

Physician MEMO

To | All Healthcare Providers

From | Paul Wiles, President & CEO

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Re | National Focus on Novant Health & Our Vision

I wanted to share some healthcare industry news with you. All leaders and staff should be proud of this national focus on Novant Health.

The Health Research & Education Trust (HRET), an organization affiliated with the American Hospital Association, is currently sharing information about Novant Health and two other systems with the rest of our nation's healthcare organizations. The HRET is sharing the Novant "story" as part of its *Hospitals in Pursuit of Excellence* initiative and an ongoing leadership educational series.

HRET and the hospital association recently published a report, *Striving for Top Box: Hospitals Increasing Quality and Efficiency*. The report on top-performing hospitals shares key strategies that create a successful organization, such as accountability, physician engagement and team approaches. To produce the report, HRET conducted site visits and interviewed leaders at Novant Health, Piedmont Health in Georgia and Banner Health in Arizona. HRET selected our three organizations after initially studying the 250 largest healthcare systems in the nation and their quality data.

This national research identified similar cultural characteristics as the formula for an organization's success: precise execution, accountability in performance improvement, engaged physicians, focused action plans, consistent communication, team-oriented approaches, transparent data sharing, data dependent atmosphere and standardization of processes. In addition, the three health systems and their facilities emphasized using dashboards and scorecards at all levels, as well as tracking short- and long-term goals.

As quality improvement and standardized practices continue to become more tied to reimbursement, the American Hospital Association recognizes that organizations are looking to other top-performing health systems for their best practices. The association plans to continue sharing key lessons from innovative organizations on a variety of topics including care coordination, health and wellness, equity of care and new payment and care delivery models.

I have attached the HRET report that contains a presentation with links to multi-media and related reports. Feel free to share this information with others.

Every leader and staff member with Novant should take pride in this national focus on our health system as we move forward to deliver our Vision, our new strategic plan and the six elements of our Remarkable Patient Experience. And thanks to each of you for continuing to support our patients, communities and one another.