Life is a Highway

In June, Co-CEOs John Lloyd and Bob Garrett hit the road and held 25 informational sessions across our network locations, spending time with thousands of our physicians and team members. Thank you to everyone who took the time to come out and learn more about our new organization. You can check out a video of the road show [here](#).

All Together Now

Aligning two very strong organizations into an integrated delivery network is no simple task, taking commitment and dedicated work from all levels of management. In order to guide our leadership teams in this challenging work, the Integration Management Office (IMO) was formed.

For Hackensack Meridian Health, that unique task: How do we integrate into a unified network when dealing with a merger of equals, especially when each organization is extremely successful in their own right? The journey began by establishing a Steering Committee chaired by our Co-CEOs, which includes all senior executives from both legacy organizations. With their advice, the IMO has assigned 16 integration teams each with an executive sponsor, team leads, and participants from both organizations. Today, there are over 200 team members working together to look for better ways to operate and collectively set future goals for Hackensack Meridian Health.

And, although so much has already been accomplished, the scope of this task touches upon so many different facets of our new entity, for example: Human Resources, IT, Finance, the Continuum of Care, Academics and Research, the Patient Experience, Population Health, High Reliability/Quality, Hospital Operations/Service Lines, Culture, and other important functions, all that will guide us to the future goals for Hackensack Meridian Health.

Presently, the IMO team of project managers and functional support staff are in the process of working with our teams to develop value capture and growth strategies from the synergies created as our organizations come together. This is no small undertaking. However, despite the level of detail and scope of this merger and the emerging integration plans, we are confident that we are on the road to a successful new organization. Our success thus far is attributed to the stellar work of our team members who continue to show motivation, enthusiasm, engagement, and intelligence in their participation in this work.

We are excited and optimistic about the possibilities as we continue to build together the future of Hackensack Meridian Health.

– Catherine Ainora
Chief Integration Officer
About Integration Management

What do day-to-day items look like for the integration teams these days?
From the beginning of our integration, it was clear to see that Hackensack and Meridian had a shared vision for the future of health care. Some of the most important factors for achieving this vision are included in strategies for governance, organization, culture, and strategic priorities. The Steering Committee, chaired by Co-CEOs Robert Garrett and John Lloyd, meets frequently to set the integration agenda, evaluate options for change, and keeps the Integration focused and moving forward.

While both legacy organizations have operated so well independently, we are trying to take the best practices from each and make it our own. However, we are also challenging ourselves to look outside our own walls and find national best practices that could also guide us into the future.

Teams are working at an incredible pace on their integration plans by establishing targets and milestones for achieving objectives. They are assisted by the dedicated project managers and subject expert representatives in the Integration Management Office (IMO)...in addition to their day job responsibilities at their legacy organization! The project managers are Lisa Iachetti, Karla Cusano, and Sandra Powell-Elliott, who are all incredibly experienced in managing diverse projects. In addition, the IMO has had superb executive administrative support from Corinne Cabrera, as well as extremely knowledgeable and professional assigned subject matter experts in: Finance – Cindy Diamond and Steve Esposito; IT – Patti Blaney, Patty Caufield, Jeremy Marut, and Gail Keyser; and Human Resources – Medha Havunurkar and Patrice Ventura. They are available to the teams for counsel, advice, and support, and they are the backbone of the IMO.

What is the biggest challenge the integration committees are facing right now?
The hardest thing we’re facing is that this merger truly is a merger of equals. Normally, when organizations merge, one needs more help than the other. Therefore, when everything is said and done, the policies, procedures, and culture from the fiscally and operationally stronger organization get molded into the company that needed the help. However, that is not the case in a merger of equals. When you read our new entity’s Mission, Vision, and Values, you see that we aspire to be a national model of health care excellence. We, therefore, need to look not only at each legacy best practice, but also at national best practices and select what is best for Hackensack Meridian Health in order to achieve our strategic priorities.

What is the biggest upcoming change we can expect to see as a new network?
Culture. Both organizations exhibit good organizational health with rich histories and strong cultures, and both possess many talented leaders, professionals, clinicians, supporters, and more. Our most recent survey shows that we are broadly aligned on culture and have a lot of overlap in our current and future values. And, while both organizations have strong health overall, there are differences in how each organization achieved those results. We need to take our legacy strengths and evaluate our differences while taking a thoughtful approach to our future culture as we integrate.

Our Strategic Priorities
Prior to our merger, leadership (from both organizations) came together to create strategic priorities for Hackensack Meridian Health. These strategic priorities were presented at the sessions Bob and John held in June. As we approach budget planning season, it’s a good reminder to be aware of our strategic priorities, which are to:

1. Develop a comprehensive merger integration strategic plan
2. Strengthen and grow the network physician enterprise
3. Achieve clinical integration to improve patient outcomes, human experience, and financial performance
4. Complete the partnering strategy with Seton Hall University
5. Grow and strategically advance the continuum of care
6. Create a technology innovation center to respond to new consumer demands

On the Path to Become a Great Place to Work

Hackensack Meridian Health has partnered with the Great Places to Work Institute, Inc. on building a culture of excellence unsurpassed. Great Place to Work knows that, based on 30 years of work with thousands of companies and research drawn from over 10 million employee surveys, trust is the single most important ingredient that makes a great place to work.

Great Place to Work recently met with the Hackensack Meridian Health Steering Committee, including Bob Garrett and John Lloyd, to set the stage for the culture design work that will create Hackensack Meridian Health’s Team Member Experience.

When speaking about the culture of Hackensack Meridian Health, Bob said that “people are the backbone of Hackensack Meridian Health. We need to respect the past but move forward. We need to innovate and embrace change.”

“Culture is a commitment from the top,” added John. “It’s important that we have a high trust culture. We need to show compassion for each other and have fun. At the end of the day, we are all people.”

Our partnership with Great Place to Work ties to our strategic priorities as well. In particular, our partnership will help us sustain and improve national recognitions and accreditations, including becoming a Top 100 Best Place to Work. It is also linked with an integration planning infrastructure that includes a cultural transformation plan.

Stay tuned for more information on our partnership with Great Place to Work, as well as a team member engagement survey this fall.

Our Joint Venture to Form School of Medicine with Seton Hall University

In the last issue of ONE, we talked about our innovative and robust population health strategy, which delivers targeted programs, education, and interventions to a defined population in order to improve individualized health outcomes. In a dynamic move that will provide an even broader enhancement of our population health management initiative, Hackensack Meridian Health is addressing a projected physician and health care worker shortage, by partnering with Seton Hall University to form a new four-year school of medicine.

In New Jersey alone, the shortage is projected to total upwards of 3,000 primary care doctors by 2020. The new medical school, located in a state-of-the-art facility on the former Hoffmann-La Roche campus in Clifton and Nutley, NJ, will seek to reverse the shortage trend by training 150 new physicians every year, with the first class expected to begin in 2018. Through this groundbreaking

Pictured above (from left): Robert Garrett, FACHE, Co-CEO of Hackensack Meridian Health, Bonita Stanton, M.D., Founding Dean of Seton Hall Hackensack-Meridian School of Medicine, and A. Gabriel Esteban, Ph.D., President of Seton Hall University.
initiative, we are embarking on a transformative opportunity for Hackensack Meridian Health and the region we serve.

The new school of medicine will introduce innovative opportunities, including a program in which selected students graduate in three years and enter one of the Hackensack Meridian Health residency programs. This will enable qualifying students willing to commit to New Jersey-based, primary care residency to serve the local community sooner. For students in medical school for four years, there will be a post-clerkship, inter-professional concentration opportunity leading to a master’s degree to advance solutions to the economic, geographical, cultural, political, and legal obstacles faced by underserved and disadvantaged populations.

We are committed to recognizing and activating an essential element of training physicians and health care workers to be the best they can be, by working in partnership with colleagues from other disciplines to share perspectives and experiences. Our partners will be drawn from sectors including nursing, physical therapy, occupational therapy, speech pathology, pharmacy, engineering, law, psychology, and business best practices. Interdisciplinary teams will also work in community-based health care centers to meet the needs of the entire community.

Looking ahead, we are dedicated to producing a workforce of physicians who will elevate the science and art of practicing medicine – doing so at reduced cost. We will expand the emphasis on primary and secondary prevention, while maintaining excellence in tertiary and quaternary care. We will be driven by a passion for questioning, learning, researching – all in service of providing exceptional health care. In everything we do, we will embrace and model our professional roots and values of empathy, altruism, and humility.

Bonita Stanton, M.D.
Founding Dean
Seton Hall Hackensack-Meridian School of Medicine

Frequently Asked Questions – School of Medicine

Why create a school of medicine?
Hackensack Meridian Health and Seton Hall University recognize that academic medicine is currently undergoing fundamental changes in light of the implementation of the Affordable Care Act, critical healthcare provider shortages and the erosion of funding from the National Institutes of Health and other sources. Specifically, in the State of New Jersey it is estimated that by 2020 there will be a shortage upwards of 3,000 physicians. Establishing a premier school of medicine that provides educational, research, and career opportunities will help address these challenges and attract the best and the brightest to pursue a career in medicine.

Please give us a broader sense of some of the innovative programming you have planned.
New Jersey has a shortage of physicians and experiences the dichotomous health care outcomes described above. The infant mortality rate among African Americans is 2.5 to 3-fold that of Caucasians. New Jersey needs:

- A streamlined three-year core curriculum, allowing some students to enter their residencies after three (rather than the standard four) years;
- An early and longitudinal exposure to families in the community as they navigate the health care system and return to their homes and the increasing ability of the student to offer specific services. The “Longitudinal Thread” will run through all three years of the core curriculum and will give the students specific skills from the very beginning.
- For students electing to remain the fourth year, the opportunity for intensive clinical training, a research immersion program or a master degree to complement their medical degree.
Q. How will a multidisciplinary approach to education best prepare future health care workers to provide the highest-quality, patient-centered care?
A. By knowing the capabilities—and the limitations—of our health care partners, we can better direct resources and more effectively intervene sooner. How many times have I heard a physician (including me) say to a professional from a different field, “Oh! I wish I had known that you could do/provide this service. I would have contacted you much sooner!” Often, almost always, earlier contact would have meant timelier, less expensive, and better health care for the patient.

Q. Who will oversee the school of medicine?
A. The medical school will be governed by a Board of Trustees with equal representation by Seton Hall University and Hackensack Meridian Health in terms of the voting power and number and types of individuals appointed by and with representation meeting the requirements for the Liaison Committee on Medical Education (LCME), the authority for the accreditation of medical education programs leading to the M.D. degree. The medical school Board of Trustees will be responsible for overseeing and making recommendations regarding the strategies, policies, and finances of the medical school.

Q. How will the State of New Jersey benefit from the joint venture between Hackensack Meridian Health and Seton Hall University to create a school of medicine?
A. The sophisticated economy of the State of New Jersey – home to many pharmaceutical, biological science, and other complex industries – demands a well-trained workforce. Students will have access to Hackensack Meridian Health’s world-class health care facilities and training programs, which will provide hands-on clinical experience and incentivize highly trained researchers and physicians to remain in New Jersey upon graduation. Further, a premier school of medicine will attract more businesses, particularly in the life sciences and medical fields, to relocate to New Jersey in order to benefit from our highly educated workforce.

Q. What will the establishment of a school of medicine mean for the local communities?
A. The school of medicine will be located at the site of the former Hoffmann-La Roche Inc. (Roche), a state-of-the-art biomedical facility in Nutley and Clifton, NJ. This area experienced a significant economic setback with the departure of Roche, losing nearly 2,000 jobs in late 2013. The School of Medicine will provide a much-needed economic boost to the region by creating highly skilled jobs, as well as construction jobs. In addition, the economic impact will benefit area businesses, retailers, and restaurants which will see an uptick in traffic because of the medical school’s presence. HackensackUMC has been a trusted member of these local communities for many years. In fact, the medical center employs nearly 250 Clifton or Nutley residents at its main campus in Hackensack. And just last year, more than 15,600 of its patients were from either Clifton or Nutley – more than 70,000 patients during the past five years; demonstrating the benefit HackensackUMC provides to residents of these communities.
Look for Our Co-CEOs on TV!

Last month, both Bob Garrett and John Lloyd were interviewed by Joanna Gagis for New Jersey Capitol Report, which looks at political, social, and cultural issues affecting the people of New Jersey through interviews with the state’s top legislative leaders and “movers and shakers.” Bob and John talked about the state of health care and our merger, including the excitement around the historical signing and what it means for the residents of New Jersey and beyond. Make sure to tune-in! The scheduled air dates are below.

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How Are You Enjoying Your Summer?

Connect with us on social media and let us know! With 28,000 team members, we know there is a lot of excitement going on at your sites – and in your lives! We have such opportunity to create a strong voice on social media. 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

Subscribe to the Hackensack Meridian Health channel
Follow us on Linkedin at www.linkedin.com/company/hackensackmeridianhealth

We know that with change come questions. Please remember that we welcome you to email any merger-related questions to MyThoughts@HackensackMeridian.org and we will either address the concern in subsequent communications or a member of our team will be in touch.