PAGNY
One vision
One voice

THE PAGNY INSIDER
WINTER 2015

a message from
our president

How will PAGNY make a difference in the new era in healthcare?

PAGNY is the largest physician group in New York State. Nearly 3,000 members in six major New York City public hospitals joined forces, as a comprehensive multi-specialty group, to provide high-quality care to the culturally diverse and underserved communities of New York City. Thanks to their experience, knowledge and dedication, our doctors and healthcare providers enrich every community they serve.

In 2014, our exceptional team handled more than 2.5 million total patient visits. This includes 1.9 million ambulatory care visits to our multi-specialty practices. The goal of PAGNY is to deliver personalized medical care, make decisions that take into account the best scientific and cutting-edge technology available, respect our patients' values and preferences, treat patients in their own language and, manage multiple conditions in a single visit.

PAGNY is devoted to training future physicians. Our doctors mentor more than 1,600 residents, fellows and medical students at the best inner-city hospitals of New York.

PAGNY is committed to accountable care. We are uniquely positioned to transform the delivery of care to millions of New Yorkers by ensuring that patients, especially the chronically ill, obtain the right care at the right time, while avoiding an unnecessary duplication of services.

Primary care services, which are central to succeeding in this new environment, are highlighted in this issue of the *PAGNY Insider*. By sharing an unwavering commitment to innovative and efficient care, PAGNY doctors and healthcare professionals improve patient outcomes, and advance the health and well-being of our communities.

BIJAN SAFAI MD, DSc
PRESIDENT, PAGNY BOARD OF DIRECTORS

a message from
our ceo

PAGNY's physicians and healthcare practitioners are building a strong and creative organization—one that offers health promotion strategies and services designed to prevent avoidable emergency visits and hospital admissions.

The goals are to ensure a continuum of quality care for our patients, and compete successfully in the accountable healthcare arena.

Critical care remains a priority, and our surgeons, specialists and emergency-medicine physicians are among the best in the country.

PAGNY's medical professionals work collaboratively to facilitate access to care before a chronic condition develops; coordinate medical services with other professionals; and maximize health outcomes.

In close collaboration with the NYC Health and Hospitals Corporation, we have taken important steps that will enable us to achieve our shared objectives. For example:

- In the last two years, 340 new employees joined PAGNY; this number includes 22 Chiefs of Service and Department Heads, 167 Physicians, 49 Physician Assistants, and 102 health professionals (e.g., Therapists, Midwives, Nurse Practitioners, CRNAs and Technologists).
- We joined HHC in the Medicare's Shared Savings Program, resulting in a first performance payment of more than $700,000 to our primary care providers for successfully meeting cost and quality targets.
- PAGNY distributed more than $10 million to our healthcare professionals as part of the Clinical Performance Indicators Program, and established an Academic Activities Fund of $1.7 million.
- Our Board of Directors formed a Research and Education Committee to promote medical training and research opportunities.
- PAGNY joined the Medical Group Management Association to access nation-wide up to date peer performance and best practices data.

These steps and your continued support place PAGNY at the front line of the latest trends in healthcare.

LUIS R. MARCOS MD
CHIEF EXECUTIVE OFFICER, PAGNY

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big numbers. big impact.

Physicians	1709
Physician Assistants	318
Technologists	165
Administrative Staff	220
Other Clinical Staff [1]	96
Therapists [2]	105
Dentists & Oral Surgeons	59
Certified Nurse Anesthesiologists	55
Nurse Practitioners	22
Certified Midwives	45
Research Analysts & Assistants	62
Dental Assistants & Hygienists	40
Psychologists	26
Total Staff	**2,922**
Total Visits [3]	**2,520,636**

1 Clinicians include: Audiologists, Speech Language Pathologists, Hearing Screeners, Optometrists, Ophthalmic Aides, Phlebotomists, Social Workers, Peer and Genetic Counselors, Nutritionists, Mental Health Workers, Health Educators, SART Examiners and Registered Nurses
2 Therapists include: Physical, Occupational, Respiratory and Radiation Oncology
3 Total visits by PAGNY (and HHC) providers across six facilities include: Emergency Room, Inpatient and Outpatient Departments

Physician Affiliate Group of New York

PAGNY's mission is to provide accountable, responsive, quality care with the highest degree of sensitivity to the needs of our diverse, multicultural, multilingual population while fulfilling the professional and educational needs of our members.

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PAGNY

Primary Care

PAGNY is proudly affiliated with the New York City Health and Hospitals Corporation (HHC), and its accountable care organization (ACO) that provides patients with coordinated healthcare. Through this affiliation, PAGNY's primary care physicians (PCPs) are able to provide patients with comprehensive wellness care, and reduce costs by preventing chronic disease.

The goal of any ACO is to keep patients well—and out of the hospital. PAGNY's model-of-care provides PCPs with a complete picture of their patients' health, and lets them communicate effectively with other physicians across specialties. Internal medicine, obstetrics and gynecology, pediatrics, psychiatry, family medicine, and emergency medicine—physicians in all disciplines coordinate care to maximize patient outcomes and minimize costs. And, by being actively involved in community outreach, PAGNY is at the forefront of providing excellent medical care that is both proactive and cost-effective.

Internal Medicine

FY2014

Internal medicine drives many of the high-impact initiatives of accountable care organizations. Coordinating patient care across providers, identifying and caring for high-risk patients, managing medications, reducing hospitalizations, tracking test results, and providing follow-up care across a broad population of patients is critical to success.

Physicians	238
Physician Assistants	13
Nurse Practitioners	2
Technologists	12
Administrative Staff	5
Total Staff [1]	**270**
Total Visits	**295,928**

1 Total staff for each service line includes PAGNY employees only.

Obstetrics-Gynecology

FY2014

OB/GYNs now play a key role, in a large part due to the influx of Medicaid patients under the new system, in improving outcomes and reducing population costs. Monitoring medications that lead to at-risk pregnancies, reducing the number of premature births, and lessening the need for neonatal intensive care represent opportunities for reducing costs and enhancing patient care.

Physicians	121
Physician Assistants	31
Midwives	44
Technologists	6
Clinicians	4
Administrative Staff	4
Total Staff	**210**
Total Visits	**162,505**

Pediatrics

FY2014

The goals of pediatric care are preventing disease and promoting wellness; the focus is no longer on acute, episodic care. Successful outcomes hinge on treating children with complex healthcare needs, managing common illnesses, and preventing complications from routine procedures.

Physicians	186
Physician Assistants	14
Nurse Practitioners	5
Therapists	4
Technologists	2
Clinicians	19
Administrative Staff	18
Total Staff	**248**
Total Visits	**200,808**

Psychiatry

FY2014

With incentives that encourage collaboration with primary care providers, psychiatrists can now further integrate mental health treatment with general physical care. To meet quality improvement and cost reduction objectives, psychiatrists and primary care providers work together to develop programs to diagnose psychiatric illness, manage medication, develop treatment guidelines, and enhance patient-provider communication.

Physicians	187
Physician Assistants	19
Nurse Practitioners	8
Therapists	18
Clinicians	4
Administrative Staff	9
Total Staff	**245**
Total Visits	**247,920**

Family Medicine

FY2014

Family practitioners drive coordinated care as they transition from volume-based payments to value-based services and population healthcare. Enhanced payments and other incentives encourage fewer hospital visits, increase efficiency and minimize errors, while health-information technology ensures that family practitioners are knowledgeable about new or updated healthcare treatments, significantly improving patient outcomes.

Physicians	18
Nurse Practitioners	5
Midwives	1
Total Staff	**24**
Total Visits	**9,472**

Emergency Medicine

FY2014

Reducing the number of emergency room visits and readmissions, and improving urgent-care follow-up are the goals of emergency medicine and urgent-care practitioners. Increased coordination and cooperation with primary care providers, and improvements in the access and flow of patient information, help prevent unnecessary hospitalizations. Alternative triage centers, call centers, and telemedicine also play key roles in reducing costs.

Physicians	190
Physician Assistants	96
Nurse Practitioners	5
Technicians	4
Clinicians	8
Administrative Staff	14
Total Staff	**317**
Total Visits	**466,751**

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