

Mario Drummonds, MS, LCSW, MBA

J&J Class of 2004

Chief Executive Officer

Organization: Northern Manhattan Perinatal Partnership, Inc.
New York, NY



History of the Agency: In 1990, the infant mortality rate in Central Harlem was the highest in the United States: nearly 28 babies out of 1,000 live births died before they reached the age of one, more than three times the national average. Due to the hospital's poor history and failure to respond to competitive changes in the local healthcare marketplace, local Harlem residents sought medical services elsewhere. By 2002, the deliveries at Harlem Hospital declined by 72% over the past decade and the hospital had been operating at a deficit for a number of years.

In 1998, NMPP formed a strategic partnership with Harlem Hospital to address the infant mortality rate crisis and convinced the hospital's board that a new birthing center was the solution. Mario worked with the hospital leadership to raise two million dollars and open a state-of-the-art Birthing Center in 2003. Now, they had the facilities and the staff; the only thing missing was the patients. When Mario analyzed the situation during the J&J HCEP, his CHIP strategy became clear: marketing was vital to promote and sustain the new birthing center.

CHIP Project:

1. Harlem Hospital will increase delivery market share by 20% by March 1, 2006, through the development and implementation of a comprehensive marketing plan.
2. There will be drastic changes to the clinical operating process. As a result, the infant mortality rate in Central Harlem will decrease to 6 deaths per 1,000 live births by 2007.

Impact of Implementation:

- Increased market share of births by 25% from 2004
- Infant mortality rate below 10 deaths per one thousand live births for the past four years, reaching an all time low of 5.1 deaths in 2004
- Harlem Hospital designated a Level 3 hospital by the New York State Department of Health
- NMPP Selected by HRSA in 2004/2005 as a Healthy Start "Center of Excellence"
- NMPP Designated by the New York Non-Profit Press as the "Agency of the Month" for their work in saving babies and dramatically reducing the infant mortality rate in Harlem
- NYC Mayor Michael Bloomberg allocated \$250 million dollars to build a new hospital



A room at Harlem Hospital's Birthing Center

Mario states, "We've turned the core competency of marketing into an income producing business for NMPP. The CHIP process made this possible." Mario now consults at Healthy Start and community health centers throughout the nation helping them adopt the Harlem Hospital business model. Mario believes that the techniques used to reengineer Harlem Hospital's internal operating process from triage to aftercare and external market position can be used with any organization to optimize care.

Lessons Learned: NMPP gained new insights on how to segment the market of pregnant women and came away from the HCEP with the tools to determine value propositions for each segment.