Engaging Leaders in Transforming Culture

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## A Major Academic Medical Center

<table>
<thead>
<tr>
<th>Key Facts</th>
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<tbody>
<tr>
<td>Discharges</td>
<td>126,820</td>
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<tr>
<td>Births</td>
<td>14,600</td>
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<tr>
<td>Ambulatory Surgery Cases</td>
<td>90,942</td>
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<tr>
<td>Emergency Dept. Visits</td>
<td>253,406</td>
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<tr>
<td>Clinic Visits</td>
<td>802,208</td>
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<tr>
<td>Other Ambulatory Encounters</td>
<td>792,715</td>
</tr>
<tr>
<td>Employees &amp; Residents</td>
<td>23,242</td>
</tr>
</tbody>
</table>
U.S. News & World Report
Best Hospitals 2012-13

• NYP ranks #7 in the nation
• #1 in New York metro area
• 13th year on the Honor Roll
And…. Lots of Challenges

- Size and Complexity
- Keeping the Patient First
- Consistent & Accurate Communication
- Multi-Campus
- Cultural Diversity
- Competition
- Union and Non-Union Employees
- Teaching Programs
- Schools Employ MDs

>50% Gov’t Reimbursement

High Patient Expectations
So....What’s the Problem?
Our Reality

- Rate of improvement
- Use of best practices
- Variability
- Accountability
- Leadership