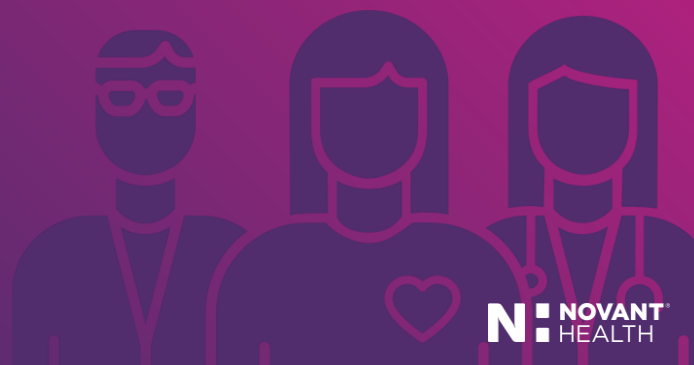


Reengaging Physicians: Novant Health Medical Group's Strategy for Success

Pam Oliver, MD
Executive Vice President, Novant Health and President of
Novant Health Physician Network



Large Group Council Executive Summit
December 9, 2021



Mission

Novant Health exists to improve the health of communities, one person at a time.

Vision

We, the Novant Health team, will deliver the most remarkable patient experience in every dimension, every time.

Values

Compassion
Courage
Diversity, Inclusion and Equity
Excellence
Safety
Teamwork

Our people

We are an inclusive team of purpose-driven people inspired and united by our passion to care for each other, our patients and our communities.

Our promise

We are relentlessly pursuing remarkable care every day — so you can expect the compassionate, expert, personal experience you deserve.

Our principles

Access for All • Human-Centered
Purposeful Innovation • World-Class Quality



NH

By the Numbers



- 4,567 Medical staff providers
- 3,225 Licensed beds
- 1,812 NHMG* physicians (includes locums)
- 607 NHMG* clinics
- 15 Medical centers

*Novant Health Medical Group

5.8M
Encounters in 2020

519,395
ER visits

1.56M
MyChart users

157,716
Total surgeries



505,587
Digital health visits



765
Locations



526
ER treatment rooms

172
Operating rooms



20,696
Babies born in 2020



151,472
Inpatients cared for in 2020



- 18,138 Acute care
- 9,898 Medical Group
- 5,644 Corporate
- 1,868 Ambulatory services

67M
Hand washings per year



294,568
Flu shots given in 2020



262,248
Prescriptions filled in 2020



435
Clinical trials



3

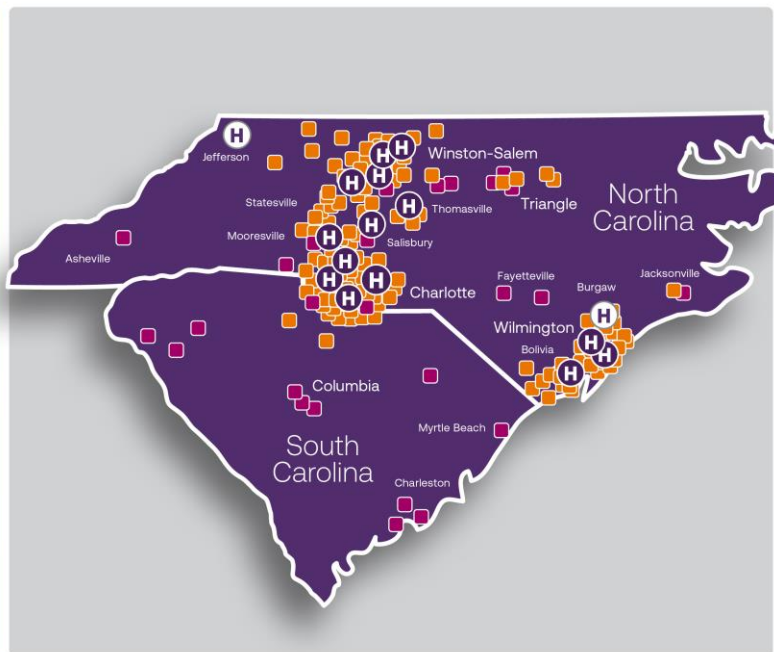
Unaudited data, subject to change.

NOVANT HEALTH

- Medical Centers
- Managed Medical Center
- Physician offices
- Imaging centers

Note: Markers are for geographic illustration only and do not necessarily represent individual clinics.

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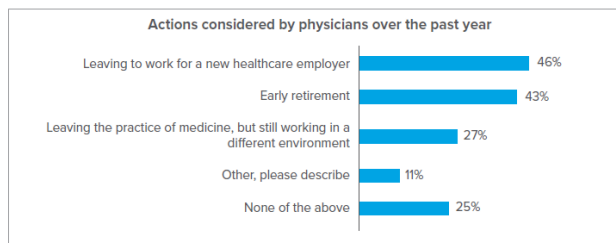
5 BETTER TOGETHER. STRONGER TOGETHER.



What does the data show us?

Survey of MGMA physicians and administrators - June/July 2021

430 administrators and 181 physicians completed the survey



Physicians answering "Other" noted a variety of plans for exiting their current organization, including:

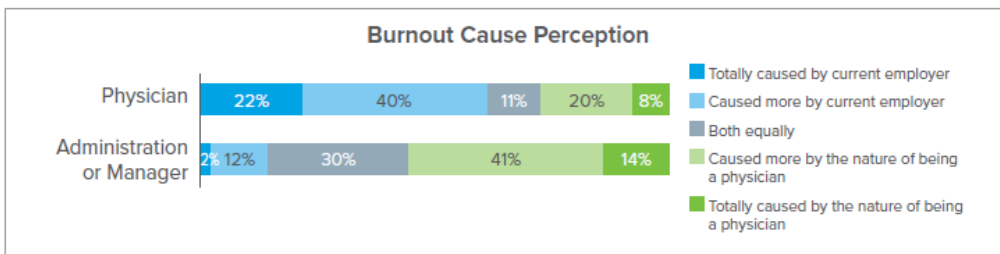
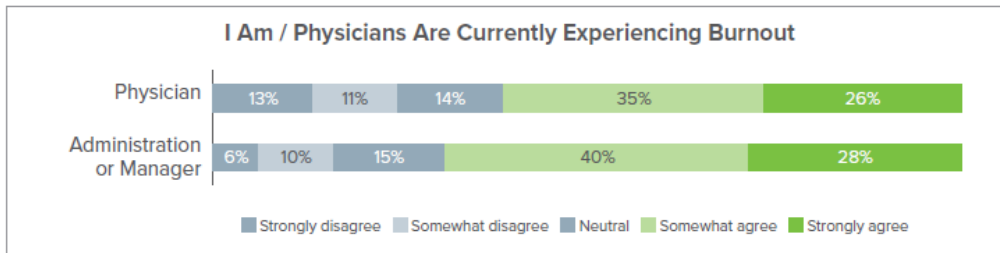
- Setting up a private practice, with a goal to retire by a certain age
- Getting into real estate investment
- Working less by moving to part-time work
- Working locum tenens.

6

TOGETHER TO THRIVE.



The reality of physician burnout



7

TOGETHER TO THRIVE.



Guiding principles of engagement



Communicate, Communicate, and Communicate some more



Bi-directional Communication (Voice matters)



Building partnership vs traditional management



Physician-Administrative partnership (Dyad model)



If you've met one physician, you've met one physician

8

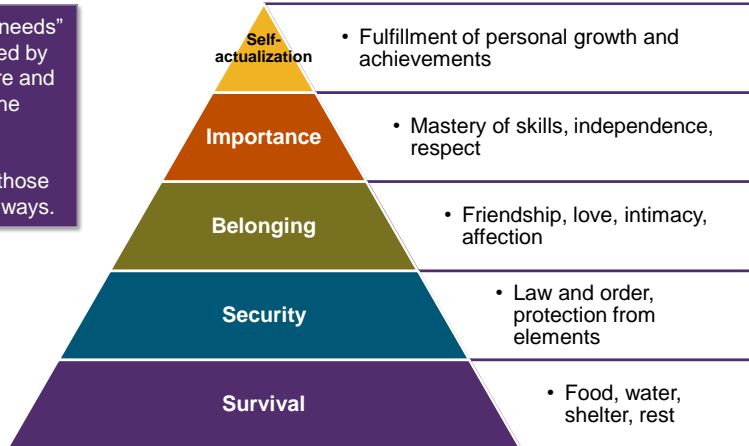
BETTER TOGETHER. STRONGER TOGETHER.



Addressing Maslow's hierarchy of needs

Our providers' "basic needs" have been threatened by changes in healthcare and made worse by the pandemic.

Our goal is to meet those needs in meaningful ways.



Survival



Evolved compensation models to meet the diverse needs of physicians

Further developed our provider resiliency initiatives to support our clinicians

Optimized teams and utilized technology through our wellness informatics program to help clinicians "detach" from work



Survival | The how

Evolved Compensation Models

Overall Strategy and Objectives

Our objectives should move us toward achieving NOVART's vision of becoming the trusted partner and preferred provider for patients and clinicians.

Through this work we will be guided by the following principles:

- Take our messages, timing and

Tools and Tactics

- EQUIPPING OUR LEADERS**
 - Leadership training to enable a consistent message across
 - Public facing and community
- EDUCATING OUR PHYSICIANS**
 - One pager to bring physicians and the compensation change
 - Enable Public to translate
- IMPLEMENTING THE CHANGE**
 - Individualized compensation packages to drive behavior
 - Proactive about how these changes apply to their compensation

Communications Cadence

11

Provider Resiliency Initiatives

NOVART HEALTH

NOVART HEALTH

Provider well-being & resiliency support resources

2021 resource guide

- Well-being benefits
- Employee assistance program (EAP)
- Financial counseling and resources
- Work-life balance resources
- Employee assistance program (EAP)

Provider Resiliency Initiatives

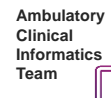
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Provider Resiliency Initiatives

Provider Resiliency Initiatives

TOGETHER TO THRIVE.

Wellness Informatics Program



Security

Implemented new paid leave policies to help support improved work-life balance

Enhanced health and welfare benefits that improve the benefits physicians receive as part of their employment

Improved retirement plan benefits, adding resources to help support physicians at retirement



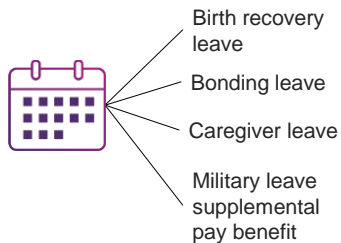
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TOGETHER TO THRIVE.

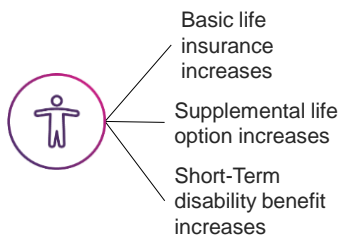


Security | The how

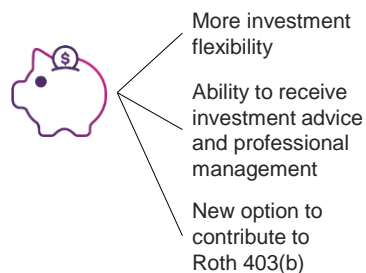
Paid Leave Options



Health and Welfare Benefits



Retirement Plan Enhancements



13

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Belonging

Developed a more formalized system for physician governance

Created ways for providers to build community and relationships with colleagues

Implemented a formal rounding program to ensure the voices of our providers are heard



14

TOGETHER TO THRIVE.

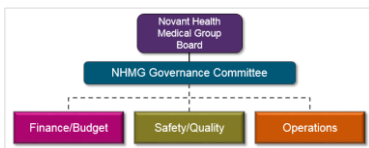


Belonging | The how

Governance Committee

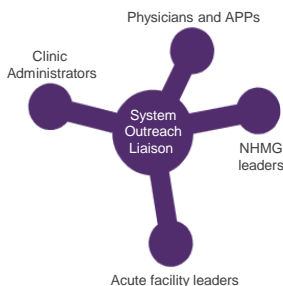
The NHMG-GC supports NHMG's growth and operations by providing direction and recommendations on a wide range of opportunities to support and drive strategic alignment, engagement and culture.

NHMG Governance Committee Structure
23 front line physicians and advanced practice providers representing all markets and institutes



15

Provider Relationships with Colleagues



Team Aim: Increase communication and build connectivity between NHMG leadership and physicians to help drive physician satisfaction and increase overall patient growth in Novant Health clinics and acute facilities.

TOGETHER TO THRIVE.

Formal Rounding Program

Purpose of Leader Rounding
(All levels of leaders round in our clinics)



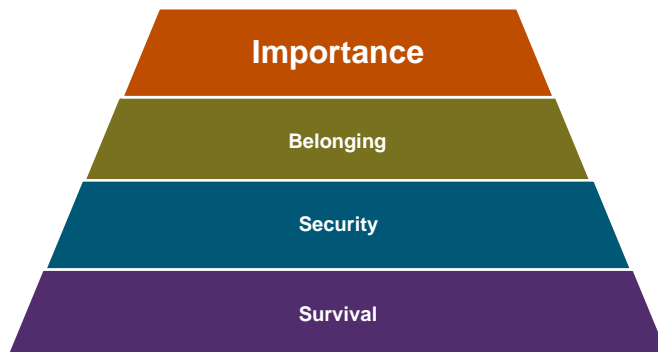
Over 1200 provider rounding occurrences documented since August 2020



Importance

Committed to **physician-led leadership** through our dyad partnership model

Established program to **recognize providers** with high quality and patient experience scores



16

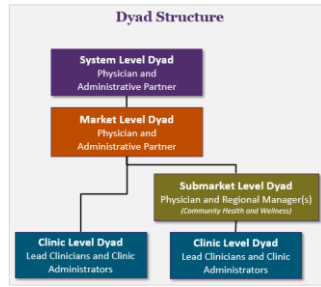
TOGETHER TO THRIVE.



Importance | The how

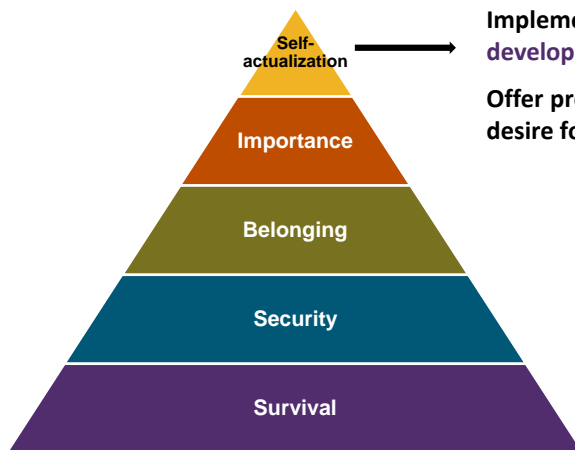
Physician-led Leadership

Provider Recognition



- Criteria:**
- ✓ Medical group practice survey completion
 - ✓ Current year patient experience results
 - ✓ Providers with n>=30
 - ✓ Providers at the 99th percentile for STANDARD CARE PROVIDER DOMAIN

Self-actualization



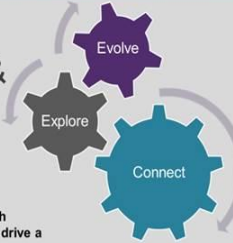
Implemented physician and APP leadership development programs

Offer programs to support a clinician's desire for personal growth

Self-actualization | The how

NHPN Team Culture & Performance Group

Our mission: We create the space to cultivate growth mindset, relationship focus and purpose in work, to drive a culture of continuous learning and collaboration.



The Novant Health Physician Network Team Culture & Performance Group's scope is professional growth & leadership development for physicians and APPs.

New providers:

- Formal Onboarding programs: ODYSSEY and APP Launch

Existing providers: Leadership Development Coaching and curriculum

- 1:1 Leadership Development Coaching (internal)
- New leader transition support
- System DYAD team coaching
- I-Grow Coaching Model for leaders
- Fundamentals of Inclusive Leadership: Unconscious Bias Curriculum Pilot
- Peer Coaching Pilot for 2022
- Next Level Leadership Symposium

Embedded Leadership Development: Team Leadership Development for our Lead Clinicians/CA's has been woven into submarket and system meetings and CIN meetings

CIN Forum Pilot – launched in fall 2021

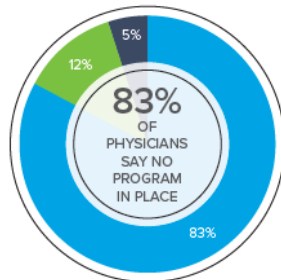
- Engaging CIN partners through shared learning and leadership development



Don't just do it- promote it

Question: Which statement best describes your current physician retention program?

PHYSICIANS SAY ...



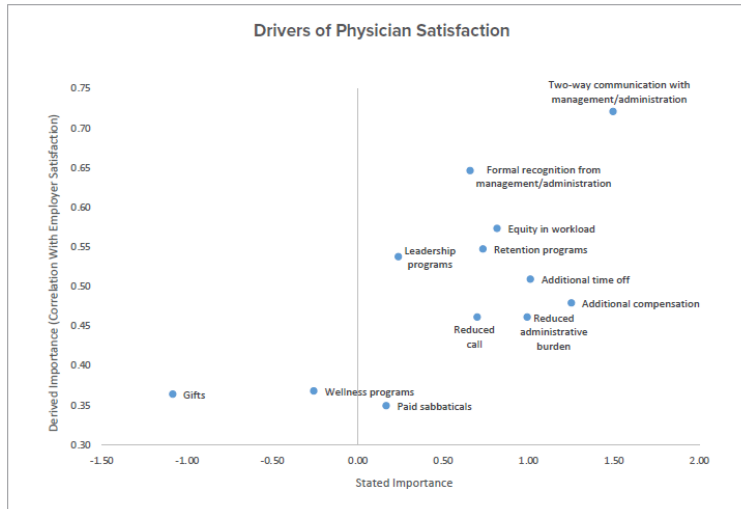
ADMINISTRATORS SAY ...



■ No Retention Program is in Place
 ■ Informal Retention Program is in Place, but Nothing is in Writing
 ■ Formal, Written Retention Program



Prioritize your activities for impact



21

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Questions

Thank you



Roundtable Starter Questions



- What are you doing to address wellness and resiliency for providers at your organizations?
- How are you able to keep your providers engaged and on the same page given the size and geographical footprint of your organizations?