SOCIAL IMPACT
2020 REPORT
A Year of Unprecedented Change
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Dear Stakeholders,

There is no doubt that 2020 was a year of change and tribulation. The sacrifices of our frontline healthcare workers were immeasurable, and this pandemic highlighted that their place in our society is invaluable. I believe that times of adversity bring out the best in people. I saw tremendous professional and personal growth in all of my colleagues in 2020 as we worked together towards a common goal: to remain a trusted healthcare partner to the 350,000 patients we serve in our community, despite every challenge, and no matter what the circumstance.

At the start of the coronavirus pandemic, our team took immediate steps to secure personal protective equipment and institute screening, safety and diagnostic testing protocols to keep our patients safe. As cases surged throughout 2020, Westmed forged even stronger bonds with our local community hospitals and government officials to align on a collective strategy to guide patients on how to seek testing and care. We communicated appropriate infection control practices and developed a plan for providing critical care to those who needed it most.

To maintain continuity of care for our patients during these uncertain times, our team swiftly expanded our Virtual Visits telemedicine platform, creating access to more than 200 providers in 50 practice areas. In the first six months of the pandemic alone, Westmed was able to deliver care to more than 80,000 patients from the comfort and safety of their own homes, allowing them to address critical health concerns and manage chronic conditions without having to risk exposure to the virus.

With all of the sacrifices our team made, we felt it was more critical than ever to find ways to celebrate our healthcare heroes and the tremendous efforts they had put forth for the health of our community. In August 2020, we hosted our first ever Team Appreciation Month, offering free virtual fitness classes, food trucks and gifts of gratitude. Understanding the emotional toll that this pandemic caused to so many of us, Westmed made great efforts to expand employee mental health programs, including virtual support groups hosted by our Behavioral Health team and weekly guided meditation sessions.

2020 was certainly not the year any of us expected. Yet, as an organization, I feel so proud of the accomplishments of our team, who demonstrated remarkable resilience and met every challenge head on. As we move forward into 2021, I anticipate meeting continued obstacles, but feel cautiously optimistic that we will navigate them – as a team, as a community, and for the good of our world - stronger than we have ever been. We are Westmed, and together, we will remain a pillar of support and health for all of our stakeholders.

Anthony Viceroy
is the chief executive officer of Westmed Medical Group, an award-winning multispecialty outpatient organization.

In 2020, Mr. Viceroy navigated Westmed through the COVID-19 pandemic maintaining continuous care for all patients coupled with financial stability. Throughout this time, Mr. Viceroy led the coordination of multiple cross-functional teams to ensure the safety of staff and patients. He secured PPE from international sources in the face of a national PPE shortage, provided frequent all-company updates, coordinated innovative screening measures across all Westmed’s sites and ensured immediate and crucial COVID-19 follow-up through virtual clinics to provide a safety net for patients who were dealing with this complicated virus.

Mr. Viceroy’s efforts have earned Westmed, one of 517 Accountable Care Organizations operating in the Enhanced Medicare Shared Savings Program, a national reputation for its focus on improving the quality of care for patients, while reducing unnecessary costs in the healthcare system. According to the CMS Medicare Shared Savings Report, Westmed has ranked within the top 6% nationally for total savings generated, and has achieved savings consistently each year for CMS since inception.

Anthony Viceroy is a member of the Board of Advisors for New York Medical College and a trustee for Manhattanville College. He serves as a member of the board of directors of the Westchester County Association and the Bedford Physicians Risk Retention Group. He is a CEO Council Member of the American Medical Group Association (AMGA) and a member representative of the Northeast Business Group on Health.
An award-winning multispecialty outpatient medical group.

- 365 primary & specialty doctors
- 110 advanced care providers
- 1,174 full-time employees

- 351,527 patients cared for annually
- 1,268,046 total patient visits
- 60 medical services & specialties
- 13 offices in NY & CT

Data as of 12/31/2020
2020 truly was an unprecedented year where COVID-19 took the lead in front of all other strategic priorities at Westmed. We are so proud of all the hard work from our team of frontline workers during this time. This document includes key highlights and notable progress that was significant to our business in the four areas on which we remain focused, with a special emphasis on our COVID-19 efforts.

COMMUNITY

Westmed actively champions health, wellness and prevention initiatives that impact the community where we live and work.

- Public Education & Support
- Securing Testing
- Virtual COVID-19 Clinic
- Managing PPE Shortage
- School Supply Drive & Chromebook Donation

PEOPLE

The best characteristic of Westmed physicians, nurses, advanced care providers and staff is their unwavering commitment to our organizational values, including empathy and mindfulness.

- Temperature Checks & Screening
- Occupational Health Clinic
- Mental Health Support
- A Culture of Transparency
- Employee Resource Center
2020 SPOTLIGHT ON WESTMED’S COVID-19 RESPONSE

ENVIRONMENT

Building a long term, sustainable approach to the delivery of quality healthcare, to reduce or eliminate negative impact on human health or our environment while also ensuring that all of our 13 sites remain safe.

• Eco-Friendly Cleaners & Electrostatic Fogging Process
• Socially Distanced Waiting Rooms

INNOVATION

Addressing the needs of our digitized healthcare ecosystem, and implementing unique and effective technological solutions that address challenges faced by patients, physicians, staff and our community.

• Rapid Telemedicine Expansion
• COVID-19 Virtual Care Clinics
• SMS Virtual Check-In

Read on for more details on Westmed’s response to the pandemic.
Westmed Medical Group, and its team of passionate caregivers, dedicate their lives to educating our patient population and championing health, wellness, and prevention. This became even more apparent throughout 2020 when our frontline healthcare workers put their own health on the line to serve the community. We are inspired by their work and commitment.
When I think of the COVID-19 pandemic and its impact on Westmed, I think of the resiliency of Westmed. I am most impressed by Westmed’s frontline healthcare team, both in the hospital and in the offices, where physicians, nurses, medical assistants, managers, clerical staff, laboratory and radiology team members put themselves and their families at risk to come to do the work of caring for patients and keeping everyone else in the community well. It continues to be an impressive team effort which I will never forget.

CHRISTOPHER MATTERN, MD
Department Chair of Orthopedics
PUBLIC EDUCATION

Westmed is devoted to the care of patients even outside of the doctor’s office and has always dedicated resources towards public education. In the face of COVID-19, especially at the beginning of the pandemic, our team worked to dispel myths about the virus and ensure patients had accurate and up to date information. Deputy Medical Director and Infectious Disease Specialist, Dr. Sandra Kesh, was the leader for this effort and she continues to define the COVID-19 communication protocols directed toward Westmed patients and the broader community.

Trusted Resource for National & Local Media

In 2020 we contributed to hundreds of media queries and outlets to ensure that media were focused on the most accurate information available.

Live Social Media Events

Dr. Kesh and a variety of Westmed experts participated in live Facebook and Instagram events throughout the pandemic so the public could have ready access to an expert who could help answer their questions and break through the clutter of misinformation.

Patient eNewsletters, Coronavirus Information Hotline and Website Resource Pages

At the start of the pandemic, when so little information was available, Westmed became a trusted community resource. The CDC and WHO were publishing updated guidelines daily, and our team kept the community abreast to all new changes to infection control protocols to help them stay healthy through the use of an informational hotline, COVID-19 blog page (updated in real-time) and through our My Care Patient Newsletter.

Through these resources, we enabled the 350,000+ patients in our community to remain up to date with accurate information about the virus, as well as information that may affect their care such as changes to building hours, department consolidations and updates on elective surgical procedures.
As accurate testing became available in our local community, Westmed was able to uphold our promise of delivering comprehensive care by offering both Diagnostic (PCR) testing as well as Antibody Testing at our laboratories. We provided patients information on where to go to get tested, how to interpret your results, and how to stay safe in quarantine during stay at home orders.

Our amazing group of healthcare heroes quickly became a go-to resource for accurate information, to help patients understand symptoms, quarantine guidelines, treatment options and clearance procedures, whenever needed.

At the beginning of the pandemic, Westmed was faced with an insufficient PPE supply during a national PPE shortage. Our executive team worked tirelessly to create a PPE warehouse that strictly monitored the amount of PPE being administered while also securing these valuable medical supplies through multiple international vendors. All of this was done to ensure PPE supply for both patients and employees to keep everyone safe throughout their time in our buildings. Due to these efforts, Westmed now has a warehouse supply of PPE to last at least 6 months which we plan to maintain into the future.

“COVID-19 protocols ran smoothly. I was very impressed with how safe and organized my visit was. From waiting in the parking lot to be called to the temperature check and the socially distanced seats in the waiting area - I felt safe.”

WESTMED PATIENT | SOLUTIONREACH SURVEY, 2020
NEW GASTROENTEROLOGY SUITE AT RIDGE HILL

Our Westmed Ridge Hill - Yonkers office renovated and expanded the outpatient gastroenterology suite in Q2 of 2020, with the goal of increasing access for patients. The new suite features additional procedure rooms, six recovery beds and new, state-of-the-art scopes and sanitizing equipment used to increase the efficiency of procedures, and reduce appointment wait times. The renovation has made room for a fifth doctor to begin offering procedures in this suite. Patients are now able to schedule preventive screenings and address health concerns much faster, without ever stepping foot in a hospital. The suite also increased to three procedure rooms, which has resulted in nearly doubling patient access.

WESTMED FLU VACCINE CLINICS: ONE MORE WAY TO STAY PROTECTED

For the first time, Westmed Medical Group built two physical Flu Vaccine Clinics for our patients, to increase access for this critical seasonal immunization. With the ongoing COVID-19 pandemic, it became critical to make our flu vaccine schedule more accessible than ever, and enable our patients to do everything they can to support their immune systems, stay healthy and out of the hospital.

These Flu Vaccine Clinics were hosted at our polyclinic locations at 210 Westchester Avenue, White Plains and 73 Market Street, Yonkers (Ridge Hill), and were structured to allow more than 50 patients per day to receive their influenza vaccination in a safe and convenient environment, from a team they trust. During the key September through November vaccination period, we recorded 63,729 total flu vaccines administered – nearly a 10% increase in total vaccines administered using the clinic model compared to 2019.

10% INCREASE IN TOTAL INFLUENZA VACCINES GIVEN at Westmed’s new Flu Vaccine Clinics
SUPERIOR QUALITY

At Westmed, we maintain a sharp focus on the high quality of care as our guiding principle. We concentrate on metrics which have a direct impact on the long term wellness and longevity of our patients. Health screening, hypertension management, smoking cessation and weight management are all key lifestyle indicators that help prevent chronic disease and deterioration. We partner with individual patients to help them manage these aspects of their health which has helped us to move the needle on a number of overall metrics for our patient base.

COMMUNITY WELLNESS AND DISEASE PREVENTION

Annual wellness exams for our Medicare patients are critical to maintaining health and wellness. Nationally, only 25% of Medicare patients complete these exams which are important to ensure superior well care. With the help of our population health team and our large base of primary care providers, we are able to encourage and provide easy access to Wellness exams for our Medicare population. Our Medicare patients have a 3X completion rate far exceeding national averages.

The flu can be debilitating for our elderly population. Fortunately, through our system-wide flu outreach clinics 82% of Westmed’s adult population received the vaccine in 2020 compared to the national average of 48.4%.

Through Westmed’s educational program and consistent messaging from our providers, Pneumococcal vaccine rates are also well above the national average at 82.5% vs. 66% nationally.

Obesity is a worldwide epidemic. We are attentive to this epidemic by calculating BMI (body mass index) on every patient and offering guidance on exercise, stress and weight management. We have a well-developed weight loss center with several compassionate providers tailoring weight management plans and offering health coaching to our patients.

Our women and child care programs are extensive. We are the physicians delivering the vast majority of mothers at our three community hospitals. Our preterm birth and NICU admission rates are well below national averages. We currently offer free breast feeding classes to all our new mothers, encouraging our infants’ health and wellness from the very beginning.

Hypertension, the most common cardiovascular disease, is treatable with appropriate management and a well trained, integrated team. Our primary care providers and Cardiologists have been able to achieve control rates that far exceed national averages. In the US only 1 in 4 adults with hypertension have their condition under control. At Westmed 4 out of 5 adults are in excellent control and we are moving to make that 5 out of 5. Our coordinated team and home monitoring program is sure to help us improve this condition that affects 45% of the adult US population.
According to the CMS Medicare Shared Savings Report, Westmed has ranked within the top 6% nationally for Accountable Care Organizations for delivering effective, high quality and efficient care.

ACOs are groups of doctors, hospitals and health care providers that partner with CMS in a shared effort to slow the growth of health care costs and improve the overall quality of patient care in the US. This program is paving the path towards improving the health care system by shifting its focus to the value of health care versus the volume of services provided.

Mammography has been shown to be paramount for early detection of breast cancer. Nationally, women over 40 receive mammograms only 60% of the time, at Westmed with our access and education 85% of eligible patients complete their mammograms according to screening guidelines.

Our comprehensive breast care center can detect mammographic and sonographic abnormalities, provide biopsy obtained diagnosis in 24 hours and provide a care plan with our breast surgeons, medical and radiologic oncologist in the comfort of Westmed’s local facilities.

Our cervical cancer screening rates make us a top performer with our health carriers given that 94.5% of eligible patient receive appropriate pap smear screening.

Our colon cancer screening rates also exceed national averages.

Nationwide, almost one in five people (47.1 million) in the U.S. are living with a mental health condition, many of which often remain undiagnosed.

At Westmed we screen 93% of patients for depression and other mental health conditions. We refer patients to in-house psychiatry and therapy and offer behavioral cognitive therapy for issues such as anxiety management in person and virtually.
We pride ourselves on providing a safe and trusting environment, while delivering world-class quality of care and a “Five-Star Patient Experience” – for every patient, every time.

**ACTIVE PATIENT ADVISORY COUNCIL**

Westmed works with an active patient advisory council whose purpose is to create a forum for our patients, families, staff, and executive team members to join together in a shared space and provide feedback on the patient experience at Westmed.

**WEEKLY ALL-COMPANY MORNING HUDDLES**

Every Tuesday morning at precisely 9:00 a.m., we connect our team members across thirteen cross-functional outpatient offices to share a concise message from leadership and give an update on how we worked together to improve the patient experience.

These 10-minute huddles were developed to create a system to empower front line leaders to speak up and escalate concerns that could prevent us from delivering high-quality, timely and safe patient care. In just a few short minutes, we address wins, listen to feedback from employees, and give our team a goal to focus on for that week that will ultimately help us enhance the care we deliver.

**PATIENT ADVOCACY TEAM**

Every week, our Patient Advocacy Team meets to go over how well we are championing the patient experience internally for our patients. This group of 25+ leaders and managers in the organization come together to escalate patient issues arising from feedback in surveys, and develop tangible solutions together to create processes that benefit our patients, and our team members. The goal of this team is to take a magnifying glass to any challenges, that might be limiting our growth and ability to innovate.

**PX DASHBOARDS**

Westmed uses customized PX Dashboards which track comments and reviews from surveys, social media, Google and phone calls in real-time. Our commitment is to respond to patients within 48 hours to ensure patient satisfaction.

**NATIONAL RECOGNITION**

Westmed leaders were chosen to present our custom program build for transforming the patient experience at Westmed Medical Group at the Cleveland Clinic Empathy & Innovation Summit. Presenters included COO, Karen Dolman (RN MA) and Deputy Medical Director, Dr. Patricia Calayag.

95th Percentile for overall patient satisfaction

97th Percentile for Westmed providers

(Press Ganey, 2019)

Overall NPS Score: 87

(Net Promoter Score) for 2020
In 2020, Westmed continued the community education initiative, MEDTalks, in order to help patients benefit from gaining relevant healthcare information and insights directly from a reliable source.

The goal of the MEDTalk program is to educate patients and address varying health and wellness issues that are topical, timely and important to people in Westchester (NY) and Fairfield (CT) counties.

Since 2019, Westmed has presented patients with the opportunity to attend these 100% free community lectures that are typically hosted on-site across Westmed Medical Group locations. In order to adhere to social distancing protocols and maintain the health and safety of the patients we serve, our MEDTalk program has gone virtual!

Westmed Medical Group believes that the voices of our experts – trusted pillars of the Westchester and Fairfield County communities – can provide patients with science-based information, and advice that can ensure better health outcomes for future generations.

COVID-19 Q&A
Antibody Testing: Pros, Cons & Understanding Your Results
Medicare Part D & Managing the Cost of Medications
Healthy Holiday Feast
Health & Your Hormones
Navigating Difficult Conversations with Your Kids
One More Way to Stay Protected: Kicking Off Flu Season
Virtual Fitness Series
**COMMUNITY**

**VOLUNTEERISM**

Westmed places a significant emphasis on our culture and believes that a deliberate effort to uplift those in need around us, truly helps to improve the health of our community.

Westmed offers all of our employees the opportunities and inspiration to engage in volunteer activities, and build lasting relationships with community members and local organizations who share the Westmed team mission.

**SCHOOL SUPPLY DRIVE & CHROMEBOOK DONATION**

There is no greater gift than the gift of giving back. In partnership with Family Services of Westchester & Big Brother Big Sister, we gave our employees the opportunity to do just that.

Along with Family Services, Westmed hosted a virtual backpack supply collection for families in our community, to help them prepare for back-to-school. We created an online backpack list, with a goal to provide 100 children with supplies for the upcoming year, and kept the safety of our team members top of mind by encouraging no-contact supply delivery through an Amazon Wish List.

Together, we exceeded our goal and even donated $5,000 towards Chromebooks for families in need, who were engaging in virtual learning this fall.

By the end of the month, Westmed team members donated more than 800 school supply items, which were then given directly to families in need.

**MILES FOR HEROES: EXECUTIVE DONATION**

Westmed’s CEO, Anthony Viceroy, made a donation of his miles to the American Airlines’ program, Miles for Heroes, which supports veterans through non-profits such as The Medal of Honor Foundation, The George W. Bush Foundation and the Gary Sinise Foundation.

He donated 44,000 miles to this important cause, in support of those whose sacrifices have given us the freedom to fly.

**MAKING STRIDES AGAINST BREAST CANCER PARADE**

Westmed supports the American Cancer Society, and serves as a sponsor of the Making Strides of Westchester annual events. With the ongoing coronavirus pandemic and social distancing protocols, Westmed joined along with our community in a contactless drive-through car parade to show our support for friends and loved ones battling breast cancer.

The team was proud to stand behind this important cause that aims to unite communities in the fight against breast cancer. Together, we decorated our cars and had a blast following the parade of vehicles along a guided route.

**Doing good together builds camaraderie that lasts well beyond the event itself.**
Westmed Medical Group is proud to provide charitable contributions to various community outreach programs that support health and wellness.

Despite the limitations that COVID-19 created with respect to social gatherings - like annual walks and celebrations - Westmed continued to support our nonprofit partners and their various health and wellness efforts in our community. Many of our partners opted for virtual gatherings in 2020:

- American Heart Association
- American Cancer Society
- Family Services of Westchester: FSW
- White Plains Hospital Foundation
- Greenwich Hospital Foundation
- NAMI: National Alliance on Mental Illness
- The Rye YMCA
- Swim Across America
- Gilda’s Club
Westmed continues to receive national recognition for measured healthcare excellence in virtually all areas of medicine. We are successful because of our people and the unique contribution each individual brings to their role, reflecting the diverse backgrounds, experiences and perspectives of the communities we serve. In 2020, these tremendous people acted as heroes and truly demonstrated their commitment to the community.

Sandra Bost, MD | Dermatology at Westmed - New Rochelle
COVID-19 definitely contributed to increased stresses early on, but that time also allowed me to reassess and realign priorities in life. Working at Westmed helped me to achieve that balance.

NICHOLAS PANTALEO, MD
Family Medicine
PROTECTING THE SAFETY OF OUR TEAM

As word of the worsening coronavirus pandemic situation swept the country in early Q1, Westmed immediately took action to develop a plan for how we could continue caring for the patients who need us most, while protecting the health and safety of our team.

While safety remained the organization’s number one priority, it became increasingly important throughout the year to support our team members in ways beyond procuring adequate PPE supplies and developing robust training and protocols set forth to minimize employee exposure to the virus. We recognized that our team needed emotional support to cope with the stress, fear and concern brought on by the unknowns of COVID-19.

Employee Screening Protocols: Westmed developed new protocols to ensure every patient, and every team member could still feel safe coming to our sites. Providers and staff quickly adopted new screening procedures for employees, and implemented workflows to facilitate care. Together, our goal was to minimize exposure risk for both patients and employees throughout our medical facilities – while still providing access to the care that our patients needed.

HR Employee Hotline: Westmed’s human resources team developed a dedicated employee & provider hotline, where staff was available all day to field calls and employee questions related to coronavirus, especially if a team member believed they may have had an exposure incident. Team members received clear and accurate responses from their HR partners related to topics such as quarantine, domestic and international travel, PTO and medical leave, as the situation evolved.

Occupational Health Clinic: Westmed transformed one of our walk-in Urgent Care sites into an employee health center designed to care for any team member who was exposed to COVID-19 or became ill during the time when community spread was prevalent in Westchester and Fairfield Counties. Here, employees could receive testing, have their symptoms closely monitored, and work directly with our Westmed physicians to determine an appropriate return to work date.
Emotional/Mental Health Support: Given the enormous uncertainty the team was facing both personally and professionally, our human resources team took action and implemented programs to help promote a culture of openness, support and transparency.

Guided Meditations: The Westmed Behavioral Health team volunteered their time and energy to host free guided meditation calls weekly for all employees.

Virtual Support Groups & Decompression Sessions: Physicians and team members were offered free emotional support group classes, hosted weekly by our generous and compassionate licensed social workers. Teams were invited to sign up for the sessions, or simply drop in to connect with others experiencing the same challenges, frustrations or concerns that they might be experiencing during this time.

Virtual Fitness Classes: Yoga, Pilates, Tabata – we know that when you move a muscle, you can change a thought. Virtual fitness classes were offered after-hours as a free benefit for all employees, to allow individuals time to decompress and enter into a positive headspace.

A CULTURE OF TRANSPARENCY

With the COVID-19 pandemic sweeping our community in early Q1 of 2020, our leadership team felt that more frequent all-company communication was necessary and appropriate. For that reason, we launched a virtual communication strategy that we felt allowed us to adapt to changing situations and transfer the newest information to the most people in the most rapid manner. We held regular town halls and Zoom calls with our doctors and support staff on a weekly, and when times called for it, daily basis.

On these calls, employees and providers were given honest and detailed updates on the changing situation and provided the most recent guidance on protocols for safety and patient care. At the end of each session, all questions were encouraged and addressed during the Q&A – including answers to tough questions like furloughs, site consolidations, PPE shortages, and more. Information covered during these updates was also published internally to our team Intranet site, reiterated during Weekly Morning Huddles, and distributed via email, to keep everyone abreast on the latest developments and best-practices on delivering safe, quality care in the midst of this pandemic.

COVID-19 Employee Resource Center: Westmed established an internal dashboard to provide employees with a central location for important policies and helpful resources as we all navigate these challenging times. The dashboard includes information on Travel Advisories, Emergency Support Services, Childcare Resources and Financial Coaching through our EAP - all updated in real-time.

Sharing “Gratitudes”: To recognize those team members who have gone “above and beyond”, Westmed created a Wall of Gratitude. Here, employees are highlighted and celebrated for outstanding patient care and demonstrating empathy – whether with a patient, or a fellow colleague.

Photo: Westmed CEO Anthony Viceroy shares new safety policies and discusses operational strategy with our corporate team this summer, as we all worked to adapt to the needs of the organization during the ongoing coronavirus pandemic.
Westmed Medical Group is proud to have earned national recognition by the Great Places to Work Institute as a “Great Rated Company” annually since 2014, a “Best Workplaces in Healthcare” (#27), and a “Best Workplace in New York” (#23) in 2017 by Fortune Magazine. In 2018, Westmed was again honored by Fortune Magazine and the Great Place to Work Institute as a “Best Workplaces in Healthcare & Biopharma” (#21).

For the sixth consecutive year, Westmed Medical Group received certification as a Great Place to Work, and is qualified to rank among the country’s best companies in the entire country.

Great Place to Work® is known as an authority on high-trust, high-performance workplace cultures. Through proprietary assessment tools, Great Place to Work® provides the benchmarks, framework, and expertise needed to evaluate and recognize outstanding workplace cultures in the United States.

This recognition is a testament to the hard work, passion and commitment to service that each of our employees bring to our medical practice every single day.

89% of employees believe that when you join Westmed, you are made to feel welcome.

88% of employees feel a sense of pride when they look at what they have accomplished.

87% of employees believe that their work has special meaning: this is not just a job.

87% of employees feel their work at Westmed makes a difference.

“My care team at Westmed is kind, compassionate and extremely knowledgeable. My provider is always reassuring and listens with his full attention and concern. Truly one of the best doctors I’ve ever seen.”

A diverse and inclusive culture has always been a foundation of our values at Westmed. The Westmed Diversity & Inclusion Council serves as an outlet for employees to share their unique perspectives, and come together to foster a workplace and a community where individuals are valued for their talents and empowered to reach their fullest potential.

We believe that whatever makes YOU unique is what makes US Westmed! This group of twenty-two Westmed employee council members, consisting of both providers and staff, volunteer their free time to meet once a month and move the needle on the council’s areas of focus. They are directly involved in developing strategic diversity and inclusion goals, guiding organizational training, and affecting company wide diversity & inclusion policies and practices.

In 2020, our team introduced an interactive learning event on Raising Conscious Awareness to Mitigate Bias and Enhance Patient Experience. This educational session was designed to raise awareness about conscious and unconscious bias including how bias may impact critical decision making in healthcare delivery and talent management.

Our organization has always believed in the importance of fostering an inclusive culture that embraces and nurtures our patients, colleagues, physicians and communities.

CULTURE OF INCLUSIVITY

- 76% of our staff at senior management level and above is female
- 82% of Westmed front line managers and supervisors are female, and 61% represent a diverse ethnicity
- 38% of our team are Generation X
- 21% of our team are Baby Boomers

THE WOMEN OF WESTMED

The healthcare industry is uniquely shaped by women – women have a tremendous impact on the healthcare industry as both consumers, and employees. On average, women account for more than 80% of the healthcare industry in our country, but still only hold roughly 30% of the executive positions within healthcare organizations. Westmed Medical Group has a strong female workforce, including a significant number of women in executive positions.

- 55% of our team represents racial/ethnic diversity (non-white race/ethnicity)
- 38% of our team are Millennials
- 60% of Westmed’s executive team is female, and 54% of our female leaders represent a diverse ethnicity
- 51% of our physicians are female vs. the national average of 35%
Westmed believes that a diverse and inclusive work environment that is reflective of the community is essential for fulfilling its organizational mission of being a trusted partner to patients in their comprehensive, lifelong care.

**Employee Education**
Implementing training programs to increase awareness of unconscious bias and how it impacts the way we interact with our patients and each other.

**Vendor Diversity**
Ensuring that our vendors come from diverse backgrounds to help support local economic growth.

**Community Engagement**
Implementing policies that address disparity in health, while investing strategically to make a difference in the community.

PEOPLE

WESTMED FOR WELLNESS PROGRAM

As part of our comprehensive wellness and benefits package, Westmed offers a significant discount on monthly employee contributions for medical coverage after visiting a Westmed primary care provider to complete an annual physical and wellness exam.

Discounts vary depending on chosen plan type, but employees can see the monthly medical contributions reduce by nearly 50% once they enroll in the Westmed for Wellness Program.

100% FREE COPAYS

SUPPORTING EMPLOYEE HEALTH & WELL-BEING

As a nationally-recognized outpatient medical center, Westmed understands the critical role that health and wellness play in the lives of our employees. For this reason, Westmed continues to offer comprehensive Total Rewards that meet our employees’ diverse needs.

- **Paid Gym Reimbursement Policy:** We believe in the importance of living a healthy and active lifestyle. With this in mind, a new benefit was added to our medical plan in 2020 that offers an annual fitness reimbursement up to $250 per calendar year. We encourage employees to use this reimbursement to pay for group fitness classes, gym memberships, and even virtual classes! This is an added benefit to Westmed’s medical plan and is available to eligible enrolled employees.

- **Happy Birthday, from Westmed!** In 2020, Westmed added a “Birthday Day Off” to our existing policy. This new benefit allows employees to celebrate their special day any way they would like – even if your birthday falls on a weekend, Westmed honors a PTO day for you on the week you are celebrating!

- **Smoking cessation programs: Freedom From Smoking®** sessions are held in partnership with the American Lung Association, and are available to both patients and staff to help them find the best way to quit smoking.

- **Competitive Time-Off (PTO) Policy:** Westmed enhanced it’s competitive PTO Policy in 2019 to award two additional days-off for all employees, each year. Employees are encouraged to use these two additional days in the way that best suits them, whether that means extra vacation time, a sick day, or even just a mental health day. New hires now start with a bank of 16 PTO hours to ensure they have security to meet any personal or family needs that might arise right from their start date.

EXPANDED VOLUNTARY EMPLOYEE BENEFITS

As of Q4 2020, Westmed introduced three new voluntary supplemental benefit offerings to our employees. These supplemental benefit plans include coverage for Accident, Hospital Indemnity and/or Critical Illness. By enrolling in these individual benefits through Aflac, employees are able to offset costs associated with accidents (like breaks and lacerations), covered hospital stays, including the birth of a child, or even expenses that arise from a critical illness diagnosis. These options were added as new benefit offerings so that Westmed can continue broadening the variety of benefits made available to meet the different needs of our employees and their families.
Food Truck Fun: We invited Walter’s Hot Dog Truck, a local staple, to each of our office locations to provide complimentary dogs and fries for every employee.

Virtual Fitness Classes: Throughout the month, employees had access to FREE virtual fitness classes, sponsored by the Westmed People Engagement team, like Yoga for Relaxation, and a Strength & Tone fitness class – all offered via Zoom.

“Be Kind” Bar Giveaway: Throughout the month, we focused on employee mental wellness and the power of kindness. We had a free KIND Bar snack giveaway, and even hosted a virtual event for our staff, where our Behavioral Health Team discussed the importance of positive self-talk, practicing optimism, focusing on what you can control and celebrating accomplishments.

Ice Cream Day: With safety in mind, team members enjoyed free pre-scooped Ben & Jerry’s ice cream, and were able to add their own toppings to make the day even more delicious.

“Caps Off” to You!: Custom Westmed hats were sent to every Westmed employee on the last day of the month to drum up some team spirit. Our hats are off for all of the frontline workers putting so much effort into keeping patients and communities safe during this time.

Lunch Bag Giveaway: We kicked off Team Appreciation Month by distributing “get healthy together” Westmed lunch boxes and encouraging our team to remember to keep their strength up and stay healthy by eating well and resting as much as possible.

Westmed Holiday Gift: Westmed gifted employees cozy blankets as a holiday gift in 2020 to help everyone stay cozy while we all spend more time at home with our families.
NURSE’S WEEK 2020

We celebrated 2020 National Nurses Week in May by giving a special thanks to all our amazing nurses who continue to provide the highest quality, compassionate patient care. Generous student volunteers partnered with our Marketing & People Engagement Departments to create handmade “thank you” cards for our nurses and delivered them along with delicious, individually wrapped treats.

Together, they created more than 400 cards to express their gratitude to our healthcare heroes. Throughout the week, our People Engagement team also shared a list of local businesses that were offering “freebies” for frontline workers during Nurses Week.

Photo: Jillian Dolman, senior at Walter Panas High School, volunteering her time to create “thank you” cards for Westmed nurses during 2020 Nurse’s Week.
VIRTUAL NEW HIRE ORIENTATION:
Adapting to the challenges that COVID-19 brought to every organization, Westmed developed a VIRTUAL New Hire Orientation (VHNO) curriculum that allowed new team members recruited to our practice the ability to get the full “Westmed” experience from the safety and comfort of their home. We also took this as an opportunity to enhance our program, and develop several new sections to engage new team members and help them learn the Westmed-way.

ACTIVITIES & SHARES: To create a more engaging and participatory experience, we added “group shares” to several areas of the curriculum. During these breakout sessions, we have new team members share their thoughts and reactions and also participate in fun games that help to reinforce training.

WELLNESS BREAKS & STRETCHES: We incorporated wellness breaks and stretches sporadically throughout the full day orientation, to give team members a few minutes to focus on wellbeing, get a nice stretch in and take a moment to absorb the content they had just learned.

eLEARNING TUTORIALS: We allocate time during orientation to help new team members learn how to complete mandatory eLearning courses, like Compliance, Sexual Harassment and COVID-19 Safety.

EXECUTIVE LEADERSHIP & PRESENTERS: Our orientation sessions wouldn’t have been successful without the partnership of our amazing executive leadership and presenters’ participation! Our presenters used the video functionality in Zoom while presenting to connect with new hires, and maintain a personal touch.

UNCONSCIOUS BIAS DIVERSITY TRAINING: In 2020, our team introduced an interactive learning event on Raising Conscious Awareness to Mitigate Bias and Enhance Patient Experience. This educational session was designed to raise awareness about conscious and unconscious bias including how bias may impact critical decision making in healthcare delivery and talent management.

WELCOME TO OUR NEW HEADQUARTERS
Although COVID-19 continues to impact the way we work, we are excited to resume “normal” operations again. In the summer of 2020, Westmed relocated its corporate office to a newly renovated 25,000 sq ft facility at 800 Westchester Avenue in Rye Brook. These headquarters feature innovative new training suites, which can accommodate up to 80 people at once, and an open concept atmosphere to enhance collaboration and teamwork. The space welcomes employees from all of our sites in Westchester and Fairfield counties to meet with our corporate employees as well as participate in our various training programs such as CMEs for providers, New Hire Orientation, EMR training and other corporate wide initiatives.
Westmed is committed to lessening its organizational impact on the environment, and focuses on making significant improvements to waste management, energy conservation, recycling and overall sustainability. With the creation of the Westmed Go Green Team, Westmed is taking an active role in implementing policies and procedures that support the wellbeing of future generations.
COVID-19 made it immediately apparent how critical the facilities department is to our company. We stepped in as soon as the pandemic started, to bolster environmental safety and protect our valued patients and staff by incorporating social distancing in all of our waiting areas, adding more electrostatic cleaning sprayers and increasing the housekeeping staff with dedicated individuals sanitizing touch points all day and spraying all spaces every night. We also established a PPE warehouse and distribution process to ensure we never run low on any critical supplies.

DAVID SICA
LEED Green Associate, Associate Director of Facilities
WESTMED GO GREEN

Launched in early 2019, the Westmed Go Green Team is on a mission to reduce the organization’s impact on the environment, and make significant improvements to Westmed’s waste management, energy conservation, recycling and overall sustainability. Employee and executive volunteers from all levels of the organization meet monthly to review sustainability efforts and discuss new ways to operationalize processes to reduce our environmental footprint. The team’s collective efforts are concentrated on supporting the wellbeing of future generations by improving the conditions in which humans and nature can exist in productive harmony.

In 2020, in light of the coronavirus pandemic, the team had a sharp focus on the use of “clean products” that were both extremely effective and nontoxic. The team partnered with Viking Pure Solutions to develop appropriate sanitization protocols that would ensure the safety of our patients and staff, while limiting harm to the environment.

FROM OUR CEO

“At Westmed, we take patient safety very seriously. The greatest service you can provide patients is an extremely sterile environment. With Viking Pure Solutions, our patients have confidence that they are coming here to get well, and stay well.”

ANTHONY VICE ROY

VIKING PURE SANITIZING SOLUTIONS

For two years, Westmed has trusted Viking Pure Solutions for its cleaning and sanitizing of all medical areas. Viking Pure’s patented e-water is a nontoxic solution that has the power to redefine our idea of a clean environment. These “green” cleaning solutions are actually more powerful than the harsh chemicals traditionally used to clean medical environments. All of the Viking Pure Sanitizing Solutions that Westmed has integrated into its medical facilities are 100% nontoxic and environmentally friendly for people and animals.
In September 2020, Westmed was honored at the 10th Annual Green Business Partnership Awards for Excellence in Waste Management and Green Products. The event was hosted by the Business Council of Westchester and featured representatives from other notable organizations that are making strides in environmental sustainability. Westmed was awarded for our achievements in embracing environmental technology, like the Viking Pure Solutions system, which eliminates the need to purchase individual plastic bottles of cleaner & sanitizers each month.

We are proud to be recognized for our efforts to reduce our organization’s impact on the environment. Through a continued focus on sustainability, we aim to create a safer and healthier planet for the next generation.
GROUND TO GROW ON™ PROGRAM AT WESTMED

Our Grounds to Grow On™ program allows employees to recycle K-Cup Pods from the coffee they enjoy while at work. Keurig K-Cup® pods are now placed in designated receptacles across Westmed locations and sent to a Grounds to Grow On™ recycling service, where components of the K-Cup pod are separated and transformed into recycled products – like aluminum cans and shipping pallets.

In 6 months, Westmed anticipates recycling 30,000 USED K-CUPS

SINGLE-USE GOWN RECYCLING

The Go Green team continues to go above-and-beyond for the world around us, by championing programs such as our Single Gown Recycling Program. Westmed partnered with Image First to install recycling receptacles in all exam rooms, especially our women’s health suites, to ensure every single-use sanitary plastic gown bag has the opportunity to be recycled, rather than ending up in a dumpster or landfill. Westmed is able to recycle approximately 2,000 pounds of plastic annually from single-use exam room gown bags alone.

LEADING THE WAY IN PATIENT EXPERIENCE

“The office staff was very friendly and had the highest standard of cleanliness that I have seen anywhere this year. Great job keeping everyone safe!”

WESTMED PATIENT | SOLUTIONREACH SURVEY, 2020
Addressing the needs of our digitized healthcare ecosystem, and implementing unique and effective technological solutions that help patients, physicians, staff and our community. The pandemic was an accelerator of technological adoption at Westmed resulting in a rise in online appointments, two-way communication and virtual care.
Providing virtual behavioral health visits has reshaped my expectations and hopes of reaching our patients who remain socially distant due to COVID-19. I am excited about what the future of virtual health can bring to us at Westmed.

JOHN WANG, MD
Behavioral Health
VIRTUAL VISITS: RISE OF TELEMEDICINE

As the pandemic swept across the Westchester and Fairfield County communities, Westmed took swift action to provide increased access to our providers remotely via Virtual Visits. Before coronavirus, Westmed’s Virtual Visit platform was predominantly used by Westmed’s Urgent Care Department to treat and diagnose non-life-threatening illness, but with stay-at-home orders taking effect, our leadership team decided that this service needed to be expanded rapidly.

The Westmed team completed 80,000+ VIRTUAL VISITS during the first six months of the COVID-19 pandemic.

We operationalized an expansion of this existing program, creating access to virtual care for nearly all specialties offered at Westmed. In two short weeks we added 250 providers to this platform and trained them on how to integrate this technology into their practice. As a result, Westmed providers were able to complete more than 80,000 virtual visit appointments over the course of the stay at home orders.

Making Virtual Visits available to all patients, Westmed was still able to provide care to patients with chronic illness, and important health concerns with their trusted physicians -- all without having to leave their homes and risk exposure. At the same time, telehealth also offered Westmed the opportunity to grow our COVID-19 symptom screening process before patients could schedule an in-office appointment. This allowed the team to triage symptomatic patients and guide them through the testing and care process in a safe way – all before they even entered our buildings.

THE DOCTOR WILL SEE YOU NOW

See a Westmed Board-Certified Healthcare Provider Within Minutes with Westmed Virtual Visits

On-Demand Access to Urgent Care Services from your Smartphone, Tablet or Computer

Convenient. See a Westmed provider within minutes through live, online video conferencing, and get a diagnosis from home or work. It’s access to care from anywhere.

Affordable. Most Virtual Urgent Care visits will be covered by your insurance carrier. Check with your insurance carrier to determine if deductibles and/or copayments apply.

Safe. Your personal health information is completely secure when you chat with our team members through HIPAA compliant video technology.
COVID-19 VIRTUAL CARE CLINICS

For the specific management of the novel coronavirus, Westmed scheduled all patients who were discharged with a diagnosis of COVID-19 with follow up telehealth appointments at key intervals in the COVID-19 Virtual Care Clinic. This kept providers informed of patient status (particularly respiratory), and offered continued support to the patient while they were able to remain at home. In certain instances, the virtual clinic helped prevent deterioration that might have gone undetected or required the patient to seek an emergency department or hospital admission.

SMS VIRTUAL CHECK-IN PROGRAM

To help keep patients out of the waiting room, Westmed implemented a new technology that allows them the opportunity to wait in their cars during “check in” before entering the office and arriving for their doctor’s appointments safely. When their exam room is free, patients receive a text message alerting them to enter the building and they are ushered to their exam room (after temperature check and screening), without having to risk time in the waiting room.

LEADING THE WAY IN PATIENT EXPERIENCE

“Experience was great. I like the texting when I arrive to know when to enter the building. I was only in the waiting room for a minute.”

WESTMED PATIENT | SOLUTIONREACH SURVEY, 2020
Westmed Medical Group announced that it will officially transition to the athenahealth® Cloud-Based EMR in 2021. This technology will replace the practice’s existing GE product for practice management, and the entire team is incredibly excited for the benefits that this innovation will bring.

athenaHealth will enable our team to benefit from greater clinical efficiency: more automation of administrative work, faster and more accurate documentation processes, more streamlined revenue cycle management, and improved patient engagement. Together, these tools will allow us to spend less time with paperwork, more time with patients and - ultimately - improve patient outcomes!

“"The future tends to come a lot sooner than we all plan for. My own personal advice as a leader is to embrace disruption and innovation.”  

ANTHONY VICEROY
The My Westmed online Patient Portal makes it easy for Westmed patients to manage their care from anywhere. This patient tool became even more important in 2020, as many patients needed a way to stay in direct communication with their providers during the COVID-19 pandemic.

Over the course of 2020, we saw an increase of nearly 40,000 active My Westmed portal users and now interact with 217,461 patients, offering them secure messaging with their physicians, online prescription refills, real-time lab results and more.

2019 Active Portal Users: 177,000
2020 Active Portal Users: 217,461

ADDED 40,000+ USERS!
The annual Workday Innovation Awards recognize organizations that leverage Workday in categories such as pioneering the use of new Workday products or features, collaborating in the community, and driving significant innovation.

The Process Innovation award celebrates companies who have shown creativity and innovation in using Workday functionality to solve a specific healthcare regulatory or business needs, resulting in a measurable ROI. Westmed’s submission was focused on leveraging Workday to meet various unprecedented business needs and challenges that resulted from the COVID-19 pandemic, including our COVID-19 Employee Resource Center.
RECOGNIZING OUR TEAM: NOTABLE AWARDS & ACCOMPLISHMENTS

City & State Power 100
Anthony Viceroy, CEO featured in 2020 as one of the key leaders shaping the future of the county.

Crain’s Notable in Healthcare Award
Anthony Viceroy, Westmed CEO, recognized in 2020 for demonstrating courage, compassion, grit and ingenuity in the face of the COVID-19 pandemic, and for championing innovation that helped to alleviate the economic and humanitarian toll that this outbreak has caused.

Crain’s Notable LGBTQ Executives in NY
Dr. Sandra Kesh, Deputy Medical Director, honored for notable career accomplishments in the healthcare industry, mentorship of others, and involvement in community.

Westfair Doctors of Distinction
COVID-19 Hero Award Winner: Dr. Sandra Kesh, Westmed Deputy Medical Director and infectious disease specialist; Power Couple Award Winners: Dr. Jason Shuker, Director of Westmed Urgent Care Centers and Dr. Jenifer Johnson, internal medicine.

Westchester Magazine Top Doctors

NAPBC Re-Accreditation
Accreditation by the National Accreditation Program for Breast Centers (NAPBC) is granted to centers that are committed to providing the best possible care to patients with diseases of the breast. NAPBC-accredited centers offer patients access to state-of-the-art services and diagnostic equipment, early detection and prevention programs, the most updated options for clinical trials and treatment options, and a team-based approach to breast cancer.
**Hudson Valley Magazine Excellence in Nursing**  
Renoka Chandra, pediatric LPN recognized as a Class of 2020 Nominee.

**Great Place to Work 2020 Certification**  
Great Place To Work Certified for 2020-2021.

**Green Business Partnership**  
Winner: Excellence in Waste Management & Green Products.

**Westfair 2020 C-Suite Awards**  
Anthony Viceroy, CEO featured on list.

**Hartford Business Journal**  
Drs. Samantha D’Annunzio, Bruno DiCosmo, James Doyle, Ross Mazo, and Lisa Youkeles recognized as 2020 “Healthcare Heroes”.

**Gold Standard Accreditation from the American Association for Accreditation of Ambulatory Surgery Facilities**  
AAAASF accreditation is awarded to centers that demonstrate a commitment to patient safety, standardize quality, maintain fiscal responsibility, promote services to patients and collaborate with other healthcare leaders. The AAAASF provides official recognition only to facilities that have met 100% of its high standards.

For more info visit [www.westmedgroup.com/achievements](http://www.westmedgroup.com/achievements)
CONTACT INFORMATION

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