

BUILDING THE HIGHEST VALUE SYSTEM OF HEALTH IN THE PACIFIC NORTHWEST

The Leadership Institute
Bill Robertson, President and CEO

MultiCare Health System
February 16, 2017

MISSION, VISION & VALUES

Mission

Partnering for healing and a healthy future.

Vision

MultiCare will be the Pacific Northwest's highest value system of health:

- Leading as a people-centric community asset
- Integrating a full continuum of high-performance, customer-focused health and health related solutions
- Delivering world-class health outcomes and exceptional experience at a competitive price

Values

Respect, Integrity, Stewardship, Excellence, Collaboration, Kindness

MULTICARE SITES OF CARE

4 Adult Hospitals

1 Pediatric Hospital

2 Multi-Specialty Center

2 Future Hospitals

Level II Adult & Pediatric Trauma

- Gig Harbor
- Covington (Free standing ED)

Level IV NICU

- Covington (58 Beds)
- Psychiatric Joint Venture

Inpatient Rehab



5 Outpatient Surgery Centers

33 Urgent Care Centers

12 Retail Clinics

Home Health / Hospice/
Palliative Care

4 Behavioral Health Network

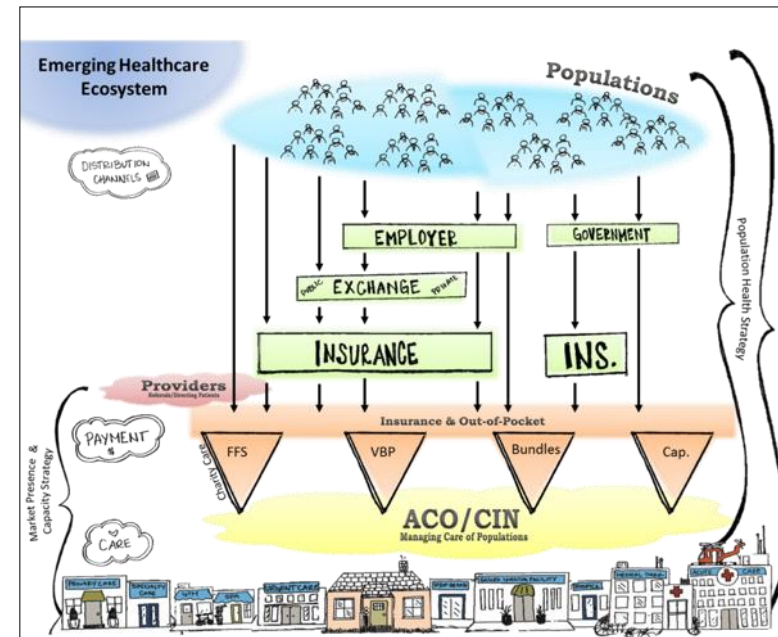
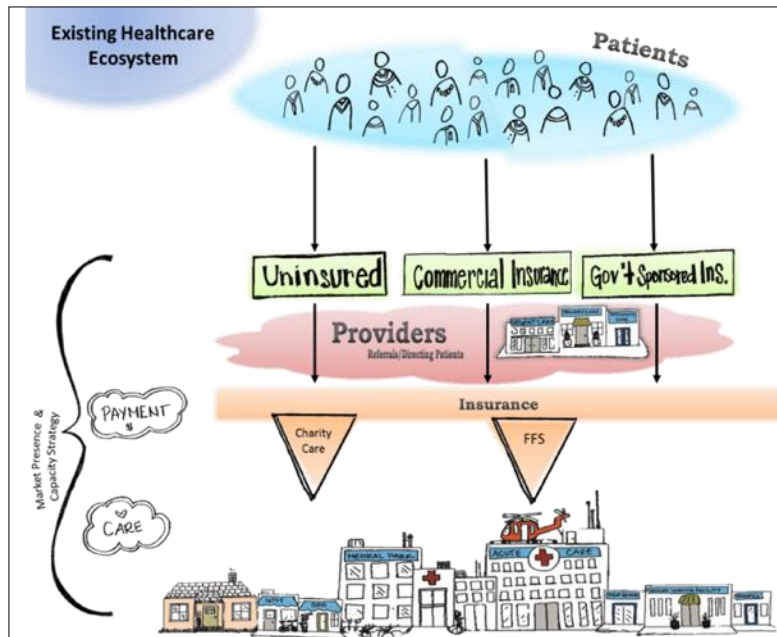
Virtual Health Visits
(Primary & Specialty)

Imaging Joint Ventures
▪ 6 sites of care

Occupational Medicine

MOVING TOWARD AN EMERGING HEALTH CARE ECOSYSTEM

Growth is essential to scale population health across regions, conditions and the continuum of care to fulfill our promise of delivering world-class care.



OUR STRATEGIC PRIORITIES

Performance Excellence

Foundational strategy and a building block for our future.

Employees, providers, leaders aim to be:

- Top 10% nationally for team engagement
- Top 10% nationally for quality
- Top 10% nationally for service and patient experience
- Bottom 25% for total cost of care

Population-based Care

Keeping populations healthy across the continuum.

- Transforming our care delivery platform through clinically integrated network and care coordination
- Embracing new payment methodologies
- Moving to a population health status focus

Expanding Care Access

Expanding our market presence and access to care and services.

Growing and expanding Business Units

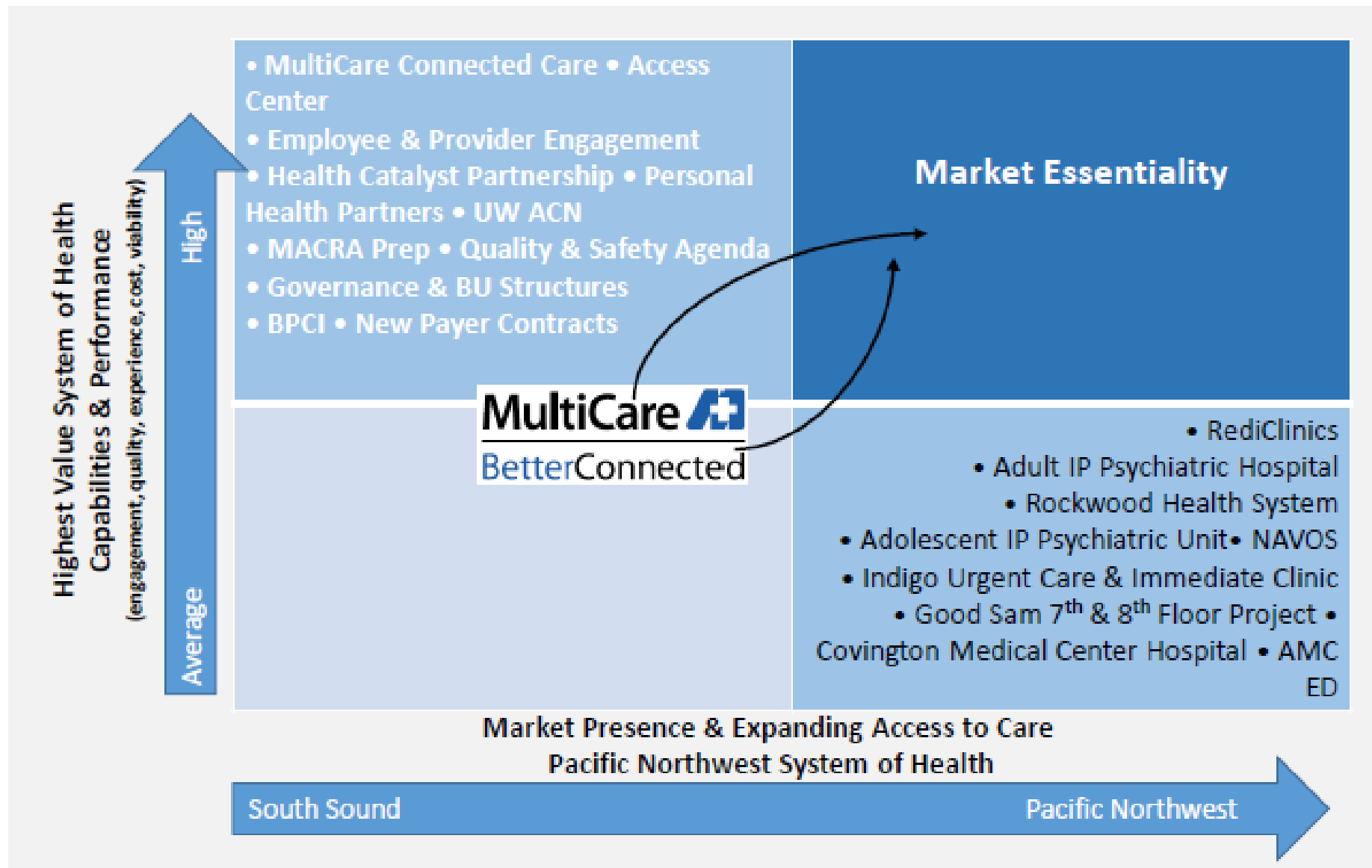
- Pulse Heart Institute
- Behavioral Health
- Mary Bridge Children's Network

Establishing new service offerings

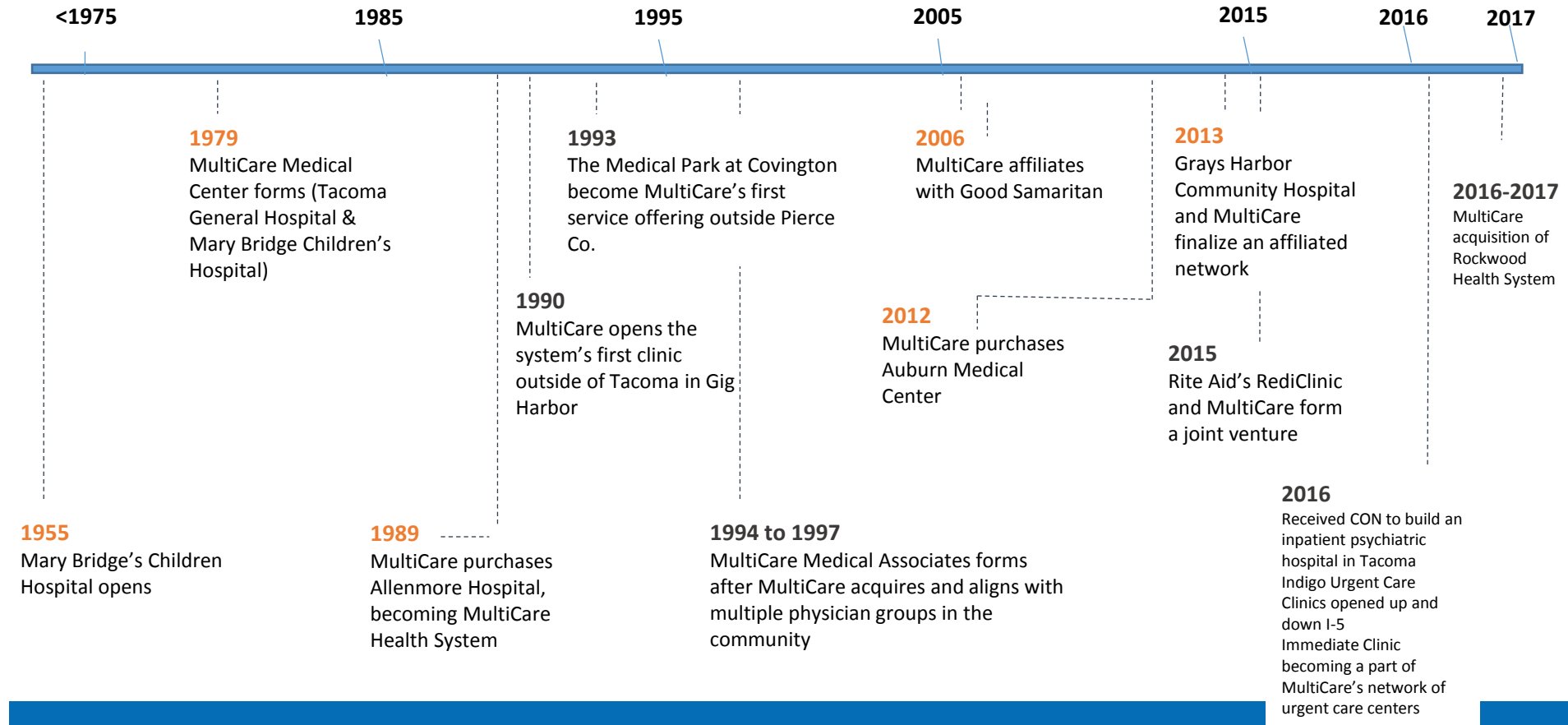
- First Touch Strategy

Expanding to new markets and geographies

PACIFIC NORTHWEST MARKET ESSENTIALITY



GROWTH WITH PURPOSE SINCE THE 1990s



Inpatient Expansion
Ambulatory Expansion

**In 2014, MultiCare developed a bold
retail strategy called
First Health Care Touch,
or simply “First Touch”**



FIRST HEALTHCARE TOUCH- DEFINED

- When a person decides to seek healthcare services, ***WHO THEY CONNECT WITH FIRST HAS INFLUENCE*** over how that person's care will proceed. That “first contact” with the healthcare delivery system is the “first touch point.”

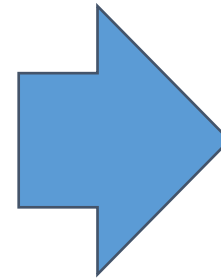


THEN...AND NOW

WHERE, WHEN, and HOW individuals seek care is dramatically changing as people have many more options to address their needs.

Historical First Touch

- Primary care physician's office
- Hospital Emergency Dept. (ED)



Today's First Touch

- Primary care provider's office
- Hospital ED
- Free-standing ED
- Urgent care center
- Retail clinic
- Virtual clinic
- E-Visits



Health systems that want to influence people's healthcare decisions must participate in the way people seek care.

FIRST TOUCH OBJECTIVES

- Our measure of success is the achievement of **1.3 million** unique individuals by 2020.
(2014 baseline=294K)



MULTICARE RETAIL HEALTH DEFINITION

Retail Healthcare is defined as engaging directly with consumers for healthcare related products and services in a price sensitive environment. “First Touch” is an integral component of our retail strategy.

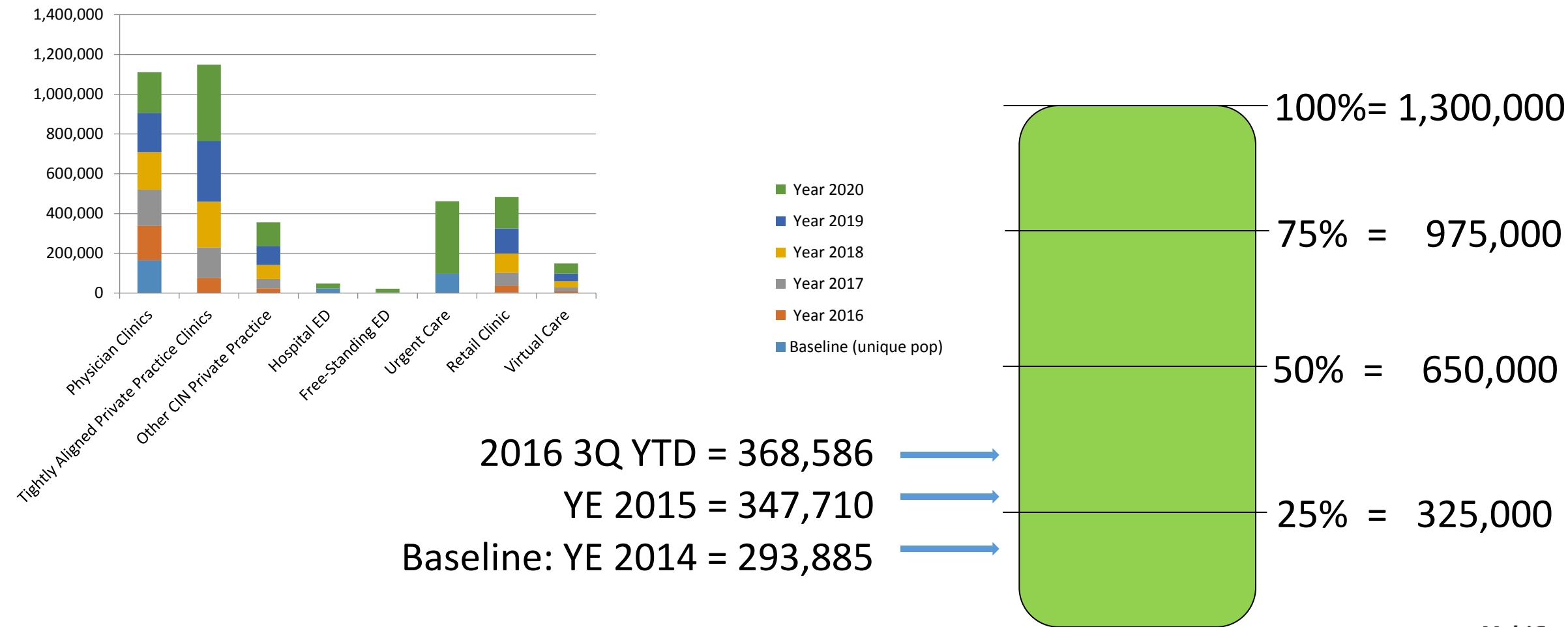
FIRST TOUCH TACTICS

How do we get to 1.3 million lives?



- Grow primary care provider clinics
- Expand our Clinically Integrated Network and community partnerships
- Expand ED access through free-standing EDs
- Build the urgent care business line
- Expand the retail partnership with Rite Aid/RediClinics
- Develop a virtual platform to serve patients throughout the Pacific Northwest

PROGRESS TOWARD 2020 GOAL OF 1.3 MILLION UNIQUE PATIENTS



ESTABLISHING NEW SERVICE OFFERINGS

MultiCare 
eCare

in partnership with
 **RediClinic**



MultiCare  **Dr. DOCTOR ON DEMAND**

 **RediClinic**


indigo MultiCare
URGENT CARE

MultiCare 
BetterConnected

NEW NAME, NEW EXPERIENCE



NOW THERE'S
URGENT CARE
FOR INDIVIDUALS
ON THE GO.

Introducing MultiCare Indigo Urgent Care. Now open
at the James Center, 19th & Mildred, Tacoma >>





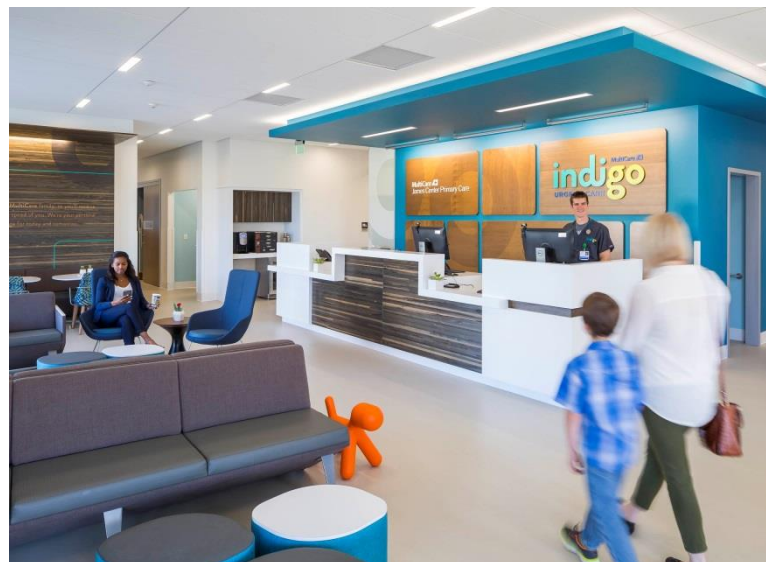
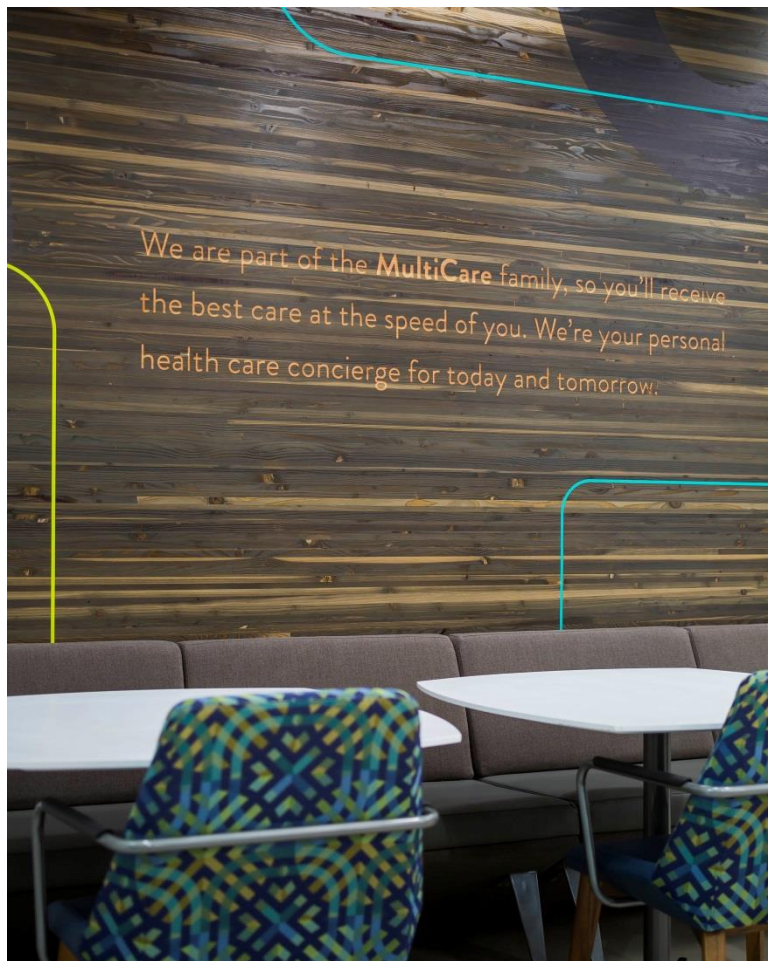
...not your typical
healthcare design.

© Aaron Locke/BCRA

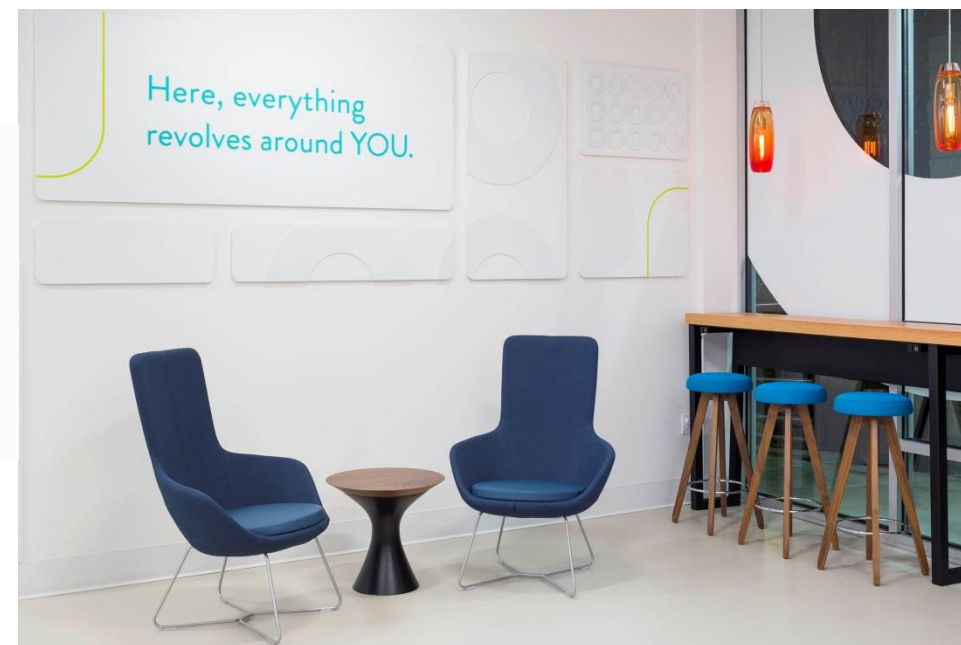


MultiCare
BetterConnected

Indigo Waiting Room



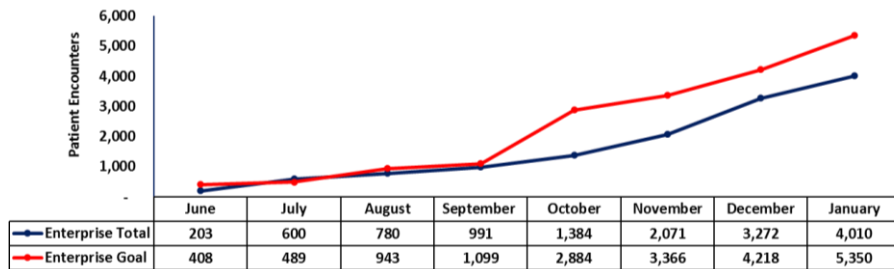
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Indigo Highlights

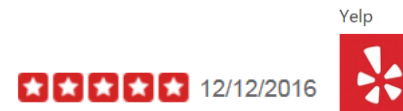
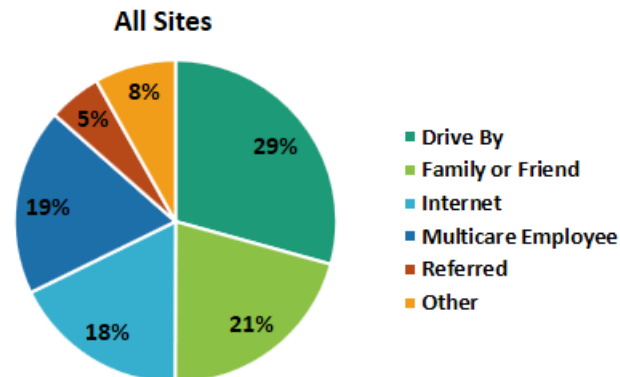


- 140 days to build out new site
- Meeting volume projections in the South Sound where MultiCare has brand recognition
- Building the brand and expanding MHS's geographic footprint in the North Sound
- Developing relationships with local communities (businesses, physicians, etc)
- Centers not meeting volume projections have consistent month to month volume growth and capture a high commercial payor mix (pro-forma 60%)
- Door to Door metric: Goal 30 minutes, Actual 37 minutes



Department	Volume Since Opening	Annualized Monthly Growth Rate	% Commercial Payor
James Center	7,608	29%	58%
Tukwila	1,059	64%	70%
Mill Creek	913	35%	82%
Covington	2,148	48%	72%
Wallingford	444	51%	82%
Tumwater	933	32%	62%
Issaquah	180	64%	85%
Lacey	26	-	59%
Enterprise	13,311	46%	64%

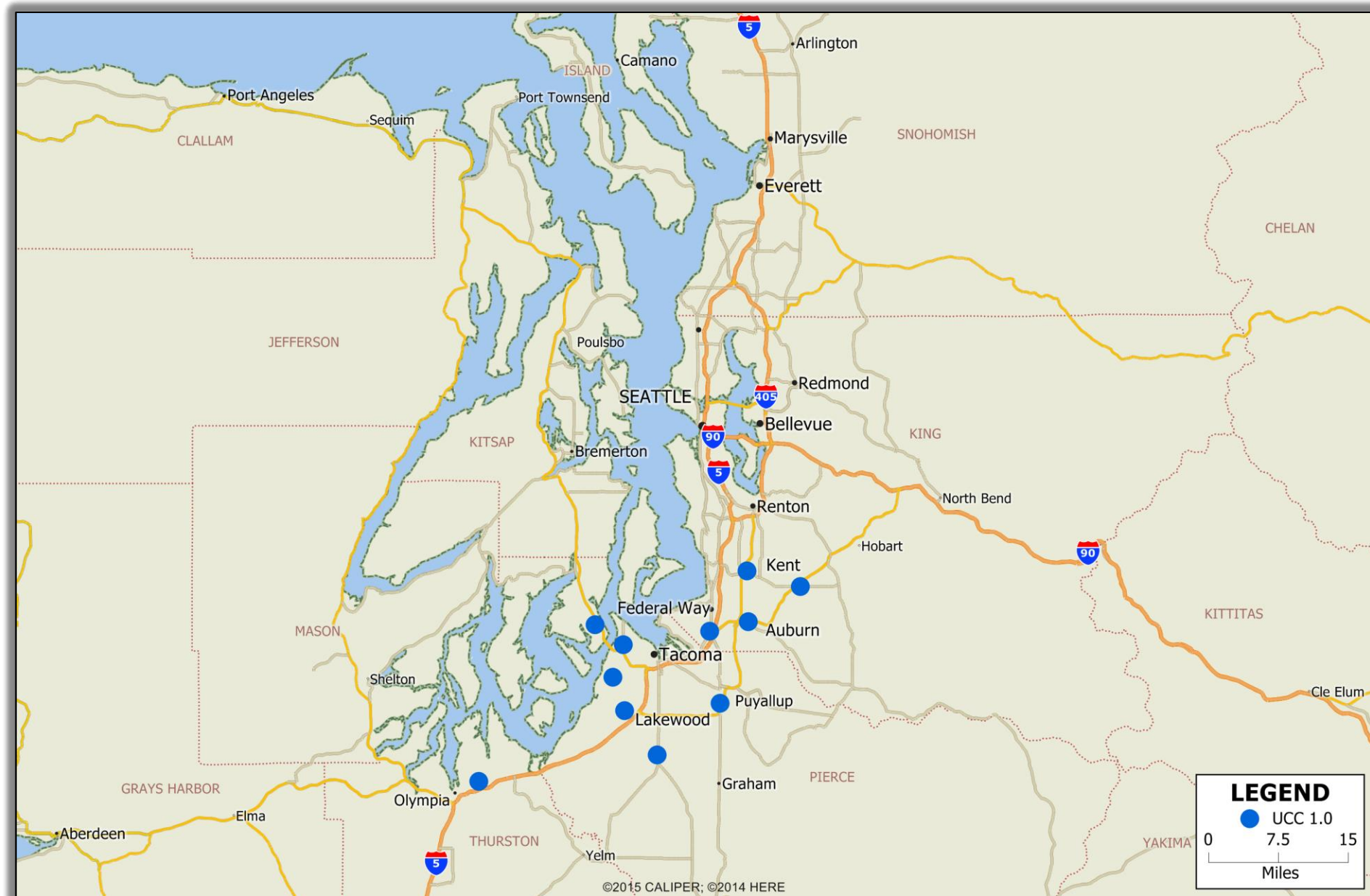
How did you hear about us?



Excellent service, speedy, personal and helpful. I've been back twice and brought both family members as well. Every visit we were greeted with outstanding receptionists, nurses and doctors to assist.
Thank you for the great care!

MULTICARE URGENT CARE FOOTPRINT

- Current and planned centers cover nearly 1.7M people
- Expanded footprint accounts for nearly 40% of urgent care market in Puget Sound



Source: Internal Data

RETAIL CLINICS

- Joint Venture: Rite Aid/RediClinics
- Management Agreement with RediClinics
- Phase 1: 11 sites open across Seattle-Tacoma markets. Adding additional sites in 2017

MultiCare  RediClinic[®]



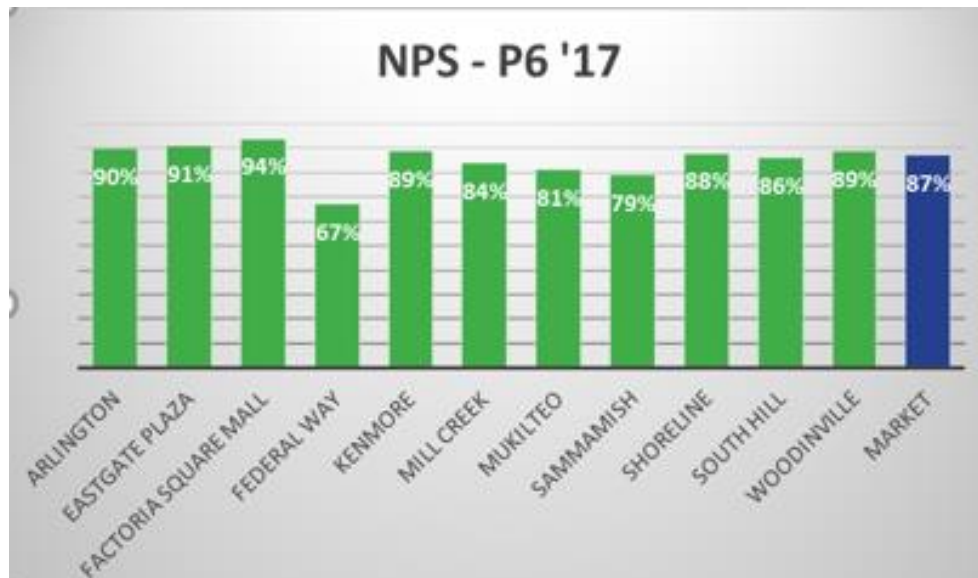
First 3 clinics opened March 30, 2015

Performance Metrics

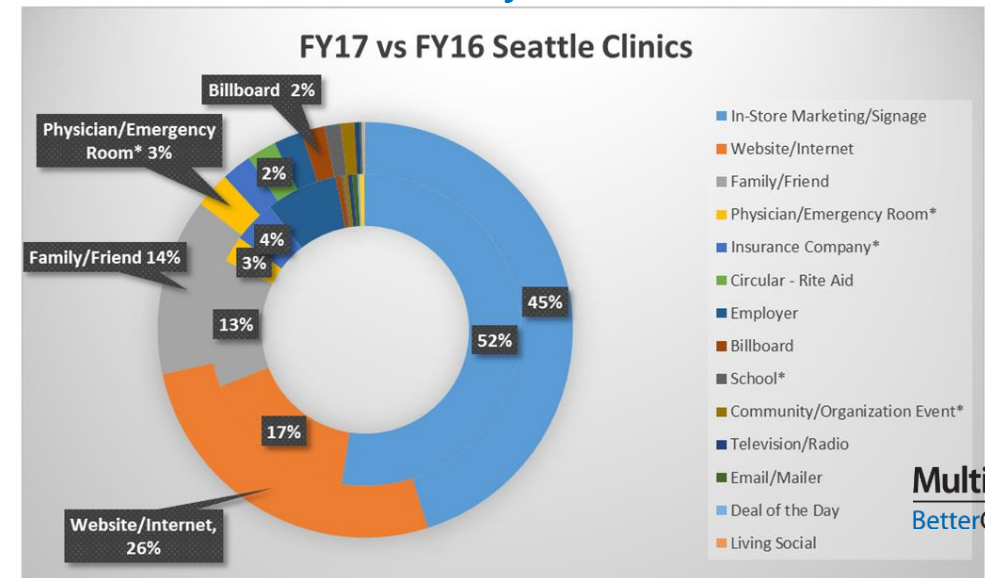
- Meet or Exceed benchmark for antibiotic avoidance in both adults and children.
- High Net Promoter Scores (87%)
- Greater focus on Digital marketing unique to the Seattle market.

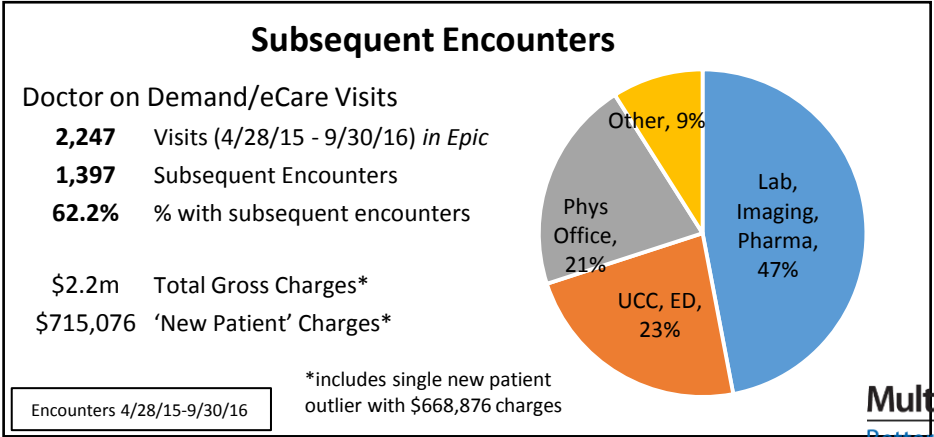
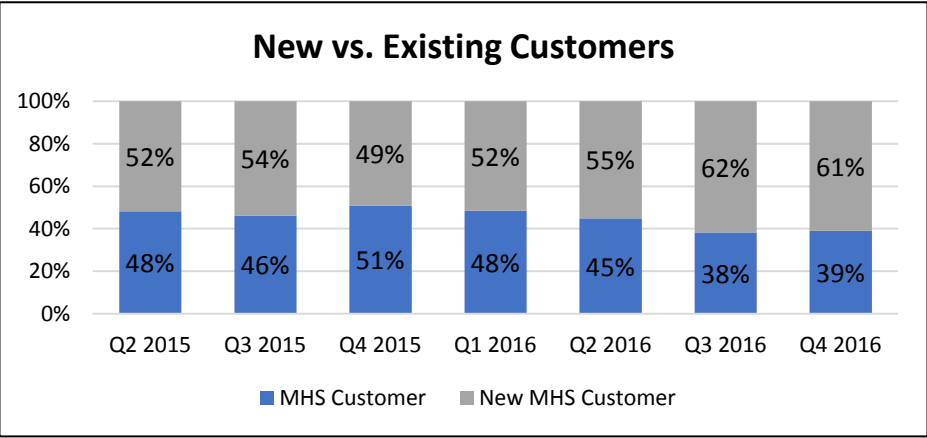
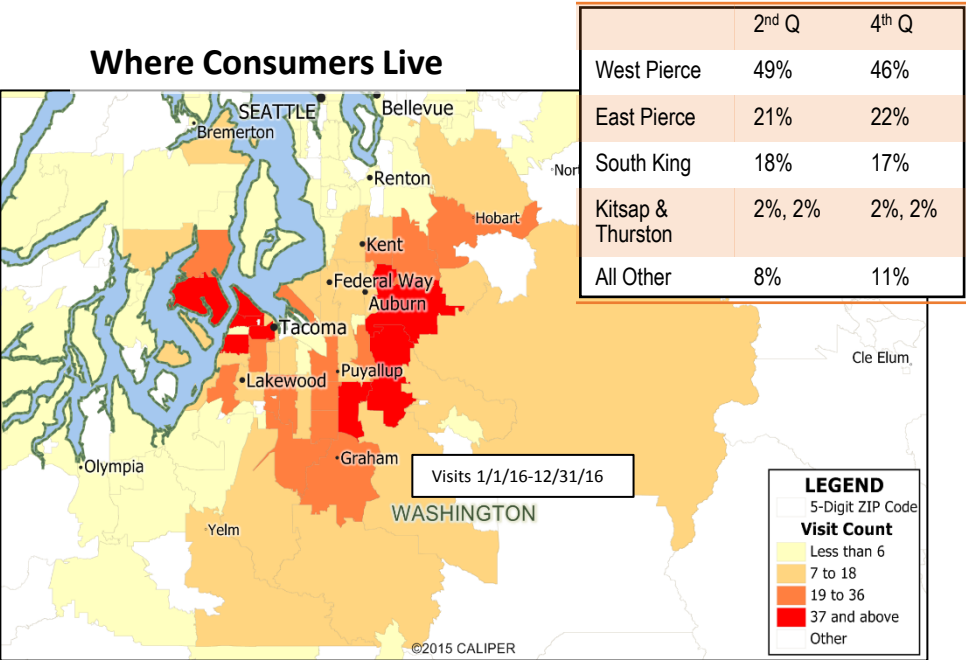
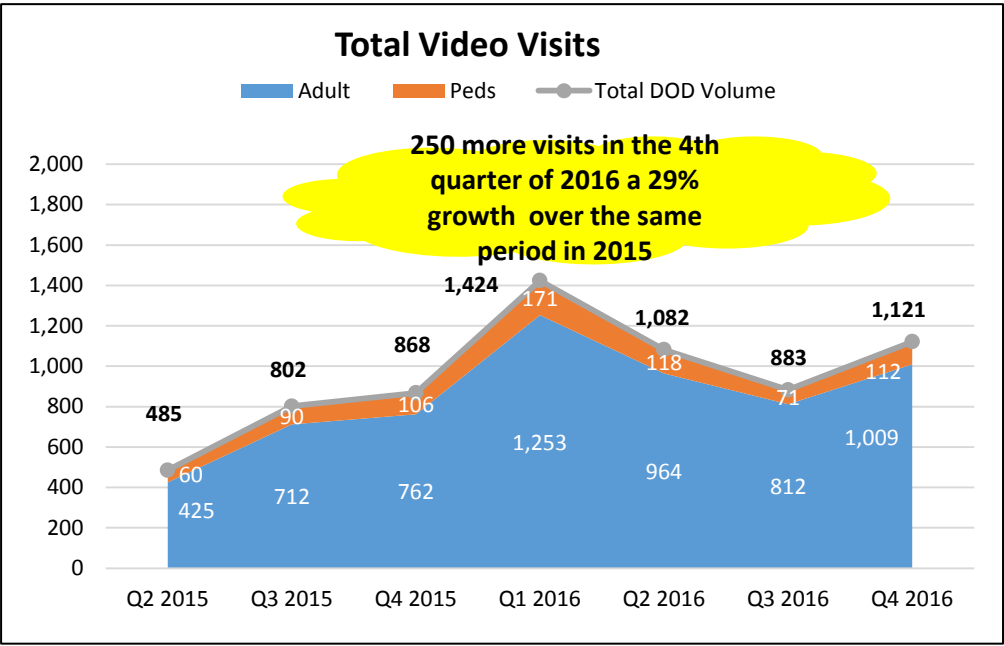
RediClinic CQI Initiatives	Q3 2015		Q4 2015		Q1 2016		Q2 2016		National Benchmark %
	Total Pop.	Criteria Met	Total Pop.	Criteria Met	Total Pop.	Criteria Met	Total Pop.	Criteria Met	
Antibiotic Use									
Avoidance of Antibiotic Treatment for Adults with Acute Bronchitis	23	56.5%	73	68.5%	80	71.3%	57	78.9%	37%
Pediatric									
Appropriate Testing for Children with Pharyngitis	12	91.7%	21	90.5%	29	100.0%	31	96.8%	91%
Avoidance of Antibiotics in Upper Respiratory Infection	43	86.0%	49	85.7%	74	87.8%	70	85.7%	86%
Weight Assessment for Children/Adolescents	431	96.8%	264	90.9%	422	95.3%	367	94.6%	17%

Net Promoter Score



How did you hear?







Online
interview



Diagnosis by
a clinician



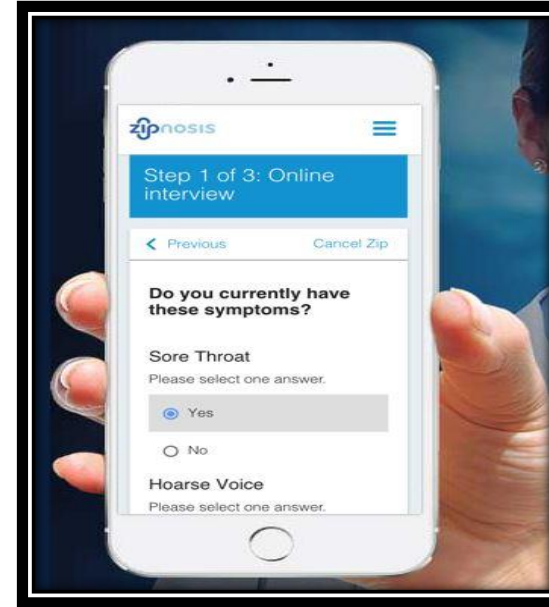
Response
within one
hour



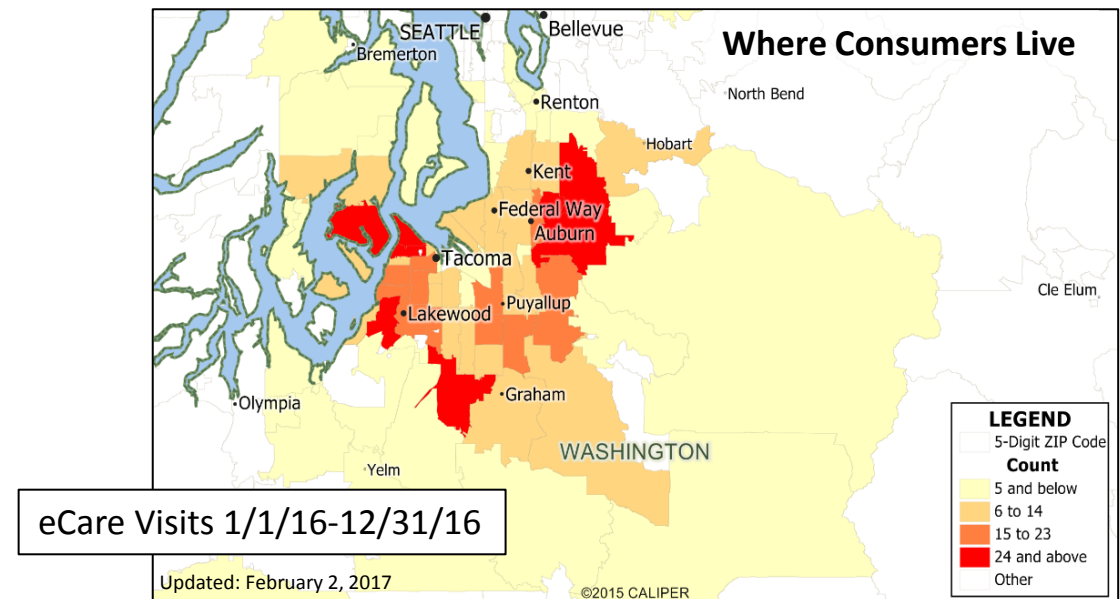
Prescriptions
sent instantly



Source: Internal Data, eCare Reports



- Soft Launch – December 16, 2015; Full launch January 8, 2016
- Staffed by RediClinic ARNPs
- **eCare Visit:** Adaptive Branching Logic Algorithm



EXPANDING TO NEW MARKETS AND GEOGRAPHIES

- A thriving, longstanding and well-regarded organization serving the greater Spokane area
- A tremendous opportunity to improve health and well-being on both sides of the state, and in the region
- A step forward toward our expansion in the Pacific Northwest



ROCKWOOD'S INTEGRATED SERVICES SPAN THE CONTINUUM



Deaconess Hospital

- Level III Trauma Center, Certified Chest Pain Center, Certified Total Joint Restoration Center
- Primary Stroke Center
- Only hospital in area accredited for bariatric surgery
- 388 beds



Rockwood Clinic

- Primary, urgent, specialty care
- Spokane, Couer d'Alene, Cheney, Medical Lake
- >110,000 patients annually
- >40 specialties operating from 32 total locations (WA and Idaho)
- >857,000 clinic visits



Valley Hospital

- Inpatient, outpatient, diagnostic imaging, medical, surgery, emergency services
- Accredited acute care hospital, Level III trauma center
- 530 medical, allied health professionals
- 123 beds

1 Free
Standing
ED

6
Urgent
Care
Centers

3
Ambulatory
Surgery
Centers

24/7
Virtual
Care

**“IF EVERYONE IS MOVING FORWARD
TOGETHER, THEN SUCCESS TAKES
CARE OF ITSELF.”**

– Henry Ford

