

DEVELOPMENTS IN THE DELIVERY OF PROFESSIONAL SERVICES

Professional Practice Committee

December 11, 2018

HISTORICAL BASIS OF PROFESSIONAL PRACTICE



OFFICE BASED



SOLO PRACTICE
OR SMALL GROUP

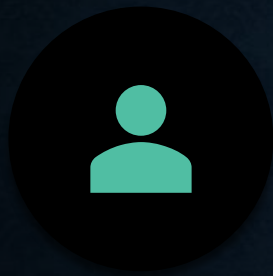


CASH BASED



LOCALLY DRIVEN

LEGAL STRUCTURE



PROFESSIONAL PRACTICE
LIMITED TO INDIVIDUALS OR
SPECIFICALLY AUTHORIZED
ENTITIES



SPECIFICALLY---SOLE
PRACTITIONERS,
PROFESSIONAL
PARTNERSHIPS,
PROFESSIONAL
CORPORATIONS



EXEMPT ENTERPRISES---
HOSPITALS, GRAND-
PARENTED ENGINEERING
CORPORATIONS



SPECIFICALLY DESIGNATED
CORPORATE PROFESSIONS---
PHARMACY, SPEECH
PATH/AUDIOLOGY, MASSAGE,
OPTOMETRY/OPHTHALMIC
DISPENSING

PROFESSIONAL BUSINESS LANDSCAPE MILESTONES

- Addition of New Corporate Structures---PLLC and LLP
- Expansion of Traditional Professional Practice into Larger and More Complex Entities
- Practice Management Agreements
- Expansion in Size and Scope of Healthcare Systems
- National Trends in the Design and Business Professions
- Rise of Scope and Importance of Insurance Providers

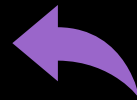
CURRENT DEVELOPMENTS



**\$52 Billion Merger Between
Express Scripts and Cigna**

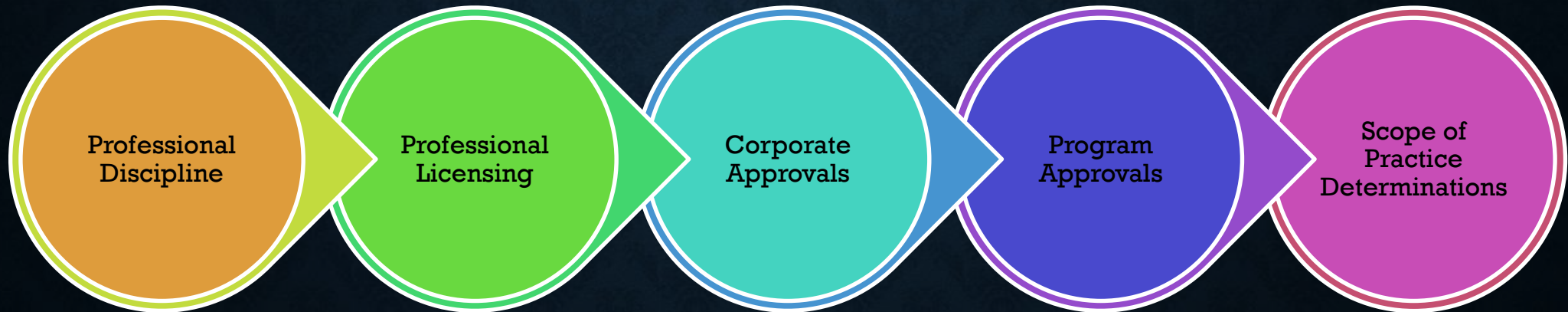


**CVS \$69 Billion Acquisition
of Aetna**



**Sloan Kettering Chief
Medical Officer Resignation**

NYSED ROLE



CHALLENGES



Capacity vs Quality



Practice at the Highest Level



Interagency Cooperative Oversight



Technology and Professional Practice

DISCUSSION / QUESTIONS