New Provider Orientation
Welcome

• Welcome to North Memorial Health! We are pleased to have you as part of our medical team.

• To best provide you with a seamless integration to North Memorial Health we have put together a comprehensive set of materials for your reference. Included in this information is what you can expect prior to your first day with NMH, on your first day, and throughout your first week.

• If at any point you have questions during your onboarding experience, please do not hesitate to contact Provider Services at 763-581-0990.
New Provider Pre-Boarding

Pre-Boarding Material
The below information will be emailed to you via Provider Services prior to your start date. Please review, complete and return required documents as instructed in the email.

- Application Cover Letter
- Staff Packet (Credentialing /Approval to Practice) Background Check Release Form
- ITApplications Request

Pre-Boarding Day
The medical staff office will contact you to schedule your “Pre-Boarding Day” to meet with:

- Professional Photos
- Medical Staff Office (Update on Credentialing /Approval to Practice)
- Business Development
- Marketing
- Employee Health Services (Employee Health Assessment)
- Human Resources (Submit I9 Documents, Fingerprinting)
New Provider Orientation ~ Day 1

New Provider Breakfast Hosted by Provider Leader ~
7:30am to 7:50am

Corporate Orientation ~
8:00am to 11:50am
• Leadership Welcome
• Unmatched Customer Service
• A Great Place to Work

New Provider Luncheon
Hosted by Provider Leader ~
11:35am – 12:30pm
• Leadership Welcome
• Meet Leaders of Your Clinic, Specialty or Department
• Learn About North Memorial Culture Customer Population, Roles and Expectations.

Corporate Orientation…Continued ~
12:30pm – 2:05pm
• Compliance

Provider Orientation Hosted by Provider Services ~
2:15 pm to 4:30pm
• Everything Benefits
• Technology (Portal, Outlook, MyHR, MyTime)
• Navigating the Intranet
• CME Basics
• Introduction to Provider Services
New Provider Orientation ~ First Week

EPIC Training
Coding
Dragon Training

Department Orientation – Specific
• Key information specific to the area(s) of practice
• Led by Department Lead or Clinic Manager

Weekly Check-in Meetings with Clinical Lead
• Check-in /Answer Questions
• Arrange additional meetings with Key Leaders as needed

Shadowing Assignment (if applicable)
North Memorial Health ~ A Culture of Unmatched Customer Service

MISSION
Empowering our customers to achieve their best health.

VISION
Together, healthcare the way it ought to be.

VALUES

Inventiveness
We believe in solving problems creatively and thinking differently about what is possible.
• We are empowered to think in new ways and contribute to positive change in our organization.
• We anticipate customer needs and find innovative solutions.
• We see challenges and change as opportunities to learn.
• We embrace change.
• We work in an environment where risking failure is acceptable when exploring new and better ways to serve our customers, while continuing to practice evidenced-based care.

Accountability
We believe every team member is empowered to meet our customers’ needs including helping them make choices about their health.
• We understand our individual roles and take responsibility for meeting the diverse needs of our customers.
• We are empowered to help customers make choices about their care.
• We set high performance expectations and hold ourselves and our team members responsible for the quality of our work and the results we achieve as a system.
• We accept our mistakes, and we learn from them.

Relationships
We create engagement with customers and team members through strong communication, partnering and respectful interactions.
• We involve customers in decisions about their health and encourage them to take responsibility for healthy life choices.
• We work with the entire care team to establish shared goals that reflect customer priorities.
• We promote open dialogue and share knowledge with our customers and team members.
• We demonstrate respect for customers and fellow team members.
• We count on and support one another individually and as part of the team.

J. Kevin Croston, CEO
North Memorial Health
History of North Memorial Health

• Victory Hospital was built by Dr. Samuel Samuelson in 1939
• In 1954, Victory Hospital became North Memorial
• 1961: became the first integrated hospital-based medical transportation system in Minnesota
• North Memorial Medical Center started as a 30 bed facility; today North Memorial Health consists of a 518 licensed bed medical center, community hospital, and primary and specialty care clinics
  – Minnetonka Medical Center opened in 2014
  – Maple Grove Hospital opened in 2009
  – NMMC certified as a Level 1 Trauma Center since 1998
Highlights of North Memorial

• Market leader in the Northwest quadrant of the Twin Cities metro area

• 2016 expansion plans include a new primary care clinic, three new Express Care clinics, and the addition of Urgent Care services to five of our existing clinics.

• Launched ‘North Collaborative Care’, a clinically integrated, low-cost, high-quality physician network

• Now participates in eight different narrow network products, either on its own or with other care systems (Fairview & HealthEast)

• NMHC is pursuing different partnerships and joint ventures with other care systems and payors that are expected to result in meaningful growth and greater efficiency

Integrated Care System

• Hospitals (2)
• Primary Care (16)
• Urgent Care (2) 5 additional opening in 2016
• Urgency Center (2)
• Ambulatory Surgery Center (1)
• Specialty Care Clinics Heart & Vascular
• Oncology
• Infectious Disease
• Sports Medicine
• Gastroenterology
• Physician Network with 4 other members
• Medical Transportation Ambulance (130)
• Air Care (7)
• Several Joint Ventures
North Memorial — Healthgrade Awards

- One of America’s **Top 50 Hospitals** for 5 consecutive years (top 1% in the nation)
- **Distinguished Hospital Award for Clinical Excellence** for 10 consecutive years (2006-2016)
- **Patient Safety Excellence Award** (2016, 2014)
- One of America’s **100 Best Hospitals** for:
  - **Stroke Care** (2012 – 2016)
  - **Pulmonary Care** (2009 – 2016)
  - **Gastrointestinal Care** (2008 – 2016)
- **Excellence Awards** for:
  - **Neurosciences** (2013 – 2016)
  - **Neurosurgery** (2013 – 2016)
  - **Treatment of Stroke** (2012 – 2016)
Community Connections

In addition to our commitment to the health of our customers and their loved ones, we also embrace our organization’s role as an advocate for the communities we serve. Following are just a few programs and causes we are proud to support.

**Robbinsdale’s Birdtown Race**
The family-friendly Birdtown race includes a half marathon, 8K, 4K and kids fun, with a route through scenic Robbinsdale, Minnesota.

**Twin Cities RISE!**
North Memorial participates in the Twin Cities RISE! Core Program, by providing input for program curriculum and placing participants into office support and operations positions. Twin Cities RISE! (TCRI) is an innovative anti-poverty organization that offers a comprehensive work skills training program for low-income adults in the Twin Cities area. The combination of work skills classes, Personal Empowerment, one-on-one coaching, and internship opportunities result in placement in full time, living wage jobs.

**Live on the Drive Summer Concerts**
North Memorial was a founding sponsor for Live on the Drive, a free summer concert series staged just a short walk from North Memorial Medical Center. The concerts are held June through August at Victory Memorial Drive at 34th Avenue North in Minneapolis, one of the most beautiful concert settings in the city.

**Roosevelt High School Health Careers Program**
North Memorial partners with Roosevelt High School post-secondary institutions, state health related offices, and a number of local healthcare organizations in this initiative, which prepares students with hands-on experience and practical knowledge to explore different career opportunities within the health industry. Since 1987, the program has assisted and supported Minneapolis students in successfully preparing for post-secondary study or entry-level positions in Healthcare, right after graduation.

**Project for Pride in Living**
North Memorial has partnered with Project in Pride for Living (PPL) to provide their classroom participants who are interested in healthcare with the opportunity to complete their job shadowing experience. Individuals have observed roles such as clerical, dietary aide and nursing assistant positions. Once participants complete their training they work with a retention specialist for 12-18 months afterwards to not only position themselves in the workforce but to continue their career development.
North Memorial Health
Executive Leadership Team

J. Kevin Croston, MD
Chief Executive Officer

Aaron Bloomquist
Chief Financial Officer

Kelsey Brodsho
Chief Compliance Officer

Andy Cochrane
Chief Executive Officer, Maple Grove Hospital

Jennifer Close
President and Chief Ambulatory Officer

Pat Taffe
Chief Information Officer

Karl Thomas
Chief Innovation Officer

Annette Villamil
Chief Human Resources Officer
Vice President Human Resources

Jeff Wicklander
President, North Memorial Medical Center
North Memorial Health’s
Senior Leadership Team

Pat Coyne
Vice President, Ambulance Services

Andrew Houlton, MD
Chief Medical Officer

Kent Spaulding
Vice President, Development

Kelly White
Vice President, Patient Care
North Memorial Health Medical Directors
~ Employed

Leslie Baken, MD  Medical Director, Infectious Disease

Alan Beal, MD  Medical Director, Trauma/Neuro ICU

Amy Burt, DO  Medical Director, Primary Care and Urgent Care

Marc Conterato, MD  Medical Director, Ambulance

Jeffrey Elder, MD  Medical Director, Emergency Department, Maple Grove Hospital
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Ryan Greiner, MD</td>
<td>Medical Director, Observation Unit</td>
</tr>
<tr>
<td>Farha Khan, MD</td>
<td>Medical Director, Endocrinology</td>
</tr>
<tr>
<td>Kristen Helvig, MD</td>
<td>Medical Director, North Memorial Continuity Care</td>
</tr>
<tr>
<td>Charles Horowitz, MD</td>
<td>Medical Director, Rehabilitation</td>
</tr>
<tr>
<td>Brian Johns, MD</td>
<td>Medical Director, Behavioral Health</td>
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</tbody>
</table>
North Memorial Health Medical Directors
~ Employed

Joseph Levine, MD  
Medical Director, Oncology and Hematology

John Lyng, MD  
Medical Director, Ambulance

Craig Matticks, MD  
Medical Director, Population Management

Christopher Palmer, MD  
Medical Director, Emergency Medicine

Paul Sander, MD  
Medical Director, Hearth and Vascular Institute
## North Memorial Health Medical Directors ~ Employed

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Wendy Shear, MD</td>
<td>Medical Director, Medical Director, Endovenous Laser Treatment for Varicose Veins (EVLT); Associate Medical Director, Specialty Care</td>
</tr>
<tr>
<td>Joseph Sicora, MD</td>
<td>Medical Director, Home, Community, Hospice, Palliative Care, Total Care for Seniors</td>
</tr>
<tr>
<td>Jennifer Tessmer-Tuck, MD</td>
<td>Medical Director, Women’s and Children’s Services</td>
</tr>
<tr>
<td>Jeff Vespa, MD</td>
<td>Medical Director, Clinical Integration</td>
</tr>
<tr>
<td>Mark Yamaguchi, MD</td>
<td>Medical Director, Pain Management</td>
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# North Memorial Health Medical Directors ~ Affiliated

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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</thead>
<tbody>
<tr>
<td>Irfan Altafullah, MD</td>
<td>Medical Director, Neurology (Minneapolis Clinic of Neurology)</td>
</tr>
<tr>
<td>Dana Carlson, MD</td>
<td>Medical Director, Hope Breast Cancer Center (Specialists in General Surgery)</td>
</tr>
<tr>
<td>Jason Cornelius, MD</td>
<td>Medical Director, Sleep Medicine, (Minneapolis Clinic of Neurology)</td>
</tr>
<tr>
<td>Pamela Doorenbos, MD</td>
<td>Medical Director, Maple Grove Hospital, (North Clinic)</td>
</tr>
<tr>
<td>Keith Edinburgh, MD</td>
<td>Medical Director, Radiology (Minneapolis Radiology Associates, Ltd.)</td>
</tr>
<tr>
<td>Jeffrey Gambach, MD</td>
<td>Medical Director, Radiology (Minneapolis Radiology Associates, Ltd.)</td>
</tr>
<tr>
<td>Jonathan Gipson, MD</td>
<td>Medical Director, Bariatrics/Trauma and Acute Care Surgery (Specialists in General Surgery)</td>
</tr>
</tbody>
</table>
North Memorial Health Medical Directors
~ Affiliated

Jillian Hallstrom, MD
Medical Director, Obstetrics, Maple Grove Hospital (Oakdale OBGYN)

Steven Kern, MD
Associate Medical Director, Specialty Care (Specialists in General Surgery)

Betty Pakzad, MD
Medical Director, Pathology (North Pathology Associates)

Donald Potter, MD
Medical Director, Pediatric Trauma

Andrew Ruppert, MD
Medical Director, Radiology (Minneapolis Radiology Associated, Ltd.)

Sue E. Schlafmann, MD
Medical Director, Pathology (North Pathology Associates)
North Memorial Health Medical Directors
~ Affiliated

Erin Stepka, MD
Medical Director, Neonatology (University of Minnesota)

Cynthia Weisz, MD
Medical Director, Hospitalists (North Clinic)

David Wicklund, MD
Medical Director, Radiology (Minneapolis Radiology Associates, Ltd.)
North Memorial Medical Center Medical Staff Leadership

Andrew Houlton, MD  
Chief Medical Officer

Gregory Vitas, MD  
Chief of Staff

- The Medical Staff Office is comprised of 735 physicians and 349 Allied Health Clinicians.
- Credentialing, privileging and support for Medical Staff committees, chiefs and officers is provided by the Medical Staff Office.
- All North Memorial Health providers are credentialed and on staff.
- The Medical Staff can be reached at 763-581-4280.
North Memorial Health Hospital
Medical Staff Organizational Structure

NORTH MEMORIAL HEALTH CARE MEDICAL STAFF

Board of Trustees

Chief of Staff

Vice President/ Medical Affairs

Vice Chief

Medical Executive Committee

Surgery Department
  - Surgery Section
  - Anesthesia Section
  - Pathology Section
  - OB/GYN Section
  - Oral & Maxillofacial Surgery & Hospital Dentistry
  - Orthopedic Surgery Section
  - Neurosurgery Section

Internal Med Department

Family Med Department

Pediatric Department

Neuro/Psych Department

Radiology Department

Emergency Medicine Department

MEC Subcommittees
  - Budget
  - Bylaws
  - Credentials
    - Allied Health Credentials
  - Nominating
  - MSQPR
  - Biomedical Ethics
  - Grad. Med. Education
  - Cancer
  - Institutional Review
  - CME
  - Medical Records
  - Radiation Safety
  - Critical Care
Governance

**North Memorial Health**
- North Memorial Clinics
  - Primary Care
  - Specialty Care
- North Memorial Medical Center
- Ambulance & Air Care
- Home & Community

**Wholly Owned Subsidiaries**
- North Memorial Foundation
- Oakdale Medical Center LLC
  - Robbinsdale
  - Maple Grove
- Associated Health Assurance Ltd
- Oakdale Health Enterprises

**Joint Ventures**

- **Maple Grove Hospital**
  - North Memorial 75%
  - Fairview 25%
- **Ambulatory Surgery Center-Maple Grove**
  - North Memorial 50%
  - Physicians 50%
- **Ambulatory Surgery Center-Minnetonka**
  - North Memorial 50%
  - Physicians 50%
- **North Radiation**
  - North Memorial 50%
  - Minneapolis Radiology
  - Oncology 50%
- **Crystal Imaging**
  - North Memorial 50%
  - West Imaging 50%

**Blaine Urgency Center**
- North Memorial 50%
- MulticareAssoc 50%

**Monticello Cancer Center**
- North Memorial 40%
- CentraCare 60%

**Maple Grove Imaging**
- North Memorial 60%
- MRA 40%
North Memorial Health – Provider Organization

North Memorial Health's Provider Organization

Medical Staff
1329 Unique Providers

North Memorial Medical Center
1084

Maple Grove Hospital
858

Employed Practice
384 Providers

Primary Care
Specialty Care
Emergency Medicine
Home & Community
Ambulance

735 Physicians
349 Allied
615 Physicians
243 Allied
127 Providers
164 Providers
76 Providers
15 Providers
2 Providers
Physician Leadership – Provider Organization

Operational Structure
- VPMA/MDMA
- Medical Director
- Physician Lead

Clinical Program Integration Structure
- COLT
- Clinical Program Director
- Physician Development Team Lead
- Physician Expert

Organized Medical Staff Structure
- Medical Executive Committee (MEC) Officer
- Department Chair
Customer Experience

“Perception is Everything”
Creating Value for Customers

What we will do…
• Access
• Continuity
• Consistency - Reliability
• Transitions - Handoffs
• Engaging Customers

How we will do it…
• Unmatched Customer Service
• Trust
• Relationships - Partnerships
• Communication
• Stewardship
• Accountability
We know customers and their families have a choice where to receive their healthcare, and all of us are committed to assuring North Memorial is consistently the BEST choice. Each of us is challenged to keep improving the customer experience in our organization. One very effective tool is a communication technique called AIDET.

AIDET is an evidenced based tool that has been proven effective in increasing customer experience through improved communication with customers and families. AIDET reminds us of the fundamental elements customers and family members need to decrease their anxiety and build trust with us as caregivers. It’s an acronym that stands for:

**Acknowledge**

**Introduce**

**Duration**

**Explanation**

**Thank You!**

At North Memorial Health we expect team members and volunteers to use our AIDET communication tool in every interaction.

Our dedicated team members and volunteers inspire each other to give our customers and families unmatched customer service and the AIDET tool will ensure consistent messages of concern.
AIDET Is Essential

• It builds consistency and can lead to reduced anxiety, higher quality of care, and improve satisfaction for the team member and the customer.
• We get rushed and forget to greet customers, forget to help them feel welcome and special.
• We are sometimes not consistent about using words with customers and team members that help them feel valued, and unique.
Voice of the Customer

The voices of customers and their families are the most important voices for each of us to hear. The **Voice of the Customer** provides a glimpse of what our customer and families are telling us each month.

Our customers provide vital feedback and offer insights in addressing quality, safety, and service. Our ability to listen in the moment and act on what is shared may be one of the greatest gifts in healthcare. Listening to a customer and family represents the gift of dignity and respect.

Our customers want to be engaged in their care. They want to be partners in the experience. As North Memorial Health team members we inspire each other to listen, hear, and connect to provide unmatched customer service.

What Our Customer’s Want

- To be genuinely acknowledged, greeted, and made to feel welcome.
- To be listened to and be seen as a person with individualized needs.
- To feel safe, comfortable, informed, and reassured.
Voice of the Customer

“This is THE BEST ER in the county. I wouldn't go anywhere else. I bring my family there because I know the high quality of care they will receive. God bless you all!

"Top notch" - that's why we come over from St. Paul. We moved to St. Paul from Robbinsdale after living in Robbinsdale for over 40 years.

A couple of days after I got home, I received a card (wishing me well) signed by most of the staff. Very nice touch!

Everyone who interacted with me in my room were super nice & VERY professional.

My family was kept informed as I was unconscious.”
What is CAHPS?

• The CAHPS acronym stands for Consumer Assessment of Healthcare Providers and Systems.

• Endorsed by National Quality Forum, most widely used survey tools for assessing the customer’s experience with care.

• Family of surveys that includes tools for different types of facility care (e.g., HCAHPS or Hospital CAHPS, NHCAHPS or Nursing Home CAHPS) and ambulatory settings (e.g., CGCAHPS or Clinician and Group CAHPS).

• The tools are developed by the Agency for Healthcare Research and Quality (AHRQ) and are used to understand customers’ perceptions of the quality of their healthcare.
Customer Population and System Service Areas
North Memorial – System Service Area

In 2014, 89% of the System’s inpatients live in this System Service Area (93% of MGH’s inpatients and 87% of NMMC’s inpatients).
NMH Service Area ~
5% Growth in Population projected for 2015-2020

Population Aging: CAGR of nearly 4.5% in the 65-84 age group

Source: 2015 Nielsen Population Data
Ambulatory Services
Ambulatory Services Division

President and Chief Ambulatory Officer, Jennifer Close

- Ambulance & Air Care Services
- Clinical Integration
- Express Clinics
- Home & Community Health
- Minnetonka Medical Center
- Population Health
- Primary Care
- Specialty Care
- Total Care For Seniors
- Urgent Cares
- Urgency Centers
The Triple Aim

• NMHC has adopted the Institute for Healthcare Improvement’s definition of improving healthcare value through the Triple Aim by:
  – Delivering the best customer experience (highest quality with unmatched customer service)
  – At the most affordable cost
  – To improve the overall health of the population of customers we serve

• North Memorial is using Clinical Integration as the path to pursuing and achieving the Triple Aim.

• Clinical Integration allows us to facilitate the coordination of customer care across conditions, providers, settings, and time in order to achieve care that is safe, timely, effective, efficient, equitable, and customer-focused.
  – Achieving this for every customer, every time will allow us to more successfully manage the risk (clinical and financial) within the population of customers we collectively care for.
Clinical Integration Model

• Clinical Integration is the platform to align physicians and the health system to develop innovative ways to keep our communities healthy. This requires new approaches to engaging customers in their health, developing cost-effective care models, and ensuring highly coordinated care between providers and locations.

• Clinical Integration describes the integration of clinical information and healthcare delivery services from distinct entities across a continuum of services, including:
  - Preventive
  - Outpatient
  - Inpatient acute hospital care
  - Post-acute including skilled nursing
  - Rehabilitation, home health services
  - Palliative care to improve the value of the care provided
North Collaborative Care Network

- President, Craig Matticks, MD
- Established: 2012

North Collaborative Care Network is an Accountable Care Organization (ACO) with hospital leadership and representation from multiple primary and specialty care clinic network.

North Collaborative Care Network is a physician-led organization designed to leverage and build upon existing relationships to partner with North Memorial Medical Center, Maple Grove Hospital, and other select provider partners in the delivery of coordinated, high-quality, low-cost care.
Population Health Management

- Population Health Management uses predictive modeling and integrated care to improve the healthcare use and behavior of defined populations.
- PHM applies across the Care Continuum from managing customers with chronic conditions to prevention efforts with low health risk individuals.

Graphic from 2014 HFMA Conference
Population Health – Care Models

- As an Accountable Care Organization (ACO), NMHC must have 3 complementary care models for 3 discrete populations of customers.
  - Through the Complex Care Management program, high-risk customers have a dedicated care manager.
  - North Memorial Clinics are certified by the Minnesota Department of Health as Health Care Homes designed to manage moderate-risk/rising-risk customers in the customer centered medical home.
  - The Customer Access Center (i.e. Call Center), North e-Care, and Urgency Centers ensure ease of access for low-risk, healthy customers.
Primary Care – Outpatient Services

• Primary Care Clinic Locations:
  - Arbor Lakes
  - Blaine
  - Brooklyn Center
  - Brooklyn Park
  - Camden
  - Downtown Minneapolis
  - Elk River
  - Golden Valley
  - Maple Grove Internal Medicine

• Express Clinics
  - HyVee – New Hope
  - HyVee – Lakeville
  - HyVee – Brooklyn Park
Primary Care – Outpatient Services
Primary Care – Outpatient Services

• Specialties within Primary Care:
  - Executive Health & Concierge Services
  - Family Medicine
  - Internal Medicine
  - International Health
  - Mental Health and Addiction Medicine
  - Occupational Medicine
  - Pediatrics
  - Urgent Care
Home & Community – Outpatient Services

• Palliative Care
  - Palliative care enhances comfort and improves the quality of life during the disease course, and continues until cure, remission, or death occurs.
  - In 2014, 2,516 consults/visit expected in inpatient units, as well as the Humphrey Cancer Center.

• Total Care for Seniors
  - A key component to a longitudinal care continuum and outcomes and value based purchasing and risk sharing.
  - Partners with key long term care facilities in providing follow up medical care in both Transitional Care Units for active rehab as well as Long Term Care, Assisted Living and Independent Living for routine and chronic conditions.
Urgency Centers – Outpatient Services

• Urgency Center Model
  - “More Urgent than Urgent Care”
  - Staffed by North Memorial Emergency Medicine Physicians
    • Provides treatment for wide range of illnesses including chest pain, dehydration, fractures & dislocations, head injuries, etc.
    - Lower cost to customers than an ER visit
    - Shorter wait times

• Urgency Center Locations
  - Blaine
  - Partnership between North Memorial and Multicare Associates
  - Minnetonka Medical Center
Specialty Care – Outpatient Services

• Heart & Vascular
  – Cardiology
  – Cardiovascular Surgery

• Cancer Center
  – Oncology
  – Genetic Counseling
  – Complementary Care

• Infectious Disease Clinic

• Oral Maxillofacial Surgery (OMFS)

• Gastroenterology

• Podiatry

• Endocrinology

• Comprehensive Pain Management
Specialty Care – Outpatient Services

Specialty Programs with Affiliate Physician Partners

- Bariatric and Metabolic Surgery
- Balance Center
- Maternal Fetal Medicine
- Breast Cancer Center
- Dermatology
- Sleep Medicine
- ENT
Specialty Care – Outpatient Services

Heart & Vascular

• Recognition
  – 2013: Best in the Region for Cardiac Care by HealthGrades
  – Awarded Blue Distinction+ from Blue Cross and Blue Shield of MN

• Services
  – Advanced Cardiac Diagnostics
  – Electrophysiology
  – Heart Catheterization
  – Open Heart Surgery
  – Endovascular Surgery
  – Endovenous Laser Therapy
  – Heart Team STAT Program
  – Chest Pain Program
  – Cardiac Rehab

• Locations
  – Hospitals
    • North Memorial Medical Center
    • Maple Grove Hospital
  – Clinics
    • Robbinsdale
    • Maple Grove
    • Buffalo
    • Monticello
    • Minnetonka

Chest Pain Center with Primary PCI Accreditation
Specialty Care – Outpatient Services

Cancer Care
• Cancer Center Locations
  – Robbinsdale
    (North Memorial Outpatient Center)
  – Maple Grove
• Monticello Cancer Center
  (joint venture)

• Services
  – Medical Oncology
  – Hematology
  – Radiation Oncology
  – Oncology Pharmacy
  – PET/CT
  – Prevention and Early Detection
  – Specialized Lung Cancer Program
  – Genetics Program
  – Acupuncture
  – Hospice & Palliative Care
  – Nutrition and Rehab Services
Minnetonka Medical Center

“The Minnetonka Medical Center is a convenient, one-stop resource for primary, specialty, emergency and diagnostic care for the entire family.”

• Services:
  - North Memorial Primary Care Clinic
  - North Memorial Urgency Center
  - Specialty Care Clinic
  - Comprehensive Laboratory & Imaging Services
  - Ambulatory Surgery Center
    • 50/50 Joint Venture with North Memorial and Affiliated Surgeons
    • Managed by Surgical Management Professionals (managers of Maple Grove ASC)
North Memorial Express Clinics

- New Hope HyVee
- Lakeville HyVee
- Brooklyn Park HyVee

- Services:
  - Minor Illnesses
  - Wellness, Tests & Screenings
  - Labs & Procedures
  - Skin Treatments
  - Vaccines & Injections
  - Minor Procedures
Ambulance & AirCare – Outpatient Services

- 8 Helicopters and 125 Ambulances in 27 communities throughout Minnesota and western Wisconsin
- Ground Transports: 74,800/year (2015)
- Air Transports: 2,900/year (2015)
- Over 750 Employees
- $77,000,000 Annual Net Revenue (2015)
- The only MN-based ambulance service accredited by the Commission on Accreditation of Ambulance Services
Ambulance & Air Care – Outpatient Services

- Ground and Air Care covers a service area larger than the state of Massachusetts.
North Memorial Health Hospital
North Memorial Health Hospital

• Licensed Beds – 518
• Staffed Beds – 248
• 126 semi-private beds
• 271 private beds
  – Includes 43 bassinets, NICU & Nursery
• Open Medical Staff
  – 1084 Physician Members
    • 735 North Memorial Employed Members
    • 349 Affiliate Members
• 2015: NMHH named one of America’s 50 best hospitals in HealthGrades for 4 consecutive years; the only hospital in the Twin Cities metro area to receive this distinction.

President,
Jeff Wicklander
North Memorial Health Hospital

Primary Services

• Emergency Services
• Imaging Services
• General Medicine*
• General Surgery*
• Obstetrics*
• Gynecology
• Orthopedics
• Oncology
• Cardiology (Non-invasive)

Support Services

• Surgery/Procedure
• Customer Care Center
• PACU

• Pediatrics
• Neurology
• Urology
• Rheumatology
• Behavioral Health*
• Intensive Care*
• Hospitalist Program
• Observation

* Denotes specialized inpatient units

Imaging: MRI, CT, Ultrasound, Mammography, Fluoroscopy, General Radiology
North Memorial Health Hospital

Emergency Care

- 67,000 visits in 2013
- 64% of all North Memorial Medical Center admits
- 48 Customer Rooms
- 40 Emergency Physicians
- 180 Employees
North Memorial Health Hospital

Stroke Center

• First hospital in Minnesota to be certified as a Primary Stroke Center
• ADNV certified Comprehensive Stroke Program in 2014
• Awarded Gold Plus Honor Roll for quality by AHA/ASA in 2012 & 2013

• Services:
  – Telestroke services to hospitals in Montevideo, Redwood Falls and Onamia, Minnesota
  – Inpatient Stroke Unit
  – Rehab services: inpatient, outpatient and home based
  – Spasticity Clinic
  – Prevention outreach and wellness programs
North Memorial Health Hospital

Women & Children’s Care

• Labor & Delivery Unit that cares for normal deliveries and high risk customers

• Level III Neonatal ICU cares for infants as small as 1 pound

• Lactation Consultants manage Milk Depot in conjunction with the Iowa Milk Bank

• Laborists
  – 24/7 in-house board certified
  – OB/GYN physicians that provide coverage for obstetrical and Gynecological emergencies
North Memorial Health Hospital

Surgical Services

- 19 surgical suites
- More than 10,000 annual inpatient and outpatient procedures
  - More anterior total hip replacements surgeries than any other hospital in Minnesota
  - High volumes from General/Trauma Surgery, Orthopedics, and Urology
- First west metro hospital to purchase daVinci robotic surgery equipment

- NMHH regionally known as a leader in microvascular surgery and limb reattachment
- Minimally Invasive and Robotic Program benefits customers:
  - Smaller incisions,
  - Reduced postoperative pain,
  - Shorter hospital stays, and
  - Faster recovery
Maple Grove Hospital
Maple Grove Hospital

- Licensed Beds for up to 300 private rooms
  - Opened with 90 beds
  - Expanded to 130 in 2013
- Open Medical Staff
- Opened December 30, 2009
- Ownership 75% North Memorial, 25% Fairview
- Managed by North Memorial
- Named a 2015 “Top 100” Hospital by Truven Health Analytics
- Open Medical Staff
  - 858 Physician Members
    - 615 Physicians
    - 243 Affiliate Members

President and CEO, Andy Cochrane
Maple Grove Hospital

Primary Services

- Emergency Care and Diagnostics Services
  - Cardiology
  - Orthopedics/Spine
  - Podiatry
  - Gastroenterology
  - General Surgery
  - Ear, Nose, and Throat
  - Hematology/Oncology
  - Infectious Disease
  - Colon and Rectal Surgery
  - Urology
  - Hospitalist Program
  - Observation
  - Intensive Care
  - Gynecology
  - Pediatric Care

Medical Director of Medical Affairs:
Pam Doorenbos, MD
Maple Grove Hospital

Women and Children’s Services

- Family Birth Center
  - Labor & Delivery Unit that cares for normal deliveries and high risk customers
  - Special Care Nursery
    - Level III NICU – Opened in June 2015; can support newborns down to 28 weeks
  - Midwifery Care established in Jan 2014
  - Lactation Consultants manages milk depot in conjunction with the Iowa Milk Bank

- Laborists
  - 24/7 in house board certified
  - OB/Gyn physicians that provide coverage for obstetrical and gynecological emergencies
Maple Grove Hospital

Support Services

• Surgery/Procedure
• Customer Care Center
• PACU
• Imaging: MRI, CT, Ultrasound, Mammography, Fluoroscopy, General Radiology, non-invasive cardiology
Corporate Compliance

• To assure that North Memorial operates within the rules and regulations set by the government, insurance programs and payers, we have a specific Corporate Compliance Program.

• Our organization is accountable for specific health and safety regulations.

• We are audited on compliance and auditors WILL stop and talk to employees and contractors to find out what they know.
Corporate Compliance

Below is a summary of each of the four principles that make up North Memorial's Corporate Code of Conduct. For more detail about each principle, please refer to the corresponding sections of the Code of Conduct document located on the company's intranet.

**Principle 1: Legal Compliance**

North Memorial is committed to conduct all of its activities in compliance with applicable laws. These laws pertain to discrimination, activities that constitute healthcare fraud and abuse, lobbying and political activity, the environment, antitrust and other areas such as competition and tax. We will clearly demonstrate a willingness to be held accountable for the services we provide.

**Principle 2: Business Ethics**

Because North Memorial is committed to the highest standards of business ethics and integrity, we will fairly and accurately represent ourselves in the things we say and do. Employees are expected to represent North Memorial accurately and honestly and must not engage in any activity intended to defraud anyone of money, property or services. Employees must also avoid conflicts of interest and avoid activities that could damage North Memorial HealthCare's reputation in the community.
Corporate Compliance

Principle 3: Confidentiality
North Memorial employees will act responsibly by maintaining the confidentiality of customer information as well as confidential information about employees and the organization, according to applicable legal and ethical standards.

Principle 4: Protection of Assets
Employees must preserve and protect North Memorial’s assets by promoting the effective use of its resources. We will measure and continuously improve our performance in the healthcare industry, and properly and accurately report our financial condition. This principle includes guidelines on honoraria, internal controls and financial reporting, travel and entertainment, and personal use of corporate assets.
Quality Excellence
What is Quality Excellence?

• NMH is dedicated to customer-centric quality and satisfaction

• From the customer’s Perspective
  - **Effective Care**: do only that which helps me
  - **Safe Care**: don’t harm me
  - **Customer-Centered Care**: my care is coordinated and focused on my overall well-being
  - **Timely Care**: provide me care without waits and delays
  - **Efficient Care**: provide care without waste in the right place at the right time
Why Focus on Quality Excellence?

Not only is it the right thing to do, the shift from Volume to Value demonstrates the future direction of healthcare quality.

At NMHC, more emphasis will be on the “Outcome” & “Efficiency” measures

- Outcome: Mortality, Infection, Hospital Acquired Conditions
- Efficiency: Medicare Spending per Beneficiary
How are we achieving Quality Excellence?

“North Memorial Health is committed to providing the safest, highest quality care to the community we serve at the most affordable cost.”

- Elevator speech approved by the Quality Committee of the Board

How is this done? This is accomplished through a vigorous Quality Management System that involves the engagement of our physicians and employees to achieve the results our customers and families expect and deserve.
NMH Quality Management System

- Quality Committee of the Board
- Clinical Operations Leadership Team
  - QAPIs (Quality Assurance/Performance Improvement)
    - NMHH
    - MGH
    - Providers, Clinics, & Outpatient Services

NORTH MEMORIAL HEALTH
What does a successful QMS look like?

• Alignment of department goals to organizational goals
  Staff can speak to how they contribute to success
• Closing the gap on elusive outcomes
  Departments are intentional and focused on their greatest areas of needed improvement
• Continuous improvement occurs at the department level and driven by those who deliver care or services
  Quality departments are here to support the process. They are not accountable for the process
• Increased employee engagement
  Our most knowledgeable resource, the front lines, lead us to the solutions and are invested through their participation
Location Maps
Medical Center Campus
3300 Oakdale Avenue North
Robbinsdale, MN 55422

Outpatient Center Campus
3435 West Broadway
Robbinsdale, MN 55422

Services:
- Hubert H. Humphrey Cancer Center
- North Radiation Therapy Center, LLC
- North Memorial Imaging Services
- North Memorial Parenting and Diabetes Education
**Directions to Outpatient Center**

**From the Northwest**
- Take I-94 East
- Turn left (South) onto Highway 81
- Turn right at 36th Avenue North
- Turn left onto the frontage road

**From the Northeast**
- Take 694 West to Highway 100 South
- Turn left onto Highway 81
- Turn right at 36th Avenue North
- Turn left onto the frontage road

**From the Southwest**
- Take Highway 169 or 100 North
- Turn right at 36th Avenue North
- Turn right onto the frontage road

**From the Southeast**
- Take I-94 West to the West Broadway Exit
- Turn left onto West Broadway (Highway 81)
- Go past the hospital
- Turn left at 36th Avenue North
- Turn left onto the frontage road

**Directions to Robbinsdale Medical Center**

**From the Northwest**
- Take I-94 East
- Exit at Highway 81 and turn left (South)

**From the Northeast**
- Take I-694 West to Highway 100 South
- Turn left (South) onto Highway 81

**From the Southwest**
- Take Highway 100 North
- Turn right at 36th Avenue North
- Turn right onto Highway 81

**From the Southeast**
- Take I-94 West to I-394 West
- Take I-394 West to Highway 100 North
- Turn right at 36th Avenue North
- Turn right onto Highway 81
North Memorial Health Hospital ~ Interior

North Memorial Main Parking Ramp

West P
WP.1 - WP.99

North P
NP.1 - NP.49

Cafe
Vending

Central Elevators
Levels 2 thru 7
Patient Zones
301 - 798

Atrium

Atrium Elevators
Levels 1 thru 7
Patient Zones
400 - 798

Main Information Desk

Take Elevator to Level 1 for EMERGENCY

North P
NP.99 - NP.99

South P
SP.1 - SP.37

Atrium Espresso

Elevator to Parking Ramp

East P
EP.1 - EP.60

Oakdale
Medical
Building

Oakdale Parking Ramp

Humphrey Cancer Center

P

North Memorial Health Hospital

83
North Memorial Minnetonka Medical Center

Location Information

More About Minnetonka Medical Center

Minnetonka Medical Center
15450 Highway 7
Minnetonka, MN 55345

763-581-8900
mmc.info@northmemorial.com

North Memorial Minnetonka Urgent Care, Family Clinic and Specialists are located in
the Minnetonka Medical Center on N Frontage
Road off Highway 7, west of Interstate 494.
Parking is free.

Map It
Contact Us
Maple Grove Hospital