







# EMERGENCY, GENERAL, TRAUMA, ORTHOPAEDICS AND ACUTE CARE SURGERY SPECIALISTS

Helping hospitals attain and advance trauma designations and excellence in emergent surgical care

EmCare® Surgical Services provides trauma services and can provide customized service offerings based on hospital needs. This can include elective acute care surgery, general surgery, orthopaedic trauma, oral-maxillofacial surgery and other related emergency or acute surgical subspecialty coverage not otherwise available to the hospital. The company also offers medical leadership with a proven track record of developing, managing or elevating a trauma program designation. Gaining trauma designation can unlock access to federal and state funding for hospitals that were ineligible to receive those funds prior to attaining a trauma designation.

EMCARE STABILIZES SURGICAL STAFF, RETAINS SURGERIES FOR THE HOSPITAL.



EmCare Surgical Services is a leading acute care and trauma surgery practice and offers surgeons to hospital clients and their patients. This approach eliminates the challenges and conflicts hospitals have when working with surgeons who manage a traditional private practice. The company delivers leadership with extensive experience in developing and managing trauma centers — 100 percent success in more than 25 attempts to prepare hospitals to pass American College of Surgeons (ACS) or state surveys to achieve, maintain or retain trauma designation or to advance levels.

# HELPING HOSPITALS RETAIN AND GROW SURGICAL CASE VOLUME AND RELATED REVENUE

Acute care surgery is a new clinical specialty combining trauma surgery, emergency general surgery and surgical critical care. Fellowships for this new specialty are only now appearing in medical schools across the United States. Hospitals offering this type of service are benefiting in many ways, including improvements to their bottom lines. The benefits can include:

- Stabilized hospital medical staff
- General surgery and trauma call coverage
- Leadership, planning and support in helping hospitals achieve trauma designations and receive the incremental funding that follows
- Retention of surgical cases that might otherwise leave the hospital
- Recruiting advantage with surgical subspecialists

Adding EmCare Surgical Services to a hospital's offerings solidifies surgical services at the hospital, strengthens the hospital's reputation within the community, enhances physician recruiting efforts and keeps surgical cases from migrating away from the facility.



# Injuries frequently necessitate acute care surgery

Injuries are among the top 10 leading causes of death in the United States and the leading cause of death in the first four decades of life. More than 50 million injuries occur each year, accounting for one-third of all emergency department visits and eight percent of all hospital admissions. Further, injuries account for more than \$100 billion per year in healthcare costs.\*

Traditionally, surgical cases represented a hospital's largest revenue source. But, in recent years, the proliferation of unaffiliated surgical centers, often surgeon-owned, has created new competition and resulted in revenue erosion for hospitals. EmCare helps hospitals put a stop to this loss of surgical cases, allowing them to retain and even grow market share and revenue.

\*Source: National Vital Statistics System, National Center for Health Statistics, CDC.

#### **SURGICAL EXPERTS 24/7**

"We are committed to helping hospital administrators solve the issues they face in their commitment to provide dependable, in-hospital surgical services. Their goal is our promise: to deliver quality trauma and acute care surgery to their patients and local communities in an economically viable, efficient manner."



— JOHN JOSEPHS, MD, FACS Chief Executive Officer EmCare Surgical Services









# EMCARE SURGICAL SERVICES HELPS HOSPITALS SUCCEED

Many hospitals are experiencing diminished surgery market share due largely to changes in surgeon practice patterns. EmCare Surgical Services helps to attract community-based surgeons and referring physicians to the hospital by becoming a welcome addition to the general surgery call schedule. For those hospitals that are developing trauma programs, doing so parallel to general surgery operations helps the two practices work in concert instead of in competition.

Trauma programs are profit centers for hospitals. EmCare Surgical Services has an outstanding record of helping hospitals secure, retain and increase trauma designations. Gaining a trauma designation can unlock state and federal funding for the hospital. The acute care surgery program helps the organization retain unscheduled surgeries that might otherwise be sent to unaffiliated surgical centers or other facilities. Additional surgeries and referrals from specialists, off-loading from busy urban trauma centers, plus the re-routing of EMS patterns all deliver trauma cases and emergency patients of all diagnoses to the hospital, creating a halo effect that significantly contributes to an enhanced bottom line.

## EMCARE SURGICAL SERVICES DELIVERS

More than just people to cover the call schedule — EmCare Surgical Services brings proven leadership and expertise to develop and sustain a successful trauma program. Collectively, we have more than 85 years of experience building and operating trauma programs at multiple hospitals and in many settings.

Resources for trauma program development and advancement include:

- Quality and clinical practice experience
- Charge capture technology to facilitate charge capture, care coordination, HIPAA-compliant communication among the treatment team, PCP referral notification and patient handoff to ensure continuity of care. We are the only trauma service in the country using this technology.
- Proprietary TraumaPrep™ application to assess program development progress and guide implementation. Reports capability by department and deadlines as determined by the site administrator to keep implementation on track. This tool can help trauma-designated facilities with advancement and re-designation.
- TraumaPrep Mock Survey program featuring experienced ACS surveyors and EmCare national trauma program directors to prepare client hospitals for accreditation
- Regional Medical Director structure to support individual hospitals
- Consultative services from experts with significant clinical experience in trauma center development and oversight
- Data from numerous trauma programs; networking with established program leadership

Trauma center designation requires many things related to orthopaedics that require many hospitals would not normally provide. We can help fill the gaps in a way that is fully aligned with the hospital's goals in mind. Orthopaedic surgeons often own their own surgery centers and are competitors on the hospital's call schedule. They are competing with the hospital for well-funded patients. Seventy percent of all trauma-related injuries require orthopaedic care. Having experienced trauma surgeons available ensures that the hospital is prepared.





ACUTE SURGICAL SUBSPECIALTIES CUSTOMIZED TO THE NEEDS OF THE HOSPITAL



ALIGNMENT OF ORTHOPAEDIC SURGERY UNDER ONE MEDICAL DIRECTOR MAY ALSO RESULT IN IMPROVED SUPPLY CHAIN METRICS



# Benefits of working with EmCare

Among the benefits hospitals see from establishing trauma programs are:



Increased revenue from trauma activations, from additional EMS traffic for many different diagnoses and from retained surgical volumes



Systemic benefit from implementing the performance improvement initiatives necessary to gain or upgrade trauma designation



Volume increases for elective surgeries in subspecialties not otherwise available to the hospital, including complex orthopaedic and maxillofacial procedures

# Results - Case Study

■ With ongoing difficulties in recruiting and staffing for surgical services, this 350+ bed facility serving 18 counties in Texas was struggling to maintain its trauma program. While building trauma designation programs for two other Texas facilities in nearby cities, EmCare Surgical Services was able to leverage recruiting efforts to effectively address the needs of this hospital also. EmCare's strong recruitment strategy and resources helped find highly qualified surgeons and advanced practice professionals to stabilize the facility's surgical services. By providing intermittent coverage when needed to start, EmCare's support enabled the hospital to maintain surgical capabilities for its trauma program and eventually develop a thriving trauma orthopaedic program as well. The EmCare-affiliated surgeons continue to provide full-time trauma and emergency general surgery coverage for the hospital helping to ensure its long term success as a Level II Trauma Center verified by The American College of Surgeons (ACS) Committee on Trauma (COT) Verification Program.

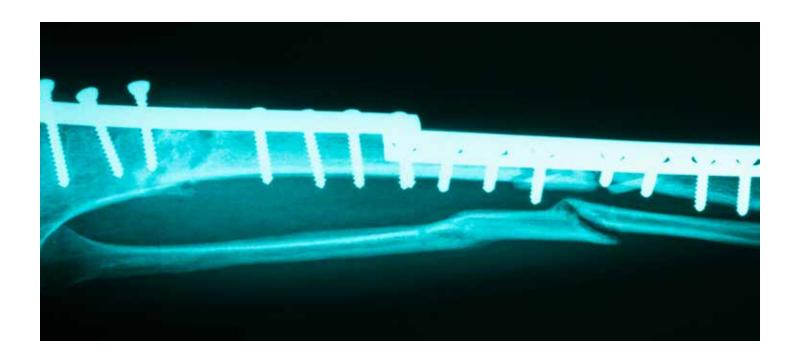
### PROVIDING A HIGHER LEVEL OF CARE

As epic advances in medicine occur, so does EmCare's expansion of support for hospital-based patient care services. Orthopaedic traumatology is one of the newest medical specialties to emerge in the healthcare industry, and we are pleased to make this service accessible through EmCare. These rare and highly-specialized surgicalists have the level of training and expertise to effectively improve care for patients with multiple or complex musculoskeletal injuries, including fractures, wounds, and injuries to the surrounding soft tissue and organs. They are qualified to manage these serious injuries that come with a high risk of complications, metabolic risks and potentially conflicting treatments. For example, pelvis or acetabulum fracture care for complex conditions requires exact evaluation by a qualified specialist. Many hospitals must transfer these patients to facilities that offer a higher level of care. By having access to these highly-specialized surgeons, the patient and hospital benefit from keeping care close to home.

An experienced orthopaedic traumatologist has a deep understanding of these complex injuries, expertise in the precise order for surgical treatment and a high degree of skill in the techniques. This expertise may help shorten the hospital stay, ease pain and reduce the healing time and improve both short and long term results (such as decreased probability for arthritis or subsequent surgeries). These specialists may also be called upon to help with fractures that may not have healed correctly or conditions such as bone infections.

With EmCare, not only do you have access to qualified orthopaedic traumalogists, but you also have a partner in delivering the quality and satisfaction required for today's healthcare environment. EmCare's leadership provides demonstrated success in building and sustaining a high-performing practice.

Using operational expertise and business acumen, EmCare Surgical Services focuses on maintaining metrics that improve patient care, reducing complications, decreasing readmission rates and adding value for your patients.





# What we do

Our clinician leaders work in partnership with you to build and ensure appropriate standards of care and disseminate useful information to the surgeon and the practice team through education and resource sharing. Our processes are designed to help the hospital's practice improve case volume and payor mix to support a thriving program.

The focus is always on patient care, and EmCare supports ongoing professional development so that surgeons can effectively use current techniques that make surgeries better for patients. The practices set outcomes-based goals such as reduction of incidents, cost containment, value and high standards of performance.

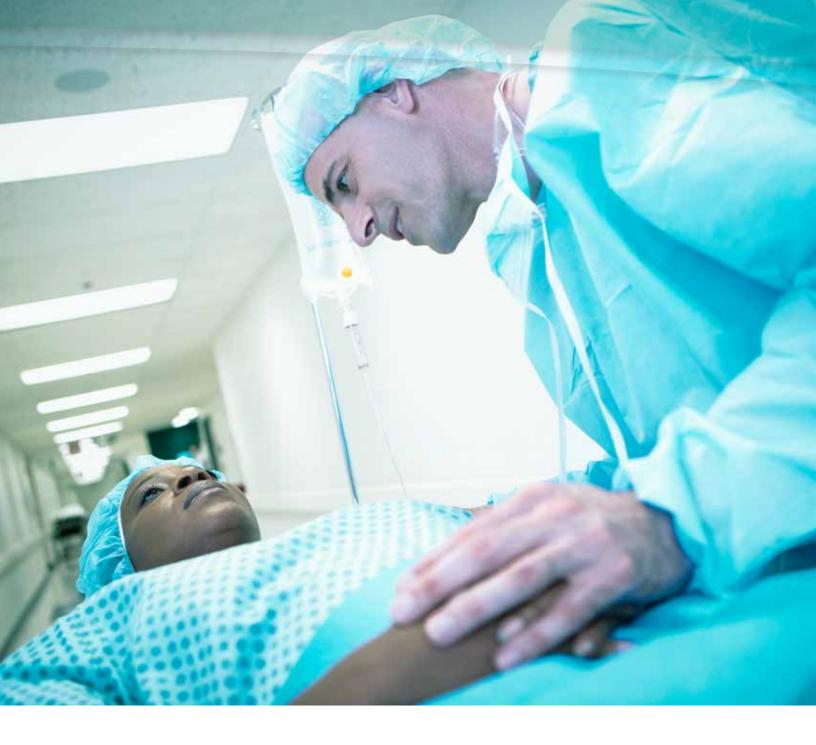
Further, we help improve relationships with your current surgical staff by decreasing or eliminating the number of days and evenings on call.

# Why choose EmCare

EmCare delivers a hospital-dedicated trauma surgery practice. Our performance-oriented clinical and operational experts align with the hospital for:

- SERVICE Improving the care of injured patients with continuous availability, innovative techniques provided by fellowship trained orthopaedic surgeons
- QUALITY A valuable part of your team for achieving patient care goals and metrics while reducing complications and improving safety
- VALUE Advocates promoting cost-effective quality patient care and industry experts who deliver the best quality in keeping with your hospital's supply chain strategy

We've been serving and supporting hospitals for over 40 years with the services they need most for managing critical areas of patient care. It's the fiber of our existence. Helping hospitals reach their goals for patient care and service to their community is a big part of how EmCare is making healthcare work better.



# EMCARE OFFERS SUPERIOR SUPPORT PROGRAMS DEVELOPED OVER 40 YEARS

At EmCare, we pride ourselves on providing much more than just staffing to cover the call schedule. We are experts at tailoring surgical programs to the unique needs of each facility. Make us the first call for any surgical hospital programming you might need. We can successfully develop orthopaedic, surgical oncology, oral surgery or custom solutions including elective surgery practices that are aligned with the hospital's needs and goals.

Engaging with our surgical services team brings you:

- Expertise
- Leadership
- Consultants
- Trauma support team
- Programming
- Staffing
- Proprietary technologies and processes to support your success

#### LOCAL PRACTICE, IMPROVED PERFORMANCE.

SITE MEDICAL DIRECTOR (SMD) — Through on-site leadership and by example, EmCare's hospital-based SMD's set standards of performance and professionalism for the medical staff. The SMD coordinates O.R. operations with the hospital, implements and manages results-driven patient experience and quality management programs, oversees peer review processes, participates in hospital staff committees, assists in program development and coordinates/leads in-service training for physicians, nurses and the O.R. support staff.

# Divisional support. Real benefits.

Led by a physician Divisional Chief Executive Officer, each divisional support team is made up of a diverse group of individuals with experience in a wide range of clinical and management disciplines.

- **DIVISIONAL PHYSICIAN CEO** Works with the local SMD to enhance clinical performance, improve the customer experience and ensure clinical integrity.
- DIVISIONAL CHIEF OPERATING OFFICER —

  Manages EmCare's operational resources to help the hospital achieve its strategic vision and goals.
- DEVELOPMENT & CLIENT RETENTION

  CONSULTANT The primary contact with client administration; provides operational and financial oversight/consultation.
- DIRECTOR OF CLINICAL SERVICES —

Liaison between EmCare and the hospital trauma program manager. Set up, collaborate and consult with Performance Improvement program at the hospital. Provides documentation of phases from startup to ongoing program management.

- REGIONAL MEDICAL DIRECTOR EmCare is committed to recruiting and developing strong physician leaders. At the regional level, we have surgical expertise that is responsive to the local practice to ensure outstanding outcomes.
- TRAUMA MEDICAL DIRECTOR On-site expertise to ensure your program's success.

#### ■ OPERATIONS MANAGEMENT TEAM:

- Trauma follow-up clinical support staff.
- —Scheduling coordinators Manage the schedule with focus on the required hours of coverage in order to ensure reliable and seamless physician coverage 24/7.
- Credentialing Specialists Review and verify all education, training, licensure and professional history of each physician to ensure strong clinical experience and an ethical, caring approach to patient care.
- Professional Recruiters Identify and recruit quality physician, physician assistants and/or nurse practitioner candidates who meet both the requirements of the hospital and the high standards of EmCare's clinical leadership.
- Provider Enrollment specialists Manage the enrollment process to ensure physicians are eligible to bill for professional fees.
- ADVANCE PRACTICE PROFESSIONALS (APP'S) Provide support in O.R. for continuity of care. APP's provide rounding and follow-up care.

ACCESS TO UNPARALLELED SUPPORT AND RESOURCES.



# National resources. Unparalleled expertise.

EmCare is a nationally recognized company with extensive resources and superior support programs developed over 40 years in partnership with hundreds of hospitals and thousands of physicians. These best practice and quality programs set the standard across a wide range of disciplines including:

- Leadership
- Physician recruiting/retention
- Patient experience
- Quality management
- Risk management
- Compliance
- Reimbursement
- Physician education
- Revenue growth
- Integrated solutions

#### ROBUST RECRUITMENT. ENHANCED RETENTION.

Quality healthcare begins with quality physicians, and finding the right physicians begins with EmCare. As the leading national recruiter of acute care surgeons, EmCare has unparalleled experience in locating, qualifying, recruiting and retaining exceptional doctors. Our recruiters familiarize themselves with each client's facility and unique capabilities. Our recruiters are trained to identify and pre-screen all candidates in order to recommend the best physicians for each position. EmCare's intensive prescreening process, widely regarded as the most rigorous in the industry, ensures clients get the right match for their hospitals.

#### POWERFUL TOOLS, INFORMED DECISIONS.

EmCare utilizes an impressive array of technology-driven recruiting tools to build and maintain a stable local practice. Our recruiting database access provides us with real-time information on all American Medical Association (AMA) member physicians. Detailed contact information

including education, training, licensure, certifications and professional history is available at the touch of a button.

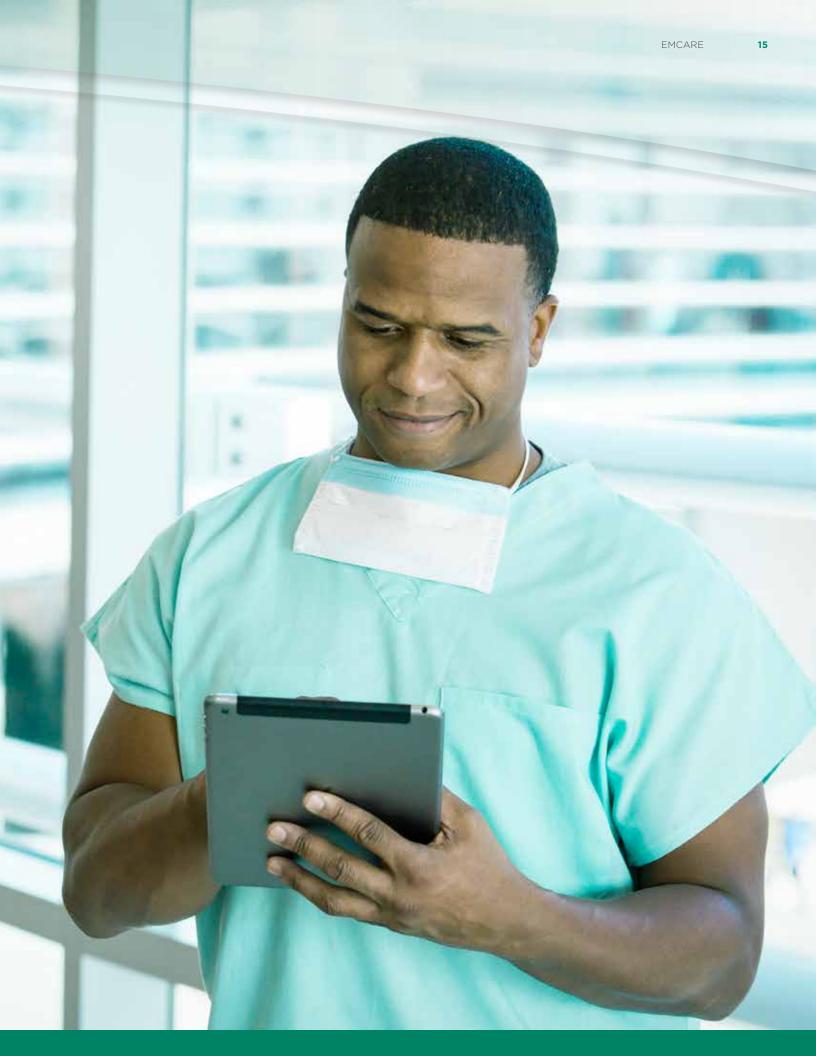
EmCare's applicant tracking system and mapping tools allow the company to pinpoint clinicians by geographic location so that searches can focus efforts in the desired geography. Every potential candidate who meets the hospital's criteria and who can potentially provide coverage is identified. This system allows EmCare to build and maintain a stable local practice. In addition, EmCare recruits nationally, utilizing professional networking, direct mail, trade advertising, job boards, job fairs, social media and EmCare's senior resident education program.

EmCare's pre-screening process and credentialing package give hospitals a comprehensive overview of each physician candidate to ensure the right match and allow EmCare to maintain an industry-leading retention rate.

#### MANAGING RISK. IMPROVING OUTCOMES.

In an environment in which malpractice claims are increasing in frequency and severity, EmCare offers a risk management program proactively focused on reduced risk and positive outcomes, increased awareness, education and practical application of diligent patient evaluation and documentation.

The leading program of its kind, EmCare's risk management initiatives are built around its professional liability claims database, which provides comprehensive information on malpractice claims dating back more than a decade. EmCare analyzes malpractice data to demonstrate claim trends at the national, hospital and physician levels, helping to manage and mitigate risk exposure. We use the data to support our A-rated malpractice program and to assist hospitals and physicians in managing risk and implementing best practices for high-risk procedures. Overall, EmCare's hospital clients, physicians and patients benefit from a higher standard of care and improved outcomes.









## **COMPANY SNAPSHOT**

#### THIS IS EMCARE SURGICAL SERVICES

- Hospital-based surgeons with expertise in acute care surgery and trauma program development and management
- A platform to broaden surgical offerings and retain patients for the hospital
- Surgeons with a focus on patient care and fulfilling the needs of the hospital
- Fully dedicated surgeons, no double coverage with trauma services
- Elective surgical sub-specialty practices suited to the needs of the hospital

#### WHAT EMCARE SURGICAL SERVICES IS NOT

- Not a locum tenens company
- Not elective surgeons with busy private practices
- Not a competitor to established local surgeons
- Not involved with short-stay facilities

#### **SERVICES PROVIDED**

- Qualified and dedicated board-certified and boardeligible trauma and emergency general surgeons committed to providing excellent service
- Physician leadership physician CEO and dedicated medical director
- Surgeon recruiting, scheduling, coverage and oversight
- Trauma program development parallel to general surgery and trauma program management
- Participation in general surgery call schedule
- Continuous patient care from admission to discharge
- Follow-up patient care



# A PROVEN MODEL THAT GETS RESULTS

# Hospitals gain market share and realize more revenue

Becoming a trauma-designated facility and delivering better coverage of unscheduled surgeries can have a significant positive impact on surgical case volume and related revenue. Operating rooms that were once dark can be busy all day long. Surgeons who would not previously consider taking cases to the hospital become frequent customers. Primary care doctors and subspecialists begin referring to the hospital more often. EMS ambulances never before seen at the hospital now bring their emergency cases to the closest qualified trauma center instead of traveling further to a Level I trauma facility. New EMS patterns lead to the delivery of all types of emergency cases, not just trauma patients.

The halo effect of becoming a trauma-designated facility extends not only to the E.D. and O.R., but to every clinical department within the facility — more imaging studies, more labs, more rehab and more occupied beds. Indeed, becoming a trauma-designated facility can breathe new life into a hospital.

Plus, EmCare Surgical Services and its affiliated surgeons do not compete with its hospital clients. Because acute care surgery is the company's only business, it is solely focused on fulfilling its contractual obligations to client hospitals — never distracted by the pressures of running a traditional private practice or owning ambulatory surgery centers.



#### Results - Cases

- center in a high-traffic area felt becoming a trauma center would help it attract more business. EmCare helped the organization attain a Level III trauma designation. After trauma designation was received, the level of care improved at this facility and in the community it serves, the number of patients treated increased due to adjusted EMS routing and the hospital increased the number of desirable cases seen as a result of the halo-effect that occurs after a hospital receives trauma designation. In addition, the new trauma program enabled the hospital to bill and collect for trauma activation fees to third party insurers as well as governmental payers revenue that the hospital was not previously eligible to receive.
- CASE 2 Once among the most profitable in its hospital system, this aging 340-bed suburban hospital had seen significant physician and patient migration to more upscale area facilities. Hospital administration saw value in differentiating the organization from its competitors by becoming a Level III trauma center. The EmCare team helped the hospital achieve that designation and has subsequently helped the organization advance to a Level III-designated trauma facility. The facility has enjoyed the halo effect that resulted in new EMS visits, more surgeries and more referrals.
- CASE 3 Already a Level III designated trauma facility, this rural 300-bed hospital serves a 19 county area. The facility was experiencing difficulty recruiting surgeons and needed its services to be stabilized. EmCare helped the organization achieve a Level II trauma designation by recruiting highly qualified surgeons who have since provided continuous call coverage for the hospital.



# MULTIPLE INTEGRATED SERVICES AND TECHNOLOGIES

# Integrated solutions

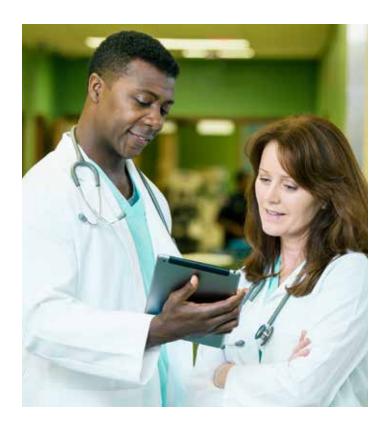
EmCare is focused on the future and on Making
Healthcare Work Better.™ The company is continuously
developing innovative ways to support hospitals in
their efforts to address healthcare reform initiatives
including HCAHPS, core measures and value-based
purchasing. Integrating clinical services and technologies
across multiple hospital-based specialties has been
demonstrated to effectively improve performance in
these areas.

EmCare is the only company that provides its customers the ability to contract with a single company for emergency medicine, hospital medicine, surgical services, anesthesiology and radiology services. Although the company offers clients the flexibility of contracting for a single service, there are many benefits to contracting for more than one service, most important of which are improved patient care and enhanced return on investment.

EmCare's more than 40-year history of delivering highquality patient care, improving efficiency and metrics, effectively managing costs and improving the patient experience has made EmCare the industry leader in physician practice management services.

# For more information

Learn more by visiting **emcare.com/solutions**, or speak with a Vice President of Practice Development at **877.416.8079**.



#### QUALITY, AFFORDABLE, COMPASSIONATE.

"EmCare-affiliated companies serve more than 2,200 communities across the United States. The caring clinicians affiliated with EmCare touch the lives of patients and their families every second of every day as they work to fulfill our mission of providing high-quality, affordable and compassionate healthcare."



TODD ZIMMERMAN
 Chief Executive Officer
 EmCare, Inc.

Executive Vice President Envision Healthcare



## **EMCARE INTEGRATED SERVICE LINES**

# Emergency Medicine

EmCare® Emergency Medicine offers its clients a solution that includes recruitment, staffing, management, metric improvement programs and billing / collection services for emergency medicine. Hospitals and health systems that outsource to EmCare often realize industry-leading quality of care, metric improvement and patient, staff and physician satisfaction, as well as improved return on investment. Some of the reasons hospitals choose to partner with EmCare Emergency Medicine include:

- Leading national emergency medicine practice management company
- Long-term, stable performer founded more than 40 years ago
- Local practice, supported by divisional professionals, backed by unparalleled national resources
- Experienced physician and nurse leadership
- Leading national recruiter of board-certified/boardeligible emergency medicine physicians
- Performance-based physician incentive compensation programs
- Comprehensive portfolio of emergency medicine support services
- Lean for healthcare and Studer Group national partnership for metric improvement and patient experience programs

# Hospital Medicine

EmCare® Hospital Medicine helps hospitals increase medical staff satisfaction, reduce lengths of stay, decrease resource utilization, utilize referrals from community-based physicians, improve emergency department turnaround time and provide continuity of care for patients. Since 1993, EmCare Hospital Medicine has provided hospital medicine staffing and management services designed to improve customer service to patients and medical staff, decrease both inpatient and E.D. lengths of stay, improve efficiencies and achieve financial goals. Hospitals choose to work with EmCare Hospital Medicine because the company:

- Is the pioneer in integrated clinical services and technologies including EmCare's Door-To-Discharge service with RAP&GO, DASH and EmCare's Charge Capture software platforms
- Helps hospitals address HCAHPS, reform, core measures and value-based purchasing
- Can reduce both inpatient and E.D. lengths of stay
- Improves both E.D. and inpatient bed utilization
- Effectively manages cost per case
- Improves both referring physician and patient satisfaction
- Develops innovative approaches to diagnostics, treatment and patient care



#### Anesthesia Services

EmCare® Anesthesia Services provides client hospitals with experienced, highly-trained anesthesiology staff. The company's affiliated anesthesiologists and certified registered nurse anesthetists (CRNAs) provide anesthesiology services tailored to each institution's specific needs. We offer full-service practice management services including recruiting and credentialing, O.R. efficiency management, case and risk management, and billing and collections. Hospitals nationwide rely on EmCare Anesthesia Services' industry-leading programs and services because the company:

- Offers a full suite of anesthesia and pain practice management services
- Has developed an effective Pre-Anesthesia Testing Clinic program to improve outcomes, optimize O.R. efficiency and reduce costs
- Provides leadership, management, programs and processes that helps to improve O.R. efficiency
- Offers consultative services to provide outstanding and effective O.R. utilization management
- Offers flexible coverage models:
  - All anesthesiologists
  - Care Team anesthesiologists supervising CRNAs
  - All CRNAs
- Provides perioperative services implementation
- Delivers exceptional service resulting in improved surgeon, staff and patient satisfaction

# Radiology and Teleradiology

EmCare® Radiology Services offers hospitals immediate, accessible, full-service consultations with highly qualified on-site physicians. EmCare partners with Rays® for teleradiology services to improve radiology quality, eliminate radiology study backlogs and significantly reduce wait times for patients and medical staff. The company offers a flexible, convenient and cost-effective practice model that includes customized staffing, recruiting, leadership, quality assurance, and metric improvement. Benefits to working with EmCare Radiology Services include:

- RaysTracker®, a state-of-the-art web-based radiology information system (RIS) and picture archiving and communications system (PACS), links disparate systems into a unified work list and provides real-time access to studies
- 24/7 preliminary and final teleradiology reads
- U.S.-based, board-certified radiologists
- 24-hour radiology coverage with access to nearly a dozen subspecialty teleradiology services
- Consults on critical or complicated findings
- Consistent study quality
- Significantly improved turnaround times

# LOCAL PRACTICE. DIVISIONAL SUPPORT. NATIONAL RESOURCES.

#### **INTEGRATED SERVICES:**

- Emergency Medicine
- Hospital Medicine
- Acute Care Surgery
- Anesthesia Services
- Radiology/Teleradiology



MISSION: EmCare exists to serve and support clinicians, hospitals, health systems and other healthcare clients in providing high-quality patient care efficiently and affordably.

#### **VISION:**

EmCare's vision is to create a new, integrated model of physician services through:

- The Science of Clinical Excellence
- The Art of Customer Service
- The Business of Execution

This requires several strategic imperatives:

- Medical Leadership
- Service Excellence
- Hardwiring Flow
- Evidence-Based Patient Safety Protocols
- Teamwork





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