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2017

Scott Baker joins as COO
Cara Beatty, MD, joins as President & CMO - Front Range
Redesigned SCLHealth.org go-live
Quality Committee restructure
MyChart enhancements begin — 30+ in 2017
Implement Monthly Provider Report
Colleagues,

2017 was a transformative year for SCL Health provider practices, with strengthening of foundations in multiple areas. Our singular focus has been on building a high performing Medical Group that delivers the highest quality care and service to our patients and communities – to truly fulfill our SCL Health Mission and Vision.

In our journey to high performance, we have focused on four key areas: clinical quality, patient experience, operational excellence and financial performance. This year we have made significant advances in our ability to measure, report and improve our performance in these domains. New members of our ministry and regional leadership teams have brought external expertise and new ideas to help us advance the work, and for the first time since our Medical Group was formed in 2014, we met our budget.

All of this foundational work positions us well for continued growth of practices and services across our system. We have different growth needs in each of our communities, and are rapidly ramping up our recruitment and practice development efforts to meet those needs.

Finally, and most importantly, I want to recognize the tremendous efforts of all of our providers and associates who truly made our success in 2017 possible. Thank you for all you do to put patients first in support of our mission.

In gratitude,

JP Valin, MD, FACP
President, SCL Health Medical Group
Dear Dr. Sharma,

Approximately three years ago I visited you for the first time, reporting such things as, “Something just doesn’t feel right.” After numerous standard tests, all of which were seemingly normal, you listened and responded to an inexperienced heart patient as I described very subtle symptoms. You prescribed a cardiac catheterization procedure to examine me further even though I remember, as I lay on the hospital table, you were certain that we would find nothing, and I would return home the same day. Upon awakening, I was informed that I had just received three stents for a 99 percent blockage on one side and a 50 percent blockage on the other side.

While data-based diagnostic medicine has advanced astronomically, there is no replacement for carefully listening to an inarticulate patient describe subtle symptoms. Advances in heart procedures, heart drugs and data gathering and consolidation are incredible tools. What is done with all of those tools and information is dependent upon the physician listening carefully to his patient. In my circumstance, if you had only reacted to the data, I would not have been there to see my granddaughter perform in her first school play, nor would I have had all of the wonderful adventures with my husband, daughter and grandchildren for the past three years.

A young medical student was in attendance during my office visit with you. While we discussed the enormous benefits of my medication and how it has lowered my cholesterol, that is a lesson he can easily learn in medical school. The best lesson you can teach him is the example of how you saved my life by simply listening and responding when the data would have suggested otherwise. There is no replacement for the knowledge and skills obtained in medical school, but what is done with that is what makes the difference between “just” a doctor and a life-saving doctor.

You are truly an amazing doctor, and there are not words that can express how grateful I am to you for giving me so many more wonderful years of life to enjoy with my family.

Please continue to mentor these new doctors with your examples of carefully balanced use of data, knowledge, skills and patient input. I am forever grateful. Thank you so much.

Sincerely,

Sharon J.
Patient of Rajesh Sharma, MD
Heart Institute of Colorado
Groundbreaking implant to treat epilepsy performed in Grand Junction

In one of the first procedures of its kind in the world, Marie Collier, MD, Integrative Epileptologist and Neurologist at St. Mary’s Medical Center Neurology Clinic, implanted the next generation of VNS (vagus nerve stimulation) Therapy for the treatment of epilepsy. Her patient received the new device, approved by the FDA in 2017, which can help stop a seizure before it starts. Congratulations to Dr. Collier and her team for this significant achievement and delivering innovative, world-class care to our patients.

Partnership brings flu shot clinics to Butte’s largest employer

Recognizing an opportunity to make critical influenza vaccinations easier to obtain, St. James Medical Group partnered with Butte’s largest employer, Northwest Energy, to provide flu shots for its employees. Through clinics set up at five company locations, our care teams provided over 300 vaccinations, covering half the company’s employees, and bringing in 10 new patients to our clinics. Thanks to the success of this initiative, St. James and Northwest are now exploring a health maintenance collaboration to bring more needed services to their community.

$1M grant launches integrated behavioral health program in Billings

Citing Montana’s high rates of suicide, mental illness and alcohol dependence, coupled with a lack of behavioral healthcare services in most communities, St. Vincent Healthcare received a two-year grant from the Health Resources and Services Administration to embed on-site behavioral health providers into seven of its primary care clinics. Patients who screen for behavioral health indicators such as depression will have immediate access to a licensed clinical social worker for intervention, including developing a home care and follow-up plan. Staff have been trained and behavioral health specialists hired in preparation for a January 2018 program launch.

“Offering this level of care and support in our clinics, where patients already feel comfortable, reduces barriers to obtaining the critical help our most vulnerable patients need. Caring for mental health is a crucial first step in caring for the whole person. Once that is done, we can focus on the body.”

Helen Laferriere, NP, Project Director
SCL Health Medical Group Leadership

2017 New Leaders

Scott Baker, Chief Operating Officer of SCL Health Medical Group, leads the development of integrated physician practices, oversees practice operations across all markets, and develops and implements strategic plans to support growth of our community-based health networks.

Cara Beatty, MD, President and Chief Medical Officer – Front Range, provides collaborative leadership in the ongoing development and management of Front Range medical group operations and affairs along with system-wide initiatives. She also serves as co-lead of the Ambulatory Quality Committee.

Boris Kalikstein, Vice President of Operations – Front Range, is responsible for the successful operation and performance of physician practices, including implementing strategies to enhance and grow physician services, establishing business plans and monitoring performance.

Benjamin (Ben) Koger, Executive Director, provides operations leadership and works closely with the region’s network operating council and other leaders to advance quality care and performance.

*As of January 2018
2017 Governance

Our Leadership Councils provide oversight and guidance on strategies, policies and operations of SCL Health Medical Group, while representing and advocating for providers and their needs to deliver the best possible care for patients.

Provider Leadership Council – Front Range, CO

Eric Whittier, DO, Council Chair – Internal Medicine
Michelle Cassara, MD – Endocrinology
Bo Finta, MD – Cardiology
Kristen Hinson, NP – Family Medicine
Kelly Knudson, MD – General Surgery/Medical Director, Specialty
Katie Rustici, MD – Obstetrics/Gynecology
Amy Scanlan, MD – Family Medicine, Medical Dir., Primary Care
Paul Schadler, MD – Emergency Medicine/Medical Dir., Informatics
Alan Schultz, MD – Family Medicine
Cara Beatty, MD – President & CMO – Front Range
Logan McDaneld, MD, Council Chair - Neurology
Charles Breaux, MD – General Surgery & Pediatrics
Steve Emmons, MD – Hematology/Oncology
Emily Godfrey, PA – Neurosurgery
Kyle Inman, MD – Hospitalist: Family Medicine
Eddie Kollasch, PA – Nonsurgical, Nonprimary Care
Sabrina Mitchell, DO – Family Medicine
Monika Nevins, NP – Hematology/Oncology
Craig Stagg, MD – Occupational Medicine
Andrea Thornton, MD – Critical Care
Brian Witwer, MD – Neurosurgery

Network Operating Councils – Montana

St. Vincent Healthcare, Billings
Susan Petersen, MD, Council Chair – Family Medicine
Christopher Cancro, MD – Family Medicine
Michael Ganz, MD (2018) – Nephrology
David Graham, MD – Infectious Disease
Tish Guldborg, NP – Internal Medicine
Trenay Hart, PA – Neurosurgery
Arne Olsen, MD – Vascular Surgery
Adam Zelka, MD – Family Medicine

St. James Healthcare, Butte
Thomas Aufiero, MD – Thoracic Surgery
Jessie Kautzman, MD – Family Medicine
Lu Ochsner, MD – Pediatrics
Dennis Salisbury, MD – Family Medicine/VP & Chief Medical Officer
Anthony Williamson, MD – Neurology
Jay Doyle – President, St. James Healthcare
Traci O’Neill – Practice Administrator

Holy Rosary Healthcare, Miles City
Michael Kecskes, MD, Council Chair – Hospitalist: Internal Medicine
Lisa Cadwell, MD – Family Practice/Internal Medicine
Kara Erickson, PA – Primary Care
Jeff Williams, MD – Obstetrics/Gynecology
Evan Krause – Director, Operations – Billings

Practicing providers in blue
*As of January 2018

“After working at larger centers, I can say the quality of care at bigger centers is not what it is here... there is a real dedication to standards and best practices, and the nurses are phenomenal. We collaborate as a team, and every member of that team can voice concerns.”

Michael White, OB/GYN Hospitalist, St. Mary’s Medical Center
New Providers We Welcomed in 2017

**FRONT RANGE**

- **Jake Chanin, MD**
  Cardiac & Thoracic Surgery
- **Erin Cheng, PA-C**
  Family Medicine
- **Bryan Cheyne, MD**
  Internal Medicine
- **Madeline Edwards, NP**
  Family Medicine
- **Alexa Fuller, NP**
  Obstetrics & Gynecology
- **Bryan Hager, PA-C**
  Cardiology
- **Rachel Kafader, NP**
  Family Medicine
- **Payal Kohli, MD**
  Cardiology
- **Tish Landrum, MD**
  Family Medicine
- **Jennifer Lynch, NP**
  Cardiac & Thoracic Surgery
- **Kara Marcinek, NP**
  Family Medicine
- **Sandra Mason, DO**
  Family Medicine
- **Katie McLeod, PA-C**
  Cardiac & Thoracic Surgery
- **Elisa Melendez, MD**
  Family Medicine
- **Kari Pagano, MD**
  Family Medicine
- **Sondra Ploederl, NP**
  Family Medicine
- **Hiep Ritzer, MD**
  Occupational Medicine
- **Claire Schimke, MD**
  Family Medicine
- **Alan Schultz, DO**
  Family Medicine
- **Sarah Shepard, DO**
  Obstetrics & Gynecology

**MONTANA – ST. JAMES HEALTHCARE**

- **Thomas Davis, MD**
  Gastroenterology Surgery
- **Danielle Hall, PA**
  Family Medicine
- **Daniel Langdon, MD**
  Cardiology: Invasive-Interventional
- **Christopher Michaels, MD**
  Cardiology: Invasive-Interventional
- **Laura Twist, MD**
  Obstetrics & Gynecology
## Western Slope

<table>
<thead>
<tr>
<th>Name</th>
<th>Specialty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rakhat Ashymov, PA</td>
<td>Cardiothoracic Surgery</td>
</tr>
<tr>
<td>Kirk Blais, MD</td>
<td>Hospitalist: Internal Medicine</td>
</tr>
<tr>
<td>Kara A. Danner, MD</td>
<td>Obstetrics &amp; Gynecology</td>
</tr>
<tr>
<td>Emily Duethman, DO</td>
<td>Hospitalist: Internal Medicine</td>
</tr>
<tr>
<td>Lauren Eller, PA</td>
<td>Vascular Surgery</td>
</tr>
<tr>
<td>Karyll Gonzalez, MD</td>
<td>Pulmonary Medicine</td>
</tr>
<tr>
<td>Page Kanopsic, NP</td>
<td>Medical Oncology</td>
</tr>
<tr>
<td>Duncan McGregor, MD</td>
<td>Nephrology</td>
</tr>
<tr>
<td>Kim McGregor, MD</td>
<td>Medical Oncology</td>
</tr>
<tr>
<td>Patrick S. Pevoto, MD</td>
<td>Obstetrics &amp; Gynecology</td>
</tr>
<tr>
<td>Anita Sheetz, Nurse Midwife</td>
<td>Obstetrics &amp; Gynecology</td>
</tr>
<tr>
<td>Scott Rich, MD</td>
<td>Hospitalist: Family Medicine</td>
</tr>
<tr>
<td>Sophia Wagner, PA</td>
<td>Cardiothoracic Surgery</td>
</tr>
<tr>
<td>Michael J. White, MD</td>
<td>Obstetrics &amp; Gynecology</td>
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</tbody>
</table>

## Montana – St. Vincent Healthcare

<table>
<thead>
<tr>
<th>Name</th>
<th>Specialty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kristen Beck, NP</td>
<td>Family Medicine</td>
</tr>
<tr>
<td>Kathy Brown, NP</td>
<td>Family Medicine</td>
</tr>
<tr>
<td>Rita Cherni-Smith, MD</td>
<td>Geriatrics</td>
</tr>
<tr>
<td>Kelly Depuydt, NP</td>
<td>Family Medicine</td>
</tr>
<tr>
<td>Sarah Feeney, PA</td>
<td>Cardiology</td>
</tr>
<tr>
<td>Amy Grossman, PA</td>
<td>Neurosurgery</td>
</tr>
<tr>
<td>Jared Heaton, MD</td>
<td>Dermatology</td>
</tr>
<tr>
<td>Eric Hodgson, MD</td>
<td>Maternal &amp; Fetal Medicine</td>
</tr>
<tr>
<td>Sarosh Janjua, MD</td>
<td>Cardiology: Noninvasive</td>
</tr>
<tr>
<td>Lauren LaBar, PA</td>
<td>Family Medicine</td>
</tr>
<tr>
<td>Mitul Patel, MD</td>
<td>Nephrology</td>
</tr>
<tr>
<td>Patrick Stone, MD</td>
<td>Vascular Surgery</td>
</tr>
<tr>
<td>Sarah Suggs, NP</td>
<td>Urgent Care</td>
</tr>
<tr>
<td>Scott Wilson, PA</td>
<td>Urgent Care</td>
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## Montana – Holy Rosary Healthcare

<table>
<thead>
<tr>
<th>Name</th>
<th>Specialty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anine McCallum, NP</td>
<td>Family Medicine</td>
</tr>
<tr>
<td>Lance Robbins, DO</td>
<td>Pediatrics</td>
</tr>
<tr>
<td>Sarah Suggs, NP</td>
<td>Urgent Care</td>
</tr>
<tr>
<td>Scott Wilson, PA</td>
<td>Urgent Care</td>
</tr>
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</table>

2017: A Transformative Year
Providers by the Numbers

Close to 1,400 Total Medical Group Providers & Associates
*Assistants, Billing Clerks, Case Managers, Dieticians, Phlebotomists, Physical Therapists, Medical Technicians, Rehabilitation Aides, Respiratory Therapists, Referral Specialists

Provider Recruitment is a key strategy in delivering the SCL Health mission. To better align our network to meet the needs of the communities we serve, we have refined our recruitment processes based on best practice principles, including hire-for-fit and behavioral-based interview techniques, and incorporating proven methodologies to attract, hire and retain top Physicians and Advanced Practice Providers.

Recruitment Process

- **Intake** – outline position and practice details
- **Sourcing** – develop strategy to find candidates
- **Screening** – for compatibility prior to site visit
- **Site Visit** – outline structure and interview schedule
- **Reference Check** – obtain feedback to make the best hire
- **Offer & Contracting** – ensure a smooth process for candidates
- **On-boarding** – new Associates, Providers and Medical Staff

Our recruitment team, with significant input from regional and market leaders, has created a new comprehensive Provider Recruitment Toolkit to aid in our efforts to fill 100 provider positions in 2018. Look for more information about our recruitment activities coming soon.

“There were many groups I interviewed with before deciding to come to SCL Health. What attracted me most was the high caliber of providers and their philosophy of always delivering the highest quality, patient-centered care, while seeking novel ways to improve care delivery. Here, I feel I can be on the cutting edge of medicine, bringing the latest recommendations and best care to my patients.”

Payal Kohli, MD
Heart and Vascular Institute of Colorado
Operations & Finance

Throughout 2017, Medical Group operational leaders from across our markets met regularly to identify, develop and disseminate best practices. One of our largest initiatives, an Epic upgrade, enabled us to refine medical record processes and align practice operations. Highlights of additional improvements include:

**New Provider Finder Epic Module**

With the launch of Provider Finder, we’ve made it easier for our providers to find specialists for our patients. The tool has also enabled us to better understand the demand for specialty services and identify gaps to fill as we continue to grow our provider network. Feedback has been overwhelmingly positive, noting that it’s easy to use and easier to learn which providers are available throughout SCL Health. Provider Finder has greatly improved the ability for our providers to find each other and support continuity of care throughout our system.

**Associate Role Standardization**

In collaboration with our provider practices, our Medical Assistance (MA) Excellence Committee crafted a comprehensive MA Scope of Practice Policy for the ambulatory enterprise. Using robust feedback from providers, MAs and practice managers, detailed responsibilities for the MA role were outlined and standardized systemwide. As a result, our MA onboarding program is being refined to ensure we are arming our MAs with the tools and training that they need to successfully support their providers and care for their patients.

**Patient Scheduling Initiative**

Our Epic upgrade gave us a greater ability to create and manage patient scheduling tools and templates for our provider practices, including incorporating more provider scheduling preferences. Improving the visibility of provider schedules on our website and in MyChart has made it easier and more convenient for patients to schedule appointments online. Use of template scheduling blocks has improved appointment access through online scheduling without compromising provider preferences. As a result, over 4,700 appointments were scheduled online in 2017.

**Revenue Cycle Improvements**

In 2017, over 215 coding edits were removed from Charge Review Work Queues (WQs) resulting in improved work queue efficiencies and revenue cycle functions. Results include:

- Average daily encounter volume in Coding Review WQs dropped from 7,700 to 2,500
- Average percent of encounters outside seven days from date of service in Charge Review WQs dropped from 56 percent to 26 percent and continue to trend downward

In addition, a surgical coding abstracting pilot launched in the summer improved charge lag for surgical cases from 15 days to three days.

![Charge Processing improved systemwide with a decrease in Total Charge Lag Days from 17 days to 5 days](image)
Quality & Patient Care

SCL Health Medical Group strives to foster an environment where every associate is empowered to do whatever is necessary to improve the care experience. Where quality outcomes and patient safety are concerned, we continue to set our sights higher by accelerating the implementation of best practices to ensure excellent patient experiences across our regions.

Closing Care Gaps

In 2017, a key quality initiative focused on refining our processes around care coordination to close care gaps and improve patient outcomes. We created easier to read reporting via our Tableau and Epic systems and developed an algorithm to evaluate data and automatically close care gaps when appropriate within these systems. For every patient we see, we look for care gaps and when identified, initiate an “in-reach” process in which MAs conduct pre-visit planning and call patients to help coordinate needed care.

Likelihood to Recommend 90.3
Office Staff Quality 91.8
Physician Communications Quality 92.0

*2017 CG-CAHPS Patient Survey Data

“I always feel well treated when I come for an appointment or communicate online or on the phone. Everyone from the receptionist to the doctor are wonderful.”

Patient of Maria Straub, MD, Foothills Family Medicine at Wellmore
The Quality Committee was realigned in 2017 to advance continuous improvement in patient care across all regions. The committee’s goals:

- Identify and prioritize ambulatory clinical performance measures
- Review systemwide ambulatory clinical performance including clinical quality reports, PEARL safety event reports and regulatory reports/deficiencies
- Direct and prioritize ambulatory performance improvement work
- Promote a culture of safety, high reliability and continuous improvement in the SCL Health ambulatory space

The committee meets regularly and holds an annual retreat to review overall performance and set goals for the coming year.

### Top 2018 Performance Measures & Goals

<table>
<thead>
<tr>
<th>Measure</th>
<th>Threshold</th>
<th>Target</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breast Cancer Screening</td>
<td>50.0</td>
<td>65.0</td>
<td>75.0</td>
</tr>
<tr>
<td>Cervical Cancer Screening</td>
<td>50.0</td>
<td>65.0</td>
<td>75.0</td>
</tr>
<tr>
<td>Colorectal Cancer Screening</td>
<td>40.0</td>
<td>50.0</td>
<td>70.0</td>
</tr>
<tr>
<td>Retinopathy Screening</td>
<td>20.0</td>
<td>30.0</td>
<td>60.0</td>
</tr>
<tr>
<td>HgbA1c&gt;9%</td>
<td>35.0</td>
<td>30.0</td>
<td>17.0</td>
</tr>
</tbody>
</table>

Monthly dashboards are provided to primary care teams to monitor performance and identify opportunities for outreach and care gap closure.

The committee is also working on empanelment guidelines to ensure that, whenever it is appropriate, our patients have a primary care provider identified to help manage their care.

### Co-Leads

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Cara Beatty, MD</td>
<td>President &amp; Chief Medical Officer – Front Range</td>
</tr>
<tr>
<td>Jeff Zavala, MD</td>
<td>Vice President &amp; Chief Medical Officer – Montana</td>
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### Front Range

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
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<tbody>
<tr>
<td>Jennifer Buchloh</td>
<td>Executive Director of Practice Management, Platte Valley Medical Group</td>
</tr>
<tr>
<td>Jonathan Burdick, MD</td>
<td>Physician, GME/MSO, Saint Joseph Hospital</td>
</tr>
<tr>
<td>Cherise Callighan</td>
<td>Clinic Operations Director, GME/MSO</td>
</tr>
<tr>
<td>Kelly Knudson, MD</td>
<td>General Surgery; Medical Director, Specialty</td>
</tr>
<tr>
<td>Kirk Quackenbush, MD</td>
<td>Chief Medical Officer, Platte Valley Medical Group</td>
</tr>
<tr>
<td>Galen Sacoman</td>
<td>Director of Operations &amp; Performance Improvement</td>
</tr>
<tr>
<td>Amy Scanlan, MD</td>
<td>Family Medicine; Medical Director, Primary Care</td>
</tr>
<tr>
<td>Paul Schadler, MD</td>
<td>Emergency Medicine; Medical Director, Informatics</td>
</tr>
<tr>
<td>Carol Ann Tolbert</td>
<td>Senior Director, Cardiovascular Service Line</td>
</tr>
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### Western Slope

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Jeff Emerson</td>
<td>Practice Administrator</td>
</tr>
<tr>
<td>Ben Koger</td>
<td>Executive Director, St. Mary’s Medical Group</td>
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### Montana

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
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</thead>
<tbody>
<tr>
<td>Kristen Mattingly</td>
<td>Clinical Director</td>
</tr>
<tr>
<td>Kim Plaggemeyer</td>
<td>Quality Coordinator</td>
</tr>
<tr>
<td>Dennis Salisbury, MD</td>
<td>Family Medicine; VP &amp; Chief Medical Officer, St. James Healthcare</td>
</tr>
<tr>
<td>Scott Sears, MD</td>
<td>Internal Medicine; Medical Director, St. Vincent Healthcare</td>
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### Provider Services

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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</thead>
<tbody>
<tr>
<td>Debra Colonna</td>
<td>Director, Care Coordination</td>
</tr>
<tr>
<td>Brenda Harstad</td>
<td>Senior Director, Program Development</td>
</tr>
<tr>
<td>Jessie Israel</td>
<td>Senior Director, Accountable Health</td>
</tr>
<tr>
<td>Sean Johnson</td>
<td>Clinical Practice Operations Specialist</td>
</tr>
<tr>
<td>Marilee Lee</td>
<td>EPMO Program Manager</td>
</tr>
<tr>
<td>John Middleton, MD</td>
<td>Vice President, Chief Medical Information Officer</td>
</tr>
<tr>
<td>Adam Milligan</td>
<td>STSC Analytics Architect</td>
</tr>
<tr>
<td>Laura Pancratz</td>
<td>Regional Director of Quality</td>
</tr>
<tr>
<td>*Steven Sheets</td>
<td>Manager Quality, Evaluation &amp; Measurement</td>
</tr>
<tr>
<td>Matt Tobias</td>
<td>STSC Program Specialist</td>
</tr>
<tr>
<td>Erin Ward</td>
<td>Senior Health Informatics Analyst</td>
</tr>
<tr>
<td>Angela Yellowhair</td>
<td>Ambulatory Risk &amp; Safety Manager</td>
</tr>
</tbody>
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### Practicing providers in blue

*Ad hoc
Provider Reporting

Our robust suite of provider reports have been designed to help providers align clinical performance with Medical Group goals to improve the management and outcomes of patient care. Reports detail system, market, clinic and individual provider level activity, and enable us to better identify opportunities to improve efficiencies and clinical support.

Daily Reporting includes:
- Charge Capture
- Encounters Missing Charges
- Work Queue Status

Monthly Reporting includes:
- Key Performance Indicators
- Provider Productivity
- Denial Reporting
- Completed Appointments

Daily Charges and Missing Charges Reports provide daily updates on the reconciliation of patient encounters and daily target setting for charge volume. Since implementation, we have decreased our encounters missing charges from over 20k to 7k, with 75 percent being less than 15 days.

Completed Appointment Tracker enables providers to see and track scheduled appointments by specialty and service line.
Specialty and Provider Monthly Reporting shows productivity for each and every provider within our practices. Productivity measures as well as CPT code reporting enable providers to identify areas of improvement.
SCL Health Brand Refresh

SCL Health has been on a journey to transform our organization to best support our communities’ desire for healthcare services that are coordinated and connected. With input from our communities, associates and providers, we created a brand refresh strategy that:

• Simplifies our brand so we are more easily recognized
• Illustrates our regional presence and range of services
• Improves visibility for our physician practices

Our provider practices have begun transitioning to a new name, SCL Health Medical Group, to better represent our connection to the larger system. New brand signage and a new ad campaign are some of the changes our communities will see. Continuing throughout 2018, we are taking steps to present a recognizable and accessible brand image that maximizes opportunities for new and existing patients to select us as their trusted health partner, no matter where they are in their wellness journey.

More information about this transformation, can be found at WeAreSCLHealth.org.
Marketing & Online Engagement

In 2017, we took exciting steps to build brand loyalty, drive growth and make finding and engaging with SCL Health a lot easier. In addition to provider-specific promotions and marketing campaigns, we expanded our digital presence with a redesigned website and over 30 enhancements to our MyChart patient portal. Here are some of the results.

34% of Online Appointments Scheduled from Provider Profiles
By enhancing provider profiles with rich content, including provider videos, individual quality ratings and appointment scheduling, we’ve seen a rise in profile views, an increase in time spent on provider pages and 34% of online appointments scheduled directly through provider profiles in 2017.

45% Increase in MyChart Account Activations
We continued to improve our patients’ MyChart experience in 2017 with the addition of features such as email and text notifications. Self-sign up, launched December 20th, resulted in 550 activations via the website in only 11 days. With these results we expect to reach our goal of 10,000 new MyChart enrollments in 2018.

Steady Use & Savings with Online Bill Pay
With online bill pay patients have convenient access to their accounts, including itemized bills, and are more likely to make payments faster and pay their accounts in full. We received over 11,000 payments online in 2017 saving approximately $4 per bill compared to traditional paper billing.

“I went on My Chart with a question relative to my health and to see if I could get an appointment. My doctor responded within four hours offering me an appointment for either that afternoon or the next day. I chose the next day and was very happy with my appointment, my doctor, and the response I got to my problem.”

Patient of Susan Petersen, MD
SVP Broadwater Clinic
Provider Star Ratings

In keeping with our vision and commitment to setting the highest standards for patient care, SCL Health has joined a number of leading health systems nationwide that have taken the initiative to publish their patient satisfaction ratings online.

Ratings are based on CG-CAHPS survey responses regarding provider care:

- Being easy to understand
- Listening well
- Knowing a patient’s medical history
- Showing respect
- Spending enough time with the patient
- Overall rating

Scores are converted to a five-star rating and placed on SCLHealth.org provider profiles. To ensure adequate representation of the patient experience, ratings are posted, along with survey comments, after a provider receives a minimum of 30 surveys. Ratings are updated weekly and providers are notified as new information is published.

Forty-six providers participated in our November 1 – January 30 pilot with results showing increased traffic to our website and an average 4.8 out of 5 stars for participating providers, placing them at the top of Google searches consistently. We are excited to launch this project across all Medical Group practices in 2018.

“Dr. (Neal) Sorensen is the most professional, compassionate, caring physician I know. I’ve been very blessed and fortunate to have been his patient for a good many years along my health journey.”

“Over the last 5 years I have seen over 20 different doctors for chronic pain... Dr. (Kalindi) Batra is by far the best I have had the pleasure of going to and will continue with her indefinitely.”

“Dr. (Matthew) Liebentritt is an excellent provider, and I am glad he is there for me and my family.”
2018: A Look Ahead

Best Patient Experience Goals

In 2018, our Medical Group will build upon our 2017 CG-CAHPS successes with a specific focus on two measures: Patient’s perception of Access to Care and Likelihood to Recommend the Provider Office.

As we know, access to healthcare improves the health of patients and populations, and patients who perceive a better experience obtaining care are more likely to comply with treatment recommendations and plans. Additionally, as patients continue to bear an increasing share of their healthcare costs through higher co-pays and deductibles, they are becoming more selective in where they seek care. Our goal is for patients to have timely access to care and such a positive overall experience that they will recommend our providers and practices to friends and family.

The chart below highlights these two measures and targets. Our inpatient care sites will also continue to focus on patient experience through the HCAHPS survey, adding Communication with Doctors as a measure for 2018.

### 2018 Measures & Goals

<table>
<thead>
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<th>Measure</th>
<th>2017 Actual</th>
<th>2018 Target</th>
<th>Excellence</th>
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<tbody>
<tr>
<td>Access to Care</td>
<td>81.7</td>
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<td>84.6</td>
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<td>Likelihood to Recommend Provider Office</td>
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Performance Tracking

In 2018, we are also enhancing our suite of reporting tools with the addition of a balanced scorecard, which will provide a complete look at our Medical Group’s performance in our key focus areas. The scorecard will be produced monthly and will provide system as well as region-specific performance data. More information about the scorecard is available through your regional leaders.

SCL Health Medical Group 2018 Balanced Scorecard

“Excellent doctor and excellent facility near my home in a small community. I appreciate being able to get care right here when needed.”

Patient of Janice Fordham, MD

SVP Laurel Family Medicine

“...both my surgeries have been a success! I wouldn’t go to any other foot doctor as I completely trust Dr. Shadrick. I highly recommend him. Thank you Dr. Shadrick for giving me back some quality of life!”

Patient of Daniel Shadrick, DPM

Community Foot and Ankle
In Closing

Thank you to all our providers and associates whose ongoing efforts to put the needs of our patients at the forefront of every decision enable us to deliver on our mission to improve the health of the people and communities we serve, especially those who are poor and vulnerable.

If you have questions or would like to provide feedback, we would love to hear from you. Send an email to Medical Group Report.