



Clinical Impact Report

April 2022



WELCOME TO THE ENVISION HEALTHCARE 2021 CLINICAL IMPACT REPORT

Welcome to Envision Healthcare's Clinical Impact Report for 2021. This is our first report and we are thrilled to share our accomplishments and goals for 2022. We provide a glimpse into Envision's impact on the communities where we operate across the country and our world.

As we continue our journey of building America's leading medical group, we define what it means to be a valued teammate for practicing clinicians, a preferred partner for hospitals and health systems and a trusted provider of quality care for patients. We are solidly grounded in our calling to provide high-quality patient care and improve the health of our communities.

The year 2021, like 2020, was a time of reflection and growth. It also challenged us to pursue the extraordinary in all that we do. In this report, we aim to share our many accomplishments, shed light on the lessons learned and be transparent about our work and goals moving forward.

Thank you for joining us as we envision a better future for healthcare.





LETTER FROM JIM RECHTIN

In 2020, we were faced with the herculean challenge of leading care during a once-in-a-lifetime pandemic and working to protect our communities. At the time, we could not have predicted how long we would be on the frontlines.

In 2021, our teams continued rising to the challenge — despite COVID-19 surges, more easily transmissible variants of the virus, natural disasters, persistent racial and social inequities, cost-shifting tactics by insurance companies and more. I am extremely proud of our teammates and express my sincerest gratitude for the way they have cared deeply for our patients and one another. I'm truly humbled to work alongside you.



What Envision clinicians and clinical support teammates do day in and day out is not easy. We must recognize the mental and physical impact of the last two years. As we enter the third year of this pandemic, it's more important than ever that we continue looking after our teams. When we are our best selves, we can, in turn, be there for our patients and communities.

We have so much to be proud of, which I am pleased to share in this report. Last year, we remained on the frontlines for patients, exceeded national care quality benchmarks and implemented new programs that improve patients' access to the right care at the right time. We also made strides in enhancing our Diversity, Equity and Inclusion and Clinician Wellness programs.

While there is no way to measure the true impact the Envision team has had on the millions of people we serve, I hope this inaugural report provides a snapshot of the many ways we make a difference. We invite you to celebrate with us and learn more about our ongoing initiatives that enable us to live our values and core mission of caring for patients when and where they need us most.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim A. Rechten".

Jim A. Rechten
President and Chief Executive Officer
Envision Healthcare

A photograph of a healthcare team celebrating with a patient. In the foreground, an elderly Black man with a white beard and a white surgical mask sits in a chair, wearing a patterned hospital gown and a teal blanket. He has his hands raised in a gesture of celebration. Behind him, three healthcare workers are clapping. On the left, a woman in a white lab coat and blue mask claps. In the center, a man in a white lab coat and blue mask claps. On the right, a woman in blue scrubs and a white mask claps. The background is a brightly lit hospital hallway.

A LEADING NATIONAL MEDICAL GROUP MAKING A POSITIVE IMPACT

Envision Healthcare is a clinician-led medical group. Together, we are working to create a better healthcare ecosystem that empowers clinicians to deliver high-quality care, enables patients to access that care and improves the health of communities.

Who We Are

We are **30,000 teammates** unified in our commitment to healing and making the world a better place.

Mission – To deliver care when and where it’s needed most.

Vision – To be America’s leading medical group.

Values – A leading organization requires dedication to a shared set of values. In 2020, we set out to identify our values with input from our teammates. After much consideration, we believe the following values embody our shared purpose of caring for our communities.



Envision Is Uniquely Positioned to Make a Difference

At Envision, we care for patients when and where they need us most. From treating heart attacks, performing lifesaving surgery, welcoming newborns into the world, preventing colon cancer and more, we are helping patients heal and maintain their quality of life. Everyone plays a role in making a positive impact on millions of people's lives and is invested in improving the health of our communities.

Envision by the Numbers

30K

Clinical and clinical support teammates



1.9K

Clinical departments



25K

Hospital and office-based clinicians



250+

Ambulatory surgery centers¹



4K

ASC physician partners and credentialed physicians



70+

Office practices



650

Facilities



20

Virtual health practices



30M+ Patient encounters



¹ This represents the number of ASCs AMSURG holds ownership in and operates. It does not include the many ASCs Envision clinicians support with patient care.

Envision Physician Services

Envision Physician Services is a multispecialty clinician group and a trusted provider of complex, high-need care. Our teams primarily specialize in emergency medicine, hospital medicine, anesthesiology, radiology, trauma surgery, women's and children's care and more. With clinical teams treating patients during each stage of their journey, we partner with hospitals and health systems across the country to provide integrated, quality care that focuses on the patient as a whole. Through more than 50 years of experience and our collective expertise, we are continuously innovating, enhancing clinical outcomes, elevating the patient experience and making a difference in healthcare.

16M+ Emergency department and hospital visits²



9M+ Radiology reads



2.6M+ Anesthesia cases



132K+ Newborn deliveries supported



AMSURG

AMSURG is a nationally recognized leader in outpatient care with 30 years of experience in ambulatory surgery center (ASC) management. We are focused on delivering high-quality, high-value, same-day surgical services with a superior patient experience. Alongside our physician partners, we specialize in gastroenterology, ophthalmology and orthopedics and care for more than 1.4 million patients a year.

900K+
Colonoscopies



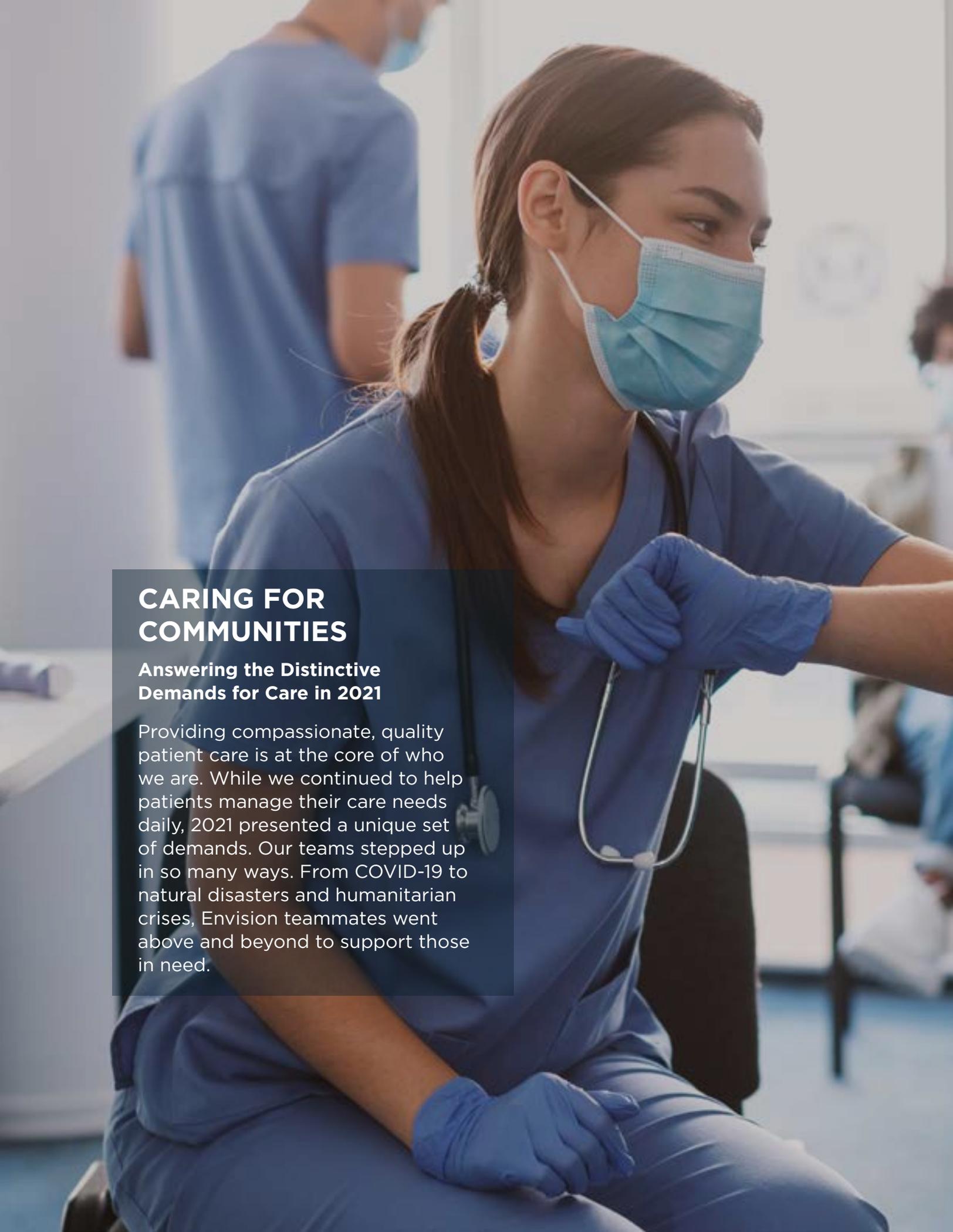
180K+
Cataract surgeries



95K+
Orthopedic surgeries



² Includes 12M emergency department and 4M hospital visits.



CARING FOR COMMUNITIES

Answering the Distinctive Demands for Care in 2021

Providing compassionate, quality patient care is at the core of who we are. While we continued to help patients manage their care needs daily, 2021 presented a unique set of demands. Our teams stepped up in so many ways. From COVID-19 to natural disasters and humanitarian crises, Envision teammates went above and beyond to support those in need.



With a stroke, the sooner an individual receives treatment, the greater the chance of surviving. With strokes being a [leading cause of death](#) in the Hispanic community, Florida emergency physicians [Dr. Latha Ganti and Dr. Paul Banerjee](#) developed [AHORA](#) to help Spanish speakers quickly identify acute stroke symptoms and receive immediate medical care.



While our tiniest patients gained strength during their NICU stays, neonatal nurse practitioner Susan Wood, her husband and Envision neonatology teammates dressed up, spreading holiday cheer among families throughout Colorado and Kansas.



IMPACTFUL MOMENTS FROM 2021

“ I have my life thanks to them. ”

- Sophia

After being intubated for more than a week and nearly dying multiple times, Mike, a COVID-19 patient in Illinois, started to turn a corner. As he recovered, emergency physician [Dr. Halleh Akbarnia](#), [who helped save his life](#), reunited with Mike to administer his second COVID-19 vaccine.



After sustaining severe injuries in a motorcycle accident, Sophia reunited with trauma surgeon [Dr. Thomas Goaley and the care team](#) in Texas that saved her and her boyfriend's lives. Having recovered, Sophia said, "I have my life thanks to them."



While flying to Disney World with his family, 8-year-old Shemar passed out mid-flight. [Texas-based emergency physician Dr. Bobby Lachky](#), also on vacation, jumped into action. He cared for Shemar and stayed by the family's side, escorting them from the plane and riding with them to the hospital to make sure he recovered.



[Emergency physician Dr. Elizabeth Mitchell](#) was tending to 23-year-old Chloe, who was brought to the Southern California hospital on a psychiatric hold. Relying on 20 years of experience, Dr. Mitchell ordered a CT scan that revealed Chloe had a life-threatening brain condition requiring immediate surgery. For years, Chloe struggled with her mental and physical health — she had to drop out of college, couldn't hold a job anymore and stopped playing sports. Following her diagnosis and surgery, she has regained control of her life and is driving again, attending school and working.



Gary, the first COVID-19 patient in Texas to receive ECMO treatment, returned to the hospital one year later to thank the team that cared for him, including critical care specialist [Dr. Scott Van Poppel](#). "To me a simple thank you feels inadequate. I am thankful to my doctors for their willingness to admit me, for the risk they took, and for the resources they choose to use on me. I am thankful to all of these healthcare pioneers who saved my life," he said.



[Dr. Kiesha Raphael](#), an anesthesiologist in Florida, was one of the first people in the state to get the COVID-19 vaccine when it became available. As she received her second shot, she said that it's understandable for people to be nervous about taking a vaccine for the first time, but she "trust[s] the science."



[Dr. Jeff Rabrich, an emergency physician in New York, and Eric Bachenheimer, Vice President of Clinical Services for the Northeast and Southeast Regions](#), analyzed patient visit data from 15 New York emergency departments and found that pediatric mental health emergency department visits increased during COVID-19 (read their findings on page 17).



[Dr. Jessica Quinones and Dr. Ana Pineda](#), Latina emergency physicians, were recognized by their community for their leadership and clinical expertise. They lead care in a Florida emergency department and say their diverse backgrounds enable them to connect with patients, providing compassionate care during what can be a difficult time.



COVID-19 Care

In 2021, Envision remained on the frontlines caring for COVID-19 patients and working to mitigate the spread of the virus. Envision clinicians treated patients in emergency departments and intensive care units (ICUs) and managed care via lifesaving extracorporeal membrane oxygenation (ECMO) machines. Our teams administered COVID-19 tests and vaccines to first responders and community members and encouraged individuals to follow proven public health measures.

Leading the Delivery of Care

With COVID-19 surges and new, more transmissible variants of the virus in 2021, the U.S. healthcare system was overwhelmed. There was a record number of patients needing care but not enough people, resources or hospital space to treat them in some communities. Despite the obstacles, Envision clinicians gave every ounce of themselves to provide all members of their communities with the same level of compassionate care.



Emergency physician Dr. Laurie Dixon is always prepared to lead her team on the frontline of the COVID-19 pandemic in Michigan. Her Envision teammate Dr. Alan Sielaff captured this picture of her in 2021.



Valerie Beascochea, neonatal nurse practitioner in Colorado, cares for one of the many babies born during the COVID-19 pandemic.

“ Our medical center was hit extremely hard at the beginning of the pandemic as we navigated the first wave in the Northeast and myriad unknowns surrounding COVID-19. At the end of 2021, we endured a second wave that was also emotionally challenging. I am truly amazed at how our anesthesia team worked cohesively to deliver outstanding patient care while caring for one another. In collaboration with leadership, we had the physical and emotional support needed to keep our team functioning at its highest level to ensure our health and clinical excellence. ”



- **Lori Ortman, certified registered nurse anesthetist in New Jersey**

Through emergency department and inpatient visits, we **treated 3.4M COVID-19 patients** in 2021.

Deploying to Communities in Need

When their communities experienced lower transmission rates and patient volumes, Envision clinicians elected to travel to hard-hit communities to share their skills and provide relief. More than 300 clinicians deployed to provide lifesaving COVID-19 care in 2021, and a total of 500+ clinicians have deployed since 2020.

Protecting Our Teammates and Patients

While our teams cared for America, we were focused on caring for our teammates and protecting their health and safety. Since the start of the pandemic, we have distributed 10M+ items of personal protective equipment (PPE) to our teams and partners to ensure their safety. We also donated 45K pieces of PPE to the Navajo Nation in 2020. As supply chains stabilized in the U.S., we turned our attention to clinicians' needs in India, donating oxygen concentrators that enable the treatment of four to five COVID-19 patients simultaneously.

While many of our teammates began getting the COVID-19 vaccine in 2020 as soon as they were eligible, our entire team committed to becoming fully vaccinated against the virus in the summer of 2021. Simply put, this approach puts the health of our teams, our patients and our communities first, and is the right thing to do for the greater good of humankind.

Caring for patients and helping our nation navigate COVID-19 remains our priority. In 2022, we'll continue leading by example and educating the public about the importance of getting vaccinated.



10M+  **Items of PPE for our teams and partners to ensure their safety.**
We also donated 45K pieces of PPE to the Navajo Nation in 2020.

Disaster Response Care

With our extensive experience caring for patients during national crises, we have developed protocols and best practices to respond quickly to these types of disruptive events. Envision continues to enhance its disaster response program and prepare for future crises.

Afghanistan Humanitarian Crisis

When thousands of Afghans fled their homeland during the humanitarian crisis in September 2021, Envision clinicians rapidly mobilized to provide care to 5K+ refugees seeking aid in the U.S. The multispecialty Envision team focused on primary care needs, such as common vaccinations against conditions like tetanus, measles and polio, and helped patients identify long-term care needs. The team stayed with the refugees for five months until they were resettled and had the resources needed to begin their new lives in the U.S.

Marshall Fire

As 2021 came to a close, grass fires spread rapidly through Boulder County, Colorado, threatening thousands of lives. Those lives included six newborn babies who were being cared for in the neonatal intensive care unit (NICU) at a hospital in the city of Louisville. With less than two hours to act, the Envision neonatology team loaded the patients carefully and quickly into an ambulance and rode with them to a safe facility nearby. They set up a satellite NICU at the new site and mobilized a team to ensure there were no disruptions to the patients' care.

Midwest Tornadoes

As tornadoes tore through the Midwest and South in December 2021, devastating towns and taking the lives of some community members, Envision teams in Kentucky and Tennessee responded immediately. Envision clinicians provided critical care to tornado victims and have continued to help their communities recover.

Texas Deep Freeze

In February 2021, Texas was hit particularly hard by the deep freeze. With frigid temperatures and widespread power outages on the first day of the crisis, many clinicians had trouble making it into one hospital outside of Dallas. Using inpatient virtual health equipment already set up for an existing program, the Envision team quickly repurposed the technology to enable hospitalists to round on and treat about 20 patients, ensuring their care was not interrupted by the storm.

Hurricane Ida

In August 2021, Hurricane Ida, a deadly and destructive Category 4 hurricane, became the second-most damaging hurricane to strike Louisiana on record. In advance of the hurricane's landfall, Envision emergency medicine clinicians traveled to Alexandria, Louisiana, to help set up a mega-shelter and, ultimately, provided medical oversight for 2K+ evacuees. The Envision team stayed there 24/7 for a month until all evacuees were able to return home or find alternative housing and secure the ongoing medical care they needed.

“ The 2021 Texas deep freeze proved to be a challenging time for all. Due to the weather conditions, some providers, such as myself, were unable to commute into the hospital to provide patient care. My innovative medical director was able to arrange for virtual rounding. It was great to be able to still deliver patient care under these unique circumstances. ”



- Dr. Aisha Noble, hospitalist in Texas

“ It’s so difficult to imagine the trauma and loss people are experiencing as a result of Hurricane Ida. In addition to addressing their medical needs, we do our best to help people through this tough situation and make them as comfortable as possible. We practice medicine and humanity. We work hard to bring back the human element in their lives. ”



- Dr. Kevin McGann, emergency physician in Texas

“ I had a huge amount of cleanup to manage with a large number of patients who didn’t have life-threatening injuries but had lacerations, fractures, embedded glass, etc. The nurse practitioners did an amazing job with all the wound management, which allowed me to make sure the higher level of care and the big picture on each patient was managed. ”



- Dr. Grant Fraser, emergency physician in Kentucky

“ As hurricane-force winds blew and wildfire engulfed the area, our NICU team carried premature babies out of the hospital as fire lapped at the doors. By sheer force of will, they were transported to safety and their medical care continued seamlessly in our satellite NICU site. Within just a few hours, over 1,000 homes were lost and more than 35,000 people displaced. Who could imagine that just 24 hours later, the evaluation of damage would be impeded by freezing temperatures and snowfall? Miraculously, Avista Adventist Hospital still stood, and those of us available joined in the tedious, around-the-clock job of clean-up. Though much was lost, our team’s spirit of community service rages on. ”



- Dr. Vickie Bailey, neonatologist in Colorado

Global Health Initiative

While Envision clinicians are focused on caring for their communities in the U.S., they are also eager to support communities abroad. In 2021, Envision reinvigorated its Global Health Initiative (GHI). Sponsored by the Envision Healthcare Charitable Fund, the GHI provides opportunities for clinicians to travel to countries in need, providing essential medical care, resources and education to help local clinicians improve the health of their communities.



Dr. Mansoor Khan, New Jersey-based emergency physician, and Lauren Asmer, Michigan-based emergency medicine physician assistant, care for a family in the Dominican Republic during a weeklong trip in November 2021. The picture was captured by Amy Olson, Arizona-based nurse practitioner, who was also caring for patients.

In September 2021, six anesthesiologists and certified registered nurse anesthetists (CRNAs) provided 28 surgeries and 35 consults to patients in Honduras. In November, 13 Envision emergency clinicians and clinical support teammates provided 501 primary care consults to patients in the Dominican Republic. Envision will continue identifying opportunities to support more communities in 2022 and beyond.

“Caring for patients is my number one priority at all times, and this trip reminded me of why I went into medicine — to care for people and improve their health. We continue to fight the COVID-19 pandemic and care for our communities at home. However, when we have the opportunity, it’s an honor to be able to help communities abroad.”

- Dr. Mansoor Khan, emergency physician in New Jersey

Philanthropy

Envision is committed to investing in its communities. In addition to providing patient care, Envision, through the Envision Healthcare Charitable Fund, provides service and financial assistance to organizations and initiatives that support the health and well-being of the people we serve. Since 2020, the Envision Healthcare Charitable Fund has contributed \$4M.





PROVIDING SAFE, HIGH-QUALITY, PATIENT-CENTERED CARE

**Improving Care Quality,
Patient Outcomes and the
Health of Communities**

Patients' safety and health is our top priority and it drives everything we do. We are focused on empowering clinicians to make decisions in patients' best interests based on their independent clinical judgment and providing them with the resources they need to deliver care without distractions. We also look for opportunities to share and advance clinical best practices to enhance the delivery of care for both clinicians and patients.



LETTER FROM DR. CHAN CHUANG

As physicians and advanced practice providers, we enter the medical field to heal and make the world a better place. We are guided by our ethical and professional responsibility to treat patients to the best of our ability using evidence-based medicine. In everything our medical group does, we put patients first and hold ourselves to the highest standards.



While meeting the enormous demands of the COVID-19 pandemic, our teams excelled at providing clinically appropriate, patient-centered care. Together, we treated complex medical conditions, saved lives, advocated for our patients, outperformed national quality benchmarks and set new quality standards, and I couldn't be prouder.

As a leading national medical group, we are implementing innovative care solutions and advancing the healthcare system. Our work is ongoing, and I am confident we will continue driving changes that make healthcare better for patients and clinicians.

I thank all of our Envision teammates for their dedication and teamwork. They are making a meaningful difference, and I'm honored to work alongside them.

Yours truly,

A handwritten signature in black ink that reads 'Chan Chuang' in a cursive script.

Chan Chuang, MD, FCCP, FACP
Chief Medical Officer and Medical Group President

PATIENT SAFETY ALONG THE CARE JOURNEY

As members of their communities, Envision teammates understand the unique needs of their diverse patients and neighbors. Together, we are continually identifying solutions and implementing innovative care approaches to make the patient care journey more accessible and affordable. We are also working to create a more positive experience for patients while empowering them to be engaged in their health.

Delivering Complex, High-Need Care

Our multispecialty teams work through coordinated care pathways on complicated medical and surgical conditions. Whether providing lifesaving trauma surgery, helping a patient recover after a heart attack or delivering a baby, our clinicians have the expertise and skills to help patients navigate their care needs and focus on their recovery. Some of our differentiated approaches to quality care include:

Distributed Radiology

The right radiologist, the right read, at the right time. Through our distributed radiology approach, our on-site radiologists use a refined case routing system and access a comprehensive network of off-site subspecialists via teleradiology. This care team approach ensures that the most qualified radiologist reads each case promptly.

Hip Fracture Care

With hip fractures, time is of the essence. The sooner a patient can receive surgery, the better their outcome and road to recovery. In many communities, Envision emergency medicine, radiology, anesthesiology and surgery clinicians work closely as a team along with the hospital to diagnose, stabilize and perform surgery quickly and safely. The enhanced communication and sharing of best practices between the care team leads to a better patient experience and outcome.

Anesthesiology and Pain Management

From caring for patients in the hospital operating room to an ambulatory surgery center, Envision is one of the nation's leading providers in anesthesiology. We adhere to thorough preadmission testing and enhanced recovery protocols to help patients effectively and safely manage pain. We are working alongside our healthcare partners to support patients during surgery and help them maintain their quality of life through chronic pain management while addressing the nation's opioid crisis.

“ I have been seeing Dr. Abramov now for three years. He is a consummate professional who takes the time to listen carefully and explains things to me in terms that I can understand. He's diligent in making sure my health is the best it can be and after many years of suffering with severe lower back pain, it's a dream come true to live life pain free once again. Great office staff too, making visits a warm and wonderful experience from start to finish. Being under Dr. Abramov's care is sincerely a godsend. ”

- Patient at Princeton Pain Management

INNOVATING FOR A BETTER CARE EXPERIENCE

Providing Virtual Healthcare

Access to appropriate care remains an obstacle for many patients across the U.S. Sometimes it's because the nearest medical facility is too far away, or it's due to a lack of or inadequate insurance coverage. In other instances, patients may view the emergency department as the only place to seek care and therefore delay treatment, which can lead to more serious and complex health concerns. At the beginning of the COVID-19 pandemic, Envision began accelerating and expanding its virtual health capabilities so more patients could receive the right care at the right time.

Our network of multispecialty clinicians is making it easier to receive care — whether for COVID-19, pain management or post-acute care needs. In communities where highly specialized services are limited, such as neurology, we are also using virtual health to provide medical consults so patients do not have to travel far from home.

Since 2020, Envision clinicians have provided nearly **300K** virtual health visits.



Emergency Triage, Treat and Transport

At the beginning of 2021, Envision began caring for patients through the Centers for Medicare & Medicaid Services' (CMS) [Emergency Triage, Treat and Transport \(ET3\) program](#), which addresses the care needs of Medicare Fee-for-Service beneficiaries. Through the program, Envision emergency physicians are partnering with emergency medical services (EMS) agencies across 17 states to provide patients the most clinically appropriate, convenient and affordable care.

Envision physicians treated patients on-site more than **60%** of the time, providing a more positive care experience.



“ As physicians, our goal is to provide the highest quality of care and improve patient outcomes. ET3 supports that effort because the program prioritizes getting patients the right care at the right time in the right place.”



- Dr. Mark Gamber, EMS Medical Director and emergency physician in Texas

“ The visit went really well. I'm feeling better. I'm glad I was able to see a doctor over video and not go to the ER. I've had lots of appointments lately but they've all been canceled. I was able to get the help I needed. That's a really good program.”

- ET3 patient

Artificial Intelligence

Envision's radiology team began leveraging artificial intelligence (AI) in 2021 to enhance disease detection, case prioritization and diagnosis for three common and consequential medical emergencies: intracranial hemorrhages, pulmonary embolisms and cervical spine fractures. The AI software provides radiologists additional support in analyzing medical images and prioritizing time-sensitive conditions, such as a stroke or perforated bowel. In using AI to help enhance diagnostic accuracy and prioritize acute cases, patients can receive more timely treatment based on their condition and acuity level.

“ As one of the largest U.S. radiology groups caring for millions of patients from different backgrounds and locations, we have a highly unique and diversified dataset, which is integral to augmenting deep learning within AI. While we continue strengthening our AI application to improve our workflows and patient care, our ultimate goal is to use our dataset to help advance the AI community at large. ”



- Dr. Chris Granville, traveling radiologist

VINES: Post-NICU Care

Our multispecialty Women's and Children's team, which includes obstetricians, maternal-fetal-medicine specialists and neonatologists, works to create a comprehensive care program that supports mom and baby through every stage of their care journey — from the first heartbeat to the moment they are home safely.

The Envision team caring for high-risk mothers and babies in the hospital recognized that when families settled into their new lives at home, they didn't have access to the resources needed to care for their NICU graduates. In March 2021, with the help of virtual health technology, Envision launched the Virtual Neonatal Support Program (VINES) to help families navigate their post-NICU questions and care needs.

“ VINES addresses a critical need along the continuum of care to support parents of NICU graduates when they return home. It offers face-to-face consultations with neonatal experts who provide families support they do not traditionally have. ”



- Dr. Amit Agrawal,
neonatologist in Arizona

“ We think this is a wonderful program and super helpful for those adjusting with newborn life outside of the NICU. Super efficient! ”

- NICU graduate family

Advancing Clinical Quality

As part of our culture of safety and evidence-based care, we are continuously evaluating clinical protocols and developing best practices for the delivery of care and, ultimately, enhancing patient outcomes and satisfaction while making care more accessible.

Envision Clinicians Are Defining the Quality of Care Nationally



1 new MIPS measure

for patients presenting with low-energy hip fractures was developed by the team in 2021

Envision Clinicians Exceeded National Quality Benchmarks in 2021



100% adherence rate

to reminders for screening mammograms 3 years running



99% of patients

who came to the ED with low back pain or a migraine received non-opioid pain therapy as the first line of treatment



99% of patients

who came to the ED with sepsis received orders for treatments shown to reduce mortality



91% of patients

in the ED did not receive antibiotics unless clinically appropriate compared to national rate of 79%



98.9% of hospitalized patients

and 99.2% of patients in intensive care received treatment to prevent blood clots (no national benchmark)



93% of patients

received non-opioid pain management prior to anesthesia compared to national average of 88%



92.2% survival

of very low birth weight infants (1,500 grams and under) compared to national average of 89.6% in 2021



36.6% survival

of infants under 500 grams compared to national benchmark of 20%



26-minute average

radiology-ED turnaround time outperforms the national “progressive” benchmark of 30 minutes

Comprehensive Quality Programs

Through its Clinical Center of Excellence, Envision offers robust quality programs to support clinicians and its healthcare partners in the delivery of safe, reliable, high-quality care:

- **Specialty-Specific Clinical Quality Committees** – Clinicians specializing in different areas of care, such as emergency medicine or anesthesiology, are advancing best practices by identifying and developing resources to improve patient care.
- **Patient Safety Organization (PSO)** – The [Envision Healthcare Center for Quality and Patient Safety](#) is certified by the Agency for Healthcare Research and Quality, a U.S. Department of Health and Human Services division. Envision operates one of 94 listed PSOs, which helps improve the quality and safety of patient care.
- **Qualified Clinical Data Registry** – [The Physician’s Quality Registry](#) is approved by CMS to help with quality measure development, data collection and performance reporting. Envision is one of the largest submitters of performance data to Medicare through the registry.



The formation of the Safety Institute is a very tangible demonstration that leaders throughout Envision recognize the importance of patient safety as a specific element to being a leading medical group. There are so many things that we can do as a nationwide, multispecialty medical group, and especially as a PSO, that other groups just can’t. Engaging with patient safety on this level and working to establish structures and systems that try to improve care delivered every day by all of our clinicians is awe-inspiring and engaging beyond anything else I’ve been involved with. ”



- Dr. Keenan Bora, emergency physician in Michigan

Envision Healthcare Research Institute

Providing high-quality, evidence-based care requires a commitment to researching clinical best practices. Envision's national clinical research institution is working to solve challenges while ensuring patients receive safe, quality care. The team, comprised of trained clinical research professionals and clinicians, conducts trials across a network of community-based hospitals and private physician practice sites. These trials encompass a range of specialties, including:

- Anesthesiology
- Emergency medicine
- Neonatology and perinatology
- Radiology
- Pain and pediatric pain management
- General surgery
- Outpatient care
- Women's health



300+
Research studies
in 2021



93
Publications
in 2021



460
Publications to
date

Sharing Best Practices

As part of a series of educational initiatives, the medical group has shared its clinical expertise and recommendations to improve treatment and patient outcomes throughout the healthcare system. Envision clinicians are addressing the nation's most pressing healthcare challenges, including healthcare disparities, maternal-fetal care, opioid prescription misuse and opioid use disorder, strokes and more.





LETTER FROM JEFF SNODGRASS

Ambulatory surgery centers are an integral part of the healthcare system, providing essential care that helps patients maintain and improve their health and quality of life. Through our more than 250 centers, we provide safe, comfortable and convenient outpatient care options that are more financially accessible for patients and support their unique care needs.



The past two years have pushed us to think outside the box and be even more strict about our patient safety protocols — even when we thought there wasn't any more room for improvement — and we are better because of it. We started 2020 by halting procedures to mitigate the spread of COVID-19. We made alternative plans to use our centers to support hospitals overwhelmed by patients. We also donated supplies like ventilators and PPE.

With patients returning in 2021 and making up for missed appointments, we were busier than ever and tasked with keeping up with the demand for care. Throughout all the changes, we've remained nimble and compassionate and continued to put the health and safety of our teams, patients and communities first.

I thank our clinical support teams, physician partners, clinicians and healthcare partners. Because of them, we have saved patients' lives and continued to be a trusted leader in the delivery of outpatient care.

Thank you,

Jeff Snodgrass
President of AMSURG

PATIENT SAFETY AND CARE AT AMSURG

AMSURG partners with physicians and health systems to manage ambulatory surgery centers and deliver high-quality care. We are committed to helping patients address their care needs and encouraging communities to become more engaged in their health.

Preventing Colorectal Cancer

Colorectal cancer (CRC) remains a prevalent concern among the U.S. population. It is the second leading cause of cancer death in the U.S. We also know more people are being diagnosed with CRC at a younger age. Fortunately, CRC is one of the most preventable cancers, and when detected early, it can be easier to treat, with patients often having better outcomes.

In 2021, AMSURG, a leading provider of colonoscopies, continued its large-scale initiative to help patients prevent and detect CRC. AMSURG worked alongside 1K+ gastroenterologists and colorectal surgeons who care for patients at its centers to perform 900K+ colonoscopies throughout the year, helping save countless lives.

AMSURG also educated Americans on the importance of timely screenings and maintaining their health. In 2021, AMSURG conducted [crucial research](#) in collaboration with the Icahn School of Medicine at Mount Sinai. The teams' findings support industry-wide recommendations to lower the initial screening age from 50 to 45 for people at average risk. However, AMSURG data shows most people don't get their first colonoscopy until age 57.

“ Every year, every month counts with CRC. Four years ago, at the age of 46, I was diagnosed with Stage 4 colon cancer that had spread to my liver. Had I been encouraged to get screened a year earlier, there's the potential that I could have had a much more positive outcome and not required such intense treatment. I am alive today because I listen to my body and receive routine screening colonoscopies. I cannot stress how important it is for people to know their family history, understand the symptoms and not delay care. ”



- **Brenda Thompson Green, AMSURG teammate and two-time colon cancer survivor in Tennessee**

“ I admire Brenda for her strength and willingness to talk about her journey. She was diagnosed with advanced disease at age 46 and has had to deal with a recurrence of her disease. We know that catching colon cancer at an early stage leads to excellent outcomes, including a very low rate of recurrence. She’s an example of how important it is to start screening at age 45.



While we’ve made significant progress, we must do more. When I started in GI, there weren’t many women in the specialty. Some women may feel more comfortable having a female doctor perform their procedure, and I wanted to provide that option. We also recognize Black patients have a higher rate of colon cancer and colon cancer death. We need to address what may be causing that discrepancy. Our goal is for all our community members to recognize the need for colon cancer screening and make the screening process accessible and comfortable. This is how we can save lives! ”

- Dr. Jocelyn Miller, gastroenterologist and physician partner at Associated Endoscopy in Tennessee

Improving Eyesight

AMSURG is also a leader in eye care. Glaucoma is one of the leading causes of blindness in the U.S., while cataracts are the leading cause of vision loss among people older than 55. AMSURG’s network of more than 300 ophthalmologists and optometrists is helping millions of patients address these common eye concerns and improve their overall eyesight.

One of the ways we are helping patients maintain their eyesight is through [micro-invasive glaucoma surgery \(MIGS\)](#). New developments in MIGS enable patients to have one surgery to treat primary open-angle glaucoma and a cataract at the same time. The minimally invasive procedure is safe and effective. Throughout 2021, 67 AMSURG centers performed 12K+ MIGS procedures.



Maintaining Joint Function

As the healthcare industry has evolved and transitioned more procedures to the outpatient setting, AMSURG centers have tailored their care offerings to meet patients’ needs. One of those ways is by offering total joint replacements, which help patients reduce or eliminate chronic pain, regain function and improve their lifestyle. At the end of 2021, 22 ASCs were performing total joint replacements on hips, knees and shoulders.

Advancing Clinical Quality and Patient Satisfaction

AMSURG and its physician partners are committed to providing quality care that helps patients live longer, healthier lives. Our ASCs measure patient experience, clinical outcomes, safety and quality through our commitment to comprehensive analytics and benchmarking, research, engagement and transparent reporting. We are proud to have 100% of our centers accredited through The Joint Commission or Accreditation Association for Ambulatory Health Care (AAAHC).

More than 95% of AMSURG ASCs participate in Press Ganey's Consumer Assessment of Healthcare Providers and Systems Outpatient and Ambulatory Surgery Survey (OAS CAHPS). Our centers consistently exceed the national benchmarks for "overall patient experience" and "likelihood to recommend."

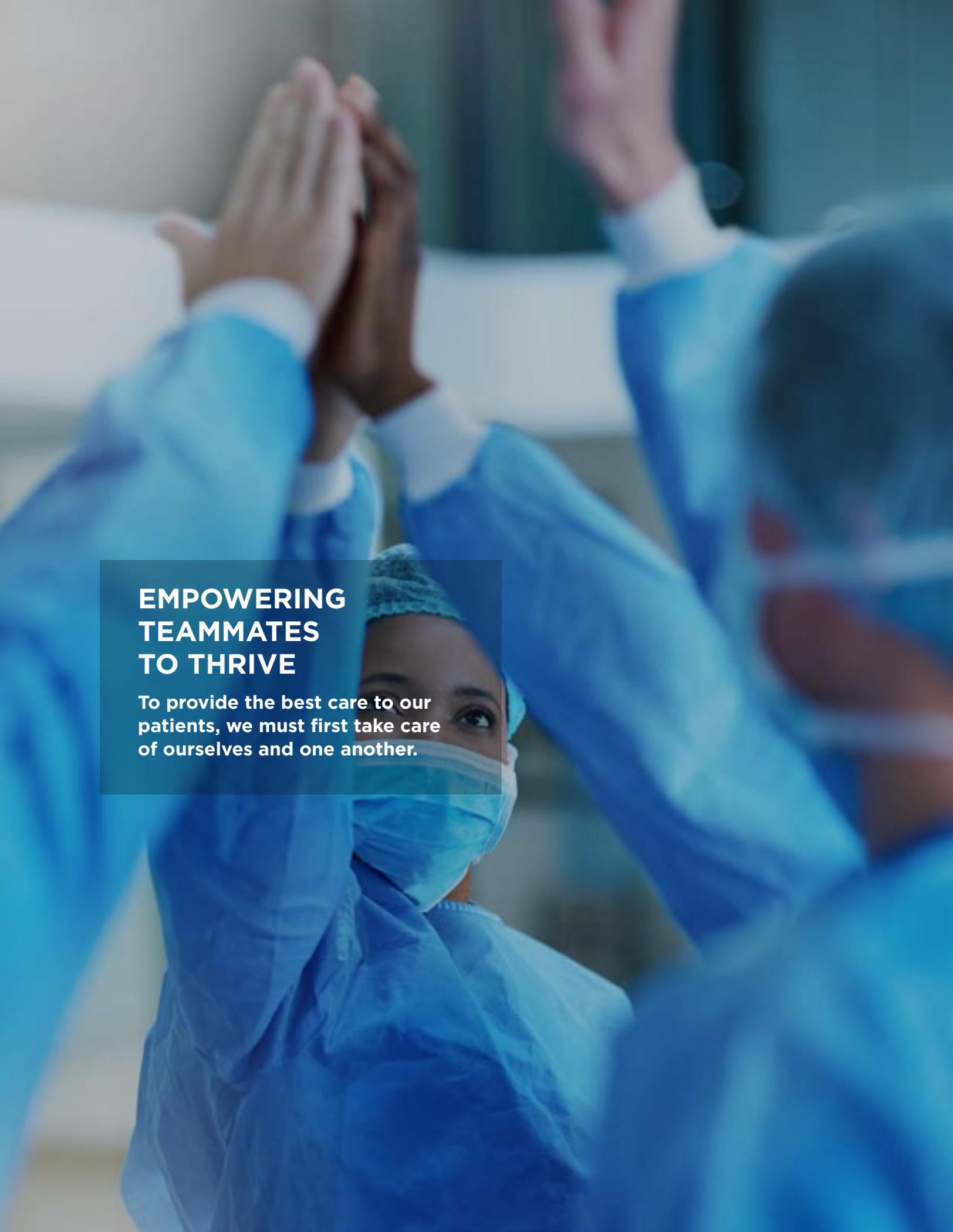
In 2021, AMSURG ASCs:

- **Rated with top scores for Overall Patient Experience by 90%+ of patients.**
- **Exceeded national benchmarks on several key quality measures, including infection prevention, medication error prevention and adenoma detection rate during colonoscopies.**



“ The doctors and nurses were outstanding. They are very concerned about your comfort and making sure that you are aware of what is going on. Also, they care about your wellbeing. I would recommend to people who require cataract surgery that this is the place to go. ”

- Patient at Team Vision Surgery Center in Kansas



**EMPOWERING
TEAMMATES
TO THRIVE**

To provide the best care to our patients, we must first take care of ourselves and one another.

MENTAL HEALTH AND WELLNESS

A core tenet of Envision's mission is to care for the people who care for America. Envision is committed to protecting clinicians and fostering an environment that supports their professional and personal well-being. Since the beginning of the pandemic, Envision has expanded its wellness program, which takes a comprehensive, systems-based approach that focuses on the unique needs of clinicians.



Free mental health services
for all clinical and clinical support teammates



Peer-to-peer support



Crisis debriefs



Leadership training and counseling

The COVID-19 pandemic has put significant pressure on clinicians, requiring them to risk their health and safety to care for millions of patients while navigating the challenges that already existed within the complex U.S. healthcare system. Envision advocated for the Dr. Lorna Breen Healthcare Provider Protection Act — a bipartisan law named in honor of Dr. Lorna Breen, an emergency physician in Manhattan who died by suicide in April 2020 after caring for patients during the first COVID-19 wave. It is designed to help change the culture and conditions that lead to burnout and eliminate the stigma that deters healthcare professionals from seeking mental healthcare.

“ Burnout is widely misconceived. Many assume it’s a phenomenon of physicians working too hard, not nurturing their bodies with proper nutrition and sleep and lacking the resiliency and ability to cope with stress. This is misleading. In using the term ‘burnout,’ society is placing the blame on the physician. But, people don’t ‘burnout’ because of weakness or poor self-care. We are under extraordinary stress that we are often unable to alleviate. ”



- Dr. Amy Axberg, emergency physician in Arizona

Professional Development

Delivering care when and where it’s needed most requires great teams. Envision invests in all teammates by supporting their personal and professional development. Envision provides opportunities for continuing medical education, leadership coaching and career development tailored to teammates’ roles, responsibilities and goals.



“ One day in high school, while leaving a gas station on our way to a basketball game, I was sliding the seatbelt across my body when our car was struck by another one, ejecting me 40 feet out of the window. I had a long and grueling recovery, learning to speak and walk all over again. I was so impressed with the care, I was determined to become a doctor and help people. I had been given life, and I wanted to give life back.



For me, it’s about the humility of medicine and offering recovery and healing when a person is most vulnerable. Many clinicians know why they choose to practice medicine. Envision provides us with the support we need to be there for our patients and communities. ”

- Dr. Adam Blomberg, anesthesiologist in Florida

Advocating for Clinicians Throughout Their Career

As a national medical group, we support clinicians throughout their careers and provide the tools and resources clinicians need to focus on what matters most — caring for patients. When choosing to practice at Envision, we recognize that each clinician has their unique list of priorities and needs, and we do our best to accommodate those. For example, some people want a specific practice location like an academic hospital or an ambulatory surgery center. Some may want to participate in clinical research or the opportunity to travel. We work with each clinician to build a career and community.

Supporting Active and Veteran Military Professionals

Clinicians and clinical support teammates representing all branches of the U.S. Armed Forces are an integral part of our team. Whether they are active duty or veterans, our teammates who have served our country bring unique skills, experiences and perspectives to the delivery of patient care. We are committed to supporting them as they continue their journey of serving others.

“ I apply the many lessons I’ve learned during my 19 years and counting in the U.S. Army to care for patients. Having been deployed, I’m accustomed to working under intense pressure and know how difficult it can be for patients when they are in a vulnerable state. I strive to treat patients with the utmost respect, listen to their concerns and make them as comfortable as possible. I enjoy being a part of the Envision team. We have an incredibly talented group that works together closely to improve patient care and that supports one another. ”



**- MAJ Sarah Milling, emergency medicine physician assistant,
Texas Army National Guard**

Uplifting the Next Group of Clinical Leaders

As the clinicians leading care delivery today, we have a responsibility to mentor the clinicians of tomorrow. We have 50+ residency and fellowship programs across multiple specialties through partnerships with universities and hospitals. Envision also leads 200+ events and educational programs for clinicians each year and provides monthly continuing medical education opportunities for neonatologists and neonatal nurse practitioners nationwide.

In 2021, we completed our 2nd Annual Virtual Radiology Board Review Course for radiology residents, fellows and practicing radiologists. The free and high-impact board review course helps radiologists prepare for the board exam and educates them on various topics and skills needed to provide quality care seamlessly.



IMPROVING HEALTHCARE FOR PATIENTS AND CLINICIANS

Improving equitable access to quality care, a positive care experience and a sense of belonging within our organization and communities.

ADVANCING DIVERSITY, EQUITY AND INCLUSION

From the COVID-19 pandemic to the deaths of Black community members and calls for the dismantling of systemic injustices, racism and discrimination, 2021 was a year of reflection and action for the world — and Envision. As a national medical group caring for communities that reflect our country's racial, ethnic, sexual orientation and economic diversity, we have the responsibility and ability to create a more just and inclusive society. We have since introduced an enhanced Diversity, Equity and Inclusion (DEI) program. Our key priorities include:



**Building trust
among teammates
and patients**



**Educating teammates
around DEI and
programs**



**Equipping
clinicians to
deliver better
patient care**



**Helping diversify the
talent pipeline and
build a culture of
belonging**

While much work remains, we have made significant progress. Our major accomplishments include:

- Expanding the team to include Executive Sponsors, an Advisory Council and a DEI Program Director
- Launching employee resource groups
- Growing our network to include 100+ DEI champions comprised of clinical and clinical support teammates
- Rolling out DEI education to Envision leaders and teammates
- Raising awareness about DEI among teammates through workshops, resources, awareness campaigns and research on [healthcare disparities](#) and social determinants of health within the U.S. healthcare system

“ The literature is clear about the disparities in healthcare. The first step in tackling these issues is to acknowledge their existence and educate ourselves on the history of medical care and systems involved in the social determinants of health. As a national medical group, Envision has a great opportunity to improve quality and equity in healthcare. I am proud and excited about the work we have started to promote a culture of DEI within the Envision team and provide resources to make sure this translates into a tangible impact on the healthcare delivered in our communities. ”



- Dr. Shiree Berry, trauma surgeon in Texas



DEI Priorities

As we continue into 2022, we are focused on activating the DEI priorities we know will better support our teammates and patients. These include offering resources to grow awareness of DEI best practices among teammates and leaders, providing robust engagement and professional development opportunities and elevating diverse, underrepresented voices within our network and communities.

Enhancing Teammate Engagement

National Clinical Advisory Board

As a clinician-led medical group, our 25,000 physicians and advanced practice providers have a powerful voice and are well-positioned to continue driving changes that improve the U.S. healthcare system. To ensure clinicians have a platform, we developed the National Clinical Advisory Board (N-CAB) in 2021.

N-CAB comprises a steering committee and 70 clinicians representing our primary specialties. This team helps foster a clinician-centric culture based on quality, safety, patient experience, clinician engagement and clinician well-being. In this advisory role, the N-CAB serves as a champion for important clinical priorities and guardian of the patient-clinician relationship.



Protecting Patients and Clinicians

Envision always strives to provide patients a positive experience throughout their entire care journey. That is why we have advocated for patients to be protected from the complex U.S. healthcare system — particularly the issue of surprise medical billing and cost-shifting tactics from health insurance companies.

Long before the No Surprises Act was passed and implemented, Envision made it clear that it had a policy of not balance billing patients for care that insurance companies did not reimburse (the practice referred to as surprise medical billing). For years, Envision has also been committed to resolving the issue of surprise medical bills and advocating for bipartisan solutions that put patients first. We support the congressional intent of the No Surprises Act.

In 2021, as we advocated for patients' access to care and clinicians' fair and prompt reimbursement, we also worked internally to tighten our processes and create an even more positive patient experience. We made improvements to our revenue cycle management processes and continue to enhance them so patients can focus on their recovery and long-term health.

Civic Engagement and Social Justice

As a medical group and as individuals, we are charged with being good stewards in our communities. We work to increase civic engagement throughout our organization by encouraging [voter participation](#), advocating for improvements to healthcare access and quality, combating disinformation and more. Through advocacy at the state and federal levels, we also work to elevate the voices of clinicians and patients and champion solutions that improve the healthcare system for everyone.

OUR PATH **FORWARD**

By focusing on doing the right thing and investing our time, resources and expertise in the communities we serve, we are in pursuit of a healthier, safer and more just nation.



**Delivering Safe,
Quality, Patient-
Centered Care**



**Empowering
Teammates**



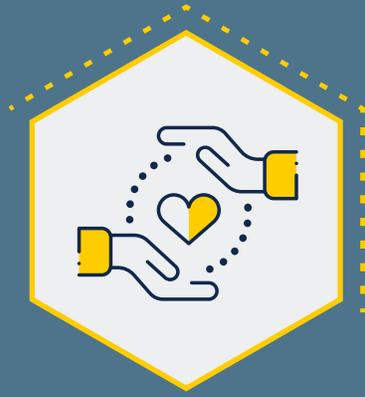
**Advancing
Operational
Excellence**



**Leading With
Integrity**



**Fostering
Relationships**



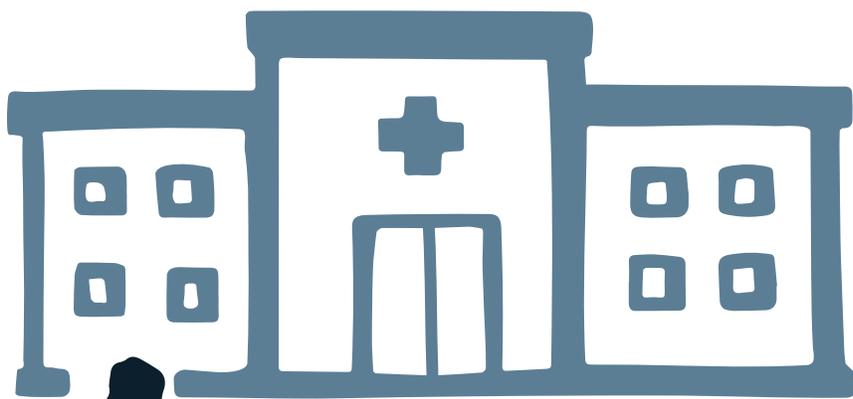
**Creating
Healthy
Communities**

Much of 2020 and 2021 was spent responding to the demands of COVID-19 and stabilizing our operations as we, along with the entire healthcare system, continued navigating the challenges of the healthcare crisis. We also made progress in advancing our vision of being America's leading medical group. As we move into 2022, we will continue our work to Stabilize and Focus and Become Brilliant at the Basics to position our organization to Differentiate and Grow in subsequent years.

We closed the chapter on 2021 invigorated by the many possibilities ahead. We will continue working as a team and centering our actions on safe, quality, patient-centered care.



Building



★ LEADING ★
MEDICAL
GROUP



WHEN AND

WHERE

IT'S NEEDED MOST.



THANK YOU



APPENDIX

HOLDING OURSELVES TO HIGH ETHICAL STANDARDS

Our Approach to Care

As a clinician-led medical group, we make decisions in patients' best interests. Envision physicians and advanced practice providers exercise their clinical judgment to deliver safe, evidence-based care. Physician leaders determine their care teams and most clinically appropriate care pathways based on the unique needs of each patient and community. Our organizational structure and governance do not influence the delivery of care at the bedside.

Governance

Our governance structure facilitates operations that meet or exceed regulatory guidelines, with a detailed code of business conduct and ethics and comprehensive policies that define the standards we strive to meet in every aspect of our business.

The Board of Directors is committed to providing continued insight and clarity into the governance process. As part of this commitment, the Directors follow clear guidelines intended to communicate the method used to execute their responsibilities as it supports our ongoing operation and growth. The Board is comprised of experienced healthcare and business leaders who focus particular attention on compliance with financial and regulatory standards. The Directors and all teammates conform to our formal Code of Business Conduct and Ethics.

Compliance

Envision has an established compliance program intended to ensure the effectiveness of policies and systems designed to prevent and detect violations of the Code of Business Conduct and Ethics Code, or any other applicable laws, policies or regulations. Teammates are instilled with a duty to act. Awareness of behavior that is inconsistent with the Code is expected to be reported to a supervisor, a member of the compliance staff or the Ethics and Integrity Helpline at 877.835.5267, which is available 24/7. Compliance with the Code is mandatory.

Any violation of the Code may result in corrective action, up to and including termination. Teammates who are aware of Code violations and fail to report violations to Envision may also be subject to corrective action. Supervisors and managers are expected to maintain an open line of communication with team members in which concerns can be reported and addressed without fear of retaliation. Envision prohibits retaliation against anyone who raises a good faith legal or ethical issue or participates in a compliance investigation. Annual Ethics and Compliance training ensures all teammates comprehend the standards set forth in the Code.

