



Atrium Health

NEW PHYSICIAN &
APP ORIENTATION



Atrium Health

Antidotes to Burnout: The Art of Staying Inspired

The Problem

Physician & APP Burnout

Compassion Fatigue

Secondary Trauma

Secondary Trauma Stress

Secondary Victimization

Directly effects quality of care, safety of patients, treatment outcomes, patient satisfaction, nurse turnover, hospital staff morale, and financial performance.

Denial

Organizational Collusion

The Problem (cont'd.)

Almost 1 in 2 physicians are experiencing burnout

Depression, suicide, and substance abuse disorders are more prevalent among physicians than the general population

And yet the mental health of physicians/APPs consistently receives low priority

45% of primary care physicians would quit medicine immediately if they had the financial means

The well-being of physicians/APPs is a matter of national health

Symptoms

Hopelessness /
Despair

Decrease of
pleasure

Persistent stress
and anxiety

Sleeplessness, too
much sleep,
nightmares

Pervasive negative
attitude

Decrease in
productivity

Inability to focus

Feelings of
incompetency

Increased self-
questioning /
self-doubt



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Symptoms (cont'd.)

Pull away and isolate
self from others

Excessive voicing of
complaints

Appear sad, apathetic,
without energy

Less attention to
physical care / poor
hygiene

Difficulty with focus
and concentration

Moral distress
persistent

Feelings kept inside
(strong, silent,
self-contained heroes)

Compulsive behaviors
(overeating, spending,
gambling, substance
abuse, promiscuity,
addictions)



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The Art of Staying Inspired

- ☐ Practice self-compassion/ self-care
- ☐ Take deliberate breaks from work
- ☐ Breath Work/ Prayer
- ☐ Physical exercise
- ☐ Enjoyable recreational activities
- ☐ Establish clear, professional boundaries
- ☐ Accept the truth that successful outcomes are not always achievable (cure) but healing is always possible
- ☐ Create/ maintain social support (people and pets)
- ☐ Spiritual practices (rituals, forgiveness, meditation, etc.)

Practical Approaches

- ☐ Pause
- ☐ Take a breath
- ☐ Check in and be observant with colleagues
- ☐ Go beyond empathy and practice compassion
- ☐ Debrief emotions as well as clinical process in review
- ☐ Talk / Do not isolate or suppress
- ☐ Seek out a confidant
- ☐ Massage
- ☐ Healing Touch/Reiki/Energy Medicine
- ☐ Music

Our Commitment

*One Experience for Every Person, Every Encounter,
Every Time that Includes, Informs, and Inspires*

To do this we need to bring our best self to assist
others in their healing...



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Spiritual Principles



A thick teal line forms a wavy, irregular border around the text. It starts on the left, curves up and over the top, then down and under the bottom, and finally up and over the right side, creating a frame for the text.

If we are to inspire others we need to be inspired from within.

If we are to be inspired from within we have to be intentional.

Inspiration is within us, around us, and beyond us.



Atrium Health

Organizational & Medical Group Structure & Priorities

OUR ROOTS DATE BACK TO A HUMBLE BEGINNING.
In 1940, we opened our doors as Charlotte Memorial Hospital.



Now is the time to ...

**IMPROVE HEALTH FOR MORE PEOPLE
MOVE BEYOND BORDERS
PARTNER WITH OTHERS
MAKE A GREATER IMPACT**

Carolinas Healthcare
System is

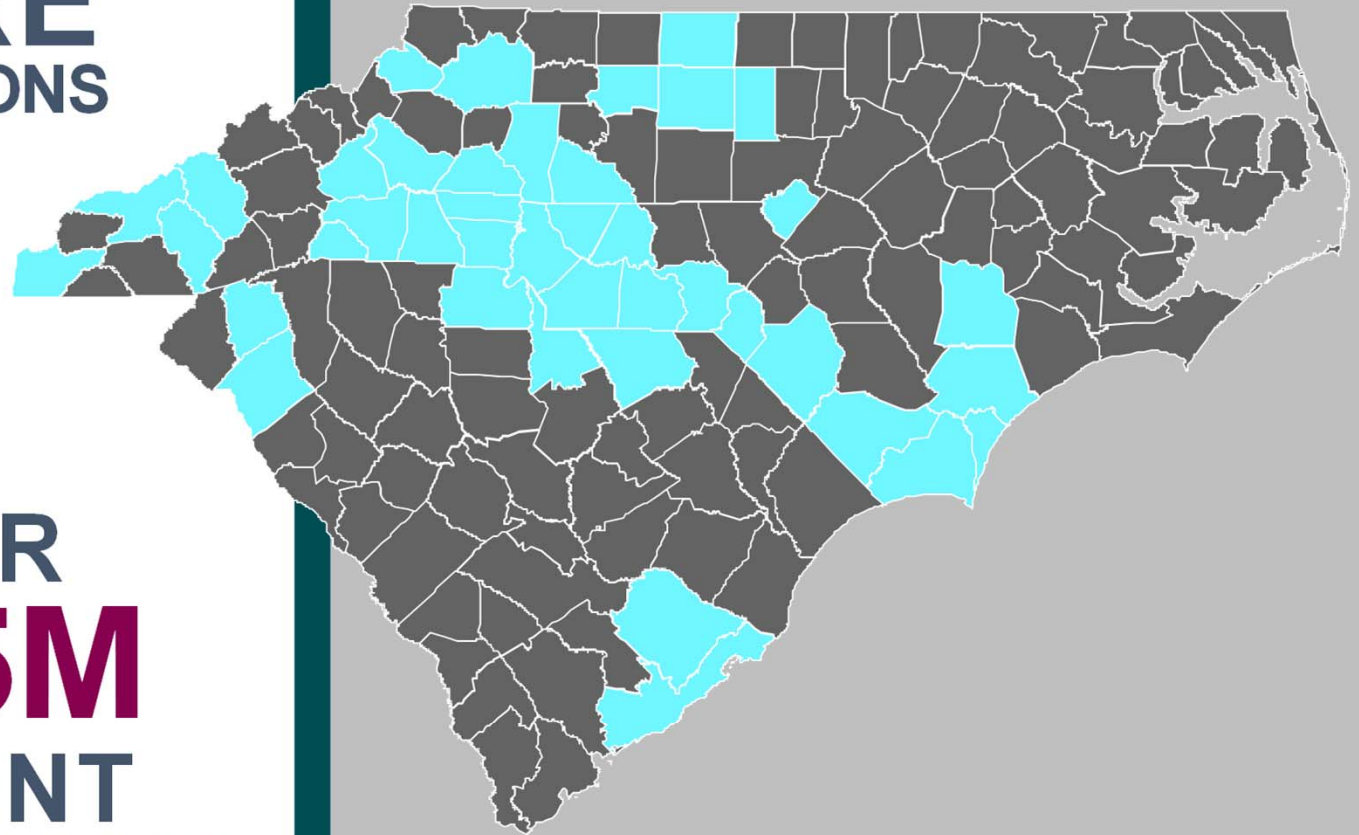


Atrium Health

A place filled with light. Where
each and every heartbeat begins.
Where connections are made –
**bringing health, hope and
healing for all.**

MORE THAN
900
CARE
LOCATIONS

OVER
12.5M
PATIENT
ENCOUNTERS
EACH YEAR





IN ONE DAY AT ATRIUM HEALTH

31,750+ patient encounters (1 every 3 seconds)

23,000 physician visits | **4,200** ED visits | **600+** home health visits

85+ new primary care patients | **13,975** virtual care encounters

88 babies delivered | **550+** surgeries

\$5.1 million each day in uncompensated care and other benefits to our community.



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Our Atrium Health Way: Mission & Vision

MISSION:

To *improve* **Health**,
elevate **Hope** and
advance **Healing** – *for all*

VISION:

To be the **first** and **best**
choice for care

WHAT STANDS OUT TO YOU?



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Our Atrium Health Way: Values & Behaviors

Core Values	CARING	COMMITMENT	INTEGRITY	TEAMWORK
Atrium Health Behaviors	Connect with all individuals using empathy and compassion	Promote a clean and safe environment	Demonstrate respect for all	Acknowledge and celebrate accomplishments of our teammates and patients

Our Atrium Health Way: Commitment

Courtesy and Respect - [How we demonstrate integrity](#)



- Apply 5-10 rule
 - Smile and acknowledge people within 10 feet
 - Offer a warm greeting for people within 5 feet
- Say "Please/Thank You/May I"
- Honor privacy by keeping patient and teammates information confidential and secure
- Acknowledge & inform patients and families who are waiting
- Allow others to enter and exit doorways and elevators first and hold doors for them.
- Conversations that offend or hurt customers and/or teammates will not be tolerated.



Professionalism – [How we conduct ourselves](#)



- Adhere to standards of appearance
- Demonstrate a "can do", helpful attitude
- Keep your promises; if you tell someone you are going to do something, follow through
- Speak positively of our facilities, teammates and customers
- Conduct personal discussions only in private areas
- Refrain from chewing gum, performing personal hygiene, using cell phones, smoking and eating in customer facing areas



Teamwork – [How we demonstrate teamwork](#)



- Commit to working together as a team
- Respect and appreciate all cultural differences
- Connect to purpose daily
- Reward and Recognize
- Introduce and Manage Up teammates
- Demonstrate compassion for self and others

Directions - [How we guide our patients and families](#)



- Offer to assist anyone who looks lost or hesitant
- Escort customers to their destinations
- Demonstrate patience when helping customers find their destinations

Atmosphere and Environment - [How we create healing environments](#)

- Take ownership of environmental issues you see
- Never walk past trash; always pick it up
- Reduce harsh odors and smells
- Keep area neat and clean
- Ensure posted information is clear, visible and current

Telephone Experience - [How we communicate: telephone](#)

- Answer the telephone in your work area within 3 rings
- Offer a warm greeting; smile, introduce location and yourself
 - Extend a helping statement "How may I help you"
- Ask for caller's name; use their name in communication
- Avoid eating, drinking or chewing gum while on the phone
- Acknowledge anyone who walks up by making eye contact and offering a smile
- Ask before placing person on hold; offer updates every 30-45 seconds if still on hold
- Give undivided attention to customer on the phone
- Return messages within 24 hours, when possible

Service Recovery (A.C.T.) - [How we correct a lapse in service](#)



- Acknowledge and Apologize
 - Listen without interrupting and identify problem
 - Demonstrate respect and express empathy
- Correct the problem
 - Work towards resolution
 - If you don't have the answer, take responsibility and find someone who can help
- Thank
 - Show gratitude for bringing issue to our attention and for choosing Atrium Health

Every Person,
Every Encounter,
Every Time.



Atrium Health

Meet Our Leader

- Joined Atrium Health in April 2016
- 25+ years of healthcare leadership experience
- Board of Trustees and Chairman of the American Hospital Association
- United the System around a redefined mission and vision
- Led the change to become Atrium Health



Gene Woods, MBA, MHA, FACHE
President and CEO



2019 Strategy Map

MISSION: To improve **health**, elevate **hope** and advance **healing** – for all

VISION: To be the **first** and **best choice** for care

DESTINATION POINTS Year-end 2020

Achieve \$300 Million
in margin growth to fund
capital investments

Improve 300,000 Lives
in sustainable value-based models

Realize \$300 Million
in efficiencies by implementing
best practices

WE WILL BE DIFFERENTLY BETTER AS ONE BY:

STRATEGIC PRIORITIES (branches)

STRATEGIC OBJECTIVES (leaves)

GROWTH

Growing as the most **connected** and
convenient system of care

Deliver the primary care and on-demand
services consumers prefer

Build upon world-class
specialty service lines

Create the next generation network

VALUE

Excelling at delivering **high-value**,
person-centered care

Establish sustainable, scalable solutions to
manage social and financial risk of our
patient populations

Enhance community health and benefit
in partnerships with others

Improve our value for teammates and their
families, employers and other partners

AFFORDABILITY

Increasing the **affordability** of care
for our patients

Deliver effectiveness and efficiency by
practicing to the highest clinical standards

Streamline operations by
minimizing variability

Strengthen performance by
optimizing integration

WE WILL IMPROVE DAILY BY:

OPERATIONAL EXCELLENCE (trunk)

Quality & Safety:
Creating the safest environment
and improving health outcomes

Consumer Experience:
Improving the quality of
experience for all, every encounter,
every time

Teammate Engagement:
Cultivating pride
and shared aspirations

Efficiency and Throughput:
Matching resources
to the work

(roots) **LEARNING ORGANIZATION:** Growing talent and driving clinical advances through education and research

(taproot) **FINANCIAL HEALTH**

Atrium Health Executive Leadership



Carol Lovin

Executive Vice President &
Chief Integration Officer



Anthony DeFurio

Executive Vice President &
Chief Financial Officer



Dr. Scott Rissmiller

Executive Vice President &
Chief Physician Executive



Armando Chardiet

President, Atrium Health
Foundation



Dr. Rasu Shrestha

Executive Vice President &
Chief Strategy Officer



Jim Dunn

Executive Vice President & System
Chief Human Resources Officer



Ken Haynes

Executive Vice President &
Chief Operating Officer



Keith Smith

Executive Vice President,
General Counsel

One Medical Group

Care Divisions

EVP – Scott Rissmiller, MD

- Adult Acute
- Behavioral Health
- Primary Care
- Surgical Services
- Women's Services

Service Lines

EVP – Ken Haynes

- Levine Children's Institute
- Sanger Heart & Vascular Institute
- Musculoskeletal Institute
- Levine Cancer Institute
- The Neuroscience Institute

Atrium Health Medical Group Leadership



Dr. Scott Rissmiller
Executive Vice President &
Chief Physician Executive



Dr. Suzanna Fox
Deputy Chief Physician Executive



Katie Kriener
Vice President, Chief of Staff
Virtual Health



Dr. Derek Raghavan
President, Levine Cancer
Institute



Ruth Krystopolski
Senior Vice President,
Population Health



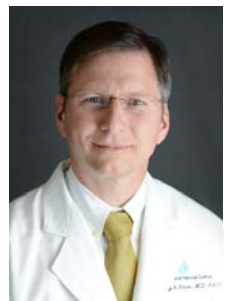
Dr. James Hunter
Senior Vice President,
Chief Medical Officer



Dr. Stacy Nicholson
President, Levine Children's



Tom Laymon
Senior Vice President, Chief
of Care Delivery Operations



Dr. Geoffrey Rose
President, Sanger Heart &
Vascular Institute



Dr. Jennifer Brady
Chief Executive Officer,
Carolinas Physician Alliance



Dr. Claude T. Moorman, III
President, Musculoskeletal
Institute



Dr. Mary Hall
Senior Vice President,
Chief Academic Officer

Adult Acute Leadership



Shannon Carpenter
Vice President



Dr. Scott Lindblom
Senior Medical Director



Dr. Scott Furney
Senior Academic Medical Director

Specialty	Clinical Leader	Academic Leader
Hospitalists	Dr. Ryan Brown	Dr. Lane Jacobs
Critical Care	Dr. Michael Green	Dr. Steve Cochran
Pulmonary	Dr. Daniel Howard	Dr. Robert Taylor
Emergency Medicine	Dr. Mike Gibbs	
Gastroenterology	Dr. Tom Pacicco	Dr. Martin Scobey
Infectious Disease	Dr. Lewis McCurdy	Dr. David Weinrib
Hepatology	Dr. Mark Russo	
PM&R	Dr. Bill Bockenek	
Palliative Care	Dr. Larry Burke	
Adult Neurology	Dr. Donna Graves	
Senior Care	Dr. Deanna Mangieri	
Hospice	Dr. Bridget Earle	
Concierge Medicine	Dr. Lorri Ayers	
Integrative Medicine	Jonathan Polsky	

Behavioral Health Leadership



Dr. Wayne Sparks
Service Line Clinical Leader



Martha Whitecotton
Senior Vice President



Dr. James Rachal
Academic Chair

Specialty/Division	Clinical Leader	Administrative Leader
Behavioral Health Facility Executive - Charlotte	Dr. James Rachal	Victor Armstrong, VP
Behavioral Health Facility Executive - Davidson	Dr. Cheryl Dodds	Lisa McCanna, VP
Behavioral Health Northeast	Dr. Jonathan McKinsey	Sue Deluca, VP
Behavioral Health – Kings Mountain	Dr. Scott Adams	Sue Deluca, VP
Behavioral Health CNE		Jennifer Ziccardi – Colson, VP
Behavioral Health Emergency Services	Dr. Ryan Livingston	Victor Armstrong, VP
Behavioral Health Virtual Emergency Services (Telepsychiatry)	Dr. Allen Stefane	Sue Deluca, VP
Behavioral Health Addiction Medicine	Dr. Steve Wyatt	Lisa McCanna, VP
Behavioral Health Consult Liaison	Dr. Jay Yeomans	Sue DeLuca, VP
Behavioral Health Primary Care Integration	Dr. Manuel Castro	Sue Deluca, VP

Primary Care Leadership



Dr. Suzanna Fox

Deputy Chief Physician Executive
& Interim Senior Medical Director
of Primary Care



Dr. John Franko

Senior Academic Chair



Tom Laymon

Senior Vice President & Chief of
Care Delivery Operations

Specialty	Clinical Leader	Academic Leader
Family Medicine	Dr. Dan Senft/ Dr. Charlie Rhodes	Dr. John Franko
Internal Medicine	Dr. Carmen Teague/ Dr. Brian Kersten	Dr. Scott Furney
Urgent Care	Dr. Chris Branner	Dr. Chris Branner
Corporate Health	Dr. David Cosenza	Dr. Larry Raymond
Medical Specialties	Dr. Dan Parsons	Dr. Kelli Dunn
• Dermatology	Dr. Dan Parsons	
• Rheumatology	Dr. Henry Chow	
• Sleep Medicine	Dr. Doug Kirsch	
• Endocrinology	Dr. Sona Kashyap	
• Allergy	Dr. Edina Swartz	

Surgical Services Leadership



Dr. Brent Matthews
Senior Medical Director/Academic
Medical Director



Lauren Iannitti
Vice President

Specialty	Clinical Leader
Bariatrics	Dr. Keith Gersin
Surgery	Dr. Mike Houston
Plastics	Dr. Mike Robinson
Urology	Dr. Peter Clark
Oral Medicine & Surgery	Dr. Mike Brennan
Ophthalmology	Dr. Galen Grayson
Pediatric Surgery	Vacant

Women's Services Leadership



Meghan Clithero
Vice President



Dr. Suzanna Fox
Senior Medical Director & Deputy Chief
Physician Executive



Dr. Robert Higgins
Senior Academic Chair

Specialty/Area	Clinical Leader
OBGYN Generalists	Dr. Tara Vick
Gynecology Oncology	Dr. Robert Higgins
Reproductive Endocrinology & Infertility	Dr. Brad Hurst
Female Pelvic Medicine & Reconstructive Surgery	Dr. Kevin Stepp
Maternal Fetal Medicine	Dr. Ngina Connors
Eastover, Shelby, & Union OB/GYN	Dr. Jay Matkins
Charlotte, Piedmont, & McAlister OB/GYN	Dr. Scott Makemson
Northeast Women's, Greater Carolinas Women's Center, Northcross, GYN Care of the Carolinas	Dr. James Wheeler
Eastover University, NorthPark, & Stanly Women's	Dr. Suzanna Fox

Levine Children's Institute Leadership



Dr. Stacy Nicholson
President



Jennifer Terry
Vice President



Dr. Mary K. Rogers
Senior Medical Director



Dr. Lyn Nuse
Senior Medical Director

Specialty	Clinical Leader
Neonatology	Dr. David Fisher
Critical Care	Dr. Dwight Bailey
Pediatric Hospital Medicine	Dr. Sara Horstmann
Academic General Peds <ul style="list-style-type: none"> Adolescent Medicine, Ambulatory, Child Maltreatment, Term Nursery, Developmental & Behavioral 	Dr. Cheryl Courtlandt
Specialty Peds I <ul style="list-style-type: none"> Endocrinology, Diabetes, Nephrology, Rheumatology, Genetics, Infectious Disease / Immunology 	Dr. Susan Massengill
Pulmonary	Dr. Ashley Chadha
Gastroenterology	Dr. Victor Pineiro
Hematology / Oncology / BMT	Dr. Javier Oesterheld
Neurology	Dr. Nicole Brockway (Interim)
Orthopedic Surgery	Dr. Brian Scannell
Primary Care Pediatrics	Regional Medical Directors – Dr. Patricia Grinton, Dr. Karen Breach, Dr. Janelle White, Dr. Larry Glass, Dr. Rhonda Patt

Sanger Heart & Vascular Institute Leadership



Dr. Geoffrey Rose
President



Scott Moroney
Vice President



Tom Draper
Vice President

Specialty / Division	Clinical Leader	Specialty / Division	Clinical Leader
Cardiology Central Region	Dr. Troy Leo	Chair, CV Surgery	Dr. Joseph McGinn
Cardiology North Region	Dr. Dan Koehler	Chief, Cardiology	Dr. Geoffrey Rose
Cardiology Southeast Region	Dr. Kushal Handa	Chief, Pediatric & Congenital Heart Surgery	Dr. Paul Kirshbom
Cardiology South Region	Dr. Justin Haynie	Heart Failure	Dr. Sanjeev Gulati
Cardiology West Region	Dr. Nelson Seen	Electrophysiology	Dr. Brian Powell
Cardiology Northeast Region	Dr. Ashesh Patel	Cardiovascular Research	Dr. Glen Kowalchuk
Interventional Cardiology	Dr. William Downey	Chief, Pediatric Cardiology	Dr. Rene' Herlong
Cardiovascular Imaging	Dr. Tom Johnson	Chief, Thoracic Surgery	Dr. Jeffrey Hagan
Chief, Vascular Surgery	Dr. Frank Arko		

Levine Cancer Institute Leadership



Dr. Derek Raghavan
President



Kevin Plate
Vice President



Camille Petraitis, DNP, FNP-BC
APP Leadership

Specialty	Department Chairs
Radiation Oncology	Dr. Stuart Burri
Solid Tumor Oncology & Investigational Therapeutics	Dr. Ed Kim
Hematologic Oncology & Blood Disorders	Dr. Ed Copelan, Chair Dr. Belinda Avalos, Vice Chair
Medical Operations	Dr. Jean Chai, Co-Director Dr. Peter Voorhees, Co-Director
Surgical Operations	Dr. Robert Higgins
Surgical Oncology	Dr. Richard White
Supportive Oncology	Dr. Declan Walsh
Urologic Oncology	Dr. Peter Clark
Gynecologic Oncology	Dr. Robert Higgins

Musculoskeletal Institute Leadership



Dr. T. Moorman
President, MSK Institute



Chan Roush
Vice President & Facility Executive,
CMC Mercy & MSK Institute



Brian Middleton
Vice President, MSK Institute
Operations

Executive Committee

Dr. T. Moorman	Dr. Bruce Cohen
Dr. Jeffrey Kneisl	Dr. Robert McBride
Dr. Joshua Patt	Dr. Glenn Gaston
Dr. Joseph Hsu	Dr. Hunter Dyer
Chan Roush	Dr. Rachel Seymour
Brian Middleton	Dr. Dom Coric
Dr. Stephen Sims	

Administrative Vice Chairs

Dr. Jeffrey Kneisl	Executive Vice Chair
Dr. Joshua Patt	Vice Chair, Education
Dr. Joseph Hsu	Vice Chair, Quality
Dr. Bruce Cohen	Vice Chair, Operations
Dr. Rachel Seymour	Vice Chair, Research

Specialty Division Chiefs

Foot & Ankle	Dr. W. Hodges Davis
Trauma	Dr. Stephen Sims
Ortho Oncology	Dr. Joshua Patt
Pediatric Ortho	Dr. Brian Brighton
Spine	Dr. Dom Coric
Primary Care Sports Medicine	Dr. Kevin Burroughs Dr. David Price
Hand	Dr. Glenn Gaston
Sports Medicine	Dr. Pat Connor
Hip / Knee	Dr. Tom Fehring
Physiatry	Dr. Puneet Aggarwal Dr. Andrew Sumich Dr. Bobby Alexander

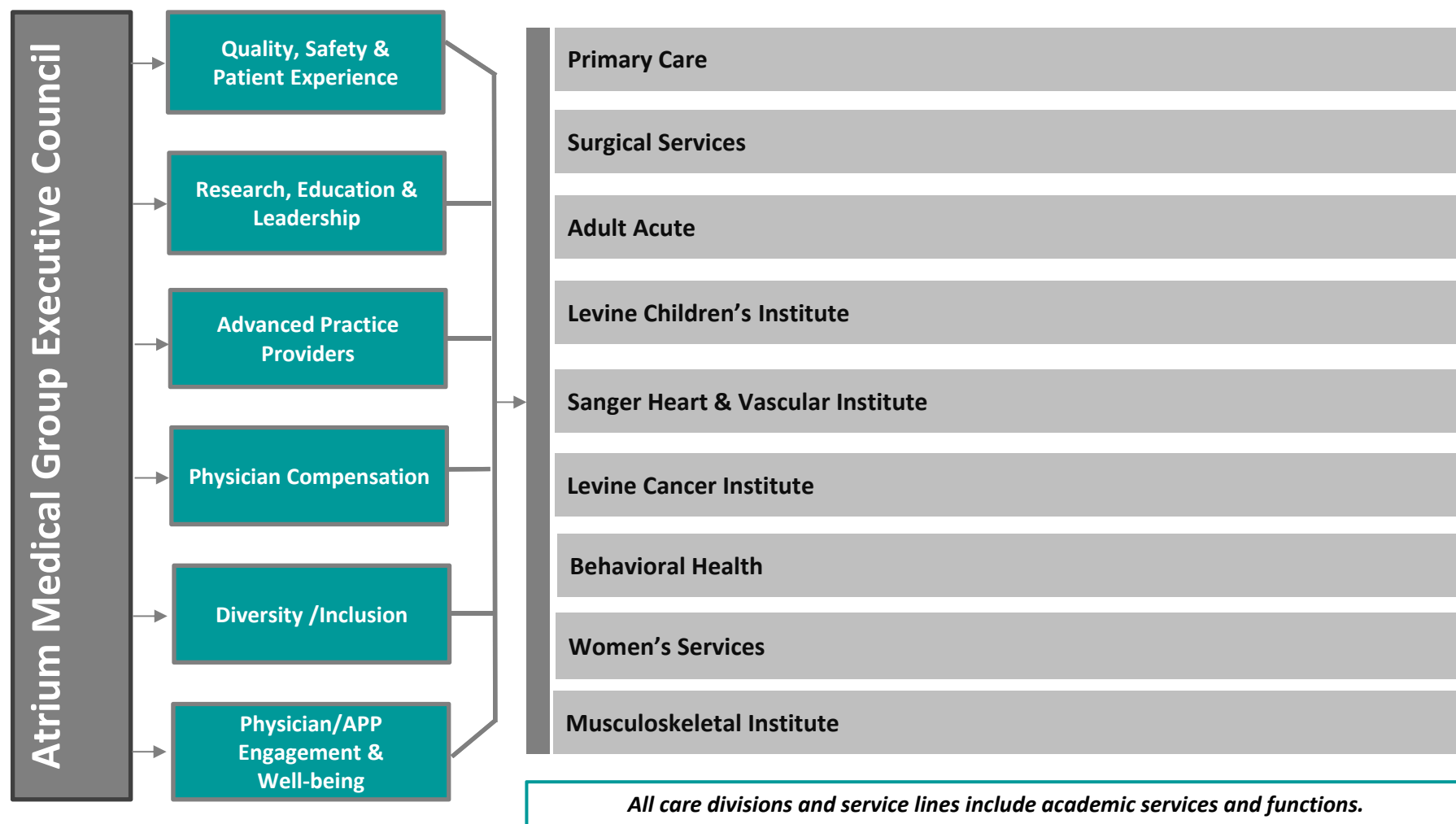
Regional Division Chiefs

Northeast	Dr. Chris Holland Dr. Andrew Ferris
South	Dr. Scott Burbank Dr. Matthew Schwartz Dr. S. Taylor Jarrell
Southeast	Dr. Marcus Briones Dr. John Hill
University	Dr. Robert McBride Dr. Matthew McGirt
West	Dr. Patrick Hayes
Stanly	Dr. Jack Rocco
Lincoln	Dr. Jason Wong



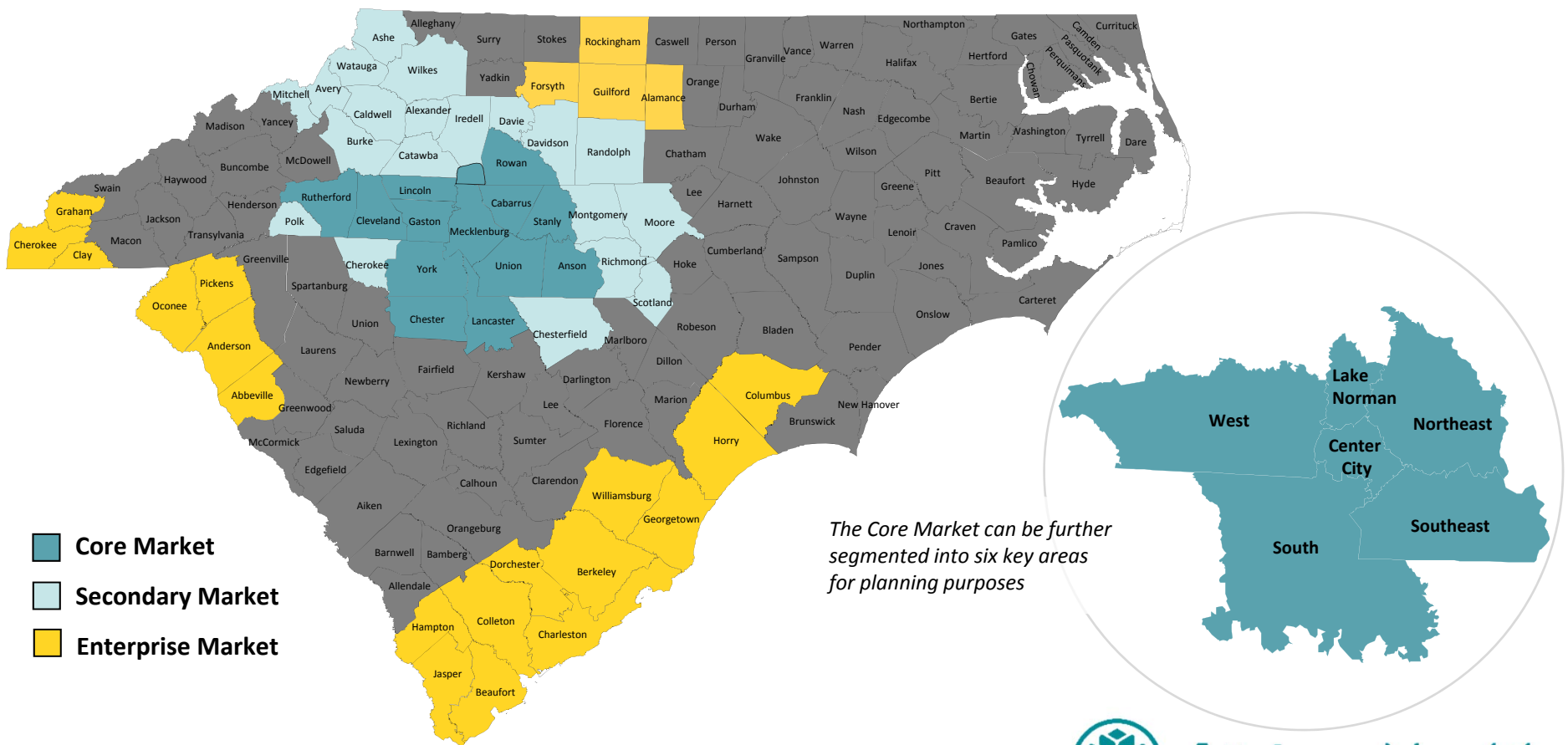
Atrium Health Medical Group

Governance Structure



Atrium Health Service Area Definition

The Enterprise Market is comprised of the defined service areas of Regional Group components outside of the Core and Secondary Markets. This market will be subject to ongoing changes as new Atrium Health partnerships are formed.



The Core Market can be further segmented into six key areas for planning purposes

Note: Enterprise excludes SSA hospitals and Elbert Memorial Hospital in Georgia (due to lack of data availability)

Atrium Health Regional Relationships

Regional Managed Medical Group Facilities

- St. Lukes
- Scotland
- Columbus
- New Hanover

Management Services Agreement for Physician Network. Providers are employed by Atrium Health.

Regional Non-Managed Medical Group Facilities

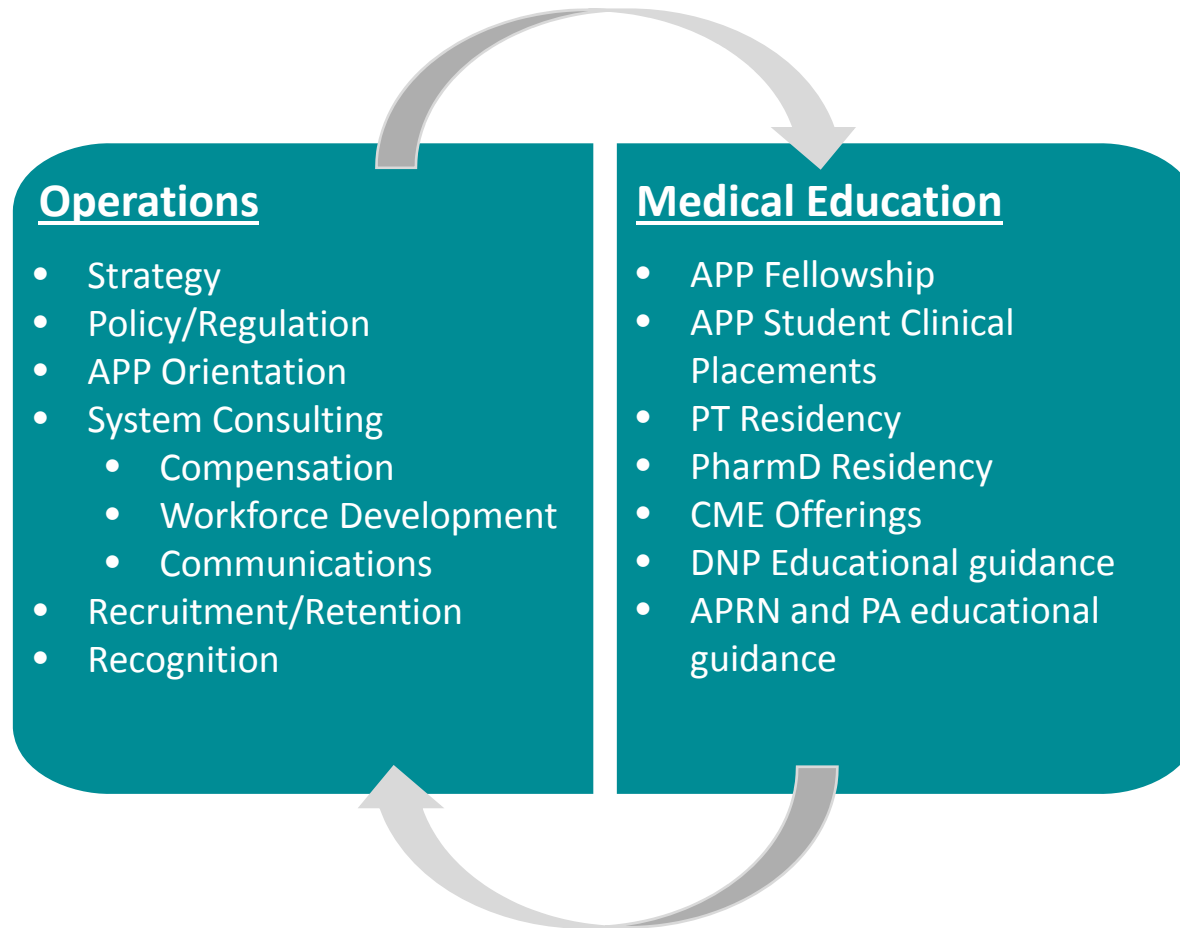
- Blue Ridge
- AnMed Health
- Cone Health

Providers are employed by Regional facility, not directly by Atrium Health.



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Center for Advanced Practice



Center for Advanced Practice (cont'd.)

CAP can answer questions related to:

- NC/SC/GA Rules & Regulations
- Collaborative Practice Agreements
- Credentialing vs Privileging
- APP Scope of Practice
- Supervising physician role
 - NC/SC/GA Rules & Regulations
 - Collaborative Practice Agreements
 - Credentialing vs Privileging
 - APP Scope of Practice

Supervising physician role:

- Onboard APP students for their clinical rotations
- Coordinate APP continuing education opportunities
- Link APPs to mentors for career and education guidance
- Coordinate APP communication and recognition

Center for Advanced Practice (cont'd.)

APP Fellowship Program

- ✓ Licensed PAs and NPs
- ✓ 1-Year Transition to Practice
- ✓ Largest Program in the country

22 Tracks Covering:

Acute Care

Primary Care

Urgent Care

Hybrid of Inpatient/Outpatient Care



Atrium Health



The Teal Acorn Award Series

- Physician of the Year
- APP of the Year
- Physician/APP Provider of the Year
- Tree of Life Physician/APP Innovator of the Year
- Dr. Francis Robicsek Physician/APP Community Health
- Physician/APP Leader of the Year
- Patients' Choice Award Top Performing – Physician & APP
- Physician/APP Academic of the Year

Awarded at Annual Atrium Health Physician & APP Gala



Atrium Health

Diversity and Inclusion

Cultural Competence at Work

Objective

Increase self-awareness
and understanding of
cultural competence
in the workforce
and care delivery practices.



Atrium Health

DIVERSITY AGENDA

FOR ALL

PATIENTS | TEAMMATES | COMMUNITY

The Diversity Agenda is the framework through which diversity initiatives are developed and implemented throughout Atrium Health:

Patients come first

Effectively provide care that responds to the unique needs of every patient

Teammates are the key

Promote diversity, engage teammates and help them grow, together

Every community matters

Develop lasting partnerships that support diverse and at-risk communities



Atrium Health

Office of Diversity & Inclusion



Cultural Competence Defined

The ability to provide care or service that meets people where they are.

The ability to connect successfully with someone from a different background or reality.



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Cultural Competence Behaviors



Check our own biases & assumptions

Ask questions to learn about others' experiences



Increase awareness of cultural norms and values of self & others

Consider the impact of our words and actions



Incorporate diverse perspectives in decision-making

Address inappropriate workplace behavior



Ethnic jokes are being told on your team

One of your teammates often tells ethnic jokes to others on the team. While no one complains, you sense that some people are uncomfortable and you find it distasteful. You want to tell the teammate to stop, but you do not want to be shut out of the group.



What Would You Do?

Discuss the scenario and decide how you would respond.



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You have a dissatisfied patient

A 30-year-old physician enters the examination room to see his next patient who is a 75-year-old African American woman; he introduces himself, addresses her by her first name, and asks why she has come to the office today. The patient becomes visually upset and gets up to leave. She tells the office staff as she leaves that she will never return to that doctor.



What Would You Do?

Discuss the scenario and decide how you would respond.



Atrium Health

D&I EDUCATION

Leadership
Development



First Responders
Series



Identiversity



Culture
Vision



eLearning



White
Papers

Customized
Department
Education



Diversity Symposium



Diversity Certificate
Program

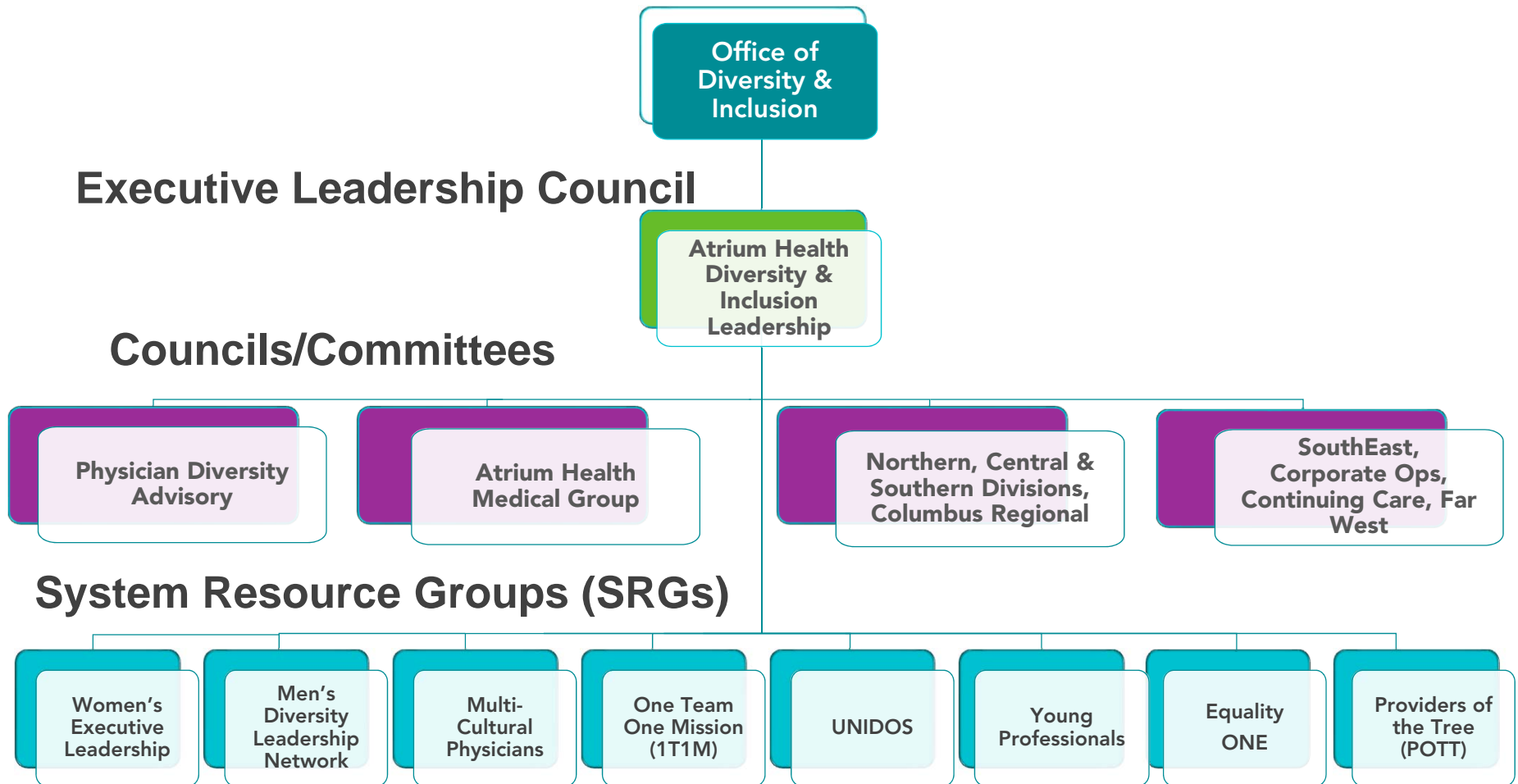


Diversity Leaders
Speakers Series



Atrium Health

Diversity and Inclusion Infrastructure



Atrium Health

NAME _____ AGE _____
ADDRESS _____ DATE _____

R Cultural
Competence

=

Positive Patient
Outcomes

☐ LABEL
SIGNATURE _____

REFILL 0 1 2 3 4 5 PRN NR



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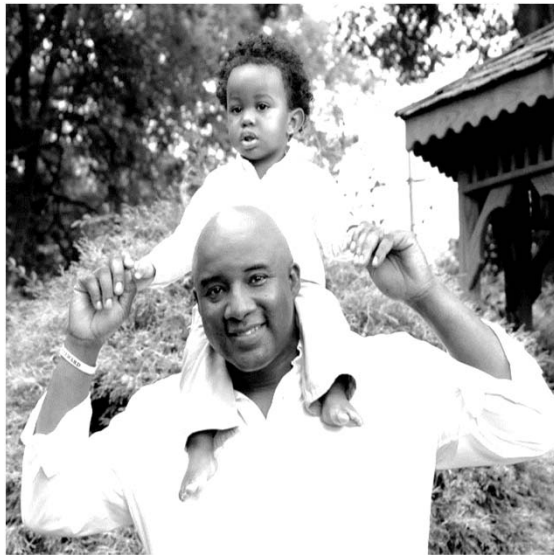
**Community Engagement &
Corporate Responsibility**

Community Benefit Areas of Work

Community Benefit Programs



Atrium Health Gives



Atrium Health Serves



Atrium Health Gives Campaign



United
Way



Children's
Miracle Network
Hospitals



ARTS+CULTURE

Supporting patients, teammates & community

Teammates have contributed over \$47 million to charities in the past 17 years.



Atrium Health

Atrium Health Serves Signature Projects

January
MLK Month of
Service



April
National
Volunteer Month



Aug. & Sept.
Season of
Caring



Nov. & Dec.
Holiday Cheer



45,000 Community Service Hours reported in 2018



Atrium Health

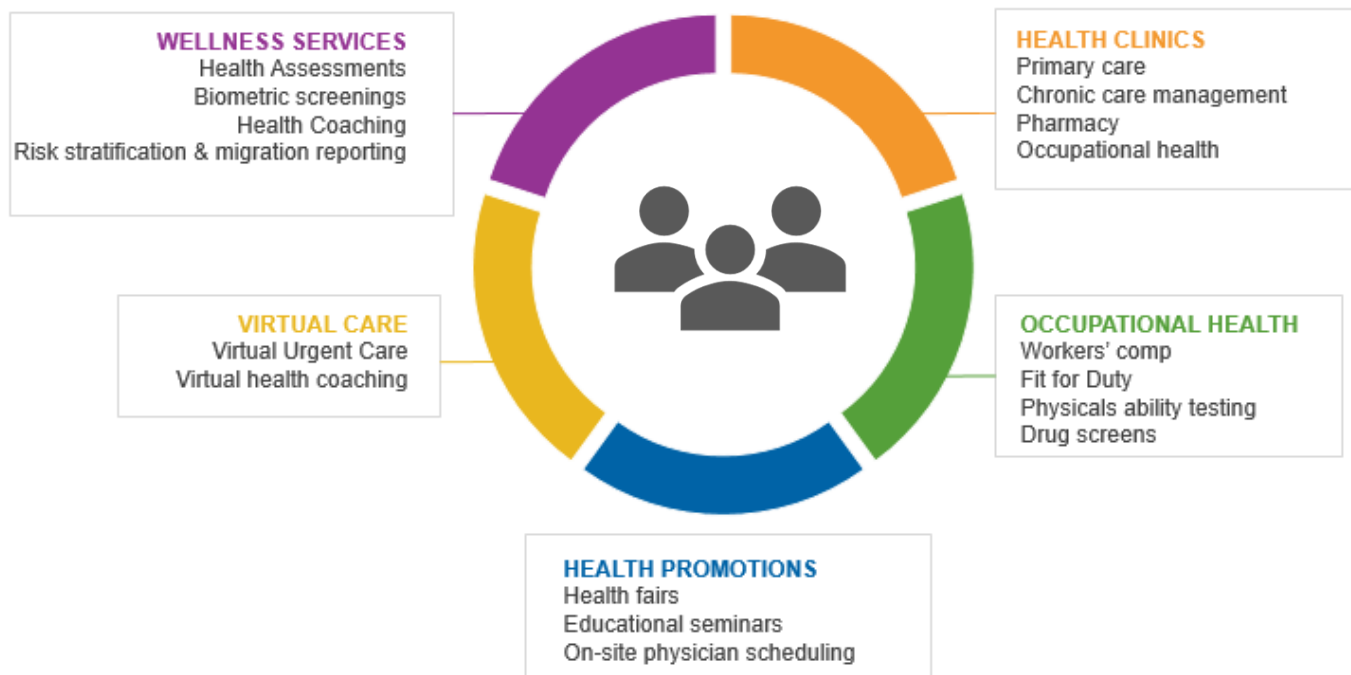
HEALTHWORKS

WORKS

Better Employee Health. Better Bottom Line.

- Highly focused, distinct service line that serves as the **employer arm for Atrium Health**
- Committed to **improving employee health**, while **controlling employer healthcare costs**
- **Multidisciplinary team** includes sales, client service, product management, marketing, clinical operations, health coaches and health promotions
- Currently serving over **3,000 + employers**
 - Small to medium-sized employers in NC and SC
 - Medium to large-sized self-funded employers in our regional markets

HEALTHWORKS Employer Products & Services



WORKS

- Our goal: Increase patient volume for new physicians
- Support at employer-sponsored health fairs
 - Refer employees to local physicians
 - Distribute physician bio or practice flyer
 - In-person introduction to employees – either by physician or practice manager

For More information, contact Janet Ruscingno
Janet.Ruscingno@atriumhealth.org
704-631-1253



Atrium Health

**Accountable Care
Organization**

Carolinas HealthCare System ACO, LLC

With more than **101,000** assigned Medicare Beneficiaries, we are one of the ***largest*** ACOs in the country.

- Track 1 Upside Risk Only - No Financial Risk and no penalties for missing goals
- Functional/Operational Definition:

Partnerships among health care providers to coordinate and deliver high quality, cost efficient health care services to defined populations

- Purpose:
 - Promote accountability for Medicare FFS beneficiary population
 - Improve the coordination of FFS items and services
 - Encourage investment in infrastructure and redesigned care processes for high quality and efficient service delivery
 - Promote higher value care

Provider Benefits



Provides strategic partnerships and learning opportunities with other providers

Improves retention and acquisition of patients through higher quality, efficient coordination of care

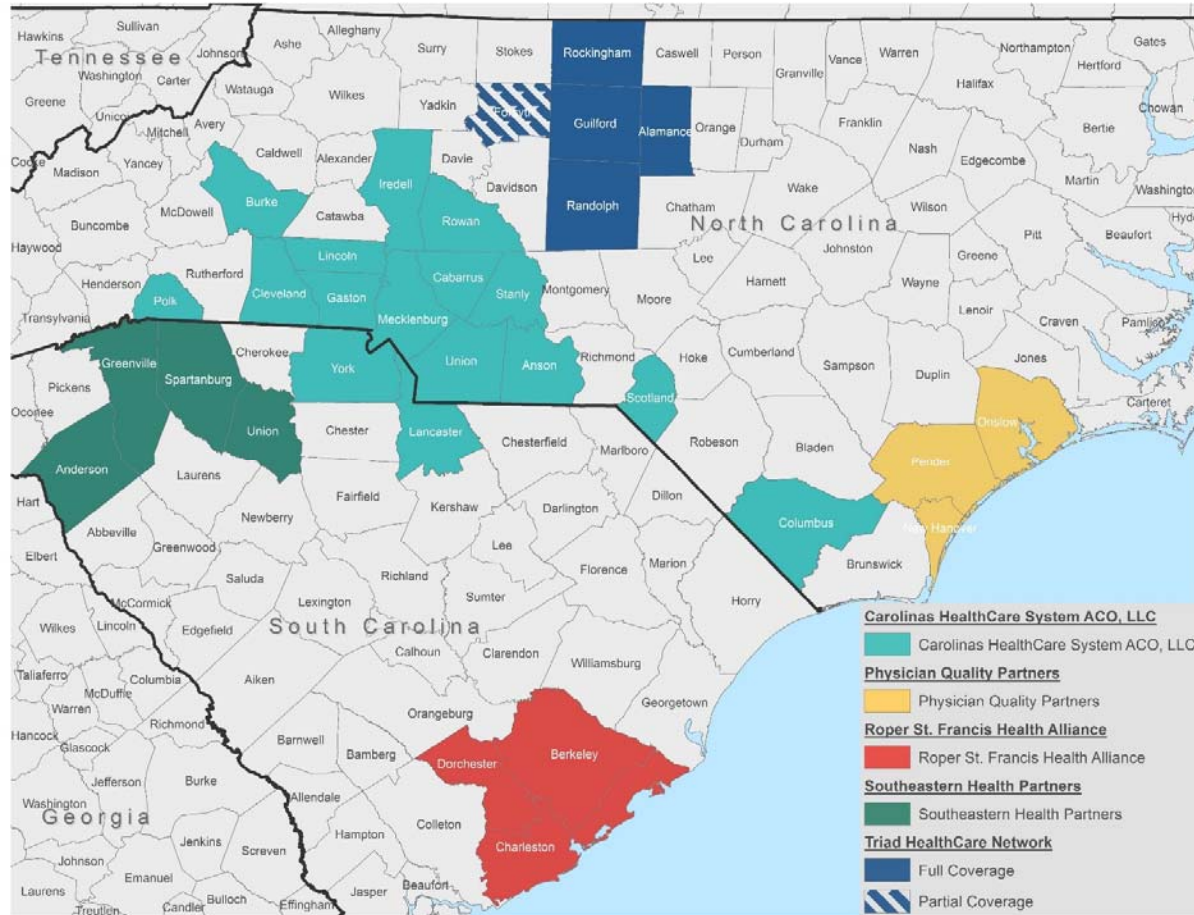
Provides financial incentives, reduced costs and increased savings

Provides Protection Waivers offered by CMS to protect ACOs from Stark Law and Antikickback Statutes

Allows for a Clinical Integration definition from the Federal Trade Commission and Department of Justice for Antitrust purposes

Provides access to “raw” data for Population Health Management

The Breadth of CHS ACO, LLC



CAROLINAS **PHYSICIAN** ALLIANCE

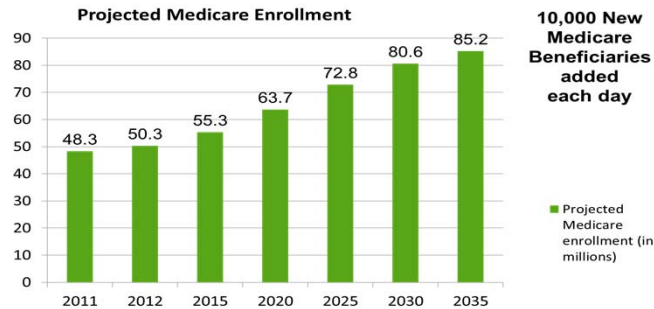


in collaboration with
Carolinas HealthCare System

New Provider Orientation

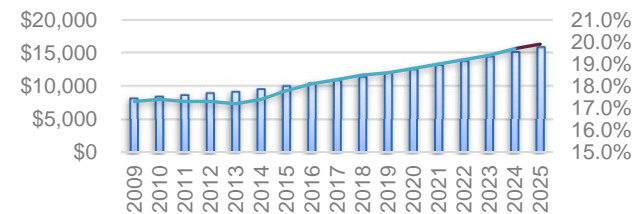
Healthcare Landscape

1. Aging Population

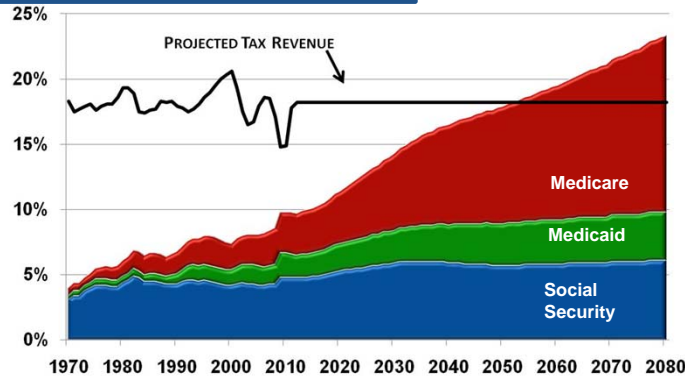


2. Significant Spend Increase

National Health Expenditures, per capita



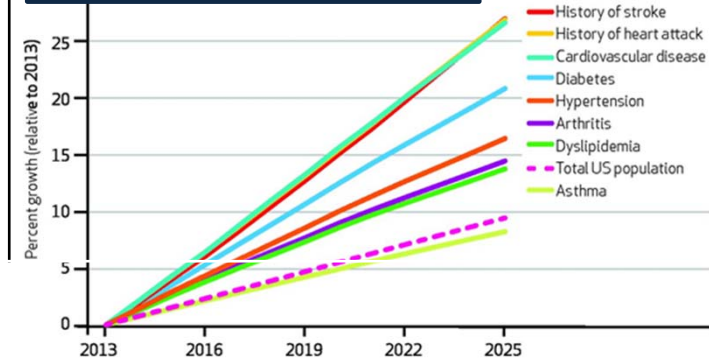
3. Not Fiscally Sustainable



Premier, Inc

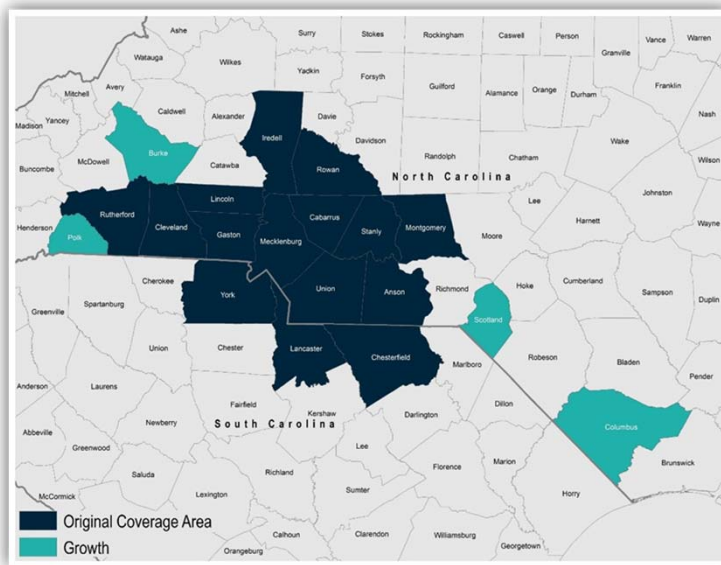
SOURCE: CBO

4. Chronic Conditions



Network

Growing to serve broader communities and populations



More than 2,600 Physicians across 19 counties

2018 Contracts

- Direct to Employer 51,000
 - LiveWELL
- Government 101,000
 - Medicare Shared Savings Program (MSSP)
- Value-Based Contracts 69,500
 - Humana Medicare Advantage
 - Carolinas HealthCare System Blue LOCAL

Total: More than **220,500** Covered Lives

Driving Healthcare Transformation

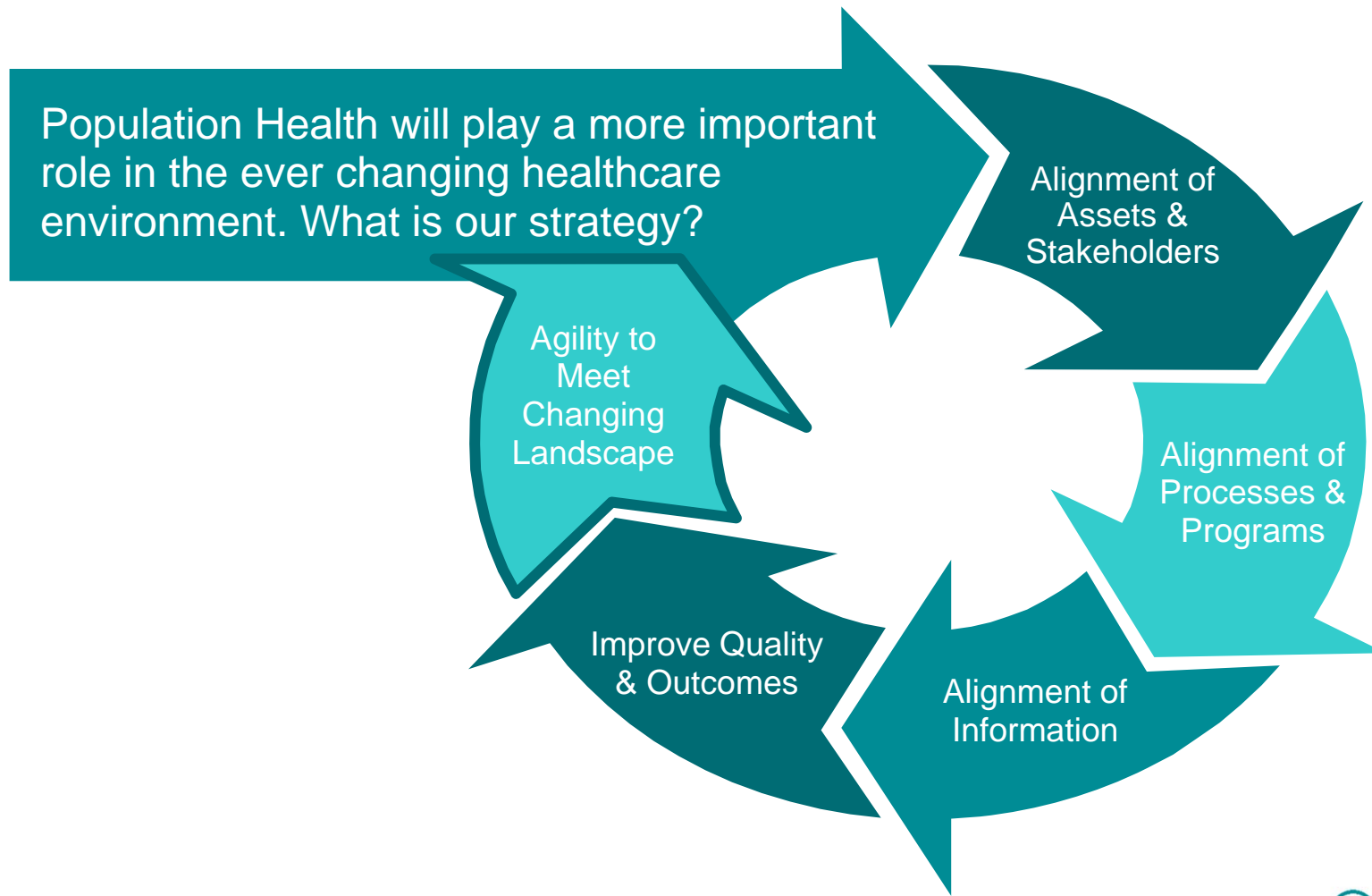




Atrium Health

Population Health

What is Population Health?



The Journey to Value

Preparation across the organization is on-going to get us ready for this new world by building on the past and into the future



Keys to Staying Ahead

Sticking to our Strategic Beliefs:

- Value is defined by the **customer** – those who consume care and those who pay for it
- Long-term financial viability requires delivering value through **sustainable** models
- The ability to keep individuals and populations **healthy** is a key determinant of future success





Atrium Health

**Care Ring: Physicians Reach Out
(PRO) Program**

Care Ring: Physicians Reach Out Program

Program Overview

- Non-profit outreach program that provides medical services to eligible uninsured residents of Mecklenburg County. *The program does not currently exist outside of Mecklenburg County.*
- AHMG has signed a commitment to PRO on behalf of all Mecklenburg County IM and FM providers
- Providers are requested to accept 12 patients per year
- Specialty referrals from primary care may be made by going through the PRO office (704-375-0172), who sets up the first appointment
- Note: there is usually a wait list for specialty care (estimated wait times are listed on the Care Ring website www.careringnc.com)

Patient Profile

- Mecklenburg Co. resident for at least 3 months
- Not currently eligible, pending or receiving Medicaid, Medicare, Workman's Comp, VA or any other health benefits or insurance
- At or below 200% of Federal Poverty Guidelines
- Not pregnant
- Typical PRO patient is working, but is not offered health benefits by their employer or spouse's employer

Continuity of Care

beyond Mecklenburg County

Program Overview

- Includes Atrium Health Physician Practices that are **outside of Mecklenburg County**
- The financial assistance program is only offered up to 90 days
 - *Patients are encouraged to seek insurance coverage or work with the office assigned to them to establish an agreeable payment plan.*



Atrium Health

Quality & Patient Experience Goals

Contributing Population Metrics Influencing Goal Selection

HEDIS

The Healthcare Effectiveness Data and Information Set (HEDIS) is a tool used by more than 90 percent of America's health plans to measure performance on important dimensions of care and service. Altogether, HEDIS consists of 81 measures across 5 domains of care.

MSSP/ACO

The Shared Savings Program offers providers and suppliers (e.g., physicians, hospitals, and others involved in patient care) an opportunity to create a new type of health care entity, an Accountable Care Organization (ACO). An ACO agrees to be held accountable for the quality, cost, and experience of care of an assigned Medicare fee-for-service (FFS) beneficiary population.

Commercial Payers

CHS has contracts with several commercial payers requiring performance in several quality and utilization measures as a gate to shared savings.

MIPS

MACRA replaced three Medicare reporting programs with MIPS (Medicare Meaningful Use, the Physician Quality Reporting System, and the Value-Based Payment Modifier). MACRA defined four performance categories for MIPS, linked by their connection to quality and value of patient care: Quality, Improvement, Advancing Care Information, Cost.



Atrium Health Quality & Patient Experience Medical Group Goal Process - 2019



2019 Atrium Health System Performance Goals

Priority #1: Patient Safety	Acute Care Infections Composite
	Acute Care Antibiotic Stewardship
Priority #2: Clinical Outcomes	Acute Care 30-Day Mortality
	Diabetes Outcome Composite
	Prevention Composite
Priority #3: Patient Experience	Overall Rating of Care Provider
Priority #4: Clinical Efficiency	Acute Care Unplanned Readmissions

Additional Information

The QCC Scorecard is reported monthly in Power BI which launched in February 2018 for the first scorecard.

Please access additional information via the following link on the Quality Portal:

<https://carolinashealthcare.sharepoint.com/sites/CHSQualityInitiatives/Scorecards/Forms/AllItems.aspx>



Atrium Health

Patient Satisfaction Transparency Review

Atrium Health Transparency

- When searching for physicians or APP's on a search engine (such as Google), the Atrium Health “Find a Doc” website will display as the first option, to the quantity of reviews
- This provides our patients with accurate information about our physicians and APP's which allows them to make informed decisions regarding their healthcare
- Star ratings will appear when providers receive 30 or more surveys. Since we ensure a valid sample size, our website has more accurate and informative reviews compared to Healthgrades, Yelp and Vitals



Atrium Health Find a Doctor Website

- **Star Ratings**

- Rolling 18 months of data
- Refreshed weekly

- **Patient Comments**

- Rolling 12 months
- Refreshed monthly
- Scrubbed for profanity, privacy violations, names of other providers and for references to provider's physical appearance along with other exclusion criteria
- Comments are emailed monthly to providers to review and appeal if desired



Suzanna J. Fox, MD

Obstetrics and Gynecology (OB/GYN)

Suzanna J. Fox, MD



4.9 out of 5

199 Ratings

68 Comments

[Learn about our survey](#)

LOCATIONS

Eastover-University OB/GYN

101 W.T. Harris Blvd.

Charlotte, NC 28262

[Get Directions](#) | [View Map](#)

PATIENT RATING

4.9 ★★★★★ Provider discussed treatment options

4.9 ★★★★★ Provider showed concern

4.9 ★★★★★ Provider explained things clearly

4.9 ★★★★★ Provider included you in decisions

4.9 ★★★★★ Likelihood of recommending this provider

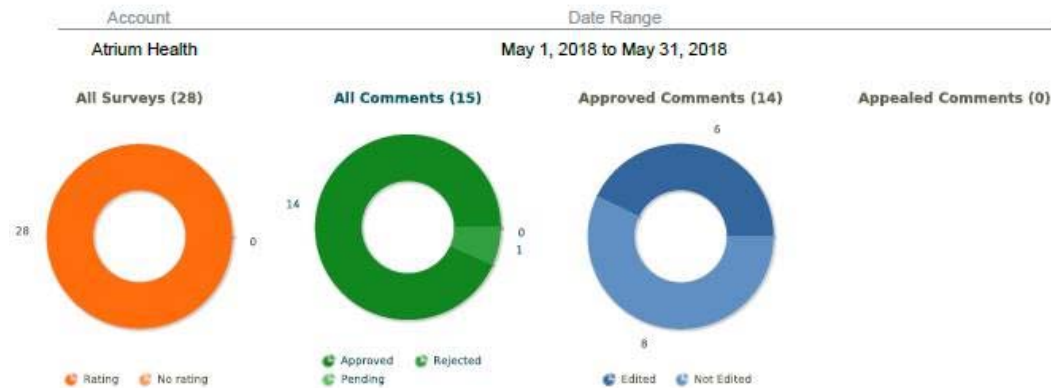
4.9 out of 5 (199 Ratings, 68 Comments)

Comment Review Email

- Each provider will receive their patient comments and star ratings in an email the first Tuesday of each month



Comment Summary Report



All Surveys					All Comments					Approved			Appealed Comments		
Provider	NPI	Overall Rating	Total	Rating	No Rating	Total	Approved	Rejected	Pending	Edited	Not Edited	Total	Approved	Rejected	Pending
All Allowed Sites		5.0	28	28	0	15	14	1	0	6	8	0	0	0	0
FOX MD,SUZAN	1740202712	5.0 ★★★★★	28	28	0	15	14	1	0	6	8	0	0	0	0

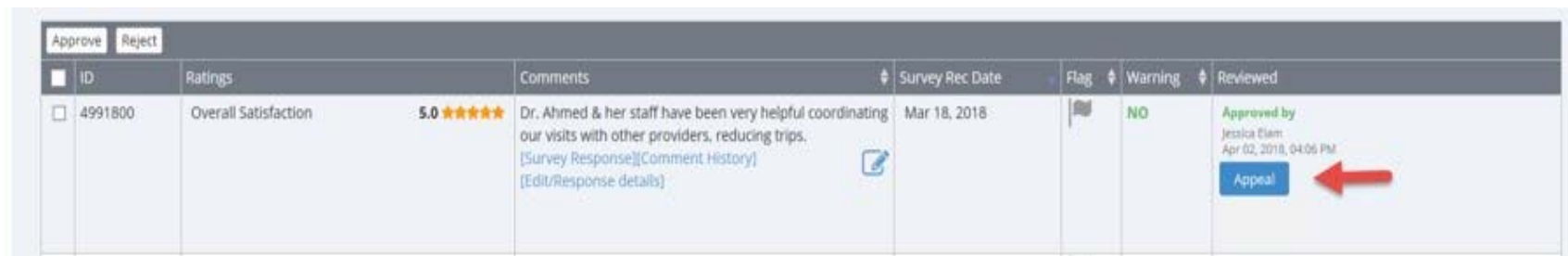
Approved Comments

ID	Provider	NPI	Comment	Overall Rating	Comment Date	Last Approval Time	Last Published Time
5369829	FOX MD,SUZANNA J	1740202712	Dr. Fox and her staff are awesome! Very attentive to my needs and extremely efficient.	5.0 ★★★★★	May 01, 2018	May 11, 2018, 07:49 AM	



Comment Appeals Process

- If a provider would like to appeal a comment, they can click the link in the email and appeal the comment by giving a reason for appeal



The screenshot shows a web application interface for managing patient feedback. At the top, there are 'Approve' and 'Reject' buttons. Below is a table with columns: ID, Ratings, Comments, Survey Rec Date, Flag, Warning, and Reviewed. A red arrow points to the 'Appeal' button in the 'Reviewed' column of the first row.

	ID	Ratings	Comments	Survey Rec Date	Flag	Warning	Reviewed
<input type="checkbox"/>	4991800	Overall Satisfaction 5.0 ★★★★★	Dr. Ahmed & her staff have been very helpful coordinating our visits with other providers, reducing trips. [Survey Response][Comment History] [Edit/Response details]	Mar 18, 2018		NO	Approved by Jessica Elam Apr 02, 2018, 04:06 PM Appeal

- Appealed comments are reviewed monthly by the Transparency Appeals Committee. This committee is comprised of Doctors and APP's from each Care Division
- The outcome of the appeal is sent to the provider from the MGD Patient Experience mailbox
- Each provider has 2 "freebies" to use at any point in a calendar year

Need Patient Experience Support?

We're here to help!

E-mail:

MGDpatientexperience@atriumhealth.org

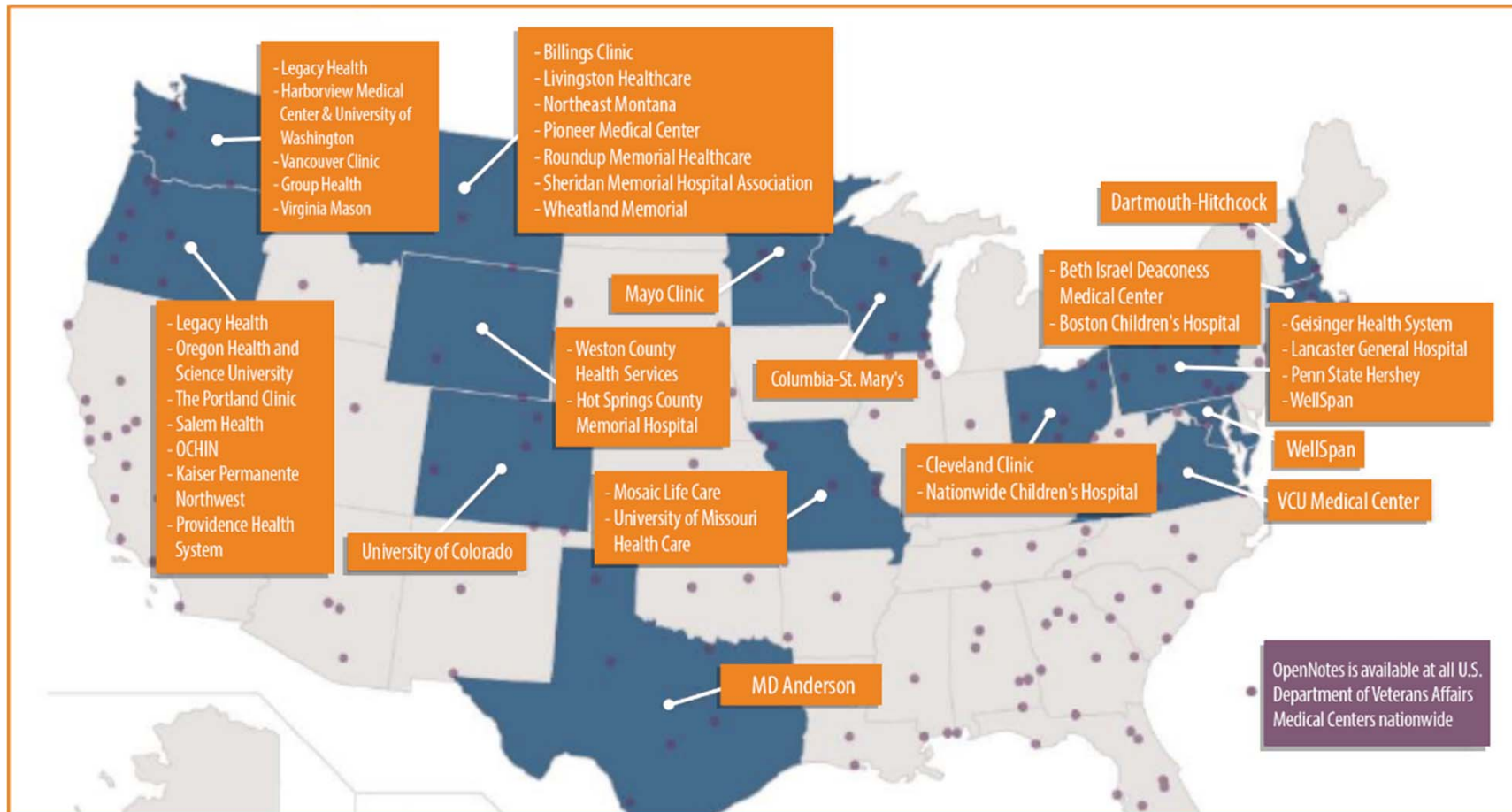




Atrium Health

Canopy Updates & MyAtriumHealth

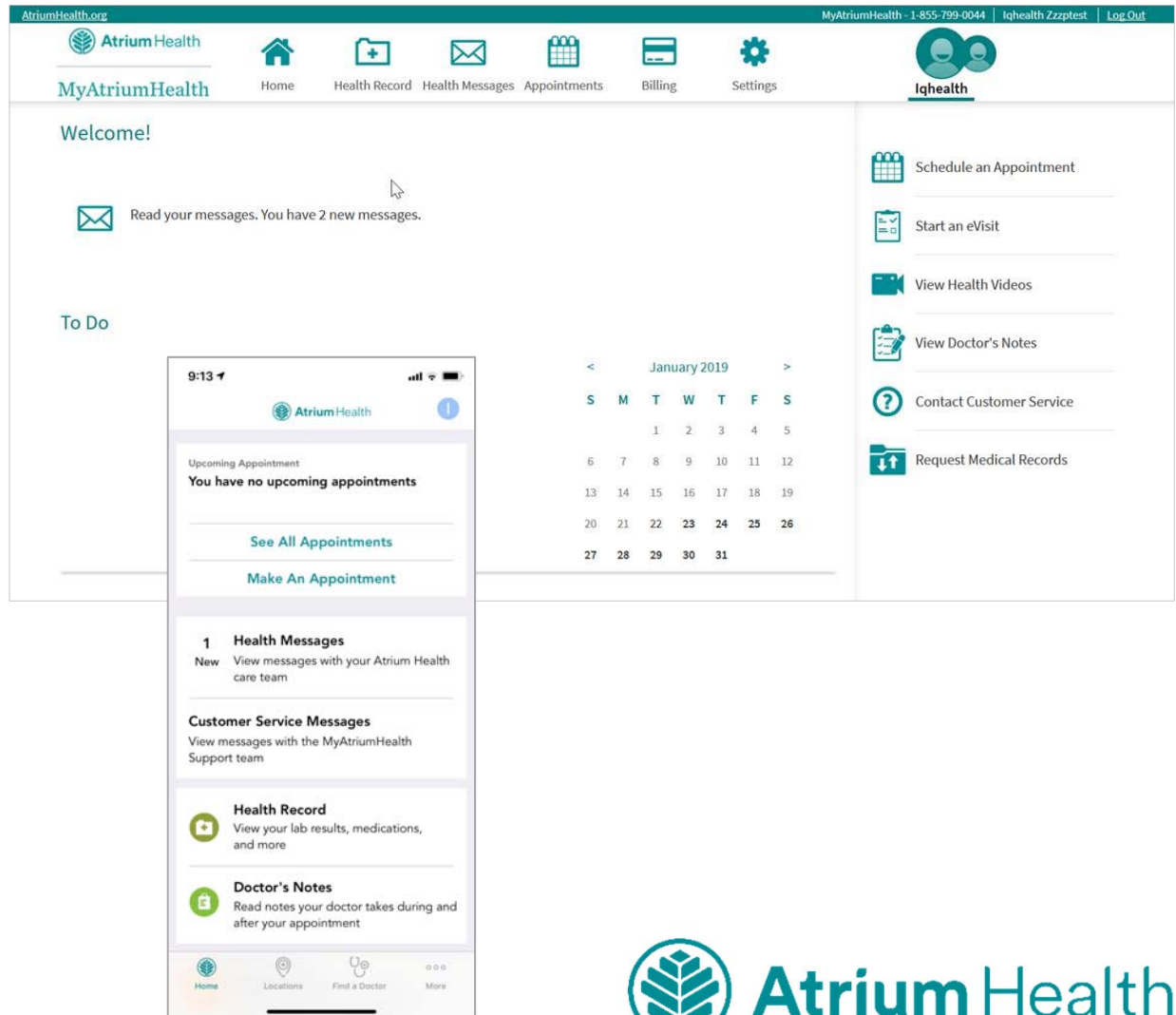
Nationwide Snapshot



MyAtriumHealth

Current Functionality:

- Labs and Tests
- Allergy List
- Med List
- Problem List
- Procedure List
- Secure Messaging
- Rx Renewal
- Appt. Scheduling
- Discharge and Depart Summaries
- GetWell Videos
- Doctor's Notes (OpenNotes)



What's Viewable. What's Not.

OpenNotes

- History and Physicals
- Operative and Procedure Reports
- Office Visit Notes
- Documents scanned into the selected OpenNotes Types will be visible in MyAtriumHealth

Notes that will not be shown

- Child advocacy
- Forensic documentation
- Behavioral health
- Progress notes
- Chemical dependency notes
- Consult notes
- Nursing and interdisciplinary team documentation
- Administrative documentation
- Sensitive note type

When it's Viewable

Lab and Test Results

- 24 hours after finalization

Radiology reports

- 5 days after finalization

OpenNotes

- Upon Signature



Atrium Health

Tips for Sharing Notes

Keep it Simple

- Avoid jargon and abbreviations, especially ones that might be easily misinterpreted (“SOB” or “BID”)
 - “patient complains of” = “patient reports”
 - “patient denies alcohol use” = “patient reports no alcohol use”
 - “patient refuses influenza vaccination” = “patient declines influenza vaccination”

Balance Perspective

- Obesity, for example, is a medical term with a definition. Perhaps seeing it in writing will reduce patient denial and improve motivation
- Complement sensitive behavioral health diagnoses with non-judgmental descriptive terms, where possible, to avoid labeling
- Highlight the patient’s strength and achievements alongside their symptoms and clinical problems to endorse patients’ attributes and empower positive change.
- Be mindful of sensitive topics and remember patients have rights under HIPAA to access their record

Doximity

REGISTER TODAY!

The leading free online professional network for medical professionals



Doximity is now being utilized for U.S. News & World Report Best Hospitals voting

****Electronic surveys will be deployed to physicians via Doximity****

Make Time for Your Health!

Visit the Physician Wellness Clinic

The internists at **Charlotte Medical Clinic** have opened a clinic just for you. This is a convenient way for you to get wellness exams, which are covered at 100% with your Atrium Health LiveWELL health insurance plan.

*Please note: this is only covered after your Atrium Health benefits are effective (1st of the month following 30 days of employment)***

When: Open the 4th Saturday of each month*,
8 a.m. to noon

Where: Charlotte Medical Clinic - SouthPark
4525 Cameron Valley Parkway
Charlotte, NC 28211

For appointments: Call 704-355-5894, Monday through Friday,
8 a.m. to 5 p.m.

or

Email Heather.Morrison@AtriumHealth.org
for details on how to schedule online 24/7 through
MyAtriumHealth

*More dates may be added as demand increases.

**Benefits example: start date of 10/1 (benefits are effective on 11/1); start date of 10/15 (benefits are effective on 12/1)



24/7 Helpline & Peer-to-Peer Support Programs for Physicians & APPs

24/7 Well-Being Helpline

- Unique number for Physicians & APPs
- Confidential
- Answered by licensed Behavioral Health professionals
- Provides easy access to Behavioral Health Assistance, Employee Assistance Program (EAP), Chaplain Services and Peer to Peer Program

Peer-to-Peer Support Program

- Provides the opportunity for physicians and APPs to connect with trained peer support volunteers after adverse patient events or events with serious unanticipated patient outcomes
- Contact the Peer to Peer Support Program by calling the 24/7 Well-Being Helpline

24/7 Well-Being Helpline:
Call 704-444-5877 or Toll Free at 844-383-2105

New Physician & APP Surveys

Source

- Physician & APP Engagement & Well-being Committee

Purpose

- To obtain feedback from new physicians and APPs as well as their co-leadership team to make ongoing improvements to the new provider recruitment and onboarding experience at Atrium Health

Frequency

- Each new physician and APP is surveyed following their recruitment process as well as 1 month and 6 months after their start date
- Each new physician and APP's co-leadership team is also surveyed after their new provider's start date



Atrium Health

Onboarding Reminders

Benefits Enrollment

*****Must enroll within 30 days of your contract effective date*****

The screenshot shows the 'New Teammate Benefits Enrollment' page on the Carolinas HealthCare System website. The page has a teal header with 'Health & Retirement' and a search bar. Below the header is a navigation bar with links for Health Plan, Retirement, Spending Accounts, Additional Benefits, Prescription Drug, and Resources. A large banner image shows a group of people in a meeting, with the text 'New Teammate Benefits Enrollment' overlaid. Below the banner is a breadcrumb trail: Home > Health Plan > New Teammate Benefits Enrollment. On the left is a 'Health Plan' sidebar with links for 'Cost Estimator Tool by Castlight', 'New Teammate Benefits Enrollment', and 'Submit Enrollment Changes'. The main content area starts with a welcome message and a 'Getting Started' section with four numbered steps: 1. Read the information in the Resources and Guides section below. 2. Use the CHS Benefits: [New Teammates Enrollment Timeline](#) as a reference to guide you through this process. 3. Determine teammate and dependent eligibility. 4. Enroll in your benefits online. Step 4 includes sub-points: Sign in to [YourHRLink](#) using your CHS User ID and Password; Select the Employee tab to get started; and Your deadline to enroll is **30 days after your hire date**, and your benefits will be effective the first day of the month after 30 days of employment. At the bottom, it says 'To request a change to your benefits after the enrollment period, review the guidelines listed on the [Submit Enrollment Changes](#) page.'

Health & Retirement

I need to find...

Carolinas HealthCare System

Health Plan Retirement Spending Accounts Additional Benefits Prescription Drug Resources

New Teammate Benefits Enrollment

Home > Health Plan > New Teammate Benefits Enrollment

Health Plan

- Cost Estimator Tool by Castlight
- New Teammate Benefits Enrollment**
- Submit Enrollment Changes

Carolinas HealthCare System would like to welcome you! Use the information on this page to assist in the benefits enrollment process.

Getting Started

1. To get started, read the information in the Resources and Guides section below
2. Use the CHS Benefits: [New Teammates Enrollment Timeline](#) as a reference to guide you through this process.
3. Determine teammate and dependent eligibility.
4. Enroll in your benefits online.
 - Sign in to [YourHRLink](#) using your CHS User ID and Password.
 - Select the Employee tab to get started.
 - Your deadline to enroll is **30 days after your hire date**, and your benefits will be effective the first day of the month after 30 days of employment.

To request a change to your benefits after the enrollment period, review the guidelines listed on the [Submit Enrollment Changes](#) page.

GEMPay Payroll Deduction Program

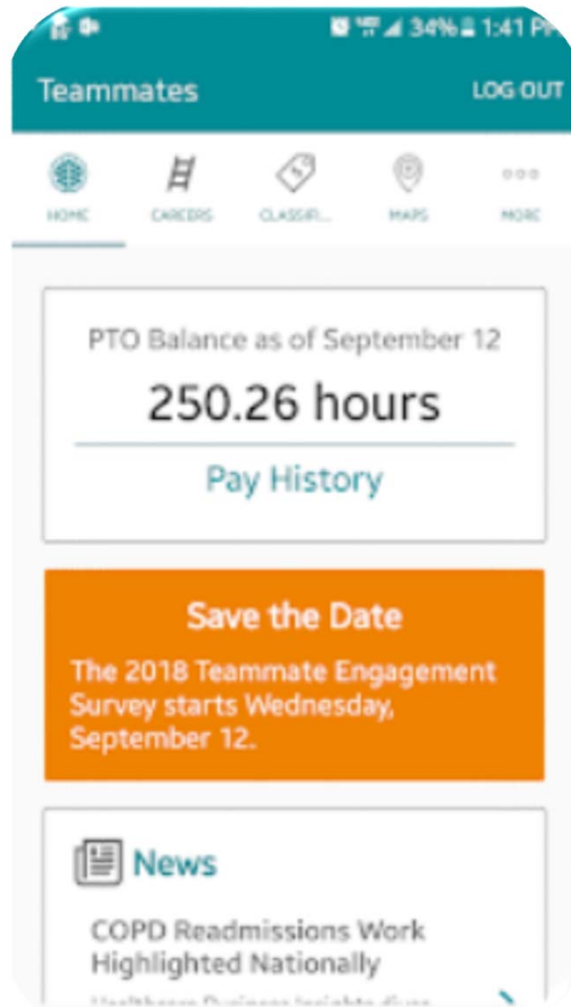
- Your Teammate ID badge will be automatically activated for GEMPay within 1-2 months.
- If you do not want to utilize your badge to make transactions at Atrium Health facilities, you may opt out at any time.

GEMpay ID Badge Deduction Program Change Form Path:

PeopleConnect → Human Resources → HR Forms



Download “Atrium Teammates” Mobile App



- **Paycheck & PTO:** View basic information about your last three paychecks and PTO.
- **News:** Read Atrium Health news and announcements.
- **PerkSpot:** Search hundreds of vendor discounts.
- **Careers:** Access the Atrium Health career search.
- **Classifieds:** Browse items and services that other teammates are selling or seeking to buy.
- **Maps & Directions:** Search for Atrium Health facilities and get driving directions.
- **Phone Book:** Tap to call HR centers, the support center, on-site care, and other key numbers.
- **Other links:** Access information about your Atrium Health benefits and LiveWELL incentives.

Download “Atrium Health Directions” Mobile App



- Find your way with the **Atrium Health Directions** app
- The app provides Atrium Health **hospital maps** and detailed directions
- Now available at **Carolinas Medical Center** and **Levine Children's Hospital**
 - Detailed maps show your **real-time location** via the blue dot
 - **Search locations** by typing or browsing categories
 - **Turn-by-turn navigation** guides you to your destination

Reminders

Orientation Forms

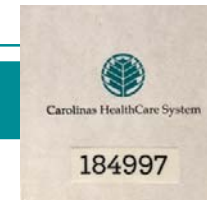
- Submit your Teammate Acknowledgement Form and NC-4 State Tax Form before you leave today

ID Badge

- Access Issues? Contact your practice manager for assistance or call the Support Center – (704) 446 - 6161
- Emergency code card – place behind badge

Parking Sticker

- Place in the bottom left corner of your rear windshield



APP Orientation

- Courtney Bumgarner will contact you to schedule you for an additional APP-specific orientation & benefits session
- Courtney.Bumgarner@atriumhealth.org
- (704) 446-5185

Reminders (cont'd.)

Marketing Form

- This information will be used to create your Atrium Health online provider profile

Provider Orientation Modules

- View all of the Provider Orientation Module videos
- Complete the electronic attestation form after viewing all of the modules

Canopy Modules

- All assigned modules must be completed prior to your scheduled Canopy EMR Training
- Contact the Canopy support team at (704) 512-6000 or IASCTC@atriumhealth.org

Orientation & Onboarding Surveys

- Orientation survey sent on the Friday after orientation
- Onboarding survey sent 30 days after start date, then again at 6 months

New Physician & APP Portal: <https://atriumhealth.org/newproviderportal/>

Path: New Physician & APP Portal → Required Tasks

New Physician & APP Mentoring Program

- For more information about this program, please contact your Onboarding Consultant or e-mail: cpl@atriumhealth.org

Physician & APP Referral Rewards Program

- To submit a referral, please e-mail candidate name, contact information and current CV to:
providerrecruitmentrewards@atriumhealth.org

Precepting Opportunities

- For more information about precepting opportunities, please e-mail: cfe@atriumhealth.org



Welcome to



Atrium Health

