

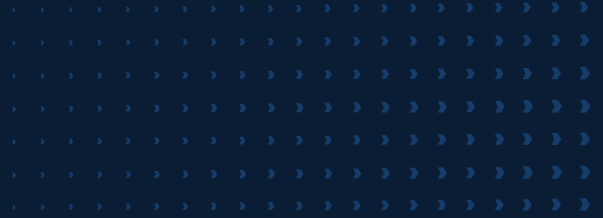


2021  
**ANNUAL  
REVIEW**

DISCOVER WHAT **TOGETHER** CAN DO



**TOGETHER**



# WE HEAL



## ➤ ABOUT SCP HEALTH - HEALING TOGETHER

SCP Health delivers health care solutions focused on deploying **Clinical Staffing and Workforce Optimization, Care Delivery, Documentation and Revenue Cycle, Virtual Health, and Advanced Care in the Home** solutions. We partner with health care organizations to staff, empower, and align clinicians and operational teams, enabling the highest levels of performance, quality, clinician satisfaction, and patient experience.

- We keep **patients at the center** of everything we do, seeking to improve access to exceptional care at every stage of the patient journey: before, during, and after encounters.
- We **empower clinicians**, providing the foundation and support needed to focus on healing patients.
- We work to **optimize the health care system**, aligning clinical and operational teams to improve the overall function and efficiency of care delivery and operations.

Our team of clinical and operational experts is collectively passionate about delivering exceptional patient care. With the support of **innovative care models, proprietary technology, and data-driven insights**, we are able to serve our people, patients, clinicians, and partners, collaborating to create solutions for the current and future challenges of health care.



**30+**  
STATES



**268**  
HOSPITALS AND  
HEALTH SYSTEMS



**7,900+**  
CLINICIANS



**7million +**  
PATIENTS



**2.1 million**  
TELEMEDICINE VISITS

## A MESSAGE FROM OUR CEO

The end of 2021 marks the passing of another unprecedented year. As an organization, as an industry, as a society, as a country, we have all endured so much. I am proud of SCP Health. We rose to the occasion, continuously improved, and came together as a collectively passionate team. 2021 has been a testament to our resilience, commitment, and strength.

Looking back, what stands out amongst the challenges is how SCP Health stayed true to who we are as an organization and as clinical and operational leaders. We saw the crises, the surges, the storms, and we created solutions. Every day, we empowered our teams to deliver exceptional patient care in the top decile of performance, and we remained focused on delivering upon our commitments to our partners.

As everything from meetings to clinical care continued to be delivered both in-person and virtually, SCP Health never ceased to grow, excel, and lead. Our solutions diversified, expanding inside and outside the hospital and extending into telemedicine, bridges to primary care, and acute care in the home. We led by example and persisted in sharing best practices, implementing value-based models, and investing in technology.

SCP Health stood behind our reputation every step of the way. We treated our patients, clinicians, and clients with respect and held our employees to ambitious standards across the board. With added market engagement, we are now better able to understand how we perform at every stage of partnership. These additional insights and growing intelligence will help us map out future performance improvement plans, strengthen weaknesses, enhance our agility, and continue our journey to be the best.

Last year, we improved in every aspect of clinical and corporate quality. Our unique ability to align clinical and operational performance has made us one of the strongest organizations in this sector of health care. We used that strength to invest heavily in external policy-making and advocacy efforts and collaborate across the health care system to make a difference.

I am incredibly proud of the phenomenal SCP Health team. I know that we understand the changing environment, and I am optimistic about the future. We will continue to deliver exceptional patient care, come together as a team, and respond with a collective can-do attitude and compassionate spirit.




Rich D'Amaro  
Chief Executive Officer





“ SCP Health stayed true to who we are as a company. We saw the crises, the surges, the storms, and we created solutions. Every day, we empowered our clinicians to deliver exceptional clinical care in the top decile of performance.



“ There is no substitute for a humble, deep, and firm resolve to get health care “right” for all of our patients.

## A MESSAGE FROM OUR ENTERPRISE CHIEF MEDICAL OFFICER

While 2021 was more challenging than any of us thought possible, I am thankful to work with an unbelievable team of clinical professionals that stayed true to our mission, provided healing and hope for our patients and for each other, and *found solutions*, no matter what. Our tenacity and commitment allowed us to make a difference, continuously improve, and deliver value to our clients, our clinicians, and our patients. Even during a global pandemic.

I have never been more humbled and more motivated by the courageous work of our clinicians. Our physicians, nurse practitioners, and physician assistants risked their own health and resilience – day after day - to be there for our patients. Together, we provided care to over 1.5 million patients affected by COVID, while also providing exceptional, every day, acute unscheduled care. Considering the unprecedented conditions, that was no small feat. Great teamwork. Remarkable courage. Remarkable compassion. *Especially* during a global pandemic.

Our work in hospitals, emergency departments, and beyond gives us the privilege of being the clinical backbone *and* safety net for hundreds of communities. With this privilege, we also inherit the responsibility to respect our own mental, physical, and emotional health, so we can continue to care for the health of others. Even during a global pandemic.

In 2021, we used our unique vantage point to call for transformation, growth, and a renewed commitment to excellence. We advocated for sustainable, patient-centered systems that will benefit patients and clinicians well into the future. Even if there is another global pandemic.

In 2022, we will feel more stability in our world. But as always, we will face realities and make new adjustments. We will still be defined by our agility and courage, while we manage things we cannot control. Where we can, we must innovate, always looking for new and better ways to deliver care, but never forgetting to first care for the patient in front of us. Even during a global pandemic.

Along the way we will continue our long history of supporting our clinicians and aligning our teams while also meeting or exceeding our clinical targets. We will focus on reducing variability and trending positively, to continue to deliver exceptional outcomes and creating value for our partners.

I truly believe that the world of health care needs us now more than ever. There is no substitute for a humble, deep, and firm resolve to get health care “right” for all of our patients – wherever they may be in their health care journey.

Be safe. And be well.



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



# VOICES ACROSS THE TEAM

## Customers:

“SCP Health has been a good partner, they communicate well and frequently. We meet weekly to make sure we’re all driving in the same direction, which has been very helpful. They try to work on things that will improve metrics and outcomes, and it’s working. We’re probably the most efficient ER in our system. They’re constantly looking at staffing to make sure it’s appropriate for throughput, our experience, and our financial viability. And now, we have a consistent team of clinicians. They even come on-site to follow the clinicians to give coaching points to improve their communication. We’ve never had someone take that type of involvement, it’s like they’re part of our organization.”

Chief Nursing Officer

## Clinicians:

“SCP Health understands the stress of the pandemic with the constant changes requiring adaptation and increased efforts on our part. I appreciate how they are always considerate of their people and make sure they feel supported and appreciated.”

Emergency Medicine Physician



“*It is a blessing to work alongside such an amazing team of providers who are committed to the best quality of care for our patients.*”

Nurse Practitioner

“*It has been very tough throughout the COVID pandemic and our numbers have been exceedingly high. We have worked hard and got the work done as a team, and I am grateful for the support and appreciation SCP Health provides. They help us get things done.*”

Hospital Medicine Physician

“*I couldn't be prouder to be part of SCP Health. Their support helps us to increase physician involvement within our group. We are able to create roles for attending physicians to fill that provide them better work-life balance and increase work satisfaction beyond clinical care. Our stance within the hospital remains strong and well-developed which overall helps us to provide the best care possible to our patients.*”

Medical Director

## Employees:

“*I love being a part of a company that makes a difference. Everyone cares and you have the flexibility when needed. My job challenges me every day in different ways and my team and co-workers at SCP Health are a pleasure to work with and make it enjoyable to come to work.*”

Practice Manager

“*In today's work environment, it's easy to be just an employee number, but with SCP, you work for an organization that values every team member's voice, no matter their position. SCP focuses on its employees' professional and personal growth, helping us better serve the communities and patients our clients entrust us to care for.*”

Operations Manager



# WHO WE ARE

## PARTNERING **TOGETHER**

SCP Health is a physician-led team of clinical and operational experts, collectively passionate about delivering exceptional patient care. United by our core values of agility, collaboration, courage, and respect, we are working to revitalize health care by creating scalable health care solutions.

“



*“SCP Health makes a difference in the lives of patients. As part of our collaborative partnerships, we empower clinicians to deliver exceptional care by providing the resources and support they need most. This past year, we supported almost 8,000 clinicians, including recruiting, staffing, and enrolling 2,860 new providers, all in the face of incredible staffing shortages. Our agility enabled us to provide PPE at the onset of COVID and allows us to continue offering the technology tools needed to deliver exceptional patient care.”*

**Kenneth Heinrich, MD**  
Executive Vice President  
Chief Medical Officer  
Emergency Medicine

**WE ARE:**  
PHYSICIANS  
NURSE PRACTITIONERS  
PHYSICIAN ASSISTANTS  
MEDICAL DIRECTORS  
OPERATIONAL EXPERTS



## WHAT WE DO

## INNOVATING TOGETHER

We create innovative health care solutions, forming customized partnerships to deliver cost-effective, high-quality care across the continuum of care:

- **Emergency Medicine**
- **Hospital Medicine**
- **Critical Care**
- **Urgent Care**
- **Telehealth**
- **Primary Care**
- **Retail Health**

Utilizing proven models of care, proprietary technology, and data-driven insights, our clinical and operational teams align to provide an exceptional experience at every stage of the patient journey.



**300+**  
EMERGENCY MEDICINE  
PROGRAMS



**100+**  
HOSPITAL MEDICINE  
PROGRAMS



**2.1 million**  
TELEMEDICINE VISITS



**7,900+**  
CLINICIANS



**93%**  
SHIFTS COVERED  
BY FT AND PT  
CLINICIANS



# CLINICIANS

## WORKING TOGETHER

We are committed to caring for our clinicians, enabling them to better care for their patients. Through innovative technology, dynamic scheduling, and advanced data analytics, we empower clinicians, providing the tools and resources they need to do the work of healing.

“

***“SCP Health support teams make working hassle free!”*** - Urgent Care Physician

***“SCP Health cares about us and sends a strong message in many ways that the company cares about its employees. I appreciate their great leadership.”***

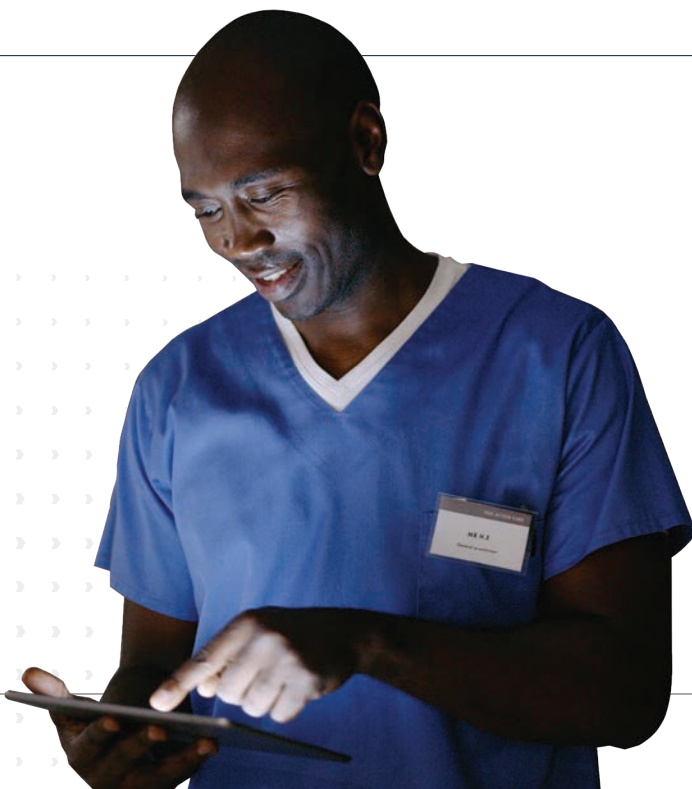
- Emergency Medicine Medical Director

***“Your recognition truly helps boost my morale and confidence in SCP Health. Thank you for appreciating all the hard work during this pandemic.”***

- Emergency Medicine Physician

***“I am grateful that SCP Health appreciates its clinicians. In both expected and unexpected ways, SCP leadership continues to show that they not only care about clinicians, but understand the difficulties we have all endured the past two years.”***

- Hospital Medicine Physician





# PERFORMANCE

## GROWING TOGETHER

SCP Health believes in investing for the future. Investment in our clinicians to develop the medical leaders of today and tomorrow. Investment in innovation to create more flexible and agile solutions to meet ever changing needs. Investment in technology to amplify our capabilities, extending the reach and impact of our care.

Our current performance allows us to contribute to the future of our people, our organization, our partners, and our industry.



“



*“SCP Health has positioned itself well today while also situating ourselves for a future of growth. Our balance sheet is strong, and despite continued managed care headwinds and cost pressures, SCP has maintained direct costs at 85% of revenue. Our strong financial performance led to an upgrade in our debt rating in 2021 and affords us the ability to invest in our people, our technology platforms, and new partnership ventures. We are focused on optimizing performance and reinvesting in our teams and solutions to lead a course for revitalizing health care.”*

**Rena Cottam**  
Chief Financial Officer

# WHY IT MATTERS



## CARING TOGETHER

Patient care matters most, but inefficient processes, administrative burden, and tight resources make delivering exceptional patient care difficult. SCP Health works to cut out the noise, empowering clinicians to focus on their patients.

Our solutions and our people make a difference for patients and clinicians.

“



**“Our priority is always on delivering high-quality, cost-effective care to our patients. We want every patient to have an exceptional experience and a positive outcome. We work hard to find the balance of how we can best bring together and utilize the strengths of our clinical and operational experts.**

*Through strategies such as implementing virtual health services that combat clinician burnout and improve access to care and providing extensive medical director support, we advance metric performance.”*

### Stacy Goldsholl, MD

Executive Vice President  
Chief Medical Officer  
Hospital Medicine  
EVP/Chief Medical Officer





# OUR PURPOSE



## ADVANCING **TOGETHER**

With the current staffing shortages and numerous other challenges, we set out to improve quality while positively impacting and advancing the entire continuum of care.



Fully empowered clinical leadership



Clinical and operational expertise and alignment



Advanced technology and data analytics



Comprehensive approach to quality improvement



Effective satisfaction and engagement



Scalable solutions spanning the continuum of care



Dedication to continued sustainability

# OUR VALUES: ACTING TOGETHER

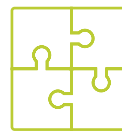
Our values are the foundation of our operating philosophy, and we embody these values in everything that we do.



## AGILITY

We adapt behaviors, strategies, technologies, and models to respond proactively to the evolving health care environment.

*“Dr. H embodies the core value of agility. We have faced many staffing challenges over the years, and I have found Dr. H to consistently be a man of his word and someone that can be counted on to always lend a helping hand, no matter how difficult or sudden the circumstance. Dr. H has never “run” from a challenge, but has instead offered his assistance with kindness and grace toward the situation.”*



## COLLABORATION

We align clinical and operational teams empowering them to work together as one interconnected team to provide cost-effective, high-quality care.

*“Dr. J recently became the Hospitalist Medical Director and has strived since taking this role to collaborate with the ER providers to ensure the patient is always receiving the best care. He is always compassionate and motivated. He has a positive attitude and is always willing to jump in to help. I have learned a great deal from him because of his very approachable attitude.”*



## COURAGE

We act to make a difference, to revitalize health care by empowering clinicians and health care organizations to do and say what needs to be done to deliver exceptional patient outcomes.

*“Dr. A fearlessly took on a busy COVID unit and single handedly took care of a large number of patients starting from the very beginning of the pandemic. She helped to develop state-of-the-art evidence-based protocols and has been a lifesaving physician and a role model for her team.”*



## RESPECT

We treat everyone with courtesy and professionalism throughout the continuum of care, from patients to clinicians and the operational experts that support them.

*“Dr. O demonstrates what it means to treat everyone with respect. She treated my mother in the ER at LGMC and went above and beyond her calling. She not only treated my mom for her physical symptoms but also treated my mom through her emotional state. Her patience and comfort were a tremendous relief for my mom and exactly part of the treatment she needed that day. I am incredibly grateful for the top-notch care she provided.”*



# OUR SOLUTIONS

## SOLVING TOGETHER

**Wide range of services and strategic offerings that complement your needs.**

We work diligently to analyze and assess the unique needs of each health care organization. With our wide range of capabilities, we match systems with the people, services, and solutions that best complement their needs and strategic goals.



**PROPRIETARY DIGITAL TECHNOLOGY PLATFORM:**  
 COMMUNICATION, COLLABORATION, INTELLIGENT WORKFLOWS,  
 ANALYTICS & FEEDBACK, AI ALGORITHMS, MOBILE & SECURE



### **CLINICAL STAFFING AND WORKFORCE OPTIMIZATION**

We create solutions that go beyond recruiting and staffing, balancing the needs of each organization and providing support every step of the way so clinical teams can focus on delivering exceptional patient care.



### **CARE DELIVERY**

We help organizations realize their potential with strategies and support that maximize resources, streamline processes and advance operational efficiencies.



### **DOCUMENTATION AND REVENUE CYCLE**

We provide innovative care delivery models that revitalize organizations and improve quality across the continuum of care.



### **VIRTUAL HEALTH**

We extend health care beyond the four walls of traditional care with clinical support and outreach to increase patient satisfaction, maximize patient engagement, and build community trust at every stage of the health care journey.



### **ADVANCED CARE IN THE HOME**

We bring cost-effective, high-acuity patient care into the home, allowing health systems to expand their impact and reducing gaps in care transition, allowing patients to heal in familiar comfort.



# SUSTAINABILITY

## ▶ EXCELLING TOGETHER

SCP Health shares a profound responsibility in ensuring all our employees, resources, and processes support sustainability across the environment, climate, and health care system.

We are focused on ensuring continuous efforts in both clinical and corporate operations for sustainable best practices.

Our in-person and virtual care operations are founded with energy-efficient systems and tools to optimize energy utilization while also maintaining the highest performance levels.

Business operations leverage energy-efficient measures through consolidating rooftops and leveraging central locations for specialized capabilities.

With a continuous improvement approach, we seek to reduce the environmental impact of delivering care across communities.

“



**“SCP Health has a strong responsibility to prioritize sustainability: financially, environmentally, and socially. We are committed to transforming our health care system into one that is not only more equitable but also emphasizes the importance of health and wellness for all. With good stewardship of our assets, robust DEI initiatives, and close attention to sustainable processes, we have built a strong foundation with long-term viability.”**

**Sarah Crass, ESQ.**

General Counsel and  
Chief Compliance Officer



DEI

## RISING **TOGETHER**

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.

We focus on advancing diversity, equality, and inclusion across our organization to create an inclusive and welcoming environment for our employees, our clinicians, and the patients we serve.

Through ongoing communication and education, we are working to ensure our employees and clinicians are trained and knowledgeable about the criticality of cultural competence, diversity, and inclusion.

Our goal is to support our partners, employees, clinicians, and patients to ensure everyone feels respected and valued.



**TOGETHER, WE HEAL**

# QUALITY

## IMPROVING TOGETHER

With a comprehensive approach to quality, SCP Health continued to perform at best-in-class level in 2021. Using our core services as our foundation, we impacted health across the continuum of care, expanding our reach and extending our impact to meet patients both inside and out of the four hospital walls.

“



*“Delivering exceptional patient care is our number one priority, even in times of high volume and extreme stress.”*

**SCP Health has experience working across networks to manage volume volatility without sacrificing quality or patient experience. Our operational expertise helps us to quickly adapt to evolving needs and continue providing best-in-class care.”**

**Beverly Gladney, MD**

Executive Vice President

Chief of Clinical Quality and Education



\* Including clinical leadership, responsiveness, communication, and staffing/coverage models



# COVID RESPONSE

## PIVOTING TOGETHER

Amidst the COVID-19 pandemic, SCP Health remained focused on the mission to deliver exceptional patient care. At the onset, as an immediate unwavering response, we set processes and funds in place to provide PPE to all clinical-facing teams – physicians, nurse practitioners, physician assistants, and operations staff, and provided 1.2M units of PPE, enabling continued care for patients while ensuring the safety and wellness of our clinical teams.

Efforts during the pandemic allowed us the opportunity to innovate and create better methods, processes, strategies, and ultimately, solutions. Our agility helped us adapt the day-to-day framework to the constantly changing needs of our patients, clinicians, employees, and clients.

Together, we continue to move forward, powered by our collective passion for delivering exceptional patient care.

“



*“When it counted most in 2020 and 2021, we were there for our partners, our clinicians, and our patients. We*

*supported our clinicians and enabled patient care while overcoming short-term obstacles, including providing full PPE to all of our clinicians and enrolling 2,680 new providers in spite of staffing shortages. We kept our focus on the present and future, looking ahead to the next phase of hurdles, collecting data to develop new processes, and finding flexible solutions to match changing needs so we can continue to be there every step of the way.”*

**Jim Guidry**

President

Emergency and Hospital Medicine Services



# CHARITY AND COMMUNITY

## GIVING TOGETHER

SCP Health believes in supporting our communities through actions such as serving indigent patients, advocating for charitable giving, and contributing to community outreach. As the safety net of health care, part of our mission is to empower clinicians and revitalize health care. Over the last five years we covered over \$100M+ in charity and indigent care. This year, we focused our charitable giving efforts on:

- **Hospital Foundations**
- **Hospitals and Treatment Centers**
- **Research Societies**
- **Medical Professional Associations**





# ADVOCACY

## ACTING **TOGETHER**

SCP Health advocacy efforts are significant, coordinated, and require long-term investment. We believe solutions must balance the concerns of patients, clinicians, and payors.

Through collaborations with organizations across the industry, including ACEP, EDPMA, FEMPA, MedLA, MAG, and TEMPA, we continue to promote workable solutions guided by our position of:

- **Protecting patients and the safety net**
- **Addressing scope of practice issues**
- **Advancing Telehealth delivery**
- **Improving additional COVID-19 flexibilities**
- **Supporting interstate physician licensures**

### **2021 ADVOCACY BY THE NUMBERS:**

**29** STATE  
LEGISLATURES

**116** REGULATORY  
AGENCIES

**58** LICENSING  
BOARDS

**7** FEDERAL COMMITTEES  
OF JURISDICTION

# OUR AMBITION

## ACHIEVING **TOGETHER**



We will be known as the innovative solution for health care organizations.



We will expand our reach and extend our impact through augmenting and optimizing our partners' needs.



*“SCP Health is committed to helping our clinicians, people, and partners excel. We understand the health care environment and know how to balance the clinical and business issues, acting as good stewards of our resources and striving for continuous improvement. Every day, we are investing in our future and the future of health care.”*

**Rob Reilly**, Chief Operating Officer



**We will be recognized as a clinical organization that attracts and retains exceptional talent.**



**We will deliver exceptional patient care to the communities we serve.**

# OUR CLINICAL LEADERSHIP

Our clinical leaders support and spearhead SCP Health's efforts to remain a trailblazer in the provision of practice management services that deliver consistent, high-quality, dependable care.



**William C. "Kip" Schumacher, MD**  
FACEP  
Founder, Executive Chairman



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



**David Schillinger, MD**  
FACEP  
Chief Medical Officer



**Stephen Nichols, MD**  
Chief Clinical Technology Officer



**Beverly Gladney, MD**  
Executive Vice President  
Chief of Clinical Quality and Education



**Stacy Goldsholl, MD**  
Executive Vice President  
Chief Medical Officer  
Hospital and Critical Care Medicine



**Ken Heinrich, MD**  
Executive Vice President  
Chief Medical Officer  
Emergency Medicine



**Brian C. Dawson, MD**  
 MBA, FACEP  
 Senior Vice President  
 Group Medical Officer



**Noah Hoskins, MD**  
 Senior Vice President  
 Group Medical Officer



**Mike Frye, MD**  
 Senior Vice President  
 Group Medical Officer



**Anna Lim, MD**  
 Senior Vice President  
 Group Medical Officer



**Jude Malican, MD**  
 MMM, FACEP  
 Senior Vice President  
 Group Medical Officer



**Phil Parker, MD**  
 Senior Vice President  
 Group Medical Officer



**Michael Peebles, MD**  
 Senior Vice President  
 Group Medical Officer



**Jude Reed, MD**  
 Senior Vice President  
 Group Medical Officer



**Joseph Rose, MD**  
 Senior Vice President  
 Group Medical Officer



**Rudy Taby, MD**  
 Senior Vice President  
 Group Medical Officer



**Jill L. Hunt, PA-C**  
 Vice President  
 of NP/PA Services



**Lisa Kerich, PA-C, MBA**  
 Executive Vice President  
 and National Director of  
 NP/PA Services

# DISCOVER WHAT TOGETHER CAN DO

2021 showed us how strong we have become. As the battle continues with the unprecedented and unknown, SCP Health is stronger than ever.

**Strong in our culture. Strong in the market. Strong in the balance sheet.**

Our passion for patient care, coupled with our absolute expertise in technology and care delivery, are transcendent.

Together we will forge ahead, united by our values, driven by our mission, and secure in our ability to adapt, evolve, and find the unmet needs of our industry, so we can continue to serve.

In 2022, we will discover what together can do.







TOGETHER, WE HEAL



[scp-health.com](https://scp-health.com)