

PRACTICING

EXCELLENCE/

CONNECT 2022

UNIFY, COACH, CONNECT

PARTNER SHOWCASE: RIVERSIDE MEDICAL GROUP



RIVERSIDE



RIVERSIDE

RIVERSIDE MEDICAL GROUP PROJECT TEAM



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PRACTICING
EXCELLENCE



RIVERSIDE

MISSION

To care for others as we would care for those we love—to enhance their well-being and improve their health.

VISION

Riverside is an integrated health system, trusted to provide our communities with care and services that enhance their quality of life.

VALUES

- Trust earned through safety, quality of care, and service
- Teamwork, diversity, and respect
- Physician integration and leadership
- Deep community involvement
- Healthy growth and financial stability

The infographic is titled "Our 2022 Commitments" and features the Riverside logo. It is organized into five color-coded sections: People (orange), Safety, Quality & Service Experience (teal), Integration (light blue), Growth (green), and Finance (light green). Each section contains specific goals and metrics for the year 2022. The bottom of the infographic features the Riverside logo and the tagline "Stronger Together".

RIVERSIDE | Our 2022 Commitments

People
Support a culture that reflects our mission—caring for others as we care for those we love.

- 1.1 Support our team members by providing the necessary resources to continually improve and support their good work, with the percentage of eligible team members taking the employee engagement survey increasing by 5 percentage points.
- 1.2 Improve Riverside provider engagement score and alignment, as measured by the Provider Engagement Survey (PEA).

Integration
Engage our customers and patients through seamless coordination of service, care, communications and technology.

- 2.1 Further integrate iCare across the continuum with expanded functionality and implementation of the Beaker Laboratory module.
- 2.2 Continue to support improvements in patient outcomes, quality of care, workflow efficiency, and financial performance by adhering to Epic's Honor Roll Program.

Safety, Quality & Service Experience
Deliver care that consistently supports our mission by ensuring every patient, resident and customer receives the best clinical outcomes, highest quality of care, zero harm and exceptional services.

- 3.1 Earn and maintain an excellent reputation and the loyalty of our patients and residents as measured by our satisfaction surveys, with a goal of achieving 75th percentile in the overall rating indicator.
- 3.2 Sustain and support an environment of continuous learning and improvement, where the principles of a fair and just culture are applied and evident throughout the organization—where all team members feel empowered and responsible to take action for safety as measured by:
 - Increasing the percent of positive responses to the AHRQ Survey on Patient Safety (SOPS) question that asks team members to rate their individual unit or work area with an overall safety rating, with "Excellent" or "Very Good" indicating a positive response.
 - Reducing the total number of acute care hospital-associated infections as measured and defined by the CDC's National Healthcare Safety Network.
- 3.3 Promote and execute the most effective prevention, treatment and operational practices that will lead to high reliability, including:
 - Providing recommended, evidence-based care to every patient and resident, everywhere, every time.
 - Preventing and reducing harm, with a goal of zero harm.
 - Reducing utilization of non-beneficial care.

Growth
Improve access to current services and programs while identifying and pursuing new areas of growth. Further enrich the reputation of the system by exceeding customer expectation and delivering on the Riverside Care Difference.

- 4.1 Maintain patient and resident volumes across our enterprise, with a 3 percent increase in new patient visits across Riverside Medical Group.
- 4.2 Market share growth will mirror strategic plan and initiatives.

Finance
Assure long-term service to the community by responsibly using resources and by maintaining standards that assure a strong credit rating.

- 5.1 Meet or exceed the approved 2022 operating income budget by understanding and accepting responsibility to act as good stewards of resources.
- 5.2 Strengthen the balance sheet enabling current and future growth.
- 5.3 Deliver \$4.25M in philanthropic support to further Riverside's mission. Your giving to the Riverside Foundation allows Riverside to reach and make an impact to patients, residents and our communities.

Stronger Together



Our People

- 700+ physicians and advanced practice providers serving in 75 locations
- Primary Care and Preventive Medicine
- Neurosciences including neurosurgery, neurology, & sleep medicine
- Oncology Services
- Musculoskeletal Services including Orthopedics, Physiatry, and Physical Therapy
- Diagnostic Imaging and Lab Services
- Home Health Care
- Palliative & Hospice Care

Our Facilities

- 4 Acute Care Hospitals including the peninsula's only level II Trauma Center
- Adult and Adolescent Inpatient Behavioral Health Center with addiction rehab services
- Three Skilled Nursing Facilities and Continuing Care Retirement Community Campuses
- Skilled Rehabilitation
- Critical Illness Recovery Hospital
- Community Wellness Centers



Strategic Goals

1. Destination Clinician Medical Group
2. Destination Healthcare Provider
3. Top Decile Performer in Reported Quality and Outcomes
4. Operate as a High-Performance Provider Network

Destination Clinician Medical Group

- Reach 75th Percentile in Provider Engagement by 2024
- Top performance in provider recruitment and retention

Destination Healthcare Provider

- Reach and maintain 75th Percentile in reported Net Promoter Score (NPS) across medical group by 2024
- Increased Market Share
- Sustained Financial Performance

Top Decile Performer in Reported Quality Outcomes

- Top Decile in reported ambulatory and inpatient quality measures by 2024
- 4.5-5.0 star ratings in key Medicare Advantage Plans

Operate a High-Performance Provider Network (payer and employer preferred)

- Earn greater than 50% of available incentive payments by 2024
- Achieve top tier/preferred provider status in payer networks

Key Drivers for 2022

Clinician Well-Being & Professional Development

Clinical Integration

Clinical Consensus



RIVERSIDE

Clinician Well-Being and Professional Development

“We need to create more connectiveness and collegiality within RMG.”

Expand social events and opportunities for RMG (reconnect)

- Town halls , annual conferences (resume live asap)
- Meet and greets for specialties in all regions
- Journal Clubs using CEP content/focus
- Revive Clinician lounges, lunches to afford socialization

Clinician Leadership Clarity (SLC's, PPD's, Medical Directors)

- Clearly define roles and responsibility for leaders
- More leadership education and training
- SLC roles need more admin protected time to do well

Vital Work Life and Safe Haven

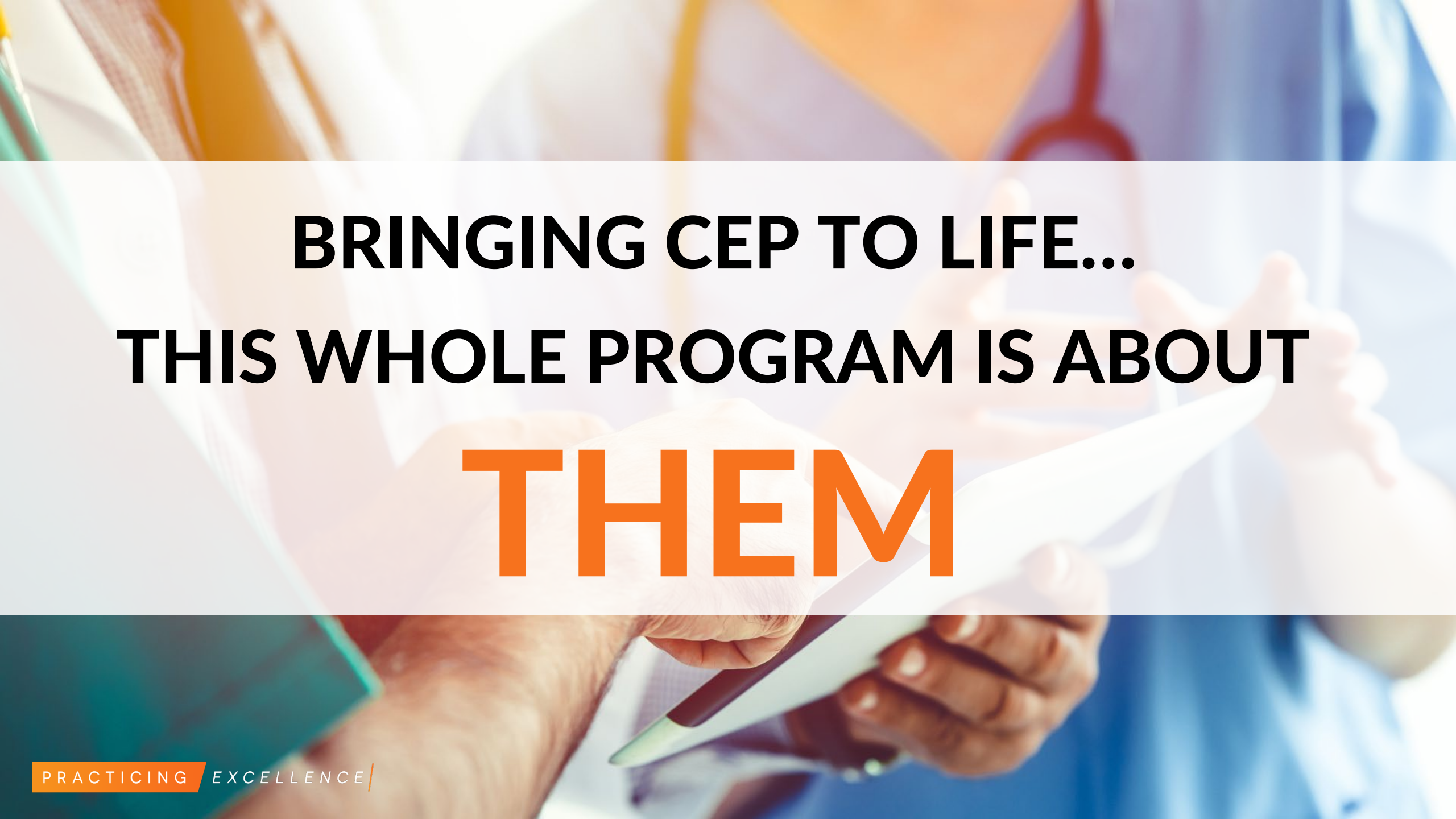
- Improved communication of all services and benefits

Vital Work Life and Safe Haven

Clinician Experience Project

A person wearing a white protective suit, a blue surgical mask, and safety glasses is holding a clipboard and a pen. They are standing next to a dark-colored car. The background shows a building and some greenery under a blue sky with clouds.

**WE STARTED THIS
EXACTLY WHEN
WE NEEDED IT MOST...**

A background image showing medical professionals in blue scrubs. One person is holding a white clipboard, and another is pointing at it. The image is slightly blurred, focusing on the text overlay.

BRINGING CEP TO LIFE...
THIS WHOLE PROGRAM IS ABOUT
THEM



GETTING STARTED

WELL-BEING PROGRAM...
HELPING CLINICIANS BE THEIR BEST
LEADING THE PATIENT EXPERIENCE...
SENDING THE RIGHT MESSAGE

An overhead photograph of four business professionals in a meeting. Two men and two women are seated in a circle on a light-colored tiled floor. One man is wearing a blue shirt and jeans, another a white shirt and grey trousers, one woman a white blazer and dark trousers, and another a blue blazer and blue trousers. They are all looking towards the center of the circle. A semi-transparent white banner is overlaid across the middle of the image, containing text.

GETTING BETTER TOGETHER

CEP MOMENT...

LEADERS OUT FRONT

GROUP LEARNING...

TOP DOWN AND BOTTOM UP

INTEGRATING EVERYWHERE...

GOVERNANCE, BOARD MEETINGS, QUALITY MEETINGS

A top-down view of several people's arms and hands reaching towards the center, stacking their hands in a celebratory gesture. The hands are of various skin tones, including light, medium, and dark. Some individuals are wearing accessories like a black sports watch, a silver metal bracelet, and several beaded bracelets. The background is a light-colored wooden floor. A semi-transparent white horizontal band is overlaid across the middle of the image, containing the main text.

CELEBRATING THE WINS...

RIVERSIDE MEDICAL GROUP

Engagement Data

App Downloads:
1,410 Users

Coaching Tips Watched:
37,838 Videos

Data represents first year of engagement (ending October 31, 2022)

MEDICAL GROUP IMPROVEMENT

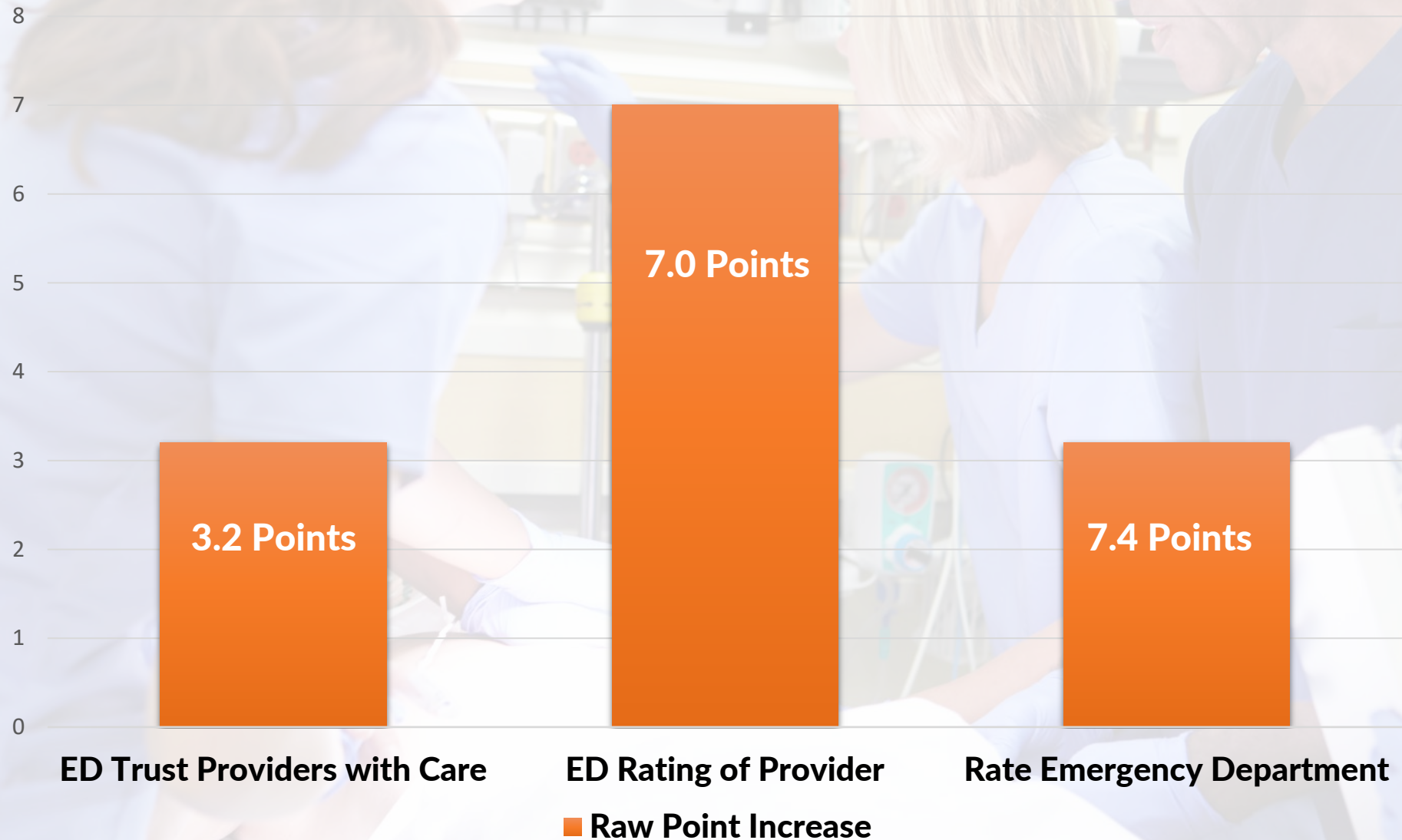
- **67%** of practices have improved in the category of **overall rating of care provider**.
- For the **first time ever** in the history of the medical group, RMG met its **likelihood to recommend goal** for three months in a row (July-Sept 2022.)

PRESS GANEY CARE PROVIDER QUESTIONS

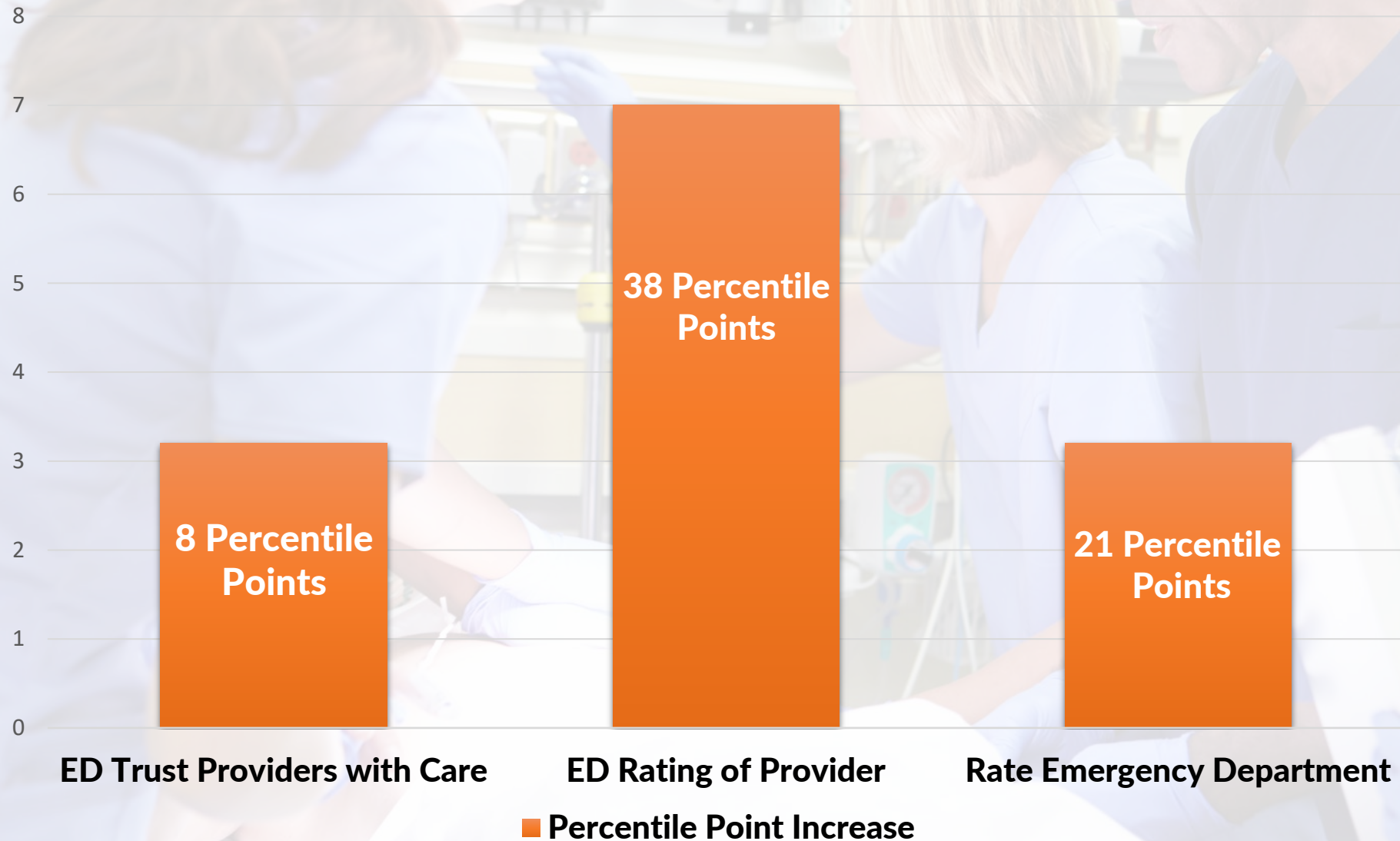
Provider gave information on question	↑
Provider listened	↑
Rating of provider	↑
Time provider spent with patient	↑
Trust this provider	↑
Knew medical history	↑
Nurses courtesy and respectful	↑
Office staff courtesy/helpful	↑



EMERGENCY DEPARTMENT IMPROVEMENT



EMERGENCY DEPARTMENT IMPROVEMENT



A light blue background featuring medical office items: a white keyboard in the top left, a stethoscope with a blue tube and silver chest piece on the left, and a tablet in the bottom left. A small potted plant is in the top right.

Reduced Turnover: 50% Reduction in Physician Turnover

From 2021 to 2022



IMPACT STORY...



WHAT'S NEXT?

1. **Getting tactical:** using *surgically*
2. **Develop a coaching mechanism:** continue targeting support
3. **Global:** DEI, Advanced Patient Experience
4. **Local:** Leadership development for service line chiefs

1. Make this about well-being and professional development.
2. No substitute for leadership buy in.
3. Weave into your strategic plan.
4. Share the meaningful impact gained from content.

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