

---

## RESPONSE TO SUPPLEMENTAL QUESTION DUE MAY 1, 2020

**Please describe Novant Health’s approach to receiving a reasonable reimbursement for telehealth and other digital health services. Please provide evidence of Novant Health’s success and detail what support Novant Health would offer NHRMC in this area.**

Novant Health has made significant financial, technological, training, and marketing investments in a broad suite of digital health solutions and services in order to deliver a superior consumer experience. We bring a wealth of operational capabilities, including virtual and digital health experience and expertise, to support NHRMC.

By working collaboratively with the payer community and integrating 24/7 on-demand and scheduled virtual visits into our contracted payer relationships and services offerings, we have successfully secured office visit parity for synchronous video visits from most of our major payers. For patients without coverage, Novant Health developed a self-payment solution that delivers a total patient cost of \$50 per video visit.

Novant Health was a very early adopter of e-visits and video visits, and we continue to invest in new virtual capabilities. Over 1 million Novant Health patients are enrolled in MyChart. Additionally, we have many telehealth programs that connect one facility to another such as teleneurology, telesitter, telemetry, telepsych, tele-EEG and telediabetes. We continue to grow our capabilities in providing consumer-facing technology and care delivery, including through a strategic partnership with TytoCare, the first and only virtual physical exam device that is fully integrated into Epic.

Amidst the outbreak of COVID-19, Novant Health was able to quickly accelerate our digitally enabled ambulatory care model and deliver enhanced value to patients, families, and payers. Adoption of digital health solutions by our physicians, patients, and the broader community has been very strong. Novant Health was able to respond immediately to increased demand for digital care by delivering nearly **100,000** scheduled and on-demand video visits since March 12, 2020. Adoption of digital health solutions by our physicians, patients, and the broader community has been very strong.

Novant Health was fortunate to have been able to lean heavily into our early adoption of digital and virtual care models, allowing us to accelerate our digitally enabled ambulatory care model and deliver enhanced value to our patients, their families, our payers, and Novant Health future health system partners. Novant Health welcomes the opportunity to share our expertise and our financial models with NHRMC as NHRMC accelerates their journey towards the adoption and deployment of digital health tools.

**Please detail how Novant Health would support advancements in NHRMC technology to develop an omni-channel, retail-like consumer experience. Please provide specific technology and timelines for implementation that would be deployed at NHRMC.**

Novant Health continues to have a reputation for consumer-facing innovation that emphasizes both convenience and quality care. More and more, consumers expect to be able to receive their care through many different channels. This approach has evolved from multi-channel to omni-channel, as we continuously learn and grow to differentiate the Novant Health consumer experiences. We are building

---

a MyNovant experience, designed around the consumer, that will deploy and expand through ongoing iteration and enhancements. This platform, along with the accompanying web experience will allow for personalized, relevant content to be delivered in a meaningful way, and allow consumers to connect with care and resources they need at their fingertips.

We continue to expand consumers' ability to engage us, leveraging technology through online appointments, billing tools, online bill payment, the ability to share medical records across organizations, geo-location check-in when arriving at our facilities, proxy access for loved ones and care givers and more. NHRMC patients will join our over 1 million consumers who routinely engage in these features and benefit from our rapid adoption of new features rolled out on a quarterly basis.

Our virtual care offerings continue to expand with over 2500 providers now offering virtual care services, the ability to use TytoCare technology through our exclusive strategic partnership across North Carolina, and enhanced technology capabilities we are exploring every day to add to the remote-care experience for our consumers. These resources could be deployed in a rapid fashion, as we have built a solid foundation to continue to expand. We now offer dedicated 24/7 on-demand resources for both family/internal medicine and pediatric care, with dedicated pediatricians joining the group next month. Our services currently cover North Carolina and South Carolina and will soon expand across additional states as well. Consumers can access the TytoHome device through a robust, consumer-friendly e-commerce platform built for the health system and made for patients to access technology in just a few simple clicks. This technology is then delivered directly to the consumer at home with detailed instructions to walk the consumer through getting started. The e-commerce foundation will allow us to add new offerings seamlessly as we continue to build out our remote-care offerings.

Novant Health prioritizes consumer feedback in our technology approach. We've developed a program consisting of over 10,000 team members and consumers who routinely give us feedback on operational programs we are working on. This program, Community Voice, engages e-advisors through electronic surveys 2 – 3 times a month to share feedback. This information gathered is then shared with leaders across Novant Health and used to improve the overall healthcare experience we provide. Additionally, the feedback is shared with our e-advisors to let them know how they are helping us make a difference.

**The Novant Health Proposal indicates that NHRMC will be able to access the full suite of Novant Health's Care Connection services and references Epic flowsheets; web scheduling, chat functionality, and telephonic support in patient scheduling; care coordination services; proactive outreach for annual wellness exams; and increasing the number of value-based care contracts. Please provide detail on any limitations that may be placed on the roll out of these programs at NHRMC based upon location, contractual expectations, capacity, or other factors and specify the timeframe for implementation of these programs at NHRMC.**

We do not foresee any limitation on the roll out of any of the programs. Therefore, Novant Health is prepared to introduce new platforms and programs as quickly as NHRMC leadership sees fit.

**Describe Novant Health's philosophy and approach to debt collection. Specifically, clarify if Novant Health's debt collection policy prohibits the use of liens on property and garnishment of wages. Provide any other limitations Novant Health places on debt collection.**

Novant Health believes that every person deserves the same access to care, no matter their ability to pay. We make every effort to work with patients who need financial assistance or help planning out the cost

---

of care. Novant Health's philosophy regarding billing and collecting patient balances is built on the following principles:

- Exhausting all efforts to assist the patient in determining eligibility for third party payer coverage
- Assisting patients with application and qualification for Novant Health's financial assistance programs
- Having 0% interest, short- and long-term payment plan options that best suit the patient's needs
- Partnering with patients to determine the payment program that is best for their situation
- Providing remarkable customer service to assist patients in understanding their bills and options for payment

In the event of non-payment by a patient, Novant Health will follow customary health care collections practices, including referring the account to an outside agency for collection and reporting the delinquent account to a credit agency. No legal or judicial action will be taken against the patient, and our policy specifically prohibits property liens, garnishing of wages, foreclosing on property, or seizing of bank accounts or other personal property. In addition, Novant Health collections policy prohibits commencing a civil action and causing an arrest.

**NHRMC and the community greatly value NHRMC's existing medical education footprint. Please provide extensive detail on how medical education will be maintained and improved should NHRMC pursue the proposed strategic partnership. Specifically, address Novant Health's ability to serve as or secure an academic partner to continue the program if needed in the near term.**

Novant Health is uniquely positioned to meet NHRMC's strategic and financial objectives without creating an academic/research conflict that disrupts your graduate medical education ("GME") relationship with UNC. We recognize the relationship that NHRMC has built with UNC over many years and multiple programs. It is our intention to dedicate time and resources during our partnership discussions to find common ground to preserve your current partnership with UNC.

Additionally, we are committed to working collaboratively with NHRMC and UNC to grow and enhance medical education in the region. UNC's response to the RFP outlines several compelling opportunities. We are fully prepared to support these initiatives with financial, administrative, and other resources in order to accelerate their development and implementation for the benefit of NHRMC and the local community.

NHRMC and Novant Health have many things in common, including shared beliefs that high-quality clinical care must be the top priority for the communities we serve and that clinical care is best provided by community providers with track records of excellence. We also approach medical education in similar ways. Novant Health sponsors a family medicine residency program in Charlotte, NC. The program was established in 2014 and includes 18 residents (six per class) that train at Novant Health Presbyterian Medical Center and Novant Health Huntersville Medical Center. We attract our residents from many of the country's top ranked medical schools, including University of Michigan Medical School, Northwestern University Feinberg School of Medicine, Duke University School of Medicine, Brody School of Medicine at ECU, Wake Forest School of Medicine, and Campbell University School of Osteopathic Medicine. We understand that NHRMC, like Novant Health, sponsors a family medicine program with 18 residents. We are very supportive of this program and NHRMC's other residency programs in general surgery, internal medicine, and

---

OB/Gyn, including NHRMC's plans to expand the general surgery program over the next several years.

Novant Health also offers medical education programs for nursing students. These programs help Novant Health, and can help NHRMC, recruit and retain top nursing talent. Details about these programs are below.

- **Nurse Residency Program:** To support the recruitment and retention of new graduate nurses, Novant Health offers a year-long, rotational residency program that is accredited with distinction by the American Nurses Credentialing Center. Nurses are encouraged to rotate through four departments within one specialty to gain valuable experience managing different patient types and acuities. Additional support includes training sessions, socialization opportunities and mentoring. The program allows Novant Health to attract top talent and fill nurse vacancies. Residents have applied from all over the country from preeminent schools, including Johns Hopkins, Vanderbilt, as well as North Carolina colleges and universities. In 2019, 417 nurse residents were hired and our retention rate for the 2018-2019 resident cohort was 93%. This program can be exported to NHRMC.
- **Student Nurse Apprentice Program (“SNAP”):** SNAP is a 10-week summer internship for up to 100 students between their junior and senior years of nursing school. The program pairs every student with an experienced nurse at Novant Health. SNAP students have the opportunity to complete patient assessments, perform interventions, evaluate treatment and contribute to plans of care under the guidance of a preceptor. The program provides an excellent clinical experience for the students and exposes them to Novant Health's nurse residency program. SNAP students receive the opportunity for early application to the residency program, helping them to secure a preferred specialty. About 60 percent of SNAP students begin their career in the Novant Health nurse residency program. This program can be exported to NHRMC.

Novant Health is very excited to advance discussions with NHRMC. We believe this is a unique opportunity to leverage our respective strengths, resulting in a win-win situation with the potential to transform medical education in southeastern North Carolina for generations to come.

**Novant Health states that they would envision, but not require, that NHRMC transition medical group management to Novant Health. Please provide additional detail on Novant Health's medical group management capabilities, including Novant's approach to manage NHRMC's medical group operations in the future.**

One of Novant Health's core principles is the physician-administrative partnership. This partnership is a key component in the design and leadership of the system, and has helped drive the growth of Novant Health for over 20 years. The NHMG President is a member of the Novant Health Executive Team, reports directly to the CEO, and provides the voice and perspective of our 2,800 providers in the system operational and decision making processes.

Novant Health Medical Group (NHMG) provides the full spectrum of medical group support services to our clinics, allowing our providers to focus on providing care to their patients. In addition, our full suite of services allows for efficient operations, seamless clinic expansion and rapid de novo growth when new opportunities present themselves. Furthermore, the integration of providers into all levels of NHMG leadership ensures that feedback is timely, heard and quickly incorporated into operations across the

---

system. As part of this leadership structure, Novant Health envisions current NHRMC physician leadership remaining in place and providing expanded leadership capabilities to the physicians in southeastern North Carolina.

### **Clinic Opening and Expansion**

NHMG provides a dedicated team of professionals tasked with deploying our proprietary growth and integration program. Our depth of experience enables efficient practice relocations and expansions as well as affiliations with new physicians in the medical group. To support the staffing of new and expanding clinics, NHMG employs a separate team whose sole focus is provider recruitment and retention.

Our dedication to efficient clinic growth and expansion as well as physician recruitment and retention is reflected in the sustained growth that NHMG has experienced over its history. NHMG has grown on a consistent basis, beginning with less than 500 providers just two decades ago to now over 1,700 physicians and 1,100 advanced practice providers spread across over 600 locations, practicing in more than 55 specialties.

While our growth from beginning to current state is substantial, our ability to continuously execute on our growth goals is yet another example of our capabilities. In 2019, NHMG added over 200 physicians to the medical group, eclipsed only by the nearly 250 APPs joining the NHMG team. While some went to established clinics others helped open the doors at the ~80 new locations that were added to the NHMG footprint.

### **Supporting Ongoing Operations**

Novant Health Medical Group offers an efficient suite of services to physicians that promotes patient care, safety, and access, which enables efficient clinic operations and a high level of physician satisfaction within the group. Novant Health Medical Group's Central Services team includes robust support and services in the following areas, utilizing cutting-edge technology and providing expertise in practice management and performance:

- Revenue cycle services
- NHMG specific managed care contracting
- Clinical safety and quality
- Nurse triage and answering service support
- Telehealth deployment
- Leadership development and training for clinic administrators
- Referral management
- Lab protocols and partnerships
- Population health management
- Advanced Practice Provider councils
- Provider resiliency programs

Through ongoing investment and a continuous feedback loop, Novant Health has been able to generate results in many of these services that place our medical group operations at the forefront regionally and nationally. Below are several examples.

---

### Revenue Cycle

NHMG provides practitioners with the full suite of advanced revenue cycle services. This includes detailed reporting and management of claims work queues as well as direct-to-physician coding and support. Our industry leading coding teams have deep experience helping to ensure accurate billing and efficient payment.

The success of these investments are manifested in multiple ongoing metrics. Within NHMG current A/R days currently sit at ~36 across the entire medical group. In addition, NHMG is top quartile nationally in aged A/R. Furthermore, our efficient operations not only drives cash flow, but accomplishes that task at industry leading cost-to-collect levels.

### Managed Care Contracting

NHMG employs a team of highly trained professionals whose sole responsibility is to maintain relationships with our broad spectrum of managed care providers. This team is tasked with managing fee schedules and charge masters, removing the need for providers to divert valuable time away from patient care. In addition, the NHMG managed care team will interact with the managed care community to rectify billing issues, understand and answer patient coverage questions, and communicate necessary policy changes. Furthermore, the team triages information coming from the managed care providers, condensing down communications appropriate for our provider teams.

### Operational Advancement Support

NHMG deploys operational advancement support teams to help ensure our practices are operating as efficiently as possible and provide training where needed. Support can be something as simple as making sure scanners and credit card machines are installed at a practice and functioning properly. In other instances support is provided for more complex tasks such as data tracking and financial improvement – areas that can involve coding, workflow and FTE optimization.

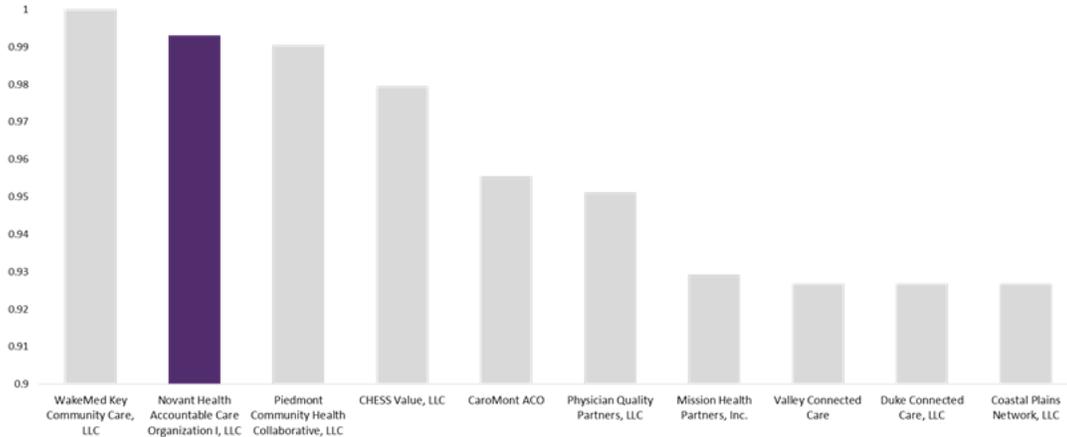
Our support teams are constantly in our markets meeting with clinic administrators on an ongoing basis. Furthermore, these teams are available for urgent support during crisis, such as hurricanes or the current COVID-19 crisis. Prior to COVID-19, NHMG teams had completed over 150 clinic visits and 21 site assessments during 2020 for three specialty institutes.

### Population Health Management

NHMG providers have access to an unparalleled population health management platform. This platform is built upon an MSSP program in North Carolina with 75,000 prospectively attributed lives. The NHMG program deploys a plethora of resources to providers including:

- Documentation review specialists providing review and physician education
- Care management protocols and physician clinical support to identify and connect with patients needing chronic disease management, clinical interventions and medication management
- Pharmacy partnership that includes support from CPPs

The level of population health support provided to NHMG is reflected in the our Pay for Performance ranking which combines cost, quality and efficacy to determine the true value a patient within the MSSP receives for care. As seen on the following page, when compared to other providers in North Carolina, both academic and non-academic based providers, Novant Health ranked 2<sup>nd</sup> in the state. Furthermore, our performance was ranked 4<sup>th</sup> overall in the nation for Pay for Performance.



### Telehealth Deployment

As mentioned in our answer to Question 1 above, Novant Health and NHMG were an earlier adopter of digital and virtual care. Our significant investment and adoption in this medium of care, whether through Epic or Tytocare, has allowed NHMG to continue to serve our patient population throughout the physical clinic shutdown we have experienced due to COVID-19. We maintain the flexibility to execute a variety of virtual visits including scheduled visits, on-demand visits and e-visits.

### Provider Leadership and Resiliency

Over 800 Novant Health providers have participated in our nationally recognized leadership and resiliency program. Outcomes include outstanding subjective feedback (>99% will recommend to a colleague), increased engagement (participants are in the 97th% nationally), enhanced recruiting, and fostering physician leadership interest and opportunities. We have participants from other organizations across the country come to participate as well.

In addition, the Novant Health Provider Mentor Program was developed to support new graduate physicians by connecting them in a formal six-month mentoring relationship with existing seasoned colleagues. Program design includes personalized matching based on application and agreed upon goals for the experience. Both mentors and mentees have rated this experience as extremely valuable and fulfilling.

In 2020, the Novant Health Physician/APP Leadership Institute will be launched to strengthen leadership capabilities even further. This will put a greater emphasis on senior leadership including didactic education and the art of leading people and teams. It will be accomplished through live seminars, web-based learning and executive coaching when indicated. There is a strong focus on systems thinking and leading through influence, well-being and resiliency.

### Provider Testimonials

NHMG recognizes the uniqueness and diversity of its clinics (with approximately 600 sites as primary office clinics and associated satellite offices). Novant Health believes this diversity and local accountability, paired with scalable and experienced capabilities, allows for physicians to operate and perform efficiently in caring for their patients and communities.

---

Bryan Edwards, M.D.

I have had a unique career with Novant Health over the last 11 years. In 2009, I started a solo provider orthopedic surgery practice with Novant Health in the Lake Norman area outside of Charlotte. Later, as lead physician for my growing practice, I was quickly brought into NHMG's Charlotte market lead provider meetings.

From a clinician standpoint these meetings were very fruitful, allowing providers to work with administration on problem solving and care delivery within our market. In addition, from these meetings I became further involved, participating in Provider Compensation and Risk Management for the system.

Being part of NHMG, I was also afforded the opportunity to partake in leadership and management training through Novant Health. These experiences then led me to become the Market leader for Orthopedic Surgery in Charlotte and then eventually the System Leader for Orthopedic Surgery. This journey has reinforced my belief in the physician leadership structure of Novant Health and how it allows for a two way communication platform and collaborative decision making between providers and administrators.

J. Mark Collins, M.D.

Being part of NHMG allows me time and autonomy to spend my day caring for my patients without worrying about revenue cycle services, billing or managed care issues. As we move towards Value Based Payments, I know a team of qualified, intelligent leaders are planning for it. Physicians also have a voice and a seat at the table within NHMG. From physician-administrative leadership dyads to Physician Councils and Advisory Boards, the voice of providers resonates throughout. Being part of a medical group that has integrated both primary care and specialists is excellent, seamless care for my patients as well. Furthermore, our system-wide Epic platform and communication I have with specialists in my community, provide the perfect venue for easy handoffs of patient care.

**NHRMC has a strong brand and reputation in the community. Please discuss Novant Health's proposed approach for the NHRMC brand. Additionally, please provide information on any marketing and brand support that will be made available to NHRMC as a result of the proposed partnership.**

Novant Health recognizes the strength of the NHRMC brand and the importance of the brand to the local community. We also understand that there is some familiarity with the Novant Health brand in southeastern North Carolina through our presence in Brunswick County. Our preference and experience has shown that a unified brand is ultimately consistent with consumerism, as healthcare continues to shift. We look forward to working with the NHRMC leadership to determine the optimal branding for our partnership.

With that said, no changes will be made to the NHRMC brand without approval of the NHRMC leadership and board. Furthermore, Novant Health is prepared to provide the full capability of our marketing and communications team to NHRMC in an effort to expand the reach of the NHRMC brand throughout all of eastern North Carolina.

As Novant Health and NHRMC continue to grow together, we want to ensure that the residents and patients of eastern North Carolina understand the expanding capabilities available through NHRMC. This can include communicating about the significant increase in access points, educating patients on new care pathways available to them, and making sure all residents understand how they can receive even greater levels of care close to home.