



# A Better and Brighter Future



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## Five decades have passed since the Family Health Centers at NYU Langone began in 1967.

It has since become one of the nation's largest federally qualified health center networks, and remains dedicated to its core mission: providing high-quality care at the right place, at the right time, and to the most vulnerable patients.

In partnership with NYU Langone, we're seeing tremendous growth in the services we offer, and we've recruited top talent to meet our population's needs. As health innovators, we continue to shape and improve medical assistance to an underserved

population made up of diverse, changing cultures, including the uninsured and underinsured, the homeless, immigrants, and children who wouldn't otherwise have access to doctors or healthcare at school.

Now, as we look further into the future, let's first review how far we've come...



## How It All Began

The Family Health Centers at NYU Langone (FHC) started as a “grassroots jobs pilot program” in one of the most economically disadvantaged areas of New York City and blossomed into a thriving incubator for innovative, culturally competent national and community healthcare programs. We started one of the first health-focused AmeriCorps programs, opened WIC and SNAP programs. We founded one of the first teaching health centers as a new model of care, and established the largest school health program in New York. We also built one of the first two Medicaid plans in New York State, and have won many national quality awards.

## Over the past five decades, the network has done amazing things.

- In 1967, with a \$4 million grant from the federal Office of Economic Opportunity, Sunset Park Health Council, Inc. was formed and was established as one of the nation’s first community health centers. That same year, we also established a national dental residency program—now the largest in the country.
- With the help of renowned family medicine physician, Eugene Fanta, MD, the first family medicine residency program in New York City started in 1973—a historic first for the nation.
- Additional primary care and support centers were opened:
  - Family Physician (1968)
  - Sunset Terrace (1984)
  - Park Slope (1991)
  - Shore Road (1996)
  - Park Ridge (1998)
  - Flatbush, formerly Caribbean-American (1998)
  - Seventh Avenue, formerly Brooklyn-Chinese (2002)
  - The Family Support Center (2003), which offers family-based services such as English as a Second Language, WIC, and early childhood development.
  - Sunset Park Annex – Women’s Health and Pediatrics (2010)



- We received the federal Bureau of Primary Health Care’s “Cultural Competence Award” in 2000 in recognition of our promise to deliver culturally competent primary care. By 2002, our Sunset Park Family Health Center received the Health Resources and Services Administration (HRSA) Administrator’s Award for increasing access and reducing health disparities.
- In 2010, we acquired the Community Medicine Program for homeless persons, formerly operated by the now-closed St. Vincent’s Catholic Medical Center in Manhattan. The program now includes 11 sites in three boroughs offering primary care, health screenings, urgent care, crisis intervention, and long-term counseling, to more than 7,000 New Yorkers who are homeless or at risk.
- The FHC is a strong community advocate and in 2013 rallied forces with community leaders to successfully bring back “the B37” bus line, which was halted from operation.



# New Name, New Look

In February 2017, with help from our partners at NYU Langone and our health center's board of trustees, the network announced its new name—**Family Health Centers at NYU Langone**. The new name speaks to who we are as both a patient-centered community network and key component of a larger healthcare system.

Our new graphic icon shows a family of five under a single roof to symbolize that the health center serves as a **“medical home” for New Yorkers of all ages**. When someone calls our network their medical home, they know they can count on our services to help in all aspects of their lives. Equally important, as part of the NYU Langone health system, we can offer our patients greater access to high-quality medical services.



## Transforming Care

The cost of care provided by the Family Health Centers at NYU Langone is 23 percent less expensive than other delivery systems, and benefits more than 600,000 patients annually. Additionally, health centers nationwide save \$6 billion for the Medicaid program, and generate \$24 billion in economic activity in some of America's most distressed communities.

Our approach to providing affordable care is through population health management—it's what we're all about. We bring together preventative and highly coordinated care in an accessible and clinically appropriate setting. NYU Langone is betting on us to lead in this area and we can and will deliver.

To effectively manage a population under value-based and customer-driven arrangements, we must have a detailed understanding of the drivers of cost, such as in-network versus out-of-network utilization, high-

cost services and providers, unnecessary utilization or inappropriate use of care setting, and quality monitoring. NYU Langone is in a unique position to help us implement clinical best practices and they are making investments in us: to expand our primary care network, increase access to specialists, build ambulatory centers, and connect our patients and providers through enhanced IT functionality.

We will continue to focus on analytics to understand the drivers of healthcare costs, develop scalable infrastructure and hire accordingly, and manage a value-based model that rewards providers for improved population health. By combining those resources with our intimate knowledge of patient-centered community healthcare, we become the healthcare conduits our patients and the nation so desperately needs.





## In the Last Year

Since January 2016, we've expanded access to healthcare and continue to have a significant effect on our community thanks to NYU Langone.

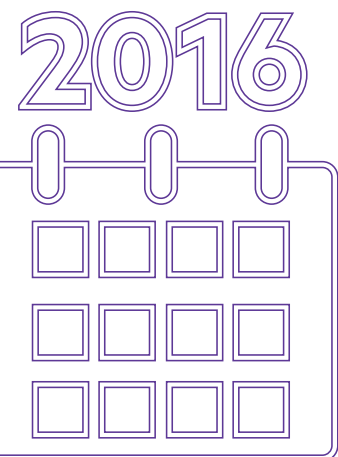
With the improved integration of data analytics, we can track rates of chronic issues affecting patients (e.g., diabetes and asthma) using our electronic health record system, Epic, and Azara, a data warehousing platform. Healthy Planet, an Epic software module, allows us, in real time, to compile operational reports, build role-based daily metric dashboards, use benchmarking tools to track care delivery (e.g., lab results, appointments, and medications), and monitor quality and cost.

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As we continue to go-live across the network and in our school-based health centers, we are extremely excited about Epic. Our patients will become more involved in their personal care plans and communication will improve between patients and physicians.

Over the past year and a half we have recruited highly trained specialists to transform care in various subspecialties within our network. Here are essential services we're improving:

- **Psychiatry and Behavioral Health** We've rolled out programs to help people diagnosed with mental illness gain access to basic primary care, and are currently exploring a pilot program bringing telepsychiatry services to students in our school-based health programs. We're partnering with community organizations to develop in-house medical assessments, and provide specialty referrals and health education courses to tackle ongoing chronic issues like substance abuse. At our Sunset Terrace site on 49th Street, we've begun incorporating addiction medicine services to help treat patients struggling with drug dependency and other addicting behaviors.
- **HIV/AIDS Medicine** To help meet the state's 2020 "Getting to Zero" deadline of reducing HIV/AIDS infection rates, our HIV specialists are working hard to help us surpass Brooklyn's viral load suppression goal, and increase the reach of our HIV prevention programs.
- **(DSRIP) Delivery System Reform Incentive Payment** Our primary objective is to reduce avoidable hospital use by 25 percent over five years. Nine DSRIP projects are set to be implemented.







## It's about the 'Whole'

As reimbursement changes to a risk model, the way we manage care will be focused on keeping all New Yorkers well rather than caring for patients only when they are sick. We will do this by taking into consideration a person's overall well-being, in addition to their various medical, dental, and behavioral health conditions.

We're working to develop this in a variety of ways:

- Partnering with New York City Department of Health and Mental Hygiene and others on several initiatives to improve the population's health and narrow gaps between New York City neighborhoods.
- Developing wellness and nutrition classes for individuals and families diagnosed with chronic illnesses, such as diabetes, asthma, and obesity.
- Providing age-appropriate health screenings and outreach to ensure patients are engaged with the network before getting sick.
- Partnering with NYU Langone to assist more children, during their early development stages, to build social skills, self-esteem, and an enhanced perception of the world.
- Conducting a Community Health Needs Assessment and create a plan highlighting for evidence-informed, culturally relevant programs that address top community health concerns. Initiatives include a focus on childhood obesity, health and nutrition coaching, tobacco cessation, maternal and child social and behavioral health, teen pregnancy and HIV/AIDS prevention.

## Our Impact

Sunset Park is the most **densely populated Medicaid zip code in the nation, according to a recent New York City community health profile**. Despite significant social and health challenges, that same patient population has developed better health outcomes compared to other communities. This is because our patients are engaged in their care, and because of the variety of social programs offered by our network, such as our family support, school health, community medicine, and primary care services. We involve the patient's medical, behavioral, and dental care as a whole.

Data shows patients are receiving better care from the Family Health Centers at NYU Langone than private care providers. Here are a few successes:

- Infant mortality among patients of the FHC is six times better than the New York State average thanks to our prenatal care services.
- FHC holds the highest rate for administering age-appropriate immunizations for children in all of New York City.
- Students who participate in our behavioral health programs are more likely to graduate from junior high school than their counterparts.
- FHC ranks in the top quartile of New York City, along with private physician offices, for low prenatal birth weight, which correlates to better long-term health for mothers and babies.



## Final Thoughts

As we move forward together, **we will continue to focus on what matters most—preventive and primary care that supports all generations.** Hence, we **become change agents in healthcare** with an appreciation of cultural differences, an understanding of health disparities, and a passion for seeking opportunities for a better and brighter future.

We all must continue to care about our mission and serve our patients. We want to ensure our patients get the best service and care experience that only a federally qualified health center can deliver. **That involves thinking differently about our work and how we deliver care.** It's taken us 50 years to grow and develop, and we have so many strengths on which to build, but at the same time, we must remember that we can do more every day to earn our patients' trust and differentiate ourselves from other providers. We have a solid plan and vibrant future.

NYU Langone Dean and CEO Robert I. Grossman, MD, believes in us. NYU Langone believes in us. I believe in us—but it takes all of us working together to become a world-class, patient-centered integrated health network that rises above the rest.

