

Legacy System Care Delivery CAN be Redesigned

The Leadership Institute
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Robert C. Garrett, Chief Executive Officer
Hackensack Meridian *Health*

Who We Are

18 Hospitals and More Than 500 Patient Care Locations



3 Academic Medical Centers

8 Community Hospitals

2 Children's Hospitals

1 Long Term Acute Care Hospital

1 University Teaching Hospital

2 Rehabilitation Hospitals

1 Behavioral Health Hospital

AND

1 Center for Discovery & Innovation

1 School of Medicine



4,714
Licensed Beds



7,000+
Physicians



\$7.5B
2023 Projected Operating Revenue



36,000+
Team Members

Care Delivered in 2022



177,362
Patient Admissions



16,545
Babies Delivered

650,086
Emergency Visits



2,058,163
Outpatient Visits



103,669
Surgeries
(Inpatient and Outpatient)

In addition to our hospitals, we are home to ambulatory care centers, surgery centers, home health services, long-term care and assisted living communities, ambulance services, lifesaving air medical transportation, urgent care centers, physician practice locations and a fitness and wellness center.

Network Growth and Expansion Timeline



Hackensack and Meridian Merger is Finalized



JFK Health Joins HMH



Center for Discovery and Innovation is Established



HMH Partners with St. Joseph's Health



School of Medicine Becomes Independent

2016

2018

2019

2020



HMH Partners with Memorial Sloan Kettering

School of Medicine Welcomes its First Class



Carrier Clinic joins HMH

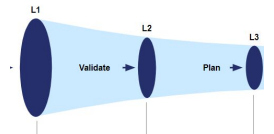


WE'RE 1 OF ONLY 16
CANCER CENTER CONSORTIA IN THE U.S.
APPROVED
BY THE NATIONAL CANCER INSTITUTE



John Theurer Cancer Center Achieves NCI Designation

Reimagining HMH is launched



Hackensack Meridian Health
KEEP GETTING BETTER

Guiding Principles of Reimagining HMH

1 Always keep the patient experience, quality of care and team member expenses at the heart of what we do.



2 Create and implement a comprehensive, prioritized capacity ramp-up plan.



3 Transform physician partnerships to position HMH as the Network of choice across the state.



4 Develop and implement innovative care and access models to best meet future needs.



5 Reallocate and prioritize our capital investments to support the most critical and accretive Network growth initiatives.



Guiding Principles of Reimagining HMH

6 Position our workforce capabilities and resources to meet requirements of the future.



7 Identify and realize Network cost efficiencies to improve HMH's expense structure.



8 Facilitate true integration of care delivery across the Network.



9 Define clear timelines and metrics for all initiatives that align with our human and financial resources and have a sense of urgency and speed of decision making.



10 No sacred cows.



Goals & Achievements of Reimagining HMM

~575

Initiatives
identified
across 10
workstreams

>\$750M

Run-rate
(savings &
revenue)
value over 3
years
(2021 - 2023)

5%

Margin
achievement;
Driving to top
quartile
quality
performance
(Guardrails)

>\$1.3 billion achieved over three years in savings and cost avoidance



Reimagining HMMH Focus Areas

Recovery

Transformation

Clinical
Integration



Continuing to Shape the Future of HMM

Shift from Hospital to Care in the Community & Home

- Improve access, affordability, and patient satisfaction
- Pricing strategy initiatives to increase affordability in the ambulatory community setting

Comprehensive Contact Center

- Highly trained staff to navigate care
- Online scheduling, ChatBot, texting for managing appointments
- Connected to ED

New Primary Care Models

- Convenient hours, easy same-day access, telehealth option 24/7, and online scheduling
- Patient and customer-centric

Multiple Physician Alignment Strategies

- Provide options to physicians, whether employed or through PSA or CIN
- Keep physicians engaged

Culture of Quality, Innovation, Growth, and Patient Experience

- It takes the entire organization to be striving for these attributes to create exceptional business results and quality outcomes

Strategic Partnerships & Discipline

- Partnering with disruptors
- Sometimes the deal you choose not to do is more important than the deal you do

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