North Shore-LIJ is now Northwell Health

HFMA Capital Conference
Chicago, Illinois

March 2016

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Key Facts

...The first and largest integrated health system in NY State

- 21 hospitals
- Children’s Hospital
- 2 Psychiatric Hospitals
- 4 Nursing/Sub-acute facilities
- 450 ambulatory locations
- 13,600 affiliated physicians
- 3,000 member physician medical group

- Broad geographic coverage
- 7 Counties - 10.8 million population
- Provides care to 4 million persons
- 27% inpatient share
- $9.5 billion revenue
- “A” rated
- Insurance Company – Over 90,000 members

- 61,000 employees
- Largest private employer in NYS
- Major academic and research center
- A continuously growing footprint
- Comprehensive and full continuum of care
2010 Market Share

- North Shore-LIJ: 25.5%
- CHS-LI: 8.7%
- NY-Presby: 12.7%
- Mount Sinai Health System: 10.4%
- HHC: 8.1%
- Winthrop-SN: 5.5%
- Other: 29.3%

26% Share – 13 points greater than closest competitor

2014 Market Share

- North Shore-LIJ: 26.3%
- CHS-LI: 8.5%
- NY-Presby: 13.4%
- Mount Sinai Health System: 10.2%
- HHC: 8.0%
- Winthrop-SN: 5.6%
- Other: 28.1%

26% Share – 13 points greater than closest competitor

Source: SPARCSver2015.08.06/ja; excludes normal newborns (DRG 795)
Market includes Staten Island, Queens, Manhattan, Nassau, Suffolk and Westchester residents
## More than a Health System

### Clinical Care Delivery
- Inpatient Facilities
- Ambulatory/Outpatient
- Long Term/Home Care
- Hospice
- Medical Group
- Clinical Joint Ventures
- Medical Transport

### Educational
- GME/CME
- School of Medicine
- Elmezzi Graduate School
- Graduate School of Nursing & Physician Assistants
- Center for Learning & Innovation
- Patient Safety Institute
- Bioskills Education Center

### Research
- Feinstein Institute
- Bio-Electronic Medicine
- Clinical Research Management
- Cold Spring Harbor Laboratory
- Karolinska Institutet
- Health Services/Outcomes Research

### Insurance
- CareConnect
- Value-Based Purchasing
- Product Offerings
- Joint Product Offerings
- Employer Products

### Population Health
- Accountable Care Analytics
- Real Time Identification
- Point of Care Engagement
- Transitional Care Management
- Complex Care Management
- Advanced Illness Management
- 24/7 Clinical Call Center
- Community Paramedicine

### Community Health
- Community Benefit
- Access & Education Programs
- Veterans’ Programs
- Children’s Programs

### Northwell Ventures
- New Businesses
- Pharma Venture
- Consulting
- Partnerships
- Joint Ventures

### Shared Services

### Corporate Services

### Clinical Services

### Business Solutions

### Partnerships
Our Mission: Identify and invest in novel technologies and business models that have the prospect to improve patient care, advance Northwell Health’s growth and the future of our industry

Company Creation
Leverage internal assets to create new platforms for growth

Investment
Invest for return in areas of current or future strategic interest

Products and Services
Market products and services to improve quality and efficiency

Joint Ventures
Leverage investment and expertise to penetrate new markets

Generate Attractive Rate of Return

Enable the Northwell Health Strategy

Investments in New Technologies and Business Models
Integration-created Innovation and Business Operations

**Corporate Services**
- Revenue cycle
- General accounting
- Accounts payable
- Finance transaction processing
- Credentialing
- Procurement (GPO)
- Supply chain
- Human Resources
- Education & training
- Patient scheduling
- Insurance verification
- HR Service Center

**Clinical Services**
- Clinical transformation
- Quality management
- Perioperative services
- Emergency management
- Ambulance transport
- Laboratory
- Care Coordination

**Business Solutions**
- Medical group MSO
- Biomedical engineering management
- Plant operations and real estate
- Environmental services
- Security
- Dietary
- Central sterile
- Pharmacy
- Network Development

Northwell Health™
• Single unified governance
• Single administrative and clinical leadership
• Service line approach to care delivery
• Integrated continuum of care
• Common System-wide metrics
• Committed to transparency – *internal and external*
• Consumer- and patient-focused
• Team-oriented
• Committed to innovation and transformation – *not bound to the status quo*
Strategy & Future Direction

Enhancing Organizational Effectiveness
- Quality & Patient Safety
- Efficiency and productivity
- Employee/patient engagement

Transformation of Acute Care
- Consolidation
- Conversions
- Centers of Excellence

Talent Management
- Physician leadership
- Succession planning
- Continuous learning

Population Health Management
- Taking & managing risk
- Treating illness & promoting health
- Engaged patients

Customer and Patient Experience
- Service Centric Culture
- Patient Centered Care Processes
- Hospitality-Focused Environment

Building Our Brand
- Transforming Health Care
- Build on our history of Innovation
- Tell our story

Expansion of Ambulatory and Post Acute Care
- New markets
- Joint ventures
- Innovative delivery models

Network Expansion
- Expand geography
- Create alignment
- Innovative relationships

Optimizing Our Assets
- New businesses
- Consulting
- Partnerships

Evolution of Educational, Research & Academic Enterprise
- Promotion of interdisciplinary learning
- Pioneering discoveries
- Innovative educational programs

Customer and Patient Experience
- Service Centric Culture
- Patient Centered Care Processes
- Hospitality-Focused Environment
Northwell Ventures - Focused Investment Strategy

• Expand ambulatory delivery market share and capacity consistent with strategic growth objectives/priorities
• Defend current markets and services
• Diversify financial risk portfolio
• Increase health system bottom line

• Create a marketable network through geographic and service
• Enable provision of high quality care with exceptional patient experience in cost-effective care settings
• Enhance brand recognition
• Build delivery capabilities to support care model evolution to population health management

Financial Criteria

• Robust growth potential
• Accretive operating profitability

• Low capital requirements
• Ability to drive organic growth
Partnerships and Joint Ventures

Expanding Clinical Access

Innovating Health Care Technology

Creating Clinical & Business Solutions

Enhancing Clinical Research
• Develop 50 sites (18 currently operational)
• Capital investment $50 million
• Target 1 million patient visits annually
2016 Capital Budget

(Dollars in millions)

Total Capital Spend = $685M

Sources
- Philanthropy: $44M, 6%
- Existing Debt: $345M, 51%
- New Debt: $55M, 8%
- Cash from Operations: $241M, 35%

Uses
- Projects: $266M, 39%
- Joint Ventures: $99M, 15%
- New & Replacement Equipment: $119M, 17%
- Information Technology: $201M, 29%
Northwell Health... the Road Ahead

We are committed to:

- Continually delivering enhanced performance
- Constantly transforming and innovating
- Building for long-term success and sustainability
- Making a distinctive community impact
- Creating a culture of continuous learning and leadership development
- Always thinking differently about everything

We plan to:

- Focus on growth
- Develop win-win entrepreneurial partnerships and joint ventures
- Be a leader in the new world of consumerism
- Advance health not just treating illness, and...

We believe in Triple Aim:

- Carefully managing the present
- Selectively forgetting the past
- Creating the future
Thank You