



SUNY COLLEGE OF OPTOMETRY
UNIVERSITY EYE CENTER

IRPC Presentation February 2017



Strategic Goals



Make the UEC more accessible to the public



Increase UEC patient visits and develop new revenue streams while providing the highest quality patient care within the context of the ACA



Deliver competency-based clinical training that is founded upon evidence-based practice and anticipated future practice trends



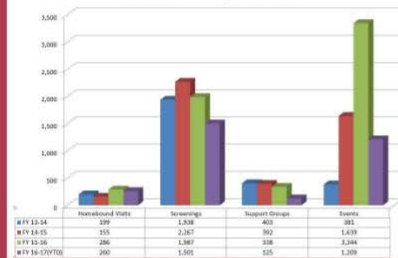
Strengthen workforce engagement



Surveying & Laying the Foundation

Key Performance Indicators

Public Service - Participants at Events



*FY 16-17 Projections

The Leadership Team

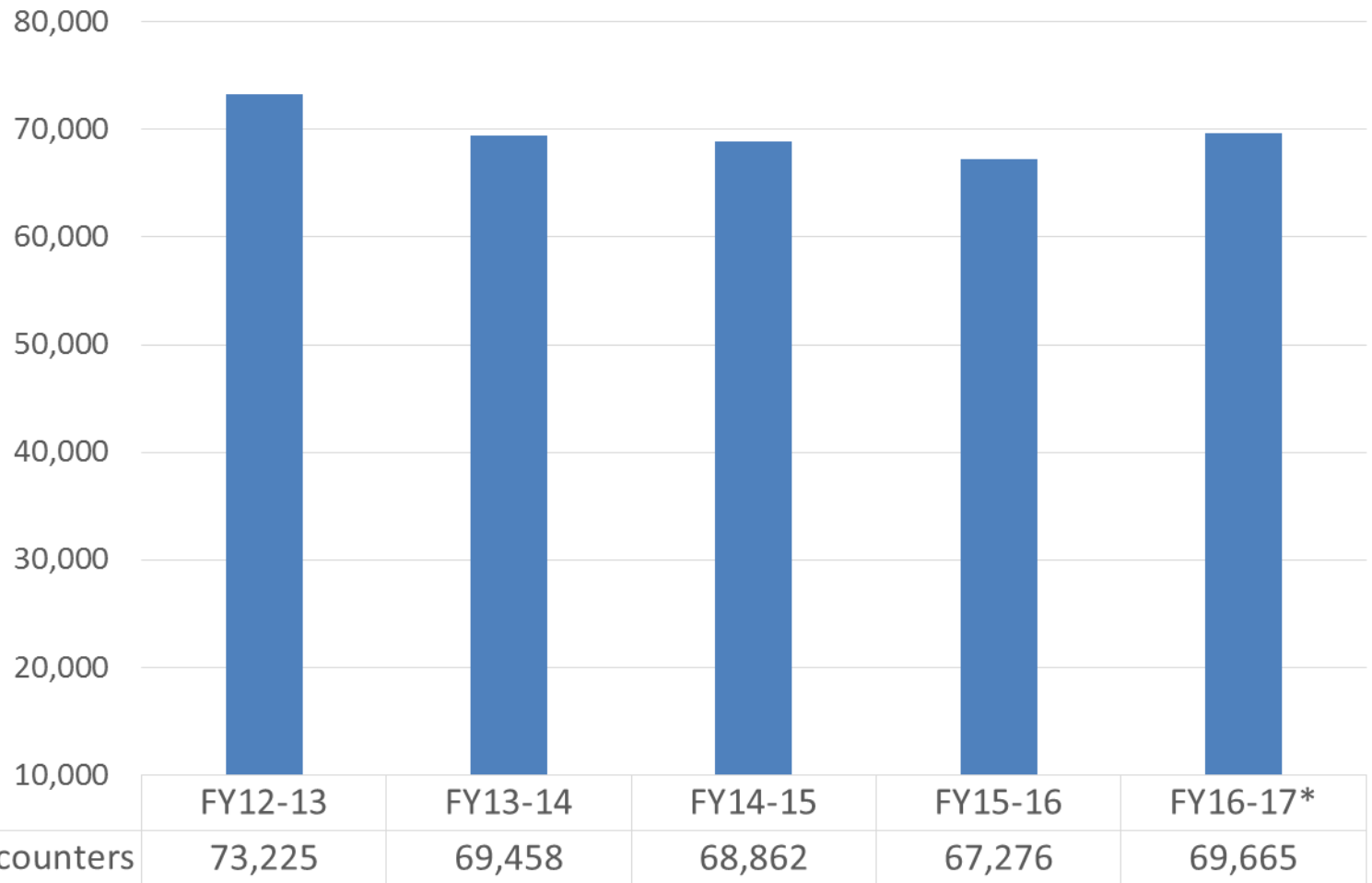


- Goals
- Priorities/Challenges
- Structured Budgets
- Renovation Projects
- Equipment Acquisition

DOH SURVEYS 2010/2016

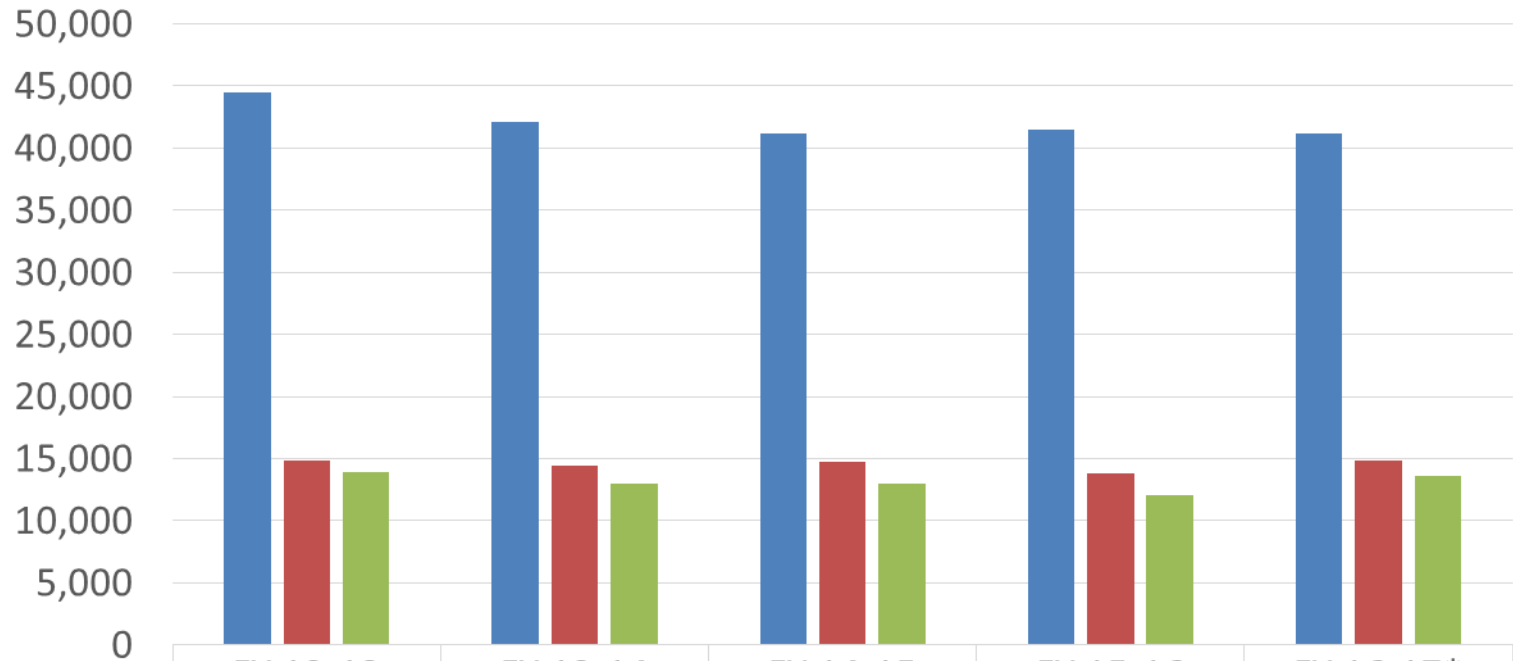
Total Encounters

(*projected)



Encounters by Service

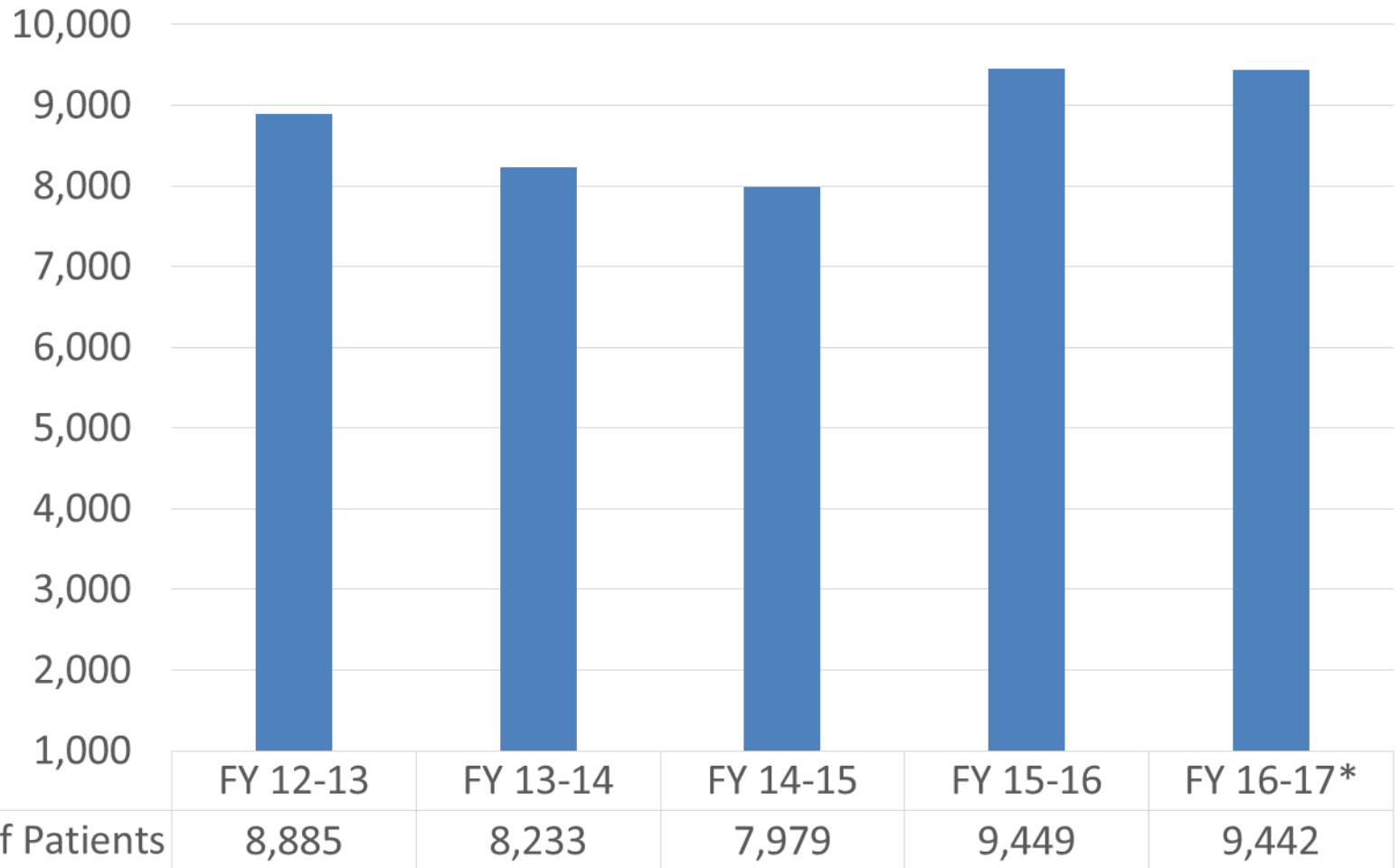
(*projected)



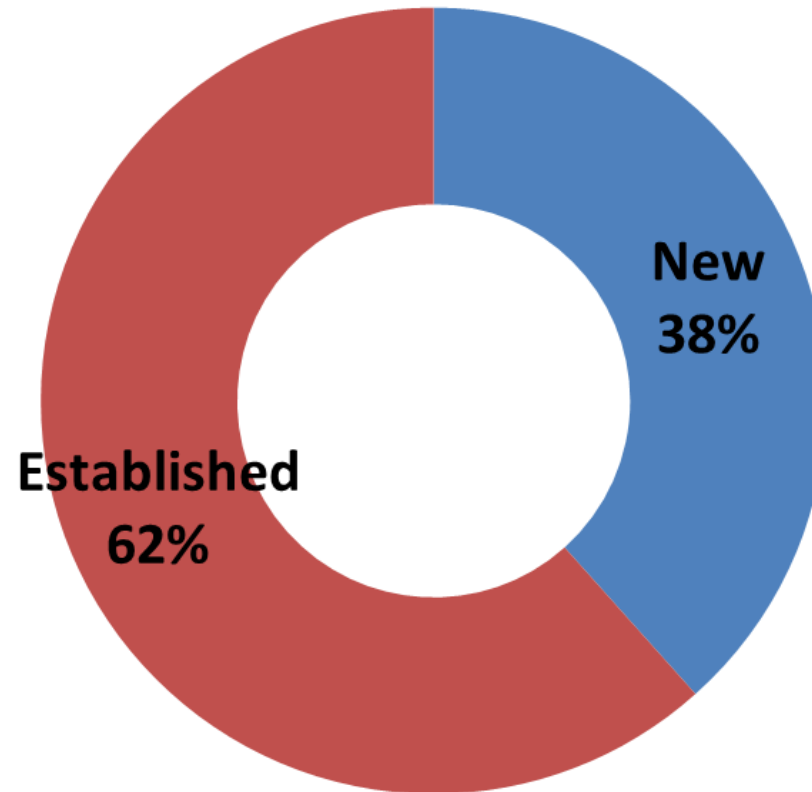
■ Primary Care	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17*
■ Vision Rehab	44,505	42,070	41,171	41,500	41,193
■ Advanced Care	14,856	14,413	14,744	13,770	14,838
	13,864	12,975	12,947	12,006	13,634

New Patients

(*projected)

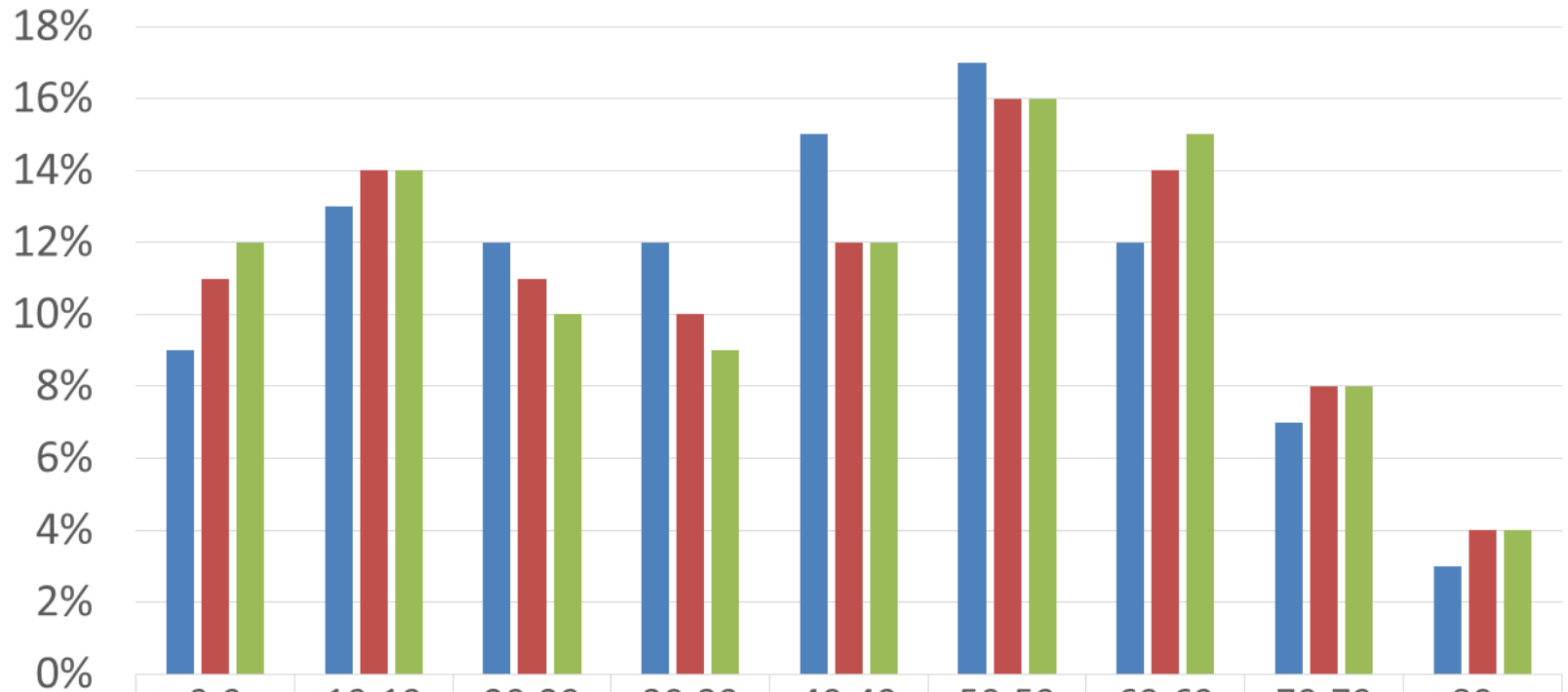


Unique Patients



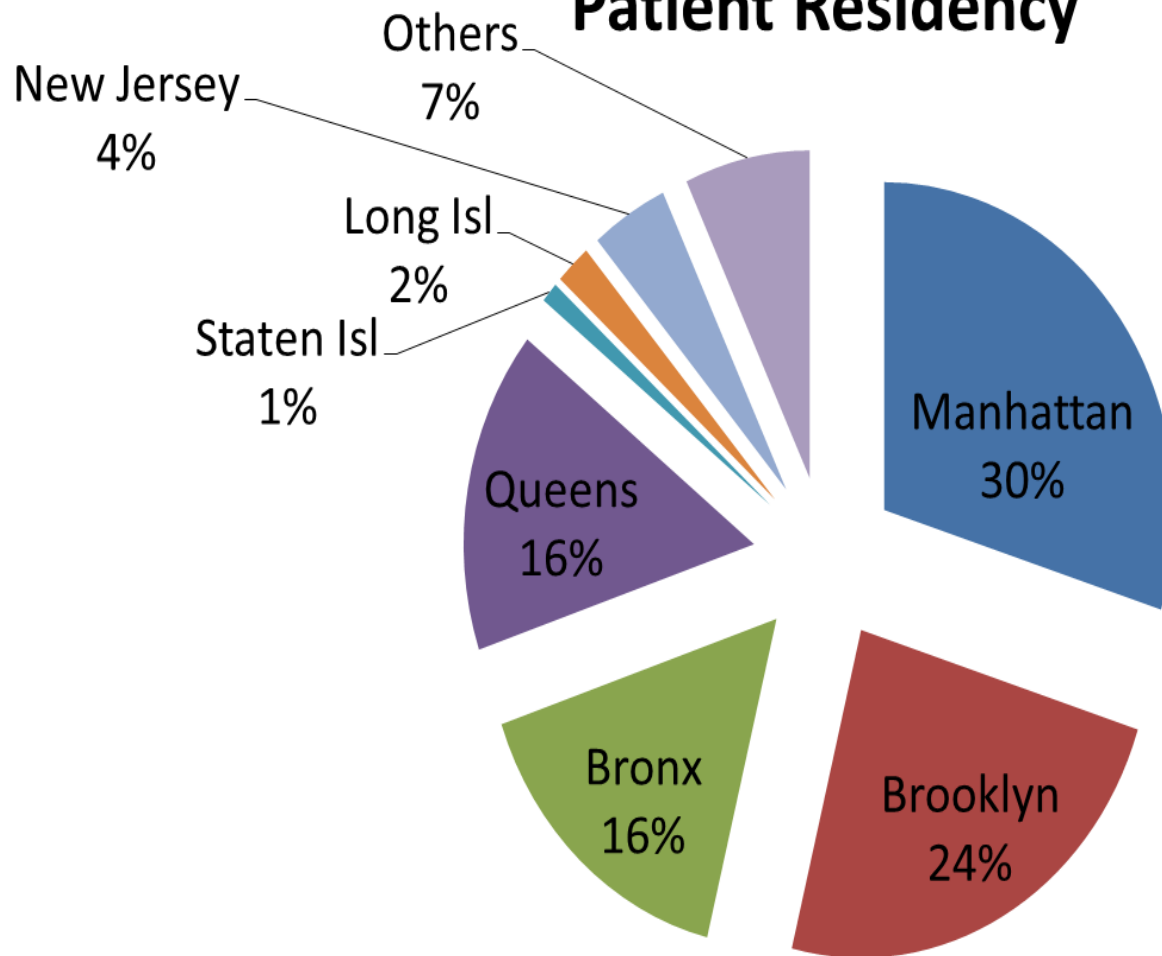
Age Distribution

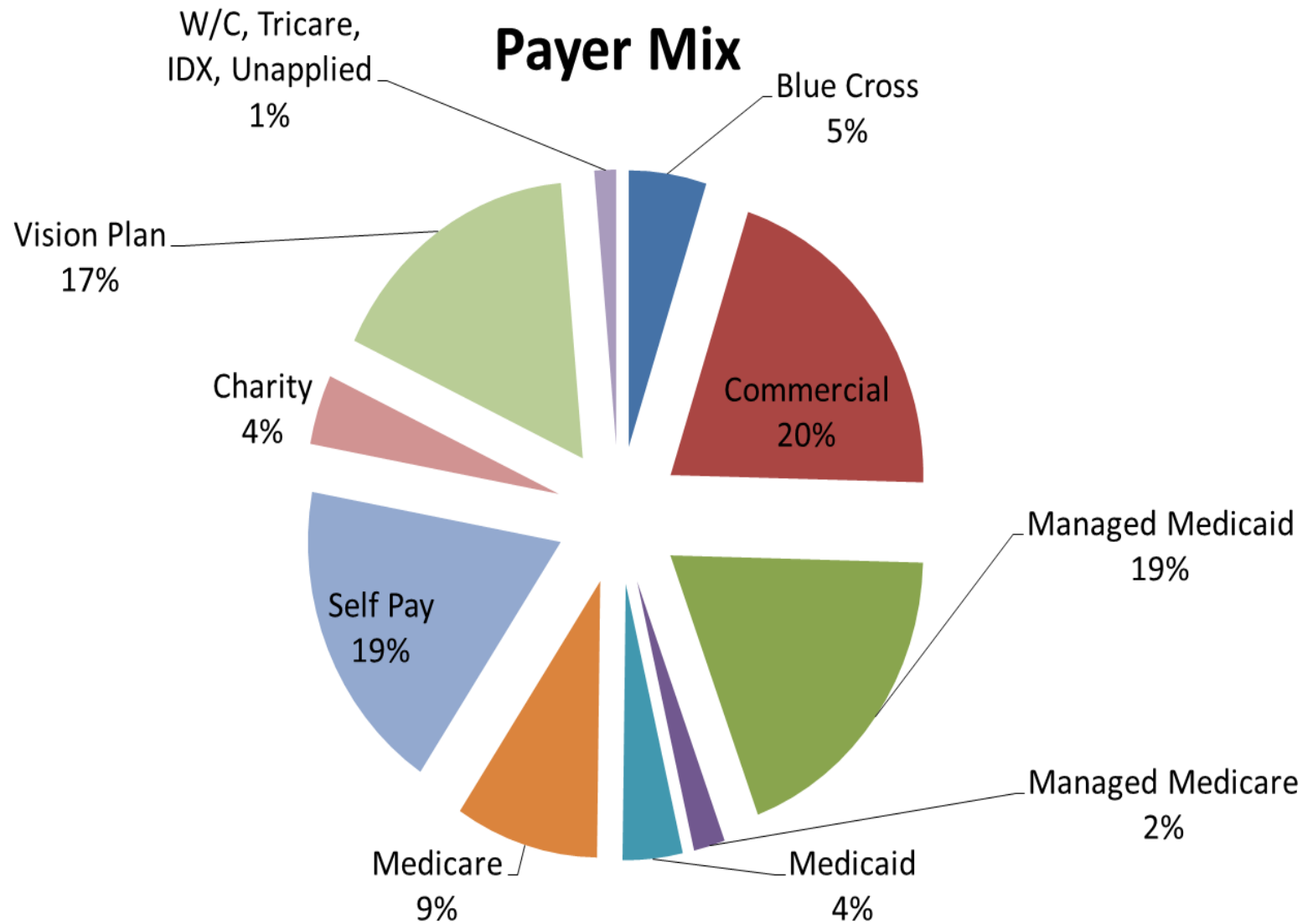
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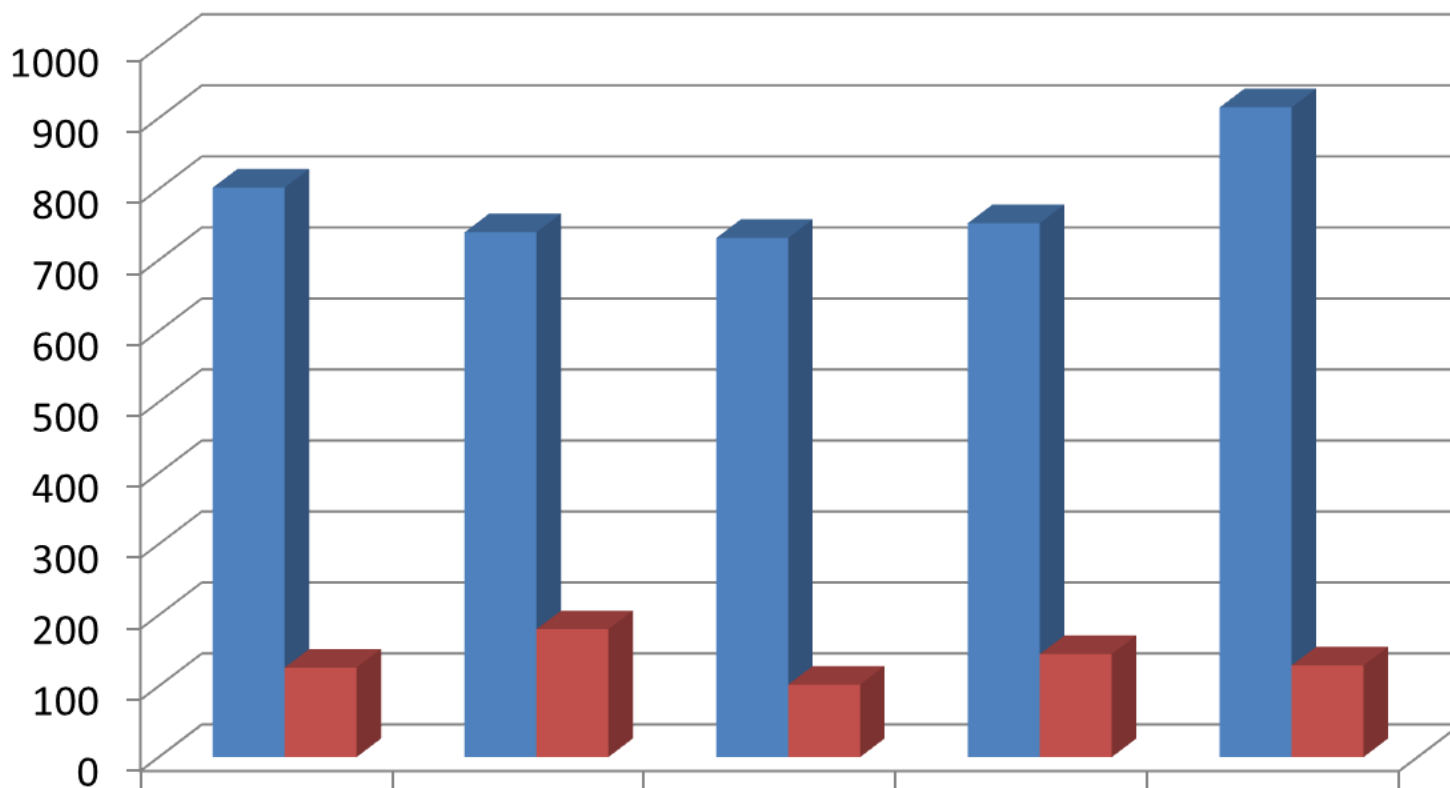
	0-9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80+
FY 13-14	9%	13%	12%	12%	15%	17%	12%	7%	3%
FY 15-16	11%	14%	11%	10%	12%	16%	14%	8%	4%
FY 16-17*	12%	14%	10%	9%	12%	16%	15%	8%	4%

Patient Residency





Charitable Care



of encounters

FY12-13

802

FY13-14

739

FY14-15

731

FY15-16

752

FY 16-17

915

Average (\$)

126

180

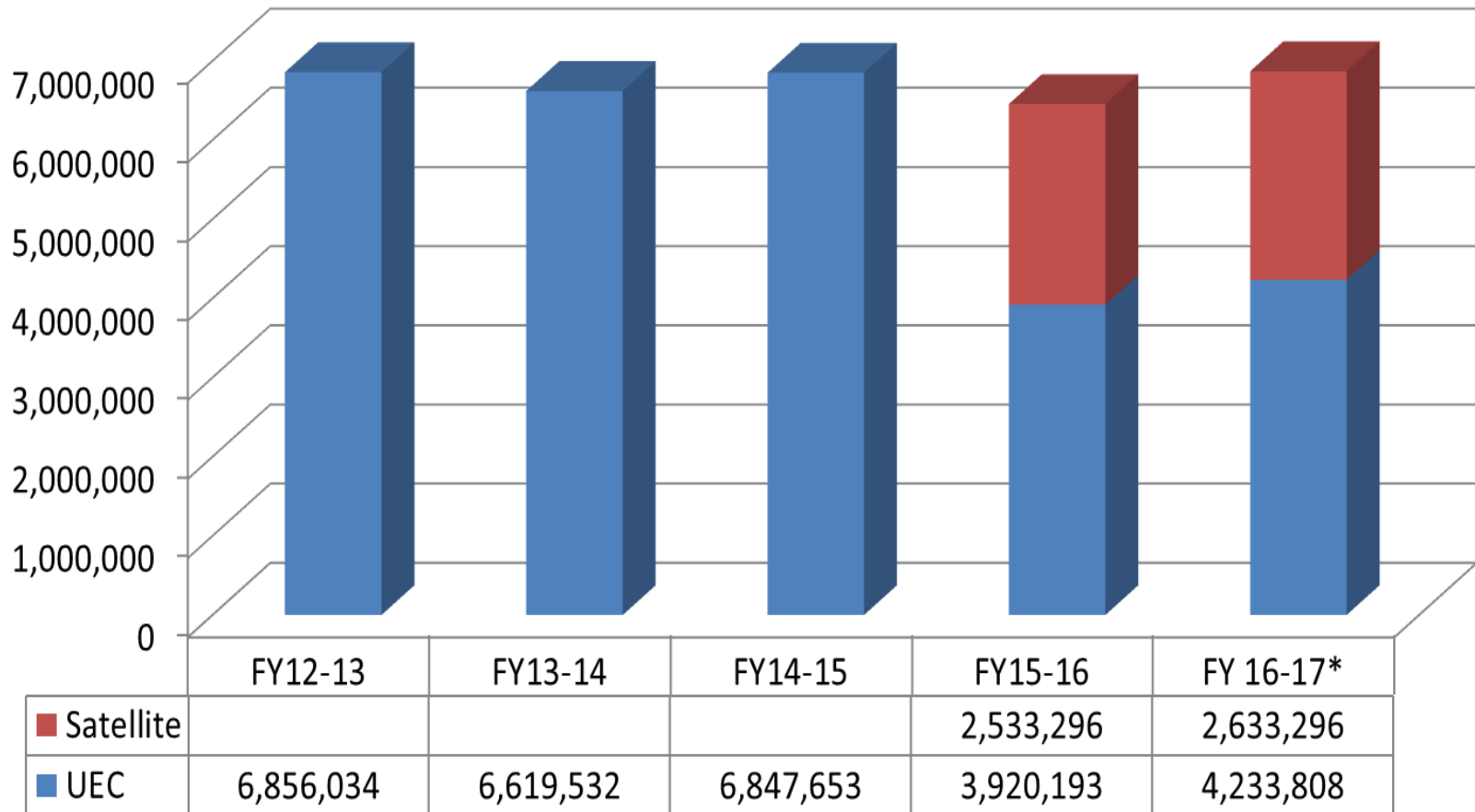
102

145

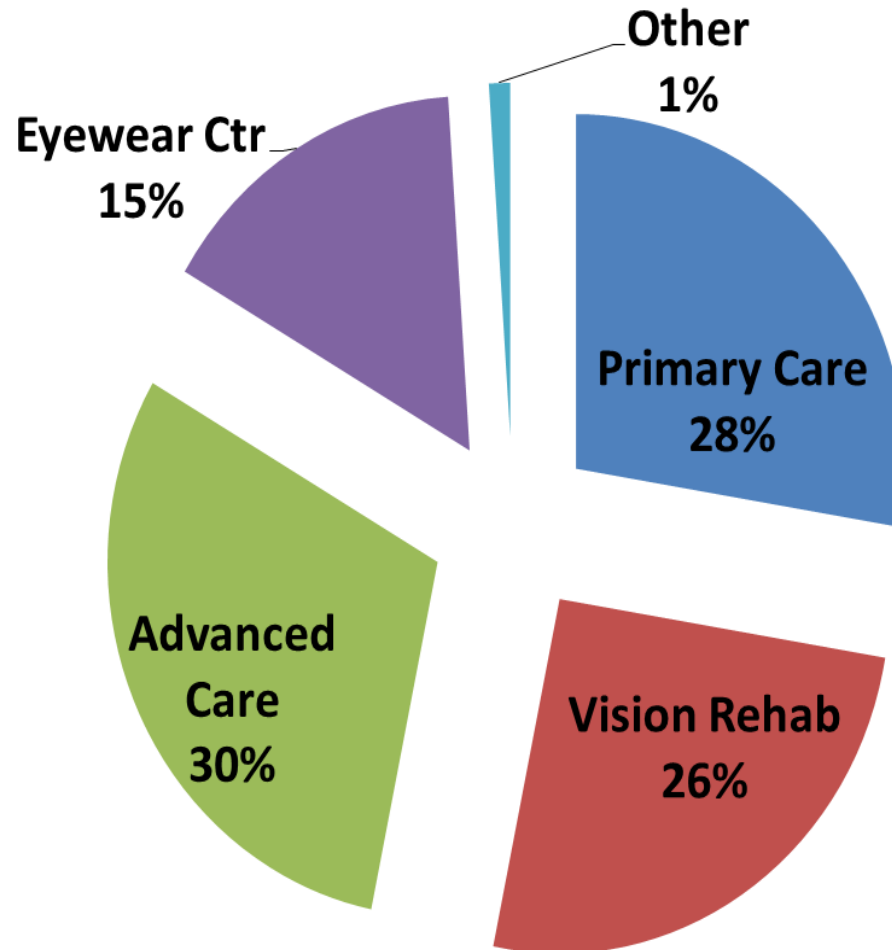
129

Revenues

(*projected)

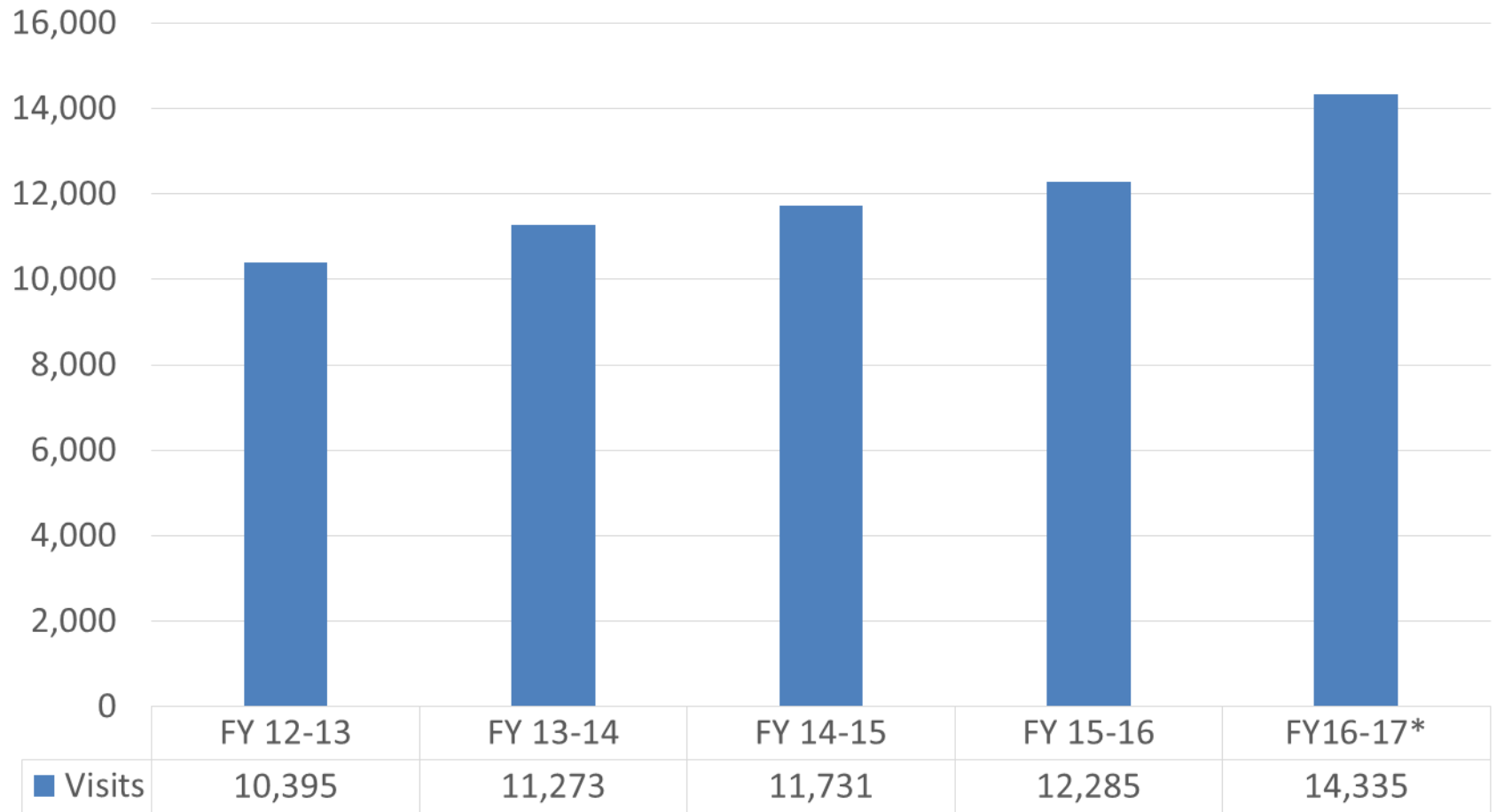


Revenues by Service Location



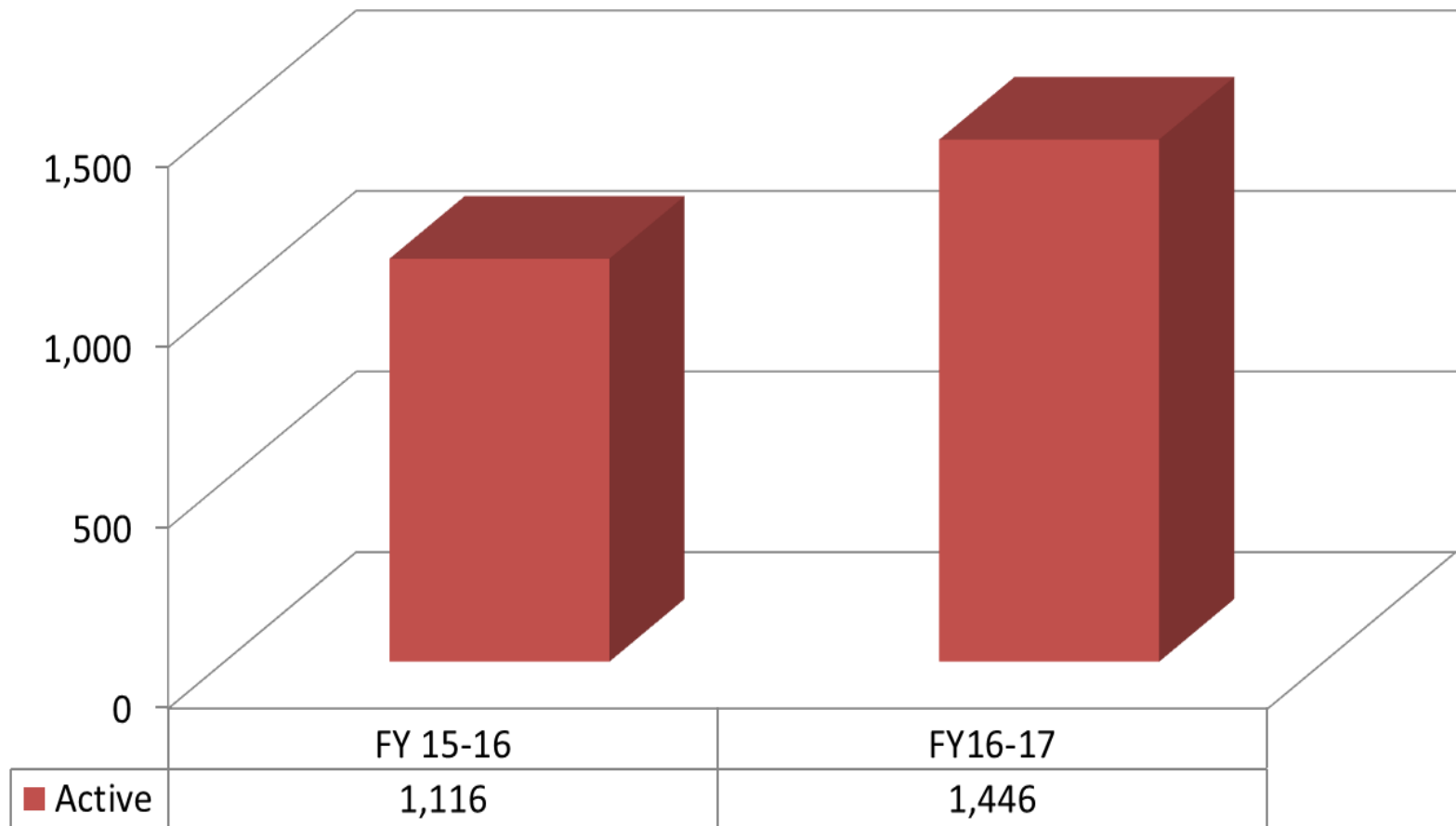
Referral Visits

(*projected)



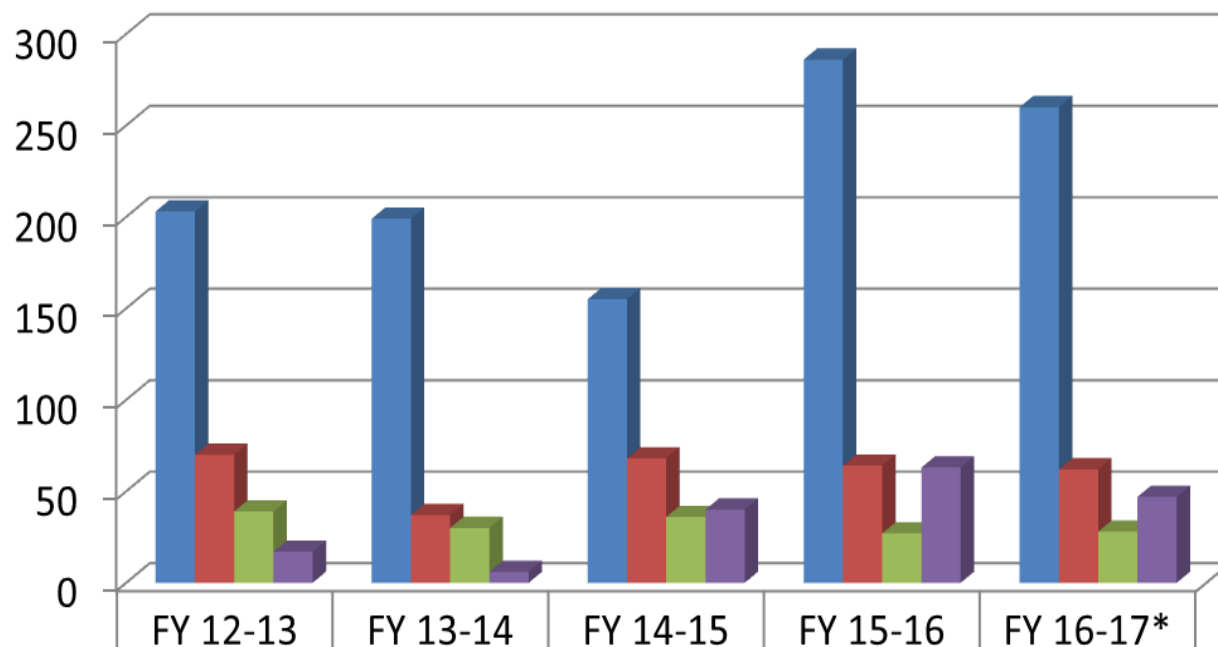
Active Referring Providers

(Active=one or more referral during the period)



Public Service - Events

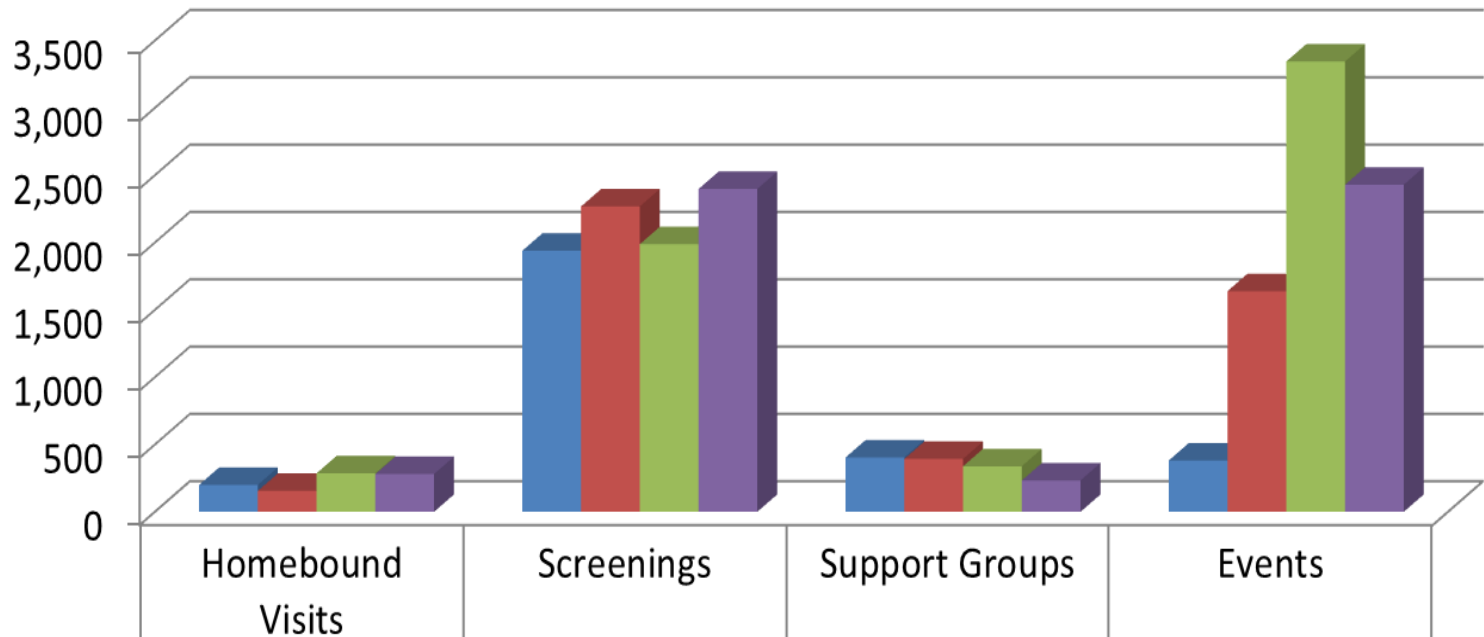
(*projected)



■ Homebound Visits	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17*
■ Vision Screenings	203	199	155	286	260
■ Support Groups	70	37	68	64	62
■ Community Lectures/Events	39	30	36	27	28
	17	6	40	63	47

Public Service - Participants at Events

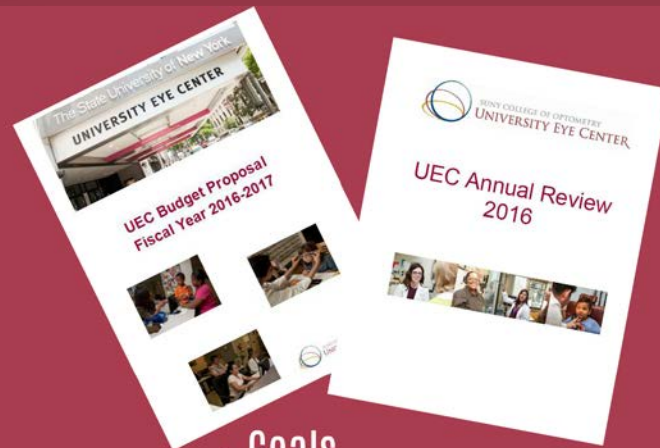
(*projected)



	Homebound Visits	Screenings	Support Groups	Events
■ FY 13-14	199	1,938	403	381
■ FY 14-15	155	2,267	392	1,639
■ FY 15-16	286	1,987	338	3,344
■ FY 16-17*	280	2,397	233	2,429

The Leadership Team





- Goals
- Priorities/Challenges
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DOH SURVEYS 2010/2016

New York State Department of Health
PRINTED: 08/10/2016
FORM APPROVED

STATEMENT OF DEFICIENCIES AND PLAN OF CORRECTION	PROVIDER/SUPPLIER IDENTIFICATION NUMBER HPO000	IS MULTIPLE CONSTRUCTION A. BUILDING B. WING	IS DATE SURVEY COMPLETED 07/13/2016
NAME OF PROVIDER OR SUPPLIER UNIVERSITY EYE CENTER		STREET ADDRESS, CITY, STATE, ZIP CODE 33 WEST 42ND STREET NEW YORK, NY 10018	
ISS ID PREFIX T 000	SUMMARY STATEMENT OF DEFICIENCIES EACH DEFICIENCY MUST BE PRECEDED BY FULL REGULATORY OR JAC IDENTIFYING INFORMATION.	IS PREFIX T 000	PROVIDER'S PLAN OF CORRECTION EACH CORRECTIVE ACTION SHOULD BE LOCAL, REFERENCED TO THE APPROPRIATE DEFICIENCY
	INITIAL COMMENTS PT #0099 OPERATING CERTIFICATE #1002146R NOTE: THE NEW YORK OFFICIAL COMPLIATION OF CODES, RULES AND REGULATIONS (NYCORS) DEFICIENCIES BELOW ARE CITED AS A RESULT OF A SURVEY CONDUCTED IN ACCORDANCE WITH ARTICLE 28 OF THE NEW YORK STATE PUBLIC HEALTH LAW. THE PLAN OF CORRECTION, HOWEVER, MUST RELATE TO THE CARE OF ALL PATIENTS AND PREVENT SUCH OCCURRENCES IN THE FUTURE. INTENDED COMPLETION DATES AND THE MECHANISMS ESTABLISHED TO ASSURE ONGOING COMPLIANCE MUST BE INCLUDED. (Based on four (review) of documentation, personnel/identifying files, medical/legal records, and staff interview on 7/13/16 - 7/13/16 no deficiencies were identified)		ISS COMPLETE DATE
LABORATORY DIRECTOR'S OR PROVIDER/SUPPLIER REPRESENTATIVE'S SIGNATURE		TITLE Electronically Signed	
DATE 08/10/2016		DATE 08/10/2016	

STATE FORM 6046 Rev. 07-10-2011 Facility ID: HPO0000 Publication sheet Page 1 of 1

Surveying & Laying the Foundation

Ensuring compliance with health care models and looking to increase revenue:

- Record completion - 72 hour goal
- Certified Professional Coder
 - coding and billing
- MACRA
 - eMed Apps

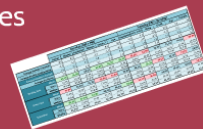


Increasing efficiency through teambuilding:

- Combined Chief and Manager meetings
- Added Director of Essilor Eyewear Center to Clinic Council
- Developed formal workflow for emancipation of Residents
- Working with Credentialing, Finance and IT Departments on a master list of provider insurance plan credentialing

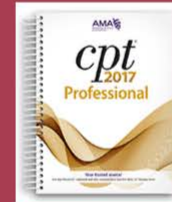
The Bovenzi Metrics

- detailed analysis of visits and trends
- opportunities to modify clinic schedules based on demand



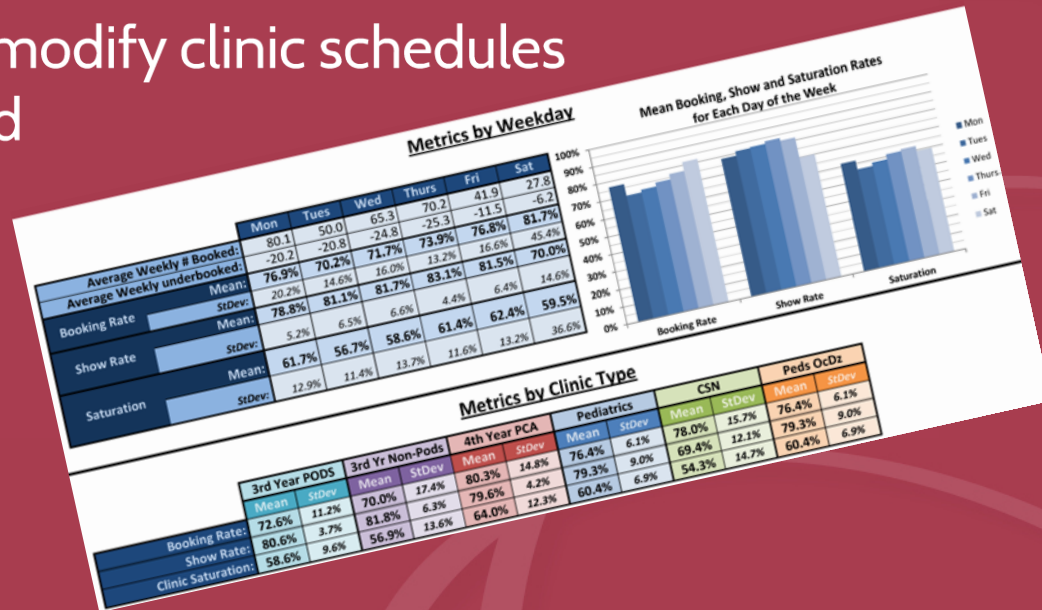
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- detailed analysis of visits and trends
- opportunities to modify clinic schedules based on demand



		Monday (AM + PM)						Tuesday (PM + Evening)					
		Haskes	Nguyen	shuetttenbe	DiSanto	Carter, T	Hue	shuetttenbe	Gupta (Ankol)	Wong	Gould	Ngo	Portello
Average Weekly # Booked:		9.6	9.6	9.6	9.5	9.6	9.7	6.8	7.0	7.9	8.0	7.8	7.2
Average Weekly underbooked:		-1.7	-1.6	-1.5	-1.6	-1.6	-1.5	-4.4	-4.3	-2.8	-3.3	-3.4	-4.0
Average Weekly # Arrived:		7.5	7.5	7.6	6.9	7.2	7.6	5.7	5.9	5.8	6.6	6.1	6.0
Average No-Shows:		2.1	2.1	2.0	2.6	2.4	2.0	1.1	1.1	2.0	1.5	1.7	1.2
Booking Rate	Mean:	85.0%	85.9%	83.5%	85.3%	85.9%	86.7%	61.2%	62.3%	74.0%	71.5%	70.1%	64.3%
	StDev:	13.7%	20.0%	22.3%	18.5%	23.5%	18.8%	19.9%	22.3%	17.8%	23.1%	21.4%	24.1%
	Median:	86.7%	90.9%	90.9%	90.9%	91.7%	90.9%	58.3%	66.7%	80.0%	75.0%	72.7%	63.6%
Show Rate	Mean:	77.8%	78.6%	78.7%	72.3%	75.6%	79.3%	84.1%	85.0%	74.1%	81.0%	77.2%	83.4%
	StDev:	14.9%	15.9%	14.7%	17.0%	14.5%	13.8%	17.0%	12.7%	26.7%	14.6%	15.6%	14.7%
	Median:	78.9%	81.8%	78.9%	75.0%	73.9%	81.8%	85.7%	87.5%	80.0%	83.3%	80.0%	83.3%
Saturation	Mean:	66.5%	67.5%	67.9%	62.0%	64.5%	68.2%	51.0%	52.4%	54.4%	58.1%	54.8%	53.5%
	StDev:	18.0%	19.3%	17.4%	21.0%	21.0%	17.8%	19.0%	19.6%	24.4%	22.5%	20.6%	21.6%
		Median:	65.2%	72.7%	70.0%	60.0%	66.7%	70.0%	50.0%	54.5%	60.0%	52.3%	54.5%

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Building the Frame



Increasing emphasis on
interprofessional care...



Incorporating new technology for
patients and students...



Increasing awareness of
the importance of research...

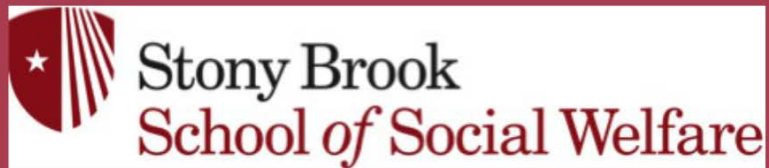
- Director of CVRC on Clinic Council
- CVRC materials in clinic
- Streamlining referrals to CVRC
- Research alerts
- SQL query for potential subjects



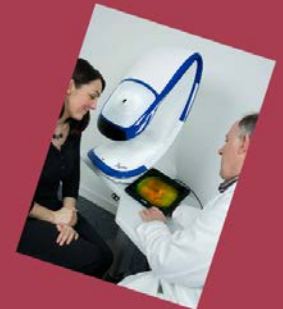
And using new technology
to increase patient visits...



Increasing emphasis on
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Building the Frame



Develop the College's physical infrastructure:

- 7th Floor Renovations
 - Pretesting room
 - 2 model exam rooms
 - Waiting room and reception area



Strengthen workforce engagement:

- UEC faculty meetings and workshops
- Provide future leaders with growth opportunities
- Succession planning



Competency-based clinical training that anticipates future practice: "Exam of the Future"

- True paradigm shift
- Testing battery and sequence
- Auxillary personnel
- Evidence-based care
- Technology



Adding fee-for-service specialties:

Myopia Control Clinic



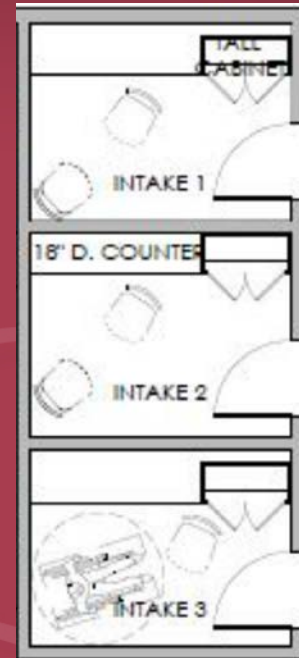
Dry Eye Treatment



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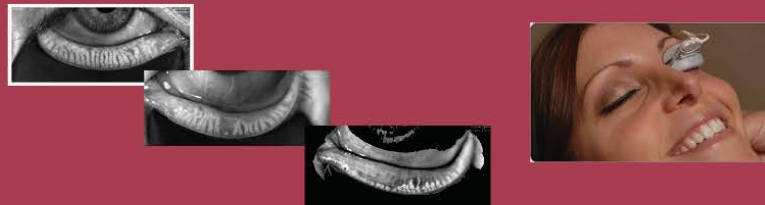


Adding fee-for-service specialties:

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Dry Eye Treatment



Building the Frame



Performance Standards

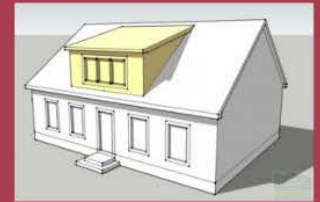


The Feder Report



Training and Inservice

Increasing the value with future "additions"



Connectivity



Program Study

The Patient Experience



Dashboards



Self-Service

Connectivity



Dashboards



Program Study



Self-Service

The Patient Experience



Personalisation

Using individualised attention to drive an emotional connection



Integrity

Being trustworthy and engendering trust



Time & Effort

Minimising customer effort and creating effortless processes



Expectations

Managing, meeting and exceeding customer expectations



Resolution

Turning a poor experience into a great one



Empathy

Achieving an emotional understanding of the customer's circumstances



Elements of Journey-Mapping



Curb Appeal and Open House



Public Health Events



Patient Education & Communication



Social Media

Marketing

Geotargeting



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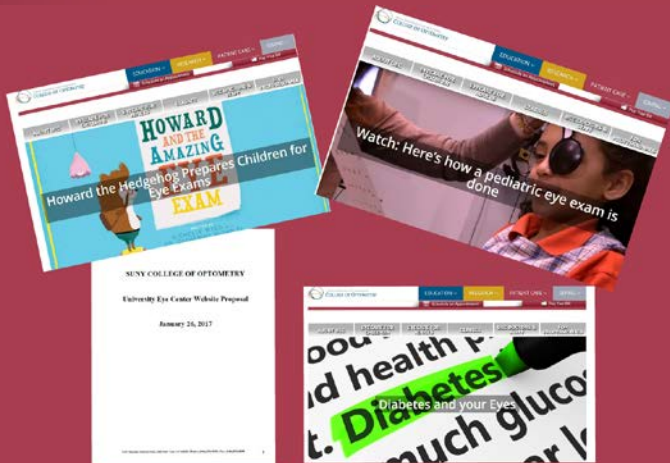


世界日報



Website

Public Health Events



Website



Social Media

Patient Education & Communication

Marketing

Geotargeting



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WORLD JOURNAL

Increasing the value with future "additions"



Telemedicine



Diabetic Care Clinic



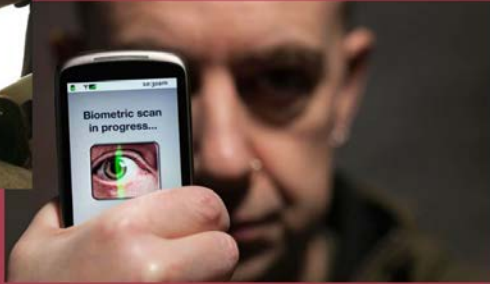
Vestibular Clinic



Virtual Reality



Telemedicine



Diabetic Care Clinic



Vestibular Clinic



Virtual Reality



Questions?

Thank You!

