Rewriting the Future with Memorial Sloan Kettering

In July, Hackensack Meridian Health made history by announcing our newly-formed organization. Now, just six months later, we made another historic announcement. During a special event held on December 14 at the future site of the Seton Hall-Hackensack Meridian School of Medicine campus, we were pleased to announce a 10-year strategic partnership with Memorial Sloan Kettering Cancer Center that will allow us to reduce the burden that cancer places on patients and families. The partnership also supports Vice President Joe Biden’s National Cancer Moonshot initiative, which calls for unprecedented cooperation among leading cancer centers to make more therapies available to more patients, while also improving prevention and early detection.

This will be life-changing for our patients in New Jersey and beyond. Today, Hackensack Meridian Health and Memorial Sloan Kettering treat one in five New Jersey residents who are diagnosed with cancer. Together, we will serve the most patients with cancer in the region, and many of our combined programs will be among the largest and most respected in the country.

Patients will continue to receive care from their Hackensack Meridian Health or Memorial Sloan Kettering employed physicians at the same locations. A clinical council led by experts from Memorial Sloan Kettering and Hackensack Meridian Health will develop and implement cancer care standards that will be used throughout all partnership sites. These standards of care will focus on providing the best, most personalized treatment in the most cost effective way. Patients will benefit from greater access to the most innovative concepts and treatments in cancer care, including precision medicine, immunotherapy, and cell-based therapies. And more New Jersey communities than ever will have access to hundreds of clinical trials, including the phase I trials that both Hackensack Meridian Health and Memorial Sloan Kettering offer.

All Memorial Sloan Kettering locations in New Jersey (in Basking Ridge, Middletown, and Montvale, which will open in 2018) and Hackensack Meridian Health locations that offer cancer care (HackensackUMC in Hackensack, Jersey Shore University Medical Center in Neptune, Ocean Medical Center in Brick, Riverview Medical Center in Red Bank, HackensackUMC Mountainside in Montclair, HackensackUMC Palisades in North Bergen, Raritan Bay Medical Center in Perth Amboy, Southern
Ocean Medical Center in Manahawkin, Bayshore Community Hospital in Holmdel, Raritan Bay Medical Center in Old Bridge, HackensackUMC at Pascack Valley in Westwood, and Meridian Health Village at Jackson) will participate in the partnership. Each organization will independently own, operate and manage these existing sites. Eventually, we will create a formal joint venture to own and operate new ambulatory care centers in areas of New Jersey we do not yet serve.

The celebration was marked by an official document signing. Craig B. Thompson, M.D., president and CEO of Memorial Sloan Kettering; Robert C. Garrett, co-CEO of Hackensack Meridian Health; Andrew Pecora, M.D., president, Physician Services and chief innovation officer of Hackensack Meridian Health; José Baselga, M.D., Ph.D., physician-in-chief and chief medical officer at Memorial Sloan Kettering; John K. Lloyd, co-CEO of Hackensack Meridian Health; Sergio Giralt, M.D., chief, Adult Bone Marrow Transplant Service, Melvin Berlin Family Chair in Multiple Myeloma; André Goy, M.D., chairman and executive director, John Theurer Cancer Center at HackensackUMC; Senator Bob Menendez; and Rep. William J. Pascrell Congressman 9th District; all spoke to the significance of the day, calling it a historic moment for the state of New Jersey.

The end of the celebration was marked by a moving story by Peter Gross, M.D., chairman, of the Hackensack Alliance ACO Board of Managers; former chairman of the Department of Internal Medicine, and former chief medical officer and executive vice president of HackensackUMC. Dr. Gross shared his amazing story of cancer survival – one in which he credits the collaborative efforts of both Hackensack Meridian Health and Memorial Sloan Kettering for saving his life. Dr. Gross was a personal reminder of the importance of this partnership, and the benefits that have yet to come for our patients through our combined efforts. We thank him for sharing his inspiring story.
Hackensack Meridian Health and JFK Health Sign Letter of Intent to Explore a Merger

On November 10, Hackensack Meridian Health was pleased to sign a Letter of Intent (LOI) with JFK Health to explore a potential merger. JFK Health had been in discussions with several New Jersey-based health care systems who responded to its Request for Information, and ultimately selected Hackensack Meridian Health based upon our ability to align with its clinical services, increase access for patients and their families, and further support population health initiatives. Together, we will offer residents and physicians more choices for accessing both primary and secondary care, as well as tertiary services.

In today’s health care market, mergers and affiliations are critical to an organization’s success. But, just as critical is ensuring that the right partner is selected. JFK Health is comprised of JFK Medical Center - a 498-bed hospital in Edison that has been caring for its community for nearly 50 years - inpatient and outpatient rehabilitation centers, nursing facilities and specialized treatment programs. In addition to providing award-winning care across many specialties, it has gone beyond its four walls to establish other avenues of care and education. From its urgent care center, to the JFK ACO, to a Satellite Emergency Department and mediplex building, JFK Health is a perfect addition to our vast health network.

Both parties have entered a due diligence period wherein we will evaluate the structure, operations and finances of one another. We anticipate that a definitive agreement for the proposed transaction will be signed sometime early in the New Year. We will keep you informed as this process progresses.

JFK Health and Hackensack Meridian Health share a vision for the future of health care that reinforces JFK Health’s role as a trusted provider, and expands Hackensack Meridian Health’s network of care.

Consumers Choose Hackensack Meridian Health

We are pleased to announce that two Hackensack Meridian Health hospitals have been recognized as National Research Corporation (NRC) 2016-2017 Consumer Choice Award winners: Hackensack University Medical Center (Hackensack, NJ) and Jersey Shore University Medical Center (Neptune, NJ). This marked the 21st consecutive win for HackensackUMC in the Bergen-Passaic market—every year since the award’s inception. HackensackUMC is the only hospital in Bergen County to make the list, and was also named a co-winner in the Jersey City market for the sixth consecutive year. Jersey Shore University Medical Center is the only hospital in the Monmouth-Ocean market, and has received the award nine times.

New Website Reflects We are ONE

In the words of Bill Gates, “The Internet is becoming the town square for the global village of tomorrow.” We are excited to announce that Hackensack Meridian Health has taken a giant leap toward creating our own village—the new HackensackMeridianHealth.org, a significant step in our journey toward becoming ONE.
Our goal was to create a more robust consumer experience that not only combines our digital assets, but also clearly represents the comprehensive continuum of services across our expansive Network. The site’s dynamic design better reflects our vision of creating a whole new state of health care in New Jersey and has an abundance to offer users, whether it’s on their desktop, tablet, or phone. Some of the features of the new website include enhanced performance across all devices; easily accessible content, like physician videos and patient testimonials; and seamless navigation that will assist visitors in finding the services they need and the outstanding physicians who will care for them. It also provides one single destination for network-wide news.

Take some time to explore the new site! We’re excited about this new web experience that will better meet the needs of the communities we serve.

Three Facilities Honored for Engagement

Three of our Hackensack Meridian Health facilities received the Guardian of Excellence Award for Employee Engagement from Press Ganey: Ocean Medical Center in Brick, Meridian Nursing and Rehab at Brick, and Meridian Subacute Rehab at Wall. The three Meridian facilities achieved the 95th percentile or higher on Engagement score, and were among the 375 organizations recognized at Press Ganey’s National Client Conference in Orlando, FL.

Congratulations to the teams at Ocean Medical Center led by President Dean Q. Lin, Meridian Nursing and Rehab at Brick led by Facility Administrator Ariel Kirchner, and Meridian Subacute Rehab at Wall, led by Executive Director Asmat Mumladze, for being among the top 5 percent in the nation!

Hackensack Meridian Health Makes the (Health)grade

Healthgrades, one of the leading health care ratings agencies in the country, recently issued its Healthgrades 2017 Report to the Nation, distinguishing the top hospitals in the country within specific areas. Every year, Healthgrades evaluates hospital performance at nearly 4,500 hospitals nationwide for 34 of the most common inpatient procedures and conditions.

We are proud to announce that four Hackensack Meridian Health hospitals received 2017 Healthgrades Specialty Excellence Awards, naming them among the top 10 percent in the nation in those clinical areas:
• Bayshore Community Hospital received the Stroke Care Excellence Award™
• HackensackUMC received:
  o Cranial Neurosurgery Excellence Award™
  o Stroke Care Excellence Award™ for 11 years in a row (2007 – 2017)
• HackensackUMC Mountainside received the Clinical Quality Award for Bariatric Surgery Excellence™
• Jersey Shore University Medical Center received the Cardiac Surgery Excellence Award™ for 11 years in a row (2007 – 2017)

Additionally, the Hackensack Meridian Health integrated network received 22 Five-Star Ratings, indicating their clinical outcomes are statistically significantly better than expected when treating the condition or performing the procedure being evaluated.

Five-Star hospitals include: Bayshore Community Hospital, HackensackUMC, HackensackUMC Mountainside, Jersey Shore University Medical Center, Ocean Medical Center, and Southern Ocean Medical Center.

Congratulations to all of our Healthgrades award recipients!

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**We are the People to Know in Health Care!**

A big round of applause for our very own co-CEOs, John Lloyd and Bob Garrett, who were recently named to the prestigious Becker's Hospital Review 2016 list for “135 Nonprofit Hospital and Health System CEOs to Know.” This marks Bob’s fifth consecutive appearance on the list, and John’s second. Both are the only CEOs listed in New Jersey. Under their leadership, Hackensack Meridian Health is setting the standard for providing quality care, for humanizing the health experience, and for defining the future of medicine.

John has been a Legacy Meridian leader for 35 years, and has seen it through numerous accomplishments, including the formation of Meridian Health in 1997, at which time he became president and CEO. Prior to this position, John was president of Jersey Shore University Medical Center for 15 years. Under his leadership, Meridian Health became the first health system in the nation to receive the prestigious Magnet® designation at each hospital. John has also served as chairman of the New Jersey Hospital Association.

Bob has been part of the Legacy Hackensack family for nearly 35 years. Prior to his current role, he served as president and CEO of Legacy Hackensack University Health Network and was president and CEO of Hackensack University Medical Center, one of the top academic, research and medical centers in the nation. Also in 2015 under Bob’s leadership, Legacy Hackensack Health Network partnered with Seton Hall University in South Orange, NJ, to create the only private school of medicine in the state.
In addition to John and Bob, two other Hackensack Meridian Health leaders were recently recognized by *Becker’s Hospital Review*:

- Jim Blazar, chief strategy officer and executive vice president, was named as one of the “29 hospital and health system chief strategy officers to know.” Jim is the only CSO on the list in New Jersey, and was recognized for his work in business development, strategic planning and organizational planning/transformation.

- Maureen Sintich, senior vice president, and network chief nurse officer, has been named to the “130 women hospital and health system leaders to know.” She was selected for her successful leadership role within Hackensack Meridian Health by the *Becker’s* editorial team based on her management/leadership skills and career accomplishments.

Congratulations to all of our Hackensack Meridian Health leaders for receiving this national recognition!

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**Bob Garrett is a Becker’s Keynote Panelist**

Congratulations to our co-CEO Bob Garrett, who was an invited participant in a keynote panel at the 5th Annual CEO & CFO Roundtable event, hosted by *Becker’s Hospital Review*. The three-day event took place at the Swissotel Chicago from November 7 to 9, and hosted more than 1,000 attendees. Bob participated in the keynote panel entitled, “Key Thoughts on Developing a Great System in a Changing World: Core Strategy, Physician Relationships, Patient Experience and More.” Other panelists included: Steven I. Goldstein, president and chief executive officer, Strong Memorial Hospital and Highland Hospital; Michael Ugwueke, president and chief operating officer, Methodist Le Bonheur Healthcare; Dennis Laraway, chief financial officer, Memorial Hermann Healthcare System; Larry Kaiser, M.D., president and chief executive officer, Temple University Health System; dean, Lewis Katz School of Medicine, Temple University, senior executive vice president, Health Affairs.

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**Nurse of the Year Offers Care that is ‘Second to None’**

Treating home-bound patients with cancer, high-risk pregnancies, infectious diseases, cardiac and gastrointestinal conditions, autoimmune disorders, and end-stage renal disease can be tough work – both physically and mentally. But for Jeanne Figliolia, RN, pediatric/IV infusion nurse for Meridian At Home, delivering comprehensive and compassionate home care for our most vulnerable patients has become an art form for the seasoned nurse.

In fact, Jeanne, whose 38 years of experience have undoubtedly contributed to her success, was recently awarded the 2016 Nurse of the Year Award from the March of Dimes. The award, which is presented to one nurse from a group of finalists, serves to recognize and honor distinguished nurses for their outstanding contributions making a difference in the lives of so many.
Meridian Health Affiliated Foundations Host Historic Gala

On Saturday, November 19, Meridian Health Affiliated Foundations raised $1 million at the 19th Annual Gala, a record-breaking amount for this annual event. Congratulations to Joseph Stampe, president and chief development officer of Meridian Health Affiliated Foundations, event chair; Steven G. Littleson, FACHE, president of the hospital services division and chief operating officer of Hackensack Meridian Health; and vice-chairs Robert Adams Jr., FACHE, interim president of Southern Ocean Medical Center; Joseph P. Coyle, senior vice president of Realty at Hackensack Meridian Health; Michael R. D’Agnes, FACHE, president of Raritan Bay Medical Center – Perth Amboy & Old Bridge; Timothy J. Hogan, FACHE, president of Riverview Medical Center and Bayshore Community Hospital; Dean Q. Lin, MHA, MBA, FACHE, regional president of Ocean Medical Center and Southern Ocean Medical Center; Kenneth N. Sable, M.D., MBA, FACEP, president of Jersey Shore University Medical Center; and the entire foundation team, for making this event an incredible success! Nearly 800 people gathered at the Ocean Place Resort & Spa in Long Branch, honoring the Meridian Health Board of Trustees (from 1997–2016) while celebrating the theme, Innovation Has No Boundaries. Proceeds will benefit programs and services at Hackensack Meridian Health’s Monmouth, Ocean, and Middlesex County hospitals. View the videos that played that evening, featuring the event honorees and an animation about Meridian Health Affiliated Foundations’ current comprehensive campaign, Giving Heals.
Precision Medicine Meets Population Health to Transform Care Delivery Transition

Defining the future of medicine, providing quality care, and humanizing the health experience are at the heart of Hackensack Meridian Health’s vision. These tenets also drive a new endeavor, which marries precision medicine with population health to optimize clinical outcomes for each individual patient, while reducing the total cost of care for the entire patient population.

The project begins with the treatment of breast cancer, where the current delivery model offers hundreds of different clinical pathways for a woman diagnosed with Breast Cancer Her 2 Neu Positive. With so many options, one might imagine there is great variability in treatment and outcomes. One also might imagine this variability creates inefficiencies in care and drives up the ever-growing cost of health care.

Andrew Pecora, M.D., president, Physician Services and chief innovation officer, sees a better way and a better future for the delivery of care as well as our patients.

“The plan of care can be clear, personalized, and navigable when you bring together data and evidence based medicine to drive out as much negative variation possible,” says Dr. Pecora. “With our patients at the center of our work, we are creating a new delivery care product which drives out negative variability to improve outcomes and greatly reduce inefficiencies and cost.”

Designing highly-reliable care …

Dr. Pecora has assembled a multidisciplinary team of experts, with representatives from the clinical team, quality, finance, education, experience and research, to do this innovative work. Andre Goy, M.D., chairman and executive director, John Theurer Cancer Center, and Tim Hogan, president, Riverview Medical Center and Bayshore Community Hospital, are leading this team in the design process.

“Our care transformation team is building the assembly line of new care products which will be the platform for how we transform care delivery,” says Dr. Pecora. “with five key components: clinical excellence, high quality, a highly-reliable experience, value, and innovation which supports education.”

The vision includes creating bundles of care for breast cancer, lung cancer and colon cancer, with lanes which clearly outline the best treatment option based upon the patient’s CNA or COTA Nodal Address. A CNA is the digital expression of everything relevant about the patient and their disease.

“Using the CNA and evidence-based medicine, we are able to define the most effective plan of care and improve the outcome of each individual patient,” says Dr. Goy. “This proven and evidence-based bundle of care helps physicians refine, over time, better ways to treat their patients. It puts physicians back in the driver’s seat.”
This model enables all physicians, employed and affiliated, to move from fee-for-service to value-based care. It also creates the space to focus on the care of their patient instead of pre-certifications and other obstacles which currently take so much time.

“The notion of designing care delivery to meet each patient’s specific needs while removing inefficient processes speaks to the heart of every clinician,” says Laura Kudlacik, interim administrative director, Cancer Center Operations, John Theurer Cancer Center. “We want to provide the absolute best for each and every patient, and this new model creates a much more reliable way to do that.”

**Taking this beyond cancer care …**

Though the team is currently focused on building bundles for cancer care, the vision is to take this care product further to redefine how we deliver all care. To create these predictive models, HMH has partnered with New Jersey Innovation Institute, an NJIT Corporation.

“Our plan is to design the first bundle, for Breast Cancer Her 2 Neu Positive, refine the design and use that design approach to create the additional bundles for cancer care, and beyond,” says Tim Hogan. “By partnering with NJII, we are undertaking a clinical engineering endeavor to create a model that will benefit so many patients in the future.”

This significant project is well underway, with designs to complete the first bundle and bring the product to market early next year. It is safe to say the entire design team is excited at the prospect of creating such positive change for those receiving care as well as those providing care.

“As we define the future of care delivery, patients at Hackensack Meridian Health will experience their care in a completely different manner,” says Dr. Pecora, “with the most precise treatment options and a predictive path which greatly improves their care, experience, and outcome.”

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**Stay in the Know as We Continue to Grow**

Connect with us on social media and check out the buzz happening around Hackensack Meridian Health. With 28,000 team members, you know there is a lot going on. Like. Follow. Subscribe. Share along with us using #HMHisOne and #HackensackMeridian.

- Like our team page by searching Team Hackensack Meridian
- Like our public page by searching Hackensack Meridian Health
- Follow us on Twitter @HMHNewJersey
- Follow us on Instagram by searching @HMHNewJersey
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**We’re Here to Help!**

Do you have a merger-related question or can’t find something you need on the brand center? Please email mythoughts@hackensackmeridian.org and a member of our team will email you back or forward your inquiry to an appropriate team to address.