



Developing a
Hudson Valley
System of Care



Westchester Medical Center 2020

We are pleased to present to you Westchester Medical Center 2020, a road map for our dynamic organization for the next five years.

Westchester Medical Center was born and raised, so to speak, in the heart of the Hudson Valley, the 6,000-square-mile region that we serve. This unique position is one that we know the public, our patients and their families value. We also know that as the only academic medical center hospital system based in the Hudson Valley, there is an inherent trust in us and our mission—a sentiment we hear time and time again.

This strategic plan represents our thoughtful and well-articulated vision for continued growth and expansion, taking into consideration several galvanizing forces and a rapidly shifting healthcare environment. It is the result of a year-long process that involved stakeholders from across our organization and from across our region, guided by our Board of Directors and its Strategic Planning Committee. We are indebted to all who participated in this process in helping us chart a course for future success in providing the finest care, as close to home as possible, when our residents need us most.

Sincerely,



Michael D. Israel
President and CEO



Mark Tulis, Esq.
Chair, Board
of Directors



Mitchell Hochberg
Chair, Strategic
Planning Committee





Developing a Hudson Valley System of Care

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Key market drivers shaping WMC's strategy.

WMC's success in this emerging environment is contingent upon developing a true system of care within the Hudson Valley that integrates and coordinates patient services across the continuum, from preventive and primary care to the most complex procedures and advanced treatments delivered by specialists. The first step in the development of this system was the 2014 acquisition of Saint Francis Hospital and its integration as the new MidHudson Regional Hospital of WMC. Over the course of the next five years, WMC will continue to develop and optimize other system components critical to its evolution, including: a robust physician network of primary care physicians and specialists; a strong network of community providers throughout the Hudson Valley; robust outpatient services and access sites; a network of continuing care providers; world-class information technology and analytics; and a renewed emphasis on growth and improvement in WMC's medical education programs and research initiatives linked to its newly evolving clinical enterprise.

Key market drivers shaping WMC's strategy.



Rapid Regional Consolidation

Rapid regional consolidation of both hospitals and physicians, largely driven by the entrance of New York City-based systems into the Hudson Valley.



Payment Reform

Transition from fee-for-service to value-based payment.



Medicaid Delivery System Reform Incentive Program

Medicaid is driving payment and delivery system change; providing opportunities for hospitals to access transformation capital to support the development of a regional model of care delivery.

Developing a Hudson Valley System of Care

At its roots is Westchester Medical Center's (WMC) commitment to serving the healthcare needs of all Hudson Valley residents, regardless of their ability to pay. With its roots dating back to the early part of the 20th century, for nearly 40 years, WMC has served as the region's tertiary and quaternary care referral center, providing high-quality advanced health services and treating the region's most complex clinical cases. As the Hudson Valley's only academic medical center, WMC is the primary training ground for the next generation of physicians, and a leader in conducting cutting-edge research that brings new life-saving treatments to the children and adults of the region.

The environment within which WMC operates is rapidly shifting. Galvanizing forces impacting WMC's structure and operations include: changing economics driven by the Affordable Care Act (ACA) and the New York State Medicaid program; market consolidation in New York City and the Hudson Valley; a growing, diversifying and aging patient population across the region; fiscal pressures in clinical, academic, and research enterprises; advances in the delivery of healthcare services; and payers' increasing focus on new payment models based on higher quality care at lower cost.



Workforce Training & GME

WMC and New York Medical College have an opportunity to enter into a new academic affiliation agreement to improve workforce training at WMC.



Transitions of Care & Post Acute

Pressure by payers and patients for improved transitions of care. Changing demographics and an aging population emphasize need for coordination across a broader continuum of care.



Inpatient → Outpatient

Shift in care from inpatient to lower-cost outpatient settings.



Our Mission

Westchester Medical Center's vital mission is to provide the highest-quality care for all residents of the Hudson Valley regardless of ability to pay. Westchester Medical Center will build on its long tradition of delivering the most advanced services in the region by providing a system that ensures access to a coordinated continuum of care for its community. As the region's only academic medical center, Westchester Medical Center is committed to educating the next generation of caregivers for the Hudson Valley and integrating research to advance treatment, expand knowledge, and improve lives.

Our Vision

Westchester Medical Center's vision is to be the provider of choice for Hudson Valley residents by establishing a system of care with multiple points of access to ensure availability of care close to home. Westchester Medical Center will leverage its unique strength as an academic medical center to provide the highest quality, patient-centered care in a respectful and compassionate environment and lead the transformation of health care in the Hudson Valley to continuously respond to the needs of its community.

Meeting the Needs of the Hudson Valley:

WMC 2020

This rapidly shifting environment presents exciting opportunities for WMC to evolve as it continues to meet the needs of Hudson Valley residents. A commitment to continued excellence in clinical care, education and research, collaboration across our campuses and in our communities, and diversity in all its forms will make us a stronger organization.

So that we can better serve the residents of our community, expand our capacity to bring world-class care as close to home as possible, respond to the changing market dynamics and the evolution of the WMC health care system, WMC has a new mission, vision, and values to guide its work.

Our Values (VITAL)

Grounded in our Standards of Behavior, and representing both who we are and to what we aspire, are our organizational values:

V

Value

Everyone

We value and respect each other, our patients and their families and the members of the larger community we serve. We are committed to treating everyone with dignity and compassion—the way they would like to be treated. We take personal pride in our work, our organization and recognize our vital role in the community.

*Standards:
Respect, Pride, Diversity & Inclusion*

I

Integrity

Proud to Be WMC

Our actions reflect our values. We communicate with transparency and behave ethically in all we do. We provide the highest level of care and service across the spectrum, from wellness programs to lifesaving medical treatment, regardless of ability to pay.

*Standards:
Service, Empathy*

T

Transformation & Innovation

Anything is Possible

We strive to advance excellence, always innovating and improving our services, technology, clinical research and processes. We are continuously evaluating performance, encouraging new ideas and diverse perspectives, and exceeding the expectations of those we serve. It is through teamwork and individual responsibility that we achieve, combining expertise and empathy to change lives, create possibilities and bring hope.

*Standards:
Excellence, Service*

A

Accountability

It's Up to Me

We perform our services with honesty and sensitivity, abiding by ethical work practices. We are fiscally responsible, committed to quality services, outcomes and measures, and work effectively to achieve individual and collective goals. We foster an environment that is patient-centered, family-focused and supports employee engagement, service excellence and patient safety.

*Standards:
Excellence, Teamwork and Accountability*

L

Leadership & Learning

Advancing Health

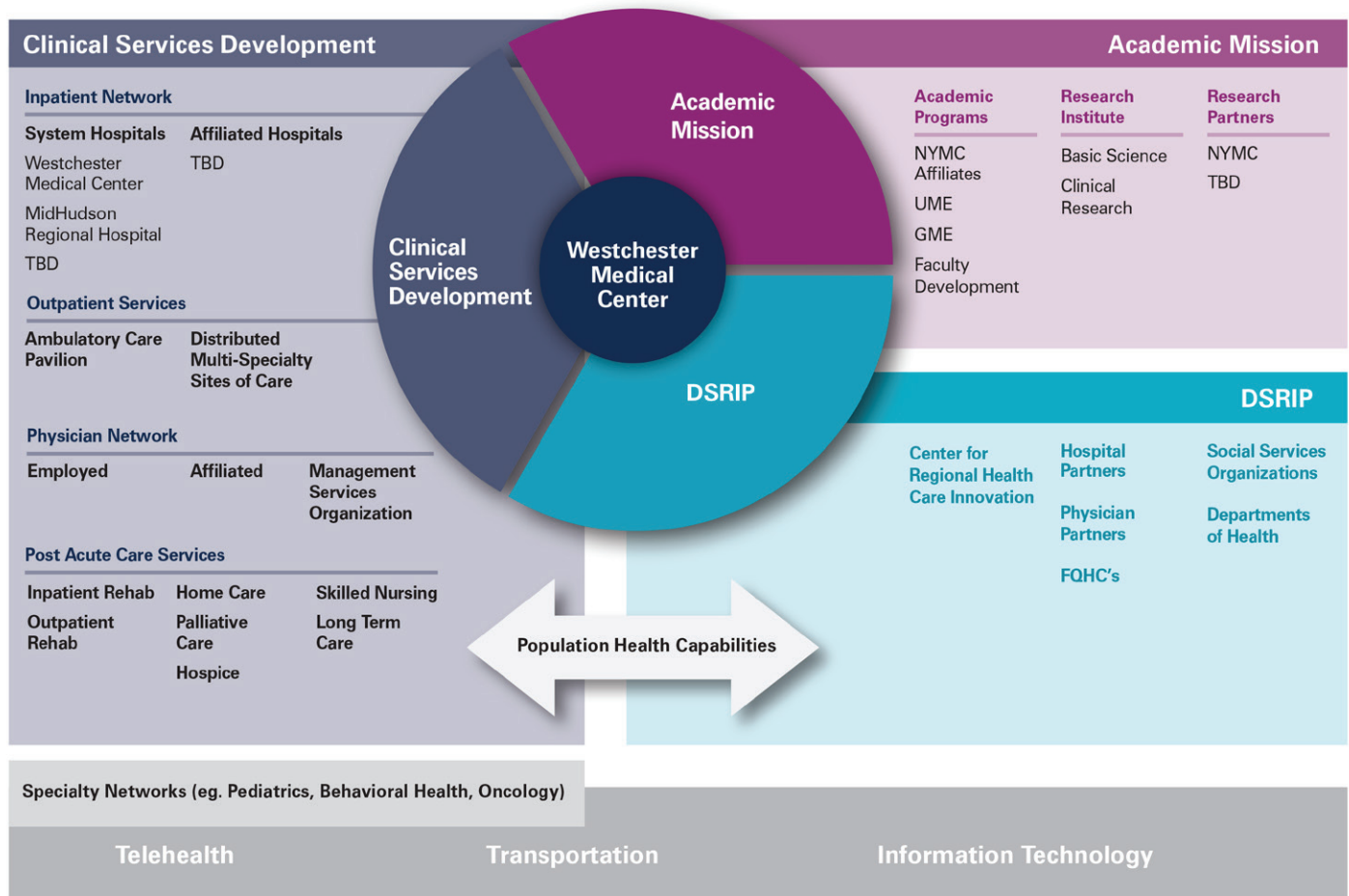
As leaders in our field, we are committed to advancing health in our region and our organization, through excellent clinical care and service, research and education. We embrace learning and are role models for creating an environment where everyone is inspired to do their best work and take initiative, and we recognize everyone's contributions and accomplishments.

*Standards:
Employee Initiative, Communication and Diversity & Inclusion*

WMC's Five-Year Strategic Goals

The WMC 2020 Strategic Plan is structured around three primary goals, supported by eight enabling strategies that will chart the course of this organization across the next five years. These goals and strategies will guide the evolution of WMC to meet the needs of the Hudson Valley while developing and catalyzing innovations to improve the quality of care and health outcomes throughout the region. WMC's Strategic Plan outlines the building blocks of a forward-looking strategy that seeks to advance coordination and efficiency while expanding the organization's clinical and academic reach to better serve the region.

Vision for a Hudson Valley System of Care





Goal 1: Develop a Hudson Valley System of Care

WMC will lead the development of a regional, advanced system of care in the Hudson Valley that integrates world-class tertiary and quaternary care services with a robust network of outpatient primary care and specialty care services available close to home. WMC intends to build the system with a network of tightly aligned partners committed to a patient-centric approach to care delivery.

This system of care will enable WMC to achieve maximum efficiency for administrative, overhead and supply costs; develop new revenue streams from nontraditional services; manage the full continuum of care; support clinical operations effectiveness and improved care quality; and transition to value-based payment models.

Enabling Strategies

Continue to seek new relationships with community hospitals

WMC will develop true partnerships, through various affiliation and alignment models, that put the needs of the patient at the center and provide WMC with the breadth to deliver care throughout the region. A system approach will help the organization both diversify and expand its service offerings, extending the reach of its world-class tertiary and quaternary clinical care into settings closer to where patients reside and supporting new resources for teaching and research. Alignment with key community hospitals will also support a platform to enhance providers' ability to communicate and coordinate care and reduce wasteful fragmentation

Strengthen alignment with leading physician groups and evolve our employed physician groups

A strong physician network will be the foundation for WMC's ability to execute a true system strategy. Improved alignment between WMC and its physician partners will be essential to changing the way care is delivered, enhancing patient and physician satisfaction and improving quality, outcomes, value and access to care. To meet the needs of the developing system, WMC must focus on both evolving the existing physician enterprise on all campuses and developing key strategic partnerships with independent local physician groups. WMC will evolve its employed physician base into a true group practice model with a goal of collaborative patient management across specialties and services, supported by a culture of group accountability for quality and efficiency.

Expand our clinical specialty services

The regional system of care will require new clinical services and delivery points from primary and preventive care through post-acute and long-term care involving new or enhanced relationships with community hospitals and other providers along the continuum of care. WMC will prioritize service expansion by community need and market opportunity, seek to build on existing services at individual facilities and prioritize services shared with other system facilities, such as enhancing trauma, behavioral health, cardiology and neurology services at its MidHudson Regional Hospital. In addition, WMC will expand its clinical reach through technology, including launching an eICU program and a new telemedicine infrastructure in 2015.



Goal 2: *Advance Integration Across the Continuum of Care*

WMC has an unprecedented opportunity to lead the development of new healthcare delivery models that improve the quality and health outcomes for consumers while ensuring most efficient use of resources through tighter regional collaboration. Under a groundbreaking Medicaid waiver (the Medicaid Redesign Team (MRT) Waiver Amendment), the Delivery System Reform Incentive Program (DSRIP), will make up to \$6.42 billion available to coalitions of health care providers serving Medicaid beneficiaries, to incentive system transformation, clinical management and population health. The primary goal of New York's DSRIP program is to reduce avoidable hospital use by 25 percent over five years. As the region's only public hospital, WMC is leading a regional care transformation effort that includes more than 240 partner health care organizations and more than 2,500 area physicians. As the anchor institution in this regional effort, WMC brings together the leadership and resources of the Hudson Valley stakeholder community to identify priority areas for reform and develop new models that work for our communities. As an academic medical center, WMC brings the analytic tools and intellectual capabilities necessary to identify those models that produce maximum results and can be scaled across the region.

Enabling Strategies

Leverage the DSRIP opportunity to link providers and services across the continuum of care and to build population health management capabilities

Health care has traditionally rewarded providers for services based on volume. DSRIP provides the seed funding to restructure systems to focus on outcomes and quality. Projects funded under DSRIP include those activities that are directly responsive to the needs and characteristics of community. WMC and its partners will focus on ensuring that patients receive the right care, in the right setting, at the right time - an unprecedented opportunity that is no small task. WMC will accomplish this care transformation ambition through a robust network of partner organizations serving the residents of our communities, development of an advanced health information technology and patient data exchange infrastructure, expanded data analytics capability, and formal collaboration around patient care protocols and best-practice sharing. The infrastructure developed under DSRIP will provide the catalyst for a more integrated system of care and the ability for WMC to pursue more sophisticated population health management and value-based contracting opportunities with insurers in the future.

Expand outpatient services capabilities

Advances in technology have enabled more care to be safely delivered through noninvasive procedures. At the same time, pressures exist from payers to shift care from inpatient to lower-cost outpatient settings. An ambulatory strategy plays an essential role in the delivery of comprehensive, coordinated patient care as part of an integrated system as well as in attracting and retaining high-performing clinicians. WMC will develop a comprehensive ambulatory expansion strategy, central to which will be the construction of a new Ambulatory Care Pavilion, with clinical space for both employed and community physicians, on the Vahalla campus.

Develop a post-acute services strategy

Safe, high-quality, effective and efficient care requires that patients receive the care they need in the most appropriate setting and that the transition between settings is coordinated and well-managed. For many individuals, this means leaving the hospital and receiving post-acute, pain management and/or end-of-life care in the home or an alternate setting. WMC has identified gaps in the availability of these services for Hudson Valley residents and will therefore develop a strategy for providing post-acute and end-of-life care through our Hudson Valley System of Care. WMC anticipates that while some services will be developed on our campuses, a significant component of an integrated suite of services will be developed through partnerships with community-based providers.



Goal 3: Optimize Clinical Education and Research by Enhancing Our Academic Affiliations

WMC's Valhalla campus will continue the tradition of advancing the practice of medicine as the Hudson Valley's only academic medical center. WMC will continue its long-standing partnership with New York Medical College (NYMC) to educate the next generation of clinicians and advance medical knowledge and new treatments through our physician's research. WMC will also look to its system partners to collaborate on new opportunities to further advance these missions.

Enabling Strategies

Institute new academic affiliation agreement with New York Medical College

WMC will continue its deep commitment to developing the workforce of the future in partnership with New York Medical College (NYMC). Through a new affiliation agreement, WMC and NYMC will further strengthen their partnership through joint recruitment, enhancements and updates to the educational infrastructure, and improvements in the resident recruitment process. Efforts are underway to enhance the educational infrastructure, including enhancing residents' physical space, increasing opportunities for faculty development and student didactic training, providing institutional support for physician and resident participation in research, and increasing use of simulation in undergraduate and graduate curriculums, among others. WMC will also assume greater responsibility for managing the graduate medical education training programs. These changes will better enable WMC and NYMC to attract the best and the brightest medical students, residents and fellows.

Develop a new Research Institute

Broadening the range of innovative edge clinical trials available for patients enables WMC to deliver the most advanced patient care while further pushing the collective knowledge of disease processes, prevention and treatment. As basic, translational and clinical research have advanced and become significantly more complex, the need for effective and efficient mechanisms for managing the development, review, approval and implementation processes for all aspects of research has become apparent. To advance our efforts, WMC will jointly develop a Research Institute with NYMC to support clinical researchers with study start-up and all aspects of trial management, regulatory/legal review and fiscal administration.



Implementation Approach

Across the next 18 to 24 months, WMC will be implementing this Strategic Plan with an initial goal of establishing the WMC Hudson Valley System of Care, which will include an expanded regional delivery network, more integrated patient care across the continuum (beginning with the further development of our MidHudson campus and our network care management enhancements through DSRIP), and the development of new approaches to improve both the delivery of care and the training of our next generation of medical leaders. This extraordinary period of transformation will enhance WMC's position and role in the region and will rely on leadership fully committed to innovation, relationships and advancement and a culture of performance and excellence throughout the system.

Our three strategic goals are clearly synergistic. The various initiatives we implement to support these goals will be interrelated and supported by enhancements to our facilities and our IT systems and detailed financial plans. Our guiding principles to achieve our aspirations include: value, integrity, transformation and innovation, accountability, leadership and learning.

As we work to achieve our strategic 2020 vision, we will galvanize our board, leadership, physicians, staff, partners and community to build a world-class System of Care that is the healthcare provider of choice for the children and adults of the Hudson Valley.



Acknowledgements

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Strategic Plan Development Process

The Westchester Medical Center 2020 Strategic Plan is the culmination of planning sessions held with the Westchester County Health Care Corporation Board of Directors' Strategic Planning Committee, chaired by Mitchell Hochberg (First Vice Chair of the Board), with input from board members, the executive management team and administration, WMC physician leaders and community physicians. The Committee met from January to September 2014. A Board of Directors retreat was held on October 25 to review the market assessment and drivers of change for health care in the Hudson Valley and to prioritize strategic initiatives. The Committee concentrated on strategies to sustain and enhance the health system's community and academic missions. Through this process, an exciting vision for the future of healthcare delivery in the Hudson Valley and a "rolling" strategic plan was developed--designed to enhance our foundation as a high-performing clinical enterprise while allowing the organization and its governance the flexibility to adapt to rapidly changing market dynamics.

The strategic planning process included the following objectives:

Conduct an environmental and market assessment to assess opportunities and challenges and determine the growth and financial opportunities in the Hudson Valley and surrounding region;

Evaluate the potential size/scale/distribution of WMC resources in five years and potential structural pathways;

Consider the right balance amongst tertiary, community-based, ambulatory and post-acute services to serve the evolving needs of the Hudson Valley community; and

Develop a three-to-five-year "rolling" strategic plan based on a clear mission, vision, values and transformation goals.



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