

**One Health**

**Annual Business Report**

**2023**

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11. **Executive Summary**

One Health had an amazing year in 2023! We added 38 providers (> 40% YOY growth from 2022), over 100 teammates and opened 9 new locations! We are growing to better serve our communities, stretching from King, NC to Rea Village in south Charlotte, NC.

One Health offers an innovative approach to healthcare delivery through our unique hybrid practice model. Designed for sustainability and success across various healthcare landscapes, our model seamlessly integrates fee-for-service and value-based compensation plans, positioning us as a trailblazer in the industry.

At the heart of our success is a commitment to supporting provider autonomy. One Health's practice management structure remains decentralized, with clinic-level leadership led by physicians and guided by our distinguished physician-led team. This framework fosters a collaborative and patient-focused environment, empowering our healthcare providers to deliver high-quality care with a personalized touch.

One Health has a robust wRVU productivity-based compensation model, ensuring that our providers are recognized and rewarded for their dedication and hard work. Complementing this, our transparent and transformative value-based savings compensation plan reinforces our commitment to fair and sustainable compensation. Our compensation plan promotes a culture of accountability and shared success.

One Health has successfully integrated value-based care into our operational strategy. We partner with CHESS Health Solutions and Atrium Health Carolinas Physician Alliance (CPA) to optimize our success in value-based care. These strategic alignments not only enhance patient outcomes but also contributes to the overall sustainability of our healthcare delivery model. Our value-based compensation plans are crafted by a distinguished physician-led board. This collaborative effort ensures that our compensation strategies are not only clinically informed but also responsive to the dynamic healthcare landscape.

As we reflect on the past year, One Health stands as a center of innovation, resilience, and patient-centric care. Our unique hybrid practice model, coupled with a commitment to provider autonomy, positions us as a leader in Fee-for-Service, Medicare, Direct to Employer, and Medicaid healthcare environments. Looking ahead, One Health is poised to continue its journey as a driving force in shaping the future of healthcare, consistently delivering exceptional care and value to our patients and providers alike.

**2. Company Overview**

One Health is driven by a mission to revolutionize healthcare through its commitment to a value-based primary care platform. Our core purpose is to enhance the patient experience, elevate individual and population health, and reduce medical costs, all while maintaining an unwavering focus on the wellness of our providers.

**2.1 Mission**

***Our Mission statement is:***

**A value-based primary care platform that enhances the patient experience, improves the health of individuals and populations, and reduces medical costs with a laser focus on provider wellness and care FOR ALL.**

At the heart of our mission is a dedication to delivering exceptional care FOR ALL. We believe that high-quality healthcare is a fundamental right, not a privilege, and we are committed to breaking down barriers to access. Our approach is not merely transactional but deeply rooted in a holistic understanding of patient needs, community well-being, and the vital role played by our dedicated healthcare providers.

By prioritizing value-based care, we aim to improve the overall health of individuals and entire communities. This commitment extends beyond the clinic walls, influencing and shaping the broader health landscape to ensure a healthier and more equitable future.

Our relentless pursuit of reducing medical costs is not just a financial goal but an ethical imperative. We recognize the impact of healthcare expenses on individuals and society at large. Through innovative solutions, strategic partnerships, and a commitment to efficiency, One Health strives to make quality healthcare accessible and affordable.

Crucially, our mission emphasizes a laser focus on provider wellness. We understand that the well-being of our healthcare professionals is intricately linked to the quality of care they provide. By fostering an environment that supports, recognizes, and prioritizes provider wellness, we ensure a sustainable and thriving healthcare ecosystem.

In essence, One Health's mission is a call to action – a commitment to transforming healthcare into a compassionate, accessible, and sustainable endeavor that benefits individuals, communities, and healthcare providers alike. As we relentlessly pursue this mission, we stand united in our belief that exceptional healthcare is a right, not a privilege, and we are dedicated to making this vision a reality FOR ALL.

**2.2 Core Values - 8 Pillars**

At the core of One Health lies a transformative philosophy embodied in our 8 pillars:

* **Consumerism​**
* **Growth​**
* **Operations​**
* **Integration​**
* **Value**
* **Education​**
* **Health Equity**
* **Provider Wellness​**

These pillars serve as our guiding principles that underpin our commitment to a mission that transcends traditional healthcare paradigms.

**Consumerism** propels us to tailor healthcare experiences to individual needs, ensuring a patient-centric approach that fosters satisfaction and engagement.

**Growth** allows us to expand our capacity to provide excellent access to ensure that quality healthcare is readily accessible.

**Operations** underscore our dedication to expanding our reach while maintaining operational excellence.

**Integration** is the key to harmonizing various facets of healthcare delivery with our strategic partners for seamless and holistic patient care.

**Value** is our commitment to providing quality healthcare that is high quality at a reasonable cost.

**Education** reflects our belief in informed healthcare choices, empowering both providers and patients.

**Health Equity** is our pledge to eliminate disparities in healthcare access and outcomes.

**Provider Wellness** is the cornerstone of a sustainable healthcare system. The well-being of our team is fundamental for us to deliver exceptional care.

These pillars collectively define our pursuit of a compassionate, accessible, and sustainable healthcare model, ensuring that outstanding healthcare is available FOR ALL.

**2.3 Leadership Team**

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**3. Financial Overview**

One Health's financial model stands as a testament to our commitment to empowering healthcare providers and fostering a culture of autonomy. At the core of our financial strategy is the implementation of Relative Value Units (RVUs), a universal factor used by payers to determine provider payment. This dynamic system comprises three integral components: the professional or work RVU, technical or practice expense, and medical malpractice expense. Each Current Procedural Terminology (CPT) code is assigned an RVU, with the work RVU varying based on geographic location, specialty, and other relevant considerations. At One Health, we have a robust work RVU (wRVU) professional rate that is competitive in our market, allowing compensation that rewards the providers for the care delivered.

One Health's financial plan goes beyond the traditional RVU framework. Autonomy and control lie at the heart of One Health's financial model. Our innovative approach puts all the necessary information at the provider's fingertips. At One Health, providers gain the insights required to determine the number of patients needed to cover their base salary – a salary set by the provider, aligning with personal goals, and supporting a schedule tailored to how they envision practicing medicine. The provider and their clinic team become the architect of their professional journey, with the flexibility to tailor their practice to align with their unique preferences and aspirations.

In our financial system, we also integrate robust value-based care contracts that financially incentivize providers to deliver top-notch care at a reduced cost. This arrangement ensures success for both patients and providers.

One Health's financial plan is not just about numbers; it's a unique approach that redefines the provider experience. By giving providers the autonomy to shape their financial goals and practice parameters, we create a culture where providers are in the driver's seat of their careers, fostering a sense of ownership and satisfaction that ultimately translates to improved patient care and outcomes.

**4. Operational Highlights**

**4.1 Growth and Expansion**

The year 2023 was a year of growth and expansion for One Health.  One Health welcomed an additional 40 providers and approximately 100 teammates to our primary care locations. Many of our practice highlights include expansion and growth of our locations in the Lake Norman, Charlotte and Winston Salem regions.

Lake Norman/Charlotte region growth and expansion: Reese Family Medicine (formerly Rosedale) moved into newly renovated space adjacent to our Reese OB/GYN practice in Huntersville.  Prosperity Family (formerly University) and Prosperity OB/GYN (formerly Mallard Creek) began sharing space in their new building where Family Medicine occupies downstairs and OB/GYN providers reside on the second floor of the building.  The team has been cross training, sharing their manager and team for efficiency and collaboration. Denver Family Medicine has been settling into their new Link Landing building and expanded to include Family Medicine and Urgent Care.  Link Landing Urgent Care saw more volume in 2023 than any other OH Urgent Care location. NoDa Family Medicine also expanded their services to include urgent care services during the 4th quarter of the year. When our Lake Norman Family Medicine practice relocated to their new building in Antiquity, this left a void in the Lake Norman area, so the Lake Norman Family Medicine practice was reopened in Q3 with new providers and team members to continue to provide care for the community.

Winston Salem region growth and expansions: Rural Hall Family Medicine moved from a small 4-room building to a 21-exam room renovated space in February 2023.  This move allowed for growth in providers and team members to assist the healthcare needs of the Rural Hall and surrounding communities.  In October, the Rural Hall practice added urgent care services. Jonestown Family Medicine opened in December 2023 with plans to offer Rheumatology services in early 2024.  The Pediatric service line saw patient volume growth in the existing locations, added providers and began offering pediatric services within the Mocksville Family Medicine and Urgent Care location.

**4.2 Enhancement of Services**

**Pharm D Services:** One Health expanded pharmacy services within our practices to include in-person and virtual Pharm D visits. One Health also partnered with a local pharmacy program to assist with learning opportunities for future Pharm D professionals.

**One Health Connections Scheduling and Triage Services:** One Health began providing direct management and supervision of our scheduling and triage teams near the end of 2023.  Our scheduling team now works within our practices and has immediate access to our providers as well as our clerical and clinical teams within our practices.  The phone team members are now integrated into the practices so feel a part of the practices as well as the larger One Health Connections phone team.  One Health will be looking at expanding our One Health Connections services as needed in the future.

**Virtual Behavioral Health Services:** One Health has partnered with a like-minded group to offer virtual behavioral health support to our patients. This CMS approved, evidenced-based Collaborative Care Model (CoCM) allows One Health to offer virtual care for behavioral health services as an option for our patients.

**Remote Care for Patients:** One Health offers patients remote care in multiple ways. Many of our providers offer virtual visits for patients when appropriate, our high-risk patients are called and followed after hospital visits by nurses to provide chronic care management as an extension of our One Health practices.  One Health is also partnering with a program to offer additional remote care monitoring services to our patients.

**Enhanced Technology:** One Health seeks innovative and creative ways to help our patients as well as improve efficiencies for our providers and team.  Several of our providers participated in the DAX Co-pilot AI scribing pilot where AI is utilized to assist with provider documentation. This allows the provider to be able to focus on the patient during the visit as the DAX program documents the pertinent information for the encounter.

**Onboarding Program:** One Health has developed a robust onboarding program for new providers joining One Health.  This includes three half-day sessions where our leaders interact with the new providers.  During these sessions, the new providers are presented with information regarding the One Health Mission, Values, leadership structure of One Health as well as their leaders within the practices, and many other topics to provide the providers with the tools needed for a successful career with One Health.  One Health leaders are creating a similar onboarding program for our team to be rolled out in 2024.

**Alternative Staffing:** In order to provide the best and most efficient care for our patients, sometimes it requires being creative and thinking beyond the “norm”.  One Health is proud to hire and assist with training students in their gap year awaiting to enroll in their medical school or advanced practitioner program to prepare them for their medical career.  One Health is creative in our positions and hires CNAs, EMTs, Paramedics, and other healthcare professionals to assist in our practices, when possible, to work alongside our traditional clerical, CMA, LPN, RN team members.  This program has been an asset to our practices.

**5. Healthcare Services**

At One Health, we provide a comprehensive range of primary care healthcare services designed to meet the diverse needs of our community. Our services include Family Medicine, Internal Medicine, Pediatrics, Obstetrics & Gynecology, Urgent Care and Clinical Pharmacy consultation services. This broad spectrum allows us to cater to patients of all ages, ensuring that every individual receives personalized, attentive, and high-quality care.

A cornerstone of our healthcare model is our commitment to **Modern Primary Care**. This innovative approach represents a fundamental shift from traditional delivery models by focusing on an integrated care delivery platform that adapts to the evolving landscape of healthcare. One Health Modern Primary Care establishes primary care providers as central connection points for patients, fostering relationship-based care that transcends episodic interactions.

Our care delivery platform extends beyond the confines of our office walls. Our integrated healthcare delivery system spans multiple venues of care. Through this approach, our primary care providers serve as the hub for a patient's healthcare journey, ensuring continuity and coordination across various aspects of their well-being. We have partnered with other organizations to provide care coordination, remote patient monitoring and behavioral health services. On-site and virtual teams support our providers, guaranteeing whole-person care delivery across the continuum of a patient's life.

A distinctive feature of Modern Primary Care at One Health is the emphasis on provider well-being and maintaining our **CULTURE** of care. We recognize that an organization that supports and brings joy to its providers translates into better patient outcomes. The Modern Primary Care platform offers stability in the ever-changing healthcare landscape and provides support for our providers, creating an environment where our team can thrive professionally while delivering exceptional care.

One Health's primary care services are not just about treating illnesses. We are about cultivating enduring relationships, adapting to the changing needs of our patients, and providing a platform where both patients and providers can experience the benefits of Modern Primary Care. With a commitment to excellence and innovation, One Health continues to redefine primary care, ensuring that healthcare is not only contemporary but also deeply rooted in compassion and holistic well-being.

**6. Pharmacy Services**

One Health is proud to offer clinical pharmacy services for patients throughout the One Health system. Our pharmacy is driven by a mission to enhance patient health outcomes through meticulous medication selection and utilization, preventive measures against adverse drug events, and the improvement of medication access and adherence. Our dedicated team of pharmacists and pharmacy technicians actively pursues this mission through direct patient care, population health management, and education for patients, providers, and staff. In 2023, we have expanded our pharmacy services, growing to 4 Pharm Ds and 4 embedded pharmacy technicians. We have also expanded our reach, now serving 11 of our clinics with embedded pharmacy services.

Recognizing the uniqueness of each patient, our goal is to tailor medication plans to suit individual health needs, lifestyles, and bodily responses.

**Direct Patient Care**

Clinical Pharmacist Practitioners (CPPs) engage with patients to manage chronic medical conditions, including but not limited to diabetes, hypertension, hyperlipidemia, osteoporosis, and COPD. CPPs play a crucial role in guiding patients through transitions of care from hospitals or skilled nursing facilities to home, ensuring a seamless adjustment to medication regimens.

**Population Health Management**

Our pharmacy team actively identifies patients facing challenges in meeting healthcare goals or adhering to prescribed medications, addressing these issues individually and implementing system-based strategies to bolster support for all patients.

**Education**

Education is a cornerstone of our service. With new medications constantly entering the market, our pharmacists and pharmacy technicians serve as experts, providing comprehensive education to patients about their specific medications. Moreover, we ensure that our providers and staff are equipped with the latest information on medications, empowering them to deliver optimal patient care.

**7. Community Engagement**

One Health takes great pride in our commitment to community engagement. We believe that a healthy community extends beyond the walls of our clinics. We actively foster partnerships with esteemed organizations, including the Lake Norman Free Clinic, the St. Jude Foundation for Children, and the Leukemia and Lymphoma Society. These collaborations exemplify our dedication to supporting those in need and making a positive impact on health outcomes.

Additionally, our involvement in local initiatives, such as the Turkey Dinner giveaway for our Lincolnton and Denver patients, underscores our commitment to addressing broader community needs. One Health goes beyond traditional healthcare by extending a helping hand to new parents through clothing and diaper donations, recognizing the importance of holistic support for families.

Through these diverse engagements, we strive to build a stronger, healthier community, promoting well-being and fostering a sense of unity and compassion.

**8. Employee Development and Well-being**

One Health fosters an environment of creating opportunities for talented team members.

The One Health Leadership Team welcomed the addition of three Regional Directors who were promoted from our talented pool of managers.

Several of our practice managers of Family Medicine practices were promoted to senior manager roles as they accepted additional responsibilities of managing OB/GYN or Urgent Care responsibilities.  This has enhanced our collaboration between our Family Medicine, Urgent Care, and OB/GYN practices.

Our Pediatric practice manager was also promoted to senior manager as she accepted responsibilities for multiple locations due to the growth of our pediatric service line.

One Health looks within and outside the group as we seek talented and compassionate individuals who demonstrate and foster our One Health culture.

**9.** **Clinical Compliance**

Hiring of Nurse Manager: One Health hired an RN who has the responsibility of senior manager as well as assisting the RN VP of Operations with clinical compliance in our practices.  The nurse manager is responsible for connecting with our clinical leads and practice managers to review clinical processes, workflows and continued competencies.

Quality Metrics:  One Health works with our value partners and our practices to ensure quality care for our patients.  One Health follows best practice recommendations as we provide care for our patients and educate our providers and clinical teams as recommendations change.

**10. Patient Satisfaction**

One Health takes pride in the patient/provider/team relationship.  See graphs below showing scores for the Charlotte and Winston Salem regions.

Lake Norman/Charlotte



Winston Salem



**11. Future Outlook**

The future of One Health fills us with immense enthusiasm and anticipation! Our unwavering commitment to the well-being of the patients and communities we serve and to our entire team continues to be our driving force. With an extraordinary 30% year-over-year growth in provider and team member numbers, we are poised to reach even more patients and new communities. We are excited to open more clinics in 2024!

Our dedication to provider wellness takes a leap forward in 2024 as we expand our onboarding program to encompass all team members. We want to continue to promote and maintain the One Health culture within our team. Fostering a supportive and enriching environment within our clinics and organization is critical to our long-term success.

We are proud to introduce Rheumatology services in Winston-Salem in February 2024.

One Health continues to broaden our care services, catering to the diverse healthcare needs of our community. We plan to open a Transition Care Management clinic in the Huntersville area in March 2024. This clinic will help bridge patients as they from the hospital to home and back to their primary care provider. We also look forward to opening another new primary care clinic in central Charlotte in May 2024. We are also expanding our Women’s Care and Primary Care services in Mooresville, NC.

In collaboration with esteemed partners such as CHESS Health Solutions and Atrium Carolinas Physician Alliance (CPA), we are amplifying our efforts in value-based care. This strategic alliance strengthens our ability to deliver high-quality, patient-centered services and aligns with our mission of transforming healthcare.

In addition, we are excited to launch of our new website and an expanded social media presence in Quarter 1 2024. These venues will provide a dynamic platform to engage with our community, share valuable health information, and foster meaningful connections. Moreover, our groundbreaking partnerships in the Collaborative Care Model, featuring remote patient monitoring and behavioral health counseling, exemplify our commitment to comprehensive and innovative healthcare solutions.

As we embrace these transformative initiatives, we look forward to a future where One Health continues to be a beacon of excellence, making strides in patient care, provider wellness, and community impact. Together, we are poised to create a future where healthcare is not only accessible but is an empowering and enriching experience FOR ALL.

**12. Contact Information**

**General Information about One Health**

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