Affiliations: Merely Surviving or Thriving?
Executive Panel Discussion

Annual Conference
October 20, 2016
Turning Stone Casino & Hotel
Verona, NY
Meet the Panel

- William E. Allison, FHFMA, Sr. Vice President for Administration and Chief Operating Officer, South Nassau Communities Hospital (Oceanside, NY)

- Joseph J. Guarracino, Sr. Vice President and Chief Financial Officer, White Plains Hospital (White Plains, NY)

- Meredith Price, CPA, CHFP, Sr. Vice President of Financial Services and Chief Financial Officer, St. Joseph’s Hospital Health Center (Syracuse, NY)

- Joyce Zimowski, FHFMA, CPA, Sr. Vice President for Operations, Medical Group, Rochester Regional Health (Rochester, NY)

- Allan P. DeKaye, MBA, FHFMA, (Moderator) President and CEO, DEKAYE Consulting, Inc. (Oceanside, NY)
Each panelist will discuss the following topics from their organization’s perspective.

- Panelists’ Opening Remarks
- Have affiliations been able to bend the cost curve yet?
- Have affiliations improved quality care and outcomes?
- Are providers stronger, and is the population healthier as a result of affiliations?
- Do affiliations have winners and losers-who are they?
- Audience Questions
- Panelists’ Closing Remarks
- Moderator’s Closing Remarks
OPENING REMARKS: SUCCESSES AND CHALLENGES

“NO MAN IS AN ISLAND”*

* John Donne, *Devotions upon Emergent Occasions* (1624).
Meredith Price’s opening remarks highlights.

• **Successes**
  – St. Joseph’s Health became a member of Trinity Health System effective 7/1/15
  – Being a member of a large, national system affords us access to resources and best practices
  – We have seen improvement in our finances as a result of better pricing on supplies and services, along with refinancing of our debt
  – Access to a mature infrastructure support population health initiatives
  – Models for successful regional affiliations

• **Challenges**
  – New culture of enhanced discipline
  – Budgeting and target setting
  – Agility
Comments from Meredith Price’s Presentation

St. Joseph’s Health System of Care

SYRACUSE
- St. Joseph’s Hospital Health Center
- CNY Family Care – JV
- CNY Infusion Services – JV
- Behavioral Health Services
- Dental Residency Clinic
- Dialysis Center – Regional – JV
- Family Medicine Residency Program
- Laboratory Alliance of Central New York, LLC – JV
- Loretto – ★
- PACE-CNYS Catherine McAuliffe Center – ★
- Primary Care Center – Main Campus
- Primary Care Center – West
- Psychiatric Emergency Program
- St. Joseph’s College of Nursing
- St. Joseph’s Hospital Health Center Foundation
- St. Joseph’s Imaging Associates – Syracuse – JV
- St. Joseph’s Imaging Associates – MOC – JV
- St. Joseph’s Physicians – Syracuse

AUBURN
- Auburn Health Support Services – JV
- Internal Medicine Associates – Auburn – ★

BALDWINSVILLE
- Silver Fox Senior Social Club – ★
- St. Joseph’s Physicians – Baldwinsville
- St. Joseph’s Imaging Associates – Baldwinsville – JV

BINGHAMTON
- Lourdes Health Support – JV

CAMILLUS
- Dialysis Center – JV
- St. Joseph’s Imaging Associates – West – JV

CARTHAGE
- Cortega Area Hospital Sleep Center – JV
- Mountain Lakes Health Support – JV

CAZENOVIA
- St. Joseph’s Physicians – Cazenovia

CICERO
- Family Medicine Associates – Cicero – ★

CORTLAND
- Dialysis Center – JV
- Franciscan Licensed Home Care

DEWITT
- FMS Services, Inc/Franciscan Companies/ Franciscan Management and Consulting Services
- Embracing Age

EAST SYRACUSE
- St. Joseph’s LINK
- St. Joseph’s Physical Medicine and Rehabilitation

FAYETTEVILLE
- Center for Wound Care and Hyperbaric Medicine
- Dialysis Center – Northeast – JV
- Northeast Urgent Care
- Northeast Surgery Center

[Fayetteville Cont]
- Physical Therapy – Northeast
- St. Joseph’s Physicians – Fayetteville
- St. Joseph’s Imaging Associates – Northeast – JV
- Sleep Lab – Fayetteville

FULTON
- Oswego Health Home Care – JV
- St. Joseph’s Imaging Associates, River Vista Medical Center – JV

LIVERPOOL
- Certified Home Health Care Agency
- Dialysis Center – North – JV
- Franciscan Licensed Home Care
- North Urgent Care
- North Surgery Center
- PET/CT – Liverpool – JV
- PROS Recovery Community – Liverpool
- Sleep Lab – Liverpool
- St. Joseph’s LINK
- St. Joseph’s Physicians – Liverpool
- St. Joseph’s Imaging Associates – North – JV

LOWVILLE
- Lewis County General Hospital – ★
- Lewis County Primary Care Network – ★

NORTH SYRACUSE
- Franciscan Health Support, LLC
- Franciscan Lifeline
- PACE-CNYS Sally Coyne Center

ONEIDA
- Oneida Health Support – JV
- The Sleep Center at Oneida Healthcare

OSWEGO
- St. Joseph’s Imaging Associates – Oswego – JV

ROME
- Rome Memorial Hospital – ★
- (Affiliation in development stage)

UTICA
- St. Elizabeth/Fayette St. Luke’s Health Support Services, Inc – JV

July 2016
William Allison’s opening remarks highlights.

- **Current (Winthrop/LIHN) successes:**
  - Achieved clinical Integration
  - FFS contracting vehicle

- **Challenges**
  - Value based contracting imperative
  - Financial Integration
  - Winners and losers
  - Leadership
Joseph Guarracino’s opening remarks highlights.

Mr. Guarracino will discuss his organization’s recent transformation efforts from its physical structure and appearance to its new affiliation.

He will also discuss the challenges faced by the organization as it unveils the hospital of the future.
Joyce Zimowski’s opening remarks highlights.

• **Background History**
  - Merger of St Mary’s & Park Ridge Hospital –1997-98
  - Merger of Rochester General/Genesee Hospital-1998
    - Merger of Unity/Rochester General/Newark/Clifton Springs/Batavia - 2014

• **Successes**
  – Size & Scale
  – Speed
  – Tenured Senior Leadership
  – Predetermined Strategic Plan

• **Challenges**
  – **Culture**
    – Speed
    – Clinical Integration
    – Communication
Panel Discussion and Audience Questions
CLOSING REMARKS: FORECASTING THE FUTURE

“DOES ANYBODY WANT TO BE THE LAST KID CHOSEN FOR A TEAM IN THE SCHOOLYARD”?

* Moderator’s recollections from growing up.
Joyce Zimowski’s closing remarks highlights.

• **What the future holds**
  – Further consolidations
    • Only those with significant cash resources can remain independent
    • Those with Cash will look to partner/affiliate but may not be able to last for long
  – Those who can creatively “partner” without the need to “own/control” will be more successful
  – Flexibility/”nimbleness” will help define success
  – Technology will need to transform workflows
  – Providers will take on more risk but without becoming insurers
Meredith Price’s closing remarks highlights.

- **What the future holds**
  - Focus on **VALUE** = High Quality + Low Cost
  - Process driven outcomes
  - Transparency
  - Physicians will be driving the change
  - Systems will seek partners/alignment based on the value proposition
Joseph Guarracino’s closing remarks highlights.

- **What the future holds**

  *Mr. Guarracino will discuss how changes in the hospital’s clinical delivery can be done in a cost-effective manner to promote patient health in its surrounding communities.*
William Allison’s closing remarks highlights.

• What the future holds

  – Merely surviving …..not an option!

  – Affiliations must thrive to survive:
    ▪ Leadership
    ▪ Shared vision, values, culture
    ▪ Governance integration
    ▪ Financial integration

  – Creating the Future……..
Moderator’s closing remarks highlights.

Three challenge questions for institutions and individuals to ask and answer about affiliations:

1. Will “the whole become greater than the sum of its parts?”

2. Will the “quality go in before the name goes on?”

3. Why Affiliations may resemble the Prisoner’s Dilemma?

Notes
1. Famous quote of Aristotle.
2. Original slogan of Zenith Electronics