

BECKER'S

Hospital Review

BUSINESS & LEGAL ISSUES FOR HEALTH SYSTEM LEADERSHIP

America's 30 Best Hospitals

Becker's Hospital Review has named the 30 best hospitals in America, ranging from well-known academic medical centers with huge research budgets to institutions that have reached greatness without much fanfare. Each of these winners has put patients' needs first, driven a variety of innovations and set the bar for high-quality care higher. Their success has been verified by *U.S. News & World Report*, Thomson Reuters, HealthGrades and other ratings agencies. And each of them has a great story to tell. Here are the hospitals, in alphabetical order.

Akron General Medical Center (Akron, Ohio)

In 2008, a columnist for the *New Haven (Conn.) Register* was amazed that a hospital from a midsize Ohio city could do so well on HealthGrades' list of best hospitals. "Never having had the pleasure of being a patient at Akron General Medical Center, it's hard to argue with its first-place finish in 'America's 50 Best Hospitals,'" he wrote. "Even so, is Akron General

continued on page 8

What Health Reform Will Mean for Hospitals and Physicians

For Hospitals:

1. More paying patients. The addition of 32 million paying patients will benefit hospitals that treat great numbers of uninsured, such as Grady Health System in Atlanta. The reform bill "should take some of the operational pressure and the near-death experience Grady faced in 2007," Grady CEO Michael Young told Channel 11 in Atlanta. The bill's expansion of Medicaid in particular would erase most hospitals' bad debt within five years, Dan Mendelson, president of the consultancy Avalere Health, told the Associated Press. However, the expansion wouldn't take effect until 2014, and in the meantime, hospitals will look for mergers as a way to lower expenses, Paul H. Keckley, executive director of the Deloitte Center for Health Solutions, told *Bloomberg News*.

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Becker's Hospital Review/Becker's ASC Review

100 Best Places to Work in Healthcare

100 Best Places to Work in Healthcare

Becker's ASC Review/Becker's Hospital Review has announced its list of the "100 Best Places to Work in Healthcare." The 2010 list was developed through nominations and research, and the following organizations were selected for their demonstrated excellence in providing a work environment that promotes teamwork, professional development and quality patient care.

For a variety of reasons, the editors ultimately determined to exclude certain categories of companies from the list and thus didn't include any companies from the following categories: valuation firms, billing and collections companies and minority ownership ASC companies. Clearly certain companies in these areas were also worthy of inclusion. *Note:* Companies are listed alphabetically by name.

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Publisher's Letter

America's 30 Best Hospitals; Healthcare Reform; 100 Best Places to Work in Healthcare; Is the AMA the Worst Trade Association Ever?; Orthopedic, Spine and Pain Management Driven Ambulatory Surgery Center Conference: Improving Profitability and Business and Legal Issues – June 10-12, Registration Discounts Available

1. *Becker's Hospital Review* is proud to include America's 30 Best Hospitals in this issue. The hospitals on this list are organizations that establish the standard for excellence. If you have any thoughts on this list, please contact sbecker@mcguirewoods.com.

2. It has been an incredibly interesting couple of months in the healthcare world. This issue includes several items related to healthcare reform and its impact on hospitals, physicians, physician-owned hospitals and ASCs. It includes articles related to current factors influencing and challenges facing hospitals and their service lines.

3. It also includes the first ever *Becker's Hospital Review / Becker's ASC Review* 100 Best Places to Work in Healthcare, a list of organizations that includes hospitals, surgery centers, practices and companies.

4. For a copy of an article entitled "Is the AMA the Worst Trade Association Ever?" please contact sbecker@mcguirewoods.com.

5. We have our 8th Annual Orthopedic, Spine and Pain Management Driven ASC Conference on Improving Profitability to be held June 10-12, 2010. This includes great speakers and topics of interest to hospitals and health systems, including presentations on buying and selling ASCs, spine and orthopedics in physician-owned hospitals, how to convert at ASC to a

hospital, hospital employed physicians, the future of healthcare, a talk by healthcare futurist Joe Flower, a talk by the National Political Director of the Atlantic Media Company Ron Brownstein and a great deal of physician leaders speaking. Overall, it has 90 sessions and 112 speakers. The deadline for early registration is May 1. If you register by May 1, you will receive an additional \$200 discount if registering for the entire conference. To register, call (703) 836-5904 or send registration via fax to (703) 836-2090. To register online, go to <https://www.ascassociation.org/june2010.cfm>.

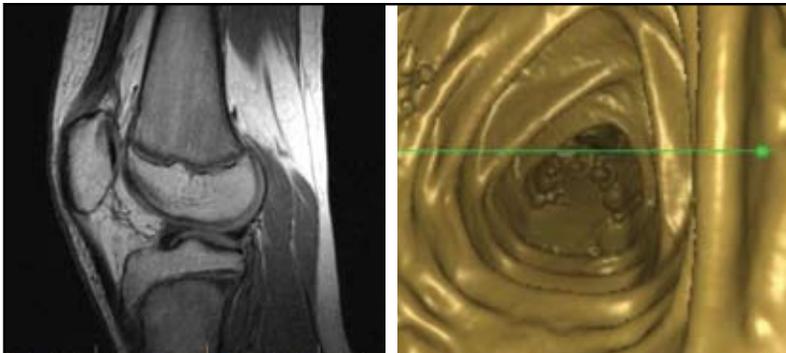
A portion of the conference brochure is also enclosed herewith, beginning on p. 27.

If you have any questions, please contact me at (312) 750-6016 or at sbecker@mcguirewoods.com.

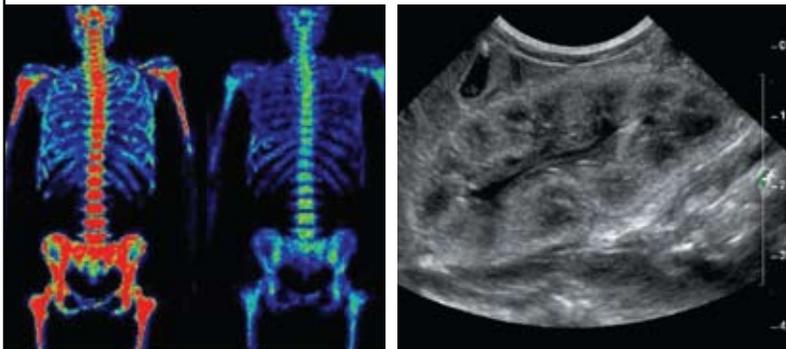
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Brief Analysis on How Healthcare Reform Impacts ASCs and Physician-Owned Hospitals – 10 Observations

By Scott Becker, JD, CPA, Leigh Page and Rob Kurtz

For physician-owned hospitals, the healthcare reform bill and its impact is very clear and very negative. For ASCs, there is much less direct impact and the long-term impact is much less clear.

1. As to physician-owned hospitals, the bill will preclude new facilities which are not Medicare-certified by Dec. 31. The bill doesn't include any similar provision for ASCs nor do observers expect any such prohibition.

2. For existing physician-owned hospitals, it places immediate limits on expansion of operating rooms, beds and procedure rooms, limits aggregate increases in physician ownership and imposes immediate disclosure requirements. Hospitals are also prohibited from conditioning physician ownership on the physician referring cases to the hospital. This can create challenges even for hospitals that are acting in a wholly appropriate manner.

3. Many planned physician-owned hospitals that are under construction will be able to meet the Dec. 31 deadline and breathed a sigh of relief. Others will not be able to meet the deadline for Medicare certification and will need to assess a new strategy as to how to complete their projects and operate. They are assessing multiple different options.

“Obviously, these provisions are extremely harmful,” said Molly Sandvig, JD, executive director of Physician Hospitals of America, in a press release. “They virtually destroy many of the hospitals that are currently under development, and leave little room for the future growth of the industry.”

4. As to ASCs, the legislation will have little in it that directly relates to ASCs. From an ASC industry perspective, this is largely very good. It will provide new incentives for preventive care which include, in part, a waiver of copayments for procedures like colonoscopies. It avoided an impact on the pricing of ASC services and the ASC payment system. It will require CMS to work with ASC industry stakeholders to develop a report to the Congress by 2011 describing how Medicare could incorporate value-based purchasing strategies for ASCs, according to Andrew Hayek, CEO of Surgical Care Affiliates and chair of the Ambulatory Surgery Center Advocacy Committee, in a press release.

It also avoided a requirement for ASCs to file Medicare cost reports. The original House version of the bill required ASCs to submit reports so CMS

would have data to determine ASC reimbursements. Nothing good could have come out of the reporting, says Marian Lowe, senior vice president of federal health policy for Strategic Health Care. “Because the data would not be used as the basis for payment, CMS would not audit the cost reports, calling into question the accuracy of analysis based on reported data,” she says. “Despite ASCs’ role in creating savings for the healthcare system, there is a significant gap in payment rates between HOPDs and ASCs. ASCs offer CMS and patients savings opportunities, yet continued pressure on ASC payments could shift care to return to more expensive surgical settings.”

5. Longer term, the providing of authority to an independent MedPAC type of board — the new Independent Payment Advisory Board taking effect in 2015 — may give ASCs much greater concern as it would have unprecedented powers to reduce Medicare payments for ASCs, physicians and other providers, except hospitals. “The board is a really worrisome thing for ASCs,” says David Shapiro, MD, a partner in the Ambulatory Surgery Company. “Will it have overarching authority over reimbursement?” If the board’s powers are left intact, Dr. Shapiro says the ASC industry will have to work closely with it, as it currently does with MedPAC, to make sure ASCs’ views are heard, a sentiment shared by Mr. Hayek.

“Our team of advocates in Washington will remain at the table to ensure that ASC interests are protected as the administration begins the complex task of implementing the new law,” said Mr. Hayek in the press release. “We will be vigilant throughout the implementation process to ensure that ASCs can provide services for the newly insured patients at rates that keep the industry economically viable.”

6. ASCs may also take some comfort on the addition of 30 plus million covered lives to the insurance pool. Many of these patients are expected to be on Medicaid, which pays low in many states. “That would be painful and put new pressures on efficiency of management within an ASC,” says Barry Tanner, president and CEO of Physicians Endoscopy. “But I believe ASCs could handle it. Most of them have at least some excess capacity that could take on a certain amount of patients without losing money, even at Medicaid-level rates, without losing money.”

7. It remains to be seen long-term whether the legislation will discourage the independent and smaller group practice of medicine versus very integrated systems. This is a key issue for ASCs in that a large proportion of ASC users and owners come from small to midsize independent group practices. Some trends are already stacking up against this segment, which makes physician recruitment more difficult as less independent physicians are available. A huge question is whether the long-term impact of this legislation will be to further discourage the small- and mid-sized practice of medicine.

8. The second great long-term concern of the ASC industry may be whether and to what extent the health insurance industry remains viable and a better payor for ASC services. In many situations, commercial payors are the source of most ASC profits.

9. A final large, overriding concern is whether reimbursement will be threatened from Medicare due to the overall cost of providing coverage to a much larger pool of people.

10. Overall, the results for physician-owned hospitals are very negative. The results for ASCs are very uncertain. ■



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David Fox: 5 Approaches to Improve Advocate Good Samaritan's Outpatient Satisfaction

By Lindsey Dunn

Advocate Good Samaritan Hospital in Downer's Grove, Ill., can be characterized as an organization that is constantly improving. Each year it works to make its already high patient and physician satisfaction ratings even higher. In the summer of 2004, the hospital had an outpatient satisfaction rating at the 7th percentile, but by early fall 2006, that rating had increased to the 99th percentile. Today the hospital's outpatient department continues to maintain similarly high patient satisfaction ratings as well as high physician satisfaction ratings. Along with these successes came growth in patient volume, and the hospital now plans to open an additional OR later this year to help meet the demand.

David Fox, CEO of the hospital, shares five strategies the hospital and its leadership team used to improve the department so dramatically in just over two years.

1. Include outpatient improvement as key part of organizational strategy. Mr. Fox says a key reason Good Samaritan was so successful in its efforts to improve patient experience in its outpatient department was because the hospital began to think of it as an "organizational imperative." Leadership determined this would be a key organizational goal and then worked with department managers to create cascading, objective, measurable and weighted goals related to improving outpatient satisfaction, says Mr. Fox. Progress toward these goals was then used to assess employee and organizational performance. Making outpatient improvements part of the organization's overall goals helped to align all employees toward this goal and made them accountable for reaching the goals.

2. Develop a service-oriented workforce. Good Samaritan's leaders determined that a critical way to improve patient satisfaction was to develop a culture of service, supported by training employees in customer service skills and establishing standards of behavior. All existing employees received this training, and 27 "Standards of Behavior" were adopted. One example of these standards is a requirement that all patients needing directions will be walked to their destination.

Employees, during their performance reviews, were then evaluated as high, medium or low performers on overall job requirements, including their customer service skills and standards of behavior, and low performers were given the opportunity to improve or leave the organization, says Mr. Fox. Employees continue to be evaluated on these behaviors even today to ensure the hospital sustains this culture of service. Eventually, many of the employees who were inhibiting a strong culture of service left the organization, including several managers of key outpatient departments.

New managers were brought in to lead these departments, and the hiring of new employees was revamped to better ensure the hospital was bringing in only the best, most service-oriented candidates.

"We have improved the hiring process by implementing a national best practice called peer interviewing," says Mr. Fox. "We trained our best employees on how to do behavioral interviewing, and they get to decide if the person being evaluated is a good fit in behavior and attitudes for their unit."

As a result of these changes, the hospital has reduced its new employee turnover by 50 percent since fully implementing the program in 2005.

3. Upgrade software to improve scheduling, registration and communication. Another component of Good Samaritan's outpatient department in need of improvement was its technology. The hospital upgraded its scheduling and registration software to make the process easier on patients as well as physicians offices.

This upgraded software now helps to keep patients, their families and their surgeons informed. "Family members used to wonder about the status of their loved one. Families would see their loved on go into the surgical facility and then be waiting for extended periods of time before any news about the patient was available," says Mr. Fox.

In order to do a better job of keeping family members informed, an electronic tracking board was installed in the surgery waiting room that provides coded (to protect the patient's privacy) information on whether the patient is in the pre-surgical holding area, operating room or recovery room.

4. Implement block scheduling. Advocate Good Samaritan also implemented block scheduling, and today more than 60 percent of its cases are scheduled this way. Block scheduling improves both the efficiency and satisfaction of surgeons, which may improve a patient's experience as a result. Additionally, making physicians more satisfied with the surgery department improves the likelihood they will bring more cases to the hospital, which improves Good Samaritan's bottom line.

"We are always trying to improve time between cases for surgeons. Physicians only get paid for what they do and not for waiting around for an OR to open," says Mr. Fox. "Under certain circumstances, we even allow surgeons to schedule 'flip' rooms — doing one case in OR A, then OR B, then back to A. It's a less efficient way for the hospital to run an operating suite, but it can be much more efficient for the surgeons."

5. Track progress toward goals regularly and make results transparent. In addition to implementing numerous tactics to improve outpatient satisfaction, the hospital also began to track its progress toward achieving its patient satisfaction goals. Every Tuesday, patient satisfaction results are distributed to all leaders within the hospital. Additionally, patient satisfaction results are posted publicly each month on the department's communication board, which is located in public areas for all to see, says Mr. Fox.

Mr. Fox also shares all results with the hospital board and physician leadership each month as part of his "leadership report card." Doing so has made even the CEO accountable for improving outpatient satisfaction, thus making this goal a top priority for the organization and helped it from getting lost as other organizational needs arose. ■

Mr. Fox has served as CEO of Advocate Good Samaritan since 2003. He earned a graduate degree from the University of Chicago in healthcare management and previously served as president of Central DuPage Hospital in Winfield, Ill. Learn more about Advocate Good Samaritan at www.advocatehealth.com.

Becker's Hospital Review

America's 30 Best Hospitals

America's 30 Best Hospitals (continued from page 1)

better than Massachusetts General? Memorial Sloan Kettering?" Neither of these prestigious institutions made the list. While Akron General did not actually finish first (the columnist misinterpreted alphabetical order as rankings), it performed remarkably well on HealthGrades' measurements, based on mortality and in-hospital complications.

This hospital is a regional referral center for cardiology, cancer, women's health and orthopedics. It is a teaching and research institution with 511 beds, 3,400 employees and a medical staff of more than 1,000 physicians. The hospital shares a bio-innovation partnership with other local hospitals that will receive \$1 million in federal funding for orthopedic research.

Akron General employees recently demonstrated a notable level of cohesion. When an ED nurse at the hospital became sick with a rare form of bone cancer of the hip, his coworkers began a fundraising effort for his medical bills, sending meals to his family and taking in his children during Christmas 2009.

Barnes-Jewish Hospital (St. Louis)

This 1,111-bed behemoth, the largest private employer in the St. Louis area, is the product of a 1996 merger of Barnes Hospital and the Jewish

Hospital of St. Louis. The old Barnes Hospital was one of the first to treat diabetic patients with insulin, receiving a \$10,000 grant from John D. Rockefeller to do so, and the first to install an electronic data processing system, inspired by a primitive system (by today's standards) not used for healthcare but to design atomic bombs at Los Alamos, N.M. Jewish Hospital, which had its own list of distinctions, always pledged to provide care to "persons of any creed or nationality."

Later, as Barnes-Jewish, the hospital has hosted many technological advances to improve healthcare. Researchers have developed robotic heart surgery, off-pump surgery and the Cox-MAZE procedure for atrial fibrillation. The hospital's lung transplant program is one of the world's largest, performing more than 860 transplants, including the world's first double-lung transplant. Barnes-Jewish's Siteman Cancer Center cares for nearly 6,000 newly diagnosed cancer patients and more than 32,000 follow-up patients each year.

Barnes-Jewish took ninth place in *U.S. News & World Report's* list of America's Best Hospitals in 2009, was the first adult hospital in Missouri to be recognized as a Magnet hospital and won a Consumer Choice designation from the National Research Corp. The hospital, the flagship of BJC HealthCare and teaching hospital for Washington University School of Medicine, hosts more than 18,000 inpatient surgeries and more than 19,000 outpatient surgeries annually.

Beaumont Hospital (Royal Oak, Mich.)

This 1,061-bed academic and referral center takes its name from William Beaumont, MD, known for his early research on human digestion. In 1822, while an Army surgeon at Fort Mackinac, Mich., he treated a fur trader shot in the stomach. The wound healed but never closed, allowing Dr. Beaumont to tie a piece of food to a string, insert it through the wound and remove it periodically to study the digestion process.

That kind of innovative research tradition lives on at Beaumont Hospital, where investigators have pioneered radiation technology to lower the time and cost of treating breast cancer, faster and less costly CT heart scanning and high-tech implanted devices to treat incontinence. Beaumont's medical staff of more than 3,700 physicians represents 91 medical and surgical specialties.

Beaumont Hospital is on *U.S. News & World Report's* list of America's Best Hospitals in 2009, HealthGrades Top 50 Hospitals, Thomson Reuters' 50 Top Hospitals for 2008 and the Leapfrog Group's 2007 list of top hospitals for quality and safety. In 2008, the National Research Corp. named it the Most Preferred Hospital in Southeast Michigan for the 14th year in row and Nursing Professional magazine named it one of the top 100 hospitals for nurses.

Brigham and Women's Hospital (Boston)

Brigham and Women's is the result of the 1980 merger of three hospitals. One of them, the Peter Bent Brigham Hospital, was named after a restaurateur who willed his \$5.3 million fortune for a new hospital in 1877.

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Another was the Boston Hospital for Women, whose legacy lives on with Brigham and Women's continued regional primacy in women's health services and in numbers of births.

"The Brigham," as it is often called, is a 777-bed teaching affiliate of Harvard Medical School with more than 12,000 employees, 3,000 physicians on staff, more than 1,000 researchers and 2,800 nurses. In 1993, Brigham and Women's joined with Massachusetts General Hospital to found Partners HealthCare, now a 10-hospital network that dominates the state and is a daunting negotiator for health insurance contracts.

The hospital performed the world's first quadruple transplant in 2000, harvesting four organs from a single donor: a kidney, both lungs and a heart. And in April 2009, the hospital hosted the second U.S. face transplant. The hospital ranked No. 10 on *U.S. News & World Report's* list of America's Best Hospitals in 2009 and has been on the *U.S. News* honor roll of the top 21 hospitals for 11 consecutive years. It was also cited by Thomson Reuters and the Leapfrog Group and was recognized by the University HealthSystem Consortium as one of five top-performing academic medical centers in the country in a quality and safety benchmarking study.

Cedars-Sinai Medical Center (Los Angeles)

Cedars-Sinai derives its name from the 1961 merger of Cedars of Lebanon Hospital and Mount Sinai Hospital, which used to be called "the Mount Sinai Home for the Incurables." Cedars-Sinai, however, has long since given up thinking of its patients as "incurable." For example, as a resident at Cedars-Sinai in 1981, David Ho, MD, identified some of the first cases of a deadly new disease that would soon be called AIDS. He went on to help develop treatments that have saved countless AIDS victims.

The 850-bed hospital has 10,000 employees and more than 2,000 physicians in almost every clinical specialty. More than 350 residents and fellows

participate in more than 60 programs. Residents trying for the first time to insert the Swan-Ganz catheter can take heart that it was invented at Cedars-Sinai by cardiologists Jeremy Swan, MD, and William Ganz, MD.

Cedars-Sinai ranked in 11 specialties in *U.S. News & World Report's* list of America's Best Hospitals in 2009. For more than 20 years, Los Angelinos have named Cedars-Sinai their "most preferred hospital," according to the Consumer Choice survey. HealthGrades named Cedars-Sinai on its lists of 50 best hospitals and distinguished hospitals, which recognizes hospitals in the top 5 percent of the nation for clinical excellence, in 2009.

Cleveland Clinic (Cleveland)

Founded in 1921 by surgeons who had worked together in the U.S. Army in France during World War I, Cleveland Clinic was devastated by fire in 1929. The conflagration, started by a light bulb igniting nitro-cellulose x-ray film, killed 123 people, including one of the founders. Rebuilding as the country entered the Great Depression, the clinic acquired a national reputation for treating cardiovascular diseases and accomplished an impressive list of firsts: first coronary angiography in 1958, first coronary artery bypass surgery in 1967 and the first minimally invasive aortic valve surgery in 1996, to name a few.

The Cleveland Clinic has branched out to many other specialties where it also excels. Its doctors discovered of first gene linked to juvenile macular degeneration, developed the first percutaneous endoscopic gastrostomy, first identified carpal tunnel syndrome and carried out the first U.S. face transplant in 2008. The clinic ranked No. 4 on *U.S. News & World Report's* list of America's Best Hospitals in 2009. Among specialties on *U.S. News's* list, it ranks No. 1 for heart & heart surgery; No. 2 for rheumatology, urology and digestive disorders; No. 4 for orthopedic and respiratory disorders; and No. 5 for kidney disorders.

With 1,700 salaried staff physicians in 120 specialties and subspecialties, the organization operates through 10 northeast Ohio hospitals plus affiliates.

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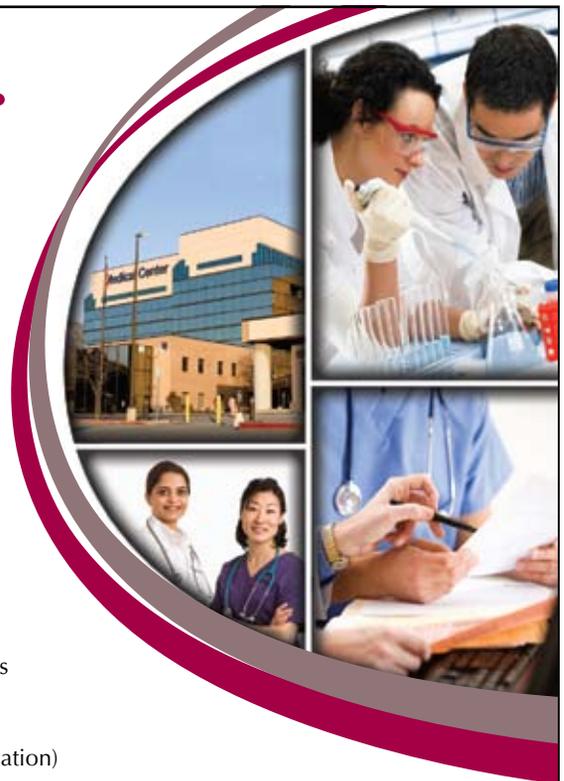
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The clinic handled more than 2.8 million patient visits in 2005, including almost 70,000 hospital admissions, making it one of the largest private medical establishments in the world. It has also held Magnet status from the American Nurses Credentialing Center since 2003.

Duke University Hospital (Durham, N.C.)

This 924-bed hospital ranks among the noblest of hospitals, as close as any duke can get to becoming king. This hospital is one of a rare breed of institutions to place in the honor rolls of both major hospital ratings systems. Last year it ranked No. 11 on *U.S. News & World Report's* list of America's Best Hospitals in 2009 and won the Everest Award, given to Thomson Reuters' top 25 hospitals. Only one other hospital, Vanderbilt, achieved this distinction, showing just how different rating systems can be. Both *U.S. News* and Thomson Reuters examine measures such as mortality and patient safety, but while Thomson Reuters also looks at business concerns such as length of stay, expenses and profitability, *U.S. News* bases one-third of its score on physicians' opinions.

Duke placed among the top 10 in *U.S. News'* lists of Best Hospitals in specialties for gynecology, geriatrics, orthopedics, respiratory disorders, urology, ophthalmology, heart & heart surgery and cancer. The hospital also has won recognition by the Leapfrog Group and AHA-McKesson Quest for Quality, reflecting the success of Duke's Safe Choices program, which empowers staff to improve safety by understanding the importance of behavioral choices in everyday patient care.

This academic medical center, located in Durham, N.C., has more than 10,000 full-time employees, of which about 15 percent have a medical or doctoral degree, or both. Among recent technological breakthroughs, Duke became the first hospital to establish a center dedicated exclusively to cardiovascular MRIs, in 2001.

Evanston Hospital (Evanston, Ill.)

It was at Evanston Hospital in the 1920s that Pediatrician Louis W. Sauer, MD, developed the vaccine for whooping cough, saving numerous lives around the world. Founded as a six-bed facility in 1891, this institution has grown to 466 beds with a Level I trauma center, a women's hospital and a cardiovascular care center. Its Kellogg Cancer Center, previously in a temporary site, is expected to open in a permanent location this year.

Evanston Hospital is the flagship of four-hospital NorthShore University HealthSystem, a growing system in the prosperous North Shore suburbs of Chicago. NorthShore has annual revenue of over \$1.5 billion and a staff of nearly 9,000. Formerly known as Evanston Northwestern Healthcare, the system changed its name when it switched affiliated medical schools from Northwestern University to the University of Chicago Pritzker School of Medicine.

In 2003, NorthShore was one of the first hospital systems in the country to successfully launch a system-wide EMR with demonstrable benefits in quality, safety, efficiency and service to patients. Since then, the EMR has been a tremendous driver of growth, allowing the system to implement

consistent procedures and end inefficient and unsafe practices, such as handwritten records. In another innovation, patients can search online for the next available time for an MRI at 10 available locations, which spreads out demand and helps the system take care of more patients.

The hospital has been recognized as a Thomson Reuters Major Teaching Hospital and as a Most Wired hospital. The NorthShore University HealthSystem Research Institute is a focal point for more than 1,000 active research projects and more than 150 externally funded research faculty.

Henrico Doctors' Hospital (Richmond, Va.)

Henrico Doctors' Hospital hosted its first heart surgery in 1979, when such procedures were confined to large academic medical centers. In 1990, it was the first hospital in Virginia to perform a left ventricular assist device procedure; in 2004, it was the first in Virginia to implant the MicroMed DeBakey Ventricular Assist Device; and in 2001, it was the first U.S. hospital to perform thoracic surgery using the da Vinci Robotic Surgical System.

This 340-bed hospital, part of HCA Virginia Health System, was called Henrico Doctors' Hospital-Forest until Feb. 2009 when the name was simplified. In July 2009, the hospital launched a \$100 million expansion that includes a new ED, heart center, ASC, a cancer specialty clinic and intra-operative MRI.

Henrico Doctors' has been one of HealthGrades' 50 Best Hospitals in 2007, 2008 and 2009. Among Virginia hospitals, HealthGrades ranked it as one the top five for cardiac surgery (in 2010), the top 10 in for joint replacement (2006-2010) and top 10 for overall critical care (2006-2010). In addition, it received HealthGrades' stroke care excellence award (in 2005-2010), pulmonary care excellence award (2008-2010) and distinguished hospital award (2003-2009).

Hospital of the University of Pennsylvania (Philadelphia)

It goes by the name "HUP," sounding almost like a military drill, but this 640-bed institution's true persona is definitely academic. HUP is the oldest university-owned teaching hospital in the nation, founded in 1874 by the University of Pennsylvania School of Medicine. Located on the campus of the Ivy League University of Pennsylvania, HUP is part of Penn Medicine, which includes the medical school, two other large hospitals and separate primary care and specialty groups, as well as affiliations with 11 community hospitals.

Not content with its significant clinical research achievements, this major teaching center has been at the cutting edge of important process initiatives. The same hospital that developed TransOral Robotic Surgery for tumors of the



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mouth, throat and voice box also reduced incidence of central line-associated bloodstream infections by more than 90 percent in a three-year initiative. Penn Medicine has nearly 2,100 physicians on staff (including more than 1,800 full-time faculty), more than 1,000 residents and fellows, 18,000 employees, more than 80,500 adult admissions, more than 2 million outpatient visits and more than 116,000 ED visits.

In 2009, HUP placed No. 8 on *U.S. News & World Report's* list of America's Best Hospitals in 2009, won the Consumer Choice Award and was listed by *Nursing Professionals'* list of Top 100 Hospitals to Work For. HUP has achieved Magnet status from the American Nurses Credentialing Center. *U.S. News* also lists the school of medicine among the top three research-oriented medical schools in the nation. The National Cancer Institute has designated HUP's Abramson Cancer Center as a Comprehensive Cancer Center.

Johns Hopkins Hospital (Baltimore)

Think of Johns Hopkins as the brightest kid in your class. Maybe you thought you'd aced the physics midterm but Johns Hopkins did much better — as usual. In 2009, the Baltimore teaching hospital topped *U.S. News & World Report's* list of America's Best Hospitals in 2009, and it has done so every single year since 1991. Among specialties in 2009, *U.S. News* rated Hopkins No. 1 in otolaryngology, rheumatology, urology and geriatrics; No. 2 in gynecology, neurology and neurosurgery, ophthalmology and psychiatry; No. 3 in cancer, digestive disorders, diabetes, heart and respiratory; and No. 5 in orthopedics.

However, just as math geniuses may not be so outstanding outside of math class, Johns Hopkins doesn't shine quite so much in other hospital rankings. Still, the *U.S. News* rankings are probably the most sought-after, and the 982-bed academic medical center has a rich reputation in academic medicine. It practically invented the concept of the teaching hospital, having coined such terms as residents, rounds and house staff. Hopkins researchers won the Nobel Prize for discovering restriction enzymes that created the genetic engineering industry and they developed the first "blue baby" operation, which opened the way to modern heart surgery.

But rather than rest on these grand laurels, Hopkins has also attended to the day-to-day needs of running a hospital, such as recognizing its nursing staff and treating patients like human beings. Hopkins received Magnet Recognition for nursing excellence and innovations in nursing practice from the American Nurses Credentialing Center in 2003 and won the National Research Corp.'s Consumer Choice Award as the highest-rated hospital by patients in the Baltimore area in 2009.

Lehigh Valley Hospital (Allentown, Pa.)

Billy Joel sang, "they're closing all the factories down" in his 1982 song, "Allentown." Those lyrics hit home again last year, when Mack Trucks moved its headquarters from Allentown to Greensboro, N.C., pulling another 1,000 jobs out of the city. But throughout these travails, Lehigh Valley Hospital has not only survived but thrived at a high-quality level, making it a beacon for every hospital as we face the current recession.

Lehigh Valley is living proof that a hospital does not have to be a huge academic medical center to perform at the highest levels. This 514-bed hospital is a clinical campus of Penn State University College of Medicine and has 1,100 physicians on staff, including 400 who are employed by the health network. With 10,000 employees, the hospital operates the state's third largest heart surgery program, with more than 1,200 open-heart procedures a year and the fourth-largest cancer program in the state. It offers a regional referral burn center for critical care burn patients and maintains national certification as a primary stroke center.

The hospital has placed in *U.S. News & World Report's* list of America's Best Hospitals for 14 consecutive years, including eight times for heart care and heart surgery. In 2009 it ranked in geriatric care and urology on *U.S. News'* lists of Best Hospitals by major specialties. It also appeared on HealthGrades' list of 50 Best Hospitals, a distinction not achieved by any of the hospitals listed *U.S. News'* Honor Roll of 21 Best Hospitals, although several of these

big names were on HealthGrades' list of Distinguished Hospitals for Clinical Excellence, as was Lehigh Valley. The hospital also won National Research Corp.'s Consumer Choice Award for its region, was a Leapfrog Top Hospitals in the Nation in 2008 and received Magnet Recognition by the American Nurses Credentialing Center in 2002. The hospital's parent, Lehigh Valley Health Network, was named one of the "100 Best Companies to Work For" in the nation by Fortune magazine last year, for the third consecutive year.

Massachusetts General Hospital (Boston)

Even if you're not interested in the burnished past of Massachusetts General Hospital (the third-oldest hospital in the nation, with its Bullfinch Building and its "ether dome") just look at its dynamic present. This Boston legend is achieving plenty of honors in the here and now. Mass General is leading the hospital industry into the digital age, achieving 100 percent implementation of computerized order entry and convincing the great majority of its physicians to switch to electronic medical records.

As the major teaching hospital of Harvard University, with one of the largest hospital-based research budgets in the world, its researchers have many recent achievements, such as creating a strip of pulsing heart muscle from mouse embryonic stem cells, which is an important step toward growing replacement parts for hearts damaged by cardiovascular disease. Mass General is so big and influential that it has been called, in jest, "the medical industrial complex." The 900-bed medical center has more than 10,000 employees, making it the largest non-governmental employer in Boston. It admits 47,000 inpatients, handles nearly 1.5 million outpatient visits and performs 37,000 operations annually.

U.S. News & World Report puts Mass General at No. 5 on its list of America's Best Hospitals and ranks it among the 10 best in the following specialties: psychiatry, diabetes, orthopedics, digestive diseases, geriatrics, heart, kidney, neurology & neurosurgery, ophthalmology, respiratory diseases, rheumatology, cancer and gynecology. This important teaching hospital can also compete on an attribute often identified more with small, cozy community hospitals: friendliness. In 2009 *U.S. News* identified Mass General was one of the 17 hospitals in the nation with the friendliest nurses. The Boston hospital also won the American Nurses Credentialing Center's Magnet Hospital award in 2003.

Mayo Clinic (Rochester, Minn.)

While Mayo Clinic is often thought of as a large multispecialty practice, it is very much an inpatient operation, using two major facilities, 1,265-bed Saint Marys Hospital and 794-bed Rochester Methodist Hospital. As a world-famous clinic with a rich history, Mayo promotes its own set of traditions, such as no "the" before its name, no apostrophe in St. Marys Hospital and, no, you do not call it "Mayo's."

Mayo has been running a very close second to Johns Hopkins for almost two decades in *U.S. News & World Report's* rankings of America's Best Hos-



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pitals. On *U.S. News'* list of Best Hospitals by specialty, Mayo ranked No. 1 in diabetes, digestive disorders, neurology & neurosurgery and orthopedics, No. 2 in heart and heart surgery and respiratory disorders, and No. 3 kidney disorders, gynecology and urology. Back in 1990 was the last time that Hopkins lost *U.S. News'* No. 1 spot, and it was to Mayo. Both institutions are so close in quality that the difference is well nigh imperceptible, but being No. 2 can still be exasperating. "We appreciate the *U.S. News* recognition, but what the magazine doesn't capture in its rankings is how those 'players' work together as a team," Mayo CEO Glenn Forbes, MD, wrote of last year's listings.

But the clinic's team-based approach, the "Mayo Clinic Model of Care," has gained favor with President Obama and other health reform advocates. This approach, melding inpatient with outpatient care, has been shown to reduce costs and uphold quality. "We should ask why places like the Mayo Clinic in Minnesota, the Cleveland Clinic in Ohio and other institutions can offer the highest quality care at costs well below the national norm," the president wrote in a letter to Senate leaders in June.

Methodist Hospital (Houston)

Methodist is the pounding heart of the famed Texas Medical Center, an agglomeration of separate hospitals and training programs west of downtown Houston. It was at Methodist that the late heart surgeon Michael E. DeBakey, MD, performed the first removal of a carotid artery blockage in 1950, the first aorto-coronary bypass surgery in 1964, the first use of a ventricular assist device to pump blood and support a diseased heart in 1966 and some of the first U.S. heart transplants in 1968 and 1969.

Today, the hospital hosts the Methodist Hospital Research Institute, Methodist DeBakey Heart & Vascular Center and Methodist Neurological Insti-

tute. Methodist ranked No. 19 on *U.S. News & World Report's* list of America's Best Hospitals in 2009, and it placed 11th on *Worth* magazine's list of 25 Top Hospitals for Coronary Artery Bypass Surgery. It also placed eighth on *Fortune's* 100 Best Companies to Work For in 2009. This 950-bed hospital has 73 operating rooms, more than 1,600 affiliated physicians and more than 6,000 employees. In 2008 it handled 39,525 inpatients and 308,749 outpatients, and 6,500 of these patients were from other countries.

Methodist is primarily affiliated with Weill Cornell Medical College and New York Presbyterian Hospital in New York and locally affiliated with the University of Houston. It is flagship of Methodist Hospital System, which operates three other hospitals in the Houston area and is constructing a 200-bed hospital and imaging center west of Houston near Katy, Texas.

Northwestern Memorial Hospital (Chicago)

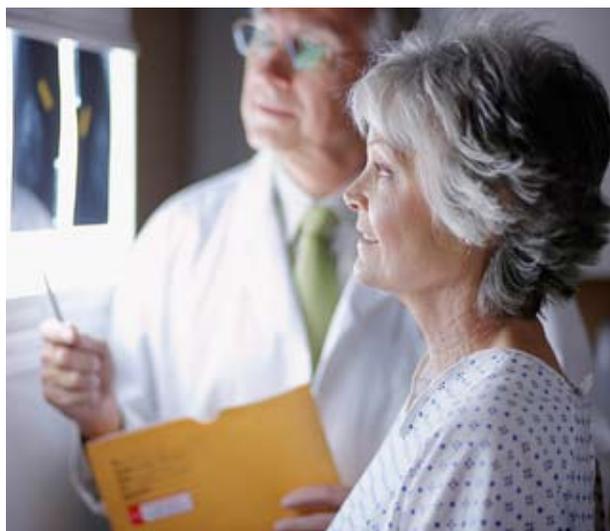
While its hometown of Chicago has boasted the nation's tallest building since 1973 (110-story Willis Tower just blocks away), Northwestern turns out to be the nation's tallest hospital. It has held that distinction since 1999, when it opened 17-story Feinberg Inpatient Pavilion and 22-story Galter Outpatient Pavilion at a cost of \$580 million. The 897-bed hospital has a medical staff of more than 1,500 physicians who maintain faculty appointments at the Feinberg School of Medicine at Northwestern University.

Northwestern's parent, Northwestern Memorial HealthCare, opened the \$500 million Prentice Women's Hospital on its downtown campus in 2007 and now is turning its attention to the Chicago suburbs, bringing services to "where our patients live and work," a system executive told the *Chicago Tribune*. In addition to planning clinics in suburban locations, the system acquired 215-bed Lake Forest (Ill.) Hospital along with its outpatient center in Grayslake, Ill., this year.

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Northwestern Memorial Hospital won a slew of quality awards in 2009: Thomson Reuters Major Teaching Hospitals, HealthGrades Distinguished Hospitals for Clinical Excellence, Leapfrog Top Hospitals, the Consumer Choice Award, *Nursing Professionals'* Top 100 Hospitals to Work For and 100 Best Companies for Working Mothers. *U.S. News & World Report* also ranked Northwestern one of America's Best Hospitals in 11 specialties.

NYU Langone Medical Center (New York)

NYU Langone has the kind of exceptional quality that attracts grand gifts. This New York medical center's new name, unveiled in 2008, honors Home Depot founder Kenneth Langone, who has given it more than \$200 million. The center's 726-bed Tisch Hospital honors another benefactor, the late billionaire and former CBS-owner Laurence Tisch. Even with the recession ripping through many a New York fortune, the hospital keeps attracting more gifts. When it received a \$100 million donation this June, it was the fourth nine-figure gift in 15 months.

The generosity is being put to good use. The June donation is targeted for a state-of-the-art neuroscience institute, and this summer the medical center launched a Center of Excellence on Urologic Disease, using a \$5 million gift for a new prostate cancer center and a \$1 million gift to study innovative diagnostic technology. Moreover, this largesse hasn't diverted the hospital from making the small, incremental achievements that make a hospital great. Employees created a guide for discharge instructions that led to improved patient satisfaction and they reduced flash sterilization of equipment from 60 percent to fewer than 20 percent. They revamped breast implant procedures, cutting back serious infections from 5 percent to 1.25 percent. And the hospital increased specialty-certified nurses to 33.8 percent in 2009 from 27.6 percent in 2008.

These kinds of accomplishments have generated a long list of distinctions. In 2009, NYU Langone placed 17th on *U.S. News & World Report's* list of America's Best Hospitals, and on *U.S. News'* list of Best Hospitals by specialty it scored within the top 21 slots in rehabilitation, orthopedics, neurology and neurosurgery, heart & heart surgery, psychiatric care, geriatrics and urology. It achieved Magnet Recognition by the American Nurses Credentialing Center in 2005, and was a Leapfrog Top Hospital for Patient Safety in 2008. In addition, NYU's Hospital for Joint Disease has been designated a UnitedHealth Premium Surgical Spine and Total Joint Replacement Specialty Center from 2007-2009.

Ohio State University Medical Center (Columbus, Ohio)

While the State of Ohio is slashing programs to balance its budget, this 900-bed medical center can sustain itself with virtually no outside funding, thanks to estimated operating revenue of \$1.58 billion in fiscal year 2009. It is listed among hospitals that deliver the best quality care while attaining the highest levels of efficiency issued by the Leapfrog Group and HealthGrades. In FY 2009, the medical center logged 55,316 patient admissions, 114,137 ED visits, 979,951 outpatient visits, 15,562 inpatient surgeries and 17,949 outpatient surgeries.

OSU Medical Center's signature programs are in cancer, critical care, heart, imaging, neurosciences and transplantation. Its researchers discovered the founder mutation in cancer and developed a drug treatment to help heart failure and a cure for hairy cell leukemia. Research funding increased from \$80.5 million to \$205.7 million from 2000-2008. OSU is one of only five academic medical centers recognized as a top performer by the University HealthSystem Consortium and it placed 20th on *U.S. News & World Report's* list of America's Best Hospitals in 2009.



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The medical center's parent, OSU Health System, oversees Ohio State University College of Medicine, University Hospital East, Richard M. Ross Heart Hospital and OSU Physicians, with more than 700 physicians. In Sept. 2009, Ohio State University approved a \$1 billion expansion of the medical center, including a research institute and a cancer hospital with the capacity for at least 116 more beds than current capacity. The 17-story addition, to be completed in 2015, would allow 310,000 more patients to be treated annually.

Providence St. Vincent Medical Center (Portland, Ore.)

Employees at this 451-bed hospital decided to do something grand last year. They wanted to showcase pink hospital gloves being introduced to raise patients' awareness of breast cancer. So more than 200 employees — from the labs to the kitchen to surgery — pulled on the pink gloves and filmed themselves dancing through the hospital to the song "Down" by J Shawn. Not only was it great fun for them but when posted on YouTube last November, the clip drew more than 1.6 million views and was featured on ABC Evening News.

This sort of employee engagement has benefitted the entire organization. In 2009, Thomson Reuters named Providence St. Vincent one of its 100 Top Hospitals (for the 10th time), Top Cardiac Hospitals and hospitals displaying consistent, marked improvement over five years. It also won a Gold Sustained Performance Award from the American Heart Association, Magnet Recognition from the American Nurses Credentialing Center and the Leapfrog Group's Highest Value Hospitals 2008.

Dedicated on July 19, 1875, Providence St. Vincent was the state's first permanent hospital. Part of Providence Health & Services in Oregon, a not-for-profit network of hospitals, health plans, physicians, clinics and affiliated health services. The hospital logs almost 42,000 admissions, more

than 6,000 births and almost 82,000 ED visits a year. It has more than 4,000 employees and 1,800 physicians on staff. Specialized programs include Providence Heart and Vascular Institute, Oregon Medical Laser Center, Providence Multiple Sclerosis Center and Providence Stroke Center.

Ronald Reagan UCLA Medical Center (Los Angeles)

Like its presidential namesake, the Ronald Reagan UCLA Medical Center's reputation just seems to get better. Last year the hospital placed third on *U.S. News & World Report's* list of America's Best Hospitals, edging out luminaries like the Cleveland Clinic and Massachusetts General Hospital. In *U.S. News's* rankings of Best Hospitals by specialty, Ronald Reagan placed in the top 10 in an astounding breadth of categories: geriatrics, urology, psychiatry, digestive disorders, ophthalmology, rheumatology, kidney disorders, neurology and neurosurgery, ear, nose & throat, gynecology and heart & heart surgery.

The 520-bed medical center was totally rebuilt in accordance with the latest California seismic safety requirements, reopening in June 2008. The one million-plus square-foot structure, soaring 10 stories, was designed by the renowned architect I.M. Pei and his son, C.C. Pei. It features large, sunny, private patient rooms with terrific views and daybeds for family members, wireless Internet access for patients and guests and outdoor play areas.

In addition to the U.S. News distinction, the hospital received Magnet Recognition by the American Nurses Credentialing Center in 2005 and was a Leapfrog Top Hospital for 2007. The National Cancer Institute designated Ronald Reagan's Lung Cancer Program a Specialized Program of Research Excellence, and the Integrated Healthcare Association ranks UCLA Medical Group one of California's top performing physician organizations in 2009, a distinction it has earned for the fifth straight year. UCLA Medical

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Rush University Medical Center (Chicago)

Rush Medical College, named after the only physician to sign the Declaration of Independence, received its charter in 1837, two days before Chicago was incorporated. A 1956 merger created Rush-Presbyterian-St. Luke's Medical Center, and in 2003 the hospital changed its name to Rush University Medical Center. Now this old institution is moving into a new stage of development.

Rush is constructing a 14-story acute and critical care tower — a \$617 million project that will be its first major hospital addition in more than 25 years. When the building opens in 2012, it will house 376 beds, bringing Rush's total to 720 beds. The new facility incorporates a concept called "interventional platform" that enables multiple medical specialists to treat patients with highly complex illnesses within close proximity of the most advanced technologies. In addition, Rush completed a two-year phase-in of a new EMR system in June 2009, and in late 2009, the hospital and an affiliated orthopedic surgery group opened a five-story, \$75 million orthopedic building.

Rush was showered with a number of awards and recognitions in 2009. In addition to holding national rankings in nine of 16 specialty areas on *U.S. News & World Report's* lists of America's Best Hospitals by specialty, the hospital received HealthGrades' Distinguished Hospitals for Clinical Excellence award, Leapfrog's Top Hospitals award and University Hospital Consortium's Quality Leadership Award. In 2008, Rush's cancer program received the Outstanding Achievement Award from the American College of Surgeons' Commission on Cancer.

St. Vincent Indianapolis Hospital (Indianapolis)

This hospital was founded by four members of the Daughters of Charity, arriving in Indianapolis in 1881 with just \$34.77 to their name. Using a \$50 grant from their bishop, the nuns converted an abandoned Catholic seminary into a hospital that eventually became St. Vincent.

The hospital is now a 744-bed hospital and flagship of multi-million-dollar St. Vincent Health. The system, part of Ascension Health, began expanding in the 1970s and now has 17 hospitals. Last year, it bought a minority stake in OrthoIndy's Indiana Orthopaedic Hospital and is about to close a deal to lease (with an option to buy) a county hospital in Salem, Ind., to be renamed St. Vincent Salem Hospital.

St. Vincent Hospital has also been reaching some impressive clinical goals, cultivating centers of excellence for women's health, children's health, cardiac care, neuroscience, orthopedics, spine, oncology and bariatrics. It was the only Indiana hospital recognized for excellence in four specialty areas by HealthGrades, ranking in cardiac, stroke, orthopedic and gastrointestinal care. In 2006, the hospital was recognized as a Select Practice Customer Quality Leader by CareScience in the treatment of pneumonia, stroke and heart attack.

Scott & White Memorial Hospital (Temple, Texas)

This 636-bed hospital is part of Scott & White Healthcare, a fully integrated health system that includes a health plan, a multispecialty practice with more than 775 physicians and research scientists and a network of 50 primary and specialty clinics covering 25,000 square miles. Scott & White also runs a 76-bed acute care facility in Round Rock, Texas, home to the headquarters of Dell Computer, so it's not surprising that hospital has had

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When Arthur Scott, MD, and Raleigh White Jr., MD, founded Temple Sanitarium in 1904, they had the temerity to hire the first female anesthesiologist in the country. Today, Scott & White physicians are still taking risks. J. James Rohack, MD, director of the Scott & White's Center for Healthcare Policy, is the current president of the AMA and helped throw the organization's support behind the Democrats' controversial health reform bill. Many physicians have blasted that decision and now the reform bill faces an uncertain future. But whatever happens to health reform, many observers think Scott & White's integrated healthcare system, bringing inpatient and outpatient care together, is the model for the future.

Scott & White was one of 10 health systems presenting at an Institute for Healthcare Improvement forum last summer titled, "How Do They Do That? Low-Cost, High-Quality Health Care in America." Scott & White Healthcare also received the 2009 Texas Health Care Quality Improvement Achievement Award from TMF Health Quality Institute, the Medicare quality improvement organization for Texas. Also, for the sixth time in a row in 2009, Thomson Reuters ranked Scott & White as one of its top 100 hospitals and one of its top 15 teaching hospitals.

Stanford Hospital & Clinics (San Jose, Calif.)

True to its location in the heart of Silicon Valley, Stanford Hospital & Clinics is a pioneer in EMR. It was the fourth healthcare organization in the nation to install a completely functioning and integrated electronic medical record system, reaching Stage 7, HIMSS Analytics' highest level of certification.

The organization consists of 610-bed Stanford Hospital, Lucile Packard Children's Hospital and Stanford Clinics, a group practice that includes 493 full-time faculty physicians at Stanford University School of Medicine, with more than 100 specialty and subspecialty areas. Unlike most hospitals, Stanford has bucked the urge to merge. In 1997, it merged with University of California San Francisco Medical Center, then called the union off two years later.

The hospital has a medical staff of more than 1,900 physicians with an additional 850 residents and fellows and 1,500 registered nurses. It ranked 15th on *U.S. News & World Report's* list of America's Best Hospitals in 2009. *U.S. News* recognized Stanford as a Best Hospital in the following specialties (with rankings in parentheses): cancer (10), ear, nose & throat (14), gynecology (14), heart & heart surgery (14), orthopedics (16), urology (17), kidney disorders (21), rheumatology (14) and psychiatry (15). Stanford was also named a top hospital by the Leapfrog Group in 2009.

University Medical Center (Tucson, Ariz.)

University Medical Center in Tucson, Ariz., pushes the quality envelope in many directions. It oversees a large, high-tech research enterprise that recently developed a two-drug therapy to reduce the risk of recurrent colorectal polyps,

and yet it is also the home of Andrew Weil, MD, the bearded founder of integrative medicine, who prefers botanical medicines over prescription drugs.

While UMC Tucson barely placed in *U.S. News & World Report's* rankings of America's Best Hospitals by specialty, which lean heavily toward long-established university centers, this 38-year-old hospital — comparatively young, as teaching institutions go — fared much better in Thomson Reuters' survey, which gives more weight to objective measures than *U.S. News* does. Thomson Reuters recognized UMC Tucson last year as one of only 15 major teaching institutions on its list of 100 Top Hospitals and gave it the elite Everest Award, which goes to the top 25 on its overall list. As further proof of this hospital's coming of age, it won the University HealthSystem Consortium's Quality Leadership Award in 2009. UMC Tucson also won the Consumer Choice Award for its region from the National Research Corporation in 2009 and the Magnet Recognition by the American Nurses Credentialing Center in 2003.

The 355-bed hospital is part of the Arizona Health Sciences Center, adjacent to the University of Arizona Colleges of Medicine, Nursing, Pharmacy and Public Health. The medical center was part of the university when it was founded in 1971, but is now a separate, non-profit organization, though it still keeps strong ties with the university. The center, Arizona's only academic health sciences center, maintains a growing presence on the Phoenix Biomedical Campus.

University of California, San Francisco Medical Center (San Francisco)

While ancient Parnassus is linked to the god Apollo of Greek myth, modern Parnassus is linked to cutting-edge medical achievements of the 21st century, particularly in neurosurgery, cancer care and organ transplantation. The Parnassus neighborhood of San Francisco is home to of UCSF Medical Center, which placed No. 7 on *U.S. News & World Report's* list of America's Best Hospitals.

In addition to its clinical achievements, UCSF has a history of strong operating performance, with annual revenue of \$1.4 billion. Patient volume has been increasing at about 4 percent per year for the past nine years, constraining capacity of this 722-bed hospital. Already with two campuses in San Francisco, UCSF is building the first new hospital in the city in 30 years, a 289-bed facility for children, women and cancer care that is scheduled to open in 2014.

Logging 750,000 outpatient visits per year, UCSF won the top place among San Francisco hospitals in 2009-2010 Consumer Choice awards from National Research Corp. While UCSF faculty provide many clinical services at UCSF, physicians from the community also play a major role. In Jan. 2009, UCSF Medical Group began an affiliation to treat HMO patients with Hill Physicians Medical Group, the largest independent physician association in northern California. UCSF says its new Orthopaedic Institute, which opened in Oct. 2009, offers the most comprehensive outpatient treatment, research and training in the Bay Area.

University of Michigan Hospitals and Health Centers (Ann Arbor, Mich.)

Research spending at the University of Michigan exceeded \$1 billion for the first time last year, and 41 percent of those funds were NIH grants for studies on new anti-cancer drugs, brain tumors and heart disease, to name a few. While the university is one of the nation's top five research centers in R&D expenditures, U-M Hospitals and Health Centers pay close attention to basic patient safety measures. Among process measures that hospitals report to CMS, U-M scored 100 percent for testing heart failure patients to measure the ejection fraction of the heart's left ventricle and for giving heart attack patients an aspirin when at arrival and discharge.

U-M Hospitals and Health Centers is a sprawling enterprise in Ann Arbor, including University Hospital, C.S. Mott Children's Hospital, Von Voigtlander Women's Hospital, 120 outpatient clinics and about 40 health centers. In 2008, it counted 2,707 physicians, 1,074 residents and 3,800 nurses, serving



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930 beds and 66 ORs that generated 44,683 total surgical cases a year. It has 179 ICU beds, one of the highest numbers in the country, and its Michigan Transplant Center is one of the busiest in the country, having performed over 7,100 solid organ transplants since 1964.

U-M has been a top performer in several best hospital contests, which tend to have very different slates of winners. It was on *U.S. News & World Report's* list of America's Best Hospitals in 2009, placing 14th overall and scoring within the top 21 hospitals for ENT, rheumatology, urology, heart & heart surgery, ophthalmology, diabetes & endocrine disorders, kidney disorders, cancer and rehabilitation. It is also named as one of 15 major teaching hospitals in Thomson Reuters' 100 Top Hospitals last year and it was one of the Leapfrog Top Hospitals in 2008. It received the 2008 Lindberg Bell Award from the International Association for Healthcare Security & Safety. In 2009 it was the highest-ranking healthcare organization in the *Detroit Free Press'* list of "Top Workplaces 2009."

UPMC-University of Pittsburgh Medical Center (Pittsburgh)

The system's flagship hospital, UPMC Presbyterian, with 1,042 beds, is one of the largest academic medical centers in the country. It is here that Jonas Salk, MD, developed the polio vaccine and Thomas Starzl, MD, perfected liver transplant surgeries. UPMC is ranked 13th in the nation on *U.S. News & World Report's* list of America's Best Hospitals in 2009. It was one of *Nursing Professionals* magazine's Top 100 Hospitals to Work For in 2009 and won a Consumer Choice Award for 2009-2010 from the National Research Corp.

UPMC Presbyterian, physically connected to the University of Pittsburgh School of Medicine, formed the original core of the system, which acquired a few hospitals before changing its name to UPMC in 1990. Eight years later the health system legally separated from the university but still maintains a close affiliation with the medical school, which ranks fifth in that nation in NIH research funding. The UPMC system now has 20 hospitals and employs 50,000 people, making it the No. 2 employer in the state.

UPMC sees itself as a commercializer of medical expertise, collaborating with Cerner, GE and IBM on healthcare IT and running health businesses in four European countries and the Arab emirate of Qatar. The system's new children's hospital is one of just a few hospitals to reach HIMSS Stage 6 in electronic health record implementation. The system is unusually integrated, employing 2,700 physicians and operating a health insurance arm serving 1.4 million members.

Vanderbilt University Medical Center (Nashville, Tenn.)

One challenge for Vanderbilt University Medi-

cal Center's new critical care tower, which is just opening, is making sure it would have enough space for medical innovations 10 years hence. In addition to 141 new acute-care beds and 12 operating suites, the \$169 million tower has three shelled floors for future growth. That's not overly optimistic for a great institution like Vanderbilt, which is constantly on the move. This 832-bed teaching hospital ranks No. 10 among U.S. medical schools in NIH funding. It houses one of the largest DNA databases in the world, but it can also deliver basic primary care, operating more than 50 satellite clinics in Tennessee and Kentucky. The campus includes Vanderbilt University Hospital, a twin-towered building with over 600 beds, Monroe Carell Jr. Children's Hospital and the Vanderbilt Clinic.

Vanderbilt has the distinction of being one of only two hospitals, with Duke, to be highly rated in more than one major rating. Vanderbilt came in 16th on *U.S. News & World Report's* list of America's Best Hospitals in 2009, reaped the nursing Magnet award in 2006 and the Consumer Choice Award for its region in 2009. It was also named last year as one of *Fortune* magazine's top 100 companies to work for and placed among *U.S. News'* top 21 Best Hospitals by specialty in kidney disorders, urology, cancer, diabetes, ear, nose & throat, gynecology and heart & heart surgery.

Vanderbilt has one of the most sophisticated electronic medical records systems in the nation. The medical center pioneered EMR 10 years ago and its homegrown system is now commercialized as CareAlign. Clinical and research faculty use the system to improve medical outcomes, prompting Vanderbilt's designation in 2007 as an evidence-based practice center by AHRQ, the federal agency that studies quality of care.

Yale-New Haven Hospital (New Haven, Conn.)

Founded in 1826 to care for the poor, this venerable institution was transformed into a U.S. Army hospital in the Civil War and both World Wars. President George W. Bush was born here in 1946, the same year the hospital became the first in the country to embrace what was then a novel concept — allowing healthy newborns to stay in the same room with their mothers. This institution has long been the primary teaching hospital of Yale School of Medicine. In 1965, after a formal affiliation agreement with Yale University, the facility became known as Yale-New Haven Hospital.

Today, Yale-New Haven is a 944-bed hospital with 6,000 employees, a medical staff of 2,200 physicians and more than 500 residents and fellows training in more than 100 specialties and subspecialties. The hospital provides services to more than 503,000 outpatients a year and is the flagship of three-hospital Yale-New Haven Health System, a \$2 billion organization. The system commands a 20.5 percent market share for the whole state, up from 19.9 percent the year before.

Yale-New Haven ranked 17th in *U.S. News & World Report's* list of America's Best Hospitals in 2009. The hospital's clinical firsts include the first fetal cardiovascular center in the United States in 1985; first fetal tissue cell transplant into a Parkinson's patient in 1988; first documented heart transplants of adult identical twins in 1992; and the first nerve cell transplanted into the brain of a multiple sclerosis patient in 2002. ■

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What Health Reform Will Mean for Hospitals and Physicians (continued from page 1)

2. Reduced Medicare reimbursements. Hospitals are giving up \$155 billion in Medicare funds over the next decade, or about an 8 percent cut, but they are expected to gain \$170 billion because of fewer uninsured patients. Some are skeptical, however. Michael Walsh, CFO at Abington (Pa.) Memorial Hospital, told the *Philadelphia Inquirer* it would be a “leap of faith” to believe that there would be enough new revenue to cover the cuts. He decried the notion that “poof, we have this healthcare legislation and now there’s coverage and the problems go away.”

3. Quieter EDs. With more people going to physicians for care, the hospital ED shouldn’t be as busy, Jim Krauss, CEO of Rockingham Memorial Hospital in Harrisonburg, Va., told WHSV TV. However, it could be that “there’ll be more demand than there is supply of doctors, which puts a potential risk on filling up ERs,” Mr. Young at Grady said. “I think there’s going to be strain getting into an internal medicine doctor’s office or a family doctor just as [there will] be this big push for more service.”

4. Pressure to be more efficient. Hospitals will need to “identify waste and be even more cost efficient,” David Shulkin, MD, president-elect and COO of Morristown (N.J.) Memorial Hospital told the *Daily Record*. “Redoubling our efforts in this area will not be easy, nor comfortable, but it must be done to effectively serve our community.” Cyril Chang, a healthcare economist at the University of Memphis, told the *Commercial Appeal* that “hospitals, physicians and other providers will be asked to work harder and provide more services for more people.”

5. More cooperation with other providers. Health reform will require hospitals to collaborate more closely with physicians and other providers. “Going forward, success will require sustained effort and unparalleled cooperation from everyone on whom Americans rely for their healthcare, including hospitals, physicians and other caregivers, and insurers,” Chip Kahn, president and CEO of the Federation of American Hospitals, said in a release.

6. Advantages for hospitals with tax-exempt insurance plans. While insurers have to pay a new fee, it will represent only half of premiums for tax-exempt insurers such as Kaiser Permanente and Geisinger, according to the Associated Press. Other hospitals that own small, not-for-profit health plans should benefit, too.

7. More Medicaid payments at lower rates. Stephens Mundy, president and executive director of CYPH Medical Center in Plattsburgh, N.Y., told the *Press-Republican* the hospital will see an annual decrease in federal reimbursement rates for Medicaid patients in the next 10 years and an increase in eligibility for Medicaid. While the cuts in Medicaid happen immediately, the expanded coverage won’t take effect for several years, he said.

For Physicians:

1. Increased demand for physicians. With 32 million more Americans expected to enter the health insurance market, demand should rise, especially for primary care physicians, the *Philadelphia Inquirer* reported. This occurred when Massachusetts passed its statewide universal health care in 2006. However, the expansion in coverage will not happen for a few years, until 2014.

2. No permanent fee fix. The reform legislation does not permanently repeal the Medicare sustainable growth rate formula, which is again set to trigger a 21.2 percent pay cut for physicians at the end of the month. “It’s really unclear what pathway the House is considering to change the situation,” Robert Bennett, a government affairs representative for the Medical Group Management Association told *HealthLeaders* this week. “Now we are looking toward the April deadline, and then Congress will have a recess, and they are really running out of days.”

3. New independent panel setting reimbursement rates. The new Independent Payment Advisory Board “could unilaterally reduce Medicare payments without any public input,” said James Goodyear, MD, president of the Pennsylvania Medical Society in the Carlisle (Pa.) *Sentinel*. “The current IPAB framework could result in misguided payment cuts that undermine access to care and destabilize healthcare delivery,” added AMA President J. James Rohack, MD, in a release.

4. More bureaucracy. “The health system reform bill creates more government bureaucracy” and “installs mandates too numerous to list,” Dr. Goodyear told the *Sentinel*. “We see no reduction in administrative burdens for physicians and no reform in the way healthcare services are paid under the Medicare program,” added Joseph Reichman, MD, president of the Medical Society of New Jersey, in the *Philadelphia Business Journal*.

5. No tort reform. “The legislation does not include any medical malpractice reforms that would lower physician costs and prevent defensive medicine practices,” Dr. Reichman told the *Philadelphia Business Journal*. Without tort reform, physicians “are forced to practice more defensive medicine than is necessary,” the Pennsylvania Association of Health Underwriters told the *Philadelphia Business Journal*. The AMA and other organizations would like a cap on non-economic damages, but all the bill offers is \$50 million in grants to states to explore alternative means of resolving medical liability claims.

6. Elimination of new physician-owned hospitals. The bill would prevent any new physician-owned hospitals from opening after the end of the year and, except for a very limited exception involving physician-owned hospitals with a high Medicaid patient population, prevent existing hospitals from growing. The provisions “virtually destroy many of the hospitals that are currently under development, and leave little room for the future growth of the industry,” said Molly Sandvig, executive director of Physician Hospitals of America. “It shouldn’t make a difference who owns the hospital,” Dr. Rohack told Medscape.

7. Heavy reliance on Medicaid. “The expansion of the Medicaid program, while laudable, is problematic,” Dr. Reichman told the *Philadelphia Business Journal*. “The payments in New Jersey’s Medicaid program are among the lowest in the country, resulting in a majority of our physicians opting out of it altogether.” ■

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Challenges Facing 10 Hospital Service Lines

By Leigh Page

There are no bad service lines, says David Anderson, a managing director at BDC Advisors in San Francisco, but each specialty poses particular challenges. Here he describes some of the challenges associated with 10 service lines.

1. Pediatrics. This can be a very effective service line. Most children's hospitals do quite well, because people prefer to send their very sick children to a children's hospital. He says high volume is key. Clinical studies have shown that pediatric operations in hospitals with a relatively low volume of pediatric patients have poorer outcomes than those in pediatric hospitals.

2. Obstetrics. While obstetrics typically loses money, it can be balanced with neonatology, which pays well. Women's services also tend to be low-paying except for surgical procedures. Most of the remaining women's hospitals have joined health systems, such as Magee Women's Hospital, now part of UPMC in Pittsburgh, and Rose Medical Center of Denver, now part of HealthOne.

3. Orthopedics. With the price of implants taking up an increasingly larger piece of total reimbursement, orthopedics is challenging for hospitals and better suited for outpatient facilities. HOPDs and ASCs can be successful here as long as they are economically aligned with all orthopedic surgeons,

including non-investors who have fewer financial incentives. Sometimes non-investor surgeons resist choosing less expensive devices and admit patients at the hospital, as long as it is in the patient's best interests.

4. Cancer. A large number of subspecialists are required for cancer, including medical oncologists, radiation oncologists, surgeons and urologists. Hospitals that perform well with cancer services have assembled the full team of physicians, achieved a great reputation and posted high volumes.

5. Heart. Cardiac and cardiovascular service lines involve just a few key specialists: cardiologists, cardiac surgeons and perhaps vascular surgeons and anesthesiologists. Reimbursement is good and the principal challenge is intense competition from other centers for patients.

6. Bariatric surgery. These programs are heavily scrutinized by regulators and reimbursement requires certification. A hospital may initially lose money because it needs to show good outcomes on unreimbursed cases before it can be certified. On the other hand, bariatric surgery can be combined with other specialties, such as general surgery, endocrinology and nutrition, to create a comprehensive weight-loss service line.

7. Digestive disease. This is a large, profitable service line but it's still relatively rare because it overlaps with cancer and it can be difficult to bring together all the pieces: gastroenterologists, general surgeons, colorectal surgeons and potentially nephrologists and hepatologists.

8. Neurosurgery and neurology. This service line rarely has enough volume to support a whole specialty hospital, although there are exceptions, such as Barrows Neurological Institute in Phoenix.

9. Transplant centers and trauma programs. While these are limited to major academic centers, they should also be considered service lines.

10. Smaller service lines. Urology, plastic surgery, in vitro fertilization and mental health are largely outpatient fields that are becoming more important as hospitals shift away from inpatient care. Hospitals may also develop new service lines around chronic diseases like diabetes, asthma and congestive heart failure. ■

Reach David G. Anderson at danderson@bdcadvisors.com.

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100 Best Places to Work in Healthcare

100 Best Places to Work in Healthcare (continued from page 1)

Access MediQuip (Lake Mary, Fla., and Houston)

Type of facility: Healthcare company

What makes it a Best Place to Work: Access MediQuip provides outsourced implantable device management solutions throughout the healthcare industry and currently has partnership agreements with 175 medical device manufacturers and most of the country's largest insurance providers. The company employs 200 staff members at its corporate locations in Florida and Texas.

The company provides a high-tech, high-energy business-casual atmosphere for its employees, including flexible hours. It also supports professional development among its employees through continuous education and improvement certifications. Employees are offered a wide array of benefits such as competitive pay, employer-matched 401(k), flexible hours, vacation time, health and dental benefits, flexible spending accounts and wellness programs.

Access Sports Medicine & Orthopaedics/ Northeast Surgical Care (Exeter/Newington, N.H.)

Type of facility: Physician practice/ambulatory surgery center

What makes it a Best Place to Work: Access Sports Medicine & Orthopaedics and Northeast Surgical Care provides its 100 employees with flexible solutions to meet the needs of staff members in today's work environment, including three- or four-day work weeks and three different health plans to accommodate staff members in different stages of life. Access Sports Medicine also provides a 401(k) that requires no employee matching; eligible employees receive a retirement contribution on their behalf without having to contribute part of their regular salary. The company also provides an on-site, full-time IT department to increase efficiency and decrease frustration if something goes wrong.

Access Sports Medicine and Northeast Surgical Care also recognizes employees with holiday parties and an annual service recognition dinner for employees that have been with the center for a certain number of years.

Advocate Health Care (Oak Brook, Ill.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Advocate Health Care has over 200 sites of care in the Chicagoland area — including hospitals, children's hospitals and clinics — and an employee base of over 28,000. The non-profit, faith-based health system is the largest healthcare provider in Illinois and is one of the top 10 employers in the Chicago area. Many Advocate hospitals have received Magnet distinction for nursing from ANCC, and Thompson Reuters named two of the system's hospitals to its Top 100 Hospitals list. Because of its reach, Advocate has fostered a culture of community outreach and charity. In 2008, Advocate employees raised nearly \$90.7 million through its charity campaign.



Advocate routinely surveys its employees to gauge their opinion and to identify areas of improvement. The system also holds an annual Associate Appreciation Week to thank its employees for their hard work. In 2009, Advocate was named one of the best places to work in Illinois by the *Business Ledger*. Employee benefits focus on career, life and health and include healthcare coverage, education assistance, life insurance and paid time off.

Alabama Digestive Health Endoscopy Center (Birmingham, Ala.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Alabama Digestive Health Endoscopy Center is a single-specialty ASC specializing in gastroenterology. A joint venture started by a group of local physicians, Practice Partners in Healthcare and Tenet Healthcare Corp., it is accredited by the AAAHC and opened in Oct. 2007. All employees received an annual holiday bonus each of the past two years, and employees have medical and life insurance, dental and vision plans, flexible and dependent care accounts, 401(k) plans and free parking. Jackie Harrison, RN, vice president of operations for Practice Partners in Healthcare, says she meets frequently with employees to discuss any concerns. "We have a very verbal group of employees who know my door is never closed," she says.

Ms. Harrison also says the physicians' dedication to the center has been unflagging. They originally had tried to build a freestanding ASC separate from the hospital campus that failed due to construction problems. "The physicians never gave up," she says. "I have been in healthcare as a nurse, manager and now administrator of this facility as well as vice president of operations for PPH for over 35 years. The dedication to make this facility work was absolutely incredible."

Alexian Brothers Hospital Network (Arlington Heights, Ill.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Alexian Brothers Hospital Network is a five-hospital network and is part of the Alexian Brothers Health System. Alexian Brothers has worked hard to create an engaged employee workplace, earning the hospital system a 2009 Great Workplace Award from Gallup. Employee enthusiasm at Alexian Brothers has been paying off in many ways. In 2009, Alexian Brothers Medical Center, a 387-bed hospital in Elk Grove Village, Ill., won the Beacon Award from the American Association of Critical Care Nurses and the Blue Star Hospital Perfect Award, and was designated a Bariatric Center of Excellence.

Alexian Brothers offers a competitive benefits package to its employees that includes paid time off, life insurance, healthcare coverage, long- and short-term disability, child care, employee assistance and educational opportunities.

Ambulatory Surgical Center of Stevens Point (Stevens Point, Wis.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: The ASC of Stevens point is a multi-specialty ASC consisting of two operating rooms where surgeons perform 1,400 procedures annually. ASC of Stevens Point opened in 2006, and, to date, not a single member of the ASC's original staff has left, according to Becky Ziegler-Otis, administrator. One reason for the remarkably low turnover is the staff's relationship with the physician owners. "It truly is about the relationship between the owners and the staff. There is a level of camaraderie, and we truly operate as a team," says Ms. Ziegler-Otis.

The physicians recognize the value of the staff, frequently discussing patient care and operations with them. Employees also receive a recognition lunch each month, and the center celebrates notable accomplishments, including rewarding employees when the center meets goals, such as a reaching a certain case volume.

Anesthesia Staffing Consultants (Bingham Falls, Mich.)

Type of company: Healthcare company

What makes it a Best Place to Work: Anesthesia Staffing Consultants — which provides turnkey outsourcing solutions including CRNA staffing, billing and consulting to surgery centers and hospitals in the "thumb" and Mid-Michigan areas of Michigan — is a small company that has built confidence and a sense of responsibility in its 25 employees through work projects and community outreach. Staff members collaborate on projects and keep an open line of communication with one another, which promotes growth within the company.

Anesthesia Staffing Consultants is involved with multiple charity events and will host its seventh annual Al Jarvis Memorial Golf Outing to benefit an annual scholarship for Michigan nurse anesthesia students through the Michigan Association of Nurse Anesthetists' scholarship fund. The company is also forming a partnership with Lighthouse PATH of Oakland County, which provides homeless women and children with educational and job development opportunities.

Arkansas Children's Hospital (Little Rock)

Type of facility: Hospital/health system

What makes it a Best Place to Work: ACH is Arkansas' only pediatric medical center and is located on a campus that spans 29 city blocks and includes 316 beds. ACH employs more than 4,200 employees, including 500 physicians. The private, non-profit healthcare facility boasts an internationally renowned reputation for medical breakthroughs and intensive treatments, unique surgical procedures and forward-thinking medical research

and is the pediatric arm of the University of Arkansas Medical School. *U.S. News & World Report* has recognized the hospital as one of the best pediatric hospitals in the country. ACH also sponsors a one-week summer camp for children with disabilities or critical illnesses, and employees who volunteer at the camp receive one week of vacation for their time.

The dedication of ACH's team led *Fortune* magazine to recognize the hospital for the third year in a row as one of the best places to work in America. ACH strives to achieve employee satisfaction with benefits including health, dental and life insurance; supplemental medical insurance; paid short- and long-term disability; tuition reimbursement; a wellness program with a fitness center; a 403(b) retirement savings plan with available match; an earned time account with accrual; available on-campus day care; an employee assistance program; an employee recognition program; professional development opportunities; and a credit union.

Atlantic Health (Morristown, N.J.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Atlantic Health is one of the largest non-profit healthcare systems in New Jersey and includes Overlook Hospital in Summit and Morristown Memorial Hospital. The two hospitals have a combined total of 1,197 licensed beds and more than 2,500 affiliated physicians providing a wide array of healthcare services to the five million residents of 11 northern and central New Jersey counties. The company prides itself on being at the forefront of hospital care and modern technology. These advancements have helped Atlantic Health create a culture of success and caring among its 7,114 employees.

Atlantic Health has received recognition for its workplace environment and was named as one of the best places to work in New Jersey by *NJBiz* magazine. It also topped the healthcare list as one of the best employers for workers over 50 by AARP. Voluntary turnover at the company is 2 percent, and the company supports a culture of career development and continuous learning. Benefits for employees include healthcare coverage, paid time-off, tuition reimbursement, working parent support, life insurance, ongoing mentorship programs and on-site child care.

B. Braun Medical (Bethlehem, Pa.)

Type of company: Healthcare company

What makes it a Best Place to Work: In addition to an employer-matched 401(k) plan and a pension plan, employees can receive up to \$100 annually for joining a gym, as well as a \$500 scholarship for dependent children who have completed their freshman year of college. College and graduate-course reimbursement are available for employees, as are in-house training opportunities. The training paid off last year when employees were able to use their recently acquired CPR skills to successfully resuscitate a coworker who had suffered heart failure.

B. Braun's "sharing expertise" philosophy speaks to the relationships employees build with one another, and an employee-led "Green Team" helps set the company's environmental priorities. With these programs, it is no surprise that the average tenure for its 4,310 employees is more than 10 years.

Banner Health (Phoenix)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Banner Health boasts a workforce of 35,000 diverse employees from all backgrounds and regions. The health system has earned recognition for the system from *U.S. News & World Report*, Thomson Reuters and *Nursing Professional* magazine. Banner Health operates 22 hospitals and healthcare facilities in Alaska, Arizona, California, Colorado, Nebraska, Nevada and Wyoming. The health system offers current and future employees a host of career opportunities and offers benefits including medical coverage, a 401(k) plan, paid time-off, corporate discounts and tuition assistance.

"I'm extremely proud of the quality workplace that Banner employees have worked so hard to create," says Peter S. Fine, president and CEO of Banner Health.

Baptist Easley Hospital (Easley, S.C.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Baptist Easley, a joint venture between Greenville Hospital System and Palmetto Health, has created an award-winning culture of care and compassion, focused on service excellence, through a highly skilled medical staff and a team management structure that places more decision-making and authority on mid-level directors who are connected with the challenges faced by department staff. The hospital employs 587 full-time staff members. Press Ganey has measured employee satisfaction at the hospital above the 95th percentile for three consecutive years.

Baptist Easley promotes advancement within the system through a variety of programs designed to educate employees to become leaders as well as an educational series to ensure that managers have the right tools to be successful leaders.

Baptist Health South Florida (Coral Gables, Fla.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Baptist Health South Florida is comprised of six hospitals and has created a culture in line with the mission of the health system. Through this dedication, Baptist Health has been recognized by *Fortune* and Gallup for its employee satisfaction. The faith-based, non-profit health organization devotes itself to quality patient care, and employees strive to provide care to all patients no matter their ability to pay.

President and CEO Brian E. Keeley says the 13,000 employees at the system truly embody the system's mission. "It's because of their daily commitment to and belief in our faith-based mission that we continue to be a leader in providing quality healthcare to the people of South Florida," he says. Baptist Health offers its employees benefits including healthcare coverage, life insurance, paid time off and an integrated employee work-life balance program.

Barnes-Jewish Hospital (St. Louis)

Type of organization: Hospital/health system

What makes it a Best Place to Work: Part of the BJC HealthCare system, Barnes-Jewish Hospital, the affiliated teaching hospital for Washington University School of Medicine, is one of the largest employers in St. Louis. Barnes-Jewish was the first adult hospital in Missouri to receive Magnet designation for nursing, has been listed on the *U.S. News & World Report* honor roll of America's Best Hospitals for 16 consecutive years and received a Consumer Choice designation from the National Research Corp.

In addition to a strong core benefits package with an employer-paid defined benefit pension plan and an employer-matched 401(k)/403(b) plan, the hospital offers on-site affordable child care centers, adult day care programs for dependent adults, adoption assistance and employee crisis relief. Flexible scheduling is also available to employees hoping to achieve better balance between time spent at work and at home. Employees are honored in various ways through awards and incentives, including gifts for milestone anniversaries and a special banquet for employees who attain milestone service anniversaries.

BayCare Clinic (Green Bay, Wis.)

Type of facility: Physician practice

What makes it a Best Place to Work: When faced with rising costs for providing employee healthcare benefits, BayCare Clinic, Northwest Wisconsin's largest specialty clinic, developed a plan to keep benefits while

creating a healthier staff and reducing costs for healthcare coverage. The wellness initiative, the *Healthy Lifestyles Premium Discount Program*, provides monetary rewards for employees in areas that are sources of controllable healthcare costs, such as tobacco use, obesity and fitness. Employees are rewarded as they work toward improving or maintaining body composition, fitness and lifestyle parameters that also lead to lower healthcare costs. Employees enjoy a healthier work place and lower costs, and BayCare has seen results in reduced absenteeism, higher productivity and overall improvement in well-being, which has helped put it on the path to achieving its goal of "most fit company in Brown County."

The *Healthy Lifestyles Premium Discount Program* is just one way leaders at BayCare have shown their creativity and innovation. The clinic's physician-owners are committed not only to superior patient care, but also to fostering a positive work environment for its 488 staff members.

Baylor Medical Center at Frisco (Frisco, Texas)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Baylor Medical Center at Frisco, founded in Sept. 2002, is a joint venture partnership between a group of physician investors, United Surgical Partners International and Baylor Health Care System. It is a community hospital that provides surgery, obstetrics, newborn and neonatal intensive care, post-surgical care, emergency and urgent care and imaging services. BMCF also employs 406 staff members

BMCF has received recognition from HealthStream Research, in 2006 winning an excellence award for employee satisfaction and receiving employee overall satisfaction ratings of 95 percent or greater for the last six years in a row. The hospital was also named among the best companies to work for in Texas in 2007 by *Texas Monthly* magazine. Full-time employees with at least one year's service are eligible for an educational assistance benefit of up to 50 percent of tuition, and BMCF helps the employees fit school into their schedule. In addition, employees are encouraged to voice concerns through a well-promoted open door policy and an anonymous "question box." Questions placed in the box are answered at the next general staff meeting.

Beaumont Hospitals (Royal Oak, Mich.)

Type of organization: Hospital/health system

What makes it a Best Place to Work: A major teaching facility and regional healthcare provider, Beaumont has seen all of its hospitals listed on *U.S. News & World Report's* 2009 list of "America's Best Hospitals." Its hospitals in Royal Oak and Troy have achieved the coveted Magnet status for nursing excellence. Among its numerous other awards and rankings are a place on *Nursing Professional* magazine's top 100 hospitals for nurses list in 2009, and several recent appearances on AARP's "Best Employers for Workers 50 and Over" list. It was recognized in the biennial *Crain's Detroit Business' Best Places to Work* in 1999 and 2001, and was one of Metropolitan Detroit's "Best and Brightest Companies to Work for" in 2008.

The system offers on-site childcare, financial assistance for in-vitro fertilization and adoption, tuition reimbursement, and 30 scholarships per year of \$1,000 for children of employees. It also recognizes employees through various recognition programs, a holiday dinner, rewards for referring friends for employment and a "Saluting the Stars" program that honors employees and volunteers who exhibit exemplary customer service behavior.

Borland-Groover Clinic (Jacksonville, Fla.)

Type of company: Physician practice

What makes it a Best Place to Work: The Clinic provides gastroenterology care to patients in Jacksonville, North Florida and Southeast Georgia, with the 55 physicians in its network providing care at eight clinics and seven hospitals in the region. The clinic opened in 1995 and is led by President and CEO Jack Groover. The clinic's 332 staff members are dedicated to provid-

ing high-quality patient care, and Borland-Groover recognizes their commitment to quality through a number of programs. Employees who have been with the system for 15, 20 or 25 years can select a gift from a catalog that includes a number of high-end products. Additionally, Borland-Groover offers standard benefits, tuition reimbursement and a profit-sharing plan.

"I have been with the company for over 15 years and have had the opportunity to see the growth of the company," says Cynthia Hall, RN, administrator for Borland-Groover's Jacksonville Center for Endoscopy. "Along with that growth I have seen management always consider their employees when it comes to all decision making."

Brigham and Women's Hospital (Boston)

Type of facility: Hospital/health system

What makes it a Best Place to Work: "The Brigham" is a 777-bed teaching affiliate of Harvard Medical School and is part of Partners HealthCare, a 10-hospital network in Massachusetts. The hospital ranked tenth on *U.S. News & World Report's* list of America's Best Hospitals in 2009 and has been on the *U.S. News* honor roll of the top 21 hospitals for 11 consecutive years. It was also cited by Thomson Reuters and the Leapfrog Group and was recognized by the University HealthSystem Consortium as one of five top-performing academic medical centers in the country in a quality and safety benchmarking study. In 2009, *The Scientist* placed Brigham and Women's Hospital within its Best Places to Work: Top 40 U.S. Academic Institutions, citing its favorable management and policies and positive work environment.

Brigham and Women's offers a flexible benefit program that includes paid time off. Employees can also accrue five days per year into an extended sick leave bank should they become ill and need to be away for more than five days. The hospital contributes 100 percent toward a pension in a cash balance retirement plan, and employees are vested after three years of employment. It also offers dependent care and healthcare spending accounts and retiree medical savings accounts to help employees save and pay for health benefits during retirement. In addition to subsidized fitness center memberships, the hospital also offers access to back-up childcare for children ages 8-12 years.

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California Pacific Medical Center (San Francisco)

Type of facility: Hospital/health system

What makes it a Best Place to Work: California Pacific, a Sutter Health affiliate, is a leading tertiary academic medical center providing acute, post-acute and outpatient hospital care and includes a staff of nearly 7,000. The hospital has received numerous accolades for its patient care, including recognition as a Leapfrog Top Hospital for four consecutive years. *U.S. News & World Report* also named California Pacific's gastrointestinal disorders program as one of the best in the country. To achieve such a reputation, the hospital has established itself as a great workplace and boasts a low turnover rate of 6.4 percent among nurses, well below California's average of 14.8 percent.

A value-based culture has helped California Pacific continue to provide excellent patient care, and the hospital prides itself on being on the cutting edge of technology, with a host of medical firsts including the first capsule endoscopy in the Bay Area and the first successful reattachment of a human tongue. The Employer Research Institute and the *San Francisco Business Times* have both named California Pacific as one of the best places to work in recent years.

Cedars-Sinai Medical Center (Los Angeles)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Cedars-Sinai ranked in 11 specialties in *U.S. News & World Report's* list of America's Best Hospitals in 2009. The 850-bed hospital also has been listed as the "Most Preferred Hospital for All Health Needs" by Los Angeles residents for more than 20 years, according to the Consumer Choice survey. It was recognized for clinical excellence on HealthGrades' list of 50 best hospitals and distinguished hospitals in 2009.

Cedars-Sinai is one of few employers in the U.S. to offer its employees a retirement choice between an account-based defined contribution plan and a traditional defined benefit pension plan. For both options, the hospital makes 100 percent of the contribution to the employee's plan. In addition, employees are able to save for retirement through a tax-deferred 403(b) plan, for which Cedars-Sinai matches 50 percent of an employee's contribution up to 6 percent of pay. Its healthcare benefits are progressive as well. In addition to offering domestic partner benefits, the hospital has structured its health benefit program to subsidize more of the cost for employees who earn less, and when employees use Cedars-Sinai for their medical needs, hospitalization and emergency room charges are covered in full.

Centennial Surgery Center (Voorhees, N.J.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Centennial Surgery Center, a multi-specialty ASC, has ranked in the 99th percentile of healthcare facilities for patient satisfaction by HealthStream Research for six years running and recently earned the highest level of accreditation by the AAAHC. This high patient satisfaction level comes from a dedicated team of employees who enjoy working at the ASC. Centennial provides competitive salaries and bonuses as well as an overall terrific work environment, according to Margaret Atkinson, BS, CPC, RMC, business manager. The ASC hosts an annual employee appreciation week where ASC owners provide breakfast or lunch to the employees every day of the week in addition to other displays of appreciation. Employees with five- and 10-year anniversaries with the company attend an employee appreciation dinner where they are recognized for their service and dedication. The management team also often asks for employee input and ideas, which allows all employees to play a critical role in implementation of new policies, procedures and improvement, according to Ms. Atkinson. "Centennial truly cares not only about their patients, but for their employees as well," she says.

"It's the commitment to the quality care of our patients, guests, visitors and employees," says James Ramsey, facility director at Centennial. "There is no second-guessing, and there is no greater concern from the managing bodies. Quality care is our greatest focus and strongest asset. It is for that accomplishment that I applaud the staff, the doctors, the vendors and all the ancillary people that make such an organization operate."

The Center for Outpatient Medicine (Bloomington, Ill.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: TCOM opened in 1991 as an orthopedic surgery center but has since expanded to include nine additional surgical specialties and a three-bed post-surgical recovery care center. The center's 60 employees can receive quarterly bonuses based on patient satisfaction reports. To increase this opportunity, TCOM embraces communication between staff and administration, which administrators believe aid with continuity of care for its patients. This effort includes an "open door" policy among administration and monthly staff meetings. Sarah Gardner, TCOM's business director says, "TCOM's a great place to work because we focus on our employees. The organization listens to our employees, making TCOM an enjoyable place to work which also allows friendships to be built. I think that we may be unique because our physician owners do not micromanage the surgery center. This allows the leadership to really focus on employees along with overall patient care."

TCOM offers a variety of employee benefits, including paying 95 percent of eligible employees' and 80 percent of employee dependents' healthcare premiums. The center also offers life insurance, flex time, paid time off and employee recognition programs including holiday parties and service bonuses. TCOM also budgets for employees to attend meetings and seminars throughout the year so that they can stay up to date on their areas of expertise.

Central Park Surgery Center (Arlington, Texas)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Central Park Surgery Center is an independent, physician-owned ASC that offers a range of surgical services in specialties including ENT, podiatry and ophthalmic plastic surgery. Employees of Central Park say, "To be a member of a great surgery center takes outstanding leadership and in this regard, we take a backseat to no organization." The physicians, CEO, nurse manager and business office manager at Central Park strive to provide staff with the resources and clinical skill necessary to achieve their goals. Through the dedication of the physician partners and staff members, Central Park aims to provide the highest quality medical care in a setting that is affordable and convenient for patients.

Central Park Surgery Center staff members receive medical coverage, long-term disability, paid time-off, life insurance, identity theft protection assistance, vision coverage and a 401(k) plan. Staff members are also kept up-to-date with an extensive in-house training program and the option of seeking education outside of the center. Culture, however, is the essential piece to Central Park's puzzle, and employees say, "Perhaps the best thing about working at Central Park Surgery Center is that the culture and commitment to providing the best possible care in a warm and friendly environment permeates throughout all levels of the organization."

CHG Healthcare Services (Salt Lake City)

Type of company: Healthcare company

What makes it a Best Place to Work: One of the nation's largest and oldest healthcare staffing firms, CHG offers temporary and permanent placements of physicians, nurses and allied health professionals to hospitals and other healthcare organizations. Ranked as the 26th best company to work for by *Fortune*, CHG has 1,100 employees in seven states. The company recently launched "CHG Pulse," an interactive Web site that uses photos, video and

employee spotlights to highlight its relaxed and supportive corporate culture. The company's benefits include two medical plans, coverage for dependents and domestic partners, a 401(k) plan with a company match, and up to \$3,000 a year in tuition reimbursement, according to a press release.

Children's Healthcare of Atlanta

Type of facility: Hospital/health system

What makes it a Best Place to Work: This non-profit, pediatric healthcare system consists of three hospitals and a variety of related pediatric services. Children's has been recognized nationally as a model for pediatric care. *Working Mother* magazine, *Fortune* magazine and the *Atlanta Business Chronicle* have all recognized Children's as a premier employer both in Georgia and nationwide. Employees make a commitment to the hospital's core beliefs when hired, and the company supports them by helping employees to maintain work-life balance, embracing learning, fostering leadership and maintaining a culture of mutual respect.

Children's provides employees with benefits including healthcare coverage, time-off benefits, retirement plans, child care, discount buying clubs and college savings plans. Employee award and recognition programs include Hope and Will awards, given by fellow employees to those who exemplify Children's values, service awards and the DAISY awards for excellence in nursing. Children's also provides a host of on-site celebrations including an employee arts and crafts fair, department celebrations and holiday activities.

Children's Memorial Hospital (Chicago)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Illinois' only freestanding children's hospital and the region's top provider of specialty children's care, Children's Memorial Hospital was the first freestanding children's hospital to win the Magnet designation for nursing excellence, and has been recognized as one of the top 100 U.S. companies for working mothers by *Working Mother* magazine for the past five years in a row.

In addition to companywide benefits and retention programs, Children's Memorial offers flexible scheduling, part-time hours and an innovative child and elder care program. The American Society for Health Care Human Resource Administration recognized its commitment to flexible scheduling with a best-practice award. Among its benefits, the hospital offers back-up temporary family care so employees can get to work, as well as a college coach to assist in the college application process. It also offers a 50 percent discount off hospital charges for employees' dependents after insurance has been applied, as well as access to a credit union.

CHRISTUS St. Michael Health System (Texarkana, Texas)

Type of company: Hospital/Health system

What makes it a Best Place to Work: Open since 1916, CHRISTUS St. Michael has spent the past 90-plus years dedicated to meeting and exceeding the healthcare needs of patients in the Texarkana region, following the example of the Sisters of Charity of the Incarnate Word. CHRISTUS St. Michael encourages staff members to develop leadership skills through a mentorship program that pairs administrators or CHRISTUS Academy graduates with associates to provide them with tools and support. The health system also has a School at Work program that allows entry-level staff to advance and continue their careers in healthcare by continuing their education through their jobs.

CHRISTUS St. Michael has promoted 162 employees over the past two years, due to a company-wide philosophy of promoting from within. The commitment to employee growth led to high levels of satisfaction, with the health system receiving campus-wide associate satisfaction scores in the 90th percentile as measured by Press Ganey. CHRISTUS St. Michael's rehabilitation hospital also received Press Ganey's 2009 Associate Satisfaction Distinctive Award for having scores over the 95th percentile for two years in a row.

Cleveland Clinic

Type of facility: Hospital/health system

What makes it a Best Place to Work: One of the largest private medical establishments in the world, Cleveland Clinic handled more than 2.8 million patient visits in 2005, including almost 70,000 hospital admissions. It operates 10 northeast Ohio hospitals plus affiliates and has excelled in numerous specialties, ranking fourth on *U.S. News & World Report's* list of America's Best Hospitals in 2009. In addition to being redesignated as a Magnet hospital for nursing excellence in 2008, it received National Research Corp.'s Consumer Choice Award in 2009.

Cleveland Clinic offers both a flexible health benefit program with two tiers of providers and a fully funded pension plan in which employees are automatically enrolled on their date of hire. Employees may also participate in a 403(b) plan, enjoy wellness programs including free memberships in Weight Watchers and Curves fitness centers, and receive tuition assistance of up to \$5,000 annually for undergraduate programs and up to \$7,500 for graduate programs. Also offered are a retiree medical plan, adoption assistance, on-site childcare, pet insurance, a computer purchase program and numerous in-house educational programs.

Covenant Health System (Lubbock, Texas)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Covenant Health System consists of four cornerstone hospitals as well as a network of 14 community hospitals in the Lubbock region. The system has a strong Christian ministry dedicated to patient care. Covenant provides outreach classes to the members of the community, including classes on weight loss surgery, maternity classes and support groups. The system supports employees coping with personal crises with assistance and counselors to help them address and work through these issues.

Each quarter, Covenant celebrates a few outstanding employees who demonstrate the power of its core values — dignity, excellence, service and justice — in their work. The system promotes learning opportunities by providing tuition assistance and continuing education opportunities to its staff. Covenant also offers competitive benefits including healthcare coverage, paid life insurance, 401(k) plans, relocation assistance and paid time off.

Day Surgery at RiverBend (Springfield, Ore.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Day Surgery at RiverBend is a multi-specialty ASC located at the RiverBend Medical Campus in Springfield, Ore. Day Surgery is a great place to work because of its leaders' open communication with employees, which helps to improve patient care, according to employees at the center. The employees appreciate the stable work schedule that allows for work-life balance. The new center also solicited employee opinions when customizing its EMR system to help ensure seamless transition to the EMR and reduced employee workload.

The physicians at the center also contribute the ASC's positive work environment. "The doctors who own and work at the surgery center treat us with mutual respect and recognize each one of us as a valuable part of the team," says Geoneva Bigham, an employee in business office services at the ASC.

Duke University Hospital (Durham, N.C.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: This 924-bed hospital is part of Duke University Health System, which also includes Duke Raleigh Hospital and Durham Regional Hospital, and is affiliated with Duke University School of Medicine and Duke University School of Nursing. The hospital ranked

eleventh on *U.S. News & World Report's* list of America's Best Hospitals and won the Everest Award, given to Thomson Reuters' top 25 hospitals.

Among Duke's recent honors are being named one of the "Family-Friendly 50" companies by *Carolina Parent* magazine in 2009, *Computerworld's* top 100 IT places to work in both 2007 and 2008 and one of AARP's 50 Best Employers for Workers over 50 years old. Among its family-friendly options are child care, elder care, day camps, discount programs, flexible work arrangements, educational assistance, a farmer's market and wellness programs. One of its unique offerings is the Kiel Memorial Vacation/PTO Donation Program, under which employees can donate accrued vacation or paid time off hours to fellow employees who have experienced a catastrophic illness or injury (to themselves or a dependent) and have exhausted their own accrued time.

Ephrata Community Hospital (Ephrata, Pa.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Ephrata Community Hospital has been serving the community of north Lancaster County, Pa., for over 65 years. The non-profit hospital provides both inpatient and outpatient care and is committed to quality service. Employees often volunteer their time and efforts through the hospital's auxiliary, helping to improve the surrounding community. The hospital offers a wide range of benefits including health-care coverage, life insurance, educational assistance and discounts on services, such as cellular phones. This attention to detail has earned the hospital recognition from *Central Penn Business Journal* for employee satisfaction.

Garden City Hospital (Garden City, Mich.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Garden City Hospital began as the vision of six physicians in 1947 and has since grown to a state-of-the-art, 323-bed community hospital with 365 practicing physicians in 47 specialties. The facility is also a teaching hospital, offering more than 100 positions for internships and residencies. Garden City has received the Governor's Award of Excellence for Improving Care in the Hospital and Emergency Department settings, the Michigan Health and Hospital Association's Ludwig Community Benefit Award and a National Gold Achievement Award from the American Heart Association with designation as a "fit friendly" company.

Garden City employs 1,410 staff. Aside from its commitment to employee health and fitness, the hospital offers competitive benefits including sign-on bonuses, healthcare coverage, a 401(k) plan, tuition reimbursement and paid time off. Garden City promotes career advancement by offering nursing certification awards and its C2E service excellence program to provide leadership development and enhance patient and employee satisfaction. It has been named as one of Metropolitan Detroit's "101 Best and Brightest Companies to Work For" by the Michigan Business and Professional Association for six consecutive years and was previously recognized as an honorable mention by *Crain's Detroit Business* as one of the best places to work in Southeast Michigan.

Genentech (San Francisco)

Type of company: Healthcare company

What makes it a Best Place to Work: This biotech firm placed first on *Fortune's* "100 Best Companies to Work For" in 2006 and has been on the list for 12 consecutive years. The company has been generous with retention bonuses, handing out \$182 million worth to some 11,000 employees, with a second round scheduled for March, according to *Fortune*. Since March 2009, Genentech has been owned by Roche Group, and Genentech's South San Francisco campus is now the headquarters for Roche pharmaceutical operations in the U.S. The company offers its employees a "comprehensive and diverse set of benefits and services," according to a release, and employees say they relish the opportunity to make a difference in patients' lives.

Gifford Medical Center (Randolph, Vt.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: This rural, non-profit community hospital in the center of the Green Mountains opened in 1903 and has since grown to include a 24-bed critical access hospital, a 30-bed nursing facility and numerous ancillary services. Gifford was the first hospital in Vermont to have a birthing center. The hospital employs more than 600 staff members at its locations and is led by Joe Woodin, administrator.

Gifford offers employees a wide range of benefits, including distributions each year the hospital turns a profit. Additionally, employees are provided with \$50-\$100 coupons to use within the community and have received turkeys and crates of oranges during the holidays. The hospital also has a policy that allows employees to donate earned vacation hours to disabled employees so they can continue to receive pay as though they were still full-time rather than waiting for disability pay. Dr. DeMara says, "My wife, Dr. Ellamarie B. Russo-DeMara, is the chairperson of the department of OB/GYN. She was diagnosed with breast cancer in 2007. Because of this policy she was able to receive her regular salary for the entire six month waiting period before her disability policy took over."

HCA (Nashville, Tenn.)

Type of organization: Hospital/health system

What makes it a Best Place to Work: One of the nation's first hospital companies dating back to 1968, HCA has some 163 hospitals and 105 free-standing surgery centers in 20 states and England. In addition to a comprehensive benefit package, HCA offers an inclusive work environment in which cultural differences are celebrated and leaders are visible, accessible and practice an open-door policy. It also sponsors the HCA Hope Fund, which employees can access for financial assistance in times of disaster or personal distress. Employees are encouraged to make their voices heard through employee advisory groups, an annual employee engagement survey, discussions with leadership teams and employee forums. Employees are also eligible for free financial education courses to help plan their financial futures.

In addition to being recognized in 2009 by the *Nashville Business Journal* as one of the city's "outstanding companies, whose benefits, policies and practices have produced the area's happiest employees," HCA was listed among *Fortune's* "most admired" healthcare companies. It was also named to the *Information Week* 500, a list of innovative users of business technology, and as one of *Computeworld's* top workplaces for information technology professionals, for its health information technology program. HCA was also recently noted as one of the world's most ethical companies by the Ethisphere Institute.

Heart Hospital of Austin (Texas)

Type of facility: Hospital/health system

What makes it a Best Place to Work: The Heart Hospital of Austin is a physician-led, patient-focused, 58-bed hospital that specializes in treating cardiovascular disease. Employees at the hospital focus on five key values: honor, excellence, accountability, respect and trust. Dedication to patient care has led HealthGrades to rank the Heart Hospital as number one for cardiac care in Texas. The hospital has been recognized by the *Austin Business Journal*, which rated its overall satisfaction at 89.8 percent. Employees are encouraged to develop their talents at the center and exemplify the company's culture.

"We have an open door policy and empower our staff to grow and develop by participating on performance improvement teams and employee engagement teams," says Leslie Dvorak, human resources director for the Heart Hospital of Austin.

Holy Name Hospital (Teaneck, N.J.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Holy Name Hospital was founded in 1925 by the Sisters of St. Joseph of Peace and is affiliated with the New-York-Presbyterian Healthcare System. The 361-bed hospital has earned recognition as a Magnet hospital and awards from J.D. Power & Associates. *NJBiz* magazine named it as one of the best places to work in the state, and it has been honored as one of Thompson Reuters' top 100 hospitals.

Holy Name offers its 250 employees competitive benefits including health-care coverage, a 401(k), vacation time, life insurance and tuition reimbursement. Employees have continued to rate the hospital highly for its workplace environment, leading to repeated recognition.

Indiana Regional Medical Center (Indiana, Pa.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: IRMC, a non-profit, full-service healthcare provider in Indiana County, Pa., strives to be the best community hospital in Pennsylvania while caring for patients with compassion, dignity and respect. This mission extends to how IRMC cares for its 1,200 employees as well. It has been named as one of the best places to work in Pennsylvania by the Best Companies Group. Its low nurse turnover rate, at 2 percent, is well below the national average.

IRMC offers its employees a variety of benefits including healthcare coverage, free flu shots, long-term disability coverage, life insurance, paid time-off, tuition reimbursement, scholarships and loan forgiveness and on-site continuing education. The hospital also honors employees with a variety of recognition programs including length of service recognition and service excellence recognition programs. IRMC also includes a company store and free parking, and employees can receive discounts at local businesses.

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Jersey Shore Ambulatory Surgery Center (Somers Point, N.J.)

Type of facility: Ambulatory surgery center

What Makes it a Best Place to Work: Jersey Shore ASC is a four-OR, multi-specialty ASC that opened in 2002 and is managed by ASD Management. The average length of employment at Jersey Shore is five years, and the staff works together to ensure quality and efficiency. According to Martha Potter, RN, MHCA, administrator of Jersey Shore, "We try to have fun while we're working. Area managers provide the staff with the necessary tools and equipment needed to successfully do their jobs."

Jersey Shore ASC offers ongoing in-services for staff members on issues related to compliance, new procedures and new technology. Employees also receive benefits such as paid time-off, healthcare coverage, life insurance, 401(k) and long- and short-term disability. Managers value communication, with an open door policy and frequent meetings to keep staff members up to date on what is going on at the center.

Johns Hopkins Hospital (Baltimore)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Johns Hopkins Hospital has a reputation as one of the premier hospitals in the country, ranking first on *U.S. News & World Report's* Honor Roll of America's Best Hospitals. The hospital is also affiliated with the prestigious Johns Hopkins School of Medicine, which helps attract A-list talent.

Its reputation and success has enabled the hospital to create a patient-centered culture and offer excellent benefits. For example, employees at Johns Hopkins Hospital can receive tuition reimbursement of up to \$5,000 annually and support for a dependent's undergraduate tuition (up to 50 percent of The John Hopkins University's freshman undergraduate tuition) reimbursed for children of employees at any college.

King's Daughters Medical Center (Ashland, Ky.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: KDMC is a non-profit, 450-bed regional referral center that cares for patients in southern Ohio, eastern Kentucky and western West Virginia. The center has a staff retention rate of around 96 percent. KDMC's staff has earned it recognition by Thomson Reuters as one of the country's Top 100 Hospitals, and *Fortune* magazine and the Kentucky Society for Human Resource Management State Council have named the hospital one of the best places to work in Kentucky.

KDMC's success can be attributed to the dedication of its workers, and the hospital attempts to say "thank you" to each employee by offering a range of benefits. These include recognition programs, retirement and college savings plans, healthcare coverage, health and wellness programs and on-site child care. Staff members also receive discounts to regional attractions and area businesses, personal computer loans and rewards for volunteering and community service.

Lakeland Surgical + Diagnostic Center (Lakeland, Fla.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: LSDC is owned by two large physician practices and an 850-bed regional medical center. The ASC consists of three campuses, and LSDC sees some 18,000 patients annually. The center offers its employees benefits such as profit-sharing, five-year bonuses, health insurance, a 401(k) plan and out-of-work functions such as holiday parties. The company also offers tuition assistance and an employee recognition program. Turnover at LSDC remains below 15 percent, and the average length of employment is around eight years.

Supervisors at LSDC make a point of interacting with patients, and the center's CEO, David Daniel, walks through the facility at least twice daily. The ASC supports education and advancement within the facility by looking to promote from within before looking outside the ASC to hire. "The staff morale is extremely high, which translates into high patient satisfaction and makes the ASC the facility of choice for physicians in the area," Mr. Daniel says.

Laser Spine Institute (Tampa, Fla.)

Type of company: Ambulatory surgery center

What makes it a Best Place to Work: LSI operates three Minimally Invasive Spine Surgery Centers in Tampa, Scottsdale, Ariz., and Philadelphia. The company began in 2005 as an office-based surgery center and soon expanded to an eight-room ASC, followed by the opening of the Scottsdale and Philadelphia locations. Currently the company offers benefits such as a 401(k), tuition reimbursement, travel to industry conferences, paid time-off and healthcare coverage. LSI also offers extensive training for new employees and incentive programs based on annual individual, departmental and company performance.

LSI rewards employees throughout the year with in-person and e-mail recognitions and awards. The company also caters meals for overtime workers and supports employees involved in charitable causes. The attention to dedicated employees and positive atmosphere carry through to employee satisfaction. In its first year surveying its employees, LSI had 97 percent voluntary participation and was ranked in the 83rd percentile for similar-sized companies. "Throughout LSI, experienced employees in all tiers of healthcare delivery share the same sentiment: they've never worked anyplace like this," says Valerie Maxam-Moore, RN, MN, LSI's director of clinical compliance. "The executive team makes it clear that being 'the best place to work' is as important as being 'the best place to have surgery.'"

Lehigh Valley Health Network (Allentown, Pa.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: This non-profit system in Pennsylvania's Lehigh Valley includes three hospitals, more than 1,200 physicians, primary and specialty clinics for the uninsured and underinsured and home health and hospice services, among other services. The largest employer in the Lehigh Valley, it offers free healthcare and a prescription drug program for its full-time employees. It also offers health and dental benefits for domestic partners, a wellness program that gives employees \$700 per year to use toward exercise and healthy lifestyle classes and a "Well U." program that teaches employees ways to improve their wellness habits.

Lehigh Valley also offers on-site daycare and tuition reimbursement of up to \$4,000 annually for full-time employees (up to \$2,000 annually for part-time employees). In recent years it has been featured on *Fortune's* 100 Best Companies to Work for list (2007, 2008 and 2009) and in *Computerworld's* 100 Best Places to Work in IT (2009), among other honors. In addition, LVHN sets patient satisfaction goals and provides bonuses to all employees who achieve positive performance evaluation scores when network goals are met. Managers and new hires also receive training through the system's "Connections" program to ease their transitions into new positions.

Lifebridge Health (Baltimore)

Type of facility: Hospital/health system

What makes it a Best Place to Work: This two-hospital system, which also includes a geriatric hospital, nursing home and wellness division, was featured both on *Fortune's* list of 100 Best Companies to Work for and *Baltimore Magazine's* 25 Best Places to Work for 2010. Both cited its leadership development program for all managers and supervisors, and a tuition assistance program that offers up to \$5,000 a year to employees who work more than 20 hours per week. Lifebridge also offers ways for entry-level employees to climb the



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- 2) Take discussion and thinking to the highest levels, focusing on the physician-owners, medical directors, ASC administrators and business minded directors of nursing.
- 3) Access expert views from all sides of the ASC world.

PROGRAM SCHEDULE

Pre Conference – Thursday, June 10, 2010

| | |
|------------------|--|
| 11:30am – 1:00pm | Registration |
| 12:00pm – 4:30pm | Exhibitor Set-Up |
| 1:00pm – 5:20pm | Pre-Conference Workshop • Concurrent Sessions A, B, C, D, E, F |
| 5:20pm - 7:00pm | Reception, Cash Raffles and Exhibits |

Main Conference – Friday, June 11, 2010

| | |
|-----------------|--|
| 7:00am – 8:00am | Continental Breakfast and Registration |
| 8:00am – 5:15pm | Main conference, Including Lunch and Exhibit Hall Breaks |
| 5:15pm – 7:00pm | Reception, Cash Raffles, Exhibit Hall |

Conference – Saturday, June 12, 2010

| | |
|-----------------|--|
| 7:00am – 8:00am | Continental Breakfast and Registration |
| 8:15am – 1:00pm | Conference |

Thursday, June 10, 2010

Track A – Improving Profits, Turning Around ASCs, and Benchmarking

| | |
|----------------|--|
| 1:00 – 1:45 pm | 5 Keys to Maximizing an Orthopedic-Driven ASC's Returns in a Tough Economy - Brent Lambert, MD, FACS, President & Owner, Ambulatory Surgical Centers of America |
| 1:50 – 2:30 pm | Running Your Orthopedic Program Smarter - Benchmarking - Improving Revenues per Case, Reducing Hours per Case, Supply Costs per Case, Staffing and More - Thomas J. Bombardier, MD, FACS, Founding Principal, Ambulatory Surgical Centers of America |
| 2:30 – 3:15 pm | The Changing Future of Health Care in the United State - Joe Flower, Healthcare Futurist |
| 3:20 – 4:00 pm | Assessing and Improving the Profitability of Orthopedic and Spine in ASCs - Luke Lambert, CFA, MBA, CASC, CEO, Ambulatory Surgical Centers of America |
| 4:05 – 4:40 pm | A Step by Step Guide to Recruiting Orthopedic and Spine Surgeons - Chris Suscha, VP of Business Development, Meridian Surgical Partners |
| 4:45 – 5:20 pm | Selling Shares and Resyndication - Larry Taylor, CEO, Practice Partners in Healthcare, and Melissa Szabad, JD, Partner, and Bart Walker, JD, Attorney, McGuireWoods, LLP |

Track B – Business Planning for ASCs, Spine, Orthopedics, and Pain

| | |
|----------------|---|
| 1:00 – 1:45 pm | Effective Cost Cutting and Benchmarking for your ASC - 5 Examples - Robert Welti, MD, Medical Director and Administrator, Santa Barbara Surgery Center, Introduced by Tom Mallon, CEO, Regent Surgical Health |
| 1:50 – 2:30 pm | Building Outstanding and Profitable Pain Management Programs, Making Pain Profitable - Robin Fowler, MD, Executive Director & Owner, Interventional Spine & Pain Management |

| | |
|----------------|--|
| 3:20 – 4:00 pm | Establishing an ASC - 10 Keys for Success - Bill Southwick, President & CEO, Healthmark Partners |
| 4:05 – 4:40 pm | Enterprise Risk Management - Dottie Bollinger, RN, JD, LHRM, CHC, CASC, Laser Spine Institute |
| 4:45 – 5:20 pm | Elements of a Turnaround - Joseph Zasa, JD, Partner, ASD Management |

Track C – Special Procedures Issues

| | |
|----------------|--|
| 1:00 – 1:45 pm | Minimally Invasive Spine Surgery in ASCs - Greg Poulter, MD, Surgeon, Peak One Surgery Center, Lisa Austin, RN, CASC, Vice President of Operations, Pinnacle III |
| 1:50 – 2:30 pm | The Best Procedures to add to ASCs Now - John Hajjar, MD |
| 3:20 – 4:00 pm | Recruiting Great Doctors - 5 Key Concepts from an Industry Veteran - Robert Zasa, MSHHA, FACMPE, Partner, Woodrum ASD |
| 4:05 – 4:40 pm | Handling Complex Spine Cases in an ASC, Clinical and Financial Issues - Marcus Williamson, President, Neospine Services Symbion Healthcare |
| 4:45 – 5:20 pm | Extending the Life Span of Your ASC - 10 Key Concepts - Boyd Faust, CPA, CFO, Titan Health |

Track D – General Management

| | |
|----------------|---|
| 1:00 – 1:45 pm | How An Existing, Successful Orthopedic/Pain ASC in New Jersey is Planning for Impending Rate Compression in the State, and Adjusting its Strategy Going Forward Now That a Moratorium on New ASC Development Has Gone Into Effect - David Hall, Chairman or Sean Rambo, Vice President of Operations, Titan Health, Key Physician from Titan NJ ASC |
| 1:50 – 2:30 pm | How to Reduce Hours Per Case, How to Hire Great DONs and Staff - Joyce Deno, Chief Operations Officer, Eastern Region, Regent Surgical Health |

3:20 – 4:00 pm

The Success, Failure and Demise of ASCs - An MD Leaders Perspective - Larry Parrish, Illinois Sports Medicine & Orthopedic Surgery Center, Dave Raab, MD, Illinois Sports Medicine & Orthopedic Surgery Center, Jeff Visotsky, MD, Illinois Sports Medicine & Orthopedic Surgery Center

4:05 – 4:40 pm

How to Effectively Measure and Track Patient Quality - David Shapiro, MD, Director of Medical Affairs, AMSURG

4:45 – 5:20 pm

5 Tips for Managing Anesthesia in Your ASC - Marc Koch, MD, President & CEO, Somnia Anesthesia

Track E - Billing, Coding and Contracting for ASCs

1:00 – 1:45 pm

Out of Network - Will It Still Work? What Do I Need to Know? What Is The Future? - Thomas J. Pliura, MD, JD, President & CEO, Zchart

1:50 – 2:30 pm

10 Ways to Improve an ASCs Orthopedic Spine and Pain Coding - Stephanie Ellis, RN, President, Ellis Medical Consulting

3:20 – 4:00 pm

A 40 Minute Billing Boot Camp - What Centers Need To Do To Improve Their Billing and Coding - Caryl Serbin, RN BSN LHRM, President & Founder, Serbin Surgery Center Billing

4:05 – 4:40 pm

How to Hire Great Administrators and What Should They Be Paid? Greg Zoch, Partner & Managing Director, Kaye Bassman International

4:45 – 5:20 pm

Driving Revenues Up by Driving Denials Down - Bill Gilbert, VP of Marketing, AdvantEdge Healthcare Solutions

Track F - Buying and Selling ASCs and Hospitals, Valuation Issues For ASCs, Anti Kickback Issues

1:00 – 1:45 pm

ASC Transactions, Current Market Analysis and Valuations, Greg Koonsman, Senior Partner, VMG Health

1:50 – 2:30 pm

5 Anti Kickback and Stark Act Cases - Scott Becker, JD, CPA, Partner, Elissa Moore, JD, and Lainey Gilmer, Associate, McGuireWoods LLP

3:20 – 4:00 pm

The Elements of an ASC Turnaround - Joseph Zasa, JD, Partner, ASD Management, Michael Gilmore, MD, Surgical Center for Excellence, Panama City, Skip Daube, MD, Founder, Surgical Center for Excellence, Panama City

4:05 – 4:40 pm

Buying, Selling and Syndication ASCs - Henry H. Bloom, Founder, and Robert S. Goettling, Esq., The Bloom Organization, Todd Mello, ASA AVA MBA, Principal & Founder, Healthcare Appraisers

4:45 – 5:20 pm

Physician Owned Hospitals - Key Concepts to Increase Profits - Tom Michaud, CEO, Foundation Surgery

5:20 pm

Cocktail Reception, Cash Raffles and Exhibits

Friday, June 11, 2010

8:00 am

Introductions - Scott Becker, JD, CPA, Partner, McGuireWoods, LLP

8:10 – 9:00 am

The Best Ideas for Orthopedic and Spine Driven ASCs Now - Brent Lambert, MD, FACS, President & Owner, Ambulatory Surgical Centers of America, Joseph Burkhardt, MD, Brookside Surgery Center, Kenny Hancock, President, Meridian Surgical Partners, James T. Caillouette, MD, Chairman, Newport Orthopedic Institute

9:05 – 10:00 am

The Politics of Health Care Reform, Ron Brownstein, Political Director, Atlantic Media Company

10:00 – 11:00 am

Networking Break & Exhibits

General Session A

11:05 – 11:45 AM

Key Developments That Will Transform the Business of Orthopedic Surgery - John Cherf, MD MPH MBA, OrthoIndex

11:50 – 12:30 PM

Key Concepts to Improve the Profitability of Spine Programs, John Caruso, MD, Jim Lynch, MD, Founder, Surgery Center of Reno, Moderator, Jeff Leland, Managing Director, Blue Chip Surgical Center Partners

GENERAL SESSION B

11:05 – 11:45 AM

A National View of Political Advocacy Efforts and ASCs, Andrew Hayek, CEO Surgical Care Affiliates, Chairman ASC Coalition

11:50 – 12:30 PM

Effective Cost Cutting and Benchmarking for Your ASC - 5 Examples - Tom Mallon, CEO, Regent Surgical Health

12:30 – 1:30 PM

Networking Lunch & Exhibits

Concurrent Sessions A, B, C, D, E, F

A - Improving Profits, and Fixing ASCs

1:30 – 2:05 pm

10 Key Concepts for Managed Care Contracting Orthopedics, and Spine and Pain - Naya Kehayes, MPH, CEO, Eveia Health Consulting & Management

2:10 – 2:40 pm

Key Tips for Success - Orthopedics in ASCs - What Works and What Doesn't - Greg Deconciiliis, Administrator, Boston Out-Patient Surgical Suites

2:40 – 3:35 pm

Networking Break & Exhibits

3:35 – 4:10 pm

10 Keys to Improve Billing and Collections - Caryl Serbin, RN BSN LHRM, President & Founder, Serbin Surgical Center Billing

4:15 – 4:45 pm

Managed Care Negotiation Strategies for Orthopedic and Spine - 10 Key Concepts - Naya Kehayes, MPH, CEO, EVEIA Health Consulting and Management

4:50 – 5:20 pm

The 5 Best Ways to Improve Billings and Collections and to Improve Revenue Cycle Management - Lisa Rock, President, National Medical Billing Services, and Michael Storch, National Client Representative, MNET Financial, Inc.

Track B – Orthopedic and Spine ASC Issues

1:30 – 2:05 pm

New Procedure Advancements for Spine Centers - Jimmy St. Louis, VP of Integrated Business Development, Laser Spine Institute

2:10 – 2:40 pm

Key Thoughts on Handling Total Joints in ASCs - James T. Caillouette, MD, Chairman, Newport Orthopedic Institute

2:40 – 3:35 pm

Networking Break & Exhibits

3:35 – 4:10 pm

Hand Surgery in ASCs - Key Concepts for Clinical and Financial Success - R. Blake Curd, MD, Orthopedic Institute, Todd Flickema, SVP, Surgical Management Professionals, Kyle Goldammer, SVP Finance, Surgical Management Professionals

4:15 – 4:45 pm

Uni Knees in the Outpatient Setting - Is This Right Fit for Your ASC? - Clinical and Financial Issues - Joseph Burkhardt, D.O., Brookside Surgery Center, Sarah Martin, R.N., Regional Vice President, Meridian Surgical Partners, Becky Klein, Director of Clinical Operations, Brookside Surgery Center

4:45 – 5:20 pm

Creating a Spine Center in a Small Community, Daniel Tomes, MD, Introduced by Jeff Leland, Managing Director, Blue Chip Surgical Center Partners

Track C – Pain Management, Spine and Implant Costs

1:30 – 2:05 pm

Pain Management at an ASC: Benefits and Pitfalls - Brannon Frank, MD, Arise Healthcare

2:10 – 2:40 pm

Pain Management in ASCs - Current Ideas to Increase Profits - Amy Mowles, President & CEO, Mowles Medical Practice Management

2:40 – 3:35 pm

Exhibit Hall Break

3:35 – 4:10 pm

Negotiating Implant Payments with Payors and Payments for Multiple Procedures and Other Issues - Marcus Williamson, President Neospine Division, Symbion Healthcare, and Jamie Pearlman

4:15 – 4:45 pm

Managing Pain Practice-Protocols, Branding and Other Tips to Improve Profitability - Faisal M. Rahman, MD, CEO, APAC Group of Healthcare Companies

4:45 – 5:20 pm

Leadership in the ASC Context - What is Great Leadership and How Can it Make a Difference - Ed Hetrick, President & CEO, Facility Development Management

Track D – Physician Owned Hospitals, Spine Cost Comparison

1:30 – 2:40 pm

The Best Ideas for Physician Owned Orthopedic and Spine Focused Hospitals Now - Tom Macy, CEO, Nebraska Orthopedic Hospital, John Rex-Waller, CEO National Surgical Hospitals, Tom Michaud, CEO, Foundation Surgical Affiliates, R. Blake Curd, MD, Orthopedic Institute, and Scott Becker, JD, CPA, Partner, McGuireWoods, LLP, Moderators

2:40 – 3:35 PM

Exhibit Hall Break

3:35 – 4:10 pm

Leveraging Engagement to Maximize the Supply Chain - Tom Macy, CEO, Nebraska Orthopedic Hospital and Anna McCaslin, CFO, Nebraska Orthopedic Hospital

4:15 – 4:45 pm

Converting an ASC to a Hospital - Russ Greene, RN, CEO, Physicians Specialty Hospital, Fayetteville

4:50 – 5:20 pm

Ambulatory Spine Surgery - ASC vs. Hospital Reimbursement Comparison - David Abraham, M.D., Reading Neck & Spine Center

Track E – Orthopedic and Spine Practice Issues, Selling Units and Implants

1:30 – 2:05 pm

Physician Practice Partnering with Medical Centers - The Good, Bad and the Ugly - Dennis Viellieu, CEO, Midwest Orthopaedics at Rush

2:10 – 2:40 pm

Key Ideas for Improving Orthopedic Practice Profits - John Martin, CEO, OrthoIndy

2:40 – 3:35 PM

Exhibit Hall Break

3:35 – 4:10 pm

Selling Units to Physicians - How Are Shares Valued - Todd Mello, Healthcare Appraisers

4:15 – 4:45 pm

Buyers Perspective on Selling Your ASC, What ASCs Need to Know Now, Acquisition Strategy, ASC Acquisitions in the Current Economic Environment, How Buyers Value ASCs - Evie Miller, CPA, VP Development, USPI, William Kennedy, SVP Business Development, CFA, Senior Partner, NovaMed, Greg Koonsman, CFA, Senior Partner, VMG Health, Moderator Scott Downing, JD, Partner, McGuireWoods, LLP

4:50 – 5:20 pm

Marketing Your ASC and Attracting Patients and Physicians - Mike Lipomi, President, RMC Medstone Capital

Track F – Clinical Quality, Governance and Profits

1:30 – 2:05 pm

The Impact of Healthcare Reform on ASCs - Scott Becker, JD, CPA, Partner, McGuireWoods, LLP

2:10 – 2:40 pm

Clinical and Quality Management of Newer Events in ASCs - Holly Hampe, Director, Patient Safety and Quality, Amerinet

2:40 – 3:35 pm

Exhibit Hall Break

3:35 – 4:10 pm

Improving ASC Performance Through Innovative Governance Techniques - Michael Grant, MD, Center for Ambulatory Surgery, David Myers, MD, Center for Ambulatory Surgery, Ravi Chopra, CEO, The C/N Group

4:15 – 4:15 pm

3 Great Ways to Improve Profitability - Nicola Hawkinson, CEO & Founder, Spine Search, Mel Gunawardena, Founder & CEO, Medigain, Inc., Tom Jacobs, CEO, MedHQ, Moderator, Robert Zasa, MSHHA FACMPE, Partner, ASD Management

4:50 – 5:20 pm

Building Smart in 2010 - John Marasco, Principal & Owner, Marasco & Associates

5:25 – 7:00 PM

Cocktail Reception, Cash Raffles and Exhibits

Saturday, June 12, 2010

8:00 – 8:15 am

Opening Remarks - Dr. Tom Price, US Congressman

8:15 – 8:45 am

Washington Update - Kathy Bryant, JD, President, ASC Association

Concurrent Track Sessions A, B, C, D, and E

Track A

8:50 – 9:30 am

Financial Benchmarking - Rob Westergard, Chief Financial Officer, Ambulatory Surgical Centers of America

9:35 – 10:10 am

Key Concepts to Managing an Effective Interventional Pain Management Practice and Center - Laxmaiah Manchikanti, MD, CEO & Chairman of the Board, American Society of Interventional Pain Physicians

10:15 – 10:50 am

An Analysis of Clinical Outcomes for Spine Procedures Performed in ASCs - Ken Pettine, MD, Loveland Surgery Center

10:55 – 11:30 am

Recruiting & Syndication of Orthopedic, Pain Management and Spine Physicians - Updates, Challenges and Strategies - Kenny Spittler, Senior VP Development, Healthmark Partners

11:35 – 12:10 pm

A Successful Spine Surgery Center That Includes Neuro and Orthopedic Spine Surgeons, Lessens Learned, Problems to Avoid - Thomas Forget, MD, Neurosurgeon

12:15 – 1:00 pm

4 Key Topics (1) Healthcare Reform and ASCs, (2) Should You Convert Your ASC to a HOPD (Hospital Outpatient Department) - The Pros and Cons and Key Issues to Consider, (3) Safe Harbors and (4) Out of Network - Scott Becker, JD, CPA, Partner, and Amber Walsh, JD, Attorney, McGuireWoods, LLP

Track B

8:50 – 9:30 am

The 7 Best Ways to Increase ASC Profits Now - Larry Taylor, CEO, Practice Partners in Healthcare

9:35 – 10:10 am

The 10 Statistics Your ASC Should Examine Each Week - Michael Rucker, COO, Surgical Care Affiliates

10:15 – 10:50 am

Surgeon Owned Implant Distribution - John Steinmann, DO, Founder & CEO, Synergy Surgical Technologies

10:55 – 12:10 pm

Case Costing and Benchmarking for Orthopedic, Spine and Pain Driven ASCs - Susan Kizirian, COO, Ambulatory Surgical Centers of America and Anne Geier, VP, Ambulatory Surgical Centers of America

Track C

9:35 – 10:10 am

Current Business, and Clinical Thoughts on Spine Procedures in an ASC - Richard A. Kube II, MD, FACS, Owner/CEO, Prairie Spine & Pain Institute, and Bryan Zowin, President, Physician Advantage

10:15 – 10:50 am

How Changes in the Reimbursement Market will Change the Orthopedic, Spine and Pain Management Device Market - Carl R. Noback, MD, Medical Director, Innovative Pain Solutions, LLC

10:55 – 11:30 AM

Managing Orthopedic Device Costs in the ASC - John Cherf, MD MPH MBA, OrthoIndex

11:35 – 12:10 pm

Back to the Future - Hospital Employed Physicians, How Big Will This Be? - Les Jebson, Executive Director, University of Florida, Orthopaedics and Sports Medicine Institute

Track D

10:15 – 10:50 am

Current Challenges in Financing ASCs and Financing Acquisitions and Expansions - Robert Westergard, CPA, CFO, Ambulatory Surgical Centers of America and Mike Karnes, CFO Regent Surgical Health, Moderator, Anthony Mai, SVP Healthcare Finance, Sun National Bank

10:55 – 11:30 am

Does a Captive Insurance Company Make Sense for your Large Orthopedic or Spine Practice, Pat Sedlack, SVP, Marsh McLennan, J. Brian Jackson, Partner, McGuireWoods LLP

11:35 – 12:10 pm

Uniknees in ASCs - Walter Shelton, MD, Mississippi Surgical Center

Track E

10:15 – 10:50 am

5 Steps to a More Prosperous ASC - How to Improve Billing and Coding - Kim Woodruff, VP Corporate Finance and Compliance, Pinnacle III

10:55 – 11:30 am

Key Concepts on the Smart Use of Information Technology in ASCs - Marion Jenkins, CEO & Founder, QSE Technologies, Craig Veach, SVP Operations, Amkai

11:35 – 12:10 pm

Maximizing the ROI on Technology Use and Investments - Sean Benson, Co-Founder and Vice President of Consulting, ProVation Medical

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The Lippy Group for Ear, Nose & Throat and Lippy Surgery Center (Warren, Ohio)

Type of company: Physician practice/surgery center

What makes it a Best Place to Work: The group, founded by William Lippy, MD, is a three-physician practice that includes a specialty-specific surgery center and focuses on otology, ENT, audiology, balance disorders and allergies. The Lippy Group's three physicians, Dr. Lippy, Tonia L. Farmer, MD, and Leonard P. Berenholz, MD, are what make the practice a great place to work, due to their commitment to patient care and willingness to work hard for staff and patients alike.

"[Our physicians] are first-class surgeons and are an absolute pleasure to work for," says Gail Tereba, administrator. "They are physicians who always go the extra mile for their patients and staff, therefore having a staff that wants to go the extra mile to make the physicians' jobs easier. It is a win-win situation any way you look at it. They are top-notch healthcare providers who provide a wonderful working environment for their staff. They are always willing to take the time to teach, which is an added plus in any job."

Massachusetts General Hospital (Boston)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Massachusetts General Hospital prides itself on creating a workplace that welcomes a diverse set of employees of all different ethnic backgrounds, cultures, ages, lifestyles and physical abilities, which can be seen across its more than 23,000 employees. MGH aims to create a rich culture by bringing together employees with different perspectives and abilities. The hospital's clinical success — *U.S. News & World Report* ranks it fifth in the nation on its Honor Roll — has benefited from a workforce that consists of driven, dedicated individuals.

MGH's commitment to diversity is manifested in a variety of programs and benefits that include cultural competency courses through the hospital's Patient Services Center; programs to support minority and women scientists and physicians; and employee groups such as the Association of Multicultural Members of Partners, the Multicultural Affairs Office, the Massachusetts General Hospital Lesbian, Gay, Bisexual and Transgender Employee Resource Group and the Office for Women's Careers. MGH also offers same-sex partner benefits and adoption services.

Mayo Clinic (Rochester, Minn.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Mayo Clinic has a reputation not only for exceptional patient care but has earned a place among the best places to work for healthcare professionals. The non-profit, integrated group practice has locations in Jacksonville, Fla., Phoenix, Ariz., and Rochester, Minn., home to its headquarters. Mayo employs 57,000 staff members. Voluntary turnover at the clinic is 5 percent. Mayo also actively recruits students and new graduates to its locations, as well as those looking for retraining in a new career.

Mayo employees receive numerous benefits including healthcare coverage, family and child care, retirement planning programs and paid time-off. Staff members at Mayo also benefit from extensive training, professional growth and education programs including tuition assistance, instructor-led online classes and training programs. Recognition programs include Mayo Awards for Excellence, a recognition program for every five years of service, heritage days and weekly concerts.

MedHQ (Westchester, Ill.)

Type of company: Healthcare business-office outsourcing

What makes it a Best Place to Work: Led by Thomas Jacobs, MedHQ is a professional employer organization and business-office outsourcing service for healthcare, ASCs, surgical hospitals, imaging centers and other physician-affiliated businesses. The company values its employees not just based on their capabilities but also for who they are, according to Robin Lacine, executive director of business development. "Working here I feel that I am not just a contributor to our business but rather I am a valued member of the MedHQ team and family. MedHQ allows their employees the balance to pursue other life callings, not just their work calling. They support employee efforts as they serve others in their churches and communities," she adds.

MedHQ measures its employees based on five core values — trust, quality, respect, innovation and energy — which has helped the company create a truly outstanding work culture. Ms. Lacine explains the core values: "Trust means making decisions on what is best for others, engendering our healthcare clients' confidence; quality means being dependable and delivering the best we can; respect means treating each other and our clients as we would want to be treated; innovation means serving through learning and embracing new ideas; and energy means being a part of a team that truly enjoys working together, who enjoys delivering value to our customers and finds joy in supporting each other."

Medline Industries (Mundelein, Ill.)

Type of company: Healthcare company

What makes it a Best Place to Work: The fastest growing distributor of medical and surgical supplies in the U.S. during the past five years, Medline is the primary distributor to over 250 major hospitals and healthcare systems. Its 6,000 employees enjoy comprehensive health benefits, recognition awards, business casual dress, free food and a diverse work environment. After working there 60 days, employees are eligible for high-school diploma and undergraduate course reimbursement, and after a year, employees are eligible for graduate school reimbursement. There is no limit on the annual reimbursement amount. Employees also have access to Medline Financial Services, a non-profit, full-service financial institution that offers competitive interest rates.

What sets Medline apart, according to its employees, is its "heart." Whether it is a company driver volunteering to drive essential medical supplies to a Baltimore hospital during a blizzard or more than 600 employees giving up a Saturday to renovate a local school, Medline employees are proud of their commitment to the greater community.

Meridian Health (Neptune, N.J.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Meridian Health manages five hospitals in New Jersey as well as other providers of community and in-home healthcare and employs 7,100. The system has received numerous awards such as the Magnet award, the John M. Eisenberg Award for Innovation in Patient Safety and Quality and CEO Cancer Gold Standard Accreditation. The health system has also been recognized by the New Jersey Business & Industry Association and *NJBiz* magazines as one of the best places to work in New Jersey. According to John Sindoni, SPHR, senior vice president of Human Resources at Meridian Health, this is a part of Meridian Health's goal to "create an experience for our team members that is a 'wow' from recruitment to retirement."

Meridian Health hopes to achieve high quality patient care by creating a high quality employee environment. The company offers its "Partnership Total Rewards Program," based on "highly competitive pay, flexible health and lifestyle benefits, outstanding work environment, supportive culture, valuable learning and career development and a dedication to ensuring a quality of life balance between work and home," according to the company's Web site. Meridian Health also recognizes outstanding employees

through its Galaxy Team Recognition Program, with highest level achievers being named as Meridian Legends for acts of service that far exceed the company's expectations.

Meridian Surgical Partners (Brentwood, Tenn.)

Type of company: Healthcare company

What makes it a Best Place to Work: This management and development company for ambulatory surgery centers operates 10 centers nationwide. David F. "Buddy" Bacon Jr., Kenneth Hancock, and Catherine Kowalski founded the company in March 2006. Its turnover rate for 2009 was 10 percent, and the company maintains an average of 95 percent of an ASC's original employees when acquiring a center. Currently, 181 full-time and 93 part-time staff members are part of the company's team. Meridian offers competitive benefits including paid time off, healthcare coverage, short-term (employee paid) and long-term (company paid) disability insurance, life insurance (both company paid and voluntary) and a 401(k) plan. The company also pays for employees to attend seminars and conferences to continue training in their fields.

"From the top down, each Meridian employee is given the charge to create value and understand that their role can and should have a direct impact on the success of the company," says Jennifer Fuqua, Meridian's director of marketing. "Meridian measures success through patient, employee, partner and shareholder satisfaction and strives for excellence in all endeavors. The company values its employees and partners and provides them with the positive leadership, necessary resources and efficient environments they need to perform at optimal levels."

The Methodist Hospital System (Houston)

Type of facility: Hospital/healthcare system

What makes it a Best Place to Work: The Methodist Hospital System has made *Fortune* magazine's "100 Best Companies to Work For" five years in a row, earning the number 17 spot this year and the highest ranking among healthcare organizations on the list. The system is made up of The

Methodist Hospital in the Texas Medical Center, Methodist Sugar Land Hospital, Methodist Willowbrook Hospital, San Jacinto Methodist Hospital in Baytown and The Methodist Hospital Research Institute.

In addition to offering competitive benefits, a diverse workforce of 12,000 and employee recognition programs, it fosters an environment of integrity, accountability, respect and excellence, according to a press release. According to *Fortune*, the system measures patient quality quarterly and offers bonuses of up to \$300 to non-management staff if the hospital's goals are met.

Mid-Columbia Medical Center (The Dalles, Ore.)

Type of facility: Hospital/healthcare system

What makes it a Best Place to Work: Mid-Columbia Medical Center has been recognized for its outstanding service to both its patients and its employees. The 49-bed hospital was named a Designated Planetree Patient-Centered Hospital by Planetree — a nonprofit organization that promotes patient-centered care — in 2007. According to Planetree, this designation recognizes MCMC's achievement and innovation in fostering a culture within the hospital that prioritizes patient comfort, dignity, empowerment and well-being. The hospital has also received the Oregon Quality Award for performance excellence and the Families in Good Company Award for dedication to families and community.

MCMC has developed an entire department dedicated to employee care. Employee Experience Services provides personal grocery shopping, dry cleaning delivery and drop off and car maintenance as well as developmental services such as career mapping and a personalized education plan. MCMC also houses the Great 'N Small Child Development Center, an on-campus, licensed facility that provides childcare and education.

Midwest Orthopaedics at RUSH (Westchester, Ill.)

Type of facility: Physician practice

What makes it a Best Place to Work: Teamwork and creativity have led to a great work environment at Midwest Orthopaedics at RUSH. The team mentality is present in all 243 members of MOR's staff, with everyone willing to chip in when and where they are needed. Yamile Watkins, senior administrative assistant at MOR, says, "We can all see the 'big picture.' It is never too much especially when you love what you do. We all work together as a team, nothing less, and we all love what we do and it shows." This attitude has led to a successful employee referral program at MOR, with many current employees bringing in new staff members who have continued the practice's goal of providing quality orthopedic service and keeping its patients happy.

Even in difficult economic times, MOR has maintained employee benefits and has even managed to enhance some of its current benefits, including celebrations such as the summer company picnic and winter employee appreciation party. Other benefits include paid time off and holidays, healthcare coverage, life insurance, tuition reimbursement, long-term and voluntary short-term disability and a 401(k). MOR also provides many small incentives for its employees, including potlucks, employee recognition program and contests, including White Sox trivia.

Missoula Bone & Joint and Surgery Center (Missoula, Mont.)

Type of facility: Physician practice/ambulatory surgery center

What makes it a Best Place to Work: This practice of eight board-certified orthopedic surgeons offering care in areas such as sports medicine, joint replacement, arthroscopy, hand and microvascular surgery, spine, foot and ankle and general orthopedics has been serving western Montana for over 50 years. The practice also includes a state-of-the-art ASC. Employees

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have been with the company for an average of six years and are offered competitive benefits including paid time-off, healthcare coverage, disability leave, a continuing education allowance and a 401(k) plan. The practice surveys employee satisfaction every six months to address any staff concerns. Recognition programs include prize drawings, co-worker recognition contests and gift certificates for paid time off.

CEO Sami Spencer says, "Missoula Bone & Joint is a great place to work because of the wonderful physicians, the awesome staff and beautiful facility. The teamwork and positive energy at the practice are amazing. The family environment is what really sets this group apart from the rest."

Nebraska Orthopaedic Hospital (Omaha)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Launched in April 2004, Nebraska Orthopaedic Hospital specializes in the treatment of orthopedic patients. It is licensed as an acute-care hospital and is accredited by the Joint Commission, with many of its surgeons sub-specializing and all working at other hospitals in the region too.

In addition to providing medical, dental and life insurance as well as a 401(k) plan, the hospital offers employees a performance-sharing program. Targets in patient satisfaction and financial success are set each year by the hospital's board, and if the targets are met, employees receive a bonus in December. For managers, the performance-sharing program includes an employee satisfaction component. For 2009, 83 percent of employees who responded to an employee satisfaction survey said they were satisfied with their employment, and 91 percent said they would recommend employment at the hospital to others. The hospital also hosts a "Nursing Night Out" three times a year, during which nurses not only learn new procedures but also enjoy a relaxing dinner and networking opportunity.

NewYork-Presbyterian University Hospital (New York)

Type of facility: Hospital/health system

What makes it a Best Place to Work: The motto of NewYork-Presbyterian is "Make It Possible," and with a dedicated team of over 16,000, the hospital proudly serves two of every five patients in the dense New York City market. The hospital is supported by two Ivy League institutions: The Weill Medical College of Cornell University and Columbia University College of Physicians and Surgeons. These resources have helped NewYork-Presbyterian rank as the sixth hospital in the nation, according to *U.S. News & World Report*. The hospital is constantly growing, providing security and new opportunities for its staff.

NewYork-Presbyterian provides its employees with a range of benefits, including flexible scheduling, transportation reimbursement, healthcare coverage, dependent coverage, life insurance and on-site day care.

North Bay Regional Surgery Center (Novato, Calif.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: North Bay Regional, an affiliate of Sutter Health, opened its doors in Sept. 2008 with three ORs and one procedure room. Aspiring to be accessible to all patients, the center received a 2009 Certificate of Honor from the city and county of San Francisco for its commitment to charity care. Sutter offers a company-matched 401(k) plan, and employees receive full reimbursement for professional certification and medical training. Off-site team building activities are held at least quarterly, and North Bay Regional's administrator and medical director frequently use informal discussions, lunch updates and one-on-one meetings to stay in touch with employees. Not only is advancement within the center encouraged, but employees have access to Sutter's 17 surgery centers and 25 hospitals for additional career opportunities.

Although only in business for 18 months, this ASC has already established a commitment to employee satisfaction, summed up in a message from its staff: "Our schedule: Work Hard; Make Someone's Life Better; Go Home Happy."

Northshore University HealthSystem (Evanston, Ill.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Located in the northern suburbs of Chicago, Northshore University HealthSystem is an academic health system that includes Evanston Hospital, Glenbrook Hospital, Highland Park Hospital and Skokie Hospital. It also includes a medical group, research institute, home services and charitable foundation. Northshore has been included on the Thomson Reuters list of 100 Top Hospitals 12 times and has residents on staff from the University of Chicago's Pritzker School of Medicine. One of the only health systems to use an entirely electronic medical information system, Northshore was a pioneer in the field of EMRs.

Employees have access to a three-tiered health insurance plan, dental, life and disability insurance, and flexible spending accounts for healthcare and dependent care. In addition to a festive holiday party and summer employee appreciation days during which employees can enjoy heavily discounted tickets to Great America, Northshore has a Guest Chef program that has featured chefs from some of Chicago's finest restaurants serving up their specialties at the hospital cafeteria.

NovaMed (Chicago)

Type of facility: Healthcare company

What makes it a Best Place to Work: NovaMed acquires, develops and operates ASCs in partnership with physicians and currently has ownership interests in 37 ASCs in 19 states and employs 544 full-time staff members. To ensure managers and employees at its centers are receiving training and support, NovaMed developed an online learning management system that all employees and contractors with the company can access for company-wide initiatives. The system also includes position-specific training modules and resources for employees to stay abreast of the latest issues relevant to their jobs. Staff members are also provided with up to \$200 annually toward training and staying current on any certifications and licenses. ASC directors also attend an annual meeting run by NovaMed to further enhance their leadership skills.

NovaMed has also managed to maintain a strong benefits package for its employees, including healthcare coverage, paid-time off, an employee stock purchase plan and 401(k). The ability of the company to motivate and empower employees has been reflected in its Employee Satisfaction Survey, which routinely receives over 90 percent participation with 93 percent of employees rating their job satisfaction at an "A" or a "B" level.

OhioHealth (Columbus, Ohio)

Type of facility: Hospital/health system

What makes it a Best Place to Work: OhioHealth, a non-profit healthcare organization that includes 18 hospitals and 23 health and surgery centers, employs 15,000 workers and serves communities in central Ohio. The system reports a voluntary turnover rate of 6 percent and job growth of 3 percent annually. More than 2,000 employees have put in over 20 years. OhioHealth and its locations are dedicated to improving the health of those served by the company, while honoring the dignity of every patient. Employees who exemplify the company's mission are recognized through a variety of programs including a service pin program, family events and spot recognition events. The celebrations often include music by the hospital band, Spleen.

Employees at OhioHealth also enjoy other perks such as flexible shift and scheduling options, discount tickets to sporting events and participation in

Ohio's corporate challenge. Benefits include medical, dental and vision coverage, life insurance, long-term disability, retirement programs, paid time-off and tuition reimbursement. Through its dedication to its employees, OhioHealth has been recognized four years running by *Fortune* magazine.

OrthoMaryland (Baltimore)

Type of company: Physician practice

What makes it a Best Place to Work: OrthoMaryland is one of the oldest and most respected orthopedic practices in the Baltimore region. The practice consists of 16 physicians and one physician assistant, in addition to other office staff members. Its services span three full-time office locations, a full array of musculoskeletal ancillary services and one full-time ambulatory surgery center. OrthoMaryland is governed by committee, and according to Heidi Mattingly, CEO of the practice, everyone at the practice is anxious to do their part and willing to assist one another to help the practice succeed. She adds staff members have been quick to share their ideas and contribute to the success of the organization and feel "safe" sharing differing thoughts and opinions.

"OrthoMaryland has made a commitment to its employees with open communication, education for personal and professional growth, as well as fostering a team approach to empower all team members to make a difference," says Karrie Fields, director of operations.

Orthopedic South Surgical Center (Morrow, Ga.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Orthopedic South Surgical Center is an orthopedic surgery center that opened in October 2003 and is part of the United Surgical Partners International family of facilities. The center includes 33 full-time employees, a third of whom have been with the center for five years or longer. This intimate work environment has made employees at the center feel like they are part of a family. Lynn Pounds Barnette, clinical manager of the center, says, "It wasn't until I came to OSSC that I understood what the true meaning of teamwork is. Everyone works together and is willing to jump in and do anything that is needed to make our patients feel safe and comfortable, and to keep things moving along well. The 'that isn't my job' phrase is never heard here, you will see the administrator and managers cleaning stretchers and taking out the trash on any given day."

Orthopedic South depends on patient and employee surveys to identify areas of improvement and works to address every concern as soon as possible. Facility leadership not only implements plans for improvement, but has also developed a committee to make sure that changes are followed through and creates action plans when needed. The center works to keep employees happy and offers benefits including healthcare coverage, paid time off, tuition reimbursement and employee morale programs such as an Employee of the Quarter recognition, cook-outs and diversity fact contests.

Parkway Surgery Center (Hagerstown, Md.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Parkway Surgery Center opened in Sept. 2006 and focuses on surgical and non-surgical treatment of the spine. The center is part of the Blue Chip Surgical Partners network of ASCs. Parkway employs eight FTEs, most of whom have been on staff for over three years, since the ASC's opening. Employee benefits include healthcare coverage, short-term disability insurance, life insurance and a 401(k). Parkway also monitors employee satisfaction using annual surveys. In Aug. 2009, when the last survey was conducted, employees rated the center highly, according to Administrator Jennifer Collins.

It is the employees that make Parkway a great place to work, according to Ms. Collins. "The nurses and business office staff are the friendliest, dedicated and professional people I've ever worked with," she says. "They not only care for our patients in a most sincere way, but they also constantly

strive to make our center great. Every day here, each and every employee completes their tasks and duties with one goal in mind: to do their jobs in the best possible way they can."

Providence Health & Services Alaska (Anchorage)

Type of facility: Hospital/health system

What makes it a Best Place to Work: This integrated health delivery system, part of Providence Health & Services, is Alaska's largest employer, with more than 4,400 employees, almost 80 percent of who are women. It has been on *Working Mother's* best companies list three out of the past five years for its dedication to family-friendly benefits. Among those benefits are a women's mentoring network that meets regularly to discuss mid-life career and family issues and an on-site childcare center for infants through third graders. Providence also offers tuition reimbursement, flexible scheduling, options to work from home and financial assistance for employees who are adopting.

Sage Products (Cary, Ill.)

Type of company: Healthcare company

What makes it a Best Place to Work: This healthcare manufacturing company develops patient hygiene programs and products to help healthcare facilities improve clinical outcomes by reducing rates of hospital-acquired and surgical-site infections, healthcare-associated pneumonia and other adverse events. The company achieved record sales in 2008 and continues to hire and expand its workforce of more than 550 employees. The company offers a profit-sharing plan and a 401(k) plan with a dollar-for-dollar company match, as well as an on-site fitness center and free annual health screenings for employees, their spouses and the company's retirees.

Rex Healthcare (Raleigh, N.C.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Rex Healthcare is a private, non-profit health system that is part of the UNC Health System and consists of an acute-care hospital; four wellness centers; two skilled nursing facilities focusing on rehabilitation and long-term nursing care; a freestanding outpatient diagnostic center; an urgent care center and a surgery center. Rex employs 4,600 staff members at its locations across Wake County. The system has a history of providing excellent patient care in North Carolina and has received much recognition. It was the first in the Triangle region to receive Magnet recognition for quality nursing, and Thomson Reuters has recognized the hospital as one of the Top 100 Hospitals in the country.

Rex's dedication to its staff has also been widely recognized. *Triangle Business Journal*, *Working Mother* magazine and *Carolina Parent Magazine* have all listed Rex as a great company to work for and as a family-friendly company. Benefits for Rex employees include paid time off, tuition reimbursement, health insurance, a 403(b) retirement program, life insurance and childcare.

St. Joseph Health System (Orange, Calif.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: St. Joseph is an integrated healthcare delivery organization, sponsored by the Sisters of St. Joseph of Orange, that operates 10 hospitals in California, Texas and New Mexico and has 20,000 employees in its system. Benefits include healthcare coverage for employees, spouses and unmarried children; competitive salaries; paid time-off; family leave; social events; and discounts to movies, amusement parks and other family attractions.

"We believe it is our responsibility to create an environment where our employees know their voices matter," Deborah Proctor, president and CEO of St. Joseph, says. "We applaud our employees for their active involvement to improve patient care, maintain highly safe environments for one another and our patients, and ensure that we achieve our mission."

St. Vincent Health (Indianapolis)

Type of organization: Hospital/health system

What makes it a Best Place to Work: Part of Ascension Health, the nation's largest Catholic hospital system, St. Vincent is also one of Indiana's largest employers, with a presence in 45 counties in the state. It includes one quaternary facility, three tertiary hospitals, six critical access hospitals, six specialty hospitals and several joint venture partners.

Employees who work more than 20 hours per week are eligible for medical, dental, vision and prescription drug coverage, flexible spending accounts, long- and short-term disability benefits, an employer-matched 403(b) plan, tuition reimbursement and health promotion and wellness programs. Its competitive benefits program earned the system a place on the *Indianapolis Star's* list of "Best Places to Work" in 2007 and 2008, and its St. Joseph Hospital has been on the Indiana Chamber of Commerce's "Best Places to Work" list for the past three years in a row. The recognition reflects the value the system places on the thoughts and opinions of its employees, according to Cindy Babb, executive director of Human Resources at St. Joseph Hospital, part of St. Vincent's network.

Scripps Health (San Diego)

Type of company: Hospital/health system

What makes it a Best Place to Work: This \$2-billion, non-profit community health system has five acute-care campuses, home health services and an ambulatory care network of clinics, physician offices and outpatient centers. The system ranked fortieth on *Fortune's* 100 Best Companies to Work For, and was also featured on this year's *Working Mother's* 100 Best Companies list for its "life cycle" approach that allows its predominantly female workforce to shift job responsibilities to meet changing family needs.

Scripps remained competitive in a difficult economy by making biannual marketplace salary adjustments and offering a phased retirement option that allowed older employees to work part-time with full-time benefits. The system also paid bonuses to 11,275 employees in Dec. 2009 for meeting performance goals. Despite low employee turnover — 27 percent of its workforce has been with the organization for more than 10 years and 10 percent for more than 20 years — Scripps has continued to hire during a difficult economy.

SourceMedical (Birmingham, Ala.)

Type of facility: Healthcare company

What makes it a Best Place to Work: SourceMedical, which provides IT software solutions and services to ASCs and rehabilitation clinics, takes a unique focus on its people, by making every effort to adapt to its employees' personal and professional needs. The company employs 192 staff members who work with SourceMedical's nationwide network of customers. A company that is "just the right size" has been a key to the company's positive work environment. Mark Ventura, QA Manager for Source Medical, says, "We're large enough where we have good benefits package, yet we're small enough where we each have a voice. We can make recommendations that will benefit our customers and they are taken into consideration by the right people. Upper management has a lot of respect for their employees, and they can be always approachable."

SourceMedical offers its employees paid sick leave and time off, health-care coverage, short- and long-term disability benefits, 401(k) and an employee fitness program, which pays for part of an employee's or family's gym membership. SourceMedical also has a Work-Life Balance Employee Assistance Program that includes childcare and/or eldercare referrals, personal relationship information, health information, legal consultations with licensed attorneys, financial planning assistance, stress management and career development.

South Texas Spine & Surgical Hospital (San Antonio, Texas)

Type of facility: Hospital/health system

What makes it a Best Place to Work: This 30-bed surgical hospital was launched in 2001 by National Surgical Hospitals and a group of entrepreneurial local physicians. It offers spine, orthopedic and pain-management procedures and last year was ranked first in Texas for patient satisfaction by *Consumer Reports*. South Texas Spine & Surgical offers its employees annual bonuses based on quality, financial and service metrics, and was ranked one of NSH's top hospitals. Among the benefits it offers are a 401(k) plan with company matching, tuition reimbursement, and group health, dental, group life, supplemental life, vision and disability insurance.

Senior leadership and supervisors check in with employees regularly and hold bi-monthly town hall meetings to enhance communication. Employees emphasize the atmosphere of teamwork as well as a warm and caring environment that helps minimize the stress patients often associate with surgical procedures and hospital stays. Employees — many of whom are single parents — are given the flexibility to prioritize their families over their jobs, they say.

South Texas Surgical Center (Seguin, Texas)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: This 18,000 square-foot surgery center, operated by Foundation Surgery Affiliates, has 11 physician partners who concentrate on six medical specialties. It has been serving the Seguin community since Jan. 2005, and of the original staff members, half still work at the ASC, with the others leaving due to retirement or education, according to Teri Wolff, the ASC's clinical manager. Employees at South Texas Surgical Center receive a wide range of benefits, including paid vacation time, health insurance, holiday bonuses, a 401(k) and paid certification programs.

South Texas Surgical Center depends on a team atmosphere, and new employees partner with an experienced employee for a 90-day orientation, says Ms. Wolff. Staff members are also cross-trained. "We all wear many hats so that we can help in any way we are needed at any time to ensure that the patients' and visitors' time with us is as comfortable as possible," Ms. Wolff says.

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Southern Ohio Medical Center (Portsmouth, Ohio)

Type of facility: Hospital/health system

What makes it a Best Place to Work: SOMC is a 222-bed hospital that provides emergency and surgical care. The hospital has been dedicated to expanding and improving its services and making a difference in its community. This has allowed SOMC to achieve Magnet status and a Voluntary Protection Program Star Designation. SOMC has extended this commitment to its employees, earning recognition from both *Fortune* magazine and The Society for Human Resource Management, Ohio State Council for being one of the best places to work both nationally and statewide.

Representatives from SOMC say a family atmosphere contributes to a culture that makes the hospital a great place to work. SOMC and its employees are dedicated to its strategic values of safety, quality, service, relationships and performance. Benefits offered to SOMC's employees include health-care coverage, retirement programs, life insurance, college savings plans, paid time-off and discount plans to local services.

Southgate Surgery Center (Southgate, Mich.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Southgate Surgery Center, which opened in 1983, specializes in ophthalmology and GI procedures. The center has experienced less than 1 percent turnover rate, based on historical data. Employees have been with SSC for an average of eight years, due in part to open communication among staff and supervisors. According to Linda Phillips, RN, administrator at SSC, "If there is a problem, an employee knows they don't have to be afraid to go to their supervisor to discuss it, and the supervisor will address the problem promptly."

Benefits include healthcare coverage, paid sick leave, vacation time and training programs. Staff members work together as a "strong family unit," according to Ms. Phillips. "I say 'family' and not 'team,' because we are more than just a team. Many of us have been working together for years and have grown to become great friends, and I believe our friendships create a positive, vibrant work environment where all staff members work together to provide the highest patient care." High patient satisfaction rates show patients have responded to this positive environment.

Specialty Surgery Center (Sparta, N.J.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: SSC opened in 2007 and is a two-OR, multi-specialty ASC that is 100 percent physician-owned. In two years of operation, only one employee has left. SSC has been recognized in the past as one of *Becker's ASC Review's* Great ASCs to Work For and as the first U.S. Center of Excellence for Spine Training. Individual employees have also been recognized; the director of nursing was nominated for Nurse of the Year and an OR aide was nominated for Best Aide of the Year. The local Chamber of Commerce also nominated SSC as the Best New Business. Employee benefits include paid time-off (including two education days and one floating holiday), healthcare coverage, a 401(k) and annual bonuses. Company-wide functions include in-services, spa nights and dinners to discuss changes at the ASC, an annual company picnic and an annual holiday party. SSC is also dedicated to community service and served as the Sussex County drop-off for medical supplies for Haiti relief efforts.

SSC also makes efforts to recognize and reward all of its employees. It runs an Employee of the Year contest and celebrates monthly birthdays with all staff. The ASC is also involved with local surgical tech and central tech programs and has hired two employees from this partnership. Bonnie Brady, RN, administrator of SSC, says employee satisfaction can be summarized in one story: "Our staff members asked if they could provide dinner at our end-of-the-year meeting to thank our physician owners after receiving annual bonuses and raises. I figured it would be some food they had delivered. Imag-

ine our surprise when they set up the lobby and kitchen area with chafing dishes and a carving station. They cooked all of the food, and the physicians were not allowed to serve themselves as a special thank you from the staff."

Stanford Hospital and Clinics (Palo Alto, Calif.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Stanford Hospital and Clinics is a premier academic medical facility and includes Stanford Hospital and Lucile Packard Children's Hospital. Because of its strong ties to Stanford University, the system recruits and maintains high-level medical talent and innovators across its network. Stanford also prides itself on a culture of teamwork and learning, as staff members are faced with challenges and high-acuity cases every day.

Ties with Stanford University allow the hospitals' employees access to many of the University's resources, including a wealth of continuing medical education courses offered through the School of Medicine. Employees can also access free passes for public transportation, Stanford's health improvement program and local recreational facilities in addition to competitive wages, healthcare benefits and paid time off.

Surgery Center of Farmington (Farmington, Mo.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: South of St. Louis, Mo., the Surgery Center of Farmington is a freestanding ASC that opened in 1999 and strives to offer its community the same quality service they could expect in big cities. It is part of the ASD Management family of ASCs. In 2009, the center performed over 5,300 cases, and its surgeons specialize in ophthalmology, gastroenterology, gynecology, ENT, podiatry, orthopedics, pain management and general surgery. Many of the original staff members are still at the Surgery Center.

Debbie Douglas, a billing associate with the Surgery Center, says, "I have only been employed for 1.5 years, but I feel like I am part of a large family. It's wonderful to work together in such great harmony. You could not ask for a better administrator or business office manager. They both dedicate their days to making sure everything runs smoothly. It's enjoyable to get up in the mornings and look forward to your day."

Surgery Center of Reno

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Surgery Center of Reno, a partner with Regent Surgical Health, provides some of the most competitive salaries on the West Coast, and the governing board guarantees 75 percent of hours to retain the best employees. Employees also often receive quarterly bonuses and participate in off-site staff appreciation parties. Employees attribute its enjoyable work environment to its outstanding management. The ASC's leaders treat all employees with respect and, according to Donna Hart, RN, PACU supervisor, "Our physician-governed Board of Directors is responsive to the sensitive and complicated needs of the employees. Their ongoing generosity, positive personal interactions and sincere interest in the daily operation leave you with a feeling that you are appreciated and valued. The physicians convey their trust and assurance in our nursing judgments and respect our assessments and expertise."

Brian Dugan, an employee in the ASC's insurance verification and authorization department, agrees: "We have a very professional atmosphere and extremely clean facility. We do everything possible to make the patient's visit at SCOR as comfortable as possible, from registration to helping understand how insurance benefits work to top-notch clinical and nursing care." SCOR's staff, physicians and administrator, Anne Roberts, RN, all play key roles in creating a positive environment that is focused on patient safety and care, making the ASC a great place for patients and employees, according to employees of the center.

Surgical Care Affiliates (Birmingham, Ala.)

Type of facility: Healthcare company

What makes it a Best Place to Work: Surgical Care Affiliates, which operates a network of 129 ASCs and surgical hospitals across the country with an employee base of around 3,700, has spent the past two years focusing on improving and developing a value-driven culture at its centers. The company received surprising results from a survey of SCA's leaders take two years ago, wherein 80 percent said they felt they would be better off leaving the company and operating on their own — a message echoed by the company's physicians. The company took the opportunity to make significant changes to its operations and worked on building a defined culture. CEO Andrew Hayek and other SCA leaders worked with employees across the country to democratically select the company's core values: clinical quality, integrity, teamwork and service excellence. SCA also inverted its power structure and explicitly stated that the corporate office would work on behalf of its centers and hospitals. Management then asked leaders to decide if they could work within the culture and began recruiting new leaders who could fit the culture.

SCA has seen many benefits from making such a dramatic change to operations. Employee pride in SCA increased 50 percent in one year, and physician satisfaction increased 38 percent. The company will also recognize 36 Value Leaders this year — those who exemplify one or more of the company's values — at its annual meeting. Financial benefits have also accrued since adopting this value-based system; SCA turned a decline of 8-10 percent EBITDA into an 8-10 percent growth.

Texas Children's Hospital (Houston)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Texas Children's Hospital is recognized by *U.S. News & World Report* as one of the top 10 children's hospitals in the country. The dedication of the hospital's 7,000 employees has helped it to succeed in patient care. "Our employees, representing every area of the organization, are the heart and soul of Texas Children's, as we strive for continued excellence today and in the years to come," says Mark A. Wallace, president and CEO of 456-bed hospital. The hospital offers benefits including free employee parking, healthcare coverage, time off, flexible scheduling, life insurance policies and a business casual environment.

Texas Children's was ranked as the top Best Place to Work in Houston among companies with more than 500 employees by the *Houston Business Journal* in 2009. Criteria for the award are based solely on employee feedback, measuring factors such as employee satisfaction, teamwork and leadership trust.

Texas Health Harris Methodist Hospital Southlake (Southlake, Texas)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Texas Health Harris Methodist Hospital Southlake is physician-owned, acute-care hospital that has routinely demonstrated its dedication to both patients and employees. Following a philosophy of compassion, healing, oneness, integrity, commitment and excellence (CHOICE), the hospital has a nearly 80-year tradition of providing premier clinical services. It was awarded five-star recognition from HealthGrades for total knee replacement. Based on data submitted to the Surgical Care Improvement Project, which measures quality improvement data related to surgical complication rates, the hospital scored 100 percent in all but one area (in which it scored 90 percent).

This Texas hospital has been recognized multiple times as one of the Best Places to Work in the state by *Texas Monthly* magazine. Internal surveys show that 97 percent of staff and physicians believe that Texas Health Harris Methodist is the best place they have ever worked. To achieve these ratings, the hospital has built a culture based on teamwork, based on its history of physician ownership. The hospital honors a staff member every month and then names one as the Employee of the Year.

Texas Institute for Surgery at Texas Health Presbyterian Hospital (Dallas)

Type of facility: Hospital/health system

What makes it a Best Place to Work: This surgical hospital is a joint partnership between area surgeons and Presbyterian Hospital of Dallas and includes 122 full-time employees. The hospital emphasizes continuing education both in-house and beyond, providing \$500 per employee every other year towards training at conferences or seminars outside of Dallas. TIS also helps employees pursuing education with tuition reimbursement and flexible scheduling to accommodate their needs.

TIS also encourages interdepartmental working relationships through outside-of-work events and teambuilding exercises. Employees can participate in events for Hospital Week and other holidays as well as annual picnics.

TriHealth (Cincinnati)

Type of facility: Hospital/health system

What makes it a Best Place to Work: This two-hospital integrated health delivery system serves the greater Cincinnati area. It has made *Working Mother's* 100 Best Companies five times, including in 2009, for its commitment to family-friendly benefits. *Working Mother* cited its summer camp program for employees' children that offer cooking, sports and science. The National Association for Female Executives also named TriHealth as one of the "Top 10 Nonprofit Companies for Executive Women," an award that recognizes companies whose policies encourage women's advancement and whose numbers at the highest levels of leadership demonstrate that commitment.

TriMedx (Indianapolis)

Type of company: Healthcare company

What makes it a Best Place to Work: TriMedx offers comprehensive medical equipment management to simplify the complex world of healthcare. Founded in 1998, the organization started as a small clinical engineering department and now serves more than 500 customers across the country. TriMedx's culture is driven by six core values — service to the poor, wisdom, dedication, creativity, respect and integrity. In addition to helping the local community with charitable events and mission projects, in 2004, the company started TriMedx Foundation to support medical missions around the world by collecting, repairing and redeploying life-saving medical equipment. As a result of its efforts, one million people in third-world countries now have access to advanced healthcare, according to Celeste Stanley, marketing and PR manager for TriMedX.

The TriMedx central office offers a business casual environment with flexible schedules. According to Ms. Stanley, the office is a warm, family-friendly atmosphere, where laughter is often heard and associates bring children and grandchildren to visit. "Working at TriMedx is like being part of one big family. No matter where associates are located across the country, everyone is connected by XStream, the company intranet. XStream features a radio station, WTMX, with weekly interviews and podcasts. It also includes an online blog forum which keeps technicians connected, sharing technology updates, tips and trends (as well as the latest pictures of those grandkids)," she says.

University Medical Center (Tucson, Ariz.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: University Medical Center is a teaching hospital located at Arizona Health Sciences Center, adjacent to The University of Arizona. The proximity of the colleges of medicine and nursing allows UMC to stand on the cutting-edge of medical innovations. Focus on advancing treatments has earned it recognition from *U.S. News & World Report*, which in 2009 ranked UMC's kidney program among the best in the country.

UMC has also developed a culture of PRIDE — Personal responsibility, Respect for self and others, Innovation through teamwork, Dedication to caring and Excellence in customer service. All applicants and new UMC employees much sign off on these values before joining the hospital. Each of the core values highlight areas of competence, communication and team-building skills essential to making UMC one of the best in the nation. Dedication to these values has earned UMC two Workplace Excellence Awards for Greater Tucson, including Best Practices in 2008 and Innovative Business Solutions in 2009. The hospital has been nominated for 2010.

University of Florida Orthopaedics and Sports Medicine Institute (Gainesville, Fla.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: The UFL Orthopaedics and Sports Medicine Institute is part of the oldest sports medicine program in Florida. The state-of-the-art Institute opened in 2005 and is adjacent to an ambulatory surgery center. Its average length of employment is over 10 years for clinical positions and over 12 years for clerical positions. This staff loyalty has resulted in no turnover and waiting lists of more than 50 applicants for openings. Staff members receive generous benefit packages, including full tuition assistance, paid sick leave, healthcare coverage and 401(k) benefits.

“This is truly a unique organization with complex organizational missions, which range from educating the next generation of healthcare professionals to performing innovative research to providing timely, high-quality care,” says Leslie Jebson, the Institute’s executive director. “The employee engagement is phenomenal, with no turnover.” Mr. Jebson also notes employee loyalty has helped the Institute achieve great success and growth, with patients coming from all across Florida.

University of Michigan Health System (Ann Arbor, Mich.)

Type of facility: Hospital/ health system

Number of employees: 18,500

What makes it a Best Place to Work: The U-M campus includes University Hospital, C.S. Mott Children’s Hospital, Women’s Hospital, 120 outpatient clinics and 30 health centers. Well-known for its top performance in best hospital contests such as *U.S. News & World Report’s* Honor Roll, in 2009, it also was the highest-ranking healthcare organization on the *Detroit Free Press’* list of “Top Workplaces 2009.”

Among the benefits that make the University of Michigan stand out are a tax-deferred retirement annuity plan with 2:1 matching, 100 percent tax-deferred contributions, and 100 percent immediate vesting. Employees also have access to the university’s golf course, tennis center and on-campus recreational fitness centers, with on-site exercise classes, as well as child care, care for aging parents, and child development and behavior resources available.

The University of Texas M.D. Anderson Cancer Center (Houston)

Type of facility: Hospital/health system

What makes it a Best Place to Work: As one of the largest cancer centers in the world, M.D. Anderson employs over 17,000 people and covers 25 buildings in the Houston and central Texas area. The hospital leads the country in cancer treatment and education of future physicians. *U.S. News & World Report* named it as the number one cancer hospital in the country in 2009. Recognizing that its employees are part of an exceptional team of leading physicians, researchers and educators, the hospital offers tuition reimbursement and many continuing education programs.

M.D. Anderson has been named as one of the best workplaces for post-doctoral fellows by *Scientist* magazine and is a RetirementJobs.com Age-Friendly Certified Employer, meaning the hospital maintains policies, pro-

grams and practices that encourage employment of people over the age of 50. Employees at M.D. Anderson receive benefits including performance rewards, healthcare coverage, flexible work schedules day care, public transportation and other programs promoting a work/life balance.

University of Texas Medical Branch (Galveston, Texas)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Following Hurricane Ike in 2008, UTMB worked to bring services back on-line, to get students back into class and to improve working conditions not only for current staff members but for those in the community affected by the storm. Despite a difficult decision to lay off 3,000 staff members, UTMB hosted several “reverse” job fairs to find work for affected staff and has instituted a policy to rehire laid-off workers who qualify for an opening in the system. The health system also put in place programs with Catholic Charities to collect donations for UTMB families hit hard by the storm and created an online site where employees could swap items, such as clothing and furniture, and skills, such as construction and painting, to help other employees who need help to get back into their homes.

UTMB’s innovation during a crisis has accelerated its growth, with an increase in applicants at both the professional and academic level. The system’s 10,883 employees also have ranked UTMB highly, with 96 percent saying they are proud to work for the health system, according to UTMB’s YOU COUNT! Employee Satisfaction Survey.

University of Washington Medical Center (Seattle)

Type of facility: Hospital/health system

What makes it a Best Place to Work: UW Medical Center fosters a culture of innovation and new discoveries. The National Institutes of Health named it as one of the top three facilities for biomedical research, and physicians at the hospital have pioneered such advancements as long-term kidney dialysis, Doppler ultrasound and new diagnostics for heart disease. UW Medical Center is also routinely recognized by *U.S. News & World Report* as one of the best hospitals in America, and in 2009, its rehabilitation department was ranked third in the country. The hospital was also the first in the country to receive Magnet distinction for nursing from the ANCC.

UW Medical Center provides an environment where its employees can balance work and life, while still maintaining high-quality patient care. The hospital offers flexible working schedules as well as lactation stations for working, breastfeeding mothers. Other work/life benefits available are child care, elder care assistance and resources for parents of teenagers. Employees also receive discounts at local art and cultural spots as well as competitive medical and dental benefits, discounts for transportation, a retirement plan and employee wellness programs.

Vanderbilt University Medical Center (Nashville, Tenn.)

Type of facility: Hospital/ health system

What makes it a Best Place to work: The Vanderbilt campus includes 600-bed Vanderbilt University Hospital, Monroe Carell Jr. Children’s Hospital, an outpatient clinic, a cancer center, a psychiatric hospital and a rehabilitation hospital. In addition to being named one of the Leapfrog Group’s top 45 hospitals for 2009, and Thomson Reuters Healthcare’s 100 Top Hospitals in each of the past 10 years, the medical center and the university made *Fortune’s* 100 Best Places to Work list for 2009, with a nod to the university’s tuition program, which offers a 70 percent college tuition subsidy to the dependents of employees who have been there at least five years.

In addition to general health and retirement benefits, the university offers access to fitness facilities, a free wellness report, a walking club and even

pet insurance. There are summer camps for children, domestic partner benefits, and free bus rides to work.

Virginia Commonwealth University Health System (Richmond, Va.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: VCU Health System is one of the nation's leading academic medical centers and includes the 780-bed MCV Hospitals and outpatient clinics, MCV Physicians — a 600-physician-faculty group practice — and the health sciences schools of Virginia Commonwealth University. This academic medical facility has long been recognized as one of the premier workplaces in the healthcare industry. *U.S. News & World Report* has ranked VCU Health System as one of America's best hospitals for three years in a row, and it was one of only two Virginia hospitals to be included in Thomson Reuter's Top 100 Hospitals in America list. *Working Mother* magazine and the National Association of Female Executives have both named VCU Health System as one of the best places for women to work in the country. In 2009, the Greater Richmond Chamber of Commerce named the health system the top company in the area for workforce development.

VCU Health System offers competitive benefits for its 7,500 employees, including healthcare coverage, child and adult day care and a retirement plan. The system has gone beyond its benefits package to support its employees and members of its community. In 2007, VCU Health System set up the Center for Workforce Excellence, which worked with and identified individuals who were or could be on public assistance and trained them as well as tracked them through a four-year degree program at the university. VCU Health System supports the goal of continuing education with investments in employee and employee dependents' tuition.

West Bloomfield Surgery Center (West Bloomfield, Mich.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: WBSC is a freestanding, physician-owned, multi-specialty ASC in the metro Detroit area. The center opened in 2005 and most employees have been with the center for an average of three years, with turnover under three percent. Most of the turnover has been due to promotion within the company, according to Anne Hargrave-Thomas, WBSC's CEO. The ASC has scored well on National Surgical Hospitals' yearly employee satisfaction survey and moved from twelfth to second overall for all NSH facilities. WBSC offers its employees a variety of benefits including healthcare coverage, tuition reimbursement, reimbursement for conferences, 401(k) and paid time-off. The ASC also sponsors yearly company picnics and holiday parties. WBSC has an open-door policy for staff, allowing employees to come in with suggestions and comments to improve the ASC. "WBSC cares passionately about its employees, patients, physicians and the community it serves," Ms. Hargrave-Thomas says. "The leadership team really understands how important staff members are to the facility." Because of this, supervisors and staff members are always willing to lend a hand to improve the ASC.

Winchester Hospital (Winchester, Mass.)

Type of facility: Hospital/healthcare system

What makes it a Best Place to Work: Winchester Hospital has been recognized for seven years as one of the best places to work in Massachusetts by the *Boston Business Journal*, rating number one in each of the last two years. The hospital, founded in 1912, currently employs 2,633 full-time and part-time staff members. Additionally, 740 volunteers donate over 58,000 hours annually. Winchester is also a Magnet hospital, recognized for excellence in nursing. According to the hospital's Web site, employees are driven by the desire to be the best, and Winchester supports staff members to grow and improve during their time at the hospital.

"I have always recognized that the employees of Winchester Hospital are our most valuable asset," says Dale Lodge, president and CEO of Winchester.

Woodwinds Health Campus (Woodbury, Minn.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Woodwinds Health has been recognized as one of the most innovative hospitals in Minnesota and offers a wide variety of career opportunities. The hospital is a collaboration between HealthEast Care System and Children's Hospitals and Clinic, and it currently reports a nurse vacancy rate of less than 1 percent and turnover of 1.56 percent. Woodwinds embraces reciprocity and empowerment and a healing environment for staff as well as patients. Employees receive a variety of benefits including healthcare coverage, loan repayment, paid time-off, a 401(k) plan, child-care discounts and health club discounts. The hospital also has a number of employee recognition programs, including its "One of the Best" Award, the Harry Atwood award given to the "One of the Best" Award winner who best exemplifies the hospital's goals and goal sharing.

"Our passion comes from our leaders and staff, who came to Woodwinds to create the ultimate patient and employee experience," says Cindy Bultena, the executive leader of Woodwinds. As a result of this motivation, the Minnesota Hospital Association named Woodwinds one of the best hospitals to work for in the state for 2009.

Yale-New Haven Hospital (New Haven, Conn.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: The primary teaching hospital for the Yale School of Medicine, this 944-bed tertiary referral center includes Smilow Cancer Hospital, Yale-New Haven Children's Hospital and the Yale-New Haven Psychiatric Hospital. It is the area's second largest employer and was ranked nineteenth overall in the nation on *U.S. News & World Report's* Honor Roll.

With more than half of its employees women, the hospital offers family-friendly policies including flexible scheduling options, compressed workweeks, telecommuting and job-sharing. In addition to offering infertility and adoption assistance, an on-site daycare center and dependent college tuition loans, the hospital offers a college planning program to help with tuition planning, entrance exams and tuition assistance. For these and other reasons, it was named several times to *Working Mother* magazine's "100 Best Companies for Working Mothers" in recent years. It also was named one of the Top 30 Companies for Executive Women by the National Association of Female Executives, and one of 35 Great Places to Work by *Essence* magazine. ■



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Hospital and Health System Executive Moves

Todd Steward has been named CEO of St. David's HealthCare's South Austin Medical Center in Texas. Mr. Steward had previously been CEO of North Suburban Medical Center in Denver, Colo., for six years.

Novant Health has appointed **Melissa Robson** as CEO of one-hospital Prince William Health System in Manassas, Va. Ms. Robson is currently COO of 268-bed Rowan Regional Medical Center, a Novant hospital in Salisbury, N.C.

Hospital Sisters Health System and the board of directors of St. Joseph's Hospital in Chippewa Falls, Wis., named **Joan Coffman** as incoming president and CEO. Ms. Coffman has served as COO at St. Joseph's for the past two years.

Catholic Health East has promoted **John Johnson**, CEO of Holy Cross Hospital in Fort Lauderdale, Fla., and Mercy Hospital in Miami, to executive vice president of ministry operation for the health system. Holy Cross COO **Patrick Taylor, MD**, will be promoted to president and

COO of Holy Cross, while Mercy COO **Manuel Anton III, MD**, will serve as president and COO for that hospital.

Becky Speight, FHFMA, CPA, has been named as the new CFO of Bailey Medical Center in Owasso, Okla. Ms. Speight most recently served as CFO of Henryetta (Okla.) Medical Center, part of Hillcrest HealthCare System, which manages Bailey Medical Center.

HealthEast Care System has named **Tom Schmitt** as the new CEO at its Woodwinds Health Campus in Woodbury, Minn.

Palm Drive Hospital in Sebastopol, Calif., has announced it has hired **Richard Robinson** as its new CEO. Mr. Robinson most recently served as CEO of Women's & Children's Hospital in Lake Charles, La.

Roger Longenderfer, CEO of Harrisburg, Pa.-based PinnacleHealth System, has announced he will retire at the end of June. Mr. Longenderfer

has been with Pinnacle since 1998 and served as CEO since 2001.

Mayo Health System, based in Rochester, Minn., has named **Robert Nesse, MD**, as its new CEO. Dr. Nesse served as CEO of Franciscan Skemp Healthcare-Mayo Health System in La Crosse, Wis., for seven years. He will now oversee the 70 locations the health system has in Minnesota, Wisconsin and Iowa.

Larry Ainsworth, president and CEO of St. Joseph Hospital in Orange, Calif., announced his retirement, effective June 30.

Sebasticook Valley Hospital in Pittsfield, Maine, has named **Victoria Alexander-Lane** as its new president and CEO.

Novi, Mich.-based Trinity Health has named **Benjamin Carter** as its new CFO. Mr. Carter will oversee the finances of the 44-hospital Catholic health system. He has served as COO of Detroit Medical Center since 2005. ■

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Hospital and Health System Transactions

Boston-based non-profit **Caritas Christi Health Care** agreed to be acquired by New York private equity firm **Cerberus Capital Management**. The deal is awaiting approval from the Massachusetts Supreme Court and Cardinal Sean P. O'Malley of the Archdiocese of Boston.

Tucson, Ariz.-based **Carondelet Health Network** signed an "integrative network agreement" with 88-bed **Sierra Vista (Ariz.) Regional Health Center** to share resources and improve healthcare among area residents. The deal will go into effect on April 17.

The **Children's Hospital-Denver** became an operational component of a recently formed academic medical center, **Anschutz Medical Campus** in Aurora, Colo., which operates the University of Colorado Hospital and University of Colorado Denver School of Medicine.

EMH Regional Healthcare System in Elyria, Ohio, sold 50 percent ownership in Amherst (Ohio) Hospital to members of five-surgeon **Center for Orthopedics** in Westlake, Ohio, just prior to the enactment of federal healthcare reform law that severely restrict similar transactions.

Davenport, Iowa-based **Genesis Health Systems** extended its contract with **Mercer County Hospital** in Aledo, Ill., and will manage the hospital for one more year. The contract will extend the relationship while the two organizations draft up a formal affiliation agreement.

New Albany, Ind.-based **Floyd Memorial Hospital and Health Services** acquired **The Cancer Center of Indiana**, also located in New Albany. Floyd Memorial will control the Cancer Center's physicians and equipment, but the actual building will remain owned by the center's physician founder.

Healthcare Management Associates announced it is meeting with hospital administrator to decide how to invest \$20 million in **Sparks Regional Medical Center** in Fort Smith, Ark. The investment could go toward completing a planned surgery center.

The Louisiana legislature approved a plan to move medical education and inpatient care for **Louisiana State University** from 157-bed **Earl K. Long Medical Center** to 740-bed **Our Lady of the Lake Regional Medical Center** in Baton Rouge.

MedCath announced **Bakersfield (Calif.) Heart Hospital** is not for sale, but the company may change majority ownership in the hospital due to a net loss in fiscal year 2009.

Mercy Regional Medical Center in Durango, Colo., formerly with Catholic Health Initiatives, joined **Centura Health** in order to expand and to better coordinate care for its patients.

New Milford (Conn.) Hospital and **Danbury (Conn.) Hospital** approved plans for a formal affiliation and are moving forward with due diligence. A formal agreement is expected to be announced by Oct. 1.

University Medical Center Corp., which operates University Medical Center in Tucson, announced it will merge with **University Physicians Healthcare**, which operates the physician practice of the University of Arizona College of Medicine faculty and Physicians Hospital at Kino in Tucson, forming tentatively named University of Arizona Medicine.

Valley Health Systems, based in Winchester, Va., received approval to purchase **Morgan County War Memorial Hospital** in Berkeley Springs, W.Va., for \$2.75 million from Morgan County's board of commissioners. Valley Health will build a \$30 million replacement hospital as part of the agreement.

Vanguard Health Systems in Nashville, Tenn., began negotiations to buy the assets of critical access hospital **Athol (Mass.) Memorial Hospital** in a deal

that would involve converting the small community hospital to a for-profit.

Vanguard Health Systems also plans to buy eight-hospital **Detroit Medical Center**, Michigan's largest healthcare system, for \$417 million and spend \$850 million more in improvements over 15 years. Under the agreement, all of DMC's hospitals would stay open and maintain their charity care obligations for at least 10 years.

Richmond, Va.-based **VCU Health System** will operate **Children's Hospital of Richmond**, effective July 1, pending final approval of the deal. Under the agreement, VCU will continue to operate the facility as a children's hospital and all employees of Children's will become employees of VCU. ■

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15 Key Factors Affecting Hospitals' Longer-Term Outlook

By Leigh Page

1. Promise fades for more paying patients. The health reform bill was going to vastly expand the number of paying patients, but hospitals still would have had to wait three or four years to see a big spurt in paying patients, says Allan Baumgarten, a Minneapolis-based research consultant whose work focuses on healthcare policy, finance and local market strategies. Now hospitals will need to use that time to plan for a future with a weak trickle of paying patients, he says.

2. Reimbursements lag further behind inflation. Long-term federal and state budget deficits will keep reimbursements behind inflation, says Dick Clarke, president of the Healthcare Financial Management Association in Westchester, Ill. That, coupled with the failure to expand the pool of paying patients through reform, will mean hospitals will really have to work on expense reductions. In the first year of the recession, Mr. Clarke says, "hospitals already picked the low-hanging fruit, reducing per-unit

supply costs and the cost of personnel," so it will be more difficult this time around.

3. Number of paying patients in long-term decline. Higher unemployment results in fewer covered patients, which means more bad debt and charity care, Mr. Baumgarten says. It's worse than you might think, he adds, because for every one person who loses a job, you can figure two will lose coverage, accounting for the worker's family. "This is a long-term problem because it won't be easy for the economy to regain lost jobs," he says. "The risks for hospitals are significant."

4. Overcapacity of beds in some areas. Mr. Baumgarten says many hospitals have been extending their geographic reach, especially into affluent suburbs, to increase their pool of paying patients. But when everyone is doing this, it can lead to overbuilding and overcapacity. For example, he says three new hospitals recently went up in Williamson County, Texas, north of Austin, which already had

three small hospitals. He wonders whether the area can sustain so much new construction.

5. Negotiating strength moves to insurers. Hospitals used to have the advantage over insurers in price negotiations because beds were scarce and insurers needed to have them, Mr. Baumgarten says. Hospital systems with highly regarded brand names and robust geographic presence have enjoyed strong leverage. But as utilization declines and hospitals create overcapacity, he thinks insurers might be able to skip over a stubborn hospital that demands a large pay increase.

6. Insurers may not need to be tough negotiators. Health plans are passing on much of their insurance risks to employers, patients and providers, Mr. Baumgarten observes. Large employers are increasingly self-funded, an arrangement where the insurer simply manages the account and is not on the hook if costs rise. And in high-deductible plans, the plans pass on part of



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the risk to patients and providers. Patients have to pay large amounts before they meet their deductible and hospitals and doctors have to collect it.

7. Patients continue shifting to high-deductible plans. Dodging rising premiums in traditional plans, many people have been switching to high-deductible health plans with comparatively low premiums. Mr. Baumgarten says high-deductibles lower the demand for services. "When you have to pay everything out-of-pocket until the deductible is met, you're less likely to seek care," he says. He believes it's unlikely people will switch back from high deductibles even if healthcare inflation subsides.

8. Hospitals forced to become more efficient. Hospitals have long complained about insufficient Medicare payment levels, but as rate hikes cool off, Mr. Baumgarten thinks hospitals may decide Medicare rates aren't so bad after all and that these rates could be enough if hospitals learned to be more efficient. One way this can be done, he says, is to collaborate very closely with physicians and other providers to reduce the total cost of a particular episode of care both inside and outside of the hospital.

9. Payers move to bundled reimbursements. Mr. Clarke says CMS has launched several pilot projects that explore paying providers for the whole episode of care, such as the Acute Care Episode (ACE) demonstration. Instead of reimbursing for volume, he predicts payors will move toward reimbursements for outcomes, or "payment for value." Expect more pilots, soon followed by some permanent changes in reimbursements from both public and private payors, he says.

10. Providers coalesce into integrated systems. Facing declining income and changing payment methodologies, hospitals will need to fundamentally restructure the way they deliver care, Mr. Clarke says. "Organizations will need to pull together in a different way," he says. "The old incentive to admit more patients will be replaced by the new incentive to improve outcomes." He thinks hospitals will have to approach healthcare from a new perspective: keeping patients out of the hospital.

11. Physicians fall in with hospitals. Despite bad experiences with acquiring physician practices in the 1990s, hospitals are back at it, Mr. Baumgarten says. He sees this as a win-win situation in many cases. Hospitals need physicians to increase admissions and to coordinate care, and group practices need hospitals to access capital for projects like EMR. Some analysts believe a group practice of less than 350 doctors cannot amass the necessary capital and cannot be sustained.

12. Small hospitals seek shelter with larger ones. "The number of small, freestanding hospitals will decline fairly significantly in the next five years," Mr. Clarke says. "In many cases smaller institutions will not be large enough to address upcoming challenges, such as taking a bundled payment." He thinks they will join larger institutions that have the means to organize hospitals and doctors into integrated systems.

13. Capital needed for IT introductions. Mr. Clarke says hospitals will need to buy more equipment and redesign facilities to change patient flow, but the biggest investment will be in healthcare IT, a very expensive proposition.

14. Non-profits' debts stay comparatively small. While many nonprofit hospitals face debts, they tend to have much lower debt loads than those of privately held organizations, Mr. Clarke says. Because nonprofit hospitals can't go into private equity markets, their ability to develop capital is more constrained and they can't amass huge debts, he says.

15. Discounts for construction become available. With overall demand for construction in the basement, Mr. Baumgarten sees outstanding discounts for hospitals that want to build and have the money to do so. The cost of materials is down and contractors will negotiate price just to get the business. However, hospitals face the risk of overbuilding caused by the downward trend in patient volume. Already some new projects are being scaled back, with unfinished space set aside for future expansion. ■

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