



# ENVISION **+** YOU

## Clinical Impact Report

April 2024

# Welcome

Welcome to the Envision Healthcare 2023 Clinical Impact Report. We are committed to being a reliable partner to patients, hospitals, payers and communities. As we look to the year ahead, we continue our journey as a leading medical group focused on improving the quality of life in the communities we serve, the quality of our clinicians' lives and growth.

Envision physicians and advanced practice providers (APPs) play a crucial role in improving the U.S. healthcare system and the health of millions of patients. In 2023, guided by our shared mission and values, our clinician-led teams continued to inspire joy, pursue clinical excellence and heal and comfort patients and their families when they needed it most. These are their stories.



**ENVISION + YOU**

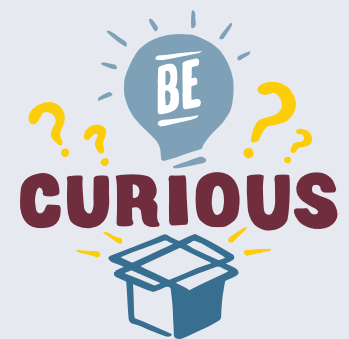
Every Story Matters.  
Every Voice Counts.

# Our Shared Commitment and Impact

We are **driven by our clinical mission** to deliver care when and where it's needed most.

We strive to be **America's leading medical group.**

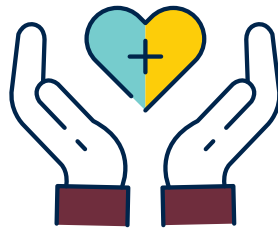
We seek in all that we do to be good stewards of our communities and **live our core values** as we work to mitigate illness through care and make the world a healthier place.



# Envision by the Numbers

**20K**

Clinical and  
Clinical Support  
Teammates



**16K**  
Clinicians

**19M**

Patient  
Encounters

**1K**

Clinical  
Departments  
Supported

**800**

Service  
Locations

**8M**

Emergency  
Department  
Encounters



**2M**

Inpatient  
Patient  
Encounters



**6M**

Radiology  
Reads

**120K**

Newborn  
Deliveries  
Supported



**2M**

Anesthesia  
Cases

# Care + Quality

Above all else, we are committed to the delivery of safe, evidence-based, high-quality, reliable care. Our multispecialty clinician-led teams deliver integrated, complex care during patients' greatest time of need. To this end, we support and empower all clinicians to use their clinical judgment and make decisions in partnership with their patients. As our clinicians make a meaningful impact on each patient's life, they are also transforming the delivery of care.



## Addressing Pressing Community Health Issues and Conditions

Rooted in our core belief of doing what is right for patients, our teams are solving some of healthcare's most pressing challenges. With patients' health and safety as our guides, we are working to reduce variability in clinical care, identify and share evidence-based best practices and enhance the care experience for patients and clinicians.



### CLINICAL CENTER OF EXCELLENCE

**2**

CMS-approved Qualified Clinical Data Registries out of more than 40 nationally



### NATIONAL CLINICIAN ADVISORY BOARD

**7**

Specialty-specific clinical quality committees

Envision's Innovation and Research Institute team is delivering tomorrow's care today. In 2023, they conducted the following:

**30**

Investigator-initiated and Envision-initiated studies

**116**

Publications by Envision clinicians

**300**

Research patient visits

**272**

Active studies



## Defining and Exceeding National Clinical Quality Standards

The medical group is one of the largest submitters of acute health data to the Centers for Medicare & Medicaid Services' MIPS program. While treating patients' complex needs, Envision clinicians are exceeding national quality benchmarks and defining care quality.

**2**

New CMS-approved quality measures developed for palliative care and congestive heart failure

**6**

CMS-approved measures developed by Envision teams in the past three years

**99.2%**

Of patients 18 and older undergoing a CT scan had reduced radiation exposure

**98.5%**

Of patients 18 and older received multi-modal pain management care during elective surgeries

**97.4%**

Prevention of catheter-related bloodstream infections using maximal sterile barrier techniques

**93.4%**

Of pediatric and PICU patients received clinically appropriate antibiotics for bronchiolitis

**92.6%**

Of radiology cases in the ED were turned around within 30 minutes

**87.9%**

Survival of very low birth weight infants (1,500 grams and under)

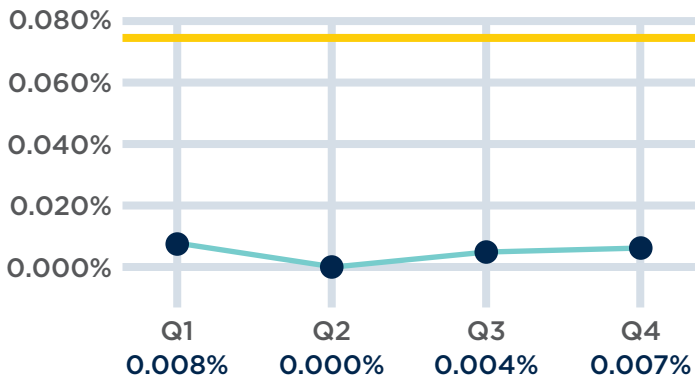




### 2023 Anesthesiology and Pain

#### Wrong Site Block

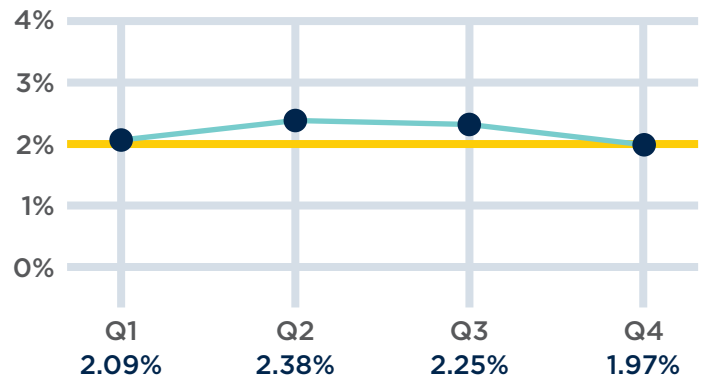
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### 2023 Emergency Medicine

#### Left Without Being Seen

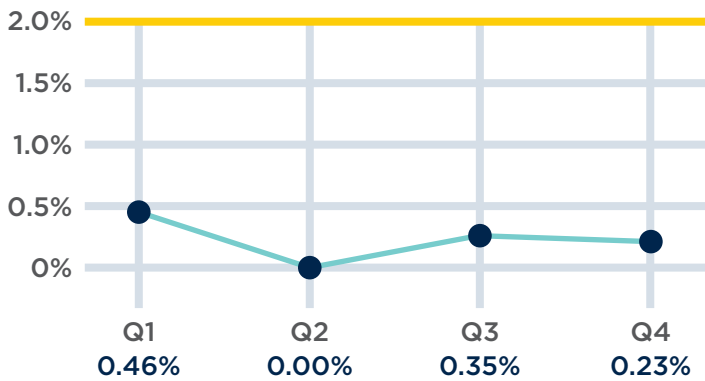
*Lower is better*



### 2023 Radiology

#### Minimizing Clinical Discrepancies

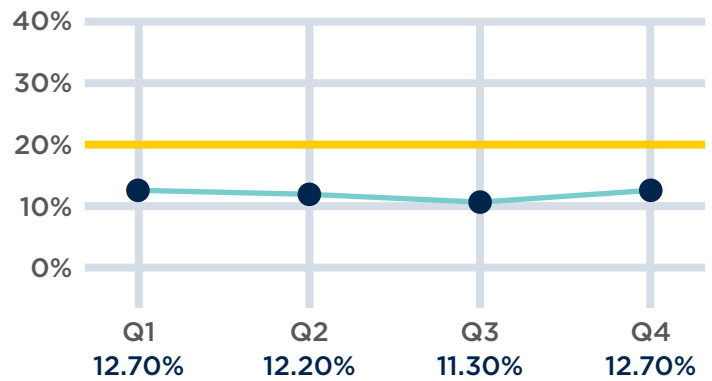
*Lower is better*



### 2023 Women's and Children's

#### Central Line Days Utilization

*Lower is better*



# Innovating for a Healthier Future

## Emergency Department Disposition Optimization

Envision clinicians in Florida are ensuring patients who present in the emergency department (ED) receive the right care at the right time in the right place as part of Envision's value-based care program tailored to patients. The teams are improving patient outcomes, reducing avoidable ED returns and reducing healthcare system waste. Since launching in 2022, clinicians across **131 sites** of care have treated more than **60,000 patients**, saved an estimated **\$30 million** and reduced unnecessary admissions by **6 percent**.



Awesome Dr. and nurse! It was heartwarming to have the follow-up to my ED visit.

+ A 73-year-old patient presented to the ED with vertigo, dizziness and nausea.

### She received the following:

- A customized ED discharge plan
- Clinical navigator follow-up call
- Pathway to escalate to a virtual follow-up with a board-certified emergency medicine physician

## Hospital Medicine Connect

Envision hospital medicine clinicians in Texas are working within the care team continuum to make connections between patients, resources and clinicians. A focus has been to connect with primary care physicians to coordinate care, communicate patients' unique needs and ensure patients receive appropriate ongoing medical support. Additionally, the team has built a strong clinical relationship with the payer to coordinate post-discharge resources for high-risk patients. Since 2022, they have cared for **more than 10,000 patients** and **increased the warm handoff at discharge by 65 percent**.

## Radiology and Emergency Medicine Care Coordination

Radiology and emergency medicine teams are collaborating to improve care coordination through a mobile application that enables emergency medicine clinicians to monitor case status and access images quickly to support clinical diagnosis and care pathway decision making.

## Virtual Provider in Triage

Clinicians in Arizona have implemented a program to navigate fluctuations during peak census hours and unanticipated surges in the ED, providing patients with timely, clinically appropriate care. During triage, clinicians use a secure video platform to complete a medical screening exam and initiate real-time diagnostic testing. This early intervention reduces ED length of stay and the number of patients who leave without being seen, increasing patient satisfaction and outcomes. The program is now expanding to other sites across Envision.



If a patient needs medication, a specific test or to be taken back right away, all of that can be initiated within minutes of their arrival. Patients appreciate it, and the providers on-site value the added support.

+ **Amy E. Olson, DNP-C**, is the Arizona Advanced Practice Provider Regional Director.







It felt like something pricked me really quickly. It started burning after like a couple seconds. It got really red and swollen, and I couldn't even walk.

+ **Allison DeBow** recalls the time a venomous copperhead snake bit her and Spencer Greene, MD, provided her with crucial care.



As radiologists, we advocate fiercely for our patients – the appropriateness of their imaging, ensuring they have the best possible study ordered and providing them with results in a timely manner. As part of this, close, constant communication with our emergency medicine teammates is crucial.

+ **Avner Yemin, MD**, is a musculoskeletal radiologist and the Chair of Radiology Service Line of the National Clinical Advisory Board at Envision.



That's what my purpose in life is: to love my patients and to take good care of them, to do my very best and, as a medical director, to do my best for the clinicians as well to make their lives better.

+ **Rachel Villegas, DO**, Medical Director of Envision's Post-Acute Care Services, developed a CMS-approved MIPS measure to reduce proton pump inhibitor usage for patients in acute and post-acute care who don't meet criteria for long-term utilization.



## Receiving The Joint Commission's Gold Seal of Approval®



In 2023, Envision's affiliated medical group, F&S Radiology, P.C., which provides teleradiology services across the country, earned The Joint Commission's Gold Seal of Approval® for Ambulatory Care Organizations by demonstrating continuous compliance with its performance standards. The Gold Seal is a symbol of quality that reflects a healthcare organization's demonstrated commitment to providing safe, reliable, quality patient care. To learn more, visit The Joint Commission website.

# Connect + Empower

With a deep respect for all individuals, Envision is committed to caring for the clinicians who care for America. We invest in our teammates and empower them to thrive professionally and personally. We focus on programs and services intended to inspire, protect and engage clinicians.



## Championing Clinician Wellness



### Comprehensive Wellness Program

Envision has been at the forefront of providing systems-based clinician wellness support. We continue to address the increasing risk of burnout and mental health conditions among healthcare providers nationwide and provide resources to support their evolving needs.



### Wellbeing First Champion

The medical group has been recognized for ensuring its credentialing applications do not contain stigmatizing or invasive mental health questions that we believe have no bearing on one's ability to provide care and for encouraging healthcare workers to seek care without fear of losing their license or job.



### Dr. Lorna Breen Heroes' Foundation Collaborator

Through our ongoing work with the foundation, we continue to advance initiatives that support clinicians' mental healthcare and remove barriers to accessing that care.



### Mitigating Violence Against Healthcare Workers

We are committed to fostering a culture of safety and, as part of that, providing clinicians with tools to assess safety standards, mitigate the risk of serious threats and provide support for those impacted. We believe everyone, including healthcare organizations, government agencies and community groups, plays a role in addressing the root causes of violence and creating safer healthcare environments.



I love this company. I think it's a company that cares about my well-being, that cares about whether I'm happy in my job and that cares about the hospital partners that we work with.

+ **Kimberly Iafolla, MD**, is a Women's and Children's Regional Medical Director and ENVOY Ambassador.

# Supporting Clinicians Throughout Their Careers

We wholeheartedly foster the growth and development of all teammates. As a group of clinicians led by clinicians, we strive to provide teammates with the resources they need to thrive and pursue opportunities that fit their needs. As a result, clinicians choose to practice with Envision.

- Equitable and flexible scheduling
- Diverse practice settings
- Clinical graduate medical education
- Continuing medical education opportunities and credits
- Clinical research
- Federal and state advocacy programs
- Emergency medicine APP skills labs
- Residency program development and leadership
- Leadership education and development
- Litigation support
- Peer coaching and mentoring

## Fostering Diversity and Inclusion

Our teammates represent the rich diversity of the communities we serve. In 2023, Envision continued its Diversity, Equity and Inclusion initiatives, launching three new employee resource groups for all teammates and allies, adding to its previous four. Last year, they continued to promote a sense of belonging and address health equity through educational and community engagement activities, mentorship opportunities and initiatives to support access to care for Spanish-speaking individuals in the U.S.



## Advocating for Patients and Clinicians

Envision clinicians are at the forefront of federal and state policy development, advocating for solutions that improve healthcare. Through programs like the Clinician Advocacy Champions, clinicians are empowered to be more engaged in advocacy and participate in opportunities to speak with legislators on topics that matter to them and their patients. Some of the team's state and federal initiatives included advocating for the following:

- Clinician reimbursement under the CMS 2024 Physician Fee Schedule
- Fair reimbursement and proper implementation of the No Surprises Act
- Improving patients' access to care through network adequacy
- Addressing the public health epidemic of firearm-related injury and death
- Reauthorizing the Dr. Lorna Breen Health Care Provider Protection Act



I could not have done this without the support of everyone, including my Envision team.

+ **Danielle Witkowski, CRNA**, shared the benefit of a positive work-life balance as she embarked on the World Marathon Challenge in 2023, completing seven marathons on seven continents in seven days.



We are very fortunate to have her. It was a pleasant surprise having a female medical director that is so involved in the hospital and the program, and she just demonstrates such respectable leadership qualities as well.

+ **Kaitlynn Small, DO**, an emergency medicine resident, speaks about how Emergency Medical Director Anita Datta, MD, is invested in all teammates and is an inspiration to women in the field.



What we really want to do is make things better for not just physicians but also for patients. I think that's really the message that I want to deliver to the legislators.

+ **Harshit Rao, MD**, is the Chief Clinical Officer of Critical Care at Envision.



The most special part of this all is that I conquered and overcame what was about to set me back, and the most rewarding part is that there are people like Dr. Kim and the whole care team who still genuinely care for their community and its well-being.

+ **Sherry Virella** underwent an unplanned surgery for an abscess in her groin eight days before her wedding. The multispecialty team — including Elizabeth Kim, MD; Roopesh Nahar, MD; Atif Afzal, MD; and Nausheen Gowani, MD — coordinated to help her leave the hospital two days before she married her best friend.



# Community + Compassion



**GLOBAL HEALTH  
INITIATIVE**

As part of our ongoing pursuit to improve healthcare, we continuously seek opportunities to share our time, knowledge, skills and resources with communities in need. Through our Global Health Initiative and with support from the Envision Healthcare Charitable Fund, Envision teams are caring for communities across the world.

## Dominican Republic and Honduras

- 1,000 patient consults in the Dominican Republic
- 84 patient consults and 57 surgeries in Honduras
- 40 Honduran anesthesiology clinicians trained
- 10,000 patients receiving care continuity support in Honduras and the Dominican Republic



## Jordan, Zimbabwe, Ukraine and Syria

- Nearly 4,000 patients provided with consults and essential medical care in Jordan and Zimbabwe
- Clinicians in Jordan and Zimbabwe provided with medical training
- Provided medical supplies to medical personnel on the front lines in Ukraine and cardiology surgical supplies to Ukrainian hospitals
- Deployed medical teams and healthcare resources to Zimbabwe and Syria to provide primary care services to patients in need





## Investing in Local Communities

At home, Envision teams continue to make a difference in their communities, investing in them and caring for their neighbors.



### **Texas Shelter**

Envision teams are supporting the Dallas community by providing medical care to individuals seeking safe shelter during inclement weather.



### **Emergency Care**

Several Envision emergency medicine physicians serve as medical directors for their local EMS agencies, providing clinical guidance, education and medical support to first responders. These teammates help ensure communities receive the most appropriate care in an emergency.



### **Disaster Response**

Envision teams are experienced in helping communities overcome natural disasters and emergencies. In September, as flooding, power outages and widespread destruction impacted the Southeast during Hurricane Idalia, our teams continued doing what they do best: caring for patients, communities and one another. In December, teams helped communities heal following the devastating tornadoes that tore through Tennessee.





I've dedicated my work to providing excellent care in the OR and expanding patients' access to care. It is so rewarding when I'm able to mentor new clinicians and introduce youth to careers in medicine.

+ **Roger Duncan, MD**, Vice Chief of Anesthesiology at Envision and Clinical Assistant Professor of Anesthesiology at the FIU School of Medicine, has helped give more than 10,000 students insight into careers in healthcare and biomedical engineering.



You literally just get to see people and hear their story and be a part of humanity and offer so much good to them, and they give you back so much just to be able to be there in support of them.

+ **Shawna Gelormino, DO**, serves as Clinical Leader of the Global Health Initiative and is an ENVOY Ambassador.



It was a really cool and unique experience. For her to be that friend to me has been invaluable. Her role was clear and supportive in the hospital, and she still goes above and beyond.

+ **Rebecca Wendt, MD**, talks about the bond she developed with Lori Boarman, RNC, who was her Envision Perinatal Nurse Navigator throughout her 58-day antepartum and 71-day NICU stay with her son, Nathan. The family has since settled in and is watching him flourish.



# Appendix

## Approach to Care

As a clinician-led medical group, Envision clinicians make decisions in patients' best interests. Envision physicians and advanced practice providers exercise their clinical judgment to deliver safe, evidence-based care. Physician leaders determine their care teams and the most clinically appropriate care pathways based on the unique needs of each patient and community. Our organizational structure and governance do not influence the delivery of care at the bedside.

## Governance

Our governance structure facilitates operations within all regulatory guidelines, and our comprehensive policies and Code of Business Conduct and Ethics define the standards we strive to meet in every aspect of our business. The Board of Directors is committed to providing continued insight and clarity into the governance process. As part of this commitment, the Directors follow clear guidelines intended to communicate the method used to execute their responsibilities as it supports our ongoing operation and growth. The Board is comprised of experienced healthcare and business leaders who focus particular attention on compliance with financial and regulatory standards. The Directors, as well as all teammates, are required to conform to our Code of Business Conduct and Ethics.

## Compliance

Envision has an established compliance program intended to ensure the effectiveness of policies and systems designed to prevent and detect violations of the Code of Business Conduct and Ethics and other applicable laws, policies or regulations. Teammates are instilled with a duty to act. Awareness of behavior that is inconsistent with the Code is expected to be reported to a supervisor, a member of the compliance staff or the Ethics and Integrity Helpline at 877.835.5267, which is available 24/7. Compliance with the Code is mandatory. Any violation of the Code may result in corrective action, up to and including termination. Teammates who are aware of Code violations and fail to report violations to Envision may also be subject to corrective action. Supervisors and managers are expected to maintain an open line of communication with team members in which concerns can be reported and addressed without fear of retaliation. Envision prohibits retaliation against anyone who raises a good faith legal or ethical issue or participates in a compliance investigation. Annual Ethics and Compliance training ensures all teammates comprehend the standards set forth in the Code and other laws applicable to our organization.



**April 2024**

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