

Norwalk Hospital **Virtual Community Forum**

Peter Cordeau, President, Norwalk Hospital

Jean Ahn, Chief Strategy Officer, Nuvance Health

June 21, 2023



Today's Agenda

1. Welcome

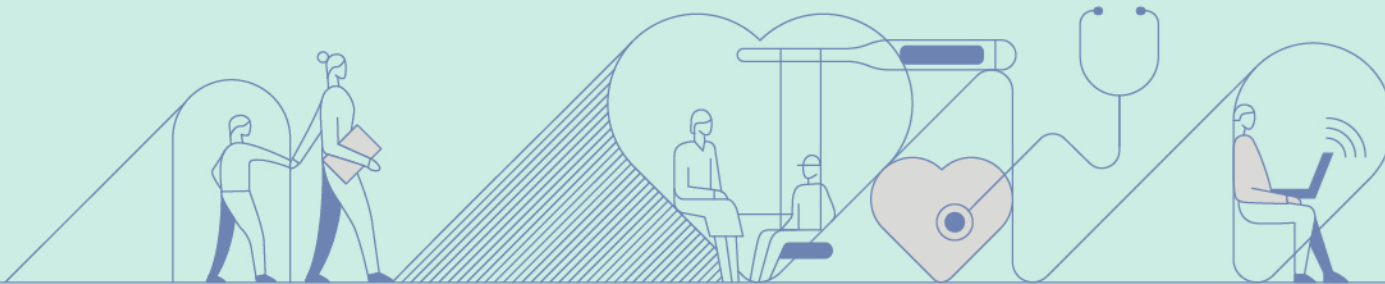
2. Hospital Updates

- *Awards & Recognition*
- *Updates & Investments*
- *Strategic Planning Update*

3. CON Affiliation Update

4. Question & Answer

Awards & Recognition





Quality Achievement Awards

**Norwalk Hospital is
high-performing in:**

Leaders in care



- Stroke Care
- Heart Failure Care
- COPD Care



Healthgrades has recognized Norwalk Hospital!

America's 100 Best Hospitals 2022, 2023

America's 250 Best Hospitals 2021, 2022, 2023

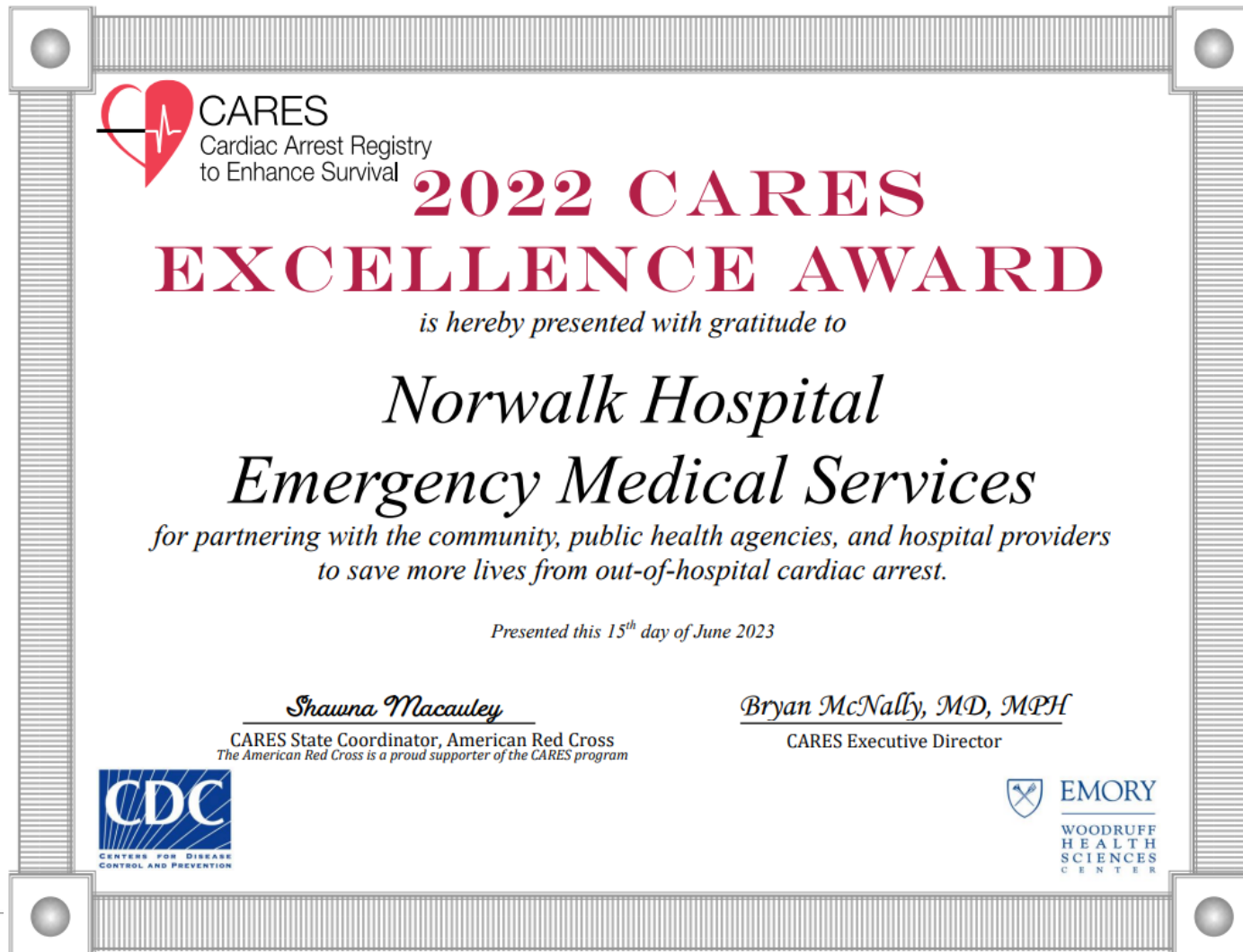
America's 100 Best for Stroke Care 2022, 2023

America's 100 Best for Critical Care 2023

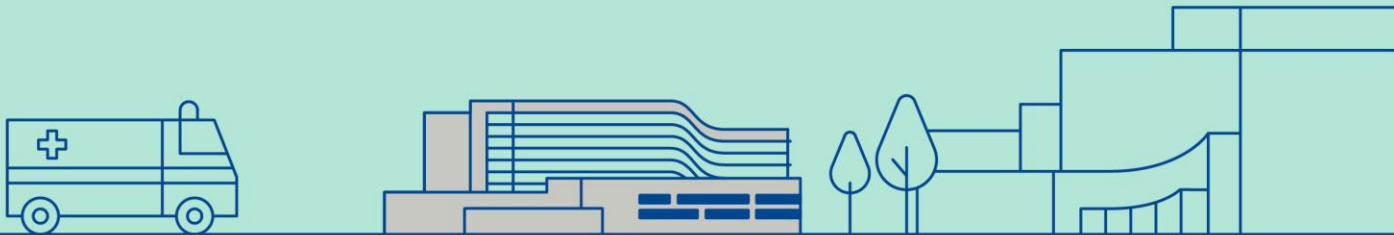
Gastrointestinal Surgery Excellence Award 2023



Norwalk Hospital Receives CARES Excellence Award



Updates and Investments





Welcome to Daniel Labow, MD
Chair of Surgery, Danbury and New Milford
Hospitals and Chair of System Surgery,
Nuvance Health



Welcome

Rebecca Kessel, APRN

Nuvance Health Medical Practice

Breast Surgery

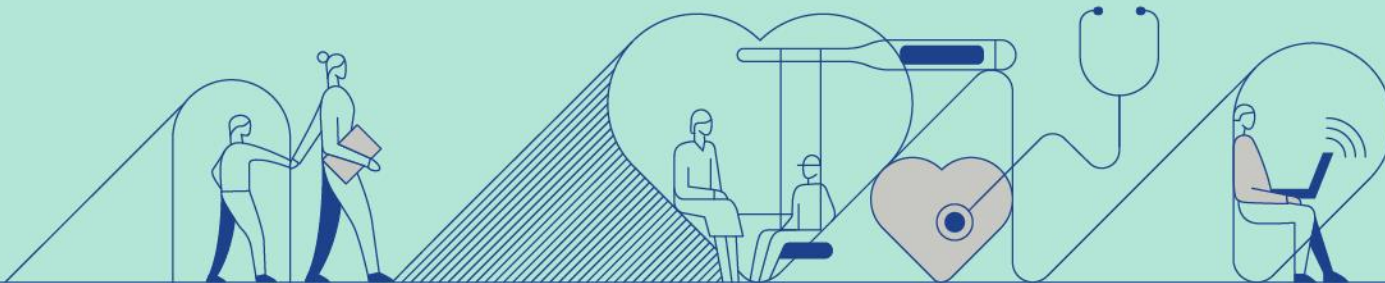
761 Main Avenue, Norwalk, CT



Norwalk Hospital welcomes a new VP of Operations – Steve Papp!



**Steve bring years of experience with Norwalk
Hospital and Nuvance Health staff and facilities**



IPark Imaging and Radiology Ribbon Cutting



Norwalk Hospital offers tattoo-less radiation therapy for breast cancer



Norwalk Hospital Offers Tattoo-Less Radiation Therapy For Breast Cancer



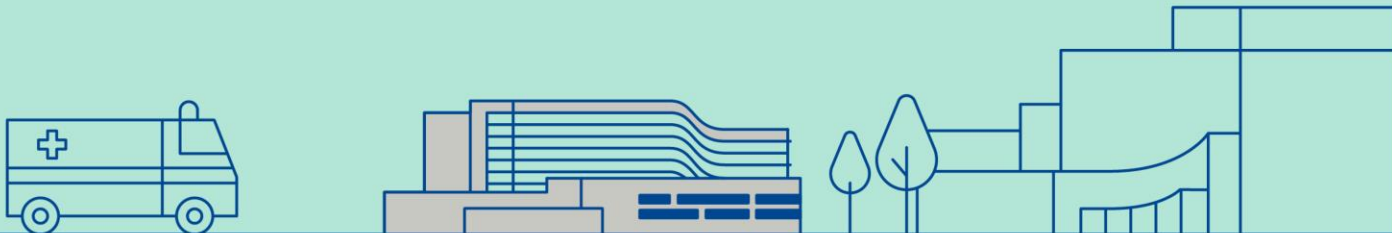
Woman Survives Massive Stroke Thanks to Norwalk Hospital



Visitation Policy Updates

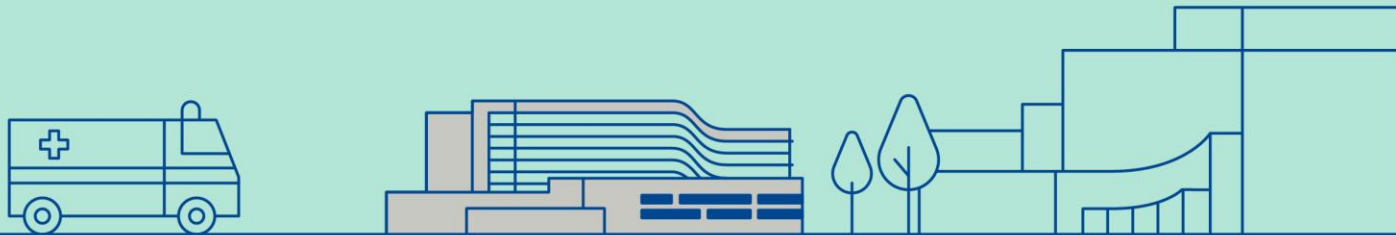
- ❑ Masking and social distancing is no longer required.
- ❑ Visitors will no longer be screened for risk factors of COVID-19, temperatures will not be checked.
- ❑ Visitors age 12 and older are allowed to visit if they meet specific requirements for approved visitation and are accompanied by an adult. Exceptions for visitors age 11 and younger may apply for patients with extenuating circumstances.
- ❑ Community members are welcome to use our cafeterias/bistros.

For More info and other guidelines - <https://www.nuvancehealth.org/patients-and-visitors/visitor-policy>



Here we grow again!

We are very pleased to update you on our plans to renovate and expand our Norwalk Hospital providing improved access and a more contemporary care environment.





**Need a screening
Mammogram?**

**How about a primary care
appointment?**

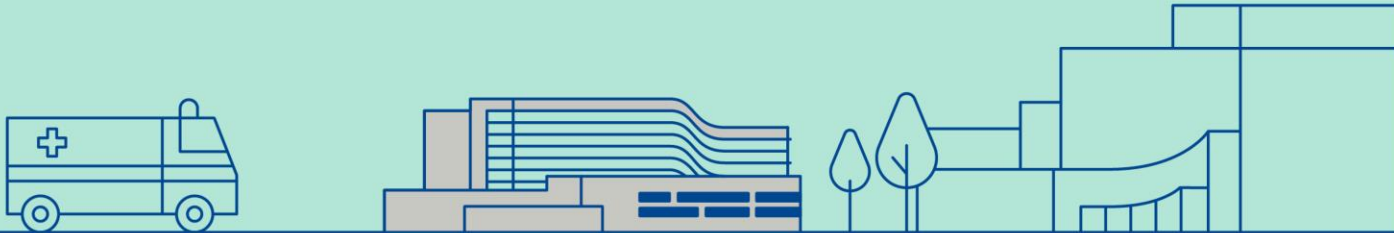
**You can book directly at
NuvanceHealth.org**



We are Hiring!

- Where some see impossible, we see possible. Find your possibilities at Norwalk Hospital and Nuvance Health.
- Whether you are beginning your career or are a seasoned professional, we offer competitive compensation, comprehensive benefits, and growth opportunities for those who share our values and strive to succeed. Join us at Norwalk Hospital where ***You Matter Most!***
- For more information, visit <https://www.nuvancehealth.org/careers>

Strategic Planning



Nuvance Health 2025: FY 2023 Strategic Plan

Vision

To improve the lives of every person in our community

Foundational Success Metrics:

- Quality & Safety Metrics
- Employee Engagement Metrics
- Financial Stewardship Metrics

Strategic Imperatives

	Person-Centered Care	Primary Care	Ambulatory Care	Digital Health	Value-Based Care	Network Optimization
	<i>Cultivate a personalized lifetime relationship between Nuvance Health and the communities we serve</i>	<i>Use the Nuvance Health primary care network to establish relationships with customers throughout the service area</i>	<i>Expand the ambulatory network and customer-facing services as a gateway into the Nuvance Health system</i>	<i>Develop and deploy digital health solutions that support and transform the Nuvance Health system of care to serve its community</i>	<i>Position Nuvance Health to be the strategic partner of choice through payer and community partnerships</i>	<i>Identify specific strategic opportunities to optimize the network and advance enterprise strategy in each Nuvance Health community</i>
Initiatives	<ul style="list-style-type: none">• Increase Likelihood to Recommend (LTR)	<ul style="list-style-type: none">• Increase New Patient Count	<ul style="list-style-type: none">• Grow Outpatient Volume	<ul style="list-style-type: none">• Expand Digital Access	<ul style="list-style-type: none">• Increase Annual Wellness (AWVs)	<ul style="list-style-type: none">• Improve Financial Strength• Grow Institutes• Improve Quality Domains• Increase Employee Retention
Success Metrics	<ul style="list-style-type: none">• Improve LTR rank by 5 percentiles in at least 3 environments (Hospital, ED, Institutes, Medical Practice, OP Radiology, OP Surgery)	<ul style="list-style-type: none">• Meet Targeted New Patient Count	<ul style="list-style-type: none">• Meet Budgeted Volume Growth for Non-Hospital Imaging and Non-Hospital Ambulatory Surgery	<ul style="list-style-type: none">• Achieve Targeted Specialty Direct Book Appointments	<ul style="list-style-type: none">• Increase AWVs by 15%	<ul style="list-style-type: none">• Achieve EBIDA Target• Meet Institute New Patient Count Targets• Achieve 3 of 5 Domains• Meet National Benchmark Voluntary Turnover Rate

CON Affiliation Update

PYA



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Nuvance Health Community Forum

Independent Monitor Discussion Document

June 5, 2023 – ***Sharon Hospital***

June 12, 2023 – ***Danbury Hospital***

June 21, 2023 – ***Norwalk Hospital***

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WE ARE AN INDEPENDENT MEMBER OF HLB—
THE GLOBAL ADVISORY AND ACCOUNTING
NETWORK

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of Independent
Monitor

2 / Timeline for
Eighth Semi-
Annual Review

3 / Conditions &
Findings Relevant
to Eighth Period
Review

4 / Next Steps

5 / Q&A



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Role of the Independent Monitor

- ✓ Reports to Office of Health Strategy (“OHS”)
- ✓ Retained at sole expense of Nuvance Health
- ✓ Responsible for monitoring Nuvance Health’s compliance with the ***Conditions*** set forth in the ***Agreed Settlement***.
- ✓ Retained by OHS for minimum of 5 years



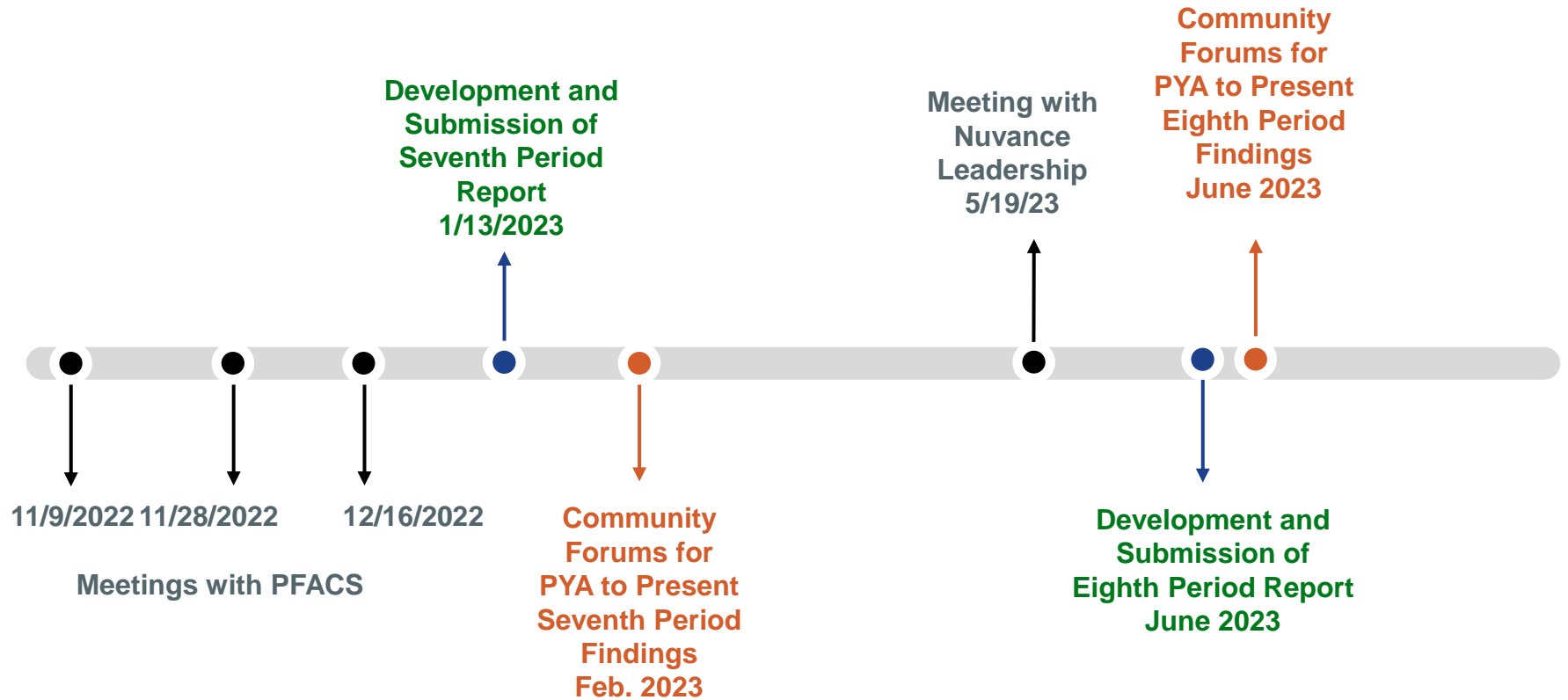
Independent Monitor Duties

- 1 Conduct **on-site visits** of Hospitals on a semi-annual basis.
 - 2 Furnish a **written report** of assessment to OHS within thirty (30) days of the completion of each semi-annual on-site visit.
 - 3 **Meet with representatives** of each hospital's community service area at 6 months after the Date of Closing, and annually thereafter.
 - 4 Nuvance Health shall hold a **public forum** in the Danbury, Norwalk and Sharon communities within 60 days of the IM's report. OHS has asked IM (PYA) to participate in these public forums.
 - 5 If Nuvance Health is substantially **out of compliance** with the Conditions, IM will notify OHS and Nuvance in writing and convene a meeting with Nuvance to determine compliance and corrective action.



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Timeline: 8th Semi-Annual Review Period



Conditions & Findings Relevant to 8th Semi-Annual Review

Condition	Short Description	Compliant with Terms in Condition?
1	Community representative on Danbury and Norwalk Hospitals' Boards	Yes
2	Twelve community representatives on the Sharon Hospital Board	Yes
3	Joint Board meetings	Yes
4	Culturally and linguistically appropriate services	Yes
5	Maintain/adhere to current charity care and indigent care policies after closing or adopt policies that are at least as generous to the community	Yes
7	Include stakeholders in conducting the next required Community Health Needs Assessments Implementation Strategies, to OHS.	Yes
8	Maintain community benefit programs consistent with Schedule H of IRS Form 990. Apply no less than a 1% increase per year toward the CT hospitals' net community benefit expenses	Yes
11	Independent Monitor on-site visits	Yes
12b	Public forums in Danbury, Norwalk, Sharon communities	Yes
15	Cost savings for hospitals and report of financial measurements	Yes
18	Maintain sufficient Obstetrics and Gynecology physician staffing	Yes
19	Participation in Connecticut Health Information Exchange	Yes
20	Annual reports updating quality performance data	Yes
21	Annual updates on various integration initiatives	Yes



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Next Steps

- ***Ongoing monitoring*** of Nuvance Health compliance with Agreed Settlement Conditions
- ***Regular check-ins*** with Nuvance Health and OHS
- ***Ninth semi-annual report and next round of onsite visits*** Fall/Winter 2023
- Attend next ***public forum***



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Questions & Answers



Appendix

Conditions not relevant to eighth semi-annual review

Conditions not relevant

Condition	Description
6	Advance written notice to OHS of revisions to charity/indigent care policies
9	File organizational documents within one month of closing
10	Select independent monitor
12a	Meetings with community members
13	Compliance with the terms and price constraints specified in Attachment A
14	Submission of strategic plan
16	Annual updates on various enhancements and initiatives
17	Submit quality performance data to OHS
22	NewCo shall provide two reports, due February 1, 2021 and February 1, 2023 respectively, on the following items related to the transaction (<i>OHS temporarily waived</i>)

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Thank you!

Questions?

Please enter any questions you have using:

- Zoom chat
- Facebook comments