Fiscal year 2019
(ended June 30, 2019)

Ascension Medical Group (AMG) continues to evolve as a high-performing national provider network. Fiscal Year 2019 represented significant development and progress across a broad spectrum of organizational priorities – including improving access to care, strengthening our clinical community, and enhancing clinician well-being and engagement.

In addition, AMG became part of Clinical & Network Services, which intended to unite clinical and care excellence functions and subsidiaries that are core to Ascension’s Mission. Bringing these functions and subsidiaries together creates a unique opportunity to position Ascension for the future and to operate in a manner that transforms healthcare and proactively addresses the holistic needs of those we serve.

Following are some highlights.

Quality

AMG saw marked improvement in eliminating Medicaid-based disparities in preventable heart failure (HF) hospitalizations and colorectal cancer (CRC) in AMG primary care patients.

The admission rate for all HF patients (through April 2019) was 47.3, which is a 19% decrease compared to baseline (58.7) and is better than target (56.9). The admission rate for Medicaid HF patients was 88.8 (through April 2019), which is a 22% decrease compared to baseline (114), resulting in 2,689 fewer admissions, and is better than target (108).

The CRC screening FY19 goal was to achieve a 13% decrease in AMG patients who are not current with their CRC screening and a 15% decrease in Medicaid patients who are not current with their CRC screening compared to the FY16 baseline.

CRC FY19 preliminary results (through June 2019): The CRC screening rate for all patients was 67.7%. This is a 27% increase compared to baseline (53.2%) and better than target (59.2%). The CRC screening rate for Medicaid patients was 55.5% This is a 36% increase compared to baseline (40.9%) and better than target (49.7%).
## FY19 Results

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<th>All patients have had</th>
<th>Medicaid patients have had</th>
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<td><strong>an 19% reduction in Admissions</strong> for those diagnosed with <strong>Heart Failure</strong> in FY19.</td>
<td><strong>a 22% reduction in Admissions</strong> for those diagnosed with <strong>Heart Failure.</strong></td>
<td><strong>a 27% increase in Colorectal Cancer screening</strong> from baseline.</td>
<td><strong>a 36% increase in Colorectal Cancer screening</strong> from baseline.</td>
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## Patient Experience

AMG’s ongoing commitment to delivering an exceptional experience was exemplified through our work to create better access, continuity of care and convenience for consumers along their healthcare journey.

To that end, AMG was actively engaged in Ascension’s Mission-inspired Transformation efforts, which included “Redesigning the Front Door to the Health System.” This work centers on care that is provided where it is needed – in the home, while on the go, or in our sites of care – and when consumers want it – on demand, in person, or through digital access to information and services.

A team composed of clinical and operational leaders within AMG, Ascension Care Management, and Finance worked collaboratively to develop a Care Model Transformation Playbook. The resource aims to help Ministry Markets analyze population needs, select care models to best serve population segments, and develop a roadmap to tailor and launch these care models.

Innovative care delivery models are an important part of AMG’s approach to providing compassionate, personalized care. This innovation resulted in the launch of Ascension Online Care, a new access point for patients in need of virtual, on-demand care for minor illnesses and ailments in nearly all Ascension markets. Since its launch, more than 4,300 patients have enrolled in the service.

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Other new models introduced in FY19 included comprehensive care clinics, which address medical, social and behavioral needs of the patient through high-touch care; and a virtual provider office in Michigan and Texas, which provides convenient primary and specialty care for chronic disease management.

Access continues to be a high priority for AMG. Medicare Annual Wellness visits increased 15.3% over the prior fiscal year. Primary care visits scheduled via the online scheduling tool InQuicker reached 118,536 visits in FY19, an increase of 22,553 visits, or 325.5%, from FY18 to FY19. These and many other initiatives resulted in a 2.86% increase – or a total of 2,325,455 unique lives – served by primary care physicians and Advanced Practice Providers (APPs) for the fiscal year compared to the prior fiscal year.

To ensure we are continuing to serve the needs of the most vulnerable, Ascension Ministry Markets served by AMG were successful in sponsoring at least one Medical Mission at Home during the fiscal year. These events provide free health screenings to the community and afford associates and physicians an opportunity to share their experiences and learnings. Markets were asked to identify and implement at least one action based on their learnings.

Physicians/Providers Experience

In our quest to become the preferred destination for clinicians to practice medicine, AMG established a Clinician Engagement and Well-Being Council to help direct national engagement and well-being efforts. The council has representatives from every Ministry Market, as well as clinical leaders, Marketing and Communications, and data science leaders.

The council released a tactical playbook with 35 best practices to help markets deploy programs and create a culture that supports engagement and well-being. The playbook focuses on the three domains of wellness – Culture of Wellness, Efficiency of Practice and Personal Resilience – and includes an implementation plan to track progress over time.

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In addition, a validated measure of clinician engagement and well-being to physicians, APPs and residents/fellows was deployed. The Well-Being Index allows clinicians to assess their level of burnout anonymously and immediately provides access to resources that are tailored to their individual results. More than 950 clinicians have taken the assessment.

In conjunction with Mission Integration and Human Resources, the AMG Development and Formation Program was facilitated in Oklahoma, Florida, Maryland and Alabama with 87 leaders participating in FY19.

We also continued our journey to align and optimize physician/APP recruitment across our national health ministry. This optimization required a transition away from manual processes to more automated workflows. After months of collaboration with recruiters, Human Resources and Employee Health teams, we successfully transitioned to PeopleSoft to host AMG physicians and APP positions. This transition includes the submission of all position management requests and the posting of all open AMG positions on a new externally facing careers website, ascension.org/docjobs.

The new solution also enables AMG to effectively manage Graduate Medical Education candidates within Ascension-sponsored and non-sponsored programs who express interest in joining our organization through the creation of a comprehensive database.

AMG is committed to a strong and diverse clinical workforce. A cross-functional steering committee, with representation from Human Resources, Ascension Care Management, Legal, Marketing and Communications, clinical leaders, and data science leaders, developed a framework for physician step-down/slow-down pathways and best practices to ensure the composition of the clinician workforce better matches the populations we serve.

AMG also established an alignment model framework for physicians interested in financially investing in AMG. A physician alignment model guide was developed to create a streamlined process to support and streamline decision-making across markets.

These are two important milestones for AMG, as we seek to positively impact our ability to meet workforce needs, attract top talent and partner with physicians, making AMG the best place for clinicians to practice medicine while expanding our geographic reach.
Lowering costs

AMG is working toward lowering the cost of healthcare by creating new models that support changing demographics and payment models.

To help operational leaders gain better insight into practice patterns, expenses, productivity and patient volume, AMG has invested in and will be deploying Premier Inflow Health. This data analytics tool provides a variety of metrics and will aid markets in identifying areas to reduce costs and improve financial performance.

As we look for ways to enhance patient care and drive down costs through improved care coordination, AMG’s Continuity of Care (CoC) work continues to demonstrate value. After the development of a CoC playbook last fiscal year, AMG has created tracking tools, standardized dashboards and processes for ongoing review.

Work continues to ensure accurate physician/APP directories with alignment tiers, and local teams are conducting data-driven conversations with physicians/APPs and referral specialists to address low CoC root issues.

In FY19 we incorporated a CoC target within our Integrated Scorecard. Results were favorable, and eight out of eight markets exceeded their CoC target for the fiscal year. We will continue building upon our successes by incorporating further advancements in CoC to allow for improved patient flow and physician satisfaction into FY20.

By the Numbers

376,191 Patients Made Appointments Through the Online Scheduling Tool

1,971 New physicians/APPs Joined AMG

2,325,455 Unique Lives Served in FY19