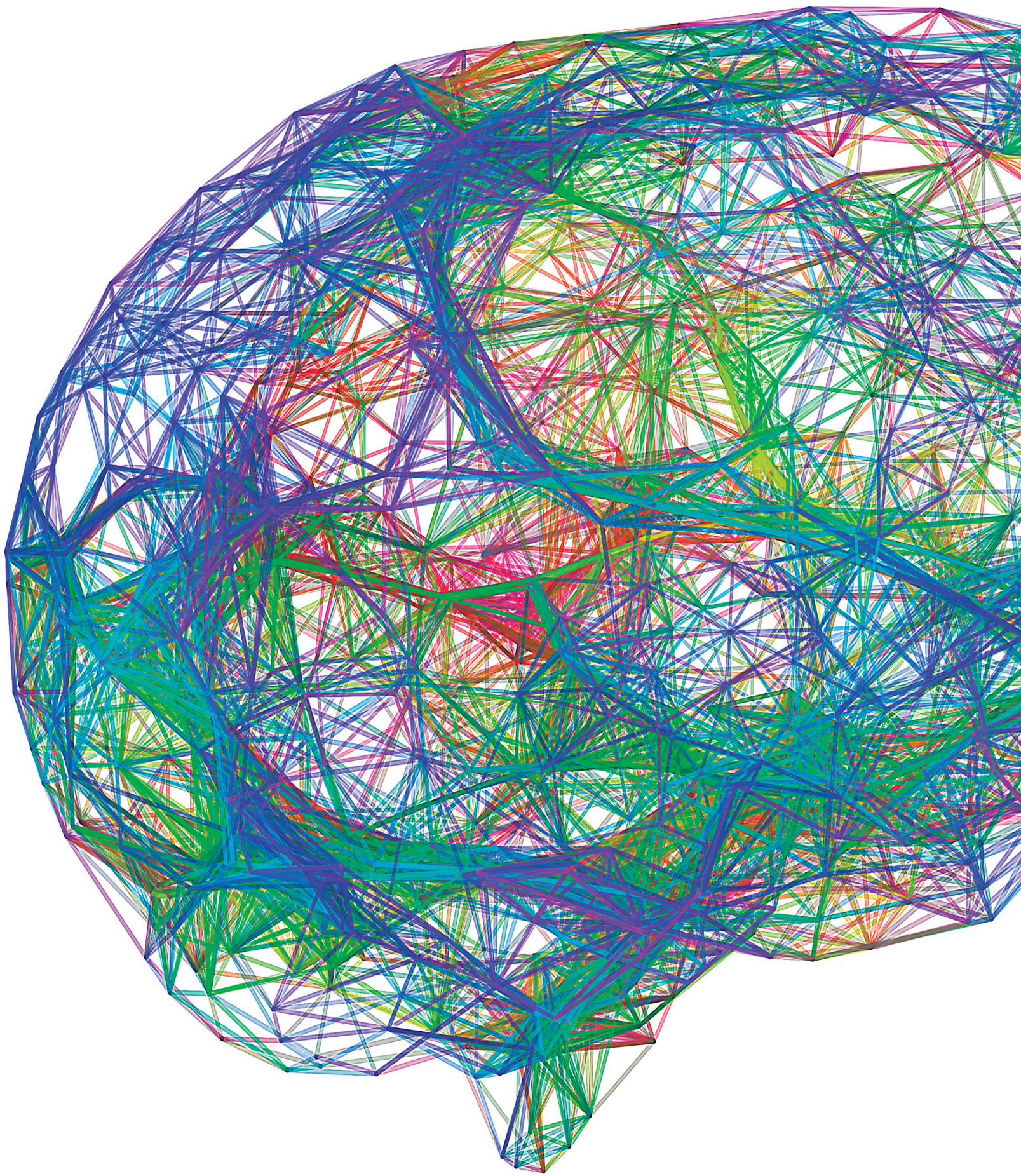


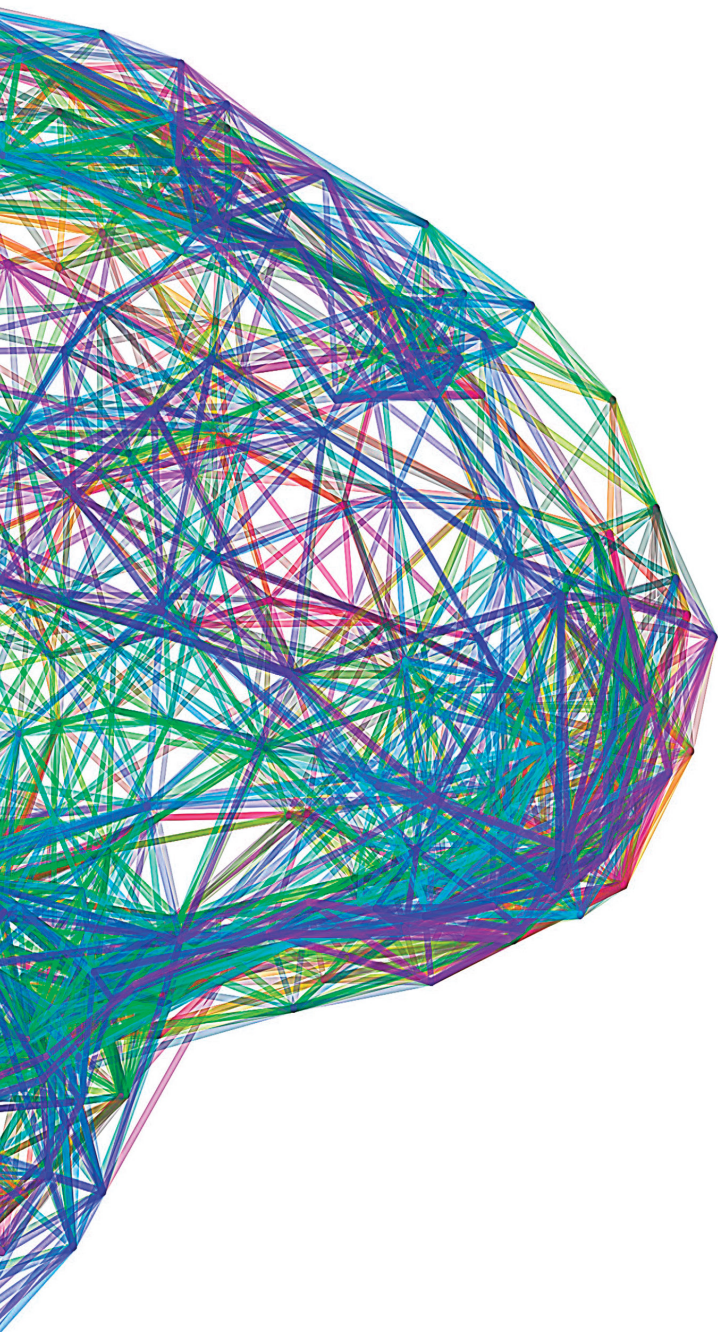
# Bold Pathways











The human brain is made up of a complex central nervous system that has to work and communicate harmoniously for the body to function. When operating at its highest potential, these **bold pathways** in the brain enable us to do incredible things. At Hackensack Meridian *Health* we are focused on forging bold pathways of our own, working in concert with every aspect of our team to create exceptional care, outstanding education and ground-breaking research. All this is done with people, our community, at the core.



Hackensack  
Meridian *Health*

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# Hackensack Meridian *Health*





# A Message From the Co-CEOs

## Forging Bold Pathways at Hackensack Meridian *Health*

**At Hackensack Meridian *Health*, we pride ourselves on being Life Years Ahead. Our goal is to be a leader in helping people realize their best health and best life in the communities we are proud to serve. We offer an unprecedented array of services and have unparalleled reach in New Jersey, connecting with two-thirds of the state. And we continue to push ourselves further.**

We are **forging bold pathways to grow and transform**, welcoming JFK Health to our family, increasing our clinically integrated network and convenient care options and taking on significant expansion and renovation projects with the patient at the center. In our mission to transform health care, we are moving away from the service line approach and instead building care transformation teams to focus (as a whole) on specific disease states.

We are **forging bold pathways to teach and discover** and are on target to open a new medical school, the Hackensack Meridian School of Medicine at Seton Hall University, this summer - one that will address the dynamic changes in health care. Innovation is in our DNA, and we were proud to launch an incubator (known as the “Bear’s Den”) with the New Jersey Innovation Institute to create the next major breakthrough in health care delivery.

We are **forging bold pathways with our game changing partnerships** knowing that collaboration is key. Through our historic partnership with Memorial Sloan Kettering Cancer Center, we plan to open an outpatient center later this year, the first joint venture of its kind in the nation. Additionally, we are exploring a partnership with Carrier Clinic, the state’s most respected behavioral provider to address the urgent need for more addiction treatment and psychiatric care. Plans are in the works to open an addiction treatment facility later in 2018.

We are **forging bold pathways to community connections** feeling extremely grateful for our philanthropic partners. Our not-for-profit hospitals and facilities were the fortunate recipients of more than \$90 million in donations last year, from more than 22,000 people. Community support is integral to our ability to fulfil our mission.

Through all of these changes, our commitment to accountable, quality care is evident. Four of our hospitals were listed in the top 10 New Jersey hospitals by *U.S. News & World Report*: Hackensack University Medical Center (#1), Jersey Shore University Medical Center (#4), and Ocean Medical Center and Riverview Medical Center (#8). Our network hospitals consistently raise the bar on clinical care, receiving national accolades and awards. We are proud to **forge bold pathways to success and recognition**.

We invite you to learn more about our integrated network and to join us as we change the state of health care!



Robert C. Garrett, FACHE  
Co-CEO  
Hackensack Meridian *Health*



John K. Lloyd, FACHE  
Co-CEO  
Hackensack Meridian *Health*



## A Message From the Co-Chairs



**Following our merger, we are proud to be the state's largest and most comprehensive and integrated health network in New Jersey, one that is well positioned to navigate dynamic changes that are redefining health care.**

We are proud of our leadership team and support the extraordinary vision that has produced remarkable achievements for our network: the scheduled opening of the Hackensack Meridian School of Medicine at Seton Hall University in July and the deepening of our historic partnership with Memorial Sloan Kettering Cancer Center that will result

in the opening of a joint venture later this year, the first of its kind in the nation. Our merger has fortified the future of both systems in light of many challenges we are facing in health care today. Together, we have new capabilities to improve quality, expand services, and to benefit from economies of scale. A healthier financial outlook benefits all of us and we laud the upgraded ratings Hackensack Meridian *Health* has received since this merger took hold.

Health care is changing dramatically, shifting to maintaining health rather than just treating illness. This requires us to invest heavily in technology and team members to ensure we remain on the cutting edge, launching bold pathways to ensure we provide the most optimal care

and the best patient experience for the communities we are privileged to serve. We are happy to note that Hackensack Meridian *Health's* signature commitment to the full continuum of care is growing and covering even more people to ensure we don't just connect in illness, but work to help people obtain their best health.

Maintaining the highest standards to ensure a company's continued growth requires strategic vision and a commitment to excellence. We are thrilled to be part of a network that's not only focused on optimal health care – but one that has its gaze on the future, too, where genetics, precision medicine and innovation will launch a new constellation of miracles.

Joseph Simunovich,  
Co-Chair, Hackensack Meridian *Health* Board of Trustees

Gordon N. Litwin, Esq.,  
Co-Chair, Hackensack Meridian *Health* Board of Trustees



Our mission inspires us. Our vision drives us.  
Our culture unites us.



# MISSION

TRANSFORM HEALTH CARE...

*and be recognized as the leader of positive change.*

# VISION

Innovation is in our DNA, compelling us to create a world where: the highest quality care is human-centered, accessible and affordable; we deliver outcomes that matter most; and excellence is the standard.

# BELIEFS

## CREATIVE

*I will do my part to make things better.*

## COURAGEOUS

*I will do the right thing.*

## COMPASSIONATE

*I am the human experience.*

## COLLABORATIVE

*I embrace teamwork.*



When your mission is to transform health care, a strong and shared culture is essential! Guided by the voice of our team members, leaders and physicians, we set out to refine and reintroduce our organizational culture in 2017.

Our Culture of Transformation is built upon four core beliefs – Creative, Courageous, Compassionate, and

Collaborative – are rooted in innovation, quality, the human experience and team work. These beliefs unite us and underscore the purpose of our work – to be the best: not only in New Jersey, but in the nation.

When you bring more than 33,000 talented people together with a shared mission, vision and beliefs, anything is

possible. We believe, because innovation is in our DNA, Hackensack Meridian Health can create a world where: the highest quality care is human-centered, accessible and affordable; we deliver outcomes that matter most; and excellence is the standard.



# Hackensack Meridian *Health* By the Numbers

The largest, most comprehensive and truly integrated health care network in New Jersey.



## 16 hospitals

- 3 Academic Centers
- 9 Community Hospitals
- 2 Children's Hospitals
- 2 Rehabilitation Hospitals



## 180 Patient Care Locations

- 29 Rehab Facilities
- 21 Urgent Care Locations
- 19 Ambulance Transport Locations
- 11 Dialysis Centers
- 11 Surgery Centers
- 10 Fitness & Wellness Centers
- 10 Occupational Health Facilities
- 9 Nursing & Rehab Centers
- 9 Redi Clinics
- 8 Homecare Offices
- 7 Imaging Centers
- 6 Behavioral Health Facilities
- 4 Laboratory Locations
- 3 Academic Facilities
- 3 Sleep Centers
- 2 Assisted Living Facilities
- 2 Satellite Emergency Departments



33,569 Team Members



6,500 Physicians



270 Employed Physician Practice Locations



1,183 Active Research Studies



333 Medical Residents



175,647 Patient Admissions



18,063 Births



1,916,065 Outpatient Visits



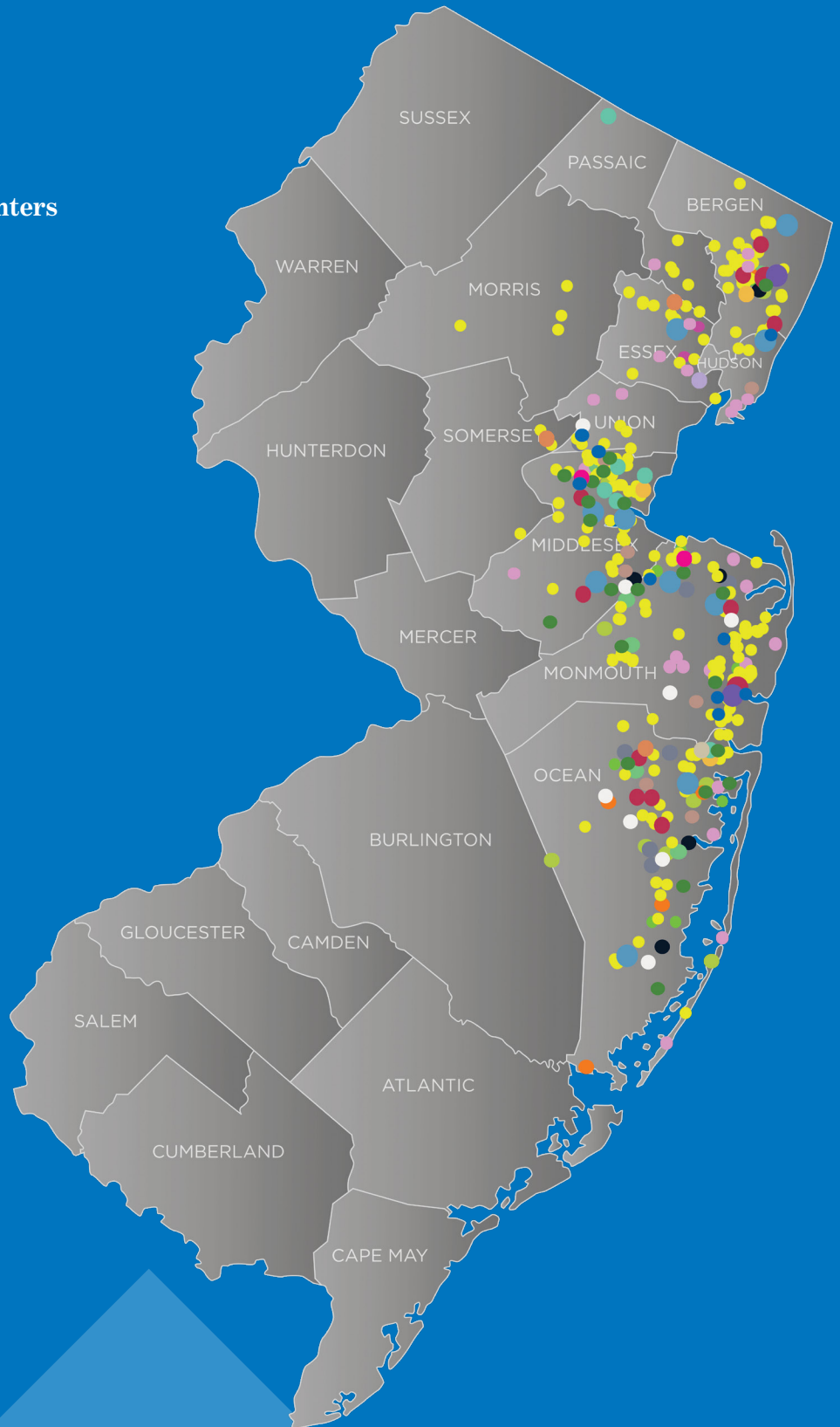
651,454 Emergency Visits



\$5.5 billion in Revenue



- Academic Medical Centers
- Alert Ambulance
- Behavioral Health
- Children's Hospitals
- Community Hospitals
- Convenient Care
- Dialysis Centers
- Fitness & Wellness
- HealthVillage
- Home Care
- Imaging Centers
- Innovation Lab
- Integrative Medicine
- Laboratory Sites
- Medical School
- Occupational Health
- Post Acute Living
- Rehabilitation
- Sleep Centers
- Surgery Centers
- Medical Group









## **Bold Pathways**

# **TO GROW & TRANSFORM**

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**As health care rapidly changes, we constantly evaluate our approach, and how we can better serve the community. By expanding our team, and redesigning our care model and our physical spaces, we are more dedicated than ever to providing the best experience for our patients.**





# Growing Our Family

## Welcome JFK

With the merger of JFK Health in Edison in January, Hackensack Meridian *Health* officially became New Jersey's largest hospital network, reaching two-thirds of the state through 16 hospitals and more than 450 care locations and physician offices. JFK brings its nationally recognized pediatric and adult neuroscience program to the Network, expanding services for patients throughout Hackensack Meridian *Health*.

JFK is comprised of the 498-bed JFK Medical Center in Edison, inpatient and outpatient rehabilitation centers, nursing facilities and specialized treatment programs. JFK's Neuroscience Institute provides some of the most advanced treatment in the tri-state area for adult and pediatric neurological conditions. The 94-bed Johnson Rehabilitation Institute also joins an impressive array of top-ranked health services offered by Hackensack Meridian *Health* hospitals. Additionally, a satellite campus in Plainfield features an Emergency Department open 24-7, dialysis treatment and other services.

JFK has distinguished residency programs in Neuroscience, Rehabilitation and Family Medicine along with more than 400 students enrolled in the JFK- Muhlenberg Harold B. and Dorothy A. Snyder Schools of Nursing, Medical Imaging and Therapeutic Sciences.

We are thrilled to welcome JFK to our family!

## Health Partners On the Rise

Hackensack Meridian *Health* Partners, the Network's clinically integrated network, continues to grow daily. To date, nearly 3,500 physicians throughout the Network are part of this robust group. In January, Hackensack Meridian *Health* Partners began welcoming physicians from JFK Medical Group. More than 200 JFK Medical Center affiliated physicians have already joined, increasing the expertise and number of patients served by this highly coordinated network of health care providers.



**Nearly 3,500  
physicians**

are a part of Hackensack  
Meridian *Health* Partners



Hackensack Meridian *Health*  
also announced a

**\$12 million  
investment**

to expand non-invasive cardiac  
care at JFK Medical Center.

# Increasing Our Footprint

**With a combination of major new construction, renovation, and expansion projects, our strategy is to optimize our physical resources and accommodate for future growth throughout the Network. We are committed to building the best possible environments for our patients, so they can receive care in places that are easy to access, comfortable and outfitted with the latest design and structural elements to best meet their needs.**

## HOPE Tower

Jersey Shore University Medical Center's HOPE Tower made tremendous strides in 2017, with a phased opening of floors beginning in the spring of 2018. The new ten-story outpatient facility on the hospital's east campus is a \$265 million investment and will be home to a variety of outpatient services for the community. Those services include a beautiful state-of-the-art Cancer Care Center, advanced imaging, clinical research and medical education, pediatric and adult specialty offices (including medicine, psychiatry, obstetrics and gynecology, neurosurgery, endocrinology and others), the Christopher Center for Mental Health and Wellness, a 200+ seat amphitheater and high tech simulation laboratory.

## The Medical – Surgical Suite at Southwest Pavilion

At Ocean Medical Center, the new \$18.5 million groundbreaking medical-surgical suite is dedicated to elective surgeries such as hip and joint replacements, bariatric and GI procedures. The suite integrates innovative designs, optimizes workflow and incorporates state-of-the-art technology to transform the patient experience. Working in close collaboration with team members and input from our patients, the design utilizes color, movement, art, music, natural light and technology to offer patients a welcoming, nurturing and healing atmosphere that helps maximize time spent with patients. In addition, the new suite enhances the role family members play in the healing process, recognizing the vital emotional and physical benefit they provide loved ones.



HOPE Tower at Jersey Shore University Medical Center



The Medical-Surgical Suite at Southwest Pavilion - Ocean Medical Center



# Quality Care Where and When It's Needed Most

When a health issue occurs and your physician is not available, Hackensack Meridian *Health Convenient Care* provides several options so patients can receive immediate, quality and affordable health care any time of day or night. Recent developments in Convenient Care include:

## Urgent Care Facilities

Our new urgent care center in Freehold is a first-in-class facility that has everything patients expect from a traditional urgent care center, such as extended weekday and weekend hours, along with distinctive features that enhance the patient experience. Highlights include online registration that significantly reduces time spent in the waiting room, x-ray and laboratory services, and the ability to connect with a primary care or specialty physician if a follow up visit is needed. This model of care will be the standard for our next urgent care center opening in Monroe.

## CityMD

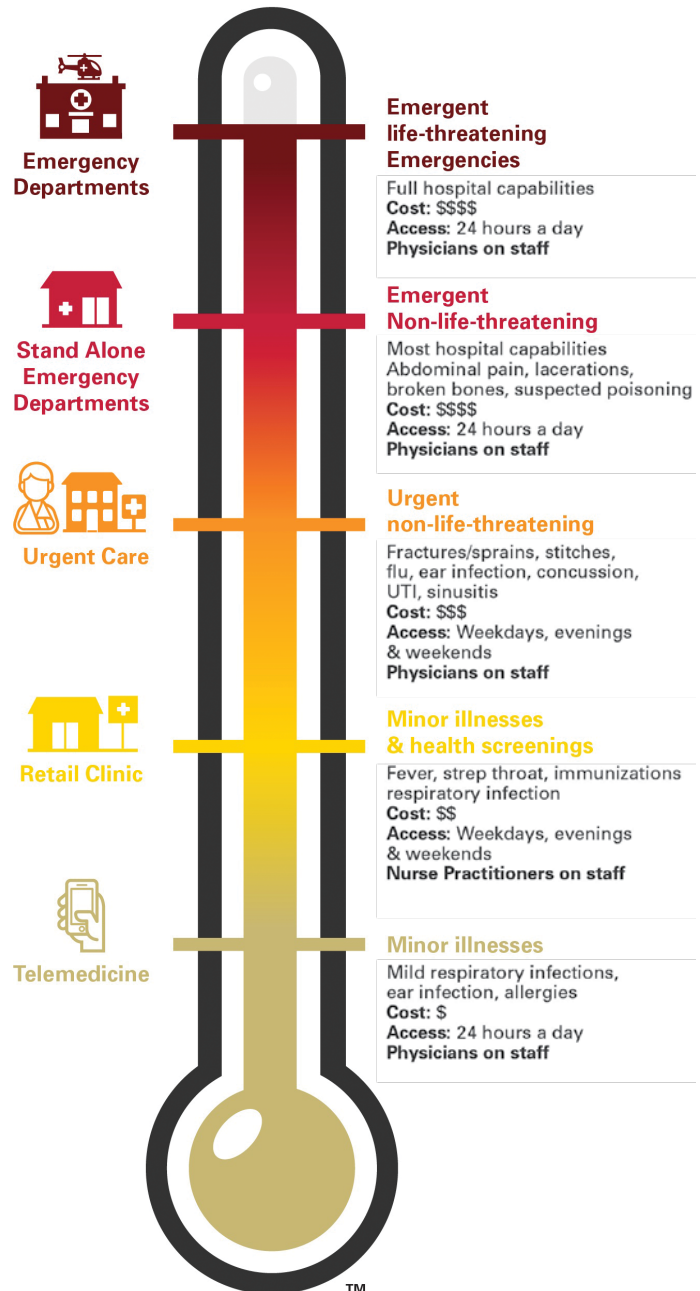
In partnership with New York-based CityMD, eight additional urgent care centers opened in Northern New Jersey in 2017. CityMD received the NCQA Patient-Centered Connected Care Recognition and is one of only three urgent care organizations in the entire country to receive this prestigious award.

## RediClinic

Together with RediClinic, a leading operator of retail clinics, we opened convenient care clinics inside select Rite Aid pharmacies in Middlesex, Monmouth and Ocean counties. Staffed with nurse practitioners who are licensed to diagnose, treat, and, when appropriate, prescribe medications for common medical conditions, the clinics offer a broad range of preventive services, including health screenings, medical tests, immunizations, and basic physical exams, including back-to-school and sports physicals. The nurse practitioners are overseen by local medical directors who are affiliated with Hackensack Meridian *Health*. The clinics are open seven days a week, including extended weekday hours.

## Telehealth

Through the use of smartphones, tablets, mobile devices or online video, Convenient Care Now by Hackensack Meridian *Health* allows patients to access quality physicians any time of day. Virtual physician visits are now available to residents of Monmouth, Ocean and Middlesex counties through the Network's partnership with Teladoc, Inc., the nation's first and largest telehealth provider. This service provides residents with 24/7/365 access to Teladoc's quality network of New Jersey-licensed, board-certified doctors via phone, mobile device or secure online video. The telehealth system offers virtual physician visits to the local community and provides easy access to non-urgent care.





# Redesigning Care



Evidence shows that a multidisciplinary, team-based approach to care is essential to meeting quality, satisfaction and cost goals. Hackensack Meridian *Health's* care management teams are more aligned than ever before. Our medical centers' care coordination, social work, utilization review and clinical documentation improvement teams are now officially part of the Population

Health team. All teams now use the triad model, enabling inpatient and outpatient care management teams to operate in the same manner with standardized roles and responsibilities for the first time. Projected to take 18 months, this major initiative was finalized in less than 10 thanks to the dedication of the Hackensack Meridian *Health* team.

What's more - Hackensack Meridian *Health* is moving away from the service line approach and instead developed care transformation service teams. These teams focus on specific disease states, such as cardiovascular, oncology or behavioral health and focus on using data and evidence-based medicine to improve patient outcomes and experiences while also reducing expenses.

## Leading the Nation in Accountable Care

For the second year in a row, Becker's Healthcare named Hackensack Meridian *Health's* accountable care organizations (ACO) to its 2017 list of 110 ACOs to Know. The Network's Medicare ACOs and clinically integrated network all marked major achievements this past year. The HackensackAlliance ACO ranked third in the nation for its savings and performance for the 2016 performance

year and generated more than \$50 million in savings – its most impressive performance to date and the fourth year in a row that the ACO reduced health care spending while providing high quality care. The Meridian Health ACO made significant strides in preventative health, improving its scores for body mass index and pneumonia vaccinations as well as key diabetes measures.



**HackensackAlliance ACO ranked 3rd in the nation for outstanding savings and performance!**







## **Bold Pathways**

# **TO TEACH & DISCOVER**

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**As a forward-thinking network, innovation is in our DNA. We are proud to be an organization where our researchers fast-track breakthroughs for life-saving treatments, where new discoveries provide solutions to yesterday's health challenges, and where the medical school of tomorrow is taking shape today.**

Dr. Bonita Stanton (left) serves as dean of the Hackensack Meridian School of Medicine at Seton Hall University.





## Training the Physicians of Tomorrow

Hackensack Meridian School of Medicine at Seton Hall University received preliminary approval to open New Jersey's first private medical school in 50 years in North Jersey. Leaders at both institutions are working to welcome the first class in July 2018. The curriculum offers a holistic and innovative approach designed to educate physicians to meet the health care needs of the future and to address projected shortages of family physicians in New Jersey.

The School of Medicine will offer a unique approach in which students from nursing and allied health will take classes with future doctors to produce team-based care that provides more collaborative care and better outcomes. Seton Hall's excellent nursing, occupational therapy and other allied health programs will relocate to the campus to create a truly inter-professional learning environment.

We are embarking on a bold mission to humanize health care, one that focuses on rigorous science as well as the new frontiers of medicine including prevention, genetics and population health. This approach will ultimately help us reduce disparities in health outcomes that plague our current system and produce higher quality care at a lower cost.

Students can also complete their studies in three years and reduce borrowing that can lead to excessive debt upon graduation. The approach leads to an earlier start in residency programs which will be offered in our 16 network hospitals.



HACKENSACK MERIDIAN SCHOOL OF MEDICINE  
AT SETON HALL UNIVERSITY

## Teaming Up for Significant Advancements in Medicine

John Theurer Cancer Center and Georgetown Lombardi Comprehensive Cancer Center in Washington, D.C. share a passion and expertise in laboratory research, developing new therapies, and understanding cancer at the population level. While maintaining our independence, this strategic partnership allows the two institutions to leverage resources, capabilities, and expertise to accelerate discoveries in cancer research and clinical care. Our combined strength also sparks collaborations with other academic cancer centers as well as the pharmaceutical industry. Our shared focus centers on areas of study with the most potential to improve patient care and outcomes, including, immunotherapies, precision medicine, big data analytics and population health studies.

## New Developments in Neuro



Headache specialist, Regina Krel, M.D., joined the Hackensack Meridian *Health* team in 2017 and helped build a new comprehensive Headache Center in the Department of Neurology and the Neuroscience Institute at Hackensack University Medical Center. The Headache Center helps patients manage their chronic pain and works with them to restore their quality of life and functional movement.

## Pushing the Boundaries of Discovery

Helio Pedro, M.D. is evaluating the safety of an experimental drug for pediatric patients with Hunter Syndrome.



At Hackensack Meridian *Health*, we are committed to conducting research that significantly improves the delivery of care. We are proud to foster an environment where outstanding scientists and researchers can collaborate to discover new ways to care for this thriving community through more than 1,000 active oncology and non-oncology studies.

So many of Hackensack Meridian *Health's* talented scientists are working towards the next generation of medicine, and this article only offers a small taste of the studies in action.

The SHIRE study, conducted by Helio Pedro, M.D. is evaluating long term safety of an experimental drug for pediatric patients with Hunter Syndrome. Hunter Syndrome is an extremely

rare, inherited genetic disorder caused by a missing enzyme – causing cognitive deficiencies and multiple joint disorders. Six subjects are currently enrolled and are receiving weekly treatment locally, rather than traveling monthly out of state.

Dr. Florian Thomas is conducting a clinical trial for patients with Charcot-Marie –Tooth Disease, a rare genetic disorder that is often found between members of the same family and may cause disabling pain. The trial is currently open and enrolling patients and we are awaiting confirmation that we may enroll into the second part of this trial. Hackensack University Medical Center is one of nine centers participating and the only tri-state area hospital offering this important trial.



## Bear's Den: The First Incubator of Its Kind



Hackensack Meridian Health and the New Jersey Innovation Institute, a subsidiary of NJIT opened the Agile Strategies Lab, the first incubator of its kind for health care advances in New Jersey in August, 2017. The lab, located on the NJIT campus in Newark, is designed to help create and launch the next wave of problem-solving in health care through better devices, improved technology and more efficient services to provide a higher quality of care, lower costs, and an enhanced patient experience.

The concept is known as the Bear's Den – 10 companies have already pitched ideas to a panel of experts including venture capitalists, patent attorneys and a variety of physicians and

network experts. While many of the nation's major academic medical centers have such incubators, this venture is truly unique because it brings together entrepreneurs and innovators from life sciences, engineering and technology – not just the clinical realm.

Hackensack Meridian Health has committed \$25 million, a new revenue stream to help companies develop trailblazing products and services. This seed money will help launch ideas to the point where they can become viable and receive financing through venture capitalists.

## Leaders in Innovation

“Innovation” is a hot buzzword in health care right now, but what does it mean for patients? Being innovative means going beyond delivering the standard of care. It means continuously moving forward so that patients are receiving the very best care available.

In addition to the ongoing research we are conducting and initiatives like the Bear’s Den, Hackensack Meridian *Health* conducts regular Xperience Innovation Cafés (XIC) where team members gather to evaluate and interact with potential vendors and explore best practices that may help solve a Network issue.



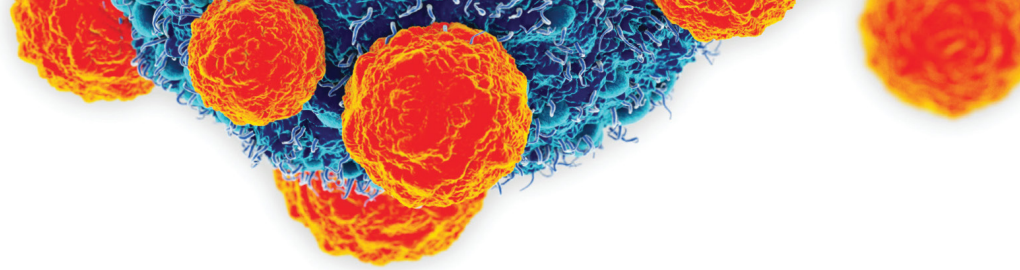
“In health care, like any other field, we believe that it can always be better. We’re not waiting for someone else to do it better. Discoveries in medicine, technology and surgical procedures of the future are happening right here at Hackensack Meridian *Health*.” - Andrew Pecora, M.D., president, Physician Services Division and chief innovation officer at Hackensack Meridian *Health*.



“We are without a doubt entering a new era in cancer. For years, the foundation of cancer treatment was surgery, chemotherapy and radiation therapy. Over the last two decades, targeted therapies have cemented themselves as the fourth modality of therapy. John Theurer Cancer Center played a pivotal role in the development and approval process of most of these agents, which will supplement or even supplant chemotherapy.” - André Goy, M.D., chairman and executive director of the John Theurer Cancer Center, chief of the Lymphoma Division, professor of medicine at Georgetown University.







## The Path to Hope

By late 2016, Jim Triano of Wood-Ridge was facing an uncertain future. For years, Jim, then 60, had been battling mantle cell lymphoma — a rare type of non-Hodgkin lymphoma — and his treatment had stopped working. With nothing left to offer, his doctors recommended he consult with the oncology experts at John Theurer Cancer Center, part of Hackensack University Medical Center. Jim met with Andre Goy, M.D., chairman and executive director, and Lymphoma Division chief at John Theurer Cancer Center. After a thorough evaluation, Dr. Goy told Jim he qualified for a clinical trial of a promising new therapy for mantle cell lymphoma patients whose disease had failed standard therapies. The therapy, known as chimeric antigen receptor (CAR) T-cell therapy, harnesses the immune system’s ability to kill cancer cells and is being hailed as the biggest breakthrough in cancer therapy for more than 30 years. In CAR T-cell therapy, immune cells called T-cells are removed from the patient and genetically modified to find, recognize and kill cancer cells before being returned to the patient’s bloodstream.

### Breakthroughs in CAR-T cell therapy

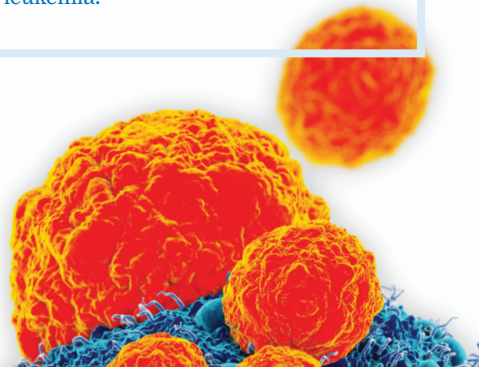
The first CAR-T cell therapy, was approved in 2017 by the FDA to treat children and young adults who have a challenging form of acute lymphoblastic leukemia (ALL). Hackensack University Medical Center was also the first hospital in NJ certified to offer this therapy.

CAR T-cell therapy is the first cell-based immunotherapy approved by the FDA for the treatment of acute lymphoblastic leukemia (ALL) in children and young adults, as well as relapsed or refractory aggressive B-cell lymphoma in adult patients. CAR T-cell therapy requires the most experienced physicians to deliver it safely. The experts at John Theurer Cancer Center played a key role in the developments that led to the FDA approval of CAR T-cell therapy and are highly experienced in treating advanced cancers with immunotherapy.



“Our pediatric oncology immunotherapy program will target a common childhood leukemia. Eligible patients will have exhausted all standard therapies and have refractory disease or have relapsed,” said Alfred P. Gillio, M.D., co-director, Children’s Cancer Institute, section chief, Pediatric Blood and Marrow Transplantation. “This therapy has resulted in long-term remissions in the majority of patients treated to date and is a major advance in the search for a cure for childhood leukemia.”

Jim and his wife, Fran, were excited about the CAR T-cell therapy clinical trial, hoping it would mean a new beginning. In March 2017 Jim was admitted to Hackensack for treatment. After 28 days of intensive monitoring by his medical team, he was discharged home. Gradually, his condition began to improve. Jim, now 61, is feeling good and back to his busy lifestyle, which includes working out regularly at the gym.









Bold Pathways  
**GAME CHANGING  
PARTNERSHIPS**

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**We would be naïve in thinking we can transform health care alone. By working alongside some of the nation's leading experts, we are all poised to better care for the growing population. Hackensack Meridian *Health* is committed to building strong partnerships and working together for a healthier state. Significant strides have been made, and the emphasis on collaboration only continues to grow.**

# A Partnership Built to Break Through



*Cancer Science Today* is a new series of educational events hosted by Memorial Sloan Kettering and Hackensack Meridian Health

The Memorial Sloan Kettering–Hackensack Meridian *Health* partnership brings together unparalleled cancer care experts to find more cures faster while ensuring access to the highest-quality, personalized cancer care when and where people need it. With deep local roots, Memorial Sloan Kettering and Hackensack Meridian *Health* treat one in five New Jersey residents who are diagnosed with cancer. By working together to develop standard protocols across all of our sites in the state, we share an unrivaled ability to accelerate discoveries, advance the continuum of cancer care and create new hope for patients in New Jersey and beyond.

*Cancer Science Today* is a new series of educational events made possible through our partnership, and features interactive community talks from leading oncology experts. Guests are given the opportunity to ask questions and learn about exciting new advances and breakthroughs in cancer care including topics such as genetics, precision medicine and immuno-oncology. These events are just one way Memorial Sloan Kettering and Hackensack Meridian *Health* are working together to provide new resources for individuals and families who are impacted by cancer.

## Technology Providing Unparalleled Insights

In October, IBM Watson Health, Cota, and Hackensack Meridian *Health* collaborated to pilot a combination of IBM Watson and Cota technology for the first time - bringing Cota's value based care and real-world data into IBM's Watson for Oncology clinical decision support tool. Watson for Oncology was used by oncologists to help identify and rank treatment options, providing links to supporting evidence, empowering

oncologists with unparalleled insights as they consider the right course for their patient. Cota derived abstracted and benchmark data and embedded patient classification into Watson for Oncology to analyze meaning and context from clinical notes, reports and key patient information within the context of treatment planning.



# Reaching More Patients at Home

In May 2017, St. Joseph's Healthcare System and Hackensack Meridian *Health* announced a home care and hospice care partnership. The two organizations formed a jointly owned home health services agency and hospice services agency to serve patients and families across Bergen, Passaic and parts of

Morris County. Bringing together these first-class organizations will set a new standard of excellence in home health services, providing a high-quality, highly coordinated and professional continuum of care to patients in the comfort of their homes.

## Patient Perspective

After knee replacement surgery, Laura Neeter received in-home physical therapy from the care team from Visiting Health Services of New Jersey, a partnership of Hackensack Meridian *Health* and St. Joseph's Health. In no time, Laura was back to enjoying long walks around town. *"I was amazed by the care I received. My nurse and physical therapist made me feel confident that I could achieve my goals. I developed a special relationship with both care providers, which was important to the recovery process."* – Laura Neeter



## A Promising Future

In 2016, half of the increase in emergency room visits in New Jersey were related to patients' behavioral health issues. The state is facing an opioid epidemic that claimed more than 2,200 lives in 2016, a record high and 40 percent increase from the previous year. By exploring a partnership with Carrier Clinic, a leader in behavioral

health with a 100-year history in the state, we are continuing our commitment to fully integrate behavioral health into our network for the benefit of our patients.

The letter of intent starts the process to create a seamless system featuring 24-hour access to care ranging from outpatient, to urgent care, residential and inpatient care for mental health and addiction needs for adolescents and adults.



“Mental health and substance abuse issues affect so many families in our society today, which is why Hackensack Meridian *Health* is constantly striving to prioritize behavioral health services, whether that be by partnering with organizations like Carrier Clinic, educating and growing tomorrow's mental health providers at the new School of Medicine and through our two new psychiatry residencies or by driving research and innovation in the field of psychiatry.” - Ramon Solhkhah, M.D., professor and founding chairman, Department of Psychiatry & Behavioral Health at Hackensack Meridian School of Medicine at Seton Hall University and chairman, Department of Psychiatry at Jersey Shore University Medical Center

## Unique Community Partnerships

Hackensack Meridian *Health* remains committed to improving the health of not only its patients - but of its entire community - and is proud of its many sports and organizational partnerships which include: the New York Giants, the New York Red Bulls, the Northern Trust PGA, the New Jersey Devils, Brooklyn Nets, and key Madison Square Garden properties including the New York Knicks, New York Liberty, the Garden of Dreams, and Radio City Music Hall.

During the summer of 2017, Hackensack Meridian *Health* also kicked off a new sponsorship of the PNC Bank Arts Center's Summer Concert Series. Voted the Top 5 theaters in America, the PNC Bank Arts Amphitheatre seats 17,500 guests as well as grass areas that allow for an additional 10,500 people. This partnership helped us connect with thousands of community members during the summer months.

In September, Hackensack Meridian *Health* also announced the launch of a new partnership with radio giant Cumulus Media in the heart of Manhattan to create the Hackensack Meridian *Health* Stage 17 Performance Studio, a new venue to promote the network's highly ranked care as well as creating a site for expert health panels, charity events and other network activities. We also unveiled Life Years Ahead Radio, a station specially curated by Pandora, which features pop, rock and country hits by recording artists as well as emerging artists such as Nicole Atkins and Maren Morris.



The first-ever Pandora hospital radio launch took place at Hackensack University Medical Center with a performance by emerging artist Nicole Atkins.



Members of the New York Giants visit kids in the hospital, especially during the holidays.







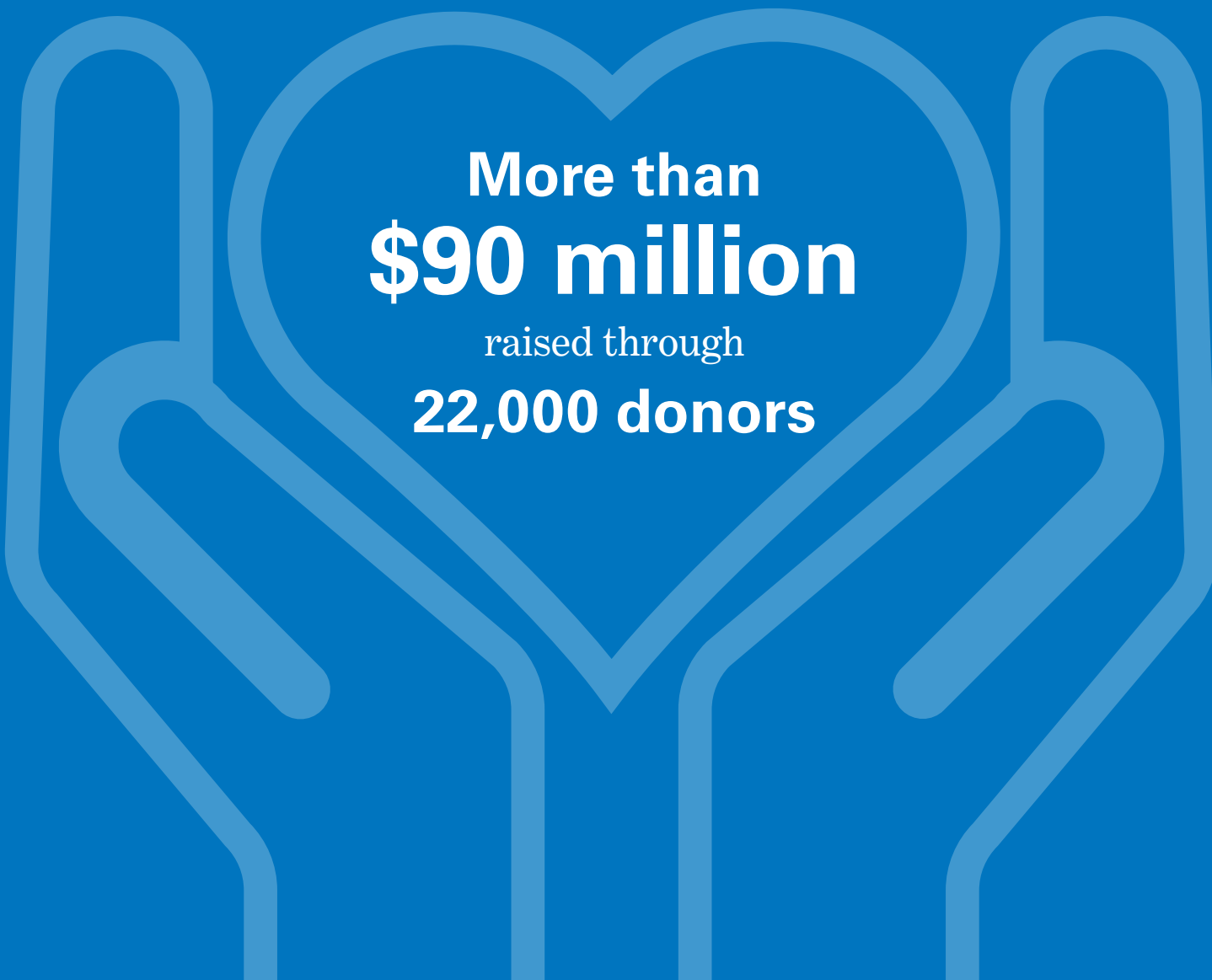


## Bold Pathways TO COMMUNITY CONNECTIONS

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**From clinical care and technology to education and outreach, our community of donors support every facet of Hackensack Meridian *Health's* mission to transform health care. Regardless of size, all gifts to our Foundations make a difference in a patient's life and support the health and well-being of generations to come. Philanthropy's role in supporting our mission is essential and donors are a vital, valued part of our family.**

In 2017, more than \$90 million was raised to enhance the care provided at our not-for-profit hospitals and partner companies. Across the region, more than 22,000 people made a donation to our health Network, and each gift remained local to support the donor's hospital or program of choice. Hackensack Meridian *Health* is extremely grateful for those who contributed, not only making an investment in the equipment, programs and facilities across the network, but truly investing in the health and well-being of the community.



More than  
**\$90 million**  
raised through  
**22,000 donors**



## We are High Performers!

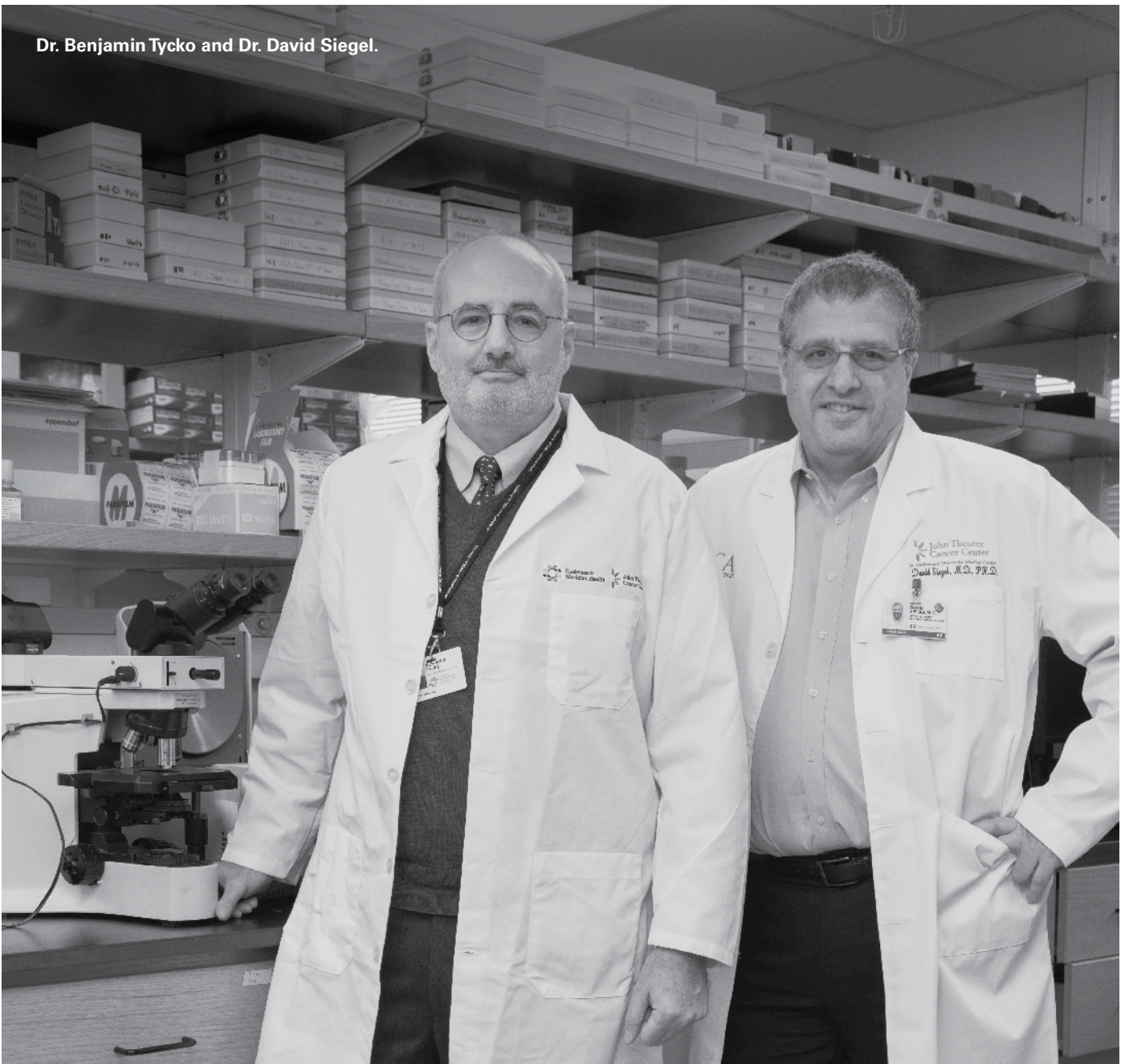


Several of the Network's foundations have been honored by the Association for Healthcare Philanthropy (AHP) for their exemplary performance in fundraising. Meridian Health Foundation (which encompasses Hackensack Meridian *Health's* six southern regional Foundations; Jersey Shore University Medical Center Foundation, Ocean Medical Center Foundation, Riverview Medical Center Foundation, Southern Ocean Medical Center Foundation, Bayshore

Medical Center Foundation and Raritan Bay Medical Center Foundation) and Hackensack University Medical Center Foundation were among those recognized.

AHP recognizes high performance only when health care philanthropy organizations operate in the top 25 percent of all reporting organizations. For fiscal year 2016, being a High Performer means that participating organizations raised more than \$13.0 million in the U.S. Only 63 organizations in the U.S. and Canada were named "High Performers," based on the AHP's 2016 annual benchmarking analysis and Report on Giving. Meridian Health Foundation has been participating in the AHP's benchmarking survey for eight years and has been named a "High Performer" for seven of those years. Hackensack University Medical Center Foundation began participating in AHP's benchmarking survey in 2016.

# Transformational Giving



The Hackensack University Medical Center Foundation received a substantial donation from Celgene Corporation to advance multiple myeloma research and transformational medicine that improve patient outcomes at John Theurer Cancer Center. Supported by Celgene, a global biopharmaceutical leader in the discovery, development and delivery of treatment for diseases like multiple

myeloma (MM), funds will help to establish the Multiple Myeloma Institute (MMI) – a leading-edge research facility at the Hackensack Meridian School of Medicine at Seton Hall University opening in July of 2018.

Celgene and John Theurer Cancer Center are accomplished leaders in developing novel therapies for patients

with multiple myeloma. Advances in science in the last decade have increased survival for patients from three to 10 years. The Multiple Myeloma Institute will represent a true “clinical laboratory” that will aid patients by harnessing real-world, real-time clinical data that advances care



## Calling on the Community



Joan and Robert Rechnitz. Photo captured at Two River Theater, founded by the Rechnitzes.

For a substantial number of years, Joan and Robert Rechnitz have been dedicated supporters of Riverview Medical Center, funding several innovative technologies and programs which have impacted thousands of lives throughout this vibrant community we call home. The Rechnitz family's most recent gift comes

with the deep desire to inspire others to give back to give to that community.

A principal gift of \$5 million dedicated to purchasing advanced robotic surgical technology comes to the Foundation as a challenge grant encouraging others to rally together to secure an additional

\$5 million to support the most essential clinical needs of the hospital. This giving challenge sparked by the profound generosity of the Rechnitz family has significant potential to impact the health care experience for so many who walk through the doors of Riverview Medical Center.







## Bold Pathways **TO SUCCESS & RECOGNITION**

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**Hackensack Meridian *Health* receives some of the most prestigious awards and recognition in the country. None of this would be possible without the extremely dedicated and compassionate frontline caregivers, and the many leaders throughout the state who push us to always strive for the very best.**

# U.S. News & World Report: Best Hospitals Rankings

## Hackensack University Medical Center

- Ranked as the number one hospital in New Jersey – maintaining its place atop the rankings since the rating system was introduced.
- Listed as one of the top four New York Metro Area hospitals.
- Ranked as high performing in diabetes and endocrinology, geriatrics, nephrology, pulmonology, and cancer care.
- Received national rankings in neurology and neurosurgery, orthopedics, and urology.
- Ranked as a high-performing hospital in eight of the nine common adult procedures and conditions: heart bypass surgery, heart failure, chronic obstructive pulmonary disease, hip replacement, knee replacement, lung cancer surgery, colon cancer surgery, and abdominal aortic aneurysm repair.
- The Joseph M. Sanzari Children's Hospital ranked nationally in pediatric neurology and neurosurgery.

## Jersey Shore University Medical Center

- Ranked fourth in New Jersey and 11th in the New York Metropolitan Area.
- Ranked as High-performing across eight common adult procedures and conditions: heart bypass surgery, heart failure, chronic obstructive pulmonary disease, hip replacement, knee replacement, aortic valve surgery, colon cancer surgery, and abdominal aortic aneurysm repair.

## Ocean Medical Center

- Tied for eighth in New Jersey and 17th in the New York Metropolitan Area.
- Ranked as high-performing in four common adult procedures and conditions: heart bypass surgery, chronic obstructive pulmonary disease, knee replacement, and colon cancer surgery.

## Riverview Medical Center

- Tied for eighth in New Jersey and 17th in the New York metropolitan area.
- Ranked as high-performing in four common adult procedures and conditions: heart failure, chronic obstructive pulmonary disease, hip replacement, and knee replacement.

## U.S. News & World Report: Most Connected Hospitals

- 2015-16 (Hackensack University Medical Center)
- Six Hackensack Meridian *Health* nursing and rehabilitation facilities in Brick, Shrewsbury, Wall, Ocean Grove, Holmdel and North Bergen received top five-star ratings; a designation that only 13 percent of all facilities in the U.S. have received.





## The Leapfrog Group Patient Safety Grades

We are proud of our four network medical centers who received an A-grade for patient safety in Spring 2018:

- Hackensack University Medical Center
- Jersey Shore University Medical Center
- Riverview Medical Center
- Bayshore Medical Center

## Joint Commission Gold Seals of Approval

Hackensack University Medical Center | **24**  
Jersey Shore University Medical Center | **5**  
JFK Medical Center | **3**  
Ocean Medical Center | **5**  
Riverview Medical Center | **5**  
Mountainside Medical Center | **7**  
Palisades Medical Center | **2**  
Raritan Bay Medical Center | **1**  
Bayshore Medical Center | **1**  
Pascack Valley Medical Center | **3**

## Becker's Hospital Review

### CEOs to Know

Robert C. Garrett and John K. Lloyd, co-CEOs of Hackensack Meridian *Health*, were named to the 2017 "183 Nonprofit Hospital and Health System CEOs to Know" list.

### CXO to Know

Nancy R. Corcoran-Davidoff, executive vice president and chief experience and human resources officer of Hackensack Meridian *Health*, was named as one of 2018 "30 Hospital and Health System CXOs to Know."

## Magnet Recognition

Hackensack Meridian *Health* hospitals have been Magnet-designated for more than two decades. Hackensack University Medical Center, Jersey Shore University Medical Center, Riverview Medical Center and Ocean Medical Center received the designation five times; Raritan Bay Medical Center has received the Magnet designation three times and Bayshore Medical Center and Southern Ocean Center were designated in 2017 for the first time.

- Meridian Health was the first health system in the nation to receive Magnet designation.
- Hackensack University Medical Center was the first hospital in New Jersey and the second in the country to receive this designation.

## Hospitals & Health Network Magazine

Top 100 Most Wired and Top 25 Most Wireless Health Systems in New Jersey

## 100 Great Places to Work

- 150 Great Places to Work in Healthcare 2017 – seventh consecutive year and every year since its inception (Hackensack Meridian *Health*)
- 100 Great Hospitals in America 2017 – six consecutive years – every year since its inception (Hackensack University Medical Center)
- 100 Hospitals and Health Systems with Great Oncology Programs 2017

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For an expanded version of Hackensack Meridian *Health's* Annual Report, visit [HackensackMeridianHealth.org/AnnualReport](http://HackensackMeridianHealth.org/AnnualReport).







Hackensack  
Meridian *Health*