MINISTER FOR HEALTH AND MINISTER FOR MEDICAL RESEARCH  
Study Trip to  
UNITED STATES OF AMERICA  
20 – 29 SEPTEMBER 2013

PURPOSE
Recognising NSW Health’s responsibility for providing leadership in the provision of appropriate, cost effective healthcare services for the people of NSW, the purpose of this study trip was to facilitate an interchange of ideas with senior leaders from the United States, to ensure that NSW Health remains at the forefront of healthcare service delivery, innovation and reform.

The study trip provided an opportunity to learn from and share knowledge and information with healthcare and medical research leaders in the United States. The Minister’s meetings focused on a broad range of policy reforms and mechanisms being implemented to manage hospital demand, deliver service quality, improve service efficiency in both clinical and non-clinical support services, and advance medical research.

Particular areas of focus for the study tour in line with the current stage of health reform and implementation in NSW included: translational research funding and operational models; integrated care models, and innovation in funding and eHealth technology and implementation.

DESCRIPTION
The Minister for Health and Minister for Medical Research the Hon. Jillian Skinner was accompanied by the Director General NSW Health, Dr Mary Foley and Mr Andrew Kirk, Chief of Staff. The delegation met with key health leaders in the United States. This included four days of meetings in New York and two days of meetings in San Francisco. A complete outline of the program is included at the end of this report.

The study tour investigated initiatives and responses in relation to:

- Implementation of the Affordable Care Act in the United States, specifically:
  - Structural reforms – mergers and partnerships between hospitals and primary care to mark a shift from acute hospitals and beds to integrated systems of care.
  - Funding reforms - shift away from fee for service to alternative payment models including the effective use of financial incentives and disincentives to influence better patient outcomes.
  - New models - including Accountable Care Organisations and Health Homes which are preventive and disease management partnerships that use risk stratification methodologies to target specific categories of patients.
- The criticality of eHealth in coordinating care, supported by linked data.
- How IT innovations are being used to enable and support new models of care and service delivery.
- New models for integrating care across the continuum and how they are working in practice.
Translational research and innovation - underlying models, successes and failures in the US experience, especially in linking research to health service improvement.

KEY OUTCOMES

The study trip provided an opportunity to forge new high level relationships with key government and non-government health leaders in the United States and investigate best practice examples of innovation in key focus areas for translation to NSW, specifically:

- The use of Risk Stratification Frameworks to identify and target at risk or vulnerable groups that use our health system frequently.
- Incentivising expenditure on integrated care to achieve the best outcomes through partnering and maximising funding resources.
- Partnership models and engagement with primary care, non government organisations and the private sector.
- Using eHealth to drive connectivity across treatment settings within a patient centred model of care.
- Overseas progress on interoperable electronic patient records.
- The critical nexus between clinical care, teaching and research and how this is effectively brought together in Academic Medical Centres in the US.
- Funding models for research and to translate research into clinical practice.

DELEGATION

*Minister for Health and Minister for Medical Research*

The Hon. Jillian Skinner MP

Accompanied by
- Dr Mary Foley, Director General, NSW Health
- Mr Andrew Kirk, Chief of Staff, Office of the Minister for Health, Minister for Medical Research

PROGRAM SUMMARY

**Sunday 22 September - New York**

- Dr David Levy, global health policy consultant and physician - briefing on the current state of play in the US health system within a global context.

**Monday 23 September – New York**

- PwC Health Industries Advisory Group New York - overview of the current state of play in the US Health System and introduction to key players.
- Mr Jason Helgerson, Medicaid Director, State of New York - initiatives being introduced by New York State in the context of the Affordable Care Act, to control cost escalation whilst maintaining the quality of and enhancing the coverage of care.
- Dr David Blumenthal, President of the Commonwealth Fund (CWF) and senior team-explored the CWF’s remit to improve coverage, access, quality and efficiency and
how they are going about it, including their support of innovative payment and care delivery models.

- Ms Cathy Dove, Vice President Cornell NYC Tech and Sharon Marine, VP Development - explored the concept and related physical design elements and funding model for the Cornell NYC Tech Campus, science and medical research precinct, proposed for Roosevelt Island.

**Tuesday 24 September – New York**

- Ms Emme Deland, Senior Vice President Strategy and Strategy Team from New York Presbyterian Hospital (one of the 4 major hospital systems in New York City) - explored NYP’s strong clinical, teaching and research nexus and its role in driving excellence in patient outcomes, as well as how they are adapting changes driven by the Affordable Care Act.

**Wednesday 25 September – New York**

- Mr Kenneth Davis, President and CEO and Dr Jeremy Boal CMO Mt Sinai (one of the 4 major hospital systems in New York City) - explored the mechanisms used at Mount Sinai to link clinical practice to teaching and research, including key lessons learnt, and looked at how this model also ensures the delivery of patient centred care. Also considered their model for integrated care using social determinants of health.

- Ms Mary Ann Christopher, President and CEO and Executive Team, Visiting Nurse Service of New York - explored the development and evolution of the fundable models and packages for out of hospital care that have been developed by this service.

- Mr Mark Mundy, President and CEO, New York Methodist Hospital and Executive Team - discussed the practical impact of the key US reform program (Affordable Care Act) with its inherent focus on non-inpatient care and the implications that this has for the traditional model of inpatient based care adopted by the hospital and its peers.

- Travel from New York to San Francisco.

**Thursday 26 September – San Francisco**

- Dr Yan Chow, Director Kaiser Permanente Innovation and Advanced Technology Group - explored Kaiser Permanente’s approach to new and emerging technology adoption and what is on the horizon for healthcare technology over the next 5 years.

- Ms Molly Porter, Director Kaiser Permanente International (KP), Murray Ross, Vice President, Kaiser Foundation Health Plan & Bill Strull, Medical Director of Quality and Safety, Kaiser Permanente – discussed KP’s unique and successful models for integrated care and the innovative IT solutions they have implemented to support and facilitate these.

- Sir Richard Feachem, Director Global Health Group University of California San Francisco and Lady Neelam Sekhri, CEO Healthcare Redesign Group - explored
current trends and initiatives in global health and potential partnership and participation opportunities for NSW Health.

Friday 27 September – San Francisco

- Dr Regis Kelly, Director QB3 Consortium University of California San Francisco (UCSF) – explored UCSF Mission Bay Campus with a focus on translational research and international collaborations and funding opportunities.

- Professor Brian Black - tour of the new UCSF Cardiovascular Research Institute (CVRI) to explore funding models and models to translate research into clinical practice.

- Dr Sam Hawgood, Dean UCSF School of Medicine - explored the model adopted by UCSF to connect clinical care, teaching and translational research as a basis for improving patient care.

- Helen Diller Family Comprehensive Cancer Center – tour and meeting with key cancer clinicians.

- Reception with San Francisco Bay Area Leaders and delegation from Zhongshan Hospital Shanghai, hosted by PwC Health Industries Advisory, San Francisco.
# RELEASE OF MINISTER’S OVERSEAS TRAVEL INFORMATION

<table>
<thead>
<tr>
<th>Minister</th>
<th>The Hon Jillian Skinner MP</th>
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<tbody>
<tr>
<td>Portfolio</td>
<td>Minister for Health, Minister for Medical Research</td>
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<tr>
<td>Countries visited</td>
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<td>a) Ministerial Staff</td>
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NOTE: This information has been updated to reflect actual costs in AUD.

*Meals for official guests at meetings hosted by the delegation