



2023 Annual Review



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Excellence in acute care clinical services



Hospital-Based Care Solutions

Designed to integrate with your hospital's services and align to your overall care delivery strategy

Emergency medicine: providing your patients with the quality of care and exceptional experience they deserve during their most vulnerable times

Hospital medicine: ensuring your patients' in-hospital journeys result in the highest quality outcomes and best experiences possible

Critical care medicine: supporting your patients' most severe care needs in both open and closed ICU models to achieve the highest quality outcomes

Hybrid Care Solutions

Seamlessly aligning and integrating in-person with virtual medicine to create a hybrid care experience for improved patient satisfaction

In-hospital telecare: increasing patient access and extending the reach of hospital-based clinical care while addressing surge capacity and workforce shortages

High-acuity in-home care: bringing effective, safe, high-quality care into the home with acute care and emergency at home services

Urgent and primary telecare: offering patients, virtual options for urgent and primary care needs

Connected Care & Value-Based Care Solutions

Extending and integrating your care delivery system by connecting sites of care and improving care coordination

Providing outreach to the broader community and target populations to be **proactive** in engaging with preventative and planned health encounters

Deploying communication programs **during** inpatient stays for focused improvement of patient experience

Guiding specific or targeted populations through the **next** steps on their care journey to improve patient outcomes and satisfaction.

Who we are

SCP Health passionately delivers exceptional patient care within the communities we serve by leveraging our clinical and operational expertise.

As a clinical company, we have been making healing moments count for over 50 years.



10M+
PATIENT
ENCOUNTERS



800K+
ANNUAL CARE
CONNECTIONS



7,500+
CLINICIANS



585+
HEALTH PROGRAMS
NATIONWIDE

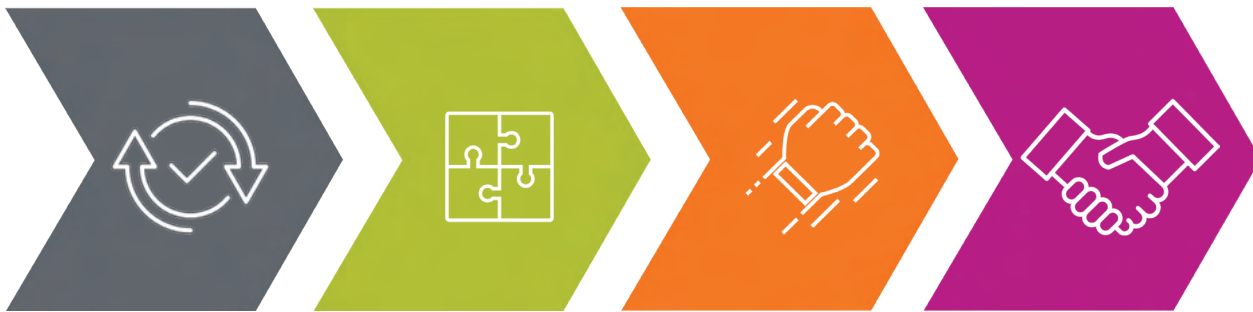


37+
STATES



Values

Our core values define our principles, enabling our teams to be successful in today's challenging environment



AGILITY

Adapting behaviors in proactive response to our evolving environment

COLLABORATION

Aligning clinical and operational teams to shared goals

COURAGE

Acting to make a difference, empowering clinicians and revitalizing health care

RESPECT

Treating everyone with courtesy, compassion, and professionalism

Goals

Our goals center on our commitment to continuously provide exceptional clinical and service quality



From the Chief Executive Officer

From the beginning, SCP Health has been a clinical company with a deep, unrelenting commitment to providing quality care and stability in the health care system. We believe in living up to our reputation as a stable, long-term partner, working continuously to truly make a difference in the lives of patients every day.

Together with our patients, our clinicians, our communities, and our colleagues across the industry, we focus on the health and overall well-being of the people and the communities we serve.

As we have grown and evolved, so has our role in the industry and our duty to the community. We go beyond acute care services inside the four walls of the hospital. We see everyone, care for everyone, and are responsible for continuing to provide that service without interruption.

Health care is, and will continue to be, a challenging environment. We understand the dynamic tension that exists in our world today and our leaders manage appropriately to ensure continuity and stability in each community we serve. A culture of balance has enabled us to cut out the noise and maintain our focus on delivering exceptional care while also acquiring and maintaining a strong financial foundation.

The advantage of a strong balance sheet and a national footprint is our ability to weather day-to-day challenges in our individual markets without disrupting care. We continue working to lead the way, using our financial stability to fund critical initiatives, allocate resources more efficiently, and ensure optimal patient care and satisfaction.

We are adding to our portfolio of services to improve connectivity across the care journey for patients, clinicians, and health systems. We are increasing our investment in growing and developing talent on our clinical and operational teams. And we are driving more efficiencies in our operational infrastructure and supporting our clinicians to address complex health care challenges with highly effective and financially sustainable solutions.

As an organization, we are optimistic about our role and the impact we can have. We bring together people who are excited by the challenges in health care and nurture their desire for continuous improvement. We balance the clinical and business issues every day, knowing that they are reciprocally dependent.

In the coming year, we will continue to lean into our core values of agility, collaboration, courage, and respect. We will aim high, elevating our goals and continuing to evolve how care is delivered and experienced by patients in today's health care system.

Join us on our journey.



A handwritten signature in blue ink that reads "Rich D'Amaro". The signature is fluid and cursive.

Rich D'Amaro
Chief Executive Officer

From the Enterprise Chief Medical Officer

In health care, as in the practice of medicine, we must always adapt and evolve. However, our most fundamental focus — our patients — must never change.

At SCP Health, delivering high-quality patient care is our mission, our duty, and our privilege. Our clinical leaders drive our focus on patient care. As importantly, these clinicians also inform the systems, processes, and infrastructure that support clinical excellence now and into the future. Health care is changing. We change with it.

Using our knowledge and experience, our cadre of senior clinical officers and their Clinical Leadership Council, with its eight taskforces, recommend tools and resources, and share best practices that can be customized for each community we serve. We are thankful for the opportunity to make a difference, and we shoulder that responsibility willingly. Communities are changing. We change with them.

Our results show the fruits of our efforts. For example, since 2021, we have started over 90 new emergency department sites in 19 different states. Overall, we've reduced the time patients wait to see a clinician by 34%. We've reduced delays for emergency patients admitted to the hospital by 21%. Sepsis and quality measures improved significantly, and patient satisfaction results increased substantially.

In our hospital medicine services over the last year, the average length of stay was shorter than the national average by almost two full days. New programs saw a half-day reduction in length of stay within 6-12 months of initiation, while patient quality and safety indicators remained stable, and patient satisfaction improved.

In health care it's always a team effort, but these results are not new to us. Clinical expertise at the bedside combines with prompt feedback, engaged leadership, and performance transparency to produce consistent results.

Our culture of quality is never complacent. We invest in innovation, using cutting edge technology, telemedicine, analytics, and artificial intelligence to continuously improve our results. We primarily address acute clinical conditions, but increasingly extend our clinical care and patient navigation support into the community. By addressing social determinants of health, our data shows that we consistently achieve better and more equitable outcomes.

From this firm foundation, we continue to actively advocate for a better health care system. We work at state and federal levels to advance patient protections, address workforce challenges, improve workplace safety, and advise solutions needed for value-based transitions. As health care evolves, we will continue to adapt and adjust. Just as importantly, we will affirmatively shape the future of patient care.

Thank you to all of our dedicated colleagues. And thank you for the privilege of serving each and every patient.

Together, we make a difference.



Randy Pilgrim, MD, FACEP, FAFAP
Enterprise Chief Medical Officer



Quality first

Our quality metrics are the vital signs of our practice, the numbers we rely on to measure success and identify areas of opportunity.

Behind every number there are patients who measure quality by their experience and ask themselves,

*“Do I feel valued, respected, and cared about?
Am I getting better?”*

At SCP Health, we strive to deliver consistent, scalable, quality care to every community we serve, so that every patient has the opportunity to receive the best possible care.

2023 Results

3.3% LWOTS/AMA*

VS 4.6% NATIONAL PERFORMANCE

98% MIPS**

OVERALL PERFORMANCE

10.1% ALL CAUSE READMISSIONS

VS 15.3% CMS STARS

*Left Without Treatment/Against Medical Advice

**Merit-based Incentive Pay System



2024 Quality focus

Delivering high-quality care isn't the job of just one person or even one group. It takes all of us, working together, with the same focus and determination on delivering quality care. We collaborate across clinical care teams, service lines, hospitals, and health systems, and we are able to realize the very best outcomes for our patients.

While we are already meeting or exceeding targets in many categories of performance, we aim to further reduce variation, continue trending positively, and deliver increased value. In 2024, we will continue to build on the foundation of our culture of quality, including:

- **Advancing sepsis care** in both emergency medicine and acute inpatient services to provide timely, top-quality results to sepsis patients and affirmatively prevent mortality and disability
- Continuing our focus on **improving patient satisfaction**, caring about patients' *experience* of their care every bit as much as we care about the quality of their care
- **Onboarding new practices** efficiently and effectively to SCP Health's evidence-based processes, offering support in areas that are already successful and rapidly address areas of opportunity
- **Engaging and professionally developing medical directors** to enhance clinical performance and satisfaction



Excellence in emergency and inpatient medicine

SCP Health practices have shown consistent improvement in key patient care metrics for 90 newly started emergency departments.



Key patient care improvements from 2021 - present

Door-to-provider times 28.8 min → 19 min	Patient satisfaction (top box score) 63.3% → 68.7%	Sepsis bundle compliance trending positively 90.5% → 91.6%
Median ED length of stay for admitted patients 6.1 hrs → 4.8 hrs	MIPS quality measure performance 96.2% → 97.9%	

SCP Health has increased its footprint and impacted quality care in the acute inpatient care services, including hospital medicine and critical care programs.



In 2023, our acute inpatient programs saw

10.1% rate

of all cause hospital medicine readmission vs > 15% national average

3.7 days

average length of stay across all programs vs national average of 5.5 days

98%

MIPS performance for hospital medicine physicians and NPs/PAs

2x

annual encounters from awarded programs



Within 6-12 months of go live, our clients have seen

1/2 day

decrease in length of stay

50% decrease

in risk-adjusted ICU mortality and ICU ventilator days



At facilities with SCP Health critical care programs

>50% decrease

in the rate of clinically appropriate ICU transfers

We are better together

Our culture of collaboration, driven by clinical leaders, supports our quality focus, ensuring the sharing of best practices across departmental lines and aligning clinicians with quality expectations.

- Year over year, sites where SCP Health is responsible for both the emergency medicine and hospital medicine service lines **outperform single program sites in operational metrics** such as LWOTs/AMA, door-to-provider times, median length of stay, and physician top box patient satisfaction.
- When SCP Health is responsible for both emergency medicine and critical care programs, we see a **>50% decrease in ED wait time for ICU patients**.
- In collaboration with our physicians, SCP Health nurse practitioners and physician assistants **consistently deliver quality outcomes and exceptional MIPS performance**.
- SCP Health is **exceeding national performance in the care of patients with Opioid Use Disorder (OUD)**, ensuring that patients in the ED are properly screened and appropriately treated with medication-assisted treatment to address the physical difficulties patients experience when they stop taking opioids. Our results show we use medication-assisted treatment in our EDs at three times the national rate and we prescribe Naloxone at discharge from the ED at a higher rate than the national benchmark.



Our financial stewardship

SCP Health's financial stability sets us apart in the market, facilitating growth and re-investment enabling us to continue delivering exceptional patient care in today's environment.

Over the past 10 years, our health care sector has had to respond to many financial challenges. Despite external pressures, such as reduced third party reimbursement and workforce shortages, our financial strength and resiliency has enabled us to continue delivering top decile care, serving our communities, and creating a sustainable model.



Through effective stewardship of our balance sheet and related debt rating, SCP Health has been able to reinvest in growth and innovations that improve quality and patients' experience of care, while maintaining fair and market-based compensation for our clinicians.

Our related debt rating of B2/Stable with Moody's and leverage ratios are the best in the sector, and we have worked to improve them, despite the challenges experienced during and after the COVID-19 pandemic. We have augmented our business model and leveraged our administrative cost structure to maintain a healthy clinical cost model, even as our average reimbursement per encounter has decreased. With cost discipline and scale, we have lowered our administrative cost per encounter by 45% while also meeting our commitment to provide quality care for our patients, regardless of their ability to pay. Over the last five years, our clinicians have provided uncompensated care to tens of thousands of patients.

As competitive and regulatory forces continue to impact our industry, our financial strength allows us to address surprise anomalies in the system without disrupting care delivery and simultaneously fund growth opportunities. We maintain a proactive approach to cash management, refinancing debt at opportune moments, managing interest rate fluctuations effectively and pursuing smart accretive growth opportunities.

Our independent governance structure focuses on continuous improvement, enabling us to ask the right questions and provide leadership through world-class talent. Our clinical and business leaders work in tandem, fostering collaboration and alignment at every level to achieve both quality and operational goals.

SCP Health is well positioned as a strong and stable partner for our clients and clinicians by consistently delivering high-quality, cost-effective patient care in today's rapidly evolving environment.

All employees, clinicians, board members and agents of the Company comply with the principles and guidelines set forth in our Code of Conduct and all policies and procedures implemented through our compliance program.

Our community impact

SCP Health takes our role and duty as a leader in the health care industry seriously. We don't produce a product, we provide a service – we care for patients. Our focus is on delivering exceptional patient care in every community we serve, in the communities our people live and work in. As such, service is embedded within every aspect of our organization.

Clinically, we see every patient, regardless of social or financial status, and are committed to addressing the social determinants of health that have such a significant impact on our patients' outcomes and experiences. **Our clinician-led practice initiatives and advocacy efforts focus on achieving more equitable access to timely care and a system-wide emphasis on overall health and wellness.** Most impactfully, our clinicians ensure all patients who need care get care serving thousands of patients in need each year.

Our corporate team members also understand our obligation to take care of our communities, and we have undertaken multiple efforts to help them do so, giving our employees a variety of opportunities to donate their talents, time, and treasure. We partner with multiple local and national organizations throughout the year, giving donations, doing service drives, and volunteering our time. We have also made an investment in our culture of service by providing our employees with paid time off to be used exclusively for service to the community.

SCP Health serves a broad range of communities, both clinically and operationally, and fundamentally believes all people entering the health care system are entitled to receive equitable and effective treatment. As such we remain committed to supporting our communities, patients, and clinicians.

Our community partners include

American Heart Association

Cristo Rey

Foster Friends

Love Our Schools

Salvation Army

Stuff the Bus

United Way



Our dedication to clinicians

We are committed to taking care of and investing in our clinicians, beginning with our in-depth onboarding process and continuing with extensive medical education courses, annual clinician compliance training, mentorship opportunities, and leadership development programs.

We work hard to put the right people in the right places, extending our clinical reach to increase our impact on the patients, clinicians, and communities we serve. Our clinicians are on the frontlines of health care, at the bedside, and with the patient. It is both our honor and our duty to support them in their practices.

2024 Clinician-led initiatives

- **Prioritize** focus on the well-being of our clinicians
- **Develop** a medical assisted treatment program for opioid use disorder (buprenorphine programs)
- **Create** a turnkey educational program to raise recognition and reporting of human trafficking
- **Increase** awareness of health care disparities at the bedside
- **Roll out** new didactic educational tools including specialty bootcamps
- **Improve** the reach of our clinical expertise to a larger population

2023 Highlights

**NAMED ONE OF
BECKER'S HEALTHCARE
TOP PLACES
TO WORK**

32,000 HOURS

CONTINUING MEDICAL
EDUCATION (CME)

2,300 HOURS

CME PODCASTS DELIVERED

**130 MEDICAL
DIRECTORS**

COMPLETED OUR MEDICAL
LEADERSHIP INTENSIVE

15,600+ HOURS

CLINICAL COMPLIANCE
TRAINING COMPLETED



Our focus on clinician well-being

With over 7,500 clinicians, SCP Health recognizes the role we play in maintaining our clinicians' well-being.

Led by our Chief Wellness Officer, Bentley Tate, MD, we have given increasing attention to clinician well-being over the last several years. A regular topic of discussion among the clinical and operational executive leadership, SCP Health is working to raise awareness and address the issue at every level.

Far too many clinicians at every stage of their career are unwell or are experiencing increasing risk of burnout. Our solutions for change must address all clinicians, from residents to those nearing retirement. **SCP Health's wellness initiatives reduced barriers to clinicians seeking mental health resources through changes in our credentialing process and promoting 24/7 access to resources.** In late 2023, SCP Health began a year-long pilot program with VitalWorkLife, a leading producer of clinician-specific well-being resources and peer coaching. The program is designed to embed our wellness approach in the very fiber of our clinician support.

In the coming year, we plan for wellness initiatives to play a greater role in onboarding new hires out of residency, creating connection and support for female clinicians through virtual wellness discussions, and enabling our senior leaders to see the alignment between their well-being at work and their productivity at work. We will continue sharing our approach and learnings with others in the industry as leaders in the wellness space.

As a national company, we are committed to impacting and supporting those on the frontlines in a real and meaningful way.



Our beliefs

Today's health care market continues to change and evolve rapidly. At SCP Health, our response has been to stay true to who we are and what we do.

We believe all care is local – delivered to people in your community, by people from your community. Our national capabilities and regional support infrastructure are designed to improve care delivery at a local level by deploying evidence-based best practices, reducing variation, developing clinical talent, and focusing on delivering an exceptional patient experience.

We believe the future of health care is in-person and virtual care together, creating a hybrid care experience. We are innovating to become even more effective at driving clinical integration, working in pursuit of a more connected, uninterrupted care experience. We know the power of creating connected pathways and continuity in clinician-patient relationships, regardless of where or how the patient receives care – in a hospital, in outpatient facilities, virtually, through Hospital at Home solutions, or any of the other ways our hybrid care ecosystem is evolving.

We believe in fostering partnerships that go beyond transactional agreements. Our partnerships are built on transparency and accountability and indicate a serious level of relationship, one designed to fit the needs of each individual hospital health system and factor in strategic goals, organizational operations, and workplace culture. We bring thoughtful approaches in connecting with our health systems, sharing the right information and data while being accountable for what we can control and working together to achieve shared goals and deliver better patient care in both fully outsourced partnerships and employed physician optimization services relationships.

We believe it is our responsibility to prioritize sustainability with good stewardship of our assets, health equity initiatives, and a focus on sustainable processes. We have a duty to our patients, clinicians, clients, and employees to prioritize the privacy and security of data and hold ourselves to the highest standards of cybersecurity compliance.

We believe the people in an organization are the ones who make it successful. As a company, we are responsible for cultivating a positive culture and creating work environments where people can perform at their best, practice at the top of their license, and feel passionate about what they do every day.



Our commitment

We will remain committed to delivering the care our patients need today, exceptionally and without interruption, while simultaneously looking ahead and innovating to meet their future care needs.

We will anticipate the challenges our clients will face and create proactive solutions for achieving their strategic goals.

We will advocate for meaningful change for our patients, clinicians, and our health care system.

We will lead, acting as good partners and good stewards of our people and our financial assets and working continuously to meet our commitments and improve.

We will continue investing in proprietary technology, artificial intelligence, and lean operational practices, enabling SCP Health and our health system partners to improve both efficiency and patient experience.

We will prioritize investment in the highest information security certifications to maintain the strictest standards of compliance and ensure a safe environment that protects patients' privacy.

We will lean into our core values of agility, collaboration, courage, and respect and keep our focus on serving our patients, clinicians, communities, and clients.

There will always be surprises, but we are ready for what comes next. We are ready to solve new challenges. We are ready to adapt, grow, and evolve. We are ready to elevate.

Together, we heal.



Rich D'Amaro
Chief Executive Officer



Randy Pilgrim, MD, FACEP, FAAFP
Enterprise Chief Medical Officer



Clinical leadership



WILLIAM C. "KIP" SCHUMACHER, MD, FACEP
Founder, Executive Chairman



RANDY PILGRIM, MD, FACEP, FAFP
Enterprise Chief Medical Officer



DAVID SCHILLINGER, MD, FACEP
Chief Medical Officer



STEPHEN NICHOLS, MD
Chief Clinical Innovation Officer



BEVERLY GLADNEY, MD
Executive Vice President
Chief of Clinical Quality and Education



KEN HEINRICH, MD
Executive Vice President
Chief Medical Officer – Emergency Medicine



RODOLPHE TABY, MD
Executive Vice President,
Chief Medical Officer – Hospital
and Critical Care Medicine



BRIAN C. DAWSON, MD, MBA, FACEP
Senior Vice President
Division Medical Officer



JUDE MALICAN, MD, MMM, FACEP
Senior Vice President
Division Medical Officer



ANDREW CORE, MD
Senior Vice President
Division Medical Officer



NOAH HOSKINS, MD
Senior Vice President
Division Medical Officer



JILL L. HUNT, PA-C
Vice President
NP/PA Services

Operational leadership



RICH D'AMARO
Chief Executive Officer



ROB REILLY
President and Chief Operating Officer



RENA COTTAM
Chief Financial Officer



SARAH CRASS, ESQ.
General Counsel &
Chief Compliance Officer



JIM GUIDRY, JR.
President
Emergency Medicine & Hospital Services



LISA FRY
President
Value-Based Care



HELEN STEWART
Chief Growth & Innovation Officer



ROSS OTT
Chief Human Resources Officer



VICTORIA ROMERO
Chief Information Officer



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