

Provider-Based Care Management

INSTITUTION BRIEF *As the academic health system and University Hospital for Albert Einstein College of Medicine, Montefiore (Montefiore.org) is nationally recognized for clinical excellence – breaking new ground in research, training the next generation of healthcare leaders, and delivering science-driven, patient-centered care. Montefiore is ranked among the top hospitals nationally and regionally by U.S. News & World Report. For more than 100 years, they have been innovating new treatments, new procedures, and new approaches to patient care, producing stellar outcomes, and raising the bar for health systems in the region and around the world.*



Colleen Blye

An Interview with Colleen Blye, Chief Financial Officer and Executive Vice President, Montefiore

EDITORS' NOTE *Prior to joining Montefiore, Colleen Blye served as Executive Vice President and Chief Financial Officer of Catholic Health Services of Long Island. Earlier, she served as Executive Vice President for Finance and Integrated Services at Catholic Health Initiatives. Her previous experience includes responsibility for treasury management, revenue cycle, financial reporting and planning, third-party contracting, supply chain, accounts payable, payroll, and information technology. Blye is a Certified Public Accountant and a member of the American Institute of Certified Public Accountants and the Healthcare Financial Management Association.*

What made you feel Montefiore would be the right fit for you?

First and foremost, it's our leadership. I absolutely connected with Dr. Steven Safyer (President and CEO) from day one. He's a very dynamic individual, and it was clear he understood that we're an industry that is evolving and changing at a rapid pace. He is willing to take risks and do what is necessary to maintain Montefiore as a leader, not just today but in the future.

In addition, Montefiore has doubled in size over the past two years, so it wasn't just hearing our CEO's vision but seeing that we were in the midst of accomplishing it. With the pace of change we have in healthcare, if we're not nimble and willing to take risks and change rapidly, we will be left behind.

Montefiore has also been nationally known for its care management population health aspect for more than 20 years. If we were to ask many healthcare leaders today where healthcare is going, they would say it's evolving to be much more of a care management population health world. Knowing that Montefiore is nationally recognized for that, I felt those aspects were part of an organization I wanted to be a part of.

How do you remain innovative in an organization of this size?

One really strong aspect at Montefiore is the excellent working relationship between leadership and governance. As someone relatively new to this organization, I have been extremely impressed by this. Governance understands its role and leadership understands its role, and that allows us to move quickly when important decisions need to be made.

The other thing is culture. At Montefiore, people are accountable, so they take to heart their roles and their responsibilities, which prevents duplication or slowness and allows us to move more quickly. People here really own what they do and that is a key part of the nimbleness.

What advice do you give young women in terms of making a career within this industry?

I don't tend to put the lens of gender around things, but I'm proud to be part of the senior team here and even prouder to be part of a senior team that has two women in leadership. Young people should always think opportunistically and never box themselves in. If something is presented, go for it. The more opportunities and experience one has, the more confidence they will gain, and the more confident they are, the more doors will open.

Are you optimistic about addressing healthcare needs of the future?

Yes, I am really excited to be part of that dynamic change. It's clear we need a more innovative and sustainable healthcare system. Some of the dialog is confusing so it's our job as leaders to make it clear, and to stay focused on making it better. ●



Lynn Richmond

An Interview with Lynn Richmond, Executive Vice President and Chief Strategy Officer, Montefiore

EDITORS' NOTE *Lynn Richmond was appointed to her current post in 2014. She joined Montefiore in 1999 as Assistant Director, Quality and Regulatory Affairs and served in a series of positions with increasing responsibility, including Director of Clinical Affairs, Clinical Bioethicist, Vice President, Organizational Effectiveness, and Senior Vice President. She is a Nurse Practitioner specializing in Adult Primary Care, and holds a Bachelor of Arts from the University of Michigan, a Bachelor's of Science from Columbia University, and a Master of Science from Hunter College.*

How would you describe your career track at Montefiore?

Over the years, Montefiore has been insightful about matching my skills with new and developing roles. Early on they relied on my experience in regulatory affairs for the position in clinical ethics and supported my training as a clinical ethics mediator. They knew I was dedicated to public health and had a certain grit from my years working at the correctional facility on Riker's Island.

Now, as Montefiore expands to become a regional health system, my role has morphed to oversee our growth and our goal to provide affordable healthcare in as many communities as we can.

The willingness of Montefiore to provide new opportunities and not pigeon-hole people is one of the great things about being here.

Montefiore is an institution with deep roots in the Bronx. Will you describe your relationship to the community?

Our community roots go deep. The socioeconomic problems in the Bronx are real and persistent, but Montefiore remains committed. We invest in new programs and partner with social and community-based organizations to improve health outcomes in innovative ways.

For example, we work with bodegas to carry healthier foods and drinks and improve access to fresh produce. We're educating our communities about exercise. We're using data to target our community health efforts where we see the biggest challenges so we can make a real impact on chronic diseases and early detection of cancer.

How do you maintain that entrepreneurial culture?

Montefiore culture is steeped in both social justice and innovation. Our entrepreneurialism has its roots in creating the care and services needed by a vulnerable community.

Over the past 20 years, we have evolved the value based care model where we get paid for positive health outcomes, so we have to be more creative than we could be if we were being paid in a fee-for-service model. There is a lot of trial and error in our programs, and that is how all great advances are made.

At Montefiore, how does the workforce mirror the diversity of your customer base?

The leadership has such commitment to diversity. We are building the workforce of tomorrow that draws on the potential of our residents. In fact, the bulk of our talent is now coming from the communities we serve.

We're also doing a lot of work with local schools and community organizations to train people. A strong representation by women in leadership roles is further commitment to this diversity. ●