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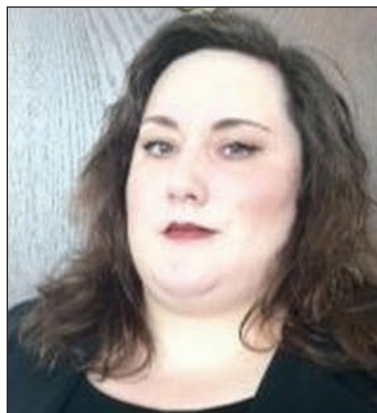
Chicago Hospital News[™] and HEALTHCARE REPORT

THE REGION'S MONTHLY NEWSPAPER FOR HEALTHCARE PROFESSIONALS & PHYSICIANS

Practicing Medicine as a Hospital Employee - What to Consider Before Selling Your Medical Practice



Sherwin R. Rubinstein



Christina M. Kuta

BY SHERWIN R. RUBINSTEIN, ESQ. AND CHRISTINA M. KUTA, ESQ.

Healthcare lawyers can attest to cyclical trends in the healthcare industry. We are again dealing with the proliferation of physicians selling their practices to hospitals or large healthcare systems and becoming employed physicians. Providers find themselves facing decreased reimbursement and increased overhead, adjust-

ing to renewed emphasis on integrated delivery systems (currently Accountable Care Organizations) as well as the administrative burden of operating a medical practice which requires a greater focus on the business of medicine rather than patient care.

No matter the reasons for considering such a change, physicians should keep the following in mind when considering a practice sale:

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PHYSICIAN PRACTICE MANAGEMENT

The Importance of Collaboration for Administrators



James Pekarek

BY JAMES PEKAREK, MBA

Practice Management is filled with its share of challenges. Keeping pace with the latest in regulatory changes, managing a diverse staff, and even having to step up to the plate when one of your physicians asks, "what do other practices do on this issue," can lead to more than a few sleepless nights.

Just like the physicians they work with, practice managers

need to collaborate with their colleagues on the issues that challenge them. There are many times when a practice manager simply needs another opinion, special insight and expertise, or simply someone to discuss the new challenge of the day. But it really doesn't end there. They need to keep pace with the changes in the field, changes that will make them better in their professions. How does one understand the RVU system, let alone use it effectively, and leverage the related metrics for the

betterment of the practice and the profession as whole? These are only a few of the many good questions that confront the practice manager on a regular basis.

Some are called Practice Managers, some Practice Administrators, why, some are even called Directors, Executive Directors and CEO's, but the challenges are all the same. Whether you are an administrator of a Section of Cardiology in a large academic institution, or the manager of a family practice

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Navigating Hospital-Physician Relations: The Legal Landscape of ACO Formation

BY JODY BOQUIST

Three statutes, the Anti-Kickback Statute, the Stark Law, and the Civil Monetary Penalty Law (often referred to as "the Big Three"), and volumes of state and federal regulations have historically stymied the ability of physician groups and hospitals to enter into financial partnerships or risk-sharing arrangements. Because it is easier to compensate physicians who are bona-fide hospital employees under those laws and regulations, the number of physicians directly employed by hospitals has steadily increased.

Recent healthcare reforms allowing for the creation of "accountable care



organizations" (ACOs) provide other alternatives. These reforms are designed to promote organizations that interconnect providers and provider groups for the purposes of improving the health status of patients, increasing efficiency in delivery of care, and driving measurable cost savings throughout the entire course of integrated patient care. Ultimately, it will be much easier for qualifying ACOs to jointly contract with both private and public payors without running afoul of the Big Three and other laws.

What does this mean for relationships between physicians, physician groups and hospitals? The models of horizontally and vertically integrated systems that were developed throughout the 1990's (such as physician-hospital organizations; independent practice associations and the whole myriad of employment arrangements; joint managed care contracting; contractual risk sharing and joint operating agreements) were organized

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New Rehabilitation Center Is 'The Shortest Route to Home' **Page 15**

Meaningful Use: 3 Ways Hospitals Can Support Physicians

The clock is ticking for physicians. Eligible professionals must demonstrate “meaningful use” (MU) of electronic health record technology during 2012 to receive the maximum payment under the Medicare EHR Incentive Program. At the same time, penalties for EHR non-use are just around the corner: a 5 percent reduction in Medicare payments starting in 2015.

It’s a make-or-break moment for doctors - and an opportunity for hospitals to solidify their relationships with community physicians.

Hospitals that help affiliated physicians achieve MU this year will benefit for years to come from stronger clinical and strategic ties with key providers. Following are three effective ways hospitals can help physicians transition to the world of electronic medicine.

1. Provide Timely Education

The government’s MU regulations run to hundreds of pages. Interpreting them is an onerous task, and physicians are looking for help. Hospitals can provide invaluable assistance by sponsoring MU education sessions for affiliated physicians and their staff.



BY LUCY ZIELINSKI

Some forward-thinking hospitals have already launched education initiatives. Effective programs present the basics of the government incentive structure and reporting requirements. The focus is on practical information - how to implement an EHR system, rework office processes, capture core and menu MU measures, and apply and attest for payments. Programs should emphasize

the need to integrate measure-capturing processes within clinical workflow, which will help providers attest in their second year and accomplish the goals of MU Stage 2.

Create separate tracks for physicians and practice managers. Physician involvement is critical to the success of an EHR implementation. They need information that specifically addresses physician workflow issues.

2. Build Free Links

The government is promoting EHR technology as a way to share information between hospitals, physicians, and other providers. At this point, true Health Information Exchange (HIE) systems do not exist in most markets. Hospitals can help physicians get the most out of their

technology investment now by creating free interfaces between hospital information systems and ambulatory EHRs.

Concentrate on Continuity of Care Records/Documents (CCRs/CCDs) that are most important to physicians - for example, hospital lab reports, radiology reports, and inpatient discharge summaries. Create software interfaces that automatically send these reports to physician EHRs. These simple interfaces will be a strong benefit for physicians, and they will help practices fulfill several MU measures.

Which systems should you support? Keep in mind that most small practices will be unable to purchase the most sophisticated EHR packages. Identify the three to five most prevalent systems used by your affiliated physicians (including popular low-cost EHRs) and create links to support them.

3. Help with Project Management

The EHR Incentive Program has very stringent timelines. To receive the maximum Medicare incentive, practices must meet MU data capture benchmarks by December 31. Medical practices that intend to take advantage of the program must start soon and stay on track. Hospitals can support physicians in this goal by providing guidance and support with project management.

One simple strategy is to sponsor an MU project management work group for practice managers. Monthly meetings provide a forum for monitoring deadlines, creating work plans, discussing progress, and troubleshooting problems. The hospital supplies meeting space and a knowledgeable facilitator to keep sessions focused. An effective project management roundtable will function as a peer accountability “support group” for practice managers as they work toward MU milestones.


Additional Support

Hospitals could also consider creating dedicated support teams to assist affiliated medical practices with EHR implementation. An alternative to creating these capabilities in-house is to partner with outside expertise to provide focused consulting to physicians and their staff.


Electronic medicine is demanding a big investment from physicians. Anything hospitals do to help affiliated medical staff earn MU incentives now will pay off in better physician relations and stronger strategic alignment in the years ahead.

Lucy Zielinski is vice president of Health Directions, a national consulting firm that provides business solutions for healthcare organizations. For more information, visit www.healthdirections.com.

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Cover Story:

Navigating Hospital-Physician Relations: The Legal Landscape of ACO Formation

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primarily to enhance providers' positions in managed care contracting. In contrast, the concept of ACO's promoted by the Patient Protection and Affordable Care Act primarily focus on enhanced coordination across the full spectrum of patient care in order to control the health care cost curve by improving outcomes. The improved outcomes should in turn control the spiraling costs of care across the entire patient health care continuum, from primary care to palliative care. Therefore, while many of the tried and true relationships will continue, different approaches will take shape under this shifted focus.

From a legal perspective, hospitals and physicians that choose to create an ACO must ensure that its structure, operations and procedures meet the detailed requirements to participate in the Centers for Medicare and Medicaid Services Shared Savings Program ("the Shared Savings Program"). From a practical perspective, the key elements of an effective ACO must include: patient centered primary care "medical homes" that coordinate with other providers; aligning specialists, allied health care providers and hospitals with the common goal of enhancing outcomes by integrating and coordinating clinical care; developing payor/provider contracts that increase cost effectiveness by rewarding and reimbursing high value health care rather than reimbursing on a high volume basis; providing and facilitating community wide coordination with an integrated electronic health records infrastructure, capable of providing population wide health information.

The complexities of creating a clinically

integrated organization do not stop there, however. For example, an ACO must comply with applicable state restrictions on the corporate practice of medicine, fee splitting, HMOs or managed care, and "any willing provider" laws. The ACO must also comply with HIPAA as participating groups integrate and share patient data. Federal antitrust laws must also be considered, depending upon the ACO's level of integration and size in the market.

Finally, the employment status of physicians in an ACO can raise a whole host of other issues. Hospitals must implement credentialing and review procedures for physicians in order to avoid potential negligence claims. Physician contracts and recruitment must be reviewed to ensure full compliance with existing Stark and Anti-Kickback rules – whatever the formal employment or service agreements, compensation and bonus may be. The financial relationships in an organization can also adversely affect its non-profit participants' tax exempt status.

The advent of health care reform will most certainly result in a rapid increase in the formation of jointly operated hospital/physician group organizations sharing profits and risk over a continuum of care. A wide range of legal issues must be considered and addressed to avoid the many potential pitfalls in creating an ACO, and every aspect of hospital/medical practice group/individual provider relationships must be carefully examined.

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New AMA How-to Manual on Emerging Physician Payment Models

Continuing its commitment to provide physicians with expert resources on emerging payment models, the American Medical Association (AMA) has released a new how-to manual to help physicians evaluate, negotiate, and manage budget-based payment systems that are becoming alternatives to the predominant fee-for-service model for reimbursing physicians. Typical budget-based payment systems include payment bundling, pay-for-performance, withholds and risk pools, capitation and shared savings.

Evaluating and Negotiating Emerging Payment Options comprehensively analyzes budget-based payment systems and provides essential information and practical tools that can help physicians:

- Understand the differences between fee-for-service and the budget-based payment systems;
- Master concepts associated with budget-based systems, including actuarial soundness, risk adjustment and risk mitigation;
- Estimate, monitor and manage the financial risks and rewards of a budget-based payment system.

"The AMA is committed to providing physicians with the tools they need to assess, participate and succeed in emerging payment systems," said AMA President Peter W. Carmel, M.D. "The AMA's new resource provides practical information to help physicians evaluate budget-based payment models and successfully negotiate the evolving payment environment."

The AMA will continue to work with expert physician consultants and advocates to expand and update the resource to provide physicians with the latest information and tools on emerging payment arrangements.

Evaluating and Negotiating Emerging Payment Options is available free to all physicians at www.ama-assn.org on the Practice Management Center page.



BY RUSS JONES

Managing Your Career

In Lewis Carroll's *Alice in Wonderland*, one segment of dialogue between Alice and the Cheshire Cat went like this:

Alice: Will you tell me please, which way I ought to go from here?

Cheshire Cat: That depends on where you want to get to.

Alice: I don't much care.

Cheshire Cat: Then it doesn't matter which way you go.

As we consider our own careers, many of us are much more like Alice than we would care to admit. Most times we are too focused on the tasks at hand and very passive with regard to the outcome of our career. Clearly, this is not a desirable situation. Let us consider the following concepts as components of a plan to self manage our careers.

1) Responsibility: The single most important guideline for managing a career is accepting responsibility for it. Too often we hear that "they" are being unfair, not providing the challenges we deserve, "they" have passed us over for promotions we deserve, etc. In some instances, these may be valid points. It is a sign of maturity to recognize that no matter what happens to you, you must accept responsibility. A strong sign of immaturity is the unwillingness to accept the responsibility and then attempt to pass it off to someone else.

2) Commitment: In today's business world downsizings, strategic redirections, consolidations, mergers and other similar activities are a way of life. There is a temptation to develop a real cynicism towards organizational commitment to employees. No doubt, there is a strong temptation to yield to the cynicism. Don't do it! Individuals cannot operate effectively and achieve their potential without a strong commitment. As it has often been said, "the harder and smarter we work, the luckier we get."

3) Recruitment/Hiring: In order to be the best possible hire, we need to be as broadly and deeply prepared as possible in terms of developing our intellectual functioning, interpersonal skills, and communication skills. All of us need to identify and pursue the most rigorous educational and experiential opportunities available. And, we need to make good decisions about the positions we choose; from the first position out of college through our entire career.

4) Continuing Education: We must convince ourselves that life long learning is an essential component to our career in order to achieve our potential. Harry Truman once said, "Not all readers are leaders, but all leaders are readers." If we are not taking on the task of keeping pace with our work, our company, our industry and our world, we cannot be high achieving business people. We also need to continue to develop our intellectual, interpersonal and communication skills. We should also emphasize, rather than ignore, development of our weakest areas.

5) Performance Appraisal: Understanding our employer's goals and performance expectations is essential. We need to document these expectations and focus on how our performance will be measured and quantify wherever possible. We must strive to do our best at all times and it is essential to seek ongoing feedback our performance. Do not shy away from it. In fact, reluctance to talk to superiors about performance is an indicator of when we need to talk most seriously.

6) Rewards/Satisfiers: We need to understand how the reward system works. We further need to understand the degree of compatibility between goals

and expectations of the organization and its reward system. Does the reward system encourage or discourage the stated goals and objectives? How does it deviate, if at all? Are risk-taking, innovation, and superior performance rewarded? If not, why? Do we have to play it safe? If so, we will never learn our limits and never really know what we are able to achieve.

7) Self-Appraisal: With regard to career aspirations, we need to understand ourselves, know what we want, and what we can expect. We also need to understand our willingness or lack thereof to make sacrifices in order to achieve our ambitions. It is critical that we don't fool ourselves or our employer into expecting more than we are willing to contribute or capable of delivering. In turn, we cannot expect a greater reward than our contribution justifies.

8) Be Pro-Active and Flexible: Actively seek responsibility, challenge, exposure and visibility. Also, be flexible and consider non-traditional opportunities. Pro-active participation and flexibility is required to avoid boredom and burnout, to achieve commitments and realize our potential.

9) Other Interests: We need to develop outside interests not associated with our careers. This is essential to avoid dependency on and identity with our jobs. We must pay attention to our family, friends, faith, community and society. Making contributions outside of our work allows us to gain satisfaction from every aspect of our life and gives our life richness and balance.

10) Separation: When we are in the wrong job or organization, it is essential that we leave. If we are in the wrong job, perhaps we can seek opportunities within the organization. If we are in the wrong organization we should seek opportunities in a new one. It is imperative that we not stay where we cannot contribute effectively or we will not be happy.

If the organizational ethics are out of sync from yours and you are required to come down to their level, don't. Leave. If the organization repeatedly demonstrates a lack of commitment to your long-term success, don't stay. In every case, don't burn bridges. Leave with proper notice and with respect. When you move on, take your pride, dignity, character and good name with you.

Russ Jones is a partner at First Transitions, Inc., a corporate-sponsored career transition and executive coaching firm specializing in the healthcare field. He can be reached at (630) 571-3311, (312) 541-0294 or at rjones@firsttransitions.com. You can also visit the website at www.firsttransitions.com.

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David Bordo, M.D., Named Vice President for Medical Affairs at Our Lady of the Resurrection Medical Center

David Bordo, M.D., has been named Vice President for Medical Affairs at Our Lady of the Resurrection Medical Center, Chicago.

Dr. Bordo comes highly qualified for the position as a board-certified emergency medicine physician and Fellow of the American College of Emergency Physicians with strong management and high clinical credibility. During his four-year tenure as medical director of the hospital's emergency department (E.D.), the E.D. has grown in volume nearly four percent each year for the past four years. In 2010, he led the E.D. process redesign that resulted in a premier 'no wait' E.D. that provides rapid service and continues to yield high quality care.



Dr. David Bordo

Leon-Jauregui Named President of Loyola's Gottlieb Medical Staff

For the first time in its 50-year history, the physicians at Gottlieb Memorial Hospital will be led by an all-female team of medical officers. The 2012 physician executive team is Dulces Leon-Jauregui, M.D., president, Janet Aganad, D.O., president-elect and Laura Cozzi, M.D., secretary/treasurer. Mary Uckerman, M.D., is the first woman to serve as credentialing chairman at the Loyola University Health System hospital.

Dr. Leon-Jauregui, who specializes in family medicine, joined Gottlieb in 1994.

Aganad is an internal medicine specialist as was her father, Gordiano Aganad, a founding physician of Gottlieb Memorial Hospital.

Cozzi is an otolaryngologist who joined Gottlieb in 1990.



Dr. Dulces Leon-Jauregui

Child Advocacy Physician Brings Hope to Loyola's At-Risk Patients

Mary E. Jones, M.D., MPH, is the child advocacy program director and an essential part of the Loyola University Health System pediatric team.

For most of her career Jones has been helping children find the help and care they need. As a member of the Illinois Department of Children and Family Services Death Review Team she has even advocated for children who lost their lives due to abuse.

Before joining Loyola, Jones was responsible for health assessments and coordinating medical service for children under the care of the Illinois Department of Children and Family Services through the Aunt Martha's Youth Services and Healthcare Center. She also was a pediatric hospitalist at the Children's Hospital of Wisconsin in Kenosha where she managed care of pediatric and adolescent patients.



Dr. Mary E. Jones

Advocate Condell Names New Vice President of Medical Management

Advocate Condell Medical Center announces the appointment of Debra Susie-Lattner, M.D., M.B.A., as Vice President of Medical Management.

Dr. Susie-Lattner, a board certified internist, joins Advocate Condell from Alexian Brothers Medical Center where she served as Vice President of Medical Affairs since 2004. During her time at Alexian Brothers, Dr. Susie-Lattner oversaw the Medical Staff Office, as well as Patient Safety and Quality and Clinical Resource Management.

Prior to serving as Vice President of Medical Affairs, Dr. Susie-Lattner was managing partner of Northwest Healthcare Associates in Elk Grove where she was in practice from 1986 to 2004.



Dr. Debra Susie-Lattner

Pediatric Critical Care Specialist Brings Expertise to Loyola

Rahul Bhatia, M.D., has joined the Loyola University Health System pediatric critical care team. In addition, he is an assistant professor of pediatrics at Loyola University Chicago Stritch School of Medicine.

Before joining Loyola Dr. Bhatia was an assistant professor of pediatrics at University of Wisconsin School of Medicine and Public Health in Madison, Wisconsin.

He currently serves on Loyola's Resident Education Review Committee, is co-chair of the Resident Recruitment and Resident Advisory committees, chair of the Achieving Resident Potential committee and rotation director in pediatric critical care.



Dr. Rahul Bhatia

New Physicians Join Vanguard Westlake Hospital Medical Staff

Two physicians specializing in pathology recently joined the medical staff at Vanguard Westlake Hospital.

Dr. Amer Abboud attended medical school at Damascus University and is certified by the American Board of Pathology. He completed residencies in pathology at Metropolitan Group Hospitals and University of Illinois at Chicago Hospital. Dr. Abboud completed his fellowship in surgical pathology at John H. Stroger, Jr. Hospital of Cook County.

Dr. Valeriano Guzman attended medical school at University of the East Ramon Magsaysay Memorial Medical College and is certified by the American Board of Pathology. She completed an internship at Macomb Hospitals Association in Detroit; a residency in general surgery at Dayton Veteran Affairs Hospital; and a residency in anatomic and clinical pathology at St. Joseph Hospital. Dr. Guzman also completed a fellowship in immunology at William Beaumont Hospital.



Dr. Valeriano Guzman

Lawton Named Associate Director of the Emergency Department at Advocate South Suburban Hospital

Advocate South Suburban Hospital is pleased to announce the return of Ronald B. Lawton, M.D., to a full-time position in its Emergency Department as the Associate Medical Director.

Dr. Lawton, who originally joined the hospital's medical staff in 1997, will take on full-time duties after a period of part-time affiliation while he was gaining administrative experience in other area hospitals.

Dr. Lawton, a member of Advocate Medical Group, is board certified in emergency medicine. A graduate of the University of Kansas, he earned his medical degree at the University of Southern California, and completed his residency in emergency medicine at Northwestern Memorial Hospital in Chicago.

Vanguard Westlake Hospital Enhances Residency Program with Transfer to Vanguard MacNeal Hospital

The Vanguard MacNeal Hospital/Westlake Hospital Internal Medicine Residency Training Program will transition to Vanguard MacNeal Hospital on June 15. As a result, the 44 residents currently involved in the Internal Medicine Residency Program will begin a new rotation combination – including some continued rotations at Westlake Hospital – aimed at creating a more comprehensive experience for residents. At MacNeal, residents will have the opportunity to work with 50 medical specialties and see an increased number of patients during their rotations.

On June 15, Internal Medicine Residents will begin rotating at Vanguard MacNeal Hospital on their Acute Care and Intensive Care units; Vanguard West Suburban Medical Center for Rheumatology; Vanguard Westlake Hospital on the Hospice Unit, Behavioral Health Unit and at the Rehabilitation Center.

E-mail your administrative, staff and physician announcements for **HealthcareProfessionals in the News** to judy@hospitalnews.org

Saint Joseph Hospital Names William J. Duffy Vice President, Patient Care Services

William J. Duffy, R.N., MJ CNOR, FAAN, became the new vice president, patient care services and chief nursing officer at Saint Joseph Hospital in Chicago.

Duffy began his career as a staff nurse at Saint Joseph Hospital in 1980. During his 15 years at Saint Joseph, he also served as manager of the ambulatory care unit/gastrointestinal/post-anesthesia care unit.

With more than 25 years of healthcare leadership experience, Duffy most recently served as vice president of nursing at NorthShore University HealthSystem's Evanston Hospital.



William J. Duffy

Bolingbrook Hospital Foundation Appoints New Board Member

Linda Hou has been appointed to Bolingbrook Hospital Foundation's board of directors.

Hou is president of American Chrome Company, her family's business in Bolingbrook. The company is a supplier to the truck and RV industries.

Hou is a member of the Bolingbrook Chamber of Commerce. She returned to this area in 2008 from Greensboro, NC, where she held numerous volunteer posts, including leadership positions in women's professional organizations and in Asian-American professional groups.



Linda Hou

Advocate Christ Medical Center Appoints Nurse as Executive Director for its Heart and Vascular Institute

A nurse with longtime experience and a record of success in both patient care and clinical operations in a major heart program, Gina Marie Roache, has been appointed executive director of the Heart and Vascular Institute at Advocate Christ Medical Center.

Roache earned a Master of Arts degree in organizational leadership from Lewis University and certification in project management in health care from the Harvard School of Public Health, after receiving her Bachelor of Science in Nursing from Saint Xavier University. She joined Christ Medical Center in 1995 as a telemetry nurse, becoming a fundamental member of the cardiac team.



Gina Marie Roache

Marianjoy Rehabilitation Hospital Announces New Board Chair, Welcomes New Member

Marianjoy Rehabilitation Hospital is pleased to announce the appointment of a new Chairperson to the Marianjoy Board of Directors. Maureen Beal, President and CEO of National Van Lines, Broadview, succeeds Donald H. Fischer, Chairman of Community Bank-Wheaton/Glen Ellyn, as chair of the 16-person board. Beal has served on the Marianjoy Board of Directors since 2010 and most recently as secretary. Currently, Beal is a Trustee for Benedictine University and a Board Member for the Humanitarian Project of Carol Stream, Illinois.

The Marianjoy Board of Directors has also added new member Scott W. Hamer, President and Chief Executive Officer of Community Financial Shares and its subsidiary, Community Bank-Wheaton/Glen Ellyn.



Maureen Beal

Vista CEO Appointed to Lewis University Board

Barbara J. Martin, President & CEO of Vista Health System, is among the most recent appointments to the Board of Trustees of Lewis University in Romeoville, IL. Martin is an alumna of Lewis where she earned both a Bachelor of Science in Nursing and a Master of Business Administration.

Martin has served as President and CEO of Vista Health System since 2006 and has led the organization through a revitalization to expand its services to the people of Lake County and the northern suburbs.



Barbara J. Martin

Kindred's Hospital Division Appoints New District COO

David Thurlow has been appointed as Chief Operating Officer of the North Central District of Kindred Healthcare's Hospital Division.

Thurlow comes to Kindred from Bain & Company, where he served as Manager, focusing on a variety of health care engagements, including leading teams as they developed various strategic initiatives for growth. Thurlow holds a BBA from the University of Michigan Ross School of Business and an MBA from the Stanford Graduate School of Business.

Loyola Names New Director of Nursing

Kim Reeks, R.N., M.S.N., has been named the director of nursing at Loyola University Health System (LUHS).

Reeks has worked at LUMC for her entire career. Since 1983, she has held a variety of staff and leadership positions. Reeks also has cared for some of LUMC's most critically ill patients in the hospital's intensive care unit. Most recently, she served as the nurse manager for one of LUMC's busiest intensive care units where she managed 75 employees who cared for surgical and trauma patients. This unit was Reeks has earned several hospital quality awards. She also was named a LUHS Nursing Excellence Award winner, and she played an integral role in the development of a new model of patient and family-centered care in the hospital.



Kim Reeks

GlenOaks Hospital Foundation Appoints New Board Members

The GlenOaks Hospital Foundation has announced the appointment of four new board members.

The new board members are Dr.

Tariq Butt, Michael Hooper, Richard Roehr and Dr. Marie Schlund.

Dr. Tariq Butt is a physician and medical officer for Access Community Health Network.

Michael Hooper is the general manager of the Hilton Indian Lakes Resort in Bloomingdale.

Richard Roehr is the assistant vice president of administrative services at Adventist GlenOaks Hospital, where he has worked for seven years.

Dr. Marie Schlund is podiatrist who treats patients at Adventist GlenOaks Hospital.



(l-r) Michael Hooper, Dr. Tariq Butt, Richard Roehr and Dr. Marie Schlund.

Veteran Financial Healthcare Executive Named CFO of Loyola University Health System

Jay Sial, a senior financial executive with more than 25 years of experience in managing the finances of health-care systems, has been named chief financial officer of Loyola University Health System (LUHS). Sial is currently chief financial officer at the University of Kentucky Healthcare Hospitals, Lexington. Before that, he served as vice president of finance at Thomas Jefferson University Hospitals, Philadelphia. He has a history of working closely with physicians and developed a physician hospital organization at Jefferson. Prior to Jefferson, he worked in the health insurance industry.



Jay Sial

William R. Kuehn Elected Chairman of Board of Governors of Shriners Hospitals for Children - Chicago

William R. Kuehn has been elected Chairman of the Board of Governors of Shriners Hospitals for Children® - Chicago. He served nine years as associate board member, two years as a board member, and one year as vice chairman. For the last six years Kuehn served as legal counsel for Chicagoland's Medinah Shrine Temple located in Addison, IL.

Kuehn is an attorney and partner at Williston, McGibbon & Kuehn law firm in Barrington, IL.



William R. Kuehn

Kevin Scanlan Earns Health Care Leadership Award

Kevin Scanlan, president and CEO of the Metropolitan Chicago Healthcare Council, was recently honored with the Regent's Award for Health Care Leadership from the American College of Health Executives. The award recognizes Scanlan's 34 years of dedication in serving the greater Chicago region's health care community.

Nationally recognized for his innovative management style during his career, Scanlan was involved in the development of many of MCHC's most successful hospital and community programs. These programs include the Illinois Poison Center, which provides 24/7 hotline coverage throughout the state, group purchasing and supply chain management, employee benefits and human resources programs. Scanlan's initiatives have saved millions of dollars annually for the 150 member organizations of MCHC.

Scanlan received a master's in management from the National College of Education and a bachelor's degree in education from Chicago State University. He is also a member of the adjunct faculty at National-Louis University and Governors State University.

Additionally, Scanlan represents the health care community on several local, regional and national committees that focus on a variety of health care issues, including past president of the Conference of Metropolitan Hospital Associations, the Regional Policy Board of the American Hospital Association (AHA), the AHA Wage Index Task Force and the Hospital Report Card Act Advisory Committee. He is also a board member of the Chicagoland Chamber of Commerce and The Civic Federation.



Kevin Scanlan

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Six Tips for Achieving Financial Fitness

You may be focused on getting in shape for swimsuit season, but take a break from the gym this spring and spend some time on your financial fitness. Here are six tips to help get your investment portfolio into prime condition.

1. **Shed the weight of extra accounts.** It's not unusual to acquire multiple retirement accounts over the years, especially if you've changed jobs several times. Consider consolidating them to simplify the management of your investments. If you have retirement assets with a former employer, it could be to your advantage to roll them over to your own IRA and achieve more control over how your money is invested. Consolidating accounts may also make it easier to monitor the performance of your investments and gives you the opportunity to ensure they're properly allocated.

2. **Bulk up your retirement savings.** Have you given enough weight to what you'll need in savings to retire comfortably? Are you taking full advantage of employer matching contributions and maxing out your IRA each year? In 2012, you have until April 17 to contribute \$5,000 (or \$6,000 if you're over 50) to a traditional IRA. Sock away as much as you can to build your retirement nest egg.

3. **Grow stronger.** The fluctuating financial markets impact industries and individual investments differently, and often in ways that are difficult to predict. You can strengthen your portfolio by making sure your investment dollars are spread across a variety of investments. With diversified investments, your overall portfolio is not as likely to be derailed should one investment topple in value. Rather than trying to pick individual stocks and time the market, consider pacing yourself with systematic investments and think long-term.

4. **Achieve the right balance.** In light of the fickle nature of financial markets, even a well-balanced portfo-



BY NANCY S. BUERGER

lio can look different than what you may have expected over time. Therefore, it's wise to periodically assess the volatility of your investments across and within asset classes (stocks, bonds, and so forth) and rebalance your portfolio to achieve the desired asset allocation. A financial advisor can help you apply asset allocation strategies, and may have access to tools that will help you decide what may be a good match for your risk tolerance and goals – see tip #6.

5. **Trim your waste.** The Internet has made it easy to securely monitor your financial affairs while also helping to minimize paper waste. Question every printed piece you receive related to your portfolio. Is it absolutely essential to receive a paper statement? Do you really need to print that 100-page prospectus? Review the options provided by your financial institution and take advantage of their green initiatives if you're comfortable managing your accounts online. With regard to your personal paper trail, keep in mind that your tax records and supporting documents should be maintained for seven years, while credit card statements can be tossed after a year. When disposing of documents, always use a shredder to keep your personal information safe from identity theft. Follow this advice, and your file cabinet will be slimmer in no time.

6. **Enlist a personal trainer for your finances.** Like many activities, managing investments is more fun - and potentially more productive - when you have a knowledgeable person by your side. A skilled financial advisor can guide you through simple exercises to help improve your investment fitness and cheer you on in pursuit of your financial dreams and goals. Together you can apply disciplined strategies designed to strengthen your investment portfolio and help you get in the best financial shape of your life.



Nancy S. Buerger is a Certified Financial Planner with Ameriprise Financial Services, Inc. She can be reached at (630) 396-1826 or nancy.s.buerger@ampf.com.



TOP PHYSICIANS



INGALLS HEALTH SYSTEM

Bernard Heilicser, D.O.

When disaster strikes, chances are Bernard Heilicser, D.O., physician on staff at Ingalls Memorial Hospital, is on the scene. Dr. Heilicser is medical director for the South Cook County EMS system in Illinois, and deputy commander and deputy medical director of the Illinois Medical Emergency Response Team. An expert on medical relief work, Dr. Heilicser has volunteered for numerous natural disasters, including Hurricane Katrina, the Quincy, Ill., floods and the 2010 earthquake in Haiti. During his trip to Haiti, Dr. Heilicser and his group ran a make-shift emergency department on the grounds of a heavily damaged hospital, treating up to 500 patients a day in medical tents.

He returned to Haiti in 2011 to serve as medical director of a United Nations Pre-hospital Trauma Life Support class. "It's one world, and we have to help each other," he explains. "If another human being needs your help and you can do it, you should do it."



Mark Kozloff, M.D.

Mark Kozloff M.D., hematologist/oncologist and medical director of Ingalls Cancer Care, has a passion for cancer clinical trials. In fact, this internationally renowned cancer specialist and researcher has helped bring dozens of university-level cancer research studies and treatments to the community hospital setting. At any given time, Ingalls offers more than 50 active research studies for all major cancer sites.

A highly sought-after speaker, Dr. Kozloff presents at national and international cancer conferences and has authored articles and book chapters that have been read by cancer specialists around the world. He is involved in many cancer organizations and serves on the advisory board of the Cancer Support Center, Gilda's Club and other patient support organizations.

"Today, we're reducing the side effects of treatment by precisely targeting tumors with therapies that home in on the biological signature of that tumor," he said. "Therapies are completed faster and more effectively than ever before."



CJE SeniorLife's Dr. Noel DeBacker Named AMDA's 2012 Medical Director of the Year

AMDA, the national professional association of medical directors, attending physicians, and other professionals practicing long term care medicine, announced that CJE SeniorLife's Dr. Noel DeBacker, MD and CMD at several long term care facilities in the Chicago, Illinois area, has been named the 2012 Medical Director of the Year.

Dr. DeBacker is regarded as a true team leader, particularly by staff of CJE SeniorLife.

Dr. DeBacker led the effort to implement electronic medical records at Lieberman Center, making it one of the first long-term care facilities in the Chicago area to adopt EMR. He was heavily involved in every stage of the process, and helped address the concerns of physicians and staff about the new system. He also created and implemented Quality of Life Rounds, an interdisciplinary intervention that focuses on residents with the most difficult clinical and/or behavioral issues, which has resulted in improving the quality of care for residents through thoughtful interventions and greater support for staff. In working with the research staff at CJE SeniorLife, he conceptualized quality of life for LTC residents and developed key indicators that were ultimately used for an assessment instrument. The results were accepted for publication in the Journal of the American Medical Directors Association.



Dr. Noel DeBacker

MARCH 30 National Doctors' Day

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TOP PHYSICIANS

ADVOCATE CONDELL MEDICAL CENTER

Adam M. Rubinstein, M.D.

Dr. Adam Rubinstein is an internist on staff at Advocate Condell Medical Center, and director of the Advocate Condell Governance Board. Dr. Rubinstein has also served as the director of the Advocate Physician Partners Board, chair of the Advocate Condell Credentials Committee, Secretary & Treasurer of the Medical Staff, and currently Vice President of the Medical Staff. He also serves on the Medical Executive Committee of the hospital. In addition, Dr. Rubinstein has volunteered time as an instructor for medical students from Rush Medical College and Rosalyn Franklin Medical School. Dr. Rubinstein is an Instructor in Medicine at Rush Medical College and a Clinical Instructor of Medicine at University of Chicago Pritzker Medical School.



Dr. Rubinstein received an appointment as Treatment Advocate Faculty by Reckitt Benckiser Pharmaceuticals, a national advisory board. In this capacity Dr. Rubinstein has taught physicians proper treatment protocols for managing patients with addiction to opioid pain killers and heroin. Dr. Rubinstein is a leader in addiction treatment in the Primary Care setting, and believes in the proper diagnosis and treatment of co-morbid conditions to help prevent relapse.

Dr. Rubinstein is board certified, and earned his medical degree from Cornell University. His practice is located in Libertyville, IL.

Bruce Hyman, M.D.

Dr. Bruce Hyman is an internist on staff and the President of the Medical Staff at Advocate Condell Medical Center. In addition to serving as President of the Medical Staff, Dr. Hyman has exhibited his leadership by serving as Chair of Pharmacy & Therapeutics Committee for 13 years, playing an active role in multiple patient safety programs. In addition, Dr. Hyman was Chair of the Credentials Committee, Chair of the Performance Improvement/Peer Review Committee, and a member of the Medical Executive Committee for 8 years. Outside of Medicine, Dr. Hyman currently serves as School Board President for North Shore School District 112 in Highland Park, IL.



Dr. Hyman earned his medical degree from Rush Medical College and is board certified in Internal Medicine. Dr. Hyman is the Medical Director for Advocate Medical Group in the Condell service area, and still practices internal medicine with Advocate Medical Group in Mundelein, IL.

VANGUARD HEALTH CHICAGO

Tony Tedeschi, M.D., MPH, MBA

For the past 20 years, Dr. Tedeschi has provided clinical and operational leadership at the senior executive level in a wide variety of health care settings throughout Chicago land. He is a Family Medicine physician by training that has evolved into an expert on the many facets of health care. He came to Vanguard Health Chicago, a growing network of four hospitals including Vanguard MacNeal Hospital, Vanguard Weiss Memorial Hospital, Vanguard West Suburban Medical Center and Vanguard Westlake Hospital in 2011. During his short tenure with Vanguard Health Chicago he has proven to be an invaluable asset to the organization. He is a forward thinking strategist who is in constant pursuit of clinical and operational excellence.



Dr. Tedeschi received his medical degree from the University of Illinois, Chicago, and did his residency at Lutheran General Hospital in Park Ridge, Illinois. He also holds a Masters of Public Health from the Medical College of Wisconsin and a Masters of Business Administration from the Kellogg School of Management at Northwestern University.

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VANGUARD WEST SUBURBAN MEDICAL CENTER

Victor Romano, M.D.

In January, Victor Romano, M.D., Orthopedic Surgeon, assumed the role of President of the Medical Staff at Vanguard West Suburban Medical Center. In his role as President of the Medical Staff, Dr. Romano is leading more than 400 physicians on staff in executing high-quality patient care.

"Rocky Romano is a gifted physician, leader and teacher," says Jack Cleary Chief Executive Officer, West Suburban Medical Center. "We are fortunate to have him serve as the President of the Medical Staff. I look forward to working with him to continually improve the medical care provided at West Suburban Medical Center."

In addition to serving as the liaison between the West Suburban Medical Staff and hospital leaders, Dr. Romano volunteers his medical expertise and time globally. Within days of the disaster in Haiti, he travelled to St. Damien's Children's Hospital near the epicenter, caring for and operating on hundreds of devastated earthquake victims. He regularly joins orthopaedic medical brigades at the Nuestros Pequeños Hermanos orphanage in Honduras. Dr. Romano is a Clinical Affiliate Faculty Member at Midwestern University - Chicago College of Osteopathic Medicine, as well as a team physician for Fenwick High School, Dominican University and several other local schools.

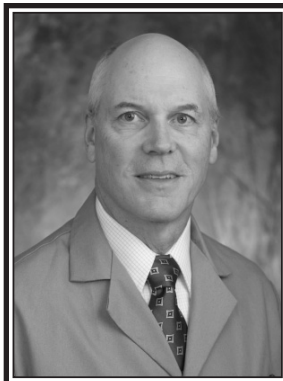


Kenneth Blair, M.D.

Kenneth Blair, M.D., has been a Family Practice physician for more than 20 years at Vanguard West Suburban Medical Center. In addition to having served as the Chairperson of Family Medicine for over 10 years, he is currently a faculty member with the Family Medicine Residency Program and a recent graduate of the Vanguard Leadership Academy (VLA).

Shortly after West Suburban became part of Vanguard Health System, Dr. Blair volunteered to 'enroll' in the VLA. The VLA is a 15 month leadership development education program designed to empower and develop current and future Vanguard leaders to drive world class safety, quality, and value to our guests through development, alignment and innovation.

Dr. Blair and his VLA team identified an opportunity to strengthen Vanguard's first value - safety. The team created an educational campaign focused on improving the process for reporting and following-up on needle stick occurrences. As a result of their efforts, the team was able to decrease the incidence of needle sticks and elevate reporting to 100% at the pilot site. This innovative campaign not only promotes employee safety, but patient safety as well.



MARCH OF DIMES ILLINOIS CHAPTER

Dennis Crouse, M.D.

The March of Dimes Illinois Chapter recognizes Dr. Dennis Crouse for his dedication to eliminating elective deliveries prior to 39 weeks across Illinois.

Crouse is the chair of the March of Dimes Big 5 Quality Initiative for Illinois that administers the multistate project, "Elimination of Non-Medically Indicated (Elective) Deliveries before 39 Weeks Gestational Age."

In addition to serving as Department Chair of Neonatology and Neonatology Co-Chair of Perinatal Services at Carle Hospital in Champaign-Urbana, Crouse also serves on committees that directly or indirectly advocate for an end to elective deliveries prior to 39 weeks.

As a passionate advocate for the rights of neonates and infants, Crouse is also a member of the Perinatal Quality Collaborative of Illinois. Crouse formerly served as Co-Director of Neonatology at the University of Illinois-Chicago Perinatal Center.

March of Dimes is grateful for the many contributions Dr. Crouse has made to help reach the organization's mission of reducing the rates of prematurity and infant mortality.



VANGUARD WESTLAKE HOSPITAL

Sam Yunez, M.D.

Sam Yunez, M.D., Family Medicine, Vanguard Westlake Hospital, recently received the Very Impressive Physician award from the Hospital for demonstrating outstanding qualities based on the Hospital's nine standards of performance, including attitude, appearance, communication, customer waiting, commitment to co-workers, workplace etiquette, privacy, safety awareness and sense of ownership.

Dr. Yunez, who comes from a family of doctors, completed his residency at University of Illinois at Rockford and began practicing in 1989. Today, Dr. Yunez is proud of a robust family practice, including providing care to several generations of families.

"Even though the public is demanding the real family doctor, we're a dying breed," says Dr. Yunez. He says his patients stay with him because they grow up with him and they are satisfied. "Westlake has been a good environment for family practice. Patients look for the same thing elsewhere and they can't find it. I give them care with my heart."



VANGUARD WEISS MEMORIAL HOSPITAL

Suzanne Pham, M.D., FAAP

Suzanne Pham, M.D., FAAP, is an internal medicine specialist and pediatrician who focuses on care for the entire family, women's health and adolescent medicine at Vanguard Weiss Memorial Hospital.

She firmly believes in preventive medicine and chronic disease management, striving to provide her patients with the most up-to-date information to maintain their health. Dr. Pham sees illness affecting more than the body.

"Full recovery requires significant attention to the body, the mind, the individual and the family," she says.

She is especially concerned with the obesity epidemic among children. She stresses a healthy, well-balanced diet, an active lifestyle and plenty of sleep. In addition to English, she speaks Vietnamese.

She dedicates much of her free time to working at homeless shelters and promoting issues such as breast cancer awareness. She also serves as a team doctor for the WNBA's Chicago Sky.



Sarkis Bedikian, D.O.

Sarkis Bedikian, D.O., is an orthopedic surgeon for Vanguard Chicago Center for Orthopedics at Weiss Memorial Hospital. He views himself as a partner and counselor to his patients, working closely with them to improve their quality of life.

"Returning people to an active lifestyle is my passion," Dr. Bedikian says.

He specializes in adult hip and knee reconstruction with interests in hip and knee replacement, sports medicine, and trauma. Many of his patients' daily routines and activities are disrupted in debilitating ways due to osteoarthritis or a sports injury, so Dr. Bedikian brings his holistic health approach to treating them.

Dr. Bedikian has published numerous orthopedic papers focused on surgical implant survival, total joint infections and alternate bearing surfaces. His professional affiliations include the American Academy of Orthopaedic Surgeons, the Illinois Osteopathic Medical Society, American Osteopathic Academy of Orthopedics and the American Osteopathic Association.



Coming in our May issue! **Annual Salute to Nurses Issue**

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TOP PHYSICIANS



RUSH OAK PARK HOSPITAL

Brian Cole, M.D.

Brian Cole, M.D., orthopedic sports medicine surgeon at Midwest Orthopaedics at Rush in Chicago, recently became Rush Oak Park Hospital's Chair of Surgery. He joined Rush Oak Park Hospital's Medical Staff in December 1997.

Dr. Cole is a national leader in orthopedics and sports medicine. He is team physician for the Chicago Bulls and co-team physician for the Chicago White Sox. In 2009, he was named the NBA Team Physician of the Year, the same year he was named America's Top Doctor by Castle Connolly. He appears regularly in Chicago magazine's annual list of "Top Doctors in Chicago." At Rush University Medical Center he is a Professor in the Departments of Orthopedic Surgery and Anatomy and Cell Biology, and is Section Head of the Cartilage Research Program.

As Chair of Surgery his leadership and surgical expertise will continue to advance the quality of surgical care at Rush Oak Park Hospital.



David Kracker, M.D.

Rush Oak Park Hospital Medical Staff President David Kracker, M.D., initially came to Oak Park to practice medicine because he "wanted to be more people-oriented than research-oriented."

"What I enjoy most about taking care of patients is the connection," he said. "The rewards are getting to know them and helping them through their medical problems."

The nephrology and internal medicine specialist at NANI in Oak Park is board-certified in both specialties. A graduate of The Ohio State University College of Medicine, he completed his internal medicine residency at Northwestern Medical Center, and his nephrology fellowship at New York-Presbyterian Hospital/Cornell University. He speaks for Genzyme and Questcor.

As medical staff president, Dr. Kracker reports to the board, runs monthly Medical Executive Committee meetings and chairs the committee working to improve physician communication with patients. He said he appreciates the quality of Rush Oak Park Hospital's Medical Staff, as well as the Administration's focus on providing high-quality care.



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Alden Estates of Evanston Rehab Center Ranked '2012 Best Nursing Home' by U.S. News & World

For the 2nd consecutive year, Alden Estates of Evanston Rehabilitation and Health Care Center in Evanston is ranked a '2012 Best Nursing Home' by U.S. News & World Report.

U.S. News & World Report ranks and displays data about nearly every U.S. nursing facility. The '2012 Best Nursing

Homes' profiles and ranks nursing homes using data and quality ratings from the federal government, recognizing those facilities that provide five-star care.

The rankings rely on information from the Centers for Medicare and Medicaid Services (CMS), the federal agency that sets and enforces quality standards for all homes enrolled in Medicare or Medicaid.

Facilities receive an overall rating of one to five stars based on health inspections, nurse staffing and quality of care. Alden Estates of Evanston received five stars overall.

Edward Hospital's Animal-Assisted Therapy Program Celebrates 10-year Anniversary

Edward Hospital recently celebrated the 10th Anniversary of its Animal-Assisted Therapy (AAT) program. The program began in February 2002 with 15 teams of handlers and dogs. Today, there are 95 teams, including seven handlers who have been in the program all ten years.

Teams have made nearly 130,000 patient visits in the history of the program. Edward's AAT program has been cited as a "Best Practice" by The Joint Commission. In addition, a study at Edward has shown patients who received AAT visits required half the pain medication of patients who did not receive AAT visits.

Pictured: Edward patient Patricia Cullen of Oswego gets a visit from Gordy, a Brittany Spaniel and Ruth Duffy, one of seven handlers who've been with the Edward Hospital Animal-Assisted Therapy program since it began in 2002.

Provena Health - Resurrection Health Care Selects Presence Health as New Name

Presence Health has been chosen as the name of the new healthcare system formed by the November 2011 merger of Provena Health of Mokena, IL, and Resurrection Health Care of Chicago, IL.

The name was chosen by the Corporate Member, the organization's five sponsoring organizations: the Franciscan Sisters of the Sacred Heart, the Servants of the Holy Heart of Mary, the Sisters of the Holy Family of Nazareth, Sisters of Mercy of the Americas and the Sisters of the Resurrection.

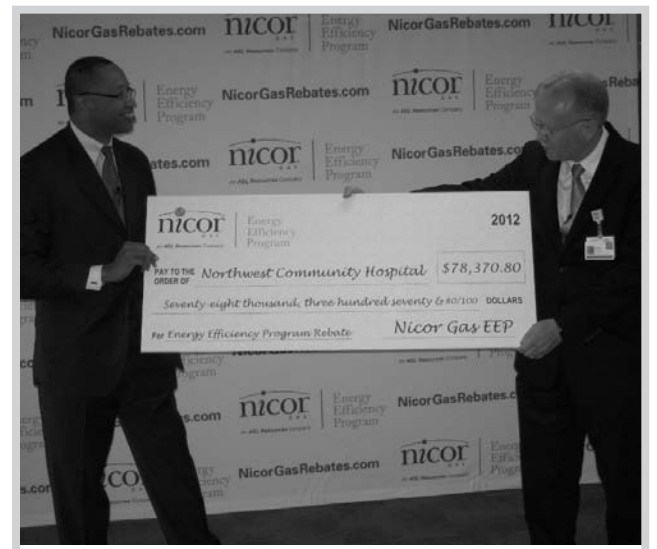
"The Sisters chose a name that respects the legacies of the founding health systems, while also advancing the new organization in a way that balances innovation with the mission and values of Catholic healthcare," said Sandra Bruce, FACHE, President and CEO of the newly-named Presence Health. "Presence Health embodies the act of being present in every moment we share with those we serve and is the cornerstone of an effective patient, resident and family-centered care environment. It also signifies a spiritual connection, as we believe we are called to serve with a spirit of hope and healing."

Rush Unveils New Cancer-Fighting Technology

Rush Radiosurgery is a newly constructed cancer treatment facility on the campus of Rush University Medical Center. The center is a clinical service of Rush University Medical Center and was developed through a joint venture between Rush University Medical Center and US Radiosurgery.

Rush Radiosurgery will provide treatment with the TrueBeam STx radiosurgery system, the latest technology from medical device manufacturer Varian Medical Systems.

TrueBeam STx treats patients with a procedure called stereotactic radiosurgery, a non-invasive method of treating tumors and other medical conditions with very precise, high-dose radiation. The accuracy of TrueBeam STx allows physicians to treat difficult-to-reach tumors that may have been impossible to treat in the past. The technology has the ability to "shape" the radiation beams it delivers to match the three-dimensional shape of a patient's tumor, helping protect nearby healthy tissue and critical organs.



NCH Receives \$78,370 Check from Nicor Gas for Implementing Natural Gas Efficiencies

Northwest Community Hospital was presented a \$78,370 rebate check by Nicor Gas for the hospital's achievement in Nicor's Energy Efficiency Program. Bob Klasek (right), vice president of Facilities Management at NCH, accepted the check from Nicor Gas President Ralph Cleveland.

Last year NCH worked with Edwards Engineering to upgrade the burners on two of its boilers to dramatically reduce the hospital's natural gas consumption. NCH is now using 83,520 fewer therms each year, which translates into an energy savings of nearly 10 percent.

More than half of an average hospital's energy use goes to space and water heating, which are typically natural gas-powered processes. The NCH campus in Arlington Heights has a Central Energy Plant with three boilers and two steam generators that are capable of producing 4 megawatts of electrical power for the hospital.

Centegra Nurses Use Senses of Humor to Challenge Patients to Join Mile Club

Nurses on the medical/surgical unit at Centegra Hospital-Woodstock are using friendly competition to motivate their patients to get up and move. Vicki Coleman and Lisa Hartman developed the Mile Club to encourage patients to walk 11 laps around the second floor to complete a mile.

To encourage patients to move, Coleman and Hartman researched best nursing practices and found what worked best at other hospitals. The nurses built a board that looks like a racetrack with magnetic horses for patients. Each time the patient completes a lap around the unit, he or she moves the horse one increment. When a patient achieves 11 laps, he or she gets a ticket to place into a box for a drawing at a chance to win a prize. Nurses, certified nurse assistants and patient care technicians on the unit are the patient "trainers" and they are also eligible for prizes based on the number of laps they complete with patients.



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April 20

Perspectives in Care:

Medical Trauma in Childhood

Perspectives in Care: Medical Trauma in Childhood, a La Rabida Symposium and Nursing RECHARGE Event, will take place Friday, April 20 from 8:00 a.m. to 4:00 p.m. at Tinley Park Convention Center. The goal of this conference is to highlight the consequences of medical trauma and improve the quality of care for children who have experienced medical trauma. For more information, call (773) 753-8649 or (773) 753-9605 or visit www.larabida.org/page-Perspectives-in-Care-Medical-Trauma-in-Childhood.

April 23-24

World Congress Leadership Summit

World Congress is proud to present the 9th Annual World Congress Leadership Summit on Optimizing Observation Patient Management on April 23-24 at the Hyatt Regency, Chicago. The Executive Forum will showcase the best practice strategies of leading hospitals and healthcare systems with regard to how they operate and effectively utilize their observation units. For more information, visit www.worldcongress.com.

May 23

Bolingbrook Hospital Foundations Golf Classic

Bolingbrook Hospital Foundations 2nd Annual Golf Classic will be held at the beautiful and prestigious Bolingbrook Golf Club on Wednesday, May 23. Proceeds raised from the 2012 Golf Classic will benefit patient care services at Adventist Bolingbrook Hospital. For more information, call Derek Cazeau at (630) 312-6006.

May 24-27

APS Annual Convention

The Association for Psychological Science's 24th Annual Convention brings together psychological researchers and academics for an exciting program that covers the entire spectrum of innovative research in psychological science. The Convention will take place May 24-27 at the Sheraton Chicago Hotel & Towers, 301 East North Water St. For more information, or to register, visit <http://www.psychologicalscience.org/index.php/convention>.

Thousands Attended Housewarming Party for New Silver Cross Hospital



Emergency Medicine physician and Silver Cross Board of Directors member Dr. Dave Mikolajczak, along with other Silver Cross Board of Directors members and hospital administrators, welcome area residents as they enter the new hospital during the Grand Opening Housewarming Party for the new Silver Cross Hospital.

Over 8,600 area residents recently attended the Grand Opening Housewarming Party for the new Silver Cross Hospital in New Lenox.

Once guests entered the new hospital's main lobby, they were treated to a 45-minute self-guided walking tour through several areas in the hospital including the emergency department, imaging, The Rehabilitation Institute of Chicago's Inpatient Rehabilitation Unit, private medical-surgical patient rooms, Women and Infant Services Birthing Center, and Intensive Care Unit. In the new Procedural Care Unit, which consolidates surgery, endoscopy and interventional cardiology and radiology procedures into one integrated area, visitors viewed the hospital's newest technology - the Davinci.

Construction began on the \$370 million replacement hospital in 2009. The 6-story facility was built using evidence-based design, which has been proven to help in the healing process and contribute to a speedier recovery for patients. Some of the many ways that evidence-based design has been integrated into the 289-bed replacement hospital is with large, private patient rooms, natural and enhanced lighting, sound and noise control, cheerful yet calming colors, ties to nature, bedside care and dedicated family areas. Patients and families will also benefit from new technology and expanded services through partnerships with renowned academic centers including Children's Memorial Hospital, The Rehabilitation Institute of Chicago, and most recently, the University of Chicago Medical Center (UCMC). UCMC and Silver Cross are currently building an outpatient cancer center that will open in April 2012 on the New Lenox campus.

Gottlieb Immediate Care Center at River Forest Opens

Gottlieb Memorial Hospital is opening a new health center designed around the needs of patients in the near west suburbs. The Gottlieb Center for Immediate Care at River Forest, 7617 W. North Ave., is part of the Loyola University Health System. Physicians from both the Loyola Maywood and the Gottlieb Melrose Park campuses will together care for patients at the nearly 10,000 square-foot new facility.

"Patients will have easy access to immediate care services as well as comprehensive health care right in their own neighborhood," said Trish Cassidy, president, Gottlieb Memorial Hospital. "Many of our physicians live in Oak Park and River Forest and are delighted to have a center close to their homes, where they can practice and take care of their neighbors."



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Cover Story: Practicing Medicine as a Hospital Employee - What to Consider Before Selling Your Medical Practice

Continued from page 1

1. Purchase Agreement: The Purchase Agreement is the primary sale document. Minimally, a Purchase Agreement should (a) list all assets, including both tangible and intangible items, which are to be valued at fair market value; (b) list excluded assets; (c) detail the rights and responsibilities of the parties; (d) provide for relevant indemnifications; and (e) detail any restrictions on the physician's ability to practice after termination. As most sales are asset purchases, any sale term should address continuing insurance coverage for the physicians and the previous medical practice entity. This can be achieved by the purchaser agreeing to obtain a tail policy or providing for prior acts coverage in its self-insured trust or through another commercial carrier.

2. Physician Employment: The Employment Agreement should detail the term of employment and the compensation arrangement, which should fairly reflect the physician's services, experience and expertise. The initial term should be for no less than two to three years, and physicians should be afforded a generous

notice and severance benefit should the hospital exercise its termination rights. Compensation should include a guaranteed minimum salary and a bonus formula. Bonus criteria should be clearly defined and based on objectives the physician currently meets in private practice. Bonus formulas are generally RVU driven. Also consider fringe benefits, such as insurance (health and malpractice), paid time off, CME allowances, other covered expenses, support staff and office location. Non-competition covenants must be carefully scrutinized and, if possible, only applicable in the event of defined for-cause termination.

3. Exit Strategy: While parties enter a transaction with the best of intentions, relationships are not always successful. Therefore, physicians should consider an exit strategy. A good exit strategy will provide that any restrictive covenants in the Purchase Agreement and/or Employment Agreement will not completely prohibit the physician's ability to practice in the service area if the relationship ends. Physicians should also consider what will happen should the purchaser attempt to

relocate the practice or sell to a third-party. The Purchase Agreement should allow the physician an option to repurchase the practice (known as a "rollout") based on an agreed amount or formula. Also, the Employment Agreement should provide recourse in event of a relocation or sale, such as a severance bonus. Knowing what will happen when the relationship ends will minimize later disputes.

4. Relevant Legal Considerations: Federal regulations (including the Anti-Kickback Statute and Stark Law) and state laws impact a practice sale. These laws require that all financial aspects of the transaction reflect fair market value, which should be determined by an independent third-party, no payments should be made related to patient referrals and each element of the transaction meets an applicable exception or safe harbor provision. Additionally, it is important that the Purchase Agreement, the Employment Agreement and all ancillary agreements are consistent and, when read together, do not unintentionally negatively impact the physician. This is particularly true with

regard to non-competition provisions contained in multiple agreements. Physicians should clearly understand the consequences of these provisions both separately and collectively.

Given current changes in healthcare delivery and reimbursement models, as well as the advent of ACOs, more physicians are considering selling their practices. While the temptation to practice medicine without the burden of operating the business can be alluring, physicians should avoid rushing into a sale only to be disappointed with the results. For these reasons, it is critical for physicians to take time to reflect on the tangible and intangible value of what they built, assess their objectives and obtain the advice of experienced healthcare counsel.

A little advance planning will go a long way!

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Cover Story: The Importance of Collaboration for Administrators

Continued from page 1

office in Gurnee, all have a fundamental need for education, networking, representation, and an access to resources.

So where does one go to find such a resource, and if the person is like me, has limited funds and time to catch up on all these things we need to know? A few years ago I found it in the Illinois Medical Group Management Association (ILMGMA). I had always been a member of the national MGMA association because it had served me well over the years, having provided me with resources and critical survey data that I used to support the many initiatives that we administrators love to generate. The thing I truly enjoyed about the MGMA as a whole was that the members were like I was, dealing with the same issues that I face on a nearly daily basis.

Illinois MGMA is local though, and I

found that it was a separate but affiliated organization of the National MGMA that retained that essential quality of its people being "like me." In the years that I have been associated with the ILMGMA, first as a member, then as a board member, and now as its President I have seen tremendous growth. It clearly fills the need to network with peers, provides conferences on par with the MGMA, and is active in supplying resources and providing representation to its members, all at a very affordable membership fee.

The core of any association is its people and people need to get together on a regular basis to exchange ideas and challenges. Conferences that the ILMGMA prepares are professional, applicable, and informative. I am not too proud to say that at one such conference I learned about the PQRS system and learned how to bring that element back to my practice.

At others, billing office personnel are in the audience and confront a panel of payers about their practices in search of ways to improve their billing processes. At still another conference the steps of an EMR implementation were exchanged, as well as hints and resources for attesting to Meaningful Use.

When the members can't be together physically they exchange questions and ideas through a listserv. An example of a listserv exchange is one member asking a question about a process for collecting cash for unpaid deductibles, and another member stating that she had been doing that for years and was willing to share the details. Numerous replies followed saying, "I'd like to see that too." It is certain that everyone who asked was suddenly well-equipped with new-found knowledge, all based from what began as a single inquiry.

There is far more to tell about the Illinois MGMA that can hopefully come to you at a later date. Until then, encourage your managers, peers, colleagues, and friends to collaborate, stay on top of the latest changes in the industry, and learn the skills and techniques that are needed to adapt to the evolving world of health care administration. It is certain that a professional association for practice administrators is a step in the right direction.

Jim Pekarek is the President of the Illinois Medical Group Management Association and the Practice Administrator at Northwestern Internists, Ltd. He can be reached at jpekarek@nwinternist.com or (312) 335-1133. For more information on Illinois MGMA, go to www.ilmgma.com.



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New Rehabilitation Center Is 'The Shortest Route to Home'

When Alden Estates of Shorewood opens this spring, it will specialize in short-term orthopedic recovery and post-acute care with the goal of "getting our patients back on their feet and home as quickly and safely as possible," says Administrator Annette Borcky, R..

The center will set a new standard for short-term rehabilitation, featuring a state-of-the-art Optimal Rehabilitation therapy program and five-star amenities such as fine dining with an

a la carte menu and professional chef, private and semi-private deluxe accommodations, an ice cream parlor and complimentary WiFi.

"Everything at Alden Estates of Shorewood—from its luxurious surroundings to a well-equipped Therapy Center—is designed for the patient's comfort and speedy recovery," Borcky says.

Part of providing 'the shortest route to home' involves working with patients and their families to customize Treatment Plans that emphasize both recovery and decreased risk for re-injury.

New Wound Care Center & Same Day Surgery Units Unveiled

Vista Medical Center East in Waukegan officially cut the ribbon to celebrate the grand opening of its new Same Day Surgery Unit and Wound Care Center. The Same Day Surgery Unit includes 12 rooms on the first floor of the hospital that are primarily used for outpatient surgical patients before and after surgery. The lower level also is the home of the new Vista Wound Care Center that now includes two Hyperbaric Oxygen Chambers to speed up the healing of wounds.



Vista CEO Barbara J. Martin (center) prepares to cut the ribbon on the new Same Day Surgery & Wound Care Center along with Waukegan Mayor Robert Sabonjian (to her immediate right) and other local and hospital leaders.

Edward Hospital Opens First Ronald McDonald Family Room in Illinois

The first Ronald McDonald Family Room in the State of Illinois recently opened at Edward Hospital in Naperville. The Family Room was developed through a partnership between the Edward Foundation, the hospital's fundraising arm, and Ronald McDonald House Charities® of Chicagoland and Northwest Indiana (RMHC®-CNI).

The nearly 2,000-square foot Ronald McDonald Family Room is a short walk from Edward's Newborn Intensive Care (NICU) and Pediatric Intensive Care Units (PICU). It has a living room with relaxation areas, a kitchen, two computer stations with Internet access, two sleeping rooms, showers and a playroom for patients and siblings.

Always located in or in close proximity to major children's hospitals, RMHC-CNI provides a "home away from home" for families of pediatric patients being cared for in Chicago-area hospitals, while also proactively reaching out to children in need with mobile medical care and educational opportunities.



Ronald McDonald with 3-1/2 year old Michael Gillespie in the playroom of Edward Hospital's Ronald McDonald Family Room.



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