Montefiore Health System: Strategic Planning Department

Seema Gupta, 2022, Molecular Biology
Montefiore Strategic Planning Department - Bronx, NY
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Introduction
• Montefiore Health System’s Strategic Planning Department undertakes projects, such as national care redesign initiatives, market strategy, asset allocation, and regionalization, to support Montefiore’s ten-year strategic plan.
• Through these projects the department aims to advance the health of the communities Montefiore serves while maintaining the system’s financial stability.

Objective of Internship
The Montefiore Medical Center Strategic Planning internship provided me with the opportunity to gain exposure to high-level project management, market analysis, strategic planning, data dives, and efforts to improve care and outcomes at a regional, integrated delivery system.

Reflection
• Through this experience I gained a better understanding of the public health sector, specifically in the diverse state of New York.
• I created a new Master Facility List, which contains information on all 297 facilities in Montefiore Health System, and made a Google Form to make it easier to view, update, transfer, and extract data from this list. I learned how to geocode the addresses of these facilities and then used that information to plot sites on maps based on various scenarios using ArcMap.
• I assisted in creating presentation decks that will guide decision-making and strategy formulation to enhance service lines at Montefiore.
• I presented the Strategic Planning Department with information that will help track a return on investment from a joint venture that Montefiore engaged in with Crystal Run Healthcare.

• I helped the department understand patient pathways using data I validated from IQVIA, the Montefiore Health System data vendor for provider and outpatient visit data, which will assist Montefiore in forming beneficial partnerships.
• Furthermore, I worked on updating the narrative for a Certificate of Need for a failing hospital to help increase its patient volume and ultimately save it from closing down.
• Through my internship I gained a new perspective on the healthcare industry. I got a behind-the-scenes look at what it takes to successfully run an extensive hospital network. I saw there is much more to it than just staff-patient interactions. After all, a hospital system is a business, as well, and needs to be treated like one.
• My work from this internship will help Montefiore in regulatory affairs and system inquiries.
• Additionally, my work will impact the community by making healthcare more accessible to the underserved populations of the Bronx, while ensuring that Montefiore Health System remains financially stable.

Looking Ahead
After working for the administrative side of healthcare, I have a new appreciation for the lesser-known work that it takes to run a large hospital system, especially one with such a diverse patient population. This information will be useful when I attend medical school and am a practicing physician in the future.

Questions
• How can we get the hospitals in Montefiore Health System to be Centers of Excellence for a particular service line?
• How can we attract more commercial patients to Montefiore to shift the payer mix away from Medicaid and Medicare and towards Self Pay?

Conclusion
Building upon its rich history of medical innovation and community service, Montefiore Health System’s Strategic Planning Department works to heal, to teach, to discover, and to improve the lives of those in its care while the system undergoes expansive growth.

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Top Right: Pictured is Montefiore Medical Center’s Moses Campus. (Photo courtesy of westchestermagazine.com)
Bottom Left: Pictured is the Strategic Planning Department building located across the street from the Moses Campus where I spent most of my time working this summer.