### 2018

<table>
<thead>
<tr>
<th>Month</th>
<th>Events</th>
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</table>
| JAN   | - Launch Power to Patient brand campaign  
       | - Leslie Reed joins in newly created role of Director, Marketing & Communications |
| FEB   | - JP Valin, MD, assumes newly created role of Executive Vice President & Chief Clinical Officer |
| APR   | - Michael Six joins in newly created role of Executive Director, Patient Experience & Physician Development  
       | - Launch Health 360 blog |
| MAY   | - Roll out Epic Smartphrase/Smartlinks  
       | - Launch first Medical Group Huddle Brief  
       | - Surpass annual target of 10,000 MyChart Enrollments |
| JUL   | - Kick off Physician Employment Agreement Standardization Project  
       | - Launch Zipit secure texting app  
       | - Issue first Medical Group Provider Engagement Survey |
| AUG   | - Launch Brand Refresh Phase 2  
       | - Surpass provider recruitment goal – more than 100 new providers hired  
       | - Launch online mammography scheduling |
| SEP   | - Rocky Mountain Orthopaedic Associates joins the Medical Group  
       | - Elizabeth Buisker, DO, joins as Medical Director, SCL Health Medical Group – Western Colorado |
| OCT   | - Launch Salesforce patient and consumer communications platform  
       | - Launch Physician Leadership Development training program  
       | - Hold first annual Medical Assistant Skills Refresh event in the Front Range  
       | - Form new Medical Group Marketing & Communications team |
| NOV   | - Roll out MyChart eCheck-in  
       | - Launch Video Visits pilot  
       | - Implement standardized Physician Employment Agreement |
| DEC   | - Heidi Armbruster joins in newly created role of Director, Medical Group Growth |

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Colleagues,

In 2018, SCL Health Medical Group continued to build on the strong foundation that was laid in 2017 on our journey to high performance. Across our ministry, we witnessed consistent high performance and operational improvement on all dimensions of our balanced scorecard.

A strong and consistent focus on primary care quality measures translated into improvement across all clinics and regions, and helped to ensure that our patients and communities receive the care they need and deserve. During the last two years, nearly 200,000 patients sought primary care services from an SCL Health Medical Group provider, and we continue to witness significant growth of new patients to our group. Those patients are reaching us and scheduling appointments, now more than ever, electronically through our SCL Health website and MyChart portal.

We continue to make tremendous progress in our delivery of specialty care with the growth of existing groups in all regions and the addition of new specialty services, including orthopedics in Western Colorado. Our redesigned provider sourcing and recruitment process has improved our ability to recruit top talent to our medical group.

This report highlights, in much more depth, many of the key accomplishments of 2018 and the impact our work has had on those we serve.

Finally, I want to thank the entire SCL Health Medical Group for your dedication to our patients and communities and your commitment to advancing our healing mission.

Gratefully,

JP Valin, MD, FACP
Executive Vice President, Chief Clinical Officer
Our Provider Leadership Councils are dedicated to ensuring that our Medical Group can provide the best-possible care, in clinics that offer the most advanced technologies and within a culture that facilitates excellence. They offer guidance on the group’s strategic direction as well as operational oversight, all to support our providers as they pursue care that enables optimal health and wellness for their patients and communities.

**Front Range – Denver, CO**
- Eric Whittier, DO – Council Chair, Internal Medicine
- Amy Scanlan, MD – Family Medicine, Medical Director, Primary Care
- Bo Finta, MD – Cardiology
- Boris Kalikstein – VP Operations, Front Range
- Cara Beatty, MD – President & CMO, Front Range
- Grant Wicklund – President & CEO, Lutheran Medical Center
- Katie Rustici, MD – Obstetrics & Gynecology
- Kelly Knudson, MD – General Surgery, Medical Director, Specialty
- Kristen Hinson, NP – Family Medicine
- Michelle Cassara, MD – Endocrinology
- Paul Schadler, MD – Emergency Medicine, Medical Director, Informatics

**Western Colorado – Grand Junction, CO**
- Brian Witwer, MD – Council Chair, Neurological Surgery
- Adam White, DO – Hospitalist
- Andrea Thornton, MD – Pulmonary/Sleep Medicine
- Ben Koger – Executive Director, Western Colorado
- Beth Price, NP – Orthopedics
- Chuck Breaux, MD – Pediatric Surgery
- Craig Stagg, MD – Occupational Medicine
- Daryl Haan, PA – Orthopedics
- Eddie Kollasch, PA-C – Wound Care
- Elizabeth Buisker, DO – Medical Director, Western Colorado
- Kyle Work, DO – Oncology
- Logan McDaneld, MD – Neurology
- Sabrina Mitchell, DO – Family Medicine
- Steven Heil, MD – Orthopedic Surgery

**St. Vincent Healthcare – Billings, MT**
- Susan Petersen, MD – Council Chair, Family Medicine
- Adam Zelka, MD – Family Medicine
- Christopher Cancro, MD – Family Medicine
- David Graham, MD – Infectious Disease
- Jeff Zavala, MD – VP & Chief Medical Officer, Montana
- Michael Ganz, MD – Nephrology
- Steve Loveless – President & CEO, St. Vincent Healthcare
- Tish Parker, NP – Internal Medicine
- Tom Moser – VP, Operations, Montana
- Trenay Hart, PA – Neurosurgery

**St. James Healthcare – Butte, MT**
- Dennis Salisbury, MD – Lead, Family Medicine, Physician Executive
- Anthony Williamson, MD – Neurology
- George Mulcaire-Jones, MD – Family Medicine
- Jeff Zavala, MD – VP & Chief Medical Officer, Montana
- Jessie Salisbury, MD – Pediatrics
- Nate Readal, MD – Urology
- Tom Moser – VP Operations, Montana

**Holy Rosary Healthcare – Miles City, MT**
- Michael Kecskes, MD – Council Chair, Hospitalist, Internal Medicine
- Douglas Dalton, PA – Family Medicine
- Jeff Williams, MD – Obstetrics & Gynecology
- Jeff Zavala, MD – VP & Chief Medical Officer, Montana
- Joy Huber, NP – Family Medicine
- Kara Erickson, PA – Primary Care
- Mark Nichols, MD – General Surgery
- Paul Lewis – President & CEO, Holy Rosary Healthcare
- Sylvia Lymburner, MD – Internal Medicine
- Tammy Satterthwaite – Practice Administrator
- Tom Moser – VP Operations, Montana

“My take on leadership is it makes intuitive sense to have those of us on the front lines of patient care be engaged in the process of leading during times of change. We as physicians are often asked to implement those changes, so who better than us to decide what needs to change in the first place?” Adam Zelka, MD, Family Medicine
A highly skilled, compassionate team of providers and associates is vital to our mission of providing the best care to our communities. That makes attracting and retaining elite caregivers an essential strategy.

Providers by the Numbers

Providers by Specialty

- **290+** Physicians
- **200+** APPs

Total Providers

- **290+** Physicians
- **200+** Advanced Practice Providers
- **130+** RNs
- **300+** Medical Assistants
- **79** Managers
- **240+** Patient Service Reps/Medical Receptionists
- **319** Additional Associates*

Every day, close to 1,600 Medical Group providers and associates take care of our patients, fulfilling our healing mission.

*Additional Associates (Assistants, Billing Clerks, Case Managers, Dietitians, Phlebotomists, Physical Therapists, Medical Technicians, Rehabilitation Aides, Respiratory Therapists, Referral Specialists)

World-Class Recruitment and Placement Program

Developing a world-class provider recruitment experience was a primary objective for 2018. Our program is now proactive and strategic, standardized across the system and yet personalized for every provider recruit and clinic.

It features dedicated teams that have received specialized training in sourcing and recruitment, identifying the highest-quality candidates in a large pool and attracting them to our open positions. Our specialists use a new toolkit to evaluate providers’ skills and career goals to best match them with the right clinic, and we have an aggressive program for quickly filling critical positions.

This new program helped us exceed our recruitment goals with more than 100 Medical Group providers hired in 2018.

Learn more about career opportunities at sclhealthproviders.org.
Welcome Rocky Mountain Orthopaedic Associates (RMOA)!

We always celebrate when a good friend becomes a member of the family. RMOA, a decades-long partner with SCL Health St. Mary’s Medical Center, joined our medical group in 2018, bringing close to 20 providers and 80 associates to our team, strengthening our alignment and ability to continue bringing new skills, specialty offerings, and advanced technology to Grand Valley communities.

“We are thrilled to join SCL Health Medical Group. The integration of our practice into the SCL Health family means we are able to continue providing comprehensive care to the Grand Valley, built on the trust and respect of a valued partner. The result will be the very best in quality care for our patients.”

RMOA Leadership

Formation of Platte Valley Medical Group

This was a transformative year for the ambulatory clinics at Platte Valley Medical Center, which joined SCL Health in 2015. On Jan. 1, Platte Valley’s clinics came together to form Platte Valley Medical Group, LLC.

Platte Valley was brought into our Epic system in 2018, allowing for better clinical integration and tracking of quality outcomes. With the addition of Platte Valley to the Medical Group, we are now providing additional services, including orthopedics and acupuncture, to our Front Range communities.

Montana’s Boulder Clinic joins SCL Health Medical Group

We are proud to welcome into the family the only clinic in Boulder, MT, serving the communities that stretch between Butte and Helena. We’ve expanded the services available to this patient population and now offer a permanent radiology and physical therapy presence, as well as an onsite lab. We also offer the convenience of walk-in appointments.

“I think the benefit of being part of a larger healthcare system is better coordination of care. I like that I can easily see notes from other providers and we are better able to keep costs down.”

Denise S. Slusher, MD, Platte Valley Medical Group – Brighton OB-Gyn
New Providers We Welcomed in 2018

FRONT RANGE

Amanda Lawlor Hitson, DO
Obstetrics & Gynecology

Brittney Clement, NP
Family Medicine

Camille S. Calderwood, MD
Obstetrics & Gynecology, Urogynecology

Christopher E. Cannon, MD
Cardiovascular Disease

Claudia Robinson, MD
Family Medicine

Cristian L. Dinescu, MD
Internal Medicine

Daniel Kupersmit, DO
Family Medicine

Edward C. Pyun Jr, MD
General Surgery

Elaura Webster, PA
Surgery, General

Ellen McGinnis, NP
Endocrinology, Diabetes & Metabolism

Erin B. Brooks, CNS
Clinical Nurse Specialist

Erin M. Pilger, NP
Family Medicine

Esther Min, DO
Obstetrics & Gynecology

Ginger R. Todd, PA
Float Pool

Grant W. Robbins, PA
Family Medicine

Heather D. Nobles, PA
Family Medicine

John C. Hornsby, MD
Internal Medicine

John D. Ferguson, MD
Heart & Vascular

Julienne L. Bemski, DO
Family Medicine

Kera J. Walter, DO
Family Medicine

Marci L. Peralto, MD
Obstetrics & Gynecology

Matthew B. Dull, MD
Surgery, General

Michelle C. Silva, NP
Float Pool

Monica P. Salas-Meyers, DO
Family Medicine

Morgan M. Guthrie, PA
Family Medicine

Nicole E. Hoffman, DO
Family Medicine

Peter Y. Kim, MD
Obstetrics & Gynecology

Phuong M. Truong, PA
Diabetes & Endocrinology

Rebecca Davis, MD
Family Medicine

Rebecca M. Belway, PA
Podiatric Surgery

Sarah Pederson, MD
Obstetrics & Gynecology

Sarah A. Robbins, MD
Family Medicine

Stephanie A. Muhlhab, PA
Obstetrics & Gynecology

Stephanie R. Wilkins, MD
Obstetrics & Gynecology

MONTANA

Amanda M. Abrams, NP
Sleep Medicine

Amanda Wiley, CNM
Obstetrics & Gynecology

Beverley A. Blake-O’Doherty, NP
Emergency Medicine

Brianna Mew, DO
Family Medicine

Brooke Myers, PA
Dermatology

Claire Buckingham, NP
Family Medicine

Chloe Cunio, PA
Obstetrics & Gynecology

Danielle N. Babcock, PA
Rheumatology

Eric A. Sadler, PA
Surgery, Cardiovascular

Jacob M. Mearse, CNM
Obstetrics & Gynecology

James V. English, PsyD
Mental Health

Jeffrey E. Smith, MD
Cardiovascular Disease

John K. Jenkins, MD
Rheumatology

John W. Robertson, PA
Long-Term Care

Jose Anthony A. Ramos, NP
Cardiovascular Disease

Kate Marsh, NP
Family Medicine

Katie L. Demarais, PA
Neurosurgery

Keri Hill, MD
Gastroenterology

Kris J. Godlewski, MD
Cardiovascular Disease

Kurt D. Ammerman, DO
Surgery, General

Lori G. Byron, MD
Pediatrics

Louis Ross, MD
Neurological Surgery

Luke J. Altenhofen, PA
Family Medicine

Marcus P. Nicola, NP
Cardiovascular Disease

Marina A. Rath, NP
Family Medicine

Matt T. Furber, PA
Dermatology

Micaul C. McClafferty, PA
Family Medicine

Robert M. Lynagh, DO
Neurological Surgery

Stephen Ferney, MD
Gastroenterology

Stephen Halvorson, MD
Emergency Medicine

Uwe Blecker, MD
Pediatric Gastroenterology

Victor Yapuncich, MD
Family Medicine

Wendy L. Donaugh, NP
Rheumatology
WESTERN COLORADO

Adam G. Cota, MD
Orthopedic Surgery

Adam R. White, DO
Hospitalist, Internal Medicine

Beth A. Price, NP
Orthopedic Surgery

Cassidy Sanders, PA
Pulmonary Disease

Chelsea Hejl, NP
Orthopedics

Christina A. Travis, NP
Family Medicine

Christopher Meinzen, MD
Family Medicine

Dana L. Dwyer, MD
Obstetrics & Gynecology

Daryl Haan, PA
Orthopedics

Dayana Webster, PA
Breast Surgery

Diane M. Janowicz, MD
Infectious Disease

Edward Pyun, MD
General & Trauma Surgery

Elizabeth A. Buisker, DO
Family Medicine

Hoang C. Nguyen, MD
Thoracic & Cardiac Surgery

Holly N. Carpenter, CNM
Obstetrics & Gynecology

Jason B. Bell, PA
Orthopedic Surgery

Jeffrey M. Nakano, MD
Orthopedic Surgery

Jennifer Rapiejko, PA
Orthopedic Surgery

John W. Mercer, MD
Obstetrics & Gynecology

Justin A. McCoy, DO
Sports Medicine, Family Medicine

Katherine D. O’Reilly, CNM
Obstetrics & Gynecology

Katherine Zybach, MD
Pediatric Gastroenterology

Kelsey Pierson, PA
Orthopedic Surgery

Kristine Steele, PA
Orthopedic Surgery

Kyle A. Work, DO
Hematology & Medical Oncology

Laken R. Eyler, PA
Orthopedics

Laura J. Davis, MD
Hospitalist, Internal Medicine

Leslie Gibson, CNM, NP
Obstetrics & Gynecology, Family Medicine

Mark G. Luker, MD
Orthopedic Surgery

Mark McGinley, MD
Pulmonology & Sleep Medicine

Mary Beth Deering, MD
Pediatric Orthopedic Surgery

Matthew B. Dull, MD
General & Trauma Surgery

Pierce W. Fussell, NP
Hospitalist

Robert L. Frazho, MD
Physical Medicine & Rehabilitation

Steven J. Heil, MD
Orthopedic Surgery

Steven R. Gammon, MD
Orthopedic Surgery

Susan G. Brown, NP
Endocrinology, Diabetes & Metabolism

Tawny R. Redd, NNP
Neonatal-Perinatal Medicine

Taysir Shash, MD
Neonatal-Perinatal Medicine

Terri S. Schmitt, DPM
Podiatric Surgery

Todd D. Ousley, PA
Orthopedic Surgery
Quality & Patient Experience

Our clinics made tremendous progress in the past year managing our patients’ needs. We have refined our process for identifying care gaps, so when our patients are in the office for any reason, we can address all of their health needs. Our providers, medical assistants and nurses all contributed to this critical work. We also expanded our outreach to patients so that those who had not been in for a while received a letter, email or call reminding them about what was necessary. Our results reflect this hard work. We finished the year at target for all of our quality of care goals.

2018 Quality Performance

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<tr>
<th></th>
<th>2018 Actual</th>
<th>2018 Goals</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Threshold</td>
</tr>
<tr>
<td>Diabetes - HgbA1C &gt;9% (lower is better)</td>
<td>23.5%</td>
<td>35%</td>
</tr>
<tr>
<td>Diabetes - Retinopathy</td>
<td>53.0%</td>
<td>20%</td>
</tr>
<tr>
<td>Breast Cancer Screening</td>
<td>71.1%</td>
<td>50%</td>
</tr>
<tr>
<td>Colon Cancer Screening</td>
<td>65.9%</td>
<td>40%</td>
</tr>
<tr>
<td>Cervical Cancer Screening</td>
<td>68.5%</td>
<td>50%</td>
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Quality Committee

Co-Chairs
Cara Beatty, MD  President & Chief Medical Officer, Front Range
Jeff Zavala, MD  Vice President & Chief Medical Officer, Montana

Front Range
Amy Scanlan, MD  Family Medicine; Medical Director, Primary Care
Boris Kalikstein  VP of Practice Operations
Cherise Callighan  Clinic Operations Director, GME/MSO
Galen Sacoman  Director of Operations & Performance Improvement
Jennifer Buchloh  Practice Administrator; Primary Care Central and South
Jonathan Burdick, MD  Physician, GME/MSO, Saint Joseph Hospital
Kelly Knudson, MD  General Surgery; Medical Director, Specialty
Kirk Quackenbush, MD  Chief Medical Officer, PVMG
Paul Schadler, MD  Emergency Medicine; Medical Director, Informatics

Western Colorado
Benjamin Koger  Executive Director
Christopher Taggart, MD  Family Medicine
Jeff Emerson  Practice Administrator

Montana
David Graham, MD  Infectious Disease & Wound Care, St. Vincent Healthcare
Dennis Salisbury, MD  Family Medicine; Physician Executive, SCL Health Medical Group - Butte
Justen Rudolph, MD  Internal Medicine, St. Vincent Healthcare
Kim Plaggemeyer  Quality Coordinator
Kristen Mattingly  Clinical Director
Scott Sears, MD  Internal Medicine, Medical Director Primary Care

Provider Services
Brenda Harstad  Senior Director, Compliance & Privacy
Cassandra Riehl  Analytics Architect, STSC
Jessie Israel  Senior Director, Accountable Health
Louis Capponi, MD  Vice President, CMIO
Matt Tobias  STSC Program Specialist
Rebecca Bachert  Quality Project Coordinator
Sean DeVau  Director of Ambulatory Risk Management & Patient Safety
Sean Johnson  Clinical Practice Operations Specialist
Finding Gaps and Preserving Health, One Patient at a Time

By standardizing processes and utilizing technology that connects caregivers, we were able to provide a patient with quick access to care she didn’t know she needed.

A patient came in for an appointment at one of our clinics who could not recall the specifics of her care history. She recalled having a Pap test at another facility about two years before but could not remember the results. She believed they had been normal.

We looked into MyChart Care Everywhere to review her previous results and found that the test actually showed an abnormality. It was recommended at the time she get a repeat Pap in one year, and we strongly encouraged her to follow through.

Her repeat Pap showed an abnormality that required a procedure, safeguarding her future health.

In 2018, our Medical Group closed more than 38,000 care gaps.

Improving Access to Care for Patients Facing Mental Health Issues

In Billings, we have added mental health specialists to the teams in our primary care clinics. We also have started to integrate behavioral health in our Front Range clinics, beginning at our Thornton location. Onsite behavioral health specialists can help manage patients’ mental health issues without delay and address what has become one of the top community health crises of our time.

“My doctor referred me to the behaviorist. She saved my life; I was in a bad place and literally could not see a way out. She saved me.”

Patients who seek out their primary care doctor and show signs of depression, anxiety, substance abuse or other issues now have a behaviorist on site with whom they can immediately meet.

“To the nurses who pestered me (in the nicest possible way) to get my Pap smear, to my PA, Aimee (Avison) who followed through on her feelings of not being comfortable with my Pap, to Dr. (Janice) Fordham for getting me help ASAP even though it meant going out of network... and to all of the staff for their behind the scenes work: I owe you my life, and with your continued care, I won’t repay that debt for a very long time.”
Ronald McDonald Care Mobile Opens

For the first time, residents of Lockwood, MT, can receive medical services in their own hometown. The SCL Health Medical Group Lockwood Ronald McDonald Care Mobile clinic provides walk-in primary care services to patients of all ages. The clinic is staffed by seven advanced practice providers who can diagnosis and treat a variety of non-emergent health conditions, such as seasonal allergies, cold and flu symptoms, minor sprains and more.

“My sons love Dr. (Paolo) Gerbasi and I appreciate his approach in talking about the whole patient...physical, mental, social, emotional, scholastic, athletics, and the importance of making good choices. I feel like the boys respect him and take what he says to heart.”

“One of the key things that drew me to this position was the strength of the pediatric medical community and the collaboration between the primary care providers and the subspecialists. That level of collaboration and communication enhances care and allows us to care for the kids in the best way they should be cared for.” Andrew Lashus, MD, Pediatric Cardiology
“I think Dr. (Edward) Malters is the most professional, caring, engaged physician I have ever known. He is exceptional in his personal concerns for my physical and mental health as well as that of my family. I completely trust his judgment and am overjoyed that he is my physician!”

“Dr. (Lisa) Malody set up a mammogram (which I didn’t really want to do). I got in for the mammo immediately after my doctor’s appointment. After she received results she referred me for additional tests in which it was discovered I have breast cancer. I’m glad she didn’t let me slide on having it done.”

“My doctor, Dr. (Claire) Schimke, was very timely, I was so impressed and she was so nice and made me feel at ease. I absolutely would recommend her to friends and family - I have absolutely found my new primary care provider.”

Patient Care by the Numbers

521,900+
Primary Care Visits

77,000+
New Patient Visits

307,000+
Specialty Visits

700+
Sports Physicals

29,000+
Flu Shots

1,700+
Babies Delivered
An essential factor in providing the best care to our communities is accessibility. We need to reach our patients where they are, empowering them to manage their health and care at home or on the go, in person or through their own personal devices. In 2018, we extended our reach into the communities we serve and further developed the features of our online platforms to ensure that reaching out to us is a simple and welcoming experience that addresses their needs on their terms.

MyChart Share Everywhere allows patients to share their medical information with members of their extended care teams, even if they are not within the SCL Health family. This can include physicians, dentists, physical therapists, chiropractors, school nurses and more.

MyChart eCheck-in enables patients to check in for an appointment before they arrive at the office, saving time for them as well as for the provider and practice. Patients can share health information, such as current medications, and pay deductibles and co-pays. More than 98% of patients who used eCheck-in said they would do so again, awarding the service 4.7/5 stars.

Video Visits, available through MyChart, allows patients to receive non-urgent care from their primary care provider through a mobile device. This option further increases access to care for our patients and is ideal for those with busy schedules or those who simply want a more convenient way to visit with their provider. A Video Visits pilot is currently underway with select providers, with plans to expand in 2019.

Our innovative partnership with Lyft allows the care team to secure rides for their patients to and from appointments if a barrier to transportation exists. This service is currently available at most care sites and clinics along the Front Range and in Billings, with plans to expand to Butte and Grand Junction in 2019.

SCL Health is the first health system in its regions to offer patients the option of scheduling mammograms online, through both MyChart and our website. Since August 2018, 675 women took advantage of this convenient, real-time method for scheduling this essential preventive health measure.
New Brand Campaign Brings Power to the Patient

Our new multimedia brand campaign delivers one clear message: You have the power to improve your health and manage your care.

Our Power to the Patient campaign, which launched in January, focuses on how we empower our patients – through online platforms, bedside care planning, quality transparency and more – to position them as active members of their care team and primary decision-makers in charge of their own recovery, health and wellness.

Our patients asked for this power, and through television and radio commercials, digital and social media, and print ads, our campaign shows we are listening and eager to respond to their needs. We are proud to include Power to the Patient as a foundational tenet of our brand promise.

Take a look at how we celebrated all that our providers and associates do to deliver our brand promise every day.

Learn more about all of our campaigns at sclhealthcampaigns.org.

Digital Strategies Dramatically Increase Patient Base, Access to Care

Increasingly, our patients are online, and that’s where they want to find and engage with us. To address this growing preference, our marketing efforts in 2018 partially shifted from traditional channels, such as radio, print and outdoor advertisements, to search engine and social media advertising.

We optimized our search engine campaigns to elevate the relevance of our Medical Group clinics in local searches. For primary care alone along the Front Range, this resulted in a nearly 60% increase in calls, emails and scheduling actions each month.

We also refocused our online presence to include information that our patients say are their top three factors for selecting a provider: location, reviews and insurance coverage. These direct-to-consumer digital strategies resulted in a 161% increase in appointments scheduled online compared to the previous year.

Going forward, we will continue to refine our online presence based on our patients’ needs and digital-use trends, and engage with them in a way that satisfies current patients and attracts new ones.

“Easy internet scheduling and registration...[my provider] not only took care of my immediate concerns but checked my overall health and ordered some lab tests I had neglected.”
Health 360 Blog is Transforming Lives by Engaging with Consumers in a New Way

In 2018, we took a bold new approach to consumer engagement with the launch of our wellness blog, Health 360. Health 360 looks at health from all angles, covering everything from nutrition to building better relationships, including daily health tips and expert opinions on today’s hot topics.

Health 360 sets SCL Health apart by giving us the opportunity to engage consumers in a new way and positioning us as a thought leader. By providing accessible, easy-to-digest health and wellness information, we empower consumers to live their best, most balanced life. What better way to demonstrate our mission and commitment to the communities we serve?

Read the blog at sclhealth.org/blog.

“I have been seeing Dr. Jeff Johnson since 2000 and I consider him the best doctor I have ever had. He listens to me and advises me on my concerns. I have no intention of leaving his care.”

“I drive 45 minutes to see Dr. (Jody) Kleinman! She is an excellent doctor. She listens to me and explains things so I understand them. I could find a cardiologist closer to me, but I choose to see her!”

Our website, sclhealth.org, is a key resource for our patients. More than ever, our patients and providers are connected online.
New Personalized Communications Increase Engagement with Patients and Consumers

In 2018, SCL Health set a course that will fundamentally change how our organization thinks about and delivers patient and consumer communications. Increasing consumer demands for personalized, relevant and timely communications drives this critical shift. Accomplishing this at scale is no easy feat! Enter Marketing Automation. Put simply, we’re synchronizing our patient data to drive automated communications.

For example, one of our automated campaigns searches every 24 hours for patients who receive care at one of our emergency departments and have a normal discharge to home, but who do not have a designated primary care provider in their records. Through automation, we send them personalized emails about our primary care clinics closest to them and encourage them to schedule an online appointment.

Early results are promising. We’re seeing higher-than-industry open rates for these emails and have delivered more than 10,000 communications so far. Additionally, across all of our campaigns, we’re seeing an increase in new MyChart users.

These personalized communications allow us to meaningfully engage with patients and consumers, develop relationships with them, and ensure they receive timely information and appropriate care. As we build upon these successes and continue to learn more, we’ll launch several new campaigns in 2019.

“Dr. (Tejas) Tripathi is great. I’m new to the state and he has treated me with the utmost care, kindness, compassion and consideration! He was not the first Colorado doctor I saw, he was the one I chose.”

“Absolutely wonderful experience. The staff in Dr. (Kevin) Miller’s office and Dr. Miller are darn near perfect. I am a retired nurse/midwife and I am just so thrilled with this team.”

“This was my first visit at the clinic. Everyone was pleasant, helpful, and understood my fears. Dr. (Ruchika) Husa was the greatest. Her nurse was terrific. She was patient, excellent at telling me what was happening and what to expect. I am completely satisfied and glad I was referred to this office.”
Congratulations to you! We’re proud to see our Medical Group providers featured in our communities’ local news. The expertise and compassion you give your patients, as well as your dedication to advancing medicine, are worthy of recognition. We are grateful for your partnership!

**Basheal Agrawal, MD; Edwin Maurin, MD; Robert Replogle, MD; and Brian Witwer, MD,**
SCL Health Medical Group – Center for Brain & Spine

*Overlapping brain & spine specialties provide treatment for nearly all spine injuries*
*The Daily Sentinel, Grand Junction*

**Basheal Agrawal, MD,** SCL Health Medical Group – Center for Brain & Spine

*For a local pastor, back surgery highlights the importance of caring*
*The Daily Sentinel, Grand Junction*

**Kathleen Baskett, MD,** SCL Health Medical Group – Billings Weight Management

*Multiple articles*
*Billings Gazette*

**Chantielle Blackwell, CNM,** SCL Health Medical Group – Billings Midwifery and Women’s Health

*Third Time is a Charm*
*Yellowstone Valley Woman*

**Erica Bruen, MD,** SCL Health Medical Group – Downtown Internal Medicine

*Multiple appearances*
*Q2 KTVQ-TV, Billings*

**Marie Collier, MD,** SCL Health Medical Group – Neurology

*St. Mary’s doctor hosts “Wear Purple Day”*
*KJCT-TV, Grand Junction*

**Timothy Dernbach, MD,** SCL Health Heart & Vascular Institute – Billings

*When diabetics’ limbs are on the line, wound care can help avoid amputation*
*Billings Gazette*
*(Photo courtesy Casey Page, Billings Gazette)*

**Justen Rudolph, MD,** SCL Health Medical Group – Billings Diabetes

**Janice Fordham, MD,** SCL Health Medical Group – Laurel

*Janice Fordham: Never stop advocating for my patients*
*Billings Gazette*

**Amy Gagnon, MD,** SCL Health Medical Group – Maternal-Fetal Medicine

*Telemedicine enhances care for high-risk pregnancies*
*The Daily Sentinel, Grand Junction*

**Paolo Gerbasi, MD,** SCL Health Medical Group – West Grand

*Sports physicals can help keep your kids safe when they hit the field*
*Billings Gazette*

**Deborah Jacobson, MD,** SCL Health Medical Group – Denver Sports Medicine

*Denver’s Top Doctors 2018*
*5280, Denver*

**Kelly Kim, MD,** SCL Health Heart and Vascular Institute – Wheat Ridge

*Denver’s Top Doctors 2018*
*5280, Denver*
Here are three steps to take when addressing mental health

Helen Laferriere, NP, SCL Health Medical Group – Downtown Internal Medicine

Billings Gazette

Breaking the cycle: Grant will aid addicted pregnant women and new mothers in Butte

George Mulcaire-Jones, MD, St. James Rocky Mountain Clinic

The Montana Standard, Butte

(Photography courtesy Meagan Thompson, The Montana Standard)

March is Endometriosis Awareness Month

Dianne Nagy, NP, SCL Health Medical Group – Billings Midwifery & Women’s Health

KULR-TV, Billings

(Photography courtesy KULR-TV)

“It’s perseverance” – St. Mary’s surgeon recalls fleeing Vietnam, teaching herself English

Hoang Nguyen, MD, SCL Health Medical Group – Heart and Vascular Institute

Grand Junction Daily Sentinel

(Photography courtesy Christopher Tomlinson, The Daily Sentinel)

Here are the three steps you can take to promote good vein health

Scott Sears, MD, SCL Health Medical Group – Downtown Internal Medicine

Billings Gazette

Baby blues or postpartum depression?

Tiffany Stensvad, CNM, SCL Health Medical Group – Billings Midwifery & Women’s Health

ABC Fox Montana, Missoula

All in the family: Residency Program brings doctors to West Slope

Christopher Taggart, MD, SCL Health Medical Group – Family Medicine & Residency

The Business Times, Grand Junction

(Photography courtesy Phil Castle, The Business Times)

Do you know how to keep your baby safe while sleeping?

Stephanie Thomas, MD, SCL Health Medical Group – Heights

Billings Gazette

Special Delivery: High-risk pregnancies, with help, lead to happy results for young family

Michael White, MD, SCL Health Medical Group – OB/GYN Services

The Daily Sentinel, Grand Junction

Zelka granted hospice medical director credential

Adam Zelka, MD, SCL Health Medical Group – Heights

Billings Gazette
Provider Experience

We place tremendous value on the satisfaction of our physicians and providers, which means we are dedicated to their continued growth as clinicians and leaders. We want them to see our clinics as their home for their careers, as a place where they can realize their professional goals and feel the satisfaction of dedicating their lives to caring for others.

Physician Leadership Development

Effective leadership requires a skillset that can be learned and practiced. We are committed to helping our providers develop these skills throughout their careers at SCL Health, as they are the ones who will innovate and drive the transformation of healthcare and the growth of our system.

Our Conscious Physician Leadership Program teaches providers how to develop their own leadership skills in four focused areas: Leading Self, Leading Others, Leading Change and Leading the Organization. Forty-five providers from the Medical Group and our care sites have completed the program so far.

Our Virtual Physician Leadership Program introduces leadership strategies to our front line providers and improves their ability to develop their teams. Close to 30 providers are currently participating in the program.

MAs Complete First Annual Skills Refresh Course

We are proud to have launched an Annual Skills Refresh Course for our Medical Assistants to refresh their clinical skills and teach them new ones, as part of our investment in their continual professional development.

Nearly 200 Front Range Medical Group associates participated in the first event, which included presentations by physician and system leaders, as well as breakout sessions and clinical station rotations. Presentation topics included scope of practice, patient experience and more, and breakout sessions included a review of the anatomy and function of the heart. In the Saint Joseph Simulation Lab, the MAs flowed throughout six clinical stations and successfully signed off on 30 core skills – a remarkable achievement!

“I have grown both as a doctor and physician leader in my role as lead physician for our Physician Leadership Council. I was given opportunities to learn to be a better leader and in general just a better person by participating in leadership training. I have a better understanding of SCL Health’s mission and goals, and have met some great individuals throughout SCL Health.” Susan Petersen, MD, Family Medicine
**Expanded Teaching Opportunities for Front Range Providers**

In 2018, SCL Health Medical Group and Saint Joseph GME teamed up to formalize and expand teaching opportunities for our Front Range primary care physicians through the hospital’s residency programs.

Six of our Medical Group providers currently serve as yearlong instructors and also have the opportunity to attend leadership and development lectures and courses throughout the year.

As evidence of the success of this collaboration, Dr. Brian Williams was awarded the “Community Preceptor of the Year” for his work with the residents in Saint Joseph’s outpatient clinic. This award is voted on by the residents and reflects Dr. Williams’ great teaching.

**Impressive Response to First-Ever Medical Group Survey!**

A remarkable 45% of our Medical Group providers responded to our 2018 Provider Engagement Survey! We are grateful for your participation.

Results showed scores higher than the national averages for Climate of Trust in the Care Setting and Ease of Use of Our Electronic Medical Record.

Work has begun with our leadership teams and providers to create action plans that address lower scoring results and identify opportunities to build upon and sustain the positive momentum in our high-performance areas.

“What helps me get up in the morning and get out the door and come to work are the little bits of satisfaction that I get when somebody has a realization or a breakthrough on something they can do to make a meaningful change in their health.”

Marci Peralto, MD, Obstetrics & Gynecology
Throughout 2018, our focus has been on enhancing the qualities that differentiate our care in the marketplace: quality, convenience, accessibility, value and compassion. We also have committed to building partnerships that broaden our reach and implementing programs that ease the amount of time our practices spend on administrative tasks, getting them back to direct patient care.

Building the Future of Care with Innovative Clinic Design

Leaders from our Medical Group and SCL Health’s Planning and Construction teams have reimagined the optimal clinic space to produce the highest-quality patient interaction and experience, and they are building it! The new standardized design for our future primary care clinics includes electronic check-in kiosks, flat-screen monitors in all exam rooms, exam room recliners, and a more modern look that still feels comfortable and welcoming. The design also promotes collaboration and efficiency for our providers.

The months-long effort culminated in a celebratory open house event for our providers and leaders.

This is an exciting systemwide investment that will improve our speed to market, establish a strong visual brand identity for our clinics, and create a more comfortable and efficient environment in which to receive and provide care.
Grand Rounds Lists SCL Health as “Preferred Partner”

Grand Rounds, a concierge service that helps large employers connect their staff to the best local healthcare, has named SCL Health Medical Group as a Preferred Access Visit partner, based on our quality and value. This adds a new referral stream for us and gives patients another option for high-quality care close to home. The initial launch included oncology and cardiology referrals; plans include expansion to primary care and family medicine.

Expanded Clinic Hours in Montana

Our patients have asked us to be available when they are, often during non-business hours. We’ve responded in Miles City, launching a regional after-hours call center and transitioning nurses to 10-hour shifts so our clinics can stay open until 7 p.m. As a result, our patients have greater access to care on weeknights and Saturdays, and our nurses have three days off per week instead of two, enjoying more quality time with loved ones.

Online Scheduling Increases

We’ve increased the number of providers offering online scheduling, making it easier for patients to schedule appointments and allowing staff to spend more time performing work of higher value. More than 11,700 appointments were scheduled through our website in 2018.

“I got an appointment in a timely fashion and was pleased with my visit, the attention and results achieved.”

MA Onboarding Program Promotes Excellence

Congratulations to the first group of Medical Assistants who completed our new onboarding program! Our new MAs now undergo two weeks of instruction and hands-on training to learn our standardized best practices. At completion, they’re prepared to meet the needs of their providers so that together, we can continue to provide high quality care to our patients.
Pharmacy Program Expands

In the outpatient setting, it’s essential that patients understand how their medications contribute to their health, as well as how to use them safely. To support this effort, we added teams of pharmacists and techs to six of our specialty clinics in 2018.

Our pharmacists provide specialized education to both our patients and providers to ensure our patients’ optimal health. Our pharmacy techs help patients maximize their pharmacy benefits, navigate authorization requirements and find assistance with high out-of-pocket expenses. They also follow up with patients to identify and help remove any barriers that would prevent them from adhering to their medication regimen.

In 2019, we will hire nine more pharmacy staff members to support the needs of patients and providers in more than 16 non-specialty clinics throughout our regions.

“Dr. (William) Bauer and his (medical) assistant, Ashley Chase, are always very attentive and thoughtful during my visits ... I truly appreciate feeling that I am their only concern while in their office, and not hurried to get out so that they can hurry on to the next patient.”

“Epic Supports Community Health

We launched a major initiative in 2018 to capitalize on the sophistication of our electronic medical record and use it as a tool to address opioid addiction. Epic now warns clinicians of addiction risk when they submit an initial opioid prescription for longer than seven days, and/or for more than the recommended dose. It also prompts physicians to consider Naloxone for patients at risk of opioid overdose.
New Ways for Patients to Find Providers and Schedule Appointments

We are further increasing our online presence and access to care in 2019 by partnering with Zocdoc, the nation’s leading e-marketplace for finding quality providers and booking appointments. We are Zocdoc’s first health system partner in Colorado and Montana, and launched open and direct scheduling with our Front Range primary care providers in February 2019. In our first week, more than 130 patients scheduled an appointment with us through Zocdoc. We expect to expand quickly, with the goal of including all providers – including specialists – in all regions.

Go to zocdoc.com to learn more.

Focusing on Best Patient Experience

In 2019, we will continue to advance our efforts to improve quality and patient experience, focusing on CG-CAHPS “Likelihood to Recommend” and “Access to Care” measures. Our goal is to provide the highest-quality care and to become the preferred and recommended provider for our patients and their families.

2019 Performance Measures & Goals

|                        | 2018 Actual | 2019 Goals
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<td></td>
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<td>Threshold</td>
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<tr>
<td>Likelihood to Recommend</td>
<td>91.2%</td>
<td>90.9%</td>
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<tr>
<td>Access to Care</td>
<td>82.5%</td>
<td>82.2%</td>
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Clinics to Open with New Design

Four new primary care clinics will open along the Front Range that feature our new standardized clinic design, centered on the patient and provider experience. We’ve re-engineered how patients will enter our clinics and how our clinical teams will interact with them, and each other, within the care environment.

A New Strategic Plan:

The healthcare landscape is rapidly shifting, creating the need and incentive for providers to form coordinated, high-value healthcare networks that will help lower costs and improve care for patients. SCL Health’s strategic plan focuses on critical elements of transformation and growth that will position our organization for success during this challenging time of change in our industry. Through this strategy, we can make healthcare more affordable, continue to improve our clinical quality and outcomes, and expand the reach of our healing mission to the patients we serve.

Our Mission: We reveal and foster God’s healing love by improving the health of the people and communities we serve, especially those who are poor and vulnerable.

Our Vision: Inspired by our faith, we will partner with our patients and communities to exceed their expectations for health.

Our Values: Caring Spirit | Excellence | Good Humor | Integrity | Safety | Stewardship

To achieve our goals, we must ensure SCL Health has aligned, empowered and engaged providers and associates working in a culture in which they can succeed and thrive. We look forward to working with our providers and healthcare community partners as we continue to evolve to meet the needs of those we serve.
Thank you to all of you, our providers and associates, whose dedication to improving the health of the people and communities we serve, especially those who are poor and vulnerable, enables us to deliver on our mission every day.

If you have questions or would like more information, please contact MedicalGroup@sclhealth.org.
**About SCL Health Medical Group**

*SCL Health Medical Group*, comprised of close to 500 providers and 100+ ambulatory clinics, is part of SCL Health, a non-profit, faith-based healthcare system with operations in Colorado, Montana and Kansas.

SCL Health Medical Group provides care to communities across Colorado and Montana through:

- **SCL Health Medical Group – Front Range** based in Denver, CO, serving the metropolitan area.
- **Platte Valley Medical Group** based in Brighton, CO, covering Front Range and Platte Valley communities.
- **SCL Health Medical Group – Western Colorado** based in Grand Junction, CO, providing care throughout the Grand Valley.
- **SCL Health Medical Group – Montana** caring for patients and families across Montana and northern Wyoming.
  - SCL Health Medical Group – Billings
  - SCL Health Medical Group – Butte
  - SCL Health Medical Group – Miles City

**Where We Serve**

SCL Health Medical Group includes close to **500 providers** in **48 specialties** serving patients in **100+ locations** across **Colorado** and **Montana**.