

Better Together.

Novant Health Medical Group Annual Report – 2020



Transformational Leadership

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Transformational Leadership



2020: Our teamwork makes us better together.

We rang in 2020 with puns about perfect vision and hopes that the year would be better than the last. As I reflect on what 2020 was really like, it’s easy to feel overwhelmed at all that was lost. We have experienced so many painful emotions in the past year.

Today, though, I want to celebrate the strength of our team. Like never before, 2020 showed us the Novant Health Medical Group is truly better together. It takes the teamwork of our front-line physicians, advanced practice providers and team members, along with all our support services behind the scenes, to fight a historic global pandemic in our communities.

While we all want to move on quickly, I want to make sure we pause and remember all the remarkable successes we have achieved together this year. We know that a deep commitment to teamwork is important for you, too. We are in the 91st percentile in the Press Ganey database for physicians and team members working well together, and in the 96th percentile for effective teamwork between physicians and nurses. That’s truly something to celebrate. A sense of belonging and trusting relationships are key parts of who we are in the Medical Group, and I hope you see how important you are to me.

Throughout this report, you will see some of the many ways we worked together as a team.

- We quickly operationalized COVID-19 respiratory assessment and screening centers, screening more than 100,000 people and counting.
- We embraced and pivoted to digital health, so we could meet our patients where they felt most comfortable in the early days of the pandemic.
- We reassured our patients that they were safe in our clinics, with new cleaning requirements, the use of personal protective equipment and changes to protocols.

The strength and resiliency of our team have never been more evident. When our patients and communities need us most, you are there, relentlessly pursuing remarkable care.

From the bottom of my heart, thank you.

Pam Oliver, MD
Executive vice president, Novant Health,
and president, Novant Health Physician Network

“The strength and resiliency of our team have never been more evident.”

Our 2020 Institute Leaders

Novant Health Cancer Institute



Andrea Flynn
System administrative executive

Novant Health Community Health & Wellness Institute



Travis Howell, MD
Clinical physician executive



Jacques Laguerre, MD
Clinical physician executive



Mark Moyer
System administrative executive

Novant Health Heart & Vascular Institute



Gary Niess, MD
System physician executive



Mariane Carna
System administrative executive

Novant Health Hospital-Based Medicine Institute



Larry Weems, MD
System physician executive



Jodi Strong
System administrative executive

Novant Health Neurosciences & Psychiatry Institute



Eric Deshaies, MD
System physician executive



Nicholas Sullivan
System administrative executive

Novant Health Orthopedics & Sports Medicine Institute



Bryan Edwards, MD
System physician executive



Zack Landry
System administrative executive

Novant Health Safety & Quality Institute

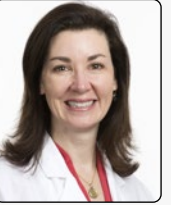


David Priest, MD
Senior vice president and chief safety and quality officer

Novant Health Surgical Institute



John Mann, MD
System physician executive



Leslie Barrett
System administrative executive



Teresa Carter
Vice president, specialty medicine clinic operations

Novant Health Women's & Children's Institute



Navin Bhojwani, MD
System physician executive



Pat Campbell
System administrative executive

Novant Health Medical Group Leaders



Teresa Carter
Vice president, specialty medicine clinic operations



Patrick Easterling
Senior vice president, Novant Health consumer operations



Bob Eberle, MD
Clinical physician executive, accountable care organization executive



Emily Epling
Advanced practice provider medical director



William Hammill, MD
Physician executive and medical director, Care Connections



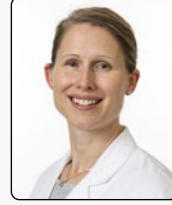
Mimi Helton
Vice president, physician network development



Michael Hoben, MD
Senior physician executive, care innovation and transformation



John Howard
Senior vice president, Novant Health, and chief operating officer, Novant Health Physician Network



Victoria King, MD
Clinical physician executive, provider onboarding and engagement



Marty Lambeth
Vice president, Novant Health Physician Network services



Marimatha Matthews
Vice president, managed care contracts and payor initiatives



Nikki Nissen
Vice president, clinical operations and chief nursing officer



Catherine Rolih, MD
Clinical physician executive, Diabetes Center of Excellence

Novant Health Medical Group By the Numbers

 **642**
Clinic Locations

 **2,693**
Physicians and APPs


 **8,818**
Total Team Members

5,013 Greater Charlotte Market
3,106 Greater Winston-Salem Market
389 Coastal Market
310 Northern Virginia Market

 **1.3M**
Patients

 **5.2M**
Patient Encounters

 **491,000**
Digital Health Visits (e-visits and video visits)

 **690,000**
Appointments Scheduled Online

 **1.3M**
MyChart Users

Our Physician-Administrator Partnership

Our dyad leadership teams are one of our signature strengths as an organization. Our physician leaders have successfully been integrated into all areas of the organization’s decision-making roles, and they are driving the system’s high performance. That’s especially true for the Novant Health Medical Group.

Every physician partner contributes valuable insights and guidance on business and clinical issues affecting the market. These physician-administrator partnerships provide strategic planning, business development and growth strategies across the market. We also have physician councils, committees and advisory councils that allow our physicians to provide input and share their ideas and perspectives on topics that impact them directly.

From the executive team, to regional governing boards, to day-to-day operational groups, physician leaders work with administrators to improve quality of care, reduce inefficiencies and, ultimately, improve outcomes. For each institute, this partnership ensures Novant Health has a strong clinical focus on patients, along with strong business experience and education. This is also reflected in each clinic, as our clinic administrators partner with lead clinicians.

Combining the two allows us to make the best decisions for the patient, the clinical team and the organization.

Our physician leaders are key stakeholders in every aspect of our success, and Novant Health wouldn’t be where we are today without their guidance, insight and dedication.



OUR VISION AND GOALS FOR NOVANT HEALTH PHYSICIAN NETWORK (NHPN)

Our commitment to healthcare’s quadruple aim

1. Improve population health.

2. Reduce costs.
3. Enhance patient experience.

4. Increase physician and advanced practice provider satisfaction.

Our Vision	What we want to be in the future	We, the Novant Health Physician Network, will be the trusted partner and destination of choice for patients, team members and clinicians.
Our Goals	What we expect to accomplish to achieve our vision.	

OPTIMIZING ACCESS AND GROWTH	OPERATIONAL EXCELLENCE	IMPROVING HEALTH/SAFETY AND QUALITY	HIGH-PERFORMING, CHANGE READY, RESILIENT TEAM
<p>Develop new physician partnership models to offer flexibility in how providers affiliate with Novant Health.</p> <p>☆ Leverage NHPN for growth of attributed lives to ensure volumes needed to support the move to value-based care.</p> <p>☆ Utilize progressive forms of delivery and navigation to meet the needs of patients (home, virtual, coordination of care).</p> <p>Optimize access across multiple care venues to make it easy for patients to get needed care.</p> <p>Enhance provider connectivity to enhance coordination across and within disciplines.</p> <p>Maximize provider/clinic capacity to ensure access for patients.</p> <p>Incorporate enhanced analytics that help provide actionable insight.</p> <p>☆ Increase brand awareness to ensure Novant Health is a top of mind, trusted partner.</p> <p>Understand and communicate transparency of value of NHPN.</p>	<p>☆ Improve operational efficiency at the clinic level to improve the execution of care delivery.</p> <p>Reduce administrative burden on clinicians to minimize burnout and improve efficiency.</p> <p>Develop and implement high-functioning care teams that work at top of license.</p> <p>Ensure seamless care transitions to ensure patients get the care needed, when they need it.</p> <p>☆ Provide top decile patient experience.</p> <p>☆ Reduce total cost of care.</p> <p>Align incentives with value-based care to support changing payment models.</p>	<p>☆ Decrease unwarranted clinical variation to ensure the best patient outcomes (especially in chronic disease management).</p> <p>☆ Provide top decile performance on prioritized quality metrics.</p> <p>Accurately track and report social determinants of health for the patients we serve.</p> <p>☆ Improve health equity to ensure patients get the support and care needed to be healthy.</p>	<p>Optimize members of care team.</p> <p>☆ Increase engagement for all team members to top decile performance.</p> <p>☆ Ensure teams reflect the communities we serve as part of our commitment to diversity and inclusion.</p> <p>☆ Improve provider and team member resiliency.</p> <p>Incentivize teamwork.</p> <p>☆ Aligns with Novant Health strategic metric</p>

New Knowledge, Innovations and Improvements



Continuing Care Amid a Global Pandemic

COVID-19 was the single biggest disruptor the healthcare industry has ever seen. It meant we faced challenges like never before. The way Novant Health Medical Group provided healthcare to our patients and communities had to change, and we needed to figure out how to deliver this new way of care — stat.

To provide our communities with what they needed, we quickly set up COVID-19 screening assessment centers (SACs) followed by respiratory assessment centers (RACs) for all markets. From March to December, we screened more than 100,000 people.

SCREENING AND RESPIRATORY ASSESSMENT CENTERS

By standing up these COVID SACs and RACs, we not only decreased patient volumes for our clinics, but we also alleviated an influx of patients in our emergency rooms as well as other care venues. Flexibility and collaboration with team members and physicians were imperative for these centers to succeed. To get them up and running, our growth and integration team coordinated logistics for borrowing unused equipment and supplies from our ambulatory clinics.

Our Medical Group also developed multiple staffing and emergency models for both the centers and the clinics to keep up with the constant changes we faced. Close to 900 physicians, advanced practice providers (APPs) and team members worked to support these centers.

To manage the volume of questions from the community, we set up a helpline for COVID-19 screening site locations, access to virtual appointment scheduling and MyChart access for test results. The helpline fielded more than 71,000 calls.

CLINIC RECOVERY PLANS

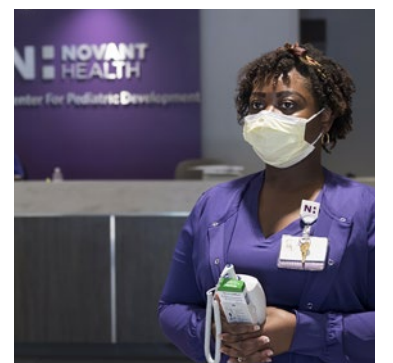
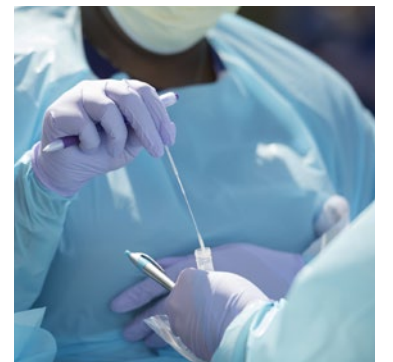
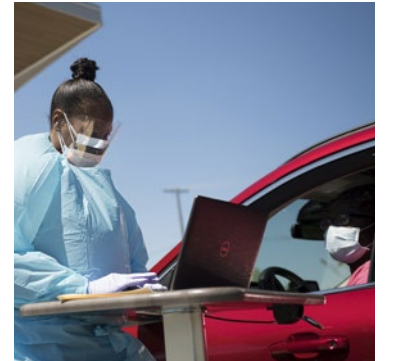
Early on, we recognized the important role our clinics played in continuing to care for our patients, regardless of the uncertainty of this pandemic. Safety for all was a priority, and we took extra steps to protect everyone.

Visitors were limited at all facilities. Routine health screening questions, masks and proper social distancing guidelines were all implemented because it was important to take the extra steps to protect everyone.

Our education team developed a comprehensive guide to provide recommendations on preparing our clinics to return to full operations during the COVID-19 pandemic.

SUPPORT FOR UNDERSERVED COMMUNITIES

To ensure health equity, we targeted our COVID-19 response and recovery efforts to address disparities in care. The lack of adequate access to COVID testing in the early months of the pandemic led us to set up mobile testing programs in underserved communities. We identified gaps, quickly closed those gaps and enhanced delivery of culturally and linguistically competent care with our patients and in the communities we serve.



How long does it take to remake healthcare when information is changing by the hour and a panicky public is demanding testing and information?

Turns out that answer is about 48 hours.

That’s the amount of time Novant Health took to launch COVID-19 screening centers that dispatched teams of doctors, nurses and other providers into parking lots to start screening and testing patients in North Carolina.

“Building the plane as you fly is an understatement, you know, for how quickly we were able to do this,” said Nikki Nissen, vice president, clinical operations, and chief nursing officer. “There are so many details that have to happen in so many departments that came together. They’d say, ‘Here’s one more detail you’re not thinking of, and here’s how we can meet that need.’”

Sitting in a former medical clinic converted into a virtual visit and COVID-19 screening center almost overnight in Matthews, Nissen explained that everyone quickly realized the traditional time-

consuming methods of decision-making had to be set aside for the moment. “This has been a silo-burning mission that we’ve all been on.”

“We got the keys on Thursday and we had it opened on Friday (March 13),” said Pam Norton, director of clinic services for the Medical Group. “There was such a rallying of the troops. So many who said, ‘I’m willing to come and stand next to someone who might have COVID-19.’” Many physician leaders also joined the front lines, setting their administrative duties aside to join the fight.

The details were endless and tricky. Mundane processes like patient workflow suddenly aren’t so mundane when you’re treating patients in parking lots and explaining testing protocols for a scary new disease.

“Building the plane as you fly is an understatement for how quickly we were able to do this.”



Digital Health and Engagement Team Powered Telehealth Expansion During the COVID Surge.

As telehealth boomed during the pandemic, one thing became clear: Patients expected their healthcare to be delivered in new and inspiring ways, driven by technology and meeting them wherever and whenever they needed care.

When our patients depended on us — virtually — through the pandemic, our NHMG physicians, APPs and team members were there for them. These virtual visits, e-visits and video visits wouldn't have happened without our digital health and engagement team.

This is the team at the core of our digital health success during COVID-19. Their work included managing the surge of MyChart enrollees, ensuring patient satisfaction with their telehealth experience, incorporating Novant Health technology with our strategic partners and more.

Here's a closer look at the team's accomplishments:

- Oversaw a surge in digital health visits, from 250+ visits a week in April 2019 to 7,000+ visits a day in April 2020.
- Completed 453,000 video visits.
- Managed more than 228,000 new MyChart signups since January 2020.
- Received positive feedback on digital health patient experience scores. Out of more than 41,000 video and e-visit patient experience surveys returned in 2020, over 80% of respondents answered 9 or 10 out of 10 when asked how likely they are to recommend a video or e-visit to others.
- Spearheaded new opportunities for using Novant Health technology with our partners, including Walgreens (providing virtual care) and LabCorp (plan provides mailed at-home COVID-19 tests to patients using on-demand services).

Digital health and engagement's critical, behind-the-scenes work supported our clinics and allowed Novant Health to be successful in 2020.

Expectant Moms Turn to Popular Video Visits.

When social distancing and sheltering in place took effect in March, a group of Novant Health ob-gyns in Winston-Salem knew they needed to implement virtual visits. And the doctors already had an in-house authority.

A.J. Lewis, MD, had been talking up virtual visits for several years — ever since he returned from a medical conference at the University of Utah where he heard about their usefulness in snowy, mountainous Utah, where the roads often aren't passable. Residents there rely on video visits.

Lewis thought this innovative approach could be a time-saver for patients. But the concept never became popular. Then a pandemic hit, and Lewis's colleagues started asking him, "Remember that idea of yours?"

"Novant Health already had the information technology in place for video visits," said Lewis, of the Novant Health Valaoras & Lewis OB/GYN clinic. "Suddenly, it exploded in other practice areas. We formed a working group of physicians to look at how we could apply it to obstetrics and gynecology, and released the guidelines to all Novant Health ob-gyns."

From the outset, this was just an option. Anyone who wanted an in-person visit could do that. From March 2020 to the end of the year, NHMG providers conducted more than 453,000 video visits.

"This has been a dramatic change for the good," Lewis said. "We're using technology for the benefit of patients, and it's working for everyone. There is no decrease in the level of care we're able to provide."

Need Dimensions or Telehealth Help? Zoom, Call or Email.

Perhaps the biggest logistical change for our clinics in 2020 was moving many patient visits to online appointments during the pandemic.

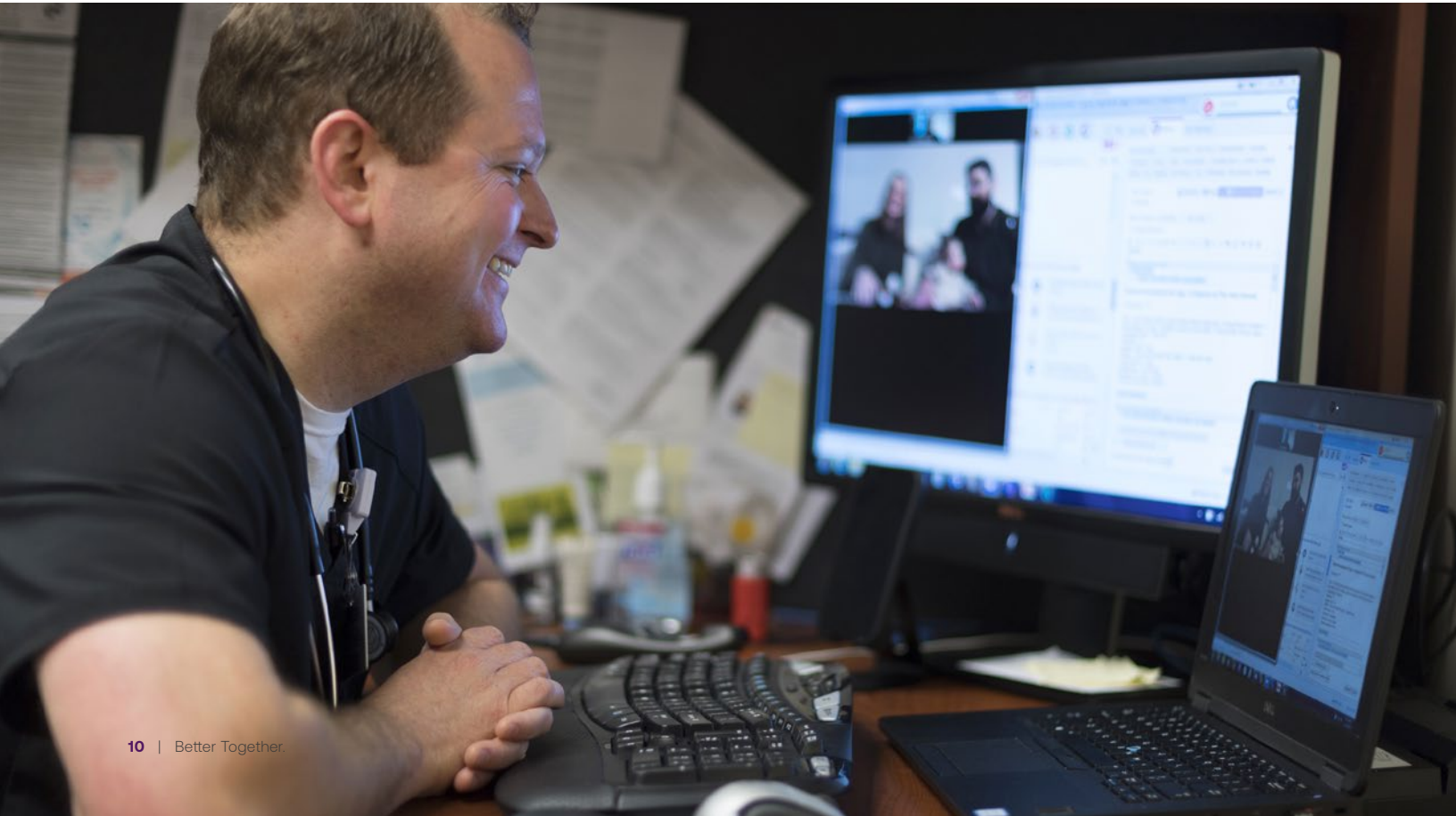
One team that helped make this happen was provider development and support (PDS), which makes sure everyone is trained and ready to go virtual. Our providers also depend on PDS to help navigate workflow challenges for both Dimensions and clinics.

At the beginning of the pandemic, NHMG switched to mostly virtual visits. To do that, PDS partnered with the digital health and engagement team to train our providers to perform video visits, as well as care for patients who use TytoHome. A total of 1,600 team members were trained in a single week early in the pandemic along with about 450 providers. More than 2,500 providers have been trained.

Our PDS team provides the excellent customer service the Medical Group needs, offering full email, phone and Zoom support.

Other 2020 PDS accomplishments include:

- Created a Spanish-language COVID-19 line.
- Completed more than 992 touchpoints with our providers and clinics by the end of the fourth quarter, despite the pressures of the pandemic.
- Updated In-Basket workflow so team members can efficiently manage tasks and provide better, timelier patient care.
- Set up In-Basket metrics to ensure patient safety and satisfaction. As of the third quarter, our compliance for results was 96.6%. Compliance for overdue results was 88.8% and compliance for advice requests was 95.6%.



Operational Excellence

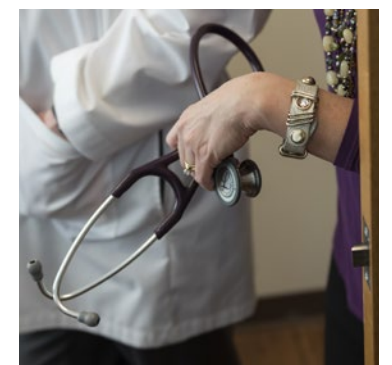
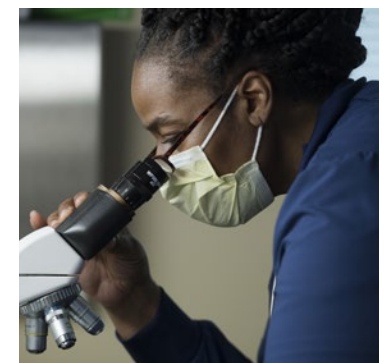
Safety, Quality and Our Relentless Pursuit of Remarkable.

What is the best way to balance a commitment to patient safety and delivering the ultimate patient experience, while also providing world-class clinical care? Our answer: Be intentional about applying all we know about healthcare advances and established best practices.

In 2020, we focused on communication and adapting our support to meet the needs in this difficult time. These efforts took the form of regular COVID-19 information calls, a marketing campaign to promote patient safety, sharing new strategies to keep our tiniest patients safe and more.

Here's a closer look at some of the steps we took.

- Implemented an operational safety call. These started as daily calls to discuss the ever-changing clinical information related to COVID-19. Later, these calls became an opportunity to share safety concerns and urgent information across institutes and markets in a timely manner. Through these calls, we quickly escalated concerns about staffing, supplies and other operational issues that could impact patient care.
- Launched a new First Do No Harm (FDNH) training class for leaders. While FDNH training is a staple for all new leaders, the course was the same for acute, ambulatory and corporate leaders. We customized this training to go more in-depth on safety and quality content for the Medical Group. The course includes reviewing content about our five safety behaviors, creating a safety culture focused on a fair and just response to patient events, and knowing what teams are available as resources to support patient safety.
- Developed a "one hand" rule to prevent infants and small children from falling from exam tables. Our falls prevention workgroup crafted this rule, which calls for at least one hand on children age 2 and younger at all times while they are on the exam table.
- Shared monthly quality feedback reports to providers and leaders in the Novant Health Community Health & Wellness Institute. These unblinded performance reports are shared with each primary care provider in the institute. Since launching these reports in July 2020, we have seen a steady improvement in quality metrics.



Value-Based Care Is the Future of Medicine.

Long before the pandemic changed so many aspects of our profession, the Novant Health Medical Group was moving to value-based care. It is the future of medicine. Now the call to deliver the best outcomes for our patients and communities in the safest and timeliest manner has been amplified.

Today, we feel more pressure from payors, but we especially feel it from consumers. That means we need to be more integrated, more cost-effective and more attentive to patients' needs, both medical and nonmedical. Providing true value ultimately means delivering on our promise to make both clinical care and the patient experience remarkable in every facet, every time.

Even though we still work in a fee-for-service delivery model, we know payors are putting more financial risk on providers to demonstrate value.

Here are our steps to move toward value-based care:

- We are participating in value-based programs with many payors.
- We prioritize the quadruple aim of improving the human experience, providing better outcomes, lowering costs and improving the overall patient experience.
- We have developed evidence-based care pathways to promote patient safety and clinical quality across the organization.
- We have incorporated nonproductivity metrics into our physician compensation models.
- We prioritize partnerships that improve access to high-quality care close to home and facilitate training opportunities for health professionals.

Our Teams Leading Us to Value-Based Care.

Having a process to report quality performance is useless if providers and clinical staff are not engaged in driving quality improvement. Success — for this team, for this organization and in a value-based care future — will entirely rely on teamwork and collaboration.

- The care design team is pursuing coordinated, systematic changes to how we provide care to patients so we can improve quality, efficiency, access, patient experience and provider well-being.
- The patient-centered care team reaches every primary care and pediatric clinic in the system, helping them stay certified in the Patient-Centered Medical Home program. This program builds better relationships between patients and their care teams. Research shows it improves quality and the patient experience while reducing costs.
- The NHMG payor initiatives team manages all value-based programs, fee-for-service negotiations and relationship management for payors.
- The post-acute care team works with patients who go to skilled nursing facilities (SNFs) to rehabilitate. We have 15 NHMG providers who work at SNFs and help care for these patients. We also analyze quality data so we can recommend facilities.



Optimizing Access and Growth: Making Referrals Easier With MyChart Automation.

Superior customer service is a primary focus of growth and access at Novant Health Medical Group. Happy patients are our best brand ambassadors, and they often share their remarkable stories with friends and family.

This year, we launched a new campaign around issuing scheduling tickets to make the patient referral process easier. These tickets are sent from Dimensions to the patient's MyChart account, allowing patients to easily make an appointment with a specialist physician or advanced practice provider.

This new process decreased the number of times our referral coordinators were involved and shortened the overall referral process. These tickets can also be used when clinic team members are reaching out to patients via MyChart, asking them to make an appointment for their annual physical or to manage chronic conditions.

With more than 1.4 million users, MyChart gives our patients the ability to schedule online appointments, which has taken on increased importance this year during the pandemic.



How We Ensure a High-Quality Experience for Our Patients.

Patient satisfaction is so important that it has its own team at the Novant Health Medical Group. Its single focus is to create a consistent, enjoyable experience for all of our patients.

To improve, this team listens to hundreds of stories every year. Both good and bad ones are shared, and then the team focuses on turning negative experiences into positive ones. We also take the time to recognize our top-performing teams and providers.

These opportunities provide valuable insight into how we can improve our care models to create an experience our patients can count on, regardless of where they seek treatment in the Novant Health system. Our aim is to support resilient teams who provide safe, high-quality, patient-centered care that helps patients define their experience.



Our 2020 Medical Group Accomplishments

- We maintained top decile performance in patient experience outcomes during the pandemic.
- We created specific tools to support new COVID-19 safety workflows in clinics, including a reset plan for reopening, focusing on “always events” and patient experience activities.
- We had secret shoppers visit 120 clinics to validate behaviors that create a welcoming and safe environment.
- We called over 300 patients to obtain feedback on video visits to improve our virtual care.

Our Patient Surveys Continue to Improve

- We maintained top decile performance in patient experience feedback with continued improvement monthly.
- We recognized 339 providers for outcomes at the 99th percentile in the “care provider domain” of patient experience survey and 633 providers for outcomes at 90th percentile and above performance in the “care provider domain.”
- We had consistent improvement at the institute level in overall patient experience in the first three quarters of 2020.
- Our patients describe their interactions with NHMG clinics as safe, high-quality and compassionate expert care.
- Our patients leave their visits — for either primary or specialty care — knowing that we care about them as people.

Our Teamwork Promotes ‘Patient-First’ Culture

- Our partnerships with subject matter experts create a holistic approach to understanding the patient experience.
- We listen to the voices of all team members who work in the clinics. This has allowed us to focus on things that are most important to them in their role and identify gaps to support the patient-first culture.
- We have improved communication. We know better communication between provider and clinic team members makes providing and receiving care easier for our patients.



Innovator Workshops Improve Patient Care.

In 2020, the patient experience team continued hosting innovator workshops. These workshops gained in popularity, as they really helped team members champion the clinic patient experience.

To maximize the power of the workshops, leaders made sure the right subjects were covered, including goal structure, self-care, resiliency, empathy, seasonality and much more. These workshops then spotlighted innovative team members and clinics.

Our June workshop focused on how we navigate COVID-19 and move forward together. Caring for patients became more difficult and Destiny Barger, a patient services coordinator, shared how she did this at Novant Health Mountainview Medical Associates in King, North Carolina. Our “always events” became especially important to connect with patients and put them at ease. She said she always worked to put the patient first.

Our compliance-versus-culture workshop focused on building a welcoming culture. Kendra Mason, the patient services coordinator at Novant Health Village Point Family Medicine in Clemmons, North Carolina, shared how her team worked to make the clinic a friendly environment while also building a resilient culture. Kendra and Angela Baugh, the clinic administrator, shared tips and tools used to build a strong team that had transparent conversations, worked together to solve problems and treated each other like family.

In response to feedback from our innovator team, we hope to create a program that invites our innovators to network, share ideas and lend support to each other. This new program — called partner, inspire, provide, or PIP — will help us connect with each other so we can share ideas, challenges, obstacles and solutions.



High-Performing, Change-Ready, Resilient Teams.

Rounding With a Purpose Makes Us Better Together.

Intentional rounding makes an organization better.

Our Novant Health mission, vision and values shine through when our leaders leave their spaces and get into our hospitals, clinics and facilities, celebrating team members and getting to know them. Intentional rounding is also an efficient way to recognize team members, gather data and gain understanding of how changes affect an organization.

Consistently performing intentional rounding isn't easy. A range of factors – including time scheduling, the need for consistent practicing and a clear outline of outcomes and expectations — influence the effectiveness of rounding. That's why, in 2020, we focused on maximizing the effectiveness of this program.

Part of this reimagining included adding a new dimension to the process: one that involved our institute leaders rounding with a variety of teams across our organization, to boost understanding of a range of inner workings — from finance to digital products and services to optimization teams focusing on productivity.

“Ultimately, investing the time in intentional rounding helps patients receive higher quality and personalized care from team members,” said Pam Oliver, MD, president of Novant Health Physician Network.

“It's important for our team members to feel supported and cared for by our organization,” Oliver said. “It's equally important for team members to feel appreciated by the leaders directly connected to their areas. Rounding provides the opportunity for leaders to accomplish these goals, which influence the care that team members provide our patients. There is a link between team member engagement and patient engagement. Leader rounding impacts both.”

We launched our new direction by dividing the program into six-week phases. Within this time frame, institute leaders were assigned partners so they could regularly network with new team members. Leaders also received updated lists of clinics available for rounding. Doing this allowed for not only more organized rounding, but a consistent leadership presence across locations. This also allowed for more ways to hear team member feedback, as well as provide a wider recognition and appreciation of team member efforts.

When it comes to our organization's vision of being “better together,” we know that supporting our team members makes us better as a whole.

Rounding let us learn what changes would benefit our people, our patients and our communities.

The following steps were a direct result of the feedback we received in 2020:

- Provided support for team members who needed child care or school care options for children who were virtually learning
- Focused town halls, lead clinician meetings and other communications on topics important to providers
- Provided opportunities to get team members back to work quickly following post-COVID-19 screenings
- Improved staffing processing gaps and communication opportunities
- Provided needed support for new workflows in clinics during reopening, following COVID-19 closures
- Boosted leadership support opportunities

Here's a closer look at the visits and outcomes of intentional rounding by leaders from August to December 2020



Over 1,000 rounding occurrences, including clinic rounding and provider-focused rounding.



435+ unique sites received leader rounding visits at least once.



Institute and support leaders rated 89% of our clinics as being in cultural alignment with Novant Health culture, mission, vision and values.



Institute and support leaders gave an average rating of 4.65 out of 5 for our teams being highly engaged.

In an Age of Uncertainty, Open Communication Matters Even More.

When COVID-19 changed every aspect of healthcare, communication on what we were doing and how became more important than ever. So much information needed to be shared. Infection prevention protocols. Help with child care. PPE supply. Then the information kept changing.

To keep the team informed, Novant Health acted quickly, launching a daily newsletter, *Coronavirus update*.

Open communication is of the utmost importance to Novant Health Medical Group (NHMG) leaders. It's important to hear the voices of all team members, not just those of leaders.

Several years ago, leaders learned team members wanted to be better informed, and the leadership team has tried to address that concern. "Our goal is to certainly be fully transparent by providing bidirectional communications," said Pam Oliver, MD, president of Novant Health Physician Network.

Opportunities to engage leaders and colleagues include:

- A weekly 30-minute meeting is held every Thursday, and leaders are available to answer questions.
- Quarterly town halls focus on celebration, honoring our mission, as well as important strategic topics that all physicians and APPs need to know.
- Zoom webinars were offered for different audiences (NHMG, medical staff and CIN providers) that gave COVID-19 updates. Webinars averaged 800 attendees.
- Systemwide lead clinician meetings focus on operational efficiency and then transition into the Next Level Leadership for physicians and APPs content.
- Regular surveys sent to physician and APPs to get their feedback on various topics (physician compensation, process improvement, specialty pharmacy marketing).
- Two weekly newsletters are distributed. *Take Action* is sent to NHMG leaders, physicians and APPs, detailing specific items they must address. *Medical Group News* goes to all NHMG team members and features strategic initiatives, celebrations, recognitions and relevant information everyone needs to know.



You Point Out the 'GROSS' Things. We Listen.

Not everything that's "GROSS" is bad. Getting Rid of Stupid Stuff (GROSS) is our initiative to help reduce the burnout team members experience in their everyday work by identifying activities that take away from the joy of work.

It's the little things that can drive you crazy. When team members have ideas to improve processes, they can ask to change them. Requests are reviewed and, when possible, we make some tweaks or identify educational opportunities to help explain why we do what we do.

The GROSS team has completed over 454 requests, with the majority of them falling into Dimensions or documentation-related categories. These requests

resulted in 119 changes, 159 education opportunities and two workflow removals. All these changes helped improve the daily work routines for our physicians and APPs.

When a submission is addressed, the GROSS team connects with many experts across the system, including risk, pharmacy, legal, Dimensions Ambulatory, Dimensions Acute, compliance, coding, clinic standards, forms, scheduling, operations and more.

The GROSS program is smoothing workflow and doing something even greater: restoring the joy of the job.

OUR TOP CHANGES IN 2020

- SmartLink update to atherosclerotic cardiovascular disease risk to be able to use in other areas for patient communication
- Changes in value ranges displayed in Dimensions
- Improved functionality to allow easier label printing

OUR 2020 TRAINING OPPORTUNITIES

- Filtering in chart review
- Working with health maintenance and best practice alerts
- Using Open Orders and precharting workflow
- Personalizing your schedule view and workspace

Diversity, Inclusion, Health Equity

Diversity

Diversity includes many characteristics that may be visible such as race, age, gender and appearance. It also includes less visible characteristics such as personality, ethnicity, religion, job function, life experience, sexual orientation, gender identity, geography, ability, regional differences, work experience and family situation — all of which make us similar to and different from one another.

Inclusion

Intentionally engaging human differences and viewing such differences as strengths in both patients and team members. The key to inclusion is that we value the perspectives and life experiences of each person. These actions build an environment that fosters mutual respect, trust and commitment.

Health equity

The attainment of the highest level of health for all people. Achieving health equity requires valuing everyone with focused and ongoing societal efforts to address avoidable inequalities, historical and contemporary injustices, and the elimination of health and healthcare disparities.

Why Diversity, Inclusion and Equity Matter.

Our mission at Novant Health says that we improve the health of communities, one person at a time — not just some communities. Our vision is to deliver a remarkable patient experience — not just for some patients, but for all. That’s why diversity and inclusion are part of our core values. We are committed to health equity because we want to ensure that everyone has the best health outcomes.

We serve communities that are richly diverse, and we have to know and understand the needs of our communities better than anyone else. As patients increasingly become savvy consumers of healthcare, they are looking for their healthcare provider to understand not only their practical needs but their personal and cultural needs. They are looking for a healthcare system that will provide the care when and where they want it, at a price they can afford.

Healthcare is about people, and we are in the healthcare business. We want people — our patients — to choose Novant Health as their healthcare provider of choice. We want team members to view Novant Health as their employer of choice.

In addition to improving the health of our communities, we are committed to improving the economic health of those we serve in many ways, including but not limited to such programs as supplier diversity, upward mobility scholarships and a living wage for team members.

Organizations that rate highly in diversity and inclusion are more likely to succeed in new markets and improve market share, team collaboration and team commitment. At Novant Health, we’re driving growth through an integrated diversity, inclusion and equity culture change strategy.



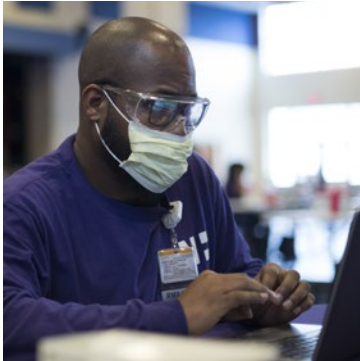
Organizations that rate highly in diversity and inclusion report the following performance indicators:



In the 2020 team member engagement survey, our three highest ranking items show how we are building a culture of diversity, inclusion and equity.

- 95th percentile = This organization values team members from different backgrounds.
- 95th percentile = Novant Health demonstrates a commitment to health equity.
- 93rd percentile = My co-workers value individuals from different backgrounds.

Combined with key drivers, these items set our focus to sustain and improve a culture where everyone feels welcomed and valued.





Ensuring All Get the Care They Need.

The rapid spread of COVID-19 has touched every community, but its effect has not been the same for everyone. People of all dimensions of diversity, including race, gender, ethnicity, age, religion, sexual orientation, gender identity and ability, have been disproportionately impacted.

For years, Novant Health has been working to close health equity gaps and address social determinants of health in the communities we serve. With the help of our community partners, we have invested in community clinics, mobile health units, innovative wellness initiatives and a supplier diversity program to ensure people and businesses of all dimensions of diversity are cared for.

“We started to see a tale of two cities in our communities, those who have access to quality healthcare, education, food, housing and transportation, and those who do not.”

Improving Access for All

Access to healthcare plays a big role in addressing healthcare disparities. “What was true before COVID-19 is undoubtedly true now — certain communities lack equitable access to healthcare,” said Pam Oliver, MD, president of Novant Health Physician Network. “We know our Black and brown communities tend to have higher rates of chronic conditions, and as a result of that, we’ve seen a higher number of coronavirus cases and deaths than in other groups.”

In an effort to serve all communities, Novant Health sent mobile health units to areas with limited access to COVID-19 screening and primary care, with the goal to connect Black and Latino people with resources like referrals for testing and educational materials.

We also set up centers where they were most needed. “Our clinic in west Charlotte that closed temporarily early in the pandemic became a respiratory assessment center for our underserved population,” said Michael Hoben, MD, senior physician executive, referring to Novant Health Michael Jordan Family Medical Clinic.

“We started to see a tale of two cities in our communities,” Oliver said. “Those who have access to quality healthcare, education, food, housing and transportation, and those who do not.”

Even under normal circumstances, delivering high-quality healthcare demands coordination and teamwork. And during a pandemic? Novant Health leaders have learned that every team — every player — must pull together to provide remarkable healthcare to all of our communities.



White Coats for Black Lives

Ebony Parson, MD, and Sadhana Char, MD, brought the White Coats for Black Lives national campaign to Novant Health on Juneteenth to show our support for social justice.

This campaign works to dismantle racism in medicine and promote the health, well-being and self-determination of Black and Indigenous people, as well as other people of color.



The Remedy for Good Workplace Health: Resiliency and Well-Being.

We believe that in order to offer world-class healthcare to our patients and communities, we first need to be world-class in taking care of our own team members. In line with this vision — and under the guidance of Tom Jenike, MD, chief well-being officer at Novant Health — we offer several programs that address well-being and resiliency among for our team members.

Our well-being and resiliency programs are offered in a variety of formats to meet the needs of individual team members, as well as teams. Here is a look at some of these programs.

Leadership development program focuses on deep and comprehensive development for leaders and providers. Participants concentrate on their leadership skills so they can expand their ability to deliberately influence their lives and their work. Over 1,000 physicians — more than half of our Medical Group — attended the program. Those who completed the program scored higher on our satisfaction surveys in the areas of personal engagement, alignment with our mission and positive attitudes toward the organization and team members.

Team member resiliency development program consists of wellness workshops that include follow-up support and are designed to provide participants with the opportunity to explore the factors that lead to burnout, fatigue and disengagement.

New leader immersion provides educational opportunities to immerse new leaders into the culture of Novant Health and help create the framework for leadership in our system through storytelling, rounding and appreciative inquiry.

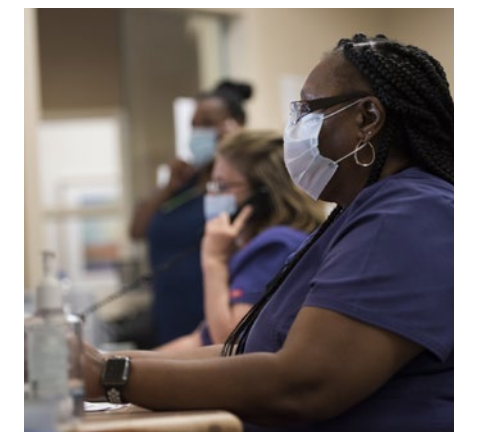
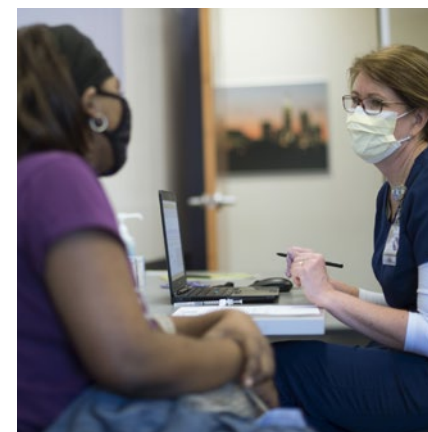
Resilient leadership for lead clinicians focuses on physician burnout. It addresses the unique challenges affecting lead physicians and advanced practice providers and how to navigate them.

Team performance focuses on the performance of individual teams to strengthen the bonds of the team, as well as provide the tools to implement increased personal and professional satisfaction.

Executive coaching offers one-on-one coaching for providers with Jenike to address individual challenges and concerns.

Novant Health Leads the Nation in Addressing Provider Burnout.

We have a system approach to well-being and resiliency that encompasses personal well-being, community, operational efficiency and influential leadership. Our programs focus first on the individual — and that in turn, helps the entire team.





The Success of the Novant Health Medical Group Starts With Our Team.

INVESTING IN OUR LEADERS.

The success of the Novant Health Medical Group (NHMG) starts with our team. Investing in a change-ready and resilient network of physician and advanced practice provider (APP) leaders is part of our organizational strategy for team sustainability and performance.

We focus on a collaborative culture to create an environment that fosters personal leadership, operational excellence and team performance.

Our Next Level Leadership (NLL) is our system-level initiative focused on engaging, developing and sustaining high-performing physicians and APP leaders. Our program goals are to:

- Expand professional network and build connections.
- Foster operational excellence, problem-solving and alignment with the Novant Health Physician Network strategic vision.
- Apply Novant Health leadership competencies to enhance leadership influence, effectiveness and experience.
- Understand connection between self-awareness, personal excellence and continuous growth.
- Explore team dynamics and culture, and how to build change-ready resilient teams.

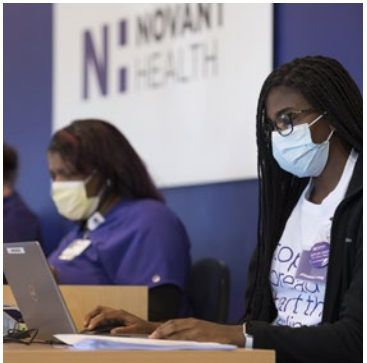
Our interactive learning experience includes two leadership development pathways: NLL for Lead Clinicians and NLL Symposium Series for CPE & above Physician and APP Leaders.

NLL for Lead Clinicians was delivered in two different ways. First, we provided 30- to 45-minute programs at the systemwide Lead Clinician meetings covering topics such as operational precision, effective communication, and ethics and professionalism. We also provided “Resilient Leadership” in a virtual two-hour condensed format to 80 team members. All participants surveyed felt that the program helped them gain insights into the power of self-leadership.

Survey results of our systemwide NLL for Lead Clinician topics showed:

- **96%** of providers agreed that the content improved their overall understanding of foundational leadership skills needed in their role.
- **92%** of providers felt that NHMG valued and invested in them as leaders.
- **89%** said that they could immediately apply the content to enhance their influence and experience.

NLL Symposium Series for CPE & Above Physician and APP Leaders was completed over three days and included topics such as our leadership brand, leading through change, and team culture and performance. Data showed 90% of participants rated the overall symposium experience as having a positive impact on their leadership development.



We will continue to invest in our leaders; they are the master builders of the teams that propel us forward in delivering next-level remarkable care.



Our Onboarding Experience Fosters Teamwork, Joy of Practice.

In 2021, ODYSSEY will enter its sixth year, with more than 1,100 new physicians and advanced practice providers (APPs) participating in the program since 2015. ODYSSEY is our system-level onboarding experience that includes three distinct content sessions: cultural connections, clinic foundations and clinical excellence.

- OUR MISSION:** To enhance physician and APP onboarding by fostering connection through a culture of well-being, teamwork, joy of practice and personal excellence to advance our mission, vision and values.
- OUR VISION:** ODYSSEY represents our organizational aspiration to accelerate the personal and professional success of all new physicians and APP team members. We strive to promote well-being and enhance alignment and engagement with Novant Health mission, vision and values. We want to invest in our new physician and APP team members and empower them to better navigate the changing healthcare environment. While we cannot control external factors, we can give our team the tools to adapt their internal responses to these factors.
- OUR PHILOSOPHY:** We are better together. It takes a village to provide a warm welcome to new providers in a large health system.

ODYSSEY creates the space for connection and inclusion while reinforcing our mission and vision. Physicians and APPs connect early with each other and with senior leaders. Having highly engaged providers drives optimal patient care.

Pilot program helps launch APP clinical careers.

At a time when the healthcare landscape is changing rapidly, we realize that the best way to meet the demands — now and in the future — is through the talent of a high-performing, change-ready, resilient team.

Our advanced practice providers are not only up to this challenge, but have supportive leaders invested in their growth and clinical excellence. This leadership team — made up of nurse practitioners, physician assistants, certified nurse-midwives and clinical pharmacist practitioner representatives — is dedicated to developing and retaining our APPs.

That’s why the APP leadership team piloted a 12-week onboarding program in 2020 called APP Launch. Using the Novant Health Community Health & Wellness Institute as its platform, physician assistants, nurse practitioners and a clinical pharmacist received the training and relationship-building skills needed to successfully transition into clinical practice.

How the three-part program works.

Teaching using real diagnoses. The didactic portion, developed in partnership with Novant Health Family Medicine Residency Program, uses the top 20 diagnoses seen in family medicine clinics as teaching tools. Through this early integration of evidence-based medicine, our newest APP colleagues are positioned to deliver the highest quality and safest care to our patients.

Building teamwork. Fostering positive, authentic relationships is another cornerstone of APP Launch. The new APPs clearly understand their role and how to work with other teams through intentional conversations with their collaborating physicians, administrators and lead clinicians.

Navigating our system. In a large health organization, it can be challenging to know how to navigate the entire system. Connecting APPs to system touchpoints and leaders is a key element of the Launch program. We set up our APPs with the resources needed for long-term success by introducing them to Dimensions support, billing and coding, opioid stewardship, quality and safety, medical professionalism, advanced care planning, and risk management, among others topics.

Ultimately, our program goal is to support team member growth and clinical excellence. Creating high-performing and resilient teams allows us to provide remarkable care and connect with patients.

APPs at Novant Health



Make up about
42%
of the provider
workforce



654
APPs in 2016

GREW TO



1,200
APPs in 2020

18

The number enrolled in
APP Launch across two cohorts
(12 nurse practitioners, 5 physician
assistants, 1 clinical pharmacist)

We Are Proud to Train the Next Generation of Physicians.

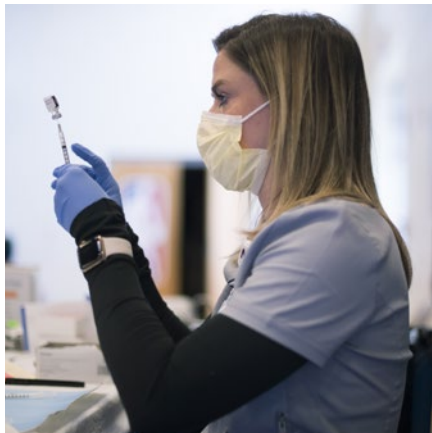
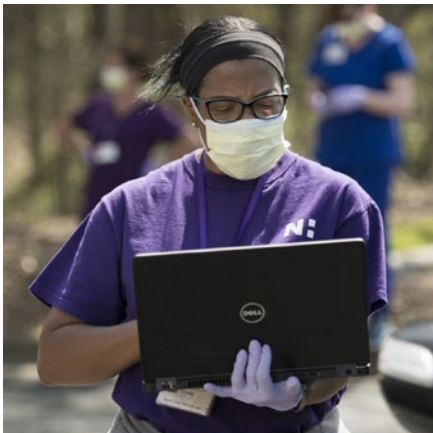
Training to be a doctor in a time of global pandemic — for the members of the Novant Health Family Medicine Residency Program, 2020 was the ultimate proving ground. As they learned how to practice family medicine using the latest care delivery models, our residents also got key training in managing patients’ health during a time of crisis.

“Our residents become practitioners who are committed to providing comprehensive and compassionate care for all members of the family,” said Mark Higdon, DO, residency program vice president. “But in 2020, they also became vital members of a team combating a rapidly spreading virus.”

Founded in 2016, our Family Medicine Residency Program and our patient-centered curriculum develops the next generation of doctors. Our residency program proved invaluable during the COVID-19 pandemic and is integral in extending care beyond hospital walls. Looking forward, we expect to increase the numbers of our residents and faculty — and bring new training opportunities to residents as well as new education opportunities to the wider Novant Health team.

The residency, based at Novant Health Huntersville Medical Center, is a three-year program that trains six family medicine residents per year (18 total). The program has eight core faculty members, including our behavioral health and pharmacy faculty and a fully staffed residency clinic. Our residents have clinical rotations across the Charlotte market. They see about 60 to 90 patients per day in our outpatient clinic and round on 15 to 20 patients per day with the Novant Health Inpatient Care Specialists team.

During the pandemic, our residents provided weekly clinical coverage to the respiratory assessment centers. Some patients arrived at the sites so oxygen-depleted and weak they needed immediate hospitalization. Others needed help understanding their symptoms and how to care for family members. Residents informed, calmed and cared for community members, working during difficult, often exhausting conditions.



Novant Health Family Medicine Residency Program 2020: By the Numbers

100%
Graduating residents who pass board certification on first attempt

28
Number of rotation sites

11,500
Outpatient clinic encounters

1,700+
Virtual visits with patients

550+
Underserved and low-income patients cared for

About 17,000
Community benefit hours residents provide annually

86%
Percent of patients who say they would recommend the care

13
Presentations and publications by program leaders

5
North Carolina Academy of Family Medicine leadership positions

Making healthcare remarkable

