

Montefiore
THE UNIVERSITY HOSPITAL FOR
ALBERT EINSTEIN COLLEGE OF MEDICINE

Population Health in the 21st Century


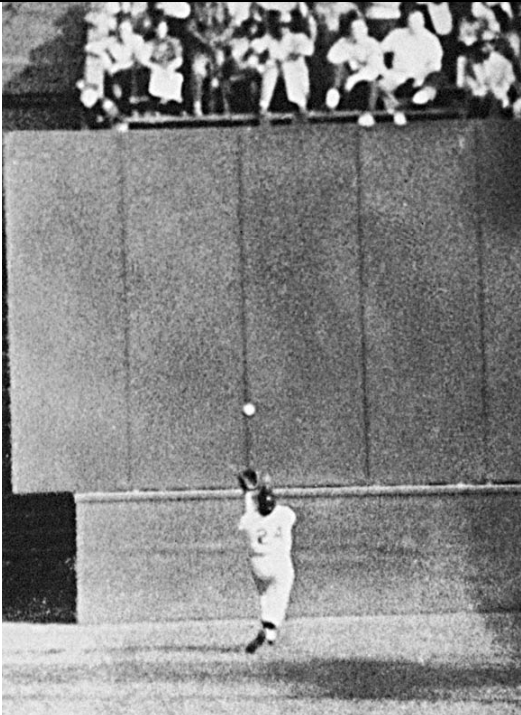
Ingredients that
make payment reform work

31ST ANNUAL
CONTROVERSIES, PROBLEMS & TECHNIQUES IN SURGERY

SYMPOSIUM
CHAIR DIRECTORS:
Robert Michler, MD and
W Scott Mevin, MD

Montefiore
EINSTEIN

Andrew D. Racine, M.D., Ph.D
Senior Vice President and Chief Medical Officer
Montefiore Health System
December 19, 2014



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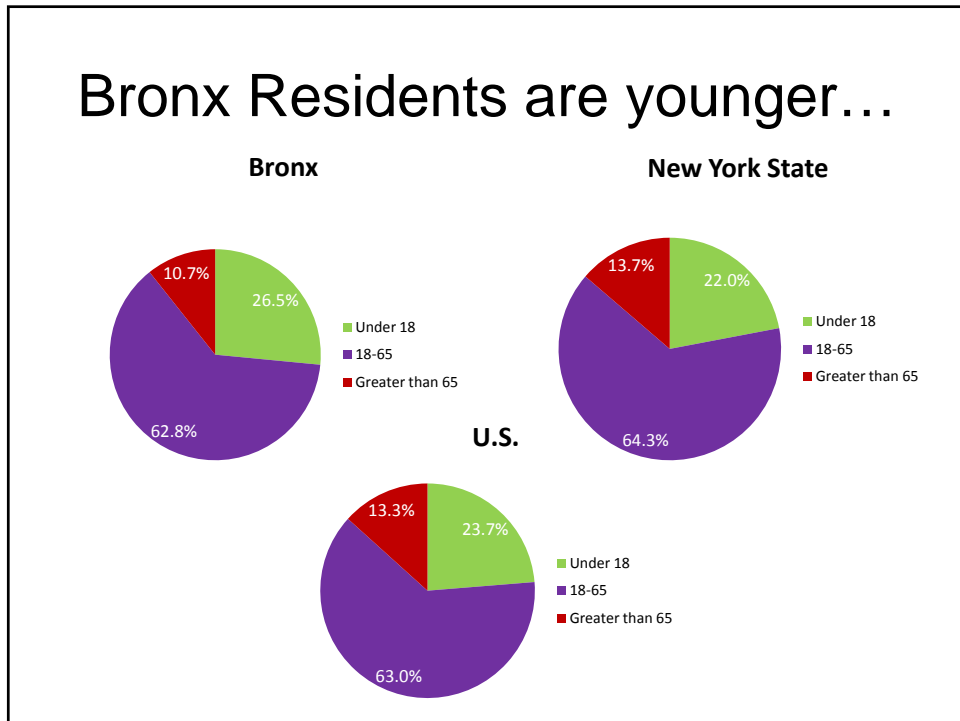
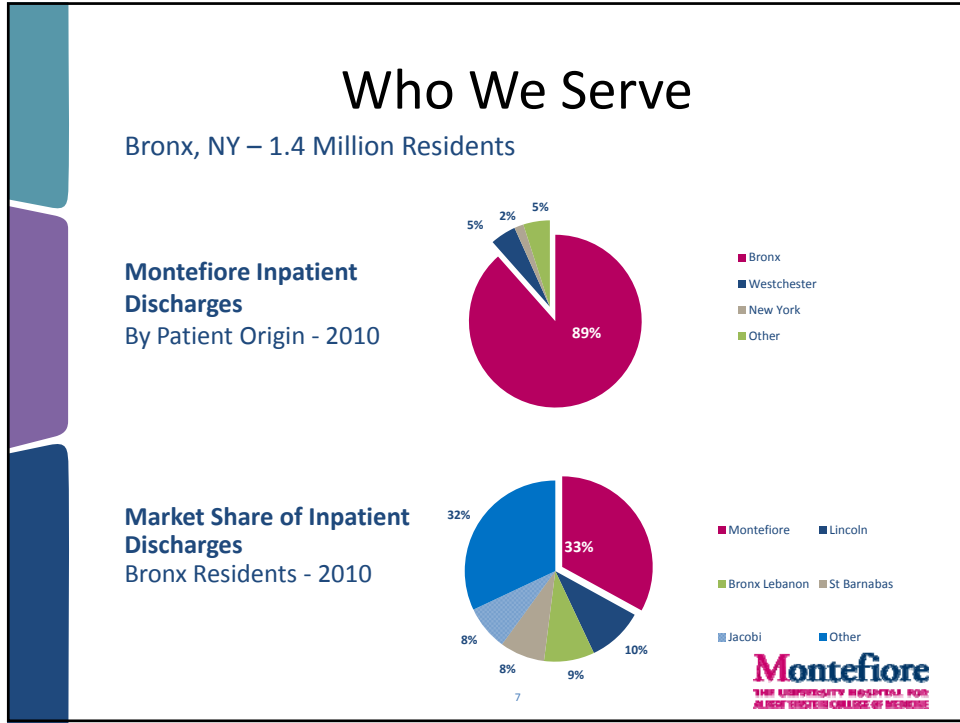
“If you dislike change...
you’re going to dislike irrelevance
even more.”

Gen. Eric Shinseki, United States Secretary of Veterans Affairs
“Marines Turned Soldiers” *National Review Online* 12/10/2001

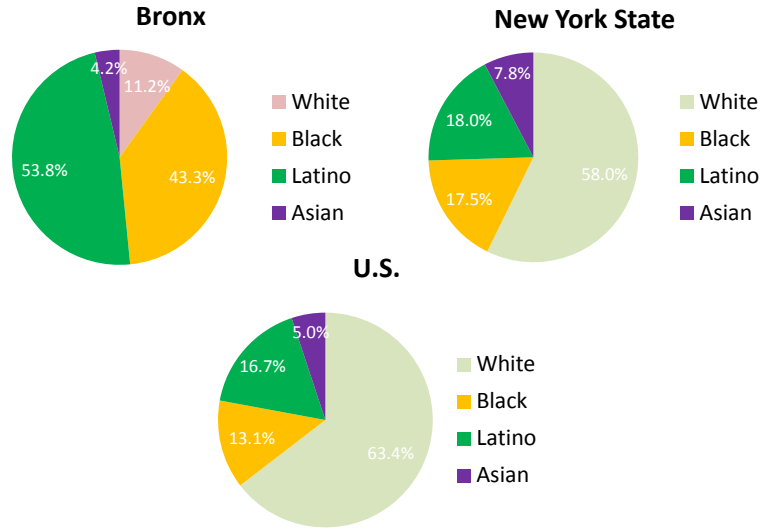
Essential Elements

- Awareness of context
- Visionary leadership
- Architecture and Alignment
- Scale and Integration
- IT interface to drive quality and cost
- Government partnership

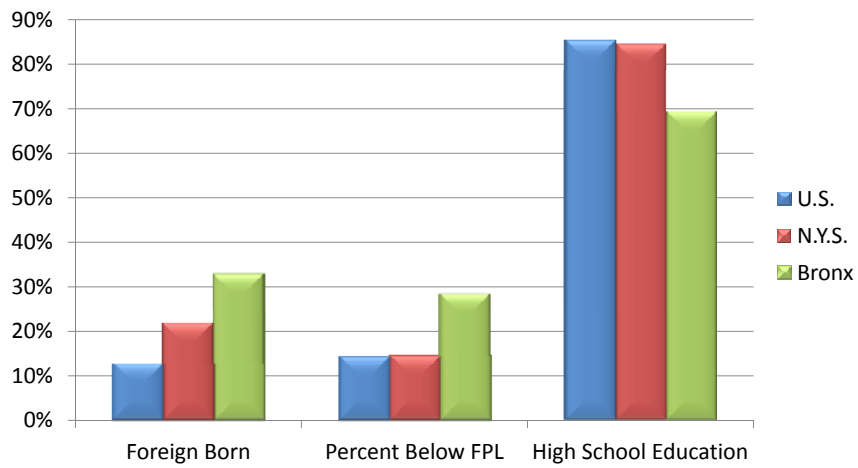
Context



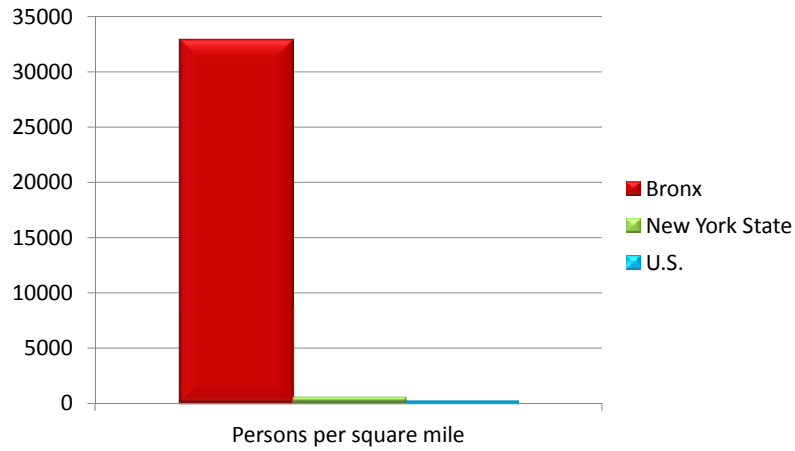
...more ethnically diverse...



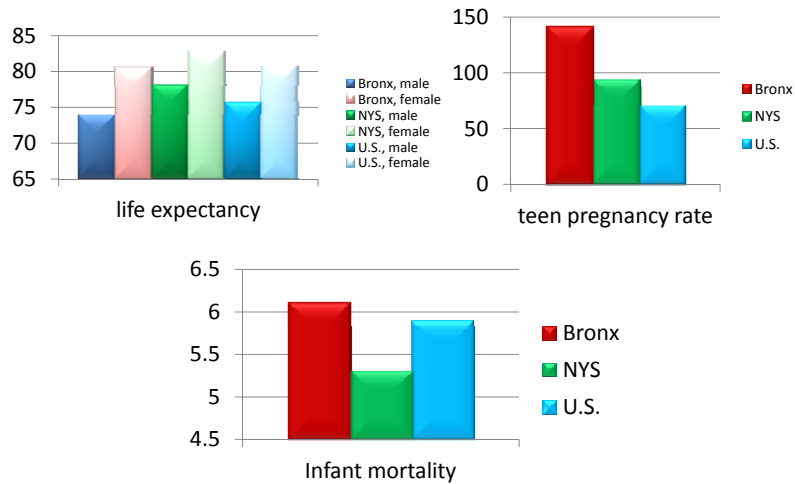
...with fewer resources...



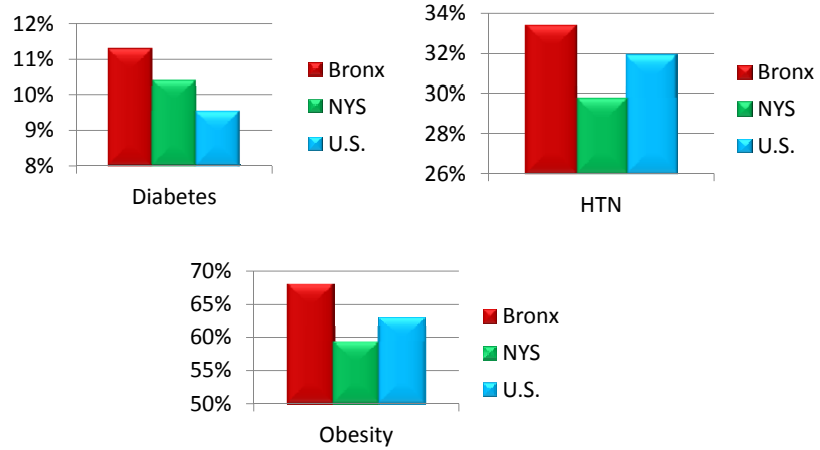
...and more crowded.



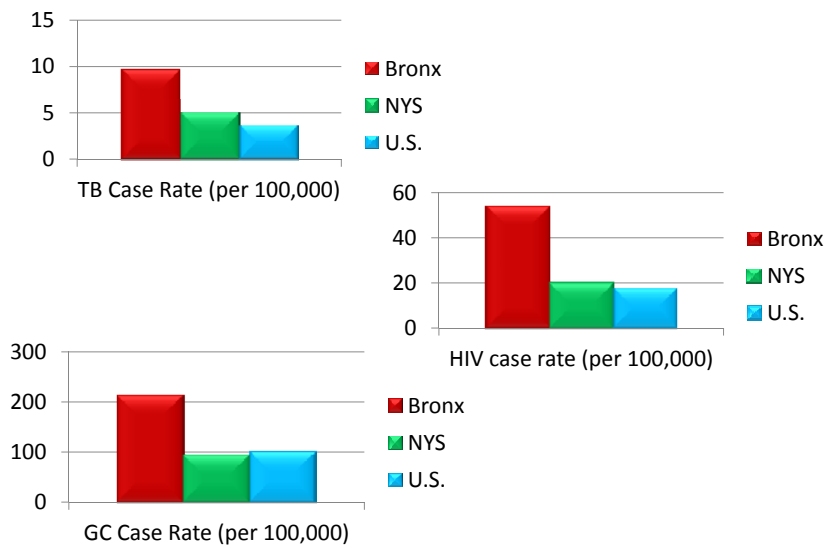
Burden of disease measured by vital statistics...

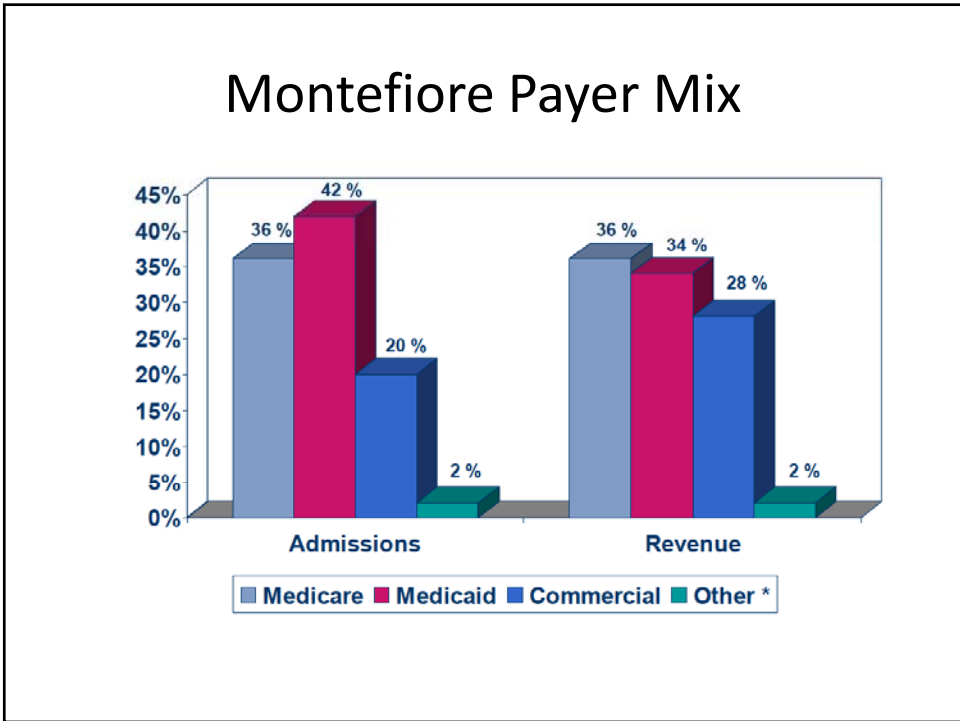
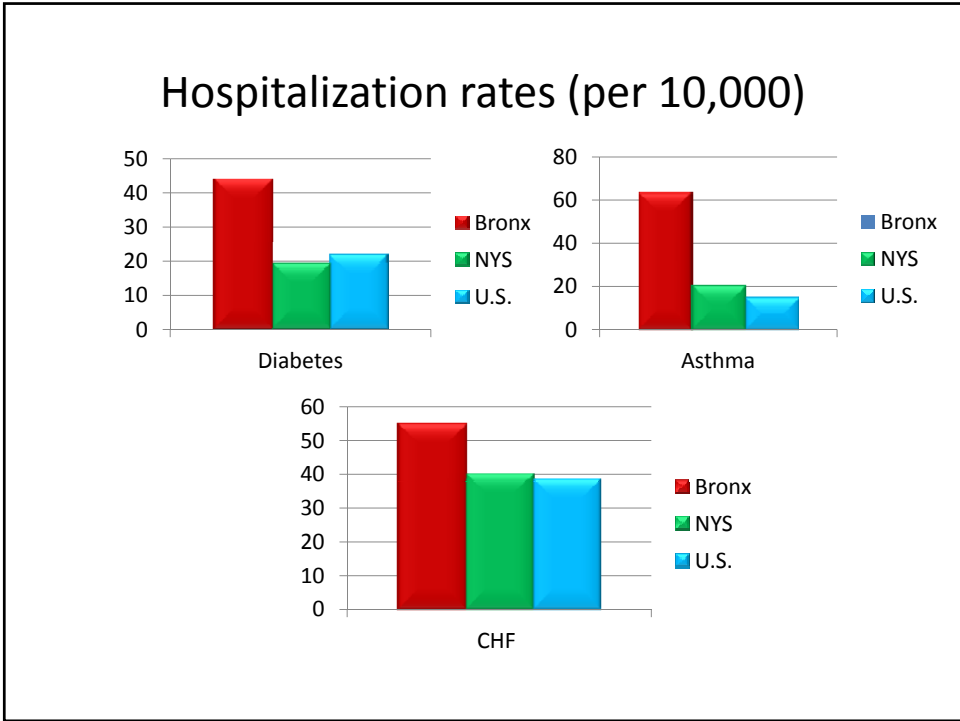


...chronic illness...



...or incidence of sentinel conditions





Leadership



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“The doctor is the medical technician working in an atmosphere of social service, thinking beyond his prescription of medicine or the surgical operation. The major portion of any ‘cure’ is a social matter which has broader and more fundamental implications than the actual medical and surgical treatment of a case.”

Ephraim Michael Bluestone, M.D.
Director of Montefiore
1928-1950


“Fee-for-service is piecework – a professionally undignified way to practice medicine. It’s a mechanism of payment almost calculated to seduce the doctor into placing cash before care ...ultimately the complex illnesses we will have to deal with can only be met by pre-paid, comprehensive, preventive-medicine-oriented group practice.”

Martin Cherkasky, M.D.
Director of Montefiore
1951-1981

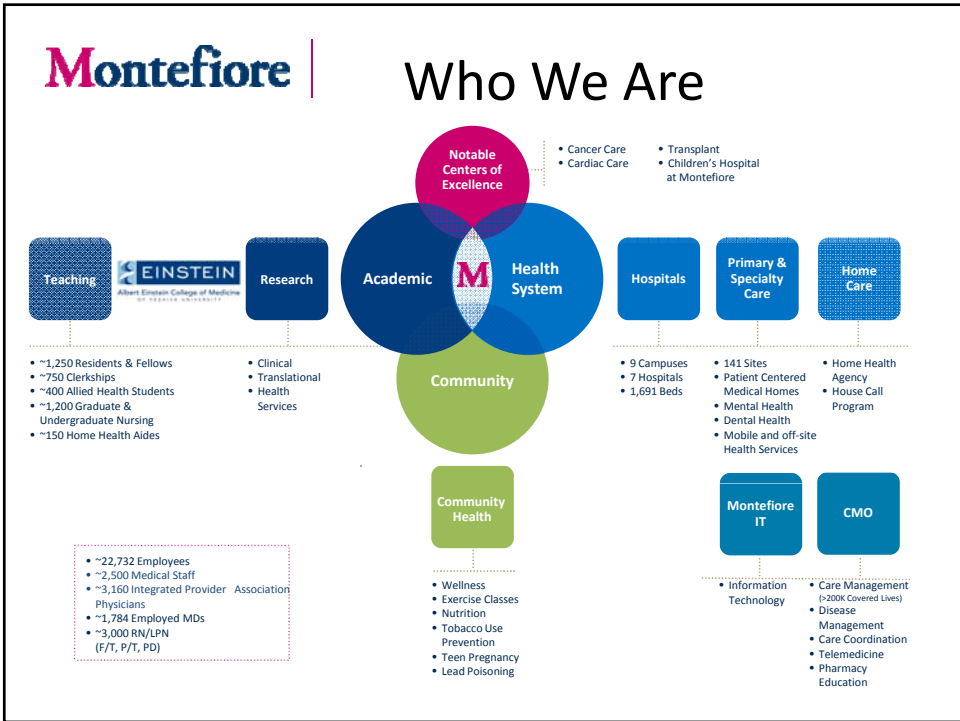
“Patients are not about hospitalization but about health and wellness, and sometimes chronic diseases. Global payment starts to get the system more responsive and working the way it should.”

Steven M. Safyer, M.D.
President and CEO
Montefiore Medical Center
2008 -

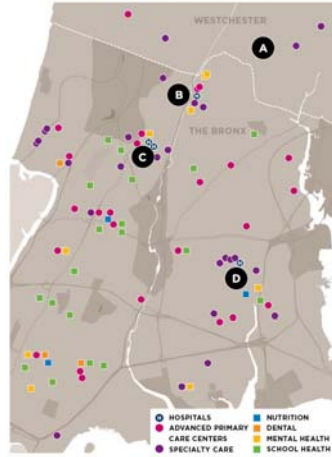
Architecture and Alignment



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Our Integrated Delivery System



Source: "10-11-11 MMC Sites rev"

Our Locations

>1,500 Beds Across 7 Hospitals

23 Primary Care Sites in MMG

290,000 patients

870,000 visits

270 primary care attending MDs

380 primary care resident MDs

65 School Health Clinics

9 Mental Health / Substance Abuse Treatment Clinics

49 Specialty Care Sites

5 Dental Centers

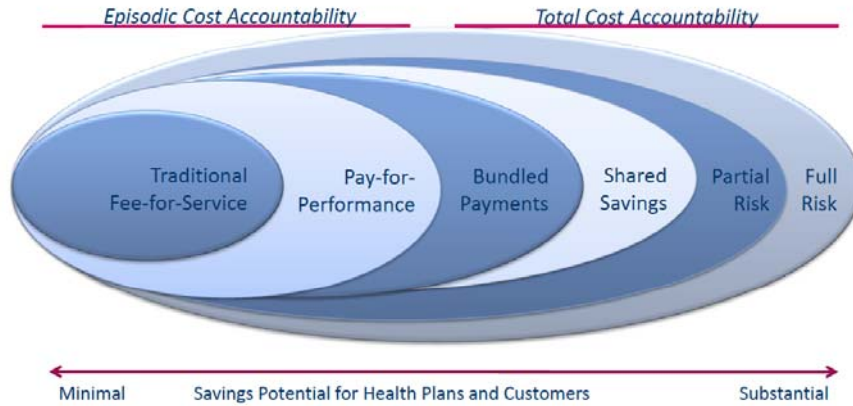
5 Imaging Centers



Scale and Integration



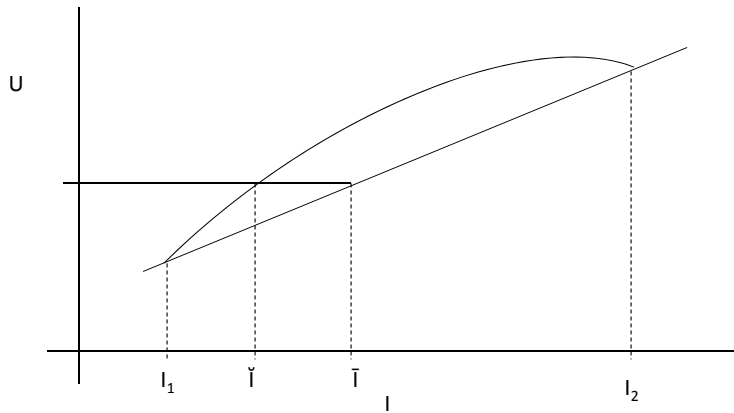
The challenge



Source: The Advisory Board Company: Accountable Care Forum-Briefing for Health Plan Executives

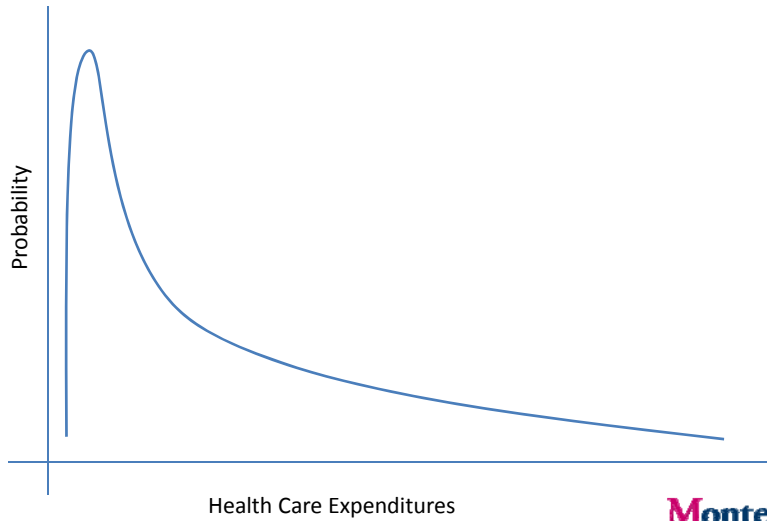


Why we buy insurance



Source: Friedman M and JL Savage, JPE (1948; 56: 279-304)

Why we need scale



IT interface to drive Quality





Government Partnership

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Government Partnership

- ACO
- Quality Metrics
- HITECH Act EHR incentives
- Value-based purchasing
- Healthcare Exchanges
- Medicaid expansions
- PCORI grants
- DSRIP



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