

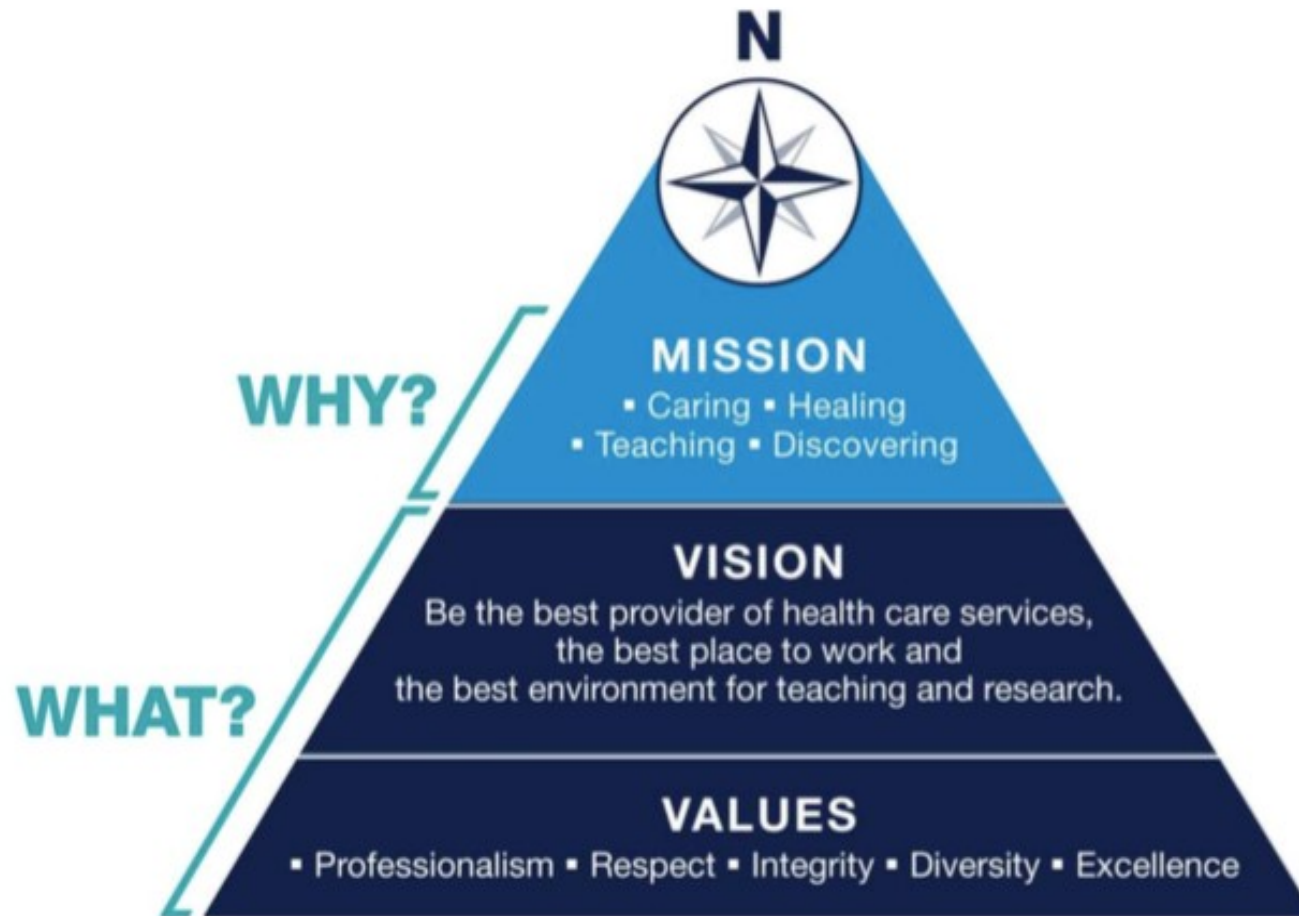
Affiliation Overview

Sonoma Valley Hospital & UCSF Health

Kelly Mather, CEO, Sonoma Valley Hospital

Shelby Decosta, Chief Strategy Officer, UCSF Health

UCSF Health *Mission, Vision, and Values*



UCSF Health 2018

\$4.3B

Revenue

\$494M

EBIDA

1050

Licensed beds

3,311

Physicians

12,128

Employees

142

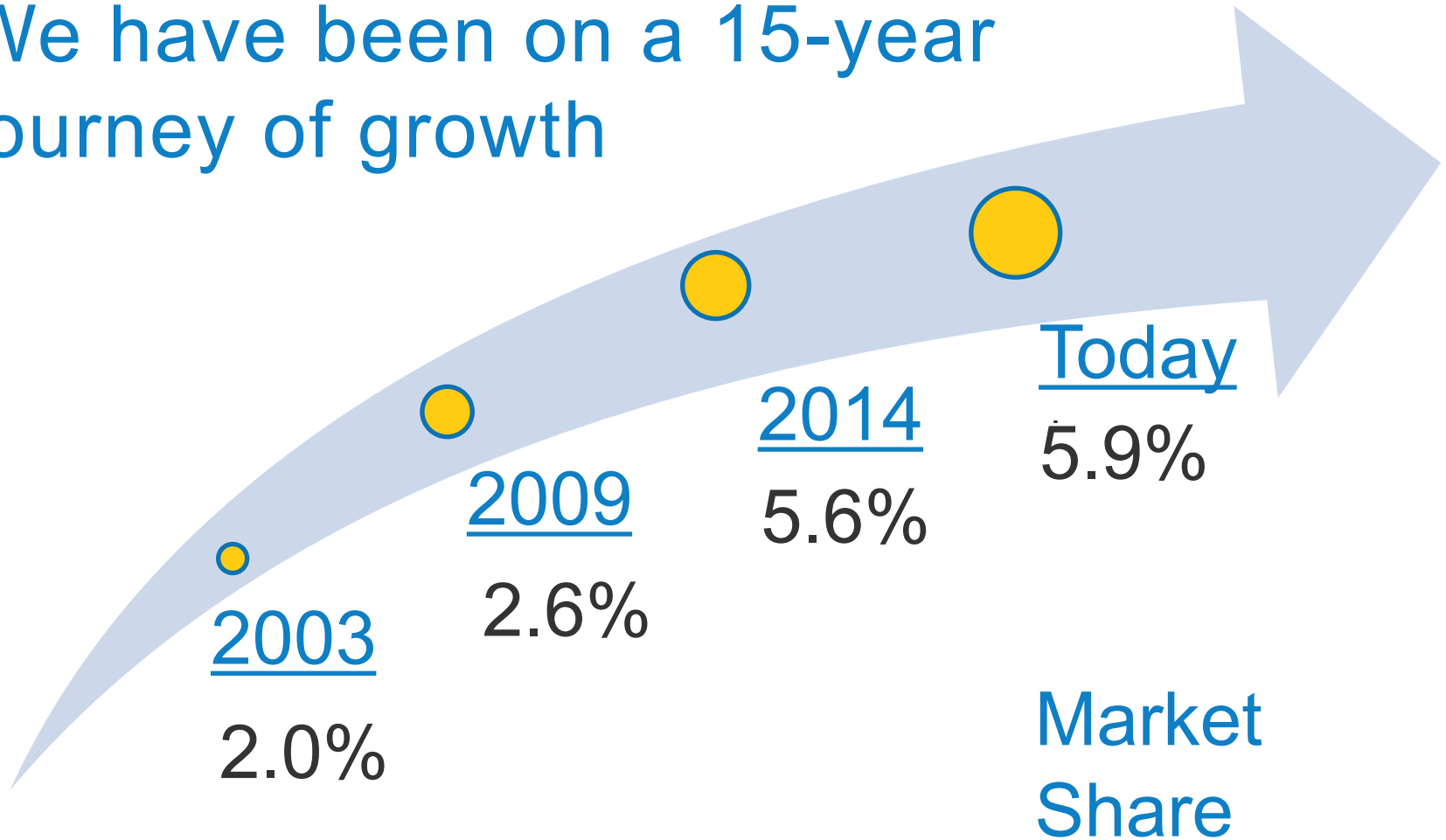
Specialty care
clinics

93.8%

Patient
satisfaction



We have been on a 15-year
journey of growth



We are nationally renowned, and are leaders in our region



UCSF Medical Center is ranked the #1 Hospital in Northern California

#7 in the Nation

In 2014, we embarked on Vision 2020, our strategic plan



Partnership successes: co-founded an accountable care organization and solidified many health system affiliations

Destination Program success: \$17M investment in first 4 years produced \$118M incremental margin increase in same period

Value Improvement (CPI) savings est.
~\$300M via cost reductions and strategic investments

Vision 2020 called for UCSF Health to develop a high value system of care

20 Renowned Hospitals, Nearly 5,000 Physicians, and Dozens of Care Centers Across the Bay Area

UCSF Health

JOHN MUIR HEALTH

Dignity Health.

MERITAGE MEDICAL NETWORK.

UCSF Benioff Children's Hospitals

MARIN GENERAL HOSPITAL

Washington Hospital Healthcare System

ALAMEDA HEALTH SYSTEM

SAN RAMON REGIONAL MEDICAL CENTER
JOHN MUIR HEALTH PARTNER

Hill Physicians

SONOMA VALLEY HOSPITAL
SONOMA VALLEY HEALTH CARE DISTRICT

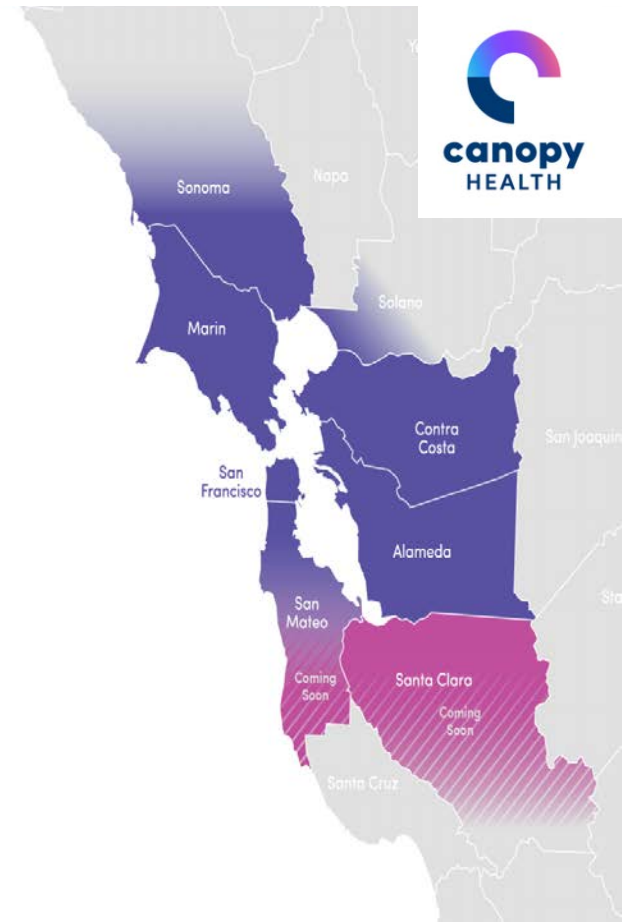
SCCIPA
Santa Clara County IPA

GOOD SAMARITAN HOSPITAL
Part of Good Samaritan Health system

REGIONAL MEDICAL CENTER
Part of Good Samaritan Health system

HCA®

ZUCKERBERG SAN FRANCISCO GENERAL Hospital and Trauma Center



...to create greater access to quality care across the continuum and build population health capabilities

Washington Hospital Healthcare System and UCSF Health Grow Affiliation to Include Cancer Care

December 02, 2016

News Office: [Kristen Bole](#) (415) 502-6397

Washington Hospital Healthcare System in Fremont, Calif. will join UCSF Health's medical oncology.

UCSF Health physicians Dr. Bogdan Eftimie and Dr. David Lee, Alameda County, will be co-medical directors of the service training, education and board certification in oncology and



Dr. Bogdan Eftimie and Dr. David Lee

SONOMA VALLEY HOSPITAL CLOSE TO AFFILIATION WITH UCSF HEALTH

Feb 2nd, 2018



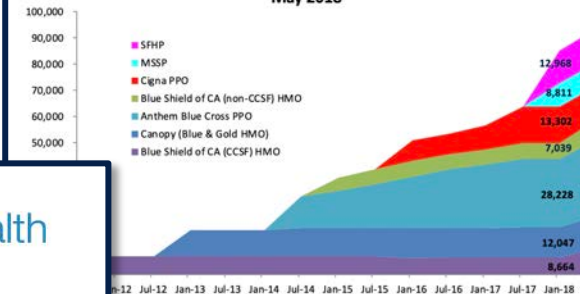
Primary care at China Basin Waterfront



Growth in ACO

UCSF Health ACO Lives: 2011 - 2018

ACO Covered Lives: 91,000
May 2018



UCSF Health and John Muir Health to Build East Bay Cancer Network










































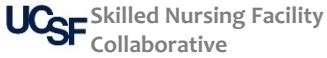
Cancer Collaboration Will Offer State-of-the-Art Care to East Bay Patients

JOINTLY RELEASED BY UCSF HEALTH AND JOHN MUIR HEALTH

October 1, 2018




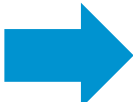

We pursued affiliations with members of Canopy Health to enhance our system of care

Hospital	Adult & Cancer	Physician Network	Accountable Care
  	  	       	 <p>In Participation With:</p>              
Women & Children	Innovative Solutions	Post Acute Care	
     	 <p>Digital Health</p>     <p>Convenient Care</p>  <p>AN AFFILIATE OF UCSF HEALTH</p>	 	

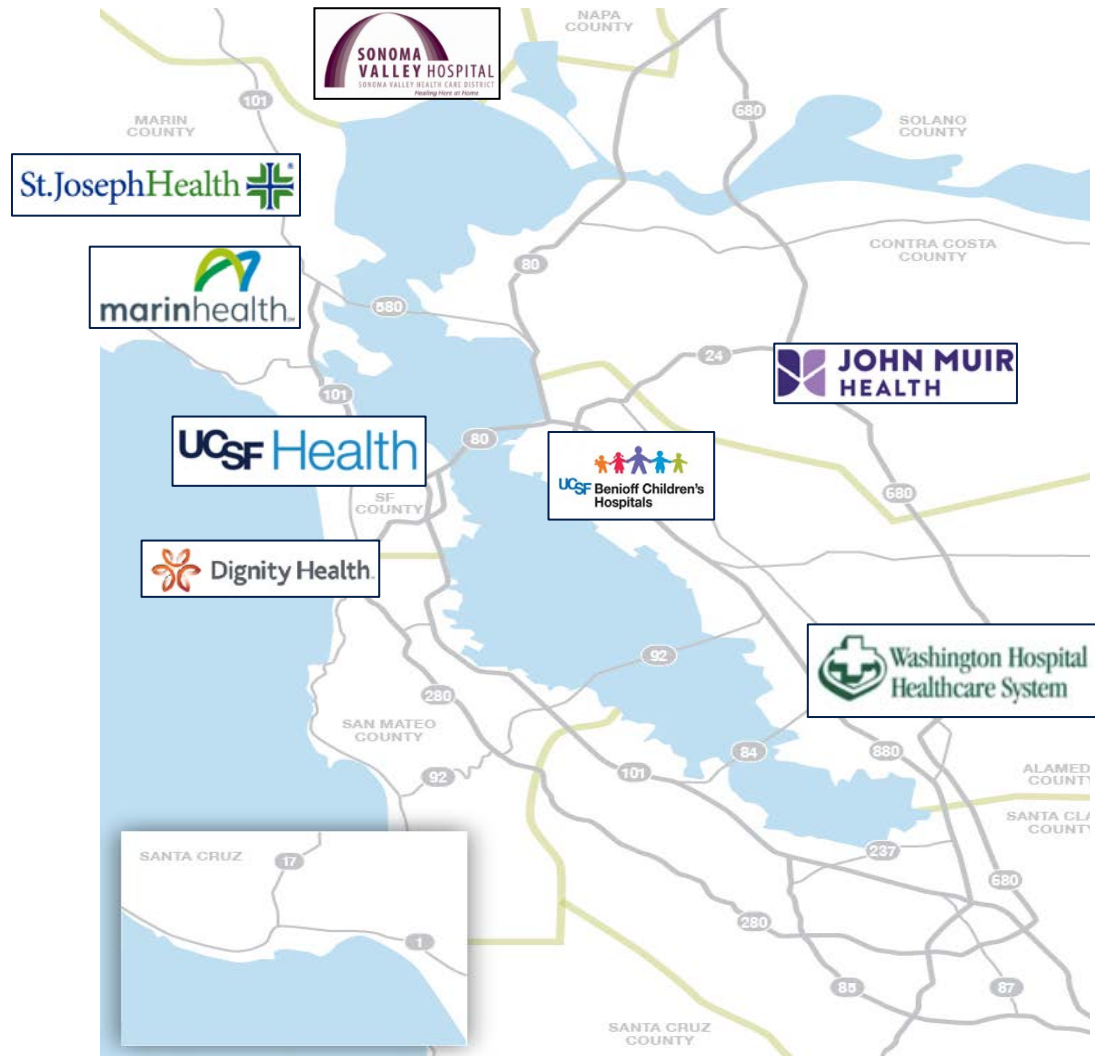
Our network of care is a leader in the Bay Area

Kaiser	Affordable, Convenient Health Care	26%
Sutter	Narrow Network with Health Plan	17%
Stanford	AMC with Owned Network and Health Plan	7%
UCSF	AMC with Care and Coverage Partnerships	6%
UCSF & Affiliates	Canopy Health (AMC and Independents)	18%

We pursued these affiliations with clear goals in mind and have begun to realize early successes

- | | | |
|--|--|--|
| 1. To achieve sufficient market share to effectively compete in the market |  | 1. Provide care for 18% of Bay Area inpatients through network, second to Kaiser. |
| 2. To provide additional capacity for continued top line growth |  | 2. Built a number of programs at affiliate and new sites |
| 3. To be positioned for success in population health |  | 3. Established accountable care models for more than 100,000 lives (including 44,000 in Canopy Health) |

Our network of care brings UCSF Health to local communities throughout the Bay Area



Partnering with Sonoma Valley Hospital allows us to together better serve the Sonoma Community

- **History of Collaboration.** Partnered for several years in obstetrics, through which UCSF Health has served as a resource for SVH, providing education for OB nurses, supporting OB case reviews and conferring on high-risk pregnancies.
- **Aligned Care Network.** In 2015 SVH joined Canopy Health, an accountable care network of independent hospitals and physicians started by UCSF Health, John Muir Health System and three physician networks that now spans the greater Bay Area.

“Sonoma Valley Hospital, with its engaged management team, board members and community, is the ideal partner for UCSF Health in Sonoma County -- in today’s highly complex health care environment, hospitals large and small are coming together to provide a full spectrum of care for patients.

The affiliation of UCSF Health and Sonoma Valley Hospital offers the best of both worlds – specialty care when needed, and ongoing, high-quality care when patients are ready to return home.”

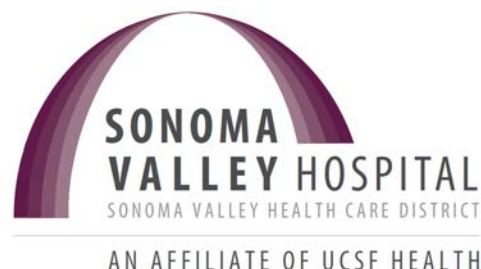
- Mark Laret, president and chief executive officer of UCSF Health.

Formally Affiliating allowed us to collaborate on a shared vision for patient care

■ Patient Care • March 2, 2018

UCSF Health, Sonoma Valley Hospital Sign Affiliation Agreement

By [Kristen Bole](#)



Shared Vision for Collaboration

- Combine the expertise and resources of UCSF Health and SVH to share best practices and collectively enhance the quality of services in Sonoma Valley.
- Coordinate services for out-of-area transport of sick patients and facilitate their transfer back to SVH when they require less intensive care.
- Enhance the availability of physician and administrative services in Sonoma Valley through joint program development, and
- Increase patient, family and community satisfaction with patient care in the Sonoma community.

What we have accomplished

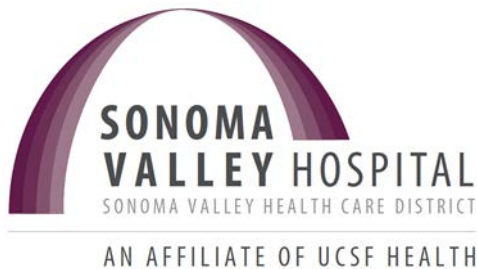
Sonoma Valley Hospital picks local surgeon as new Chief Medical Officer



Chief Medical Officer Hire



UCSF Neurology Telehealth



Co-branding



Prima Clinic Go-live



**5-Star Hospital Quality
Performance Readiness**

What is next for us

- Specialty Expansion
 - UCSF Urology Outreach at SVH Clinic



Dr. Peter Carroll,
Professor & Chair,
UCSF Urology



Dr. Kirsten Green,
Professor, UCSF
Urology

- Specialist Telehealth Consults
- Affiliate Physicians – Prima & Sonoma Family Practice
- Ambulatory Diagnostic Center
- Supply Chain Advisory

We recognize that we have a number of challenges on the horizon



**Growth in
Under-
funded
MediCal**

**Workforce
recruit and
retirement
costs**

**Major
facility
rebuilt
by 2030**

**Threats to
funding
and
reimburse-
ment**

**Premium
Pricing**

**Capacity
and
access**

The last strategic plan took us from a Medical Center to a Health System, and now we will scale to a Network



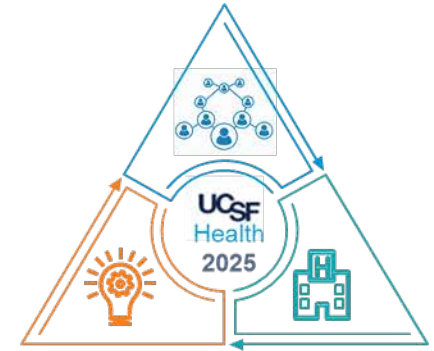
MEDICAL CENTER

2014 and prior



HEALTH SYSTEM

2015 - 2019



NETWORK

2020 – 2025

We have aligned on three strategic priorities for 2025

STRATEGIC PRIORITIES

1. COMPLEX CARE LEADERSHIP

Fulfill UCSF Health's unique role in the Network as Bay Area's #1 complex care provider and destination for T/Q care

2. UCSF HEALTH NETWORK

Work with our partners to deliver the right care in the right place at the right time

3. INNOVATION AT SCALE

Spearhead and accelerate consumer-centric, caregiver-led innovations to shape the future of healthcare

We are kicking off our strategic plan this month

Successfully executing this strategy will further foster core elements of our mission



Health Equity

- Strengthen UCSF Health's ability to deliver equitable care and outcomes



Behavioral Health

- Address unmet needs and improve access to Behavioral Health in the Bay Area



Academic Mission

- Continue to support and integrate the UCSF education and research missions

