

NEW YORK
state department of
HEALTH

Nirav R. Shah, M.D., M.P.H.
Commissioner

Sue Kelly
Executive Deputy Commissioner

June 15, 2011

Stephen Berger
Odyssey Investment Partners
280 Park Ave, 38th Floor - West Tower
New York, New York 10017

Dear Mr. Berger:


I am inviting you to lead a Medicaid Redesign initiative to evaluate the hospital system in Brooklyn, New York. As a member of Governor Cuomo's Medicaid Redesign Task Force, you are well aware the Task Force was concerned with the future financial strength and viability of the state "safety net" providers. A specific initiative was established (MRT 67) to provide the state financial and programmatic tools to assure the communities served by "safety net" providers are protected.

The hospital system in Brooklyn is today particularly challenged. Many have witnessed a drop or leveling of inpatient volume; revenue growth and capital investment has been curtailed; debt capacity limited by existing financial weakness and debt load. Yet, the communities served continue to need access to appropriate high quality and cost effective health care.

Your charge is to assess the strength and weaknesses of the Brooklyn hospitals and their future viability to deliver appropriate health care services throughout the many communities that comprise Brooklyn. Secondly, to make specific recommendations that will lead to a high quality, financially secure and sustainable hospital system that can meet the needs of all patients.

I look forward to working with you in this critical Medicaid Redesign initiative. If you should have any questions or concerns please don't hesitate to contact Richard M. Cook, Deputy Commissioner, Office of Health Systems Management at (518) 474-7028.

Sincerely,



Nirav R. Shah, M.D., M.P.H.
Commissioner of Health

cc: Mr. Cook