YEAR IN REVIEW

2019

Jefferson Medical Group
New Jersey
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Jefferson Medical Group is the preferred regional network that supports high-performing healthcare providers, improving the lives of patients and their families by focusing on compassion, quality and innovation.
Fiscal Year 2019 was another successful year for Jefferson Health New Jersey (JHNJ), which continues to deliver on its mission to improve lives across the Southern New Jersey region. Demonstrating our ability to provide improvements in value by effectively managing costs and utilization while continuing to improve quality of care, patient safety, satisfaction and access to care, remains a top priority.

Consistent with national and regional trends, JHNJ has experienced slower growth of inpatient admission volumes over the past year while outpatient volumes continue to increase. JHNJ has prioritized growth in the ambulatory setting through the continued development of Jefferson Medical Group New Jersey (JMG NJ).

Our focus for JMG NJ in FY 2019 was on increasing market share and developing innovations in care delivery by ensuring convenient access to Jefferson Health providers and enabling growth with data-driven, centralized recruitment and retention.

I am proud to introduce this Year in Review detailing the many successes and innovations of Jefferson Medical Group New Jersey.

Sincerely,

Carman Ciervo, DO, FACOFP
Chief Physician Executive
About this Report

This Year in Review highlights progress and results achieved during FY19. It provides an overview of activities and initiatives across JMG NJ and explores priority focus areas.

The report also provides information on key performance indicators. In FY19, JMG NJ strengthened its reporting, monitoring and evaluation of systems through a strong collaboration between physicians, operations, and finance leadership. JMG NJ is committed to further strengthening its reporting mechanisms, ensuring that evidence and lessons from across the organization are available to inform management decisions.
Jefferson Medical Group > Key Achievements in FY 2019

Total number of providers onboarded: 119
(this includes executed contracts)

- 70 physicians
- 39 Advanced Practice Providers
- 6 Licensed Clinical Social Workers
- 3 Registered Dietitians (RDs)
- 1 Licensed Professional Counselor

Nine new JMG NJ practice openings:
- Mullica Hill OB/GYN
- CT Surgery Suite
- Chapel Avenue Primary Care
- Medical Oncology
- West Berlin Primary & Specialty Care
- Redman Avenue Primary Care
- Delran Primary Care
- Audubon Primary Care
- Haddonfield Direct Primary Care

Ended at $55M in Net Patient Revenue
an increase of $9M over FY18 collections,
and a 12% favorable variance against budget.

As reported using standard billing definitions,
42,088 new patient visits
exceeding our goal by 11K visits (36%).

New Service Lines
- Urology - 7/10/18
- Telemedicine - 10/1/18
- Medical Oncology - 1/1/19
- Plastic & Reconstructive Surgery - 3/11/19
- Direct Primary Care - 6/17/19

Added 60,000 new patient lives to JHNJ
30% of those lives are attributable to new providers joining JMG.

As of year-end FY19, JMG NJ provides primary and specialty care to 185,000 Unique Patient Lives.
Developed and authored 30 formal JMG NJ policies and procedures (received executive approval on all 30).

Absorbed Team Health hospital call-back contract and launched redesign of “Transitions of Care” management to include all community patients, in addition to JMG NJ patients for a savings of $300K+.

DSRIP (Delivery System Reform Incentive Payment) program received an all-time high annual payment of $7.3 million.

Completed about 296,000 patient visits annually.
Epic

- Jefferson Medical Group transitioned from eClinical Works to Epic in September 2019 as part of a larger enterprise vision of creating a single patient record and to foster a digitally seamless clinical experience.

- Preparation for the transition began in March 2018, about 18 months before expected Go-Live. There was extensive involvement from physician, operational, financial, and information technology leadership.

- Particular areas of focus for JMG were on ambulatory, cadence, health information management, professional billing, and reporting applications. JMG staff were assigned to various workgroups to provide the Epic @ Jeff team necessary information to guide the development and build of the Epic product. The promotion of patient-centered standardized workflows, implementation of practice guidelines, and limiting of customization formed the basis of the decision-making process.

- Approximately 35,000 outpatient appointments needed to be manually converted from the existing electronic health record into Epic, an event taking place over the course of a single weekend. More than 200 JMG staff participated in this effort, dedicating their time and talent to ensure a seamless transition.

- Additionally, staff were assigned for extensive training in the lead-up to Go-Live, with a significant number of staff volunteering to be Super Users. During this time, float staffing significantly expanded to ensure continuity of operations. The Epic project has required extensive coordination and oversight to ensure timelines are met and the project is completed on scope and on budget.

- Some of the meetings, trainings and events related to the Epic project include:
  - Operational Readiness Group
  - Development Roadshow
  - Welcome kiosks & tablet approval process
  - Referrals
  - Downtime Planning
  - Registration Labs
  - Ambulatory Operations Alignment Demos
  - Managers Fair
  - Go-Live Readiness Assessment (held four times)
  - Appointment Reminders
  - Appointment Conversion
  - MyChart
  - Professional Billing (Charge Capture and Claims)
  - Model Implementation
  - Access and Revenue Cycle Readiness Group
Integrated Care Management

- In January 2018, absorbed $300K+ Team Health hospital call-back contract, launching redesign of Transitions of Care management to include all community patients, in addition to JMG NJ patients (average 400+ calls per week)
- In April 2019, merged the DSRIP program and the JMG Nursing Hub to form an Integrated Care Management Hub. The ICM Hub provides comprehensive, carefully planned, team-based care that is data driven, evidence-based, seamless, and patient-centric in pursuit of optimal outcomes.
- Developed ICM leadership structure that consists of Director of Population Health, two RN Care Managers, Project Manager, Lead Social Worker, and Operations Coordinator, as well as 12 RNs, eight LPNs, eight Social Workers, nine Health Coaches, and one Registered Dietitian.

Call-backs completed include:
- 2,958 patients who were discharged from the hospital
- 6,909 Emergency Department patients
- 14,243 Same-Day Surgery patients
- 95 90-day stroke patients
- 10,132 total care coordination calls completed.

In addition, eight value-based programs were offered and 4,302 JMG patients received Accountable Health Communities Screenings to access for social determinants of health.

Chart reviews and proactive outreaches completed by ICM brought JNJ from Tier 1 to Tier 3 Quality Metric Compliance Benchmarks.
- For the 2018 Shared Savings Program with Horizon, JMG NJ met the 75th Percentile Benchmark on 6 of 8 metrics, and the 90th Percentile Benchmark on 4 of 8 metrics.
- For CMS’ Comprehensive Primary Care Plus program (CPC+ Practices), 100% compliance with risk stratification
- For Horizon Colorectal Cancer Screening, ICM Team and Medical Assistant Coordinators (MACs) brought JNJ up to a 69% compliance rate, surpassing the required quality benchmark.
- For BPCI (CMS’ Bundled Payment for Care Improvement program) year-to-date performance, JMG NJ has saved some $4.5 million dollars in patient cost-of-care.
- DSRIP program performance resulted in an all-time high payment of $7.3 million for the hospital system, and experienced the following patient outcomes:
  - 11% increase in patient compliance with checking annual Hemoglobin A1C
  - 8% increase in patients controlling their high blood pressure
  - 35% decrease in hospital admissions due to diabetes short-term complications
  - 10% decrease in hospital admissions due to uncontrolled hypertension
  - 17% decrease in hospital admissions due to uncontrolled diabetes.

Float Pool

- In FY18, a Float Pool was created to assist with staffing needs and ensure a highly coordinated network of practice staff to effectively meet patient/volume demand. In FY19, the Float Pool was significantly expanded, resulting in cost-effective management of workforce, as well as ensuring correct staff levels and ability of staff to work at the top of their scope.
- Hired designated Float Pool Manager in July 2018 to lead hiring and training efforts.
- With this Float Pool growth, no temporary agency staff was needed the entire fiscal year. Number of full-time associates added include:
  - 26 Medical Assistants
  - 15 Patient Service Representatives
  - Three file Clerks.
- By not using agencies for Patient Service Representative and Certified Medical Assistant staffing needs, JMG NJ realized a savings of $225K
August 2018

Operational and finance leadership partnered to implement a monthly Regional Manager scorecard to track a variety of key performance indicators, including: Press Ganey scores, no-show rates, unlocked notes, point-of-service collections, denials, payer mix, Relative Value Units (RVUs), visit volume, and practice FTEs.

October 2018

Hired a Licensed Professional Counselor (LPC) to serve as Clinical Practice Manager for JMG’s Behavioral Health program. This LPC not only oversees the service line, but also provides billable therapeutic counseling services to patients in the practice, thus enhancing patient access to care.

November 2018

Awarded “Eat Healthy, Be Active” grant from the New Jersey Department of Health ($55,000 health disparities grant designed to improve wellness in an underserved population).

December 2018

Launched nutritional counseling services at four additional JMG locations (Woodbury, Washington Township - Regulus, Marlton, and Cherry Hill (457 Haddonfield Road). Registered Dietitians now perform billable medical nutrition therapy services at these locations.
January 2019

Collaborated with the Legal Department to develop a **formal chart retention Standard Operating Procedure**. As a result, the amount of paper charts in storage have been reduced by 50%.

March 2019

**Developed and implemented McKesson ordering formulary**, and subsequently reduced formulary items from 2,200 to 1,700 — including standardization of commonly used items, such as needles/syringes and point-of-care testing supplies. Formulary compliance is at 99% (case study: JMG Washington Township - Regulus has reduced their supply spending by 50% since formulary development).

**Finalized contractual relationship with Uber Health** to assist patients with transportation issues that pose a barrier to care.

Developed a structured **Lead PSR Workgroup Committee** to create a formal communication/training mechanism for PSR leads. Promoted Lead PSR at JMG Voorhees Primary & Specialty Care to a newly created “Patient Service Excellence Coordinator” position to oversee the Lead PSRs and ensure a high-quality front office patient experience.

April 2019

Launched formal **quarterly comprehensive practice clinical quality audits/site inspections** conducted by Director of Clinical Initiatives & Process Improvement and RN Quality Manager.

**Hired Licensed Clinical Social Worker (LCSW)** to provide walk-in crisis intervention and brief therapeutic interventions at Stratford Care Now (JMG’s walk-in care center model).

May 2019

**Launched Care Now model in Cherry Hill** (JMG’s third Care Now location, joining Stratford and Washington Township)

Designed and launched a **mandatory “Insurance 101” training** for all JMG front desk staff and management team as part of the onboarding process.

Appointed a **lead Behavioral Health Consultant (BHC)** to oversee JMG’s six BHCs, and spearhead further development of integrated behavioral health/primary care initiatives.
In 2019, an FP&A Hub was formed to provide an enhanced level of financial reporting and decision support for every JMG NJ provider, director, manager, and staff member.

This team includes one manager and three analysts, each dedicated to a JMG NJ practice for daily fiscal operations support and assistance. The FP&A Hub is responsible for assisting every provider and staff member in obtaining accurate reports, strengthening business planning, and providing financial forecasting. This includes regular review of financial statements, statistics, variances to the budget, and detailed account analysis.

- The hub identifies improvements for the entire medical group that help the “bottom line” and overall organizational fiscal health.
- As a result, there has been an annual reduction of about 155K in supply costs and purchased service expenses.

**Key Performance Indicators**

- JMG NJ Ended FY 2019 at $55M in Net Patient Revenue, an increase of $9M over FY18 collections, and a 12% favorable variance against budget.
- New patient visits for FY19, as reported using standard billing definitions, equate to 42,088, exceeding our stretch goal by 11K visits (36%).
- In 2019, JMG NJ added about 60,000 new patient lives; 30% of which are attributable to new providers joining JMG.
- As of FY19, JMG NJ provides primary and specialty care to 185,000 Unique Patient Lives.
- JMG NJ now handles about 296,000 patient visits annually.
- Total patient visits have grown by 13% year over year, meaning an additional 32,000 visits in FY19 compared to prior year.
- JMG NJ completed 946 Jeff Connect visits (Jeff Connect launched in March 2018, for a total of 27 Jeff Connect visits during that fiscal year, 97% of the volume occurring in FY19).
- Our days Accounts Receivable are consistently within the industry benchmark for Patient Billing at 45 days, while our collections-to-net revenue ratio is 96%.
- JMG NJ has improved ROI from closing a satellite fast care site within a retail setting, resulting in a savings of $170K.
- Additional savings of $155K were incurred this fiscal year from the development of an internal Float Pool as opposed to using agencies for PSR & CMA coverage within our practices.
Provider Onboarding

- 119 (70 Physicians; 39 Advanced Practice Providers; six LCSWs; three RDs; one Licensed Professional Counselor)

- As part of onboarding, all new JMG providers participate in physician relations touring, facilitated by the Corporate Manager of Primary Care Engagement (for Primary Care Providers) and by the Physician Relations Manager (for Specialty Care Providers).

  - New providers tour JMG practices and aligned independent physician practices, enabling them to:
    - Establish relationships between new and existing providers
    - Enable new providers to become familiar with the locations of JMG practices.

  - 46 Primary Care Provider and 226 Specialty Care Provider onboarding tours were held.

    - Integrated Dr. Jeanne Llenado – JUP Urology – into JMG Cherry Hill (457 Haddonfield Road) practice in July 2018. New urology equipment was purchased and Inter-entity Transfer (IET) was initiated.

    - Transitioned the medical practices of Dr. Gloria Durelli/Dr. Linda Jones-Hicks into JMG (Family Health Services) in October 2018

    - Transitioned Dr. Marvin Cetel’s practice to JMG Marlton in December 2018

    - Launched new service line (Plastic & Reconstructive Surgery), with the onboarding of Dr. Brett Garber in March 2019

    - Transitioned Dr. Francis Lopes’ practice to JMG Audubon in May 2019

Direct Primary Care

- Developed and launched Jefferson Health’s first-ever Direct Primary Care (DPC) practice model, an innovative, membership-based primary care model that provides patients with a more personalized experience, along with improved access to care.

  - Instead of billing insurance, there is a flat monthly fee for unlimited access to the patient’s preferred physician (Dr. Leonard Ridilla and Dr. James Runfola, formerly of Haddonfield Family Medicine, were recruited for this model).

  - Services offered include:
    - Comprehensive primary care, including: preventative care, urgent care, and sick care
    - Guaranteed same- and next-day appointments
    - Access to region’s premier health network, Jefferson Health System
    - Annual influenza immunization included in membership
    - Convenient at home JeffConnect telehealth visits
    - Access to Jefferson Health Coaching services
    - 24/7 access to your personal physician
    - Extended visits with your doctor
    - Extended office hours
Corporate Wellness Program

This program offers a variety of group wellness sessions, as well as health screenings and one-to-one health education, onsite at local businesses across the Southern New Jersey region.

In 2019:
- 21 new businesses became involved in the program
- 69 businesses were served
- 109 events were held
- 4,590 of the employees of these businesses attended programs

- Additionally, coordinated/oversaw a Youth Heart Screening event at Washington Township High School, with 191 students screened, in partnership with Simon's Fund
- Served as organizational lead in the creation of 2019 Community Health Needs Assessment, in collaboration with Rutgers’ Walter Rand Institute

Executive Health Physicals

- Submitted Request for Proposal (solicited by a national Executive Health firm) in August 2018, and received award in December 2018.
- Executive Health Physical program currently centralized at JMG Delran Primary Care.
- JMG Primary Care Physicians in Burlington, Camden, and Gloucester counties are participating.
- This initiative will launch across the entire JMG NJ primary care landscape in FY20.

Development Retreats

Development Retreats bring the provider and executive leadership teams together to review the service lines’ holistic strategic performance, with a focus on overall strategy development and execution. Not to be confused with our standard operational and tactical meetings, these strategy review meetings intentionally remove tactical problem-solving to allow us to see how we are trending against our strategic roadmap for success.

Retreats were held throughout the year for:
- OB/GYN
- Hospitalists
- All Providers (two events)
- Interventional Radiology
- Pulmonary/CT/Critical Care
- Primary Care
- Comprehensive Breast Center
- All Staff
- Family Health Services
- Oncology
- Infectious Disease
- Gastroenterology.

Comprehensive Service Line Roundtable Education Sessions

- All new JMG providers receive a comprehensive Service Line Orientation session as part of their onboarding. Sessions consist of service line directors meeting with incoming providers for group roundtable sessions that provide in-depth service line education and related program collateral. Additionally, all JMG practices receive bi-annual service line refresher sessions in the practice that are modeled after the service line orientation sessions.
- 64 Service Line education sessions were held for 476 provider and staff members.
New Hire Onboarding Luncheons

- Held monthly, instituted and hosted by Executive Leadership, these sessions make new employees familiar with overall organizational goals, and provide support as they embark on early projects in an effort to achieve success and productivity quickly.
- Feedback received enables leadership to identify and resolve any issues/challenges, and increase the potential for high performance and operational improvements.

Leadership Practice Rounding

As part of our Baldrige journey, executive leadership implemented formal day-long practice rounding each month to collect information directly from both frontline staff and patients. This rounding has provided an invaluable opportunity to monitor daily practice activity, identify issues in the delivery of care, and improve processes. Formalizing this rounding as a structured monthly activity has helped facilitate positive, two-way communication, and encourage a culture of transparency.

Internal Communications Task Force

- As part of our Baldrige journey, created an Internal Communications Task Force, an interdisciplinary team of both providers and staff to help facilitate effective communications across the organization.
- Developed and published an enterprise primary care newsletter; engaged all areas of the enterprise in content development (this successful pilot will now be issued quarterly).
- Launched bi-weekly JMG Connections newsletter, an internal publication highlighting positive initiatives taking place across the NJ organization; it also announces new providers and staff, and provides EHR workflow updates.
- Designed “Midweek Motivation” posts published every Wednesday on Medofi (JMG’s internal communication app). These posts feature a photo of a provider or staff member, along with an inspirational quote of their choice.

Employee Engagement Council

As part of our Baldrige journey, established the interdisciplinary JMG Employee Engagement Council, made up of both providers and staff, to develop initiatives that promote a higher level of employee engagement and workplace satisfaction.

One of the core values and concepts of Baldrige is “valuing employees,” as research shows that employee satisfaction is significantly related to service quality and to customer satisfaction. The formation of this committee reflects leadership’s commitment to employees’ success and creating a supportive environment.

Initiatives spearheaded by this Council include:
- Onsite yoga classes
- Mindfulness training
- Management team-building luncheon
- Holiday events
- Wellness challenges
- Weekly employee satisfaction survey question
- Internal Diversity & Inclusion Committee.
**Bonus Incentive Program for Non-Provider Staff**

Developed and launched an extremely well received bonus incentive program for high-performing non-providers – i.e., Medical Assistants, Patient Service Representatives, Integrated Care Management Hub staff, Patient Engagement Center staff, Practice Managers, and Regional Managers – who achieve key performance metrics.

**Mentorship & Development Program**

- Developed and launched a six-month “Mentorship & Development” program for frontline staff and middle management; 20 JMG associates were selected to participate after a formal application process.
- This program consists of the following six educational courses, taught by JMG leadership:
  - Population Health 101
  - Finance & Revenue Cycle 101
  - Process Improvement & Quality Management
  - Employee Engagement & Team Building
  - Professionalism in the Workplace
  - Difficult Conversations & Conflict Management.

Each participant is assigned a mentor, and engages in bi-weekly mentorship sessions. Participants work closely with their mentor to complete a stretch project relating to coursework material.

**‘Walk in Their Shoes’ Program**

Created and implemented a formal “Walk in Their Shoes” job-swapping program for practice Patient Service Representatives (PSRs) and Contact Center Patient Access Representatives (PARs). PSRs and PARs participate in shadowing and then exchange duties, to encourage greater cooperation and appreciation of roles between departments. Additionally, this program allows PSRs and PARs to cross-cover to fill staffing gaps.

**Continuing Medical Education Events for Providers**

Our continuing medical education offerings improve patient care by providing evidence-based training on advances in medicine, new medical technology, and biomedical research.

In FY2019,
- 50 providers attended a Pulmonary CME
- 48 providers attended a Stroke CME
- 31 providers attended an ENT CME
- 85 providers attended a Lung Nodule Clinic CME.
Huddles
Established standardized daily huddles across all JMG NJ practices to enable practices to anticipate needs and manage issues before they happen, optimize communication, plan for changes in the daily workflow, and make adjustments that improve patient care.

These Daily Huddles review:
• Scheduling challenges related to providers’ availability
• Schedule adjustments for patients who need additional time and assistance
• Employee shortages due to illnesses, vacations, and family emergencies
• Schedule changes due to cancellations or no-shows, computer systems issues, or other external factors
• Success stories from the prior day
• Motivational/Inspirational quote of the day
• Staff kudos

Endocrinology service line takes video footage of its daily huddle and shares it across their three practice locations (this was a pilot that will be launched in FY20 at all specialty service lines with multiple locations).

Patient Experience Council
• As part of our Baldrige journey, formed JMG Patient Experience Council, an interdisciplinary group, comprised of both providers and staff, to develop initiatives promoting a higher level of customer service.
• Developed and facilitated Patient Experience and Service Recovery summits for Practice Managers, Lead PSRs, and MACs
• Created a Patient Ambassador program, encouraging satisfied patients to recommend JMG to their friends and family. More than 40 patients attended our inaugural Patient Ambassador event.
• Organized and launched a Patient Appreciation Day at JMG Turnersville (this successful pilot event will be launched at all JMG practices quarterly in FY20)
• Developed a Service Excellence email address and cell phone number for patients to contact JMG leadership with feedback.
• Designed “Patient Experience Tips from our Staff” posts published every Friday on Medofi (JMG’s internal communication app). These weekly posts feature the photo of a provider or staff member along with their go-to patient experience tip.

Press Ganey Top Box Scores
• Overall doctor rating 0 to 10: 91.8
• Recommend this provider office: 89.8
• Physician Communication Quality: 94.8
• Office Staff Quality: 93.7
• Access to Care: 81.2

609-744-2055
PATIENT Service Excellence Line

Patient Appreciation Day!
We appreciate our patients and want to say THANK YOU!
Join Jefferson Health Turnersville Primary & Specialty Care on June 19th, 2019 for snacks, giveaways, and MANY THANKS!
In July 2018, General Surgery Washington Township relocated from its individual practice in Sewell to the JMG Washington Township office on Regulus Drive in Turnersville. Renovations included new exam rooms and provider touchdown space.

In November 2018, Occupational Medicine added a second location (within JMG Stratford Care Now). Completed renovations include a soundproof room for hearing testing.

In November 2018, Thoracic Surgery joined our Cherry Hill Medical Office Building Surgical practice. Completed renovations added a new provider office.

Several practices received new paint and flooring, along with safety and compliance/privacy upgrades, including Washington Township Regulus, Cherry Hill (457 Haddonfield Road), and Glassboro. In addition, Marlton received a new access control door for safety, and the Voorhees Infectious Diseases practice reception area was redesigned to be more HIPAA-compliant and patient-friendly (seated check-in and check-out).

In June 2019, added a second Maintenance Specialist to the Logistics team, offering a higher level of service and quicker response time to Environment of Care initiatives.

All facilities projects executed in FY19 reflect JMG NJ’s commitment to enhance the appearance of our practices. Thoughtful design can help ensure a good first impression is created and sustained. Research demonstrates that a clean, well-designed facility is a key aspect of the perceived quality of care. Every JMG practice is designed to create a unified physical aesthetic, using the same color palate, furniture selections, and design elements.