



Executive Summary of UNC Health Response to RFP for Strategic Partnership with NHRMC

UNC Health is a unique organization, bringing attributes and extensive experience to partnerships unmatched in NC or beyond. Our prestige in public medical and health professional education, statewide footprint, commitment to serve all North Carolinians, and reputation for outstanding quality, compassion, innovation, affordability, and a patient-first culture are unlike that of other potential partners. Our proposed academic and expanded clinical partnership along with capital investment can evolve as needed over time and balances our strong belief in maintaining local control while providing NHRMC with the resources to successfully prioritize and meet the needs of your community into the future.

#	Goals and Objectives	Proposed Strategic Partnership
1	Improving Access to Care and Wellness	<ul style="list-style-type: none"> • Access to care is one of UNC Health’s most important areas of focus and work that we consider central to providing high quality and high value care. Our proposed Strategic Partnership, which centers around an expanded Academic Partnership, would help to attract and train a health care workforce to southeastern North Carolina equipped to meet both primary care and specialty care physician needs. Expansion of the FIRST (Fully Integrated Readiness for Service Training) program, the Kenan Rural Scholars program, and existing residency programs, in addition to the creation of new residency and fellowship programs, will all serve to improve access to care in NHRMC’s Service Area well into the future. We also propose to launch fellowships for Advanced Care Providers (NPs, PAs), which will help enhance access in several specialty areas in your community. • UNC Health has extensive experience and expertise with expanding and renovating facilities on existing medical campuses including both at UNC Medical Center and UNC REX, as well as building new facilities in the community. Through our partnership UNC Health could extend this experience and expertise to NHRMC to the benefit of their planning and execution of facility upgrades. Furthermore, UNC Health is prepared to make an initial capital investment in an amount equal to 20% of the value of NHRMC at the time of the transaction to help NHRMC achieve its capital needs which may include the expansion and reconfiguration of facilities and ambulatory network development. Additional capital investment to help NHRMC meet its capital needs to improve access and wellness is something UNC Health has the capability and desire to do, but requires more detailed discussions with NHRMC leadership on those specific investment opportunities as our partnership progresses.



#	Goals and Objectives	Proposed Strategic Partnership
		<ul style="list-style-type: none"> • UNC Health is proud to share strong relationships with many NHRMC clinicians. We have a history of providing compassionate, quality tertiary and quaternary care to patients from New Hanover and its surrounding communities. Our proposed partnership would expand current collaboration through: sharing clinical care protocols and pathways; extending access to clinical trials and research protocols; collaborating to recruit physicians, including recruiting to join UNC School of Medicine (SOM) Faculty with part-time or full-time practice in Wilmington and as teachers from SOM students; providing peer-to-peer consultations, including e-Consults and video or phone-based conferences to help NHRMC clinicians manage inpatients and outpatients with complex and/or rare conditions; providing video consults or non-synchronous e-consultations from Chapel Hill directly to NHRMC inpatients and outpatients who have highly specialized needs normally requiring a trip to a subspecialist at UNC or another medical center; establishing in-person clinics at NHRMC where UNC Health specialists could evaluate and manage patients with complex and/or rare conditions; and developing clear pathways and workflows to seamlessly refer or transfer patients from NHRMC to Chapel Hill for services that are not available locally and cannot be provided remotely. • UNC Health also has deep expertise in bridging the challenges and complexities unique to the rural and urban elderly populations. Through the proposed partnership, UNC Health could create a branch of the very successful UNC Geriatrics Fellowship at NHRMC to help train the healthcare workforce prepared to meet these specific needs in your community. We would also share our knowledge and expertise in creating high-value geriatric appropriate emergency departments as has been done at UNC Hospitals Hillsborough, and share our approach to the deployment of private duty services in conjunction with Home Health to allow the elderly to remain in their place of residence and reduce the care burden on family members.



2	Advancing the Value of Care	<ul style="list-style-type: none">• UNC Health is committed to the providing the highest quality care while making health care more affordable and improving how our patients and providers experience our health care system. We have invested in the right infrastructure and built a learning health system to successfully navigate the path to value. This approach is embedded into our clinical education philosophy across our School of Medicine and other health professions schools, which will improve overall provider competencies in these areas and expand a well-positioned workforce for the future. The partnership with UNC Health allows NHRMC to partner with leaders on the cutting edge of health services research and health systems science curriculum. The academic curriculum will bring emphasis on value based care, quality improvement, inter-professional practice, leadership, and other topic areas essential for today's health care leaders, but underrepresented in the training of the past. UNC will not only train the clinicians of the future with this forward-focused mindset but will provide faculty development for the clinicians currently practicing in Wilmington.• Our strategic transition to value-based care began in 2015 with the creation of the UNC Health Alliance, our clinically integrated network, and UNC Senior Alliance, a Next Generation Medicare ACO. Currently more than 220,000 patients are aligned to both organizations through attribution to value-based arrangements. Our goals are to improve health outcomes, improve the lives of North Carolinians, and make health care more affordable and accessible. UNC Health Alliance has developed robust value-based and risk-based contracts with employers and insurance payers, which now account for approximately 25% of UNC Health's payer contracts. Our achievements speak to our level of focus and expertise in this area. UNC Senior Alliance was recently ranked No. 1 nationally in clinical quality among all Pay-for-Performance Next Generation ACOs. As a partnership between UNC Health and NHRMC continues to evolve, we would be eager to offer collaborations focused around population health.• UNC Health is a proven leader in quality improvement and care redesign, committed to these efforts whether under fee-for-service, pay for performance, or value-based care. Our professional quality improvement efforts are anchored to our Quadruple Aim: improving clinical quality, provider/staff work life, our patients' care experience, and eliminating waste/reducing costs. We target measures that balance provider and co-worker needs, priorities of the organization, and have a positive impact on our patients while managing measures and improvements across four domains of care: clinical quality, access to care, patient engagement, and patient experience. We have established programs and deep experience in reducing the cost of care, in partnership with our affiliates. For example, Johnston Health, a longstanding UNC Health affiliate, has seen lowering of total cost of care and operating costs of their ambulatory clinics
---	-----------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



		<p>by 22% between 2017 and 2019. UNC Health partners with affiliated hospitals and clinics across the state to improve quality and reduce the cost of care, and would welcome the opportunity to grow into such a partnership with NHRMC over time.</p> <ul style="list-style-type: none">• In an effort to improve and sustain patient experience measures, UNC Hospitals developed its own care delivery model in 2009, Carolina Care®, which is now engrained in the culture across UNC Health, and emerged as one of our four system values. The implementation of Carolina Care® throughout our system has yielded exceptional results as UNC Medical Center and several of our community hospitals have received national accolades for patient experience. We are excited to discuss how Carolina Care® could help support NHRMC's already high performance in patient experience, and would share our resources and expertise with NHRMC leadership to further our shared priority of excellence in that area.
--	--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

3	Achieving Health Equity	<ul style="list-style-type: none"> • As a leader in translational research in health disparities, UNC Health collaborates with the UNC Gillings School of Global Public Health, UNC School of Social Work and UNC School of Nursing, and pursues interventions to address disparities in health outcomes throughout rural and urban North Carolina. We have developed targeted initiatives to actively reduce disparities, increase access to primary and preventive care for underrepresented populations, and facilitate health care system and community organization engagement. An enhanced academic partnership with UNC Health would allow NHRMC to engage in and benefit from these research efforts, as well as benefit from the training of UNC SOM students, residents, and fellows, who would be part of NHRMC's catchment areas, in social determinants of health. • We are creating an entity within UNC Health to coordinate and focus initiatives intended to improve community health and social determinants of health across the state. We are forming this entity to coordinate and kick start our focus on social determinants and community needs, aligning with other UNC Health affiliated entities to leverage our impact. This entity will apply experiences and past successes to high-need communities where we have a partnership presence, will help us partner with community leaders and stakeholders to address local needs, and provide central and local resources to leverage success and spread learnings. Through our proposed partnership with NHRMC, we would desire to work together to address social determinants of health in southeastern NC, and could together become the state's leader in health equity. We see NHRMC as a fitting partner to lead innovative health equity work, ideally as the southeastern hub of our internal entity. Important work led by experts in your community in partnership with UNC Health providers, researchers and supporting resources, could be disseminated across North Carolina to the benefit of all 100 counties. • UNC Health continually seeks new and innovative ways to offer the highest quality care and connect with the people of North Carolina. A partnership with NHRMC would positively enhance and extend current outreach and corporate citizenship efforts. Investing time to build, maintain and evaluate opportunities for collaboration with businesses, non-profit organizations, foundations, chambers of commerce and elected officials is an integral component of our commitment to community. If selected, we would partner closely with NHRMC, UNCW and Cape Fear Community College to enrich existing community partnerships and identify new ways to engage more broadly in outreach, including health education and other community health programs. As we invest in the UNC SOM Wilmington campus, we would anticipate partnering closely with you to evaluate areas of greatest need and are open to new and creative approaches to partnering with the community. The learner presence cultivated by a partnership with UNC Health would also provide a
---	-------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

		<p>cohort of ready volunteers for community engagement. UNC SOM students in Wilmington already participate actively in health outreach programs. This would only expand with an increased presence. Similarly, UNCW and local community college students would have the opportunity to work, learn, and engage alongside UNC Chapel Hill (UNC-CH) students from NC and beyond. The UNC SOM Office of Rural Initiatives would expand that outreach into the rural communities of southeastern NC.</p> <ul style="list-style-type: none"> • Every UNC Health hospital has signed the American Hospital Association’s #123forEquity pledge, with an Executive Champion at each entity. The pledge asks hospital and health system leaders to take actions to accelerate progress in eliminating health disparities and improving quality of care for all patients. Since signing the pledge, hospitals have focused on enhancing diversity, equity, inclusion and cultural competence education. UNC Health offers customized support in health equity and diversity training to our affiliates across the state. We are proud of the results we have generated in rural and urban areas in need of our support as a result of our health equity initiatives. UNC Health has been impressed with NHRMC’s commitment to health equity and diversity, and would welcome an opportunity to partner on initiatives to benefit both organizations as our partnership progresses.
4	Engaging Staff	<ul style="list-style-type: none"> • We embrace the local mission, vision, values, and culture of each community hospital partner that joins UNC Health. We understand that these aspirations, values, and cultural norms are often rooted in the long-standing history of the community. To that end, the proposed partnership will help you achieve your strategic priorities in a way that maintains and enhances NHRMC’s mission, vision, values, and culture. At UNC Health, our mission is to improve the health and well-being of North Carolinians and others we serve. One of our core values is “One Great Team”, meaning that “we are better together than we are apart”, “our effective collaboration is key to providing quality care”, and “we are building an inclusive and equitable culture that encourages and supports the diverse voices of our patients and each other”. Our core system values align closely with NHRMC’s values of Ownership, Teamwork, Communication, and Compassion. • UNC Health’s reputation and long-standing commitment to North Carolinians has enabled positive integration into the communities we serve. UNC Health has expanded services, thereby increasing employment in communities in which we have a presence. Further, we expect our investment in education and medical career pipelines would have a longstanding positive impact on the communities in which NHRMC operates. UNC Health engaged an outside consultant to complete an objective economic impact



		<p>assessment of our proposed investment in the UNC School of Medicine Wilmington branch campus. At a high level, the expansion is expected to have significant economic implications for southeastern North Carolina. Based on the consultant’s calculations, our investment could generate a total of \$34 million in total regional output, \$12 million in earnings and 269 new jobs.</p> <ul style="list-style-type: none"> • The proposed partnership model would not impact NHRMC’s employee base and staffing commitments. Our proposal would aim to have the NHRMC leadership team and Board continue their strong leadership over these Human Resources functions well into the future. Our goal is that as our integration increases over several years we are able to address any staffing concerns as appropriate based on your local need and within the bounds of any legal partnership agreement in place.
5	Partnering with Providers	<ul style="list-style-type: none"> • Our proposal centers around an Academic Partnership that includes the creation of a local enterprise in Wilmington that will recruit, train, and develop the health profession workforce needed to serve southeastern North Carolina and extend the clinical research infrastructure and capabilities of UNC-CH and the UNC SOM to NHRMC. The key components include: rapid and substantial growth of the Wilmington SOM branch campus; expansion of residency and training programs; expansion of the UNC SOM Wilmington branch campus to include other health profession schools; program partnerships with UNCW; furthering NHRMC’s clinical research capabilities and access to grant funding to provide the residents of southeastern North Carolina access to the cutting edge research at UNC SOM. We believe strongly in the benefits of UNC Health and UNC School of Medicine being integrated as partners operationally and academically. If you choose to embark with another partner, UNC Health and UNC School of Medicine will not be able to continue our current educational and clinical presence in Wilmington. We would not carry out the proposed Academic Partnership included in our submitted RFP response should UNC Health not be selected as NHRMC’s primary partner. The reality is that new health system partnerships sometimes compromise existing educational partnerships. That was demonstrated with the upcoming closure of the UNC School of Medicine branch campus in Charlotte. • To better serve communities statewide, UNC Health has a tenured and collaborative, system-level, Physician Recruitment Office to source, screen, and aid in recruitment of physician and advanced practice provider candidates. Our affiliated hospitals and employed and independent community practices consistently name the Physician Recruitment Office and our results as a valuable service. One unique area for our recruitment group is the development and maintenance of a pipeline of recruits from our training

programs beginning with our talented medical students and our residency and fellowship trainees. Our partners have also seen a boost in provider recruitment due to their association with UNC Health and UNC School of Medicine’s well-respected national brand. Given an appropriate legal level of partnership, our UNC Health Physician Recruitment Office could establish an active collaboration very early in a relationship with NHRMC to draw on the strengths of NHRMC physician and APP recruitment efforts and those of the UNC Health Physician Recruitment Office. Our early focus in a partnership would be to identify gaps in the NHRMC medical staff development plan, understand current barriers to recruitment, and develop coverage plans if needed while recruitment is enhanced.

- UNC Health can consult for and advise NHRMC on physician satisfaction and burnout prevention programs through our proposed partnership. UNC Health recognizes that in order for our care teams to take excellent care of our patients, we must first take care of our physicians and co-workers. We are proud to offer all co-workers a nationally-recognized, comprehensive wellness program, which measures workplace stress levels, provides mental health resources when needed, and has influenced care team redesign to improve workflows and better support our physicians.
- UNC Health has achieved success in improving access to care, advancing the value of care, and achieving health equity through flexibility and customized partnerships with independent physicians and medical groups. Through UNC Health Alliance, independent physicians actively participate in network governance, data sharing, and gainsharing arrangements through value based contracts. While UNC Health Alliance serves as an important vehicle for alignment with physicians and medical groups wishing to maintain full independence, other partnership vehicles are also successfully utilized. We are focused on supporting independent providers through our system level focus on their wellbeing and engagement as well as developing models to effectively share care and partner together in innovative business endeavors. Our partnership with NHRMC would support your current approach and offer additional models and resources where necessary and applicable.

6	Driving Quality of Care Throughout Continuum	<ul style="list-style-type: none">• UNC Health offers customized support to our affiliates across the state in addition to central leadership and coordination of quality and patient safety. We are proud of the results we have generated in rural and urban areas in need of our support, and have been impressed with NHRMC's success in several areas of quality and patient safety. We have the capabilities to help NHRMC make progress in these areas and it seems very likely that we will learn from each other to improve quality and patient safety structures in both of our organizations. We look forward to conversations if and when there is a mutually identified need for collaboration in these areas, and believe such enhancements would be beneficial to both systems in the future.
---	----------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



7	Growing the Level and Scope of Care	<ul style="list-style-type: none"> • Our goal at UNC Health is to provide the highest quality clinical care as close to home as possible for the people of North Carolina. Our proposed partnership with NHRMC would further the achievement of this goal. In addition to the academic components of our proposed partnership, we would continue to enhance existing and develop new clinical partnerships with NHRMC including pediatric, adult, women’s and psychiatric specialties and subspecialties that would enable higher levels of care to be provided locally. The Pediatric Specialty Clinics and the UNC Liver Clinic are great examples of our successful clinical partnerships to-date and models for what we can accomplish together. • UNC Health is committed to enhancing NHRMC’s service line planning, related market and environmental assessment, and tactical approaches. We have demonstrated this commitment with every affiliate in our system and have a proven track record of expanding and growing service line programs across the state. Furthermore, UNC Health’s physician leaders are committed to conducting outreach across the state in support of local service line growth efforts and this would be extended to NHRMC. UNC Health is also committed to supporting NHRMC with provider recruitment, consulting with faculty leaders on program development, assessing existing programs and making recommendations for optimization. We can provide consultation with experts in facility design and planning, programmatic and business development, regulatory issues, education or site visits to other facilities, and connections to peer organizations. • Requested transfers from UNC Health’s affiliated entities are given priority over those requested from non-affiliated entities for patients requiring the same services and level of care. Through a Strategic Partnership with UNC Health, NHRMC would be given this same level of affiliate priority and our already strong working relationship related to patient transfers would be further strengthened and enhanced. As stated previously, UNC Health strives to provide the highest quality clinical care as close to home as possible. As such, all efforts are made to transfer patients back to their home hospital as soon as is clinically appropriate.
8	Investing to Ensure Long-Term Financial Security	<ul style="list-style-type: none"> • UNC Health is prepared to make an initial capital investment in an amount equal to 20% of the value of NHRMC at the time of the transaction to help NHRMC achieve its capital needs. In addition to this initial capital investment, UNC Health, with support from the state, expects an investment of approximately \$375 million for academic operations over the next 20 years to develop the Academic Partnership described in detail in our submitted RFP response. We anticipate additional investment for the affiliate campus major capital improvements. Further, capital investment beyond this initial investment and the investment in the



		<p>Academic Partnership is something that UNC Health has the capability and desire to do, but would be subject to more detailed discussions with NHRMC leadership as our partnership progresses.</p>
9	Strategic Positioning	<ul style="list-style-type: none"> • Strategically partnering with like-minded organizations is key to achieving UNC Health’s mission of improving the health and well-being of North Carolinians. In recent years, we have added several highly-valued partners, strengthening our capabilities and broadening our ability to meet the needs of all North Carolinians, including those in southeastern North Carolina. To this end, a strategic partnership between NHRMC and UNC Health provides an exciting opportunity to transform health and well-being in southeastern North Carolina and complement current efforts with even higher level services. Our existing collaborations with NHRMC present a strong foundation from which we can continue to grow together. • Our research and teaching enterprise is a key component of our overarching strategy that enables us to lead the way in clinical innovation and extend this innovation to communities across North Carolina. NHRMC and the UNC SOM have a longstanding history of providing an exceptional learning environment for clinical rotations. Our Wilmington-based SOM campus trains students across a full range of clinical clerkships, including internal medicine, family medicine, surgery, obstetrics and gynecology, pediatrics, neurology, psychiatry, and other specialties. Students also have an opportunity to complete a Physicians Leadership Certificate Program through the Cameron School of Business at UNCW. Through an expanded strategic partnership, we envision heavy investment in medical education opportunities that benefit learners, the local community, and the state. • NHRMC’s strategic focus areas, Value, Access, and Health Equity, are core elements of our own “ONE UNC Health” strategy and foundational to all that we do. ONE UNC Health embraces our mission to improve the health and well-being of North Carolinians and others we serve. This unified system strategy seeks to create a more effective, responsive, and transformative integrated health system ensuring patients remain at the center of all that we do. Our goals, which complement NHRMC’s strategic direction, are to: (1) integrate and excel clinically, to maximize value, access, patient experience, and operational excellence; to (2) transform patient care and health through development of new value-focused capabilities and care redesign; and to (3) lead in research and education, to ensure continued excellence across our tripartite mission and enhanced academic integration across our clinical enterprise. The proposed partnership would serve to enhance NHRMC’s strategic plans, particularly the “Access” focus area, as a more significant



		relationship with the UNC School of Medicine will enable the increased recruitment and training of providers with a desire to serve your community.
10	Governance	<ul style="list-style-type: none">• We firmly believe it is in the best interest of NHRMC to have as much local control as possible. This is evident in every partnership we have enjoyed with other health systems either owned, managed or through a joint venture. Our originally submitted RFP response did not include a specific capital investment commitment which is now being requested. A significant capital commitment by UNC Health to NHRMC will require additional provisions to be discussed and negotiated as we move forward. These may include, but are not limited to, UNC Health representation on the NHRMC Board, reserve powers, and a potential management agreement between UNC Health and NHRMC. A management agreement will ensure a more seamless integration with UNC Health to expedite improvement and returns articulated by the Partnership Advisory Group throughout this process.