician Services

NewYork-Presbyterian Community and Population Health
### A Major Academic Medical Center

**Key Facts**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
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<tr>
<td>Full Time Equivalent Employees (includes residents, fellows &amp; attendings)</td>
<td>45,259</td>
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<tr>
<td>Total Physicians</td>
<td>10,670</td>
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<tr>
<td>Total Outpatient Visits</td>
<td>4,210,743</td>
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<td>Total Inpatient Discharges</td>
<td>221,295</td>
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<tr>
<td>Total Annual Revenue (for NYPH and RHN)</td>
<td>7.4B</td>
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Facts and figures comprise statistics from NewYork-Presbyterian Hospital’s six campuses and the NewYork-Presbyterian Regional Hospital Network’s four sites.
NYP Strategic Vision

Through:

Engagement

Standardization

Regionalization

Innovation/Virtualization

Fiscal Discipline
Learning from Industry Leaders

Health: Jefferson Hospital App For Virtual ER Visit
September 21, 2015 6:00 PM  By Stephanie Stahl

Cleveland Clinic Makes An Important Step To Take Telehealth Mainstream
The brand-name hospital has partnered with CVS’s MinuteClinics and American Well.

Mercy Virtual’s President Talks Telemedicine, Value-Based Care
Dr. Randall Moore, who’s giving a keynote at Xelligent Media’s Value-Based Care Summit next week in Chicago, sees telemedicine and telehealth as a link to better outcomes and better business.

Intermountain turns to telehealth to better manage antibiotics
By Joseph Conn  |  January 3, 2017
NYP Transformation Center: NYP OnDemand

Before

Second Opinion
64 days
3 days

Express Care
150 min
30 min

Urgent Care
24 hours
8-10 mins (NY/CT/NJ/FL)

Specialty Consult
1 hour

Mobile Stroke
108 min
38 min

After
Digital Mobile Usage Daily

4.5 HOURS
Why Digital Health Now?

Improved Technology
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- Regulatory & Reimbursement Developments
- (State Parity Adoption)
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- Consumerism in Healthcare
Enterprise Strategy Development

- Leadership Assessment
- 35 Vendor Demos and Evaluation
- Billing and Liability Workgroups
- Consumer Research
- Initial Pilot and deployment
Second Opinions

330 physician experts
80+ Specialties
46 States
Express Care

• Fast track low acuity patients
• Reduced wait times
• Virtual medical screening exam (avg 7 patients per hour)
Urgent Care

- NY, NJ, CT, FL
- Adult & pediatric urgent care
- 8-10 minutes visit time
Virtual Visits

Anesthesiology
Hospitalists CT
Surgery
Urology
Neurosurgery
Psychiatry
Endocrinology
Cardiology
Pre Surgical Testing
Specialty Consult

• Reduced transfers

• Reduced readmissions

• Levering existing specialists as we expand the enterprise
Mobile Stroke Unit

- On board CT scanner
- Virtual neurologist
- Real time stroke diagnosis
Awards and Recognition

The Wall Street Journal

InformationWeek

Bloomberg News

FOX 5

Catalyst

Can Tech Speed Up Emergency Room Care?

A New York hospital system tests a new way to use telemedicine, where E.R. doctors examine patients without being in the same room.
Interdisciplinary Effort

Operations | Legal | Finance | Information Technology | Strategy | Development

Communications | Compliance | Privacy | Global Services | Marketing & PR | WCM, CUMC & NYPMG
Partnership Across Stakeholders

- Improving Communication
- Leadership Buy In
Challenges Remain

Legal
Federal and State regulations

Liability
Malpractice and Claims

Clinical Staff
24/7, Operations, Workflow

Reimbursement
Varied State Parity Laws
Virtualization Trajectory

200K Virtual Visits 2019

100K Virtual Visits 2018

10K Virtual Visits - Original Phase 2 Target

1K Virtual Visits - Phase 1 Target
NYP OnDemand 2.0

- Reduce **ER utilization** and readmission
- Decrease total **cost** of care per patient
- Maintain **patient satisfaction** score of 95%
- **Improve access** to care anywhere
- **Scale** to 200K visits by 2019
- **Leverage existing** platform and infrastructure
Thank you

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