

## St. Joseph's Health – Integration into Trinity Health Four-Year Progress Review – June 2019

### Overview

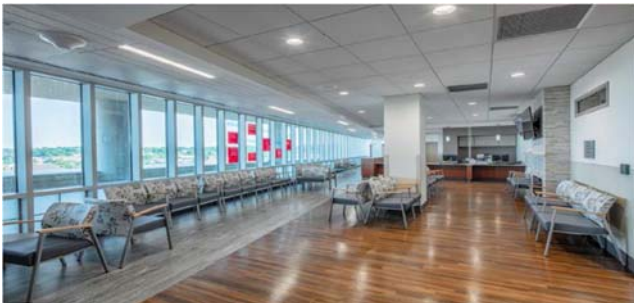
St. Joseph's Health located in Syracuse, New York joined Trinity Health on July 1, 2015. Integration has been successful and has resulted in operational efficiencies, enhanced community health and well-being, advancement in the areas of population health and improved clinical services.

### Operational Support and Advancement

Trinity Health's collective knowledge and resources helped St. Joseph's Health realize more than \$15 million in ongoing cost savings during their first 18 months of integration into our national health system. These cost savings came from favorable debt restructuring, which reduced interest expense, reduced supply expense and reduced malpractice and other insurance expenses. These cost savings allowed for reinvestment into St. Joseph's Health.

As part of Trinity Health, St. Joseph's Health has readily available access to capital allowing St. Joseph's Health to make clinical investments that may have otherwise been delayed. These clinical investments, in turn, have allowed St. Joseph's Health to reach rural populations, closing a critical gap in care for St. Joseph's Health regional residents. Since joining Trinity Health, investments totaling more than \$60 million have been made at St. Joseph's Health. Approximately \$30 million of the total was invested to create the A. John Merola Cardiovascular Center of Excellence, which integrates cardiovascular services into one multi-disciplinary interventional suite. It offers state of the art equipment and catheterization labs and provides a hybrid suite for structural heart services including Transcatheter Aortic Valve Replacement. The remaining \$30M improved building infrastructure, enhanced information technology and secured state of the art equipment.

Reception and Waiting Room



Hybrid Suite



Cardiovascular Access Unit



Cath Lab Room 1



## Charity Care and Community Benefit

As part of the commitment to serve the St. Joseph's Health community, St. Joseph's Health has a variety of medical financial assistance and charity care options for eligible community members to help with medical bills. Since acquisition, St. Joseph's Health has contributed nearly \$25 million for patients in need of financial assistance.

Further, in the community served by St. Joseph's Health, the Transforming Communities Initiative (TCI) has made a significant impact. TCI has cultivated a coalition of partners focused on common goals, which has catalyzed sustainable transformation within the St. Joseph's Health community. Along with its community partners, St. Joseph's Health works to support evidence-based, innovative solutions for policy, systems, and environmental changes to create and sustain a healthy community through healthy eating and active living initiatives. Specific examples include:

- Increasing active commuting (walking, cycling) to school among children who do not receive bus service
- Reducing cigarette smoking by 11<sup>th</sup> graders in Onondaga County
- Reducing smoking overall amongst 18 to 24-year-olds in Onondaga County
- Increasing the percentage of retail locations that implement healthy food and beverage sales best practices
- Increasing the percentage of infants that are breastfed at six months and the number of breastfeeding friendly spaces in the city of Syracuse
- Increasing the number of adults in underserved neighborhoods who have access to safe places to exercise and access to affordable fresh fruits and vegetables
- Addressing health behaviors with diabetic populations in the safety net health clinics

## Movement to Population Health and Value Based Contracting

St. Joseph's Health has benefitted from Trinity Health's population health infrastructure and expertise in population health activities, which has enabled St. Joseph's Health to bring innovative value-based health care models to the community. These models focus on improving the overall health of those patients attributed to St. Joseph's Health, increasing the quality of care patients received and reducing duplication of services and overall cost. Because of its strong position in the population health environment, many payors are seeking relationships with St. Joseph's Health, providing consumers the benefit of a network that provides more choice and direct access to providers with proven records of accomplishment of quality and cost efficiency. Local network physicians benefit from unprecedented access to the resources and support they need to accelerate their population health management capabilities, all while maintaining their independence.

St. Joseph's Health now has access to several resources to support its successful movement into population health management. Information technology tools allow for analytical review of patient data to aid in designing improved care protocols for patients. As a stand-alone entity, St. Joseph's Health would not likely have been able to develop the population health infrastructure necessary to achieve success in managing the health care for the populations in its market.

## Clinical Programs

St. Joseph's Health participates within the Trinity Health system-wide clinical leadership framework through Clinical Excellence Councils, Clinical Leadership Groups, and Clinical Services Teams. These interactions allow St. Joseph's Health to work alongside other Trinity Health hospitals and health systems to collaborate and share best practices that improve clinical consistency, efficiency and quality. In fact, St. Joseph's Health has participated in sharing best practices for mitigating antimicrobial resistance in acute-care settings, including implementing best-in-class infection prevention and control protocols related to health associated infections and over the past three years, St. Joseph's Health has significantly reduced HAIs and now performs at very near the top 10 percent of hospitals.

## Workforce

We transitioned 4,765 St. Joseph's Health colleagues into the Trinity Health system without any gaps in pay or employee benefits coverage. Following the transition to Trinity Health colleagues who satisfied the applicable requirements had a variety of health plan options to them and were eligible to receive an employer "core" contribution to a retirement savings plan, even if they did not make any employee deferral contributions to the plan, plus an employer matching contributions on their employee deferral contributions.

## **Conclusion**

St. Joseph's Health is a key component of the Trinity Health New York region of hospitals. We anticipate the future will bring expanded services and additional capital investment and programs to meet the needs of the St. Joseph's Health community.