NewYork-Presbyterian
An Academic, Integrated Delivery System

April 2017
Laura Forese, MD    EVP and COO
NewYork-Presbyterian Hospital has 6 Campuses Across Manhattan and Westchester

- **NewYork-Presbyterian Columbia University Irving Medical Center**
- **NewYork-Presbyterian Allen Hospital**
- **NewYork-Presbyterian Morgan Stanley Children's Hospital**
- **NewYork-Presbyterian Weill Cornell Medical Center**
- **NewYork-Presbyterian Westchester Division**
- **NewYork-Presbyterian Lower Manhattan Hospital**
### Key Facts

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient Beds</td>
<td>2,515</td>
</tr>
<tr>
<td>Discharges</td>
<td>126,694</td>
</tr>
<tr>
<td>Deliveries</td>
<td>15,248</td>
</tr>
<tr>
<td>Ambulatory Surgeries</td>
<td>103,282</td>
</tr>
<tr>
<td>Clinic Visits</td>
<td>753,318</td>
</tr>
<tr>
<td>ED Visits</td>
<td>286,696</td>
</tr>
</tbody>
</table>

### Payor Mix

- Medicare, 31%
- Commercial, 38%
- Medicaid, 30%
- Self Pay & Other, 1%

*Note: Payor mix represents percent of inpatient discharges*
Affiliated With Two Premier Medical Schools

Columbia University
College of Physicians and Surgeons

Weill Cornell Medical College

NYPH: Goals of the Merger - 20 years ago

- Enhance Quality
- Improve Access
- Demonstrate Fiscal Stability
### NewYork-Presbyterian Enterprise

<table>
<thead>
<tr>
<th>NewYork-Presbyterian Hospital</th>
<th>NewYork-Presbyterian Regional Hospital Network</th>
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<td>NewYork-Presbyterian Physician Services</td>
<td>NewYork-Presbyterian Community and Population Health</td>
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### 2011-2015 Inpatient Discharges: 5-County

<table>
<thead>
<tr>
<th>5-County</th>
<th>2015 Volume</th>
<th>2011-2015 Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>All-Payor</td>
<td>998,300</td>
<td>↓ 7%</td>
</tr>
<tr>
<td>Commercial</td>
<td>221,771</td>
<td>↓ 9%</td>
</tr>
</tbody>
</table>

Source: SPARCS data; excludes normal newborns; 5-county area includes: Bronx, Kings, Queens, New York & Westchester; NYP defined as NYP/CU, NYP/WC, NYP/Allen, NYP/LMH, NYP/Hudson Valley, NYP/Lawrence, NYP/Queens, NYP/Brooklyn Methodist
NYP Market Trends: NYP is the Market Leader

5-County Inpatient Discharge Distribution (2011-15)

Source: SPARCS data; New York State Hospital Inpatient Discharges; Excludes normal newborns; Market defined by Bronx, New York, Kings, Queens, Westchester counties; NYP defined as NYP/CU, NYP/WC, NYP/Allen, NYP/LMH, NYP/Hudson Valley, NYP/Lawrence, NYP/Queens, NYP/Brooklyn Methodist.
NYP Market Trends: Key Competitors Are Consolidating

Note: Map only includes locations of facilities in the Montefiore, Mount Sinai, Northwell, NYP and NYU Health Systems. Only active parent relationships are included. Only acute care facilities are included.
What We Don’t Know

- Impact / Pace of change
- Future market size
- Political environment / government intervention
- New entrants / disruption
- Penetration of tiered/narrow networks
NYPH Strategic Investments: What Are We Not Doing?

- Health Plan
- Home Health
- Nursing Home
- Extensive Primary Care
NYPH Strategic Investments: What Are We Doing?
Innovation & Ventures

1. Strategic Partnerships

2. Venture Investment

3. Technology Transfer
NYPH Strategic Investments: What Are We Doing?

NYP OnDemand

- Second Opinion
- Express Care
- Urgent Care
- Virtual Visit
- Digital Consult
Collaboration With Our Medical Schools Differentiates NYP

Service Lines

Strategic Growth
Operations
Growth/Operations
Regionalization

Precision Medicine

Tri-institutional Branding

And we're teaching patients' own immune systems to do likewise.

Researchers at Columbia and Weill Cornell have some answers. They, working with NewYork-Presbyterian, apply and leverage research to develop treatments that target patients' own immune systems to stop cancer and battle it. And the results in difficult-to-treat cancers like metastatic lung, kidney and colon cancer have been remarkable.

Immune therapies for other types of cancer are in the works. Even working on a cancer vaccine. It's all pretty amazing—and it's happening right here at NewYork-Presbyterian. To find a cancer specialist, call 877-NYP-WELL.
NYPH Has Expanded its Geographic Reach Through the Regional Hospital Network

Total Licensed Beds = 4,020
And, the Addition of Over 800 Physicians through NYP Medical Groups
NYP Is Building a High Quality and Integrated Enterprise Using a Phased Approach

|------|------|------|------|------|------|-------|

**Phase 1 - Build**
Growth/Accumulation
unified brand

**Phase 2 - Assimilation**
Management & Governance Integration/Standardization

**Phase 3 – Integrated Performance**
Regionalization of Care
NYP Regionalized Care Focus Areas

Protocol Development

Quality Metrics

Clinical Trials

Technology

MD Expertise

Service Standards (Including Access)
Regionalization Strategy by Service Line

**CARDIAC CARE**

*Planned*
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Physician Strategy Aligns Academic and Community Physicians

NewYork-Presbyterian Physician Services Organization

NewYork-Presbyterian Medical Groups

ColumbiaDoctors

NewYork-Presbyterian

Weill Cornell Medicine

NewYork-Presbyterian Medical Group Hudson Valley

NewYork-Presbyterian Medical Group Westchester

NewYork-Presbyterian Medical Group Queens

NewYork-Presbyterian Medical Group Brooklyn
NYP Physician Services: Key Challenges
Physician Management

- Quality Care
- Access
- Align Strategic Priorities & Investment
- Clarify Roles and Accountability
NYP Physician Services: Key Challenges
Physician Service Organization

- Clinical Management Care Coordination
- Utilization & Quality
- Physician Recruitment
- Practice Management
- Real Estate & Logistics

- Physician Practice Groups (Employed/Aligned)
- Information Technology
- Supply Chain
- Revenue Cycle
- Marketing & Communications
- Patient Experience
- Risk Management
- Human Resources
- Legal/Compliance
- Payer Contracting/Credentialing
- Legal/Compliance

NewYork-Presbyterian
NewYork-Presbyterian Enterprise

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NYP’s Multi-Faceted Population Health Strategy is Focused on Five Primary Objectives

- Access / Primary Care
- Data Analytics
- Care Management
- Post-Acute Care
- Patient Engagement
NYP is Committed to Serving our Population’s Health Needs

Ambulatory Care Network (Manhattan)

<table>
<thead>
<tr>
<th>Service</th>
<th>Figures</th>
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<tbody>
<tr>
<td>14 Primary Care Practices</td>
<td></td>
</tr>
<tr>
<td>50 Specialty Practices</td>
<td></td>
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<tr>
<td>650,000 Annual Visits</td>
<td></td>
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<tr>
<td>185,000 Unique Patients</td>
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<tr>
<td>900+ Providers</td>
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<tr>
<td>86% Governmental Pay</td>
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ACO

| Collaborative Effort with the Medical Schools | 30,000 Attributed Medicare Lives |

Faculty of 2 affiliated medical schools provide another 3M+ visits annually

Source: 2015 ACN Quality and Performance Improvement
Note: Does not include Regional Hospital Network
Regional Health Collaborative - launched in 2011

Patient Centered Medical Home (PCMH)

3-year results
- 28% in admissions
- 30% in ED visits

Spencer Foreman Award for Outstanding Community Service

In the Washington Heights-Inwood section of Manhattan
NYP Financial Strength Continues to Build

**The data presented in this column is unaudited and, in addition to NYPH, include NYP/Hudson Valley, NYP/Lawrence, NYP/Queens and NYP/Brooklyn Methodist, as if each of these entities had been an indirect subsidiary of NYPH for all of the periods presented.*** Annualized.


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<thead>
<tr>
<th>Metric</th>
<th>NYPH</th>
<th>NYP**</th>
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<tbody>
<tr>
<td>Operating Revenue***</td>
<td>$5.2B</td>
<td>$7.4B</td>
</tr>
<tr>
<td>Medical School PO Revenue†</td>
<td>$2.0B</td>
<td>$2.0B</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>&gt;5%</td>
<td>&gt;4%</td>
</tr>
<tr>
<td>Operating Cash Flow Margin</td>
<td>12.1%</td>
<td>10.3%</td>
</tr>
<tr>
<td>Days Cash on Hand</td>
<td>305.2</td>
<td>249.5</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>$5.8B</td>
<td>$6.6B</td>
</tr>
<tr>
<td>Cash to Debt</td>
<td>151.4%</td>
<td>173.0%</td>
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NewYork-Presbyterian’s Strategic Vision

GOAL: To be the BEST

- Recognized leader - quality/safety/patient experience
- Culture of respect and empathy
- Integrated, mobile, cutting-edge technology
- Patient-friendly space
- Strong operating margin
Thank You