

HIGH PERFORMANCE MEDICINE

Making the honor roll. And some history.



The founding hospitals of Partners HealthCare, Brigham and Women's Hospital (BWH) and Massachusetts General Hospital (MGH), have again earned top ratings on the *U.S. News & World Report* annual Honor Roll of America's Best Hospitals.

MGH and BWH were ranked fifth and tenth, respectively, in the nation.

Both hospitals have distinguished records of major medical breakthroughs. Founded in 1811, MGH was the first hospital to demonstrate the use of ether for surgery; the first to use X-rays to diagnose a patient; and the first to successfully reattach a severed limb. The hospital did groundbreaking work in treating early HIV/AIDS, including the effective use of drug combinations.

At BWH, Joseph Murray, MD, earned a Nobel Prize for the first successful human organ transplant. The first heart transplant in New England was at BWH. The hospital pioneered use of antiseptic during childbirth, was the first to use an iron lung to save polio victims, and perfected the first artificial kidney machine in the U.S.

MGH pioneered use of magnetic resonance imaging; discovered the genes responsible for Huntington's disease, ALS, and neurofibromatosis Type 2; and identified the first gene associated with inherited, early-onset Alzheimer's disease.

BWH opened the world's first blood bank, was the first to prove aspirin could prevent a first heart attack, and developed an effective, economical test to predict the risk of heart attack and stroke more accurately than cholesterol levels alone.

Today, our physicians, nurses, researchers, and other staff continue their breakthrough achievements while working to enhance patient care, improve safety, and better manage costs. It's part of what we call High Performance Medicine – five key initiatives focusing on quality, patient safety, and cost management.

Regardless of our accomplishments, we're always searching for ways to improve patient care and medical knowledge.

The journey never ends.



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HIGH PERFORMANCE MEDICINE

No more paper.



At Partners HealthCare, we know that ordering medications by computer is safer, more accurate, and more cost-effective than a hand-written prescription.

In our hospitals, computerized provider order entry (CPOE) prevents physicians and nurse practitioners from prescribing medications that you may be allergic to or that can cause dangerous drug interactions with medications you are already taking.

This new technology is fully implemented in all Partners acute care hospitals and at Spaulding Rehabilitation Hospital. Nationally, only about ten percent of hospitals have implemented CPOE with decision support, and Partners is one of the few health systems in the country to have its community hospitals, as well as its academic medical centers, fully on board.

In our physician offices, our doctors can also prescribe your medications electronically and use the information in your electronic medical record to identify which drugs can help you the most – and cost you the least.

For example, one heavily advertised brand-name drug sells for between \$2.50

and \$3 a day, while a generic alternative sells for 75 cents to \$1 a day at most retail pharmacies. Same effect. Less cost to you.

More than two out of three prescriptions currently being ordered by Partners physicians are for generic alternatives. That's up from 50 percent five years ago.

Today, approximately 75 percent of the prescriptions written by Partners doctors who use electronic medical records are being ordered electronically – a significant advance in patient care safety, service, and efficiency. It's part of what we call High Performance Medicine – five key initiatives focusing on quality, patient safety, and cost management.

While some may have a sentimental attachment to the prescription pad, we think the safety and quality benefits of e-prescribing mean it's time to say goodbye to paper.

IMPLEMENTATION OF COMPUTERIZED ORDERING OF MEDICATIONS

U.S. 11%

Partners acute care hospitals 100%

Source: The Leapfrog Group, based on responses from 1,307 hospitals as of November 2007.



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HIGH PERFORMANCE MEDICINE

Medicine that doesn't forget.



Remember when physicians knew everything about their patients and carried all that they needed in a little black bag?

Times have changed, medical knowledge has exploded, and today, the electronic medical record (EMR) is the modern physician's equivalent of that little black bag. Only better.

Using EMR, your caregiver knows your complete medical history. Illnesses, treatments, allergies, medications, test results, visits, referrals – everything is recorded by computer. And no matter which Partners HealthCare hospital or physician you trust for your care, EMR doesn't forget.

Across the country, experts agree that electronic medical records are essential for our health care system to improve and for you to have confidence in the safety and efficiency of your care. That is why all

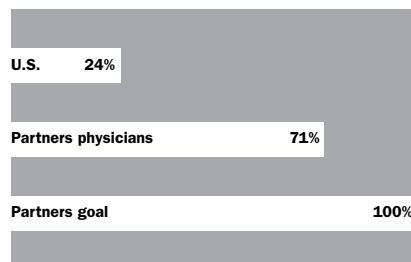
Partners primary care physicians will implement this new technology by the end of 2008. And our specialists will do the same in 2009.

It's part of what we call High Performance Medicine – five key initiatives focusing on quality, patient safety, and cost management.

EMR use among Partners primary care physicians has grown from 35 percent in 2003 to 86 percent today. Among our specialists, two thirds are using electronic medical records.

So the next time you see your physician in front of a computer screen, remember: it's the modern equivalent of the little black bag.

USE OF ELECTRONIC MEDICAL RECORDS



Source: Partners internal data and *Health Affairs*, 2006



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HIGH PERFORMANCE MEDICINE

A leap forward for safety and quality.



Nearly all major hospitals in the country participate in The Leapfrog Group Hospital Quality and Safety Survey, sponsored by leading employers. Partners HealthCare hospitals are no exception.

Out of 1,285 hospitals surveyed, Brigham and Women's Hospital and Massachusetts General Hospital were among only 41 hospitals in the U.S. and five in Massachusetts to be named Leapfrog Top Hospitals for 2007.

Leapfrog evaluates hospital performance based on four quality and safety practices that have been proven to reduce preventable medical mistakes.

The group measures the use of electronic health records, which have been shown to improve coordination of care and make care safer and more efficient. All Partners primary care physicians will have implemented this new technology by the end of 2008, and our specialists will do the same in 2009.

Leapfrog encourages identification of patient safety problems and pooling knowledge and experience to avoid errors. Partners is confronting medication errors head-on

by insisting on computerized prescription ordering and expanding the use of bar code identification systems and "smart" IV pumps for safe drug dispensing.

Expanding evidence-based knowledge about best medical practices is another Leapfrog objective. In our electronic medical record (EMR), physicians and nurses get decision support on best practices and the most cost-effective drugs and tests.

Leapfrog says full implementation nationally of its performance standards could save 66,000 lives and \$18.5 billion, as well as prevent 145,000 re-admissions and 187,000 medication errors.

It's all part of what we call High Performance Medicine – five key initiatives focusing on quality, safety, and cost management.

It's a leap worth taking.

MASSACHUSETTS HOSPITALS ON THE 2007 LEAPFROG TOP HOSPITALS LIST

Baystate Medical Center
Beth Israel Deaconess Medical Center
Brigham and Women's Hospital
Lahey Clinic
Massachusetts General Hospital

Source: The Leapfrog Group, September 2007 (alphabetical list)



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HIGH PERFORMANCE MEDICINE

We still make house calls.



At Partners HealthCare, we make a special effort to keep our patients out of the hospital.

Today, using sophisticated software that identifies patients at greatest risk for re-admission to the hospital, we are enrolling 90 percent of our heart attack, heart failure, and diabetes patients into innovative programs that offer nurse coaching to keep them healthier.

It's called disease management, and it works: Among our 3,000 congestive heart failure patients, we have reduced hospitalizations by 15 to 20 percent.

Through our HealthCare Connection program, high-risk Medicaid and uninsured patients visit the emergency room less often and report very high satisfaction with the services they receive. As one nurse tells us, "It's simple. People respond to people."

In our Connected Cardiac Care program, developed by Partners Home Care and the Center for Connected Health, heart disease patients use telemonitors to better manage their illness from home. Each day, the monitor transmits the patient's vital signs to a nurse who takes action when problems arise.

At Brigham and Women's Hospital (BWH), nurses regularly contact about 400 patients

with chronic conditions who have been frequently hospitalized.

BWH "Plan and Promise" nurses monitor their patients' health and help them recognize symptoms of a potential health problem. The nurses also help with quick access to care, free or discounted medications, and transportation and social services.

The result? Partners hospitals are keeping high-risk patients healthier, reducing their re-admission rates, and helping to better manage health care costs for everyone. It's part of what we call High Performance Medicine – five key initiatives focusing on quality, patient safety, and cost management.

We continue to find ways to advance the care of patients with chronic and costly diseases, whether they're in our hospitals or at home.

It's the right thing to do for our patients – and for our health care system.

KEEPING PATIENTS HEALTHIER, REDUCING HOSPITALIZATION

Heart failure patients enrolled in
Partners disease management programs:
90%

Reduced hospitalizations as
a result of this program:
15 – 20%

Source: Partners internal data



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HIGH PERFORMANCE MEDICINE

Caring for the most vulnerable.



The data are compelling: One percent of all patients in the country account for 30 percent of health care costs, and 10 percent account for 70 percent of costs.

No matter how you are insured, we all share in the cost of caring for the sickest patients. Helping them manage their care better should be one of our top priorities.

Partners HealthCare hospitals care for more than 100,000 low-income Medicaid and uninsured patients. With the blessing of state officials, in 2004 we launched the HealthCare Connection program, providing innovative disease management services to nearly 6,000 of our highest risk and highest cost Medicaid and uninsured patients. This program is in addition to the disease management programs already available to our commercially insured patients.

Nurses and social workers call these patients regularly to make sure they are taking their medications, following doctors' orders, and staying as healthy as possible. The result? Fewer emergency room visits. Higher patient satisfaction scores. Healthier patients. And fewer costs that state government will have to absorb.

We are also working to better manage the care of high-risk Medicare patients. Massachusetts General Hospital is one of only six institutions in the nation to receive federal support to find better ways of caring for these patients, who are generally over the age of 65 or disabled.

Response to MGH's new program has been strong, with 90 percent of eligible patients enrolling in its coaching programs. It's part of what we call High Performance Medicine – five key initiatives focusing on quality, patient safety, and cost management.

We continue to find ways to improve care for our patients who need it the most, and manage costs for everyone so that more people can be covered.

At Partners, caring for the most vulnerable is what we do every day.

TOP MASSACHUSETTS HOSPITALS CARING FOR MEDICAID AND FREE CARE PATIENTS

1. Boston Medical Center
2. Cambridge Health Alliance
3. Massachusetts General Hospital
4. UMass Memorial Medical Center
5. Baystate Medical Center
6. Children's Hospital
7. Brigham and Women's Hospital

Source: FY06 Medicaid and Uncompensated Care Costs



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Coaching that Red Auerbach could appreciate.



“They are wonderful. They call me and ask how I’m doing, if I’m taking my medications correctly, if I’m getting my blood checked. If I call and have a problem they tell me where I can go and get it solved.”

This is just one patient describing her health coaches in a program called the HealthCare Connection.

Partners HealthCare launched the Connection in 2004 with the blessing of state officials to serve a special group of patients. To be eligible, patients must receive Medicaid benefits or be uninsured; they must have certain conditions, experiences, and needs that require ongoing assistance.

To reduce unnecessary emergency room visits and hospital stays, these patients receive active outreach, regular contact, and frequent follow-up.

Our health coaches are specially trained nurses, respiratory therapists, social workers, and dietitians who help patients make smart decisions about eating and lifestyle, and help them find better ways to live with complex, chronic conditions.

In a survey of 500 Connection patients, 84 percent said it was extremely important for Partners to continue offering health coaching services.

And 92 percent of surveyed physicians said that non-physician health professionals working outside of their offices can improve care coordination for chronically ill patients.

It’s part of what we call High Performance Medicine – five key initiatives focusing on quality, patient safety, and cost management.

We will continue to develop new initiatives such as nurse coaching to improve care to our patients and help them feel their best.

After all, we’re from Boston, where Red Auerbach coached the Celtics to 9 championships. We know how valuable a good coach can be.

HOW OUR PATIENTS RATE THEIR COACHES

93%

said their coach helped them understand the importance of taking care of themselves

87%

said their coach made it easier to talk to their doctor

84%

said their coach was “very” helpful

Source: Survey of 533 HealthCare Connection patients, June 2006



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