

Advancing Medicine

An Interview with Tiffany Sullivan, Senior Vice President and Chief Operating Officer, NYP Physician Services, NewYork-Presbyterian

EDITORS' NOTE *Tiffany Sullivan is Senior Vice President and Chief Operating Officer for NYP Physician Services and the NYP Ambulatory Care Network. In this role, Sullivan leads the Ambulatory Care Network and Services. She also oversees the development and management of the employed NYP Regional Hospital medical groups and their integration through an NYP Regional Hospital Network Management Services Organization (MSO). Her Ambulatory Care Network and Care Coordination leadership responsibilities include determining the strategic direction of Ambulatory Care Services implementation; developing primary and speciality care goals, operating plans, policies, and short- and long-range objectives for Ambulatory Care Services; and establishing a systematic evaluation of the quality and effectiveness of patient care services. She also serves as a member of the NYP Regional Hospital management team, responsible for development of the Regional Network physician enterprise and its integration within NYP. Sullivan earned a BA degree in biology from Columbia College and a master's degree in public health at the University of South Carolina, Arnold School of Public Health.*



Tiffany Sullivan

How do you describe NewYork-Presbyterian's culture and values?

At NewYork-Presbyterian (NYP), we are committed to caring for every single patient who walks through our doors. Serving communities across all five boroughs of New York City, Westchester, and Hudson Valley shapes our culture, values, and moral obligation to provide the highest quality of accessible care to people around the region.

Our purpose is engrained in nurturing and growing our workforce to be the home of world-class medical experts, investing in vital research and cutting-edge clinical innovation, and prioritizing health justice for all.

What have been the keys to NewYork-Presbyterian's industry leadership?

We are fortunate to be one of the only academic medical centers in the nation affiliated with two world-class medical schools, Columbia University Vagelos College of Physicians

and Surgeons and Weill Cornell Medicine. Collectively, we have cared for those in need for hundreds of years while simultaneously advancing medicine to ensure we continue to help our patients live healthy lives.

Our partnership means that we can offer our patients access to the broadest array of clinical experts, the most advanced, innovative treatments, and latest clinical trials, while also caring for patients with everyday health concerns.

We leverage data and innovative technology to deliver a more modern, seamless, and empathetic patient experience to our patients.

Will you provide an overview of your role and areas of focus?

I joined NewYork-Presbyterian in October 2020 as Senior Vice President and Chief Operating Officer of Physician Services and have a multitude of responsibilities. At a high level, I oversee our system's Physician Services Organization (PSO) inclusive of the Medical Group practices, ambulatory quality and patient

INSTITUTION BRIEF *Located in New York City, NewYork-Presbyterian (NYP.org) is affiliated with two of the nation's leading medical colleges, Weill Cornell Medicine and Columbia University Vagelos College of Physicians and Surgeons. NewYork-Presbyterian provides state-of-the-art inpatient, ambulatory, and preventive care in all areas of medicine, and is committed to excellence in patient care, education, research, and community service at ten hospital campuses: NewYork-Presbyterian/Weill Cornell Medical Center, NewYork-Presbyterian/Columbia University Irving Medical Center, NewYork-Presbyterian Morgan Stanley Children's Hospital, NewYork-Presbyterian Allen Hospital, NewYork-Presbyterian Westchester Behavioral Health Center, NewYork-Presbyterian Lower Manhattan Hospital, NewYork-Presbyterian Westchester in Bronxville, NewYork-Presbyterian Brooklyn Methodist Hospital, NewYork-Presbyterian Hudson Valley Hospital, and NewYork-Presbyterian Queens.*



NewYork-Presbyterian/Columbia University Irving Medical Center

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New York-Presbyterian/Weill Cornell Medical Center

safety, physician comp and contracting and ambulatory practice optimization.

As of February 2022, I am also responsible for NYP's Ambulatory Care Network (ACN), inclusive of the Division of Community and Population Health. Community health population is a passion of mine, so that aspect of the role is a real joy.

Will you provide an overview of NYP Physician Services and the NYP Ambulatory Care Network?

The Medical Group and Ambulatory Care Network are inclusive of more than 190 practices across the boroughs of New York City, as well as the Hudson Valley and Westchester regions. We provide over 1.35 million primary and specialty care visits each year. During my tenure, we have expanded our geographic footprint by opening new practices and expanding existing practices. Additionally, we increased the number of practices offering weekend and evening appointments to improve access to the communities we serve.

I'm incredibly proud of what my team and I have accomplished this year, which includes investing in new site openings to expand our footprint, as well as opening a new specialty site in Brooklyn and expanding the Och Spine program into Queens.

How critical is it for New York-Presbyterian to build a diverse and inclusive workforce?

While I believe it's critical for every organization to build a diverse workforce, it's non-negotiable for NYP. At NYP, we believe it is imperative to employ and maintain a diverse workforce – one that reflects the communities in which we serve. We serve communities and people of diverse socioeconomic backgrounds, races, ethnicities, cultures, sexual orientations, religions, and genders. Our workforce needs to match that in return.

The benefit of diversity in the workplace leads to improvements in creative thinking, problem-solving and innovation. It makes for a stronger organization.

Do you feel that there are strong opportunities for women in leadership roles in the industry?

Historically, the healthcare industry has been extremely male-dominated, and notably from a leadership perspective. While many things have changed, the system is still challenged in that respect, and we still have a long way to go.

As a Black woman within a leadership position, it's not lost on me the responsibility I have to ensure that future generations have better opportunities than those that came before them. NYP is a vibrant, gender-diverse community of healthcare professionals that are providing the highest quality and compassionate care to patients, contributing to cutting-edge research, and a crucial part of the education of future healthcare leaders.

What advice do you offer to young people interested in pursuing a career in medicine?

Healthcare contributes to the greater good and health of the population. The ability to have an impact on someone's life is unlike anything else. Working in healthcare is extremely rewarding, but it requires commitment and dedication.

I would encourage anyone interested in pursuing a role in healthcare to try and get involved. Check to see if your local hospitals have volunteer or mentorship programs. We have the Lang Youth Medical Program, which has been running for the past 20 years. The program allows our system to offer a six-year science enrichment program to inspire and prepare students in the Washington Heights and Inwood school districts. We help them explore careers in healthcare and become future leaders who give back to their communities. Every year, graduates of the program go off to college, enter the healthcare profession, and many alumni return to take positions at NYP.

Healthcare offers a variety of non-clinical roles as well. There are opportunities in business, finance, IT, human resources, engineering, and hospitality. You may not be interested in direct patient care, but you can still make a positive change in the industry in non-clinical roles.

The next generation is the future of medicine. It's extremely important to me as a leader to ensure that we're helping to shape and mentor the bright minds of tomorrow. ●