



The case for optimism

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“The future belongs
to those who give the
next generation
reasons for hope.”

- Pierre Teilhand de Chardin

Northwell: General overview

Philosophy

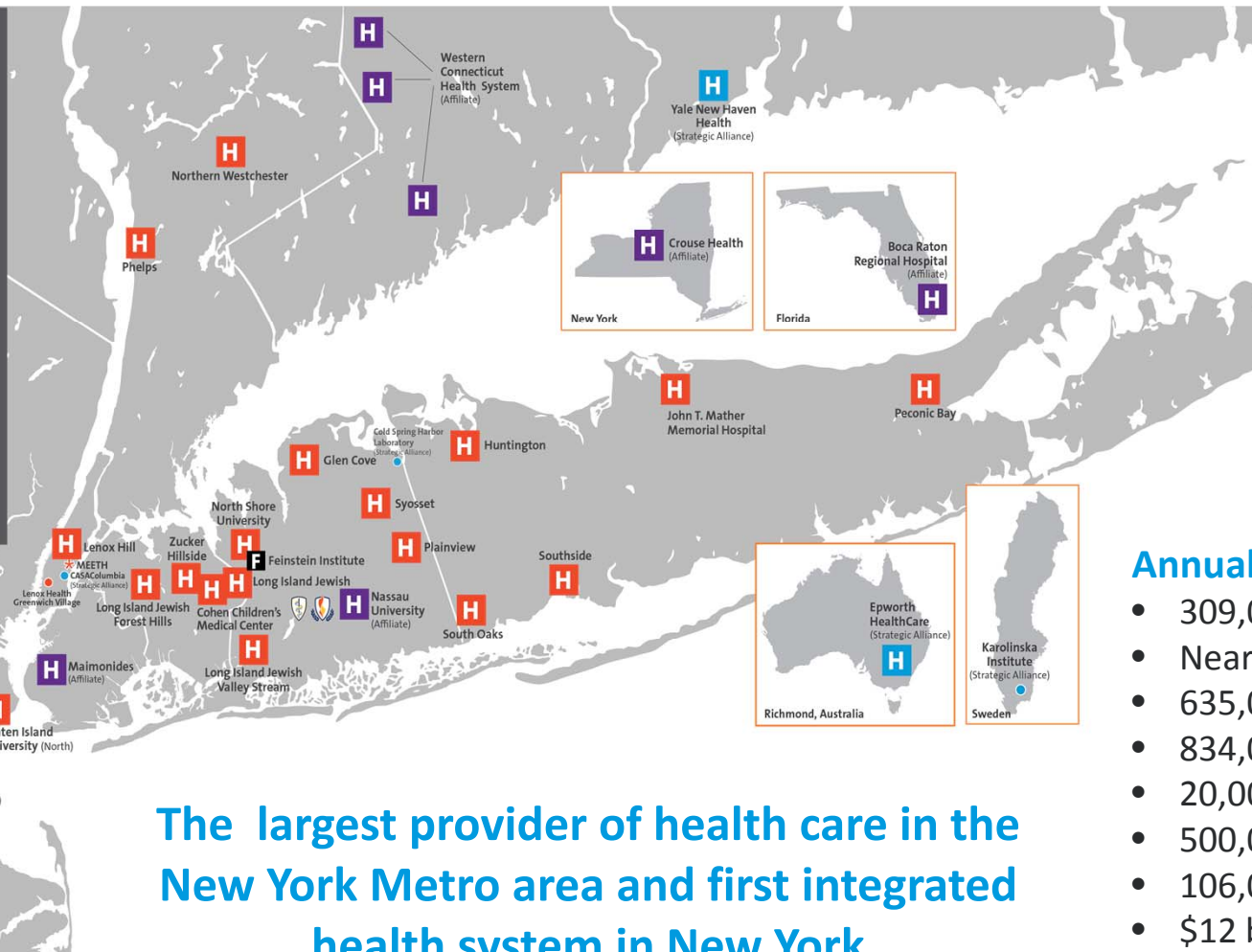
- To be at the forefront of change, not a victim of it
- To be proactive and adaptable
- To see opportunities, not just obstacles
- To develop, innovate, incubate, invest and partner in new solutions
- Committed to innovation and partnerships

What we are

Growth oriented: with a diversified portfolio and broad distribution network

- **In a position of strength:** \$12 billion in revenue and largest health care provider in New York State
 - Largest market share, providing care to 4 million annually
 - Largest private employer in New York State – 66,000 employees
 - Vertically and horizontally integrated
 - 17,000 physicians; 16,000 nurses
- **Unified leadership:** single unified governance, single administrative and clinical leadership, service line approach to care delivery
- **Optimistic and competitive:** open to new ideas and partnerships, long term view

-  Hospitals
-  Affiliate Hospitals
-  Strategic Alliance Hospitals
-  Lenox Health Greenwich Village
-  Manhattan Eye, Ear & Throat Hospital
-  Donald and Barbara Zucker School of Medicine at Hofstra/Northwell
-  Hofstra Northwell School of Graduate Nursing and Physician Assistant Studies



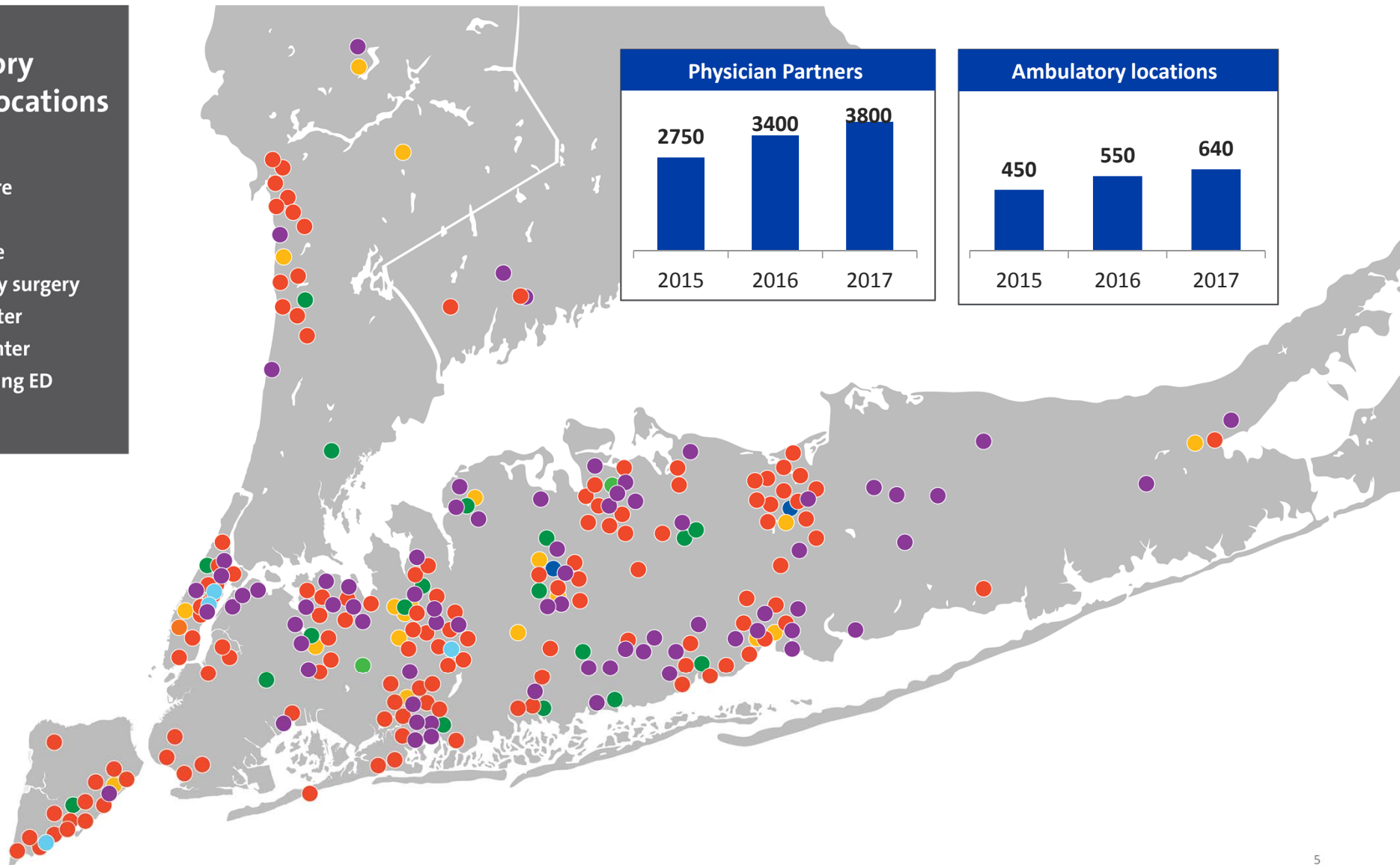
The largest provider of health care in the New York Metro area and first integrated health system in New York

Annual operating statistics

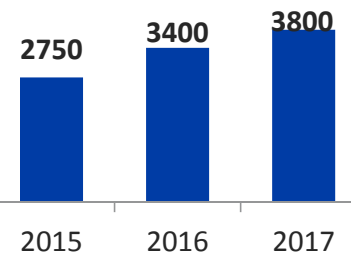
- 309,000 hospital discharges
- Nearly 41,000 births
- 635,000 emergency visits
- 834,000 urgent care visits
- 20,000 telehealth encounters
- 500,000 home health visits
- 106,000 ambulance transports
- \$12 billion revenue
- 57% inpatient hospital revenue
- A-/A3/A rated

Ambulatory practice locations

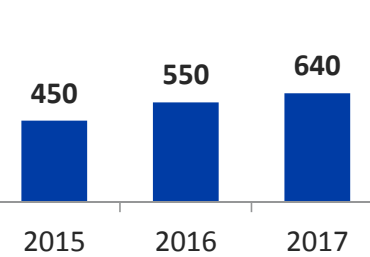
- Specialists
- Primary care
- Imaging
- Urgent care
- Ambulatory surgery
- Cancer center
- Dialysis center
- Free-standing ED



Physician Partners



Ambulatory locations

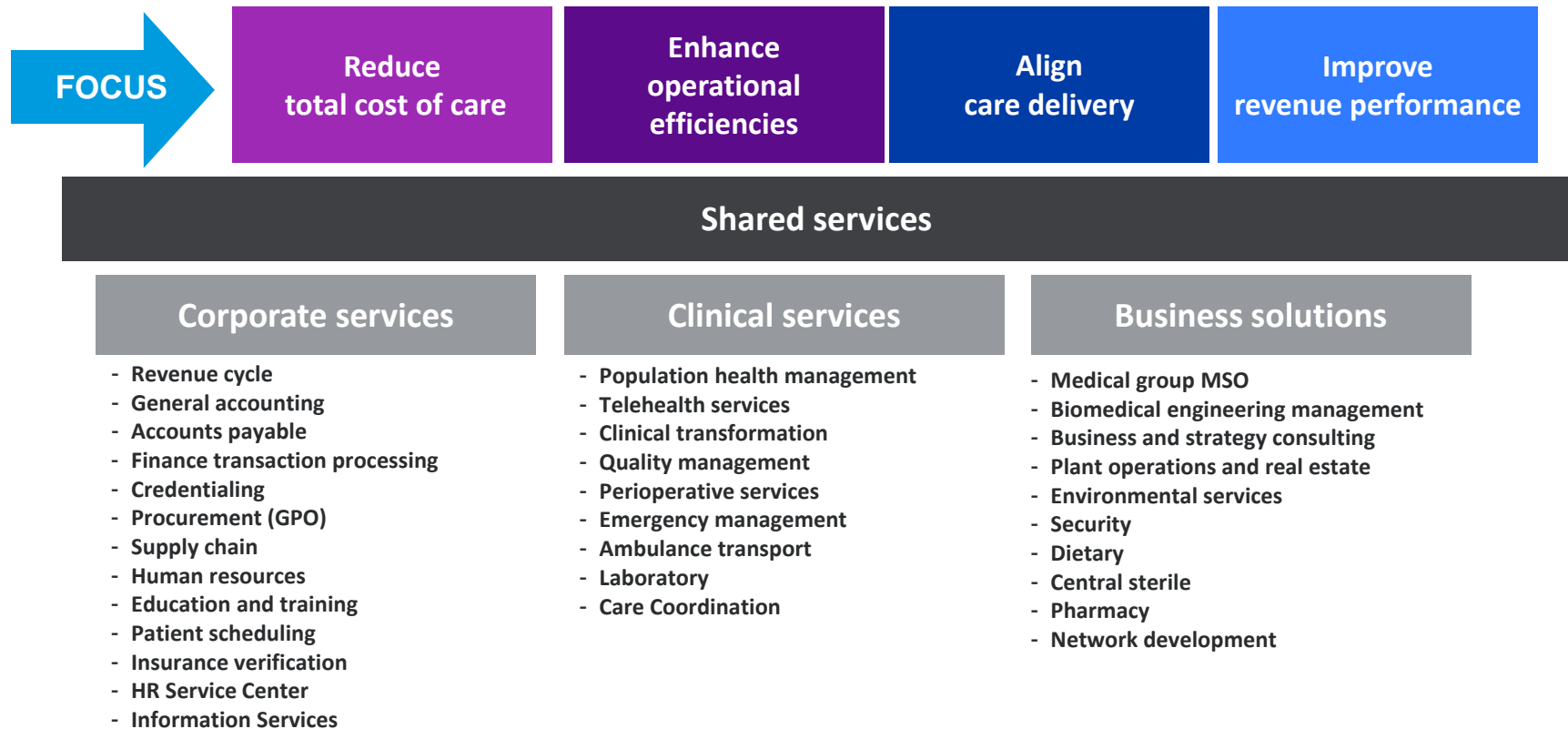


Northwell Health major components

Clinical care delivery	Educational	Research	Population health	Community health	True North Ventures
<ul style="list-style-type: none"> - Inpatient facilities - Ambulatory - Long term/ Rehab - Home care - Hospice - Medical group - Clinical joint ventures - Medical transport - Telehealth - E-Health 	<ul style="list-style-type: none"> - GME/CME - Zucker School of Medicine - Elmezzi Graduate School - Graduate School of Nursing & Physician Assistants - Center for Learning & Innovation - Patient Safety Institute - Bioskills Education Center 	<ul style="list-style-type: none"> - Feinstein Institute - Bioelectronic medicine - Clinical research management - Cold Spring Harbor Laboratory - Karolinska Institute - Health services/Outcomes research 	<ul style="list-style-type: none"> - Value based programs - Accountable care analytics - Transitional care management - Complex care management - Advanced illness management - 24/7 clinical call center 	<ul style="list-style-type: none"> - Community benefit - Access and education programs - Veterans programs - Specialized children's programs - Focus on social determinants of health 	<ul style="list-style-type: none"> - New businesses - Pharma ventures - Consulting - Partnerships - Joint ventures
Full continuum of care	Largest academic teaching institution	Leader in pioneering discoveries	Positioning for value driven care	Committed to our communities	Creating margin for mission
Shared Clinical and Management Services					

Business and service capabilities

Integration-created innovation and business operations



The health care policy debate – two views

One view – bleak and pessimistic

- Negative perspective and vision
- Cynical and critical
- Nostalgic for a presumed idyllic past
- System typically described as inefficient, costly, fragmented, dysfunctional
- This view has propelled politicians with leadership positions in many countries – being negative has become politically fashionable
- Has implications for practitioners and general public
- Consistent negativity has long-term consequences... such as breakdown of trust

The health care policy debate – two views

The other view – optimistic and positive

- One of success, progress, opportunity and potential
- Recognition of extraordinary advances
- Hope for an improved and better future — evidenced by current developments and trends
- Acknowledgement of deficiencies and faults and that improvements are continuously required
- Belief that we live in the ‘best of times’

Brief perspective on optimism

Evidence from research clearly shows that optimism:

- Is a powerful tool that boosts productivity, promotes innovation, enhances employee morale and improves overall performance
- Enhances one's professional and personal life
- Is an essential attribute in times of change, turbulence, competitiveness and instability
- Has a positive effect on physical and mental health, on longevity, on recovery from illness and surgery and on overall patient outcomes
- Is a key ingredient in leadership – it inspires commitment, raises expectations and promotes followership

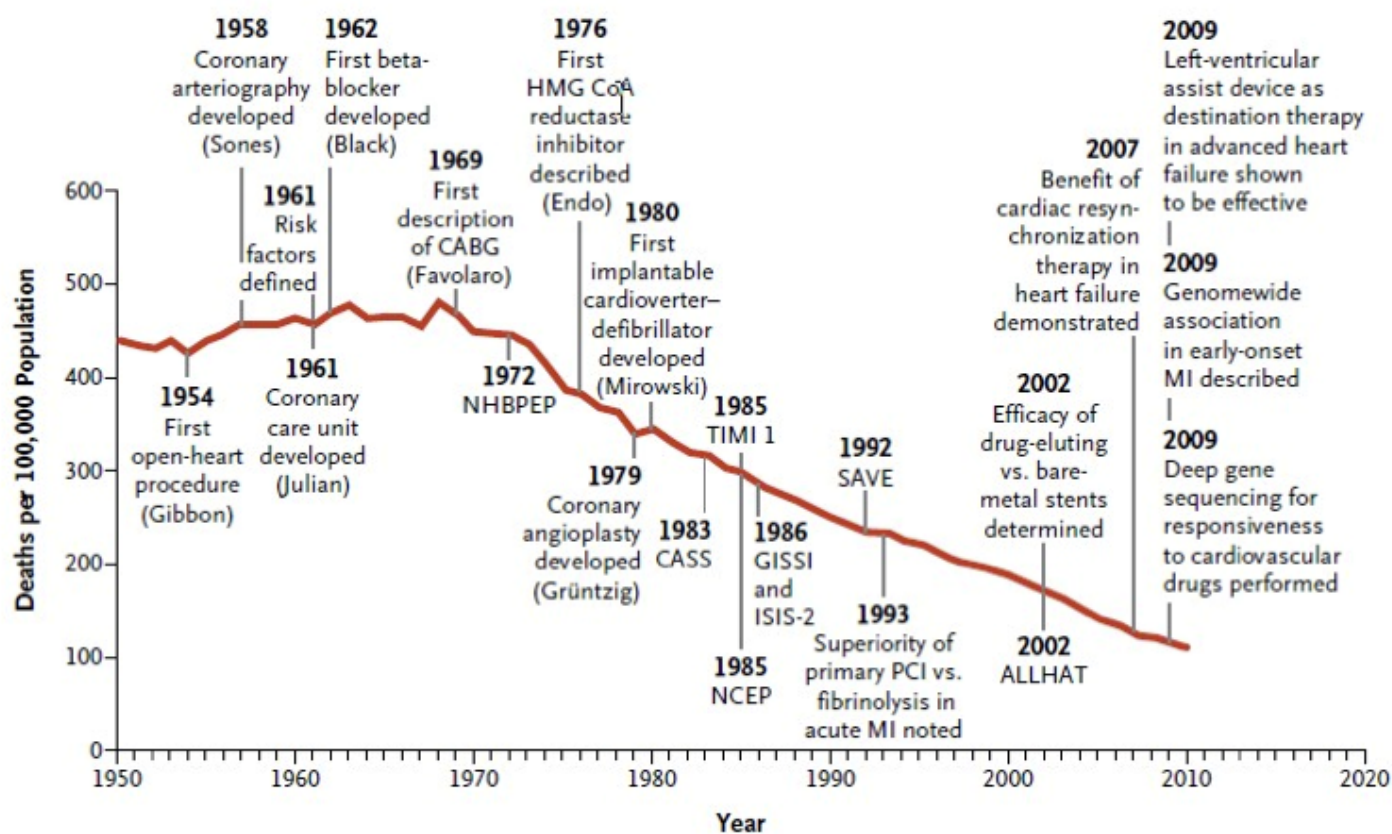
Health care: Multiple reasons to be optimistic

Medical Advances – a “crisis” of success

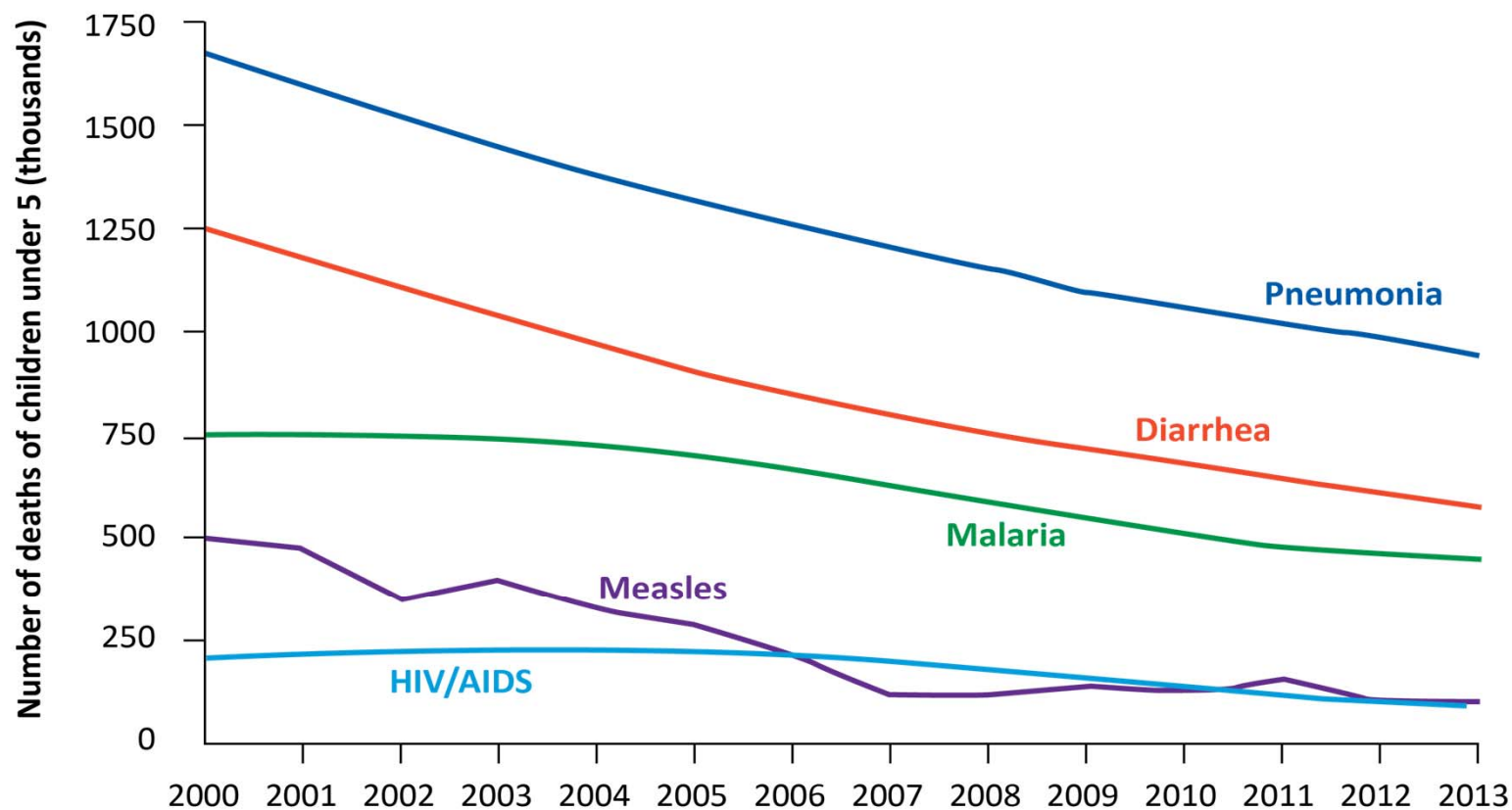
- Historic breakthroughs in treatments for heart disease, stroke, cancer, orthopedics, pediatrics, neurosurgery, etc. that have saved millions of lives
- Constantly evolving innovations and discoveries such as bioelectronic medicine – the use of implantable devices applied to the bodies electrical system to combat inflammation

Life-saving power of medical innovation

Cardiovascular related deaths per capita have declined by 80 percent since 1950 due to advances in heart surgery and medicine

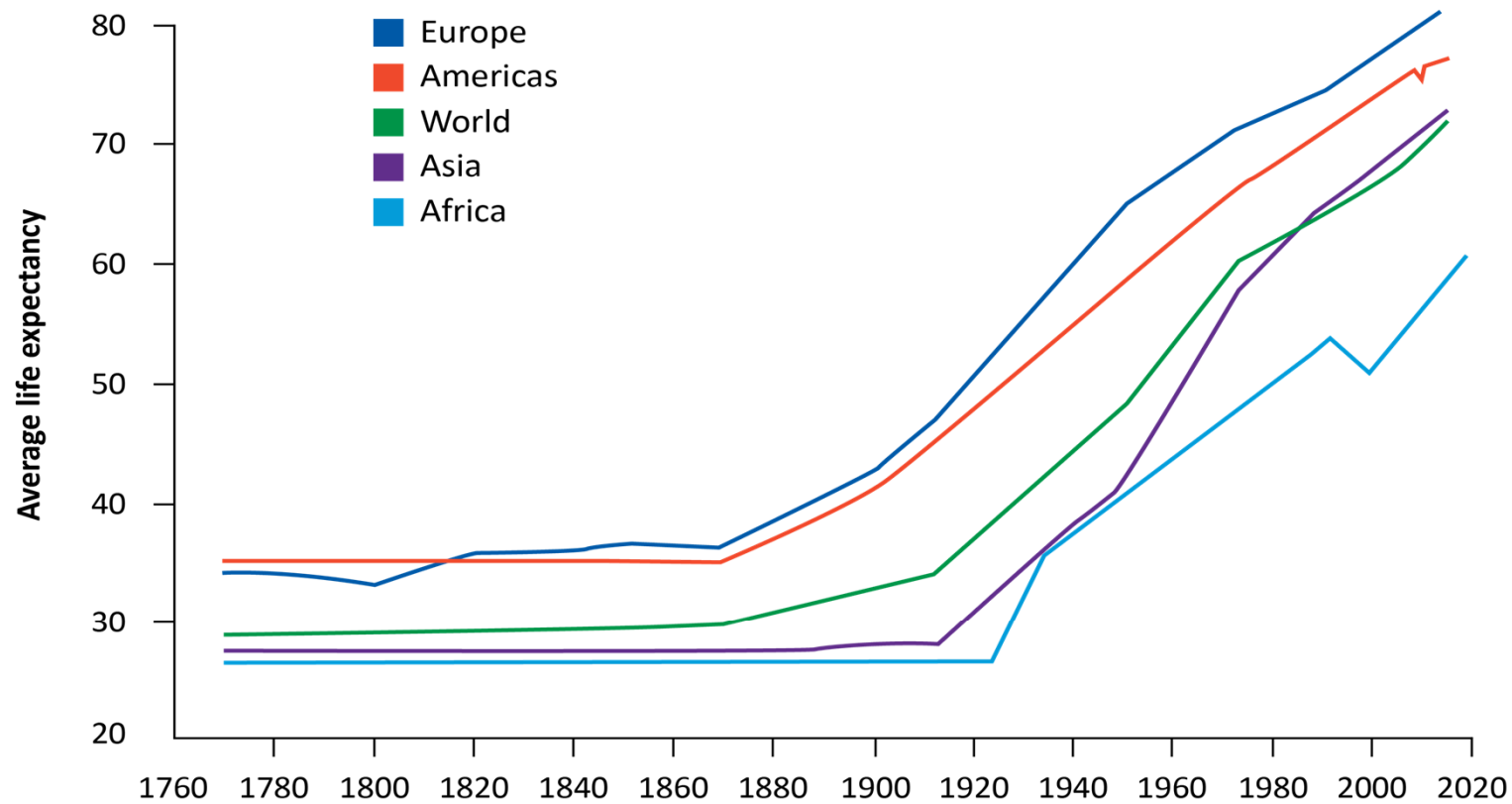


Childhood deaths from infectious disease, 2000 - 2013



Source: Child Health Epidemiology Reference Group of the World Health Organization, supplementary appendix.

Life expectancy, 1771-2015



Source: *Our World in Data*, Roser 2016n, based on data from Riley 2005 for the years before 2000 and from the World Health Organization and the World Bank for the subsequent years. Updated with data provided by Max Roser.

Health care: Multiple reasons to be optimistic

Advances in technology

- Smartphones, tablets
- Implantables and monitoring devices
- Telehealth: tele-psychiatry, tele-stroke, etc.

Payment reforms

- Capitation, bundled payments
- Reduced fragmentation
- Improved quality

Focus on social determinants of health

- Lifestyle, behavior
- Social, geographic and economic issues

Consumerism

- From patient to customer
- Customer segmentation
- Customer as a member of care team

Educational reform

- Transformation of traditional curricula and training modules
- Adapting to demands of younger workforce

The obligation and responsibility of leadership

To promote:

- A culture of innovation and entrepreneurship
- A consistent overall strategy
- Teamwork and 'system' thinking
- A commitment to continuous learning
- A culture of persistence and resilience
- A culture of optimism – a positive outlook and vision for the future

“A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.”

- Winston Churchill

Reading list

- *Enlightenment Now: The Case for Reason, Science, Humanism, and Progress*, by Steven Pinker
- *Factfulness: Ten Reasons We're Wrong About the World--and Why Things Are Better Than You Think*, by Hans Rosling