

HEALTHCARE

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Expect More From the St. Joseph Hoag Health Alliance

Southern California has so much to offer, including the combined health care expertise of St. Joseph Health, Hoag and CHOC Children's. As trusted names in our community, we're pleased to come together as the St. Joseph Hoag Health network of dedicated health care professionals with one big vision — making our community its healthiest.

Our physicians and hospitals are working together to transform the way medical care is provided at home, in the hospital and across the life span. The goal of the unified network is to attend to the body, mind and spirit of each person and build communities that remain vital and healthy. Most people know us for our excellent hospitals and physicians who care for patients when they ill or injured, but our work goes even deeper. Together, we are seeking new ways to provide preventive care and help those with chronic conditions manage their health beyond the acute hospital setting.

The St. Joseph Hoag Health network has come together to intensify our commitment of bringing together the best minds and biggest hearts. We know good health is something local residents cherish every day, and we're here for those in our community, all across this great county. It all adds up to more for Orange County.

With the St. Joseph Health Hoag alliance, local residents enjoy so much more:

- ▶ **More access to care:** Our network of care spans all across greater Orange County, and includes widely respected hospitals, medical groups, affiliated physicians and urgent cares. And, through our virtual network, patients are connected to their physicians even without leaving home.
- ▶ **More doctors:** With eight highly regarded medical groups and affiliated physician networks all over the county, St. Joseph Hoag Health makes it easy for individuals and families to select the physicians who best meet their needs. Our combined network includes more than 1,700 of the county's outstanding doctors who work together to provide excellent health care. Additionally, because St. Joseph Hoag Health offers a network of health providers all collaborating together, patients can see a specialist anywhere within the network — from Northern to Southern Orange County, even if they are covered by an HMO plan.
- ▶ **More hospitals and health services:** St. Joseph Hoag Health is the only network that includes all of these trusted area hospitals: CHOC Children's (Orange), CHOC Children's at Mission Hospital (Mission Viejo), Hoag Hospital Irvine, Hoag Orthopedic Institute (Irvine), Hoag Hospital Newport Beach, Mission Hospital Mission Viejo, Mission Hospital Laguna Beach, St. Joseph Hospital (Orange) and St. Jude Medical Center (Fullerton).
- ▶ **More convenience:** Because injuries or illness can happen any time of day, St. Joseph Hoag Health has 29 urgent care centers conveniently located

throughout greater Orange County. These centers are available for treating conditions that require immediate medical attention but are not life-threatening.

- ▶ **More innovation:** By selecting our network, patients have access to the most advanced specialized services and technology in the fields of cancer care, heart and vascular services, orthopedics, neurology, women's health and more. Our clinical teams are also experts in preventative medicine and services that help keep our community healthy and out of the hospital whenever possible.

- ▶ **More peace of mind:** From the numerous community education classes available throughout the year, to prevention and wellness programs and our conveniently located facilities, St. Joseph Hoag Health makes your health and your time a priority, giving you and your family more opportunity for enjoying life and all that our region has to offer.

St. Joseph  Hoag Health

Hoag Mission St. Joseph St. Jude

In alliance with  CHOC Children's

It's easy to enjoy all the benefits of the St. Joseph Hoag Health network. Simply choose a health plan that

includes St. Joseph Hoag Health hospitals and participating medical groups and affiliated physicians. For more information on the plans contracting with our network, go to stjosephhoaghealth.org where we're always updating our list of contracting health plans. Just to make sure, double check with your health plan as well.

Also, you'll need to select a primary care doctor if you are in an HMO plan and it's always a good idea for PPO patients as well. Make sure that physician is in one of the eight medical groups and affiliated physician networks that are part of St. Joseph Hoag Health:

- ▶ Hoag Medical Group
- ▶ Hoag Affiliated Physicians
- ▶ Mission Heritage Medical Group
- ▶ Mission Hospital Affiliated Physicians
- ▶ St. Joseph Heritage Medical Group
- ▶ St. Joseph Hospital Affiliated Physicians
- ▶ St. Jude Heritage Medical Group
- ▶ St. Jude Affiliated Physicians

Many times, you can still select St. Joseph Hoag Health even if it's not time to enroll in a new health plan. If you're in an HMO, for example, members are permitted to change their primary care physician within their plan anytime throughout the year. The effective start date will be the following month.

If you need additional help becoming part of the St. Joseph Hoag Health network, call 877.459.DOCS (3627) for more information or go to www.stjosephhoaghealth.org. Welcome to the St. Joseph Hoag Health experience. Welcome to more.

Myth:
Children are just little adults.

Truth:
It takes years
of extra training
to treat children.

When a CHOC surgeon begins a procedure on a child, there's a lot to consider. Like, what are the implications of an incision on a 5-year-old when they reach age 20, or 50, or even become an 80-year-old grandparent? That's why once a surgeon has finished thirteen years of school, they can have as much as five or more years of training ahead of them to become a pediatric surgeon. Everyone at CHOC knows what's at stake and are specially trained with kids in mind.

Get the knowledge you need about
Pediatric Surgery at choc.org/health

 **CHOC Children's**
together the future's bright



Celebrating 50 Years of “Enriching Life Through the Gifts of Speech and Hearing”

In 1965, **Providence Speech and Hearing Center** was founded by Dr. Margaret Anne Inman to provide Audiology and Hearing Care and Speech-Language Pathology to all people in need—regardless of their ability to pay. Since then, **thanks to an amazing community of supporters**, the small practice that began in a single room at St. Joseph Hospital has grown to become one of the largest clinics of its kind in the country.

The Early Years

On November 15, 1965, Dr. Inman started Providence as an outpatient clinic that initially served five children. Providence quickly outgrew its small space at St. Joseph Hospital, and by 1968, the Center had moved to the adobe houses across the street.

unique partnership with St. Joseph Hospital’s Outpatient Rehabilitation Center and home to the Neuro-Kinetics rotary chair, developed by NASA, which helps accurately diagnose and provide treatment for those who experience dizziness and balance issues.

Providence continued to grow to meet the demand in services. In 2012, through its partnership with Hoag Hospital Memorial Presbyterian, Providence opened a technologically advanced hearing center in the Hoag Health Center Newport Beach. Joining forces with the Kids Institute for Development and Advancement (KiDA) in Irvine, Providence expanded to its seventh site. This location enables Providence to provide outpatient speech services and specialty programming for those with autism spectrum disorder as well as the community at large.



(L-R) Robert Pralle, Carl Karcher, Dr. Inman, Tom Testman, and Jim Villers break ground on the new Providence facility.



The Providence Building, located at 1301 Providence Avenue in Orange, houses our first and largest center.



Two-year-old Nazli enjoying her first hearing aid fitting.

In 1981, Dr. Inman along with the Providence and St. Joseph Hospital Boards of Directors broke ground on The Providence Building, a state-of-the-art facility, which opened its doors in 1985 on the same spot where the little adobe houses once stood.

One of Providence’s most influential supporters during its foundational years was Carl Karcher, founder of Carl Karcher Enterprises and Carl’s Jr. restaurants. Mr. Karcher served as one of the first members of Providence’s Board of Directors, enjoyed inviting others to join the Board with him and was instrumental in helping to raise funds for the planning and construction of The Providence Building.

Expanding on the Vision

It was Dr. Inman’s dream to establish a facility that provided the highest standards of service delivery in speech, language and hearing. In a 1997 interview, she said, “I want Providence to live forever. I’ll go away, but I want Providence to keep going.” Dr. Inman passed away in February 2008, but with her dream in mind, Providence continues to honor the legacy of her life’s work.

With an ever-increasing demand for services, Providence has helped hundreds of thousands of families in Orange County through the years with the vast majority of its patients being children. In 2007, in an effort to provide world-class hearing services to adults and seniors in need, the **Word & Brown Hearing Center at Providence** opened.

As the total number of patients increased, Providence knew it would have to expand beyond one location in Orange in order to make its mission accessible to more patients and families in need. Part of the solution came in 2011 when a significant expansion was made possible through a gift from Larry and Sharlene Goodman. This incredibly generous donation allowed Providence to acquire four Newport Language and Speech Centers located throughout Orange and Los Angeles Counties, so more families could be served closer to home.

In 2011, Providence debuted the **Orange County Fall Prevention and Balance Center** through a collaborative effort of funders. This comprehensive center is a

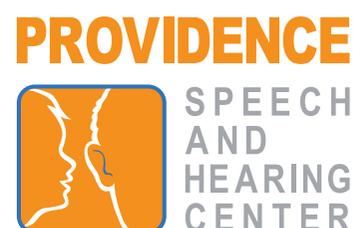
Looking Forward

Today, Providence is the only comprehensive, **Center of Excellence** in all of Southern California delivering quality speech, language and hearing services all under one roof. The seamless service integration is one of the unique features so beneficial to the families Providence serves. Providence utilizes community partnerships, internal collaborations, the latest research and technology, best practices, and proven methodologies to determine the optimum course of treatment for each individual patient it serves.

This year, Providence will provide 100,000 appointments to more than 15,000 patients. A full continuum of services is available at seven locations -- six in Orange County and one in south Los Angeles County. As part of the organization’s ongoing efforts to continue meeting the needs of the community, Providence is excited to announce its eighth site coming soon to the Hoag Health Center Huntington Beach.

“Thanks to 50 years of unwavering support from the Orange County community, Providence has been here for all those who have needed us - regardless of their ability to pay,” said Linda Smith, CEO. “We are grateful to everyone who has been a part of our success -- from our founders and board members to the staff, donors, partners, medical community, and the patients who have entrusted us with their care. I look forward to celebrating our 50th Anniversary this year with each of you and providing the foundation for the next 50 years!”

To learn more, visit www.pshc.org.



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Annual Health Care Forum
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7:30 a.m. - Noon
Hilton Orange County
3050 Bristol Street, Costa Mesa, CA 92626

Innovative Partnerships
that
Transform Health Care Delivery
and
Bring Value to Employers

2015 Lineup



Barry S. Arbuckle, PhD
President & CEO
MemorialCare
Health System
Host



Brian Klepper, PhD
CEO
National Business
Coalition on Health
Keynote Speaker



Rick Reiff
Editor at Large
Orange County
Business Journal
Co-Host
"Studio SoCal"
PBS SoCal
Moderator



Barbara Wachsmann
*Director, Strategy
and Engagement*
Enterprise Benefits
The Walt Disney
Company
Panelist



John Vlajkovic
*Partner and
Senior Consultant*
Mercer
Panelist



Beth Ginzinger
*Vice President, Provider
Joint Ventures –
West Region*
Anthem Blue Cross
Panelist



Lauren Cates
*Director, Consumer
Convenience &
Market Development*
Presbyterian
Healthcare Services
Panelist

Please visit MemorialCare.org/PresPartnership to register.

CHOC Children's Is Setting a New Standard for Newborn Care

New parents-to-be will do all kinds of homework leading up to the birth of their baby, from planning for a healthy delivery to researching the safest car seat, and everything in between. Though no parent wants to imagine a baby in need of life-saving care, it's also important to become familiar with the best health care options available for newborns, just in case.

Many hospitals offer a neonatal intensive care unit, but only a select few are rated by the American Academy of Pediatrics as a Level 4 – the highest level available – and even fewer are among the top 20 NICUs in the nation, according to U.S. News & World Report. CHOC Children's NICU is that and more. In the last decade, the Orange County children's hospital has become more dedicated than ever to saving babies' lives and preventing health complications resulting from risky or premature birth. That is made possible by specialized care in CHOC's newest neonatal units, the very latest in life-saving equipment and a trained team committed to setting a new standard of care.

Not Just a Typical NICU

CHOC's 54-bed NICU is much more than the name implies. Within its walls are specialized units staffed with even more specialized doctors and nurses, ready and waiting to care for babies depending on their very unique needs.

In a dark, quiet corner is the Small Baby Unit, the only one of its kind on the West Coast. The smallest and sickest babies are treated here, those who are born prematurely at less than 28 weeks gestation, or who weigh less than 1,000 grams.

time, which is crucial for detecting newborn seizures that are not always physically apparent. Whole body cooling is also important for protecting a baby's brain and is used to prevent neurological disability or death if a baby has been deprived of oxygen. The technology uses a safe, monitored process to lower a baby's body temperature and cool the brain for 72 hours, and then slowly re-warm the baby for an additional four to 12 hours.

"This is one of the many ways the CHOC NICU is improving the long-term quality of life for newborns," says Dr. Vijay Dhar, medical director of the CHOC NICU. "This technology can make a tremendous difference in the lives of children throughout the region, and we're proud to be offering it."

A Supportive Environment for Parents, Too

CHOC understands the fear and anxiety experienced by parents of NICU patients. It's one of the reasons mom and dad are part of the care team, and are encouraged to spend as much time at their baby's bedside as possible. Parents are also encouraged to provide skin-to-skin "kangaroo care" as soon as it's safe for the baby. And, parents are always welcome to participate in rounds, when the infant's team of physicians, nurses, respiratory therapists and others discuss his or her progress.

"We strive to provide a real family environment for our patients and their families," Dr. Dhar says. "Although we take great pride in our expertise and experience, no one knows a child better than a parent."



Special equipment, including long-term video EEG monitoring and a whole body cooling system, are available in the CHOC NICU to protect a baby's brain.



Families are an important part of the NICU care team at CHOC. They are encouraged to participate in discussions with physicians and nurses, as well as spend as much time with their baby as possible.

Babies on this unit lie inside shrouded incubators that keep light away from their underdeveloped eyes. Even a whisper is harsh for these babies' ears, so families and staff members speak in a gentle "library voice." The goal is to mimic the womb's environment as closely as possible so that infants can focus on growing.

Just down the hall, CHOC has created another special unit, called the Surgical NICU. CHOC performs some of the most complex neonatal surgeries, including mandibular distraction and ex utero intra-partum (EXIT) procedures. Because of a baby's small size and complex conditions, surgery can be more difficult than for older children or adults. The Surgical NICU is one of only a handful available in the United States and is a dedicated space for neonatologists and pediatric surgeons to collaborate on care for babies who need surgery. The Surgical NICU team has developed new treatment standards for these special patients, including guidelines around pain management, anesthesia, medication dosing, body temperature, wound care and feeding. The Surgical NICU also has the ability to convert a room within the NICU into a state-of-the-art operating room when the need arises. All surgical equipment, supplies and technology, including extracorporeal membrane oxygenation (ECMO) and high-frequency oscillation, are readily available, just as they are in CHOC's traditional operating rooms.

A third highly customized area of the NICU is designed for babies with neurological concerns. This unit provides 24-hour coverage by pediatric neurologists and equipment for long-term video electroencephalography (EEG) monitoring and whole body cooling. Long-term video EEG monitoring is used to evaluate a baby's brain activity and behavioral activity for an extended period of

Serving the Region and Beyond

CHOC's neonatal services go beyond the hospital's main campus in Orange. Nearby at St. Joseph Hospital, CHOC has a Level 2, 13-bed NICU just steps away from the hospital's postpartum unit, ready to begin treatment as soon as necessary. It features all private rooms, providing privacy and sleeping accommodations for families. CHOC also offers a Level 3 NICU at CHOC Children's at Mission Hospital, in collaboration with the Mission Viejo hospital's labor and delivery unit. CHOC neonatal care teams are able to be present during high-risk births and can move babies to the NICU within minutes.

CHOC also boasts a highly experienced transport team available at a moment's notice to bring newborns from other hospitals throughout the region to a CHOC NICU for critical care. The team transports babies by road and by air with the very latest in life-saving equipment that can mean all the difference in the minutes during transport. And if prenatal testing has identified issues that will need to be addressed immediately when a baby is born, the transport team can be alerted ahead of time to be on call and move a baby to CHOC after birth.

For more information about CHOC's neonatal services, please call 714.997.3000 or visit choc.org/nicu.



Orange County's First School of Pharmacy

Consult any list of the fastest-growing professions and the results are clear: Healthcare jobs are in high demand. A growing senior population, healthcare reform, and advances in medical technology mean that the field is expanding and changing at an exponential rate.

Enter Chapman University's School of Pharmacy (CUSP), Orange County's first school of pharmacy, founded to address the health care needs of tomorrow. CUSP empowers students with broad and deep scientific foundations on future therapeutics and flawless personalized patient care, where pharmacy practice, industry, bio-medical/clinical sciences, and global health system informatics intersect.

Graduates from our Master of Science in Pharmaceutical Sciences (MSPS) program are poised for future success in Ph.D. programs or rewarding careers at the Southern California offices of organizations like the Food and Drug Administration, National Institutes of Health, and U.S. Pharmacopeia. Our Doctor of Pharmacy (Pharm.D.) program



is an accelerated three-year degree offering personalized education in a stimulating environment focused on discussion and active learning with its unique "flipped classroom" teaching strategies. The Pharm.D. professional degree will prepare graduates for licensure to practice pharmacy in a wide range of settings or to continue studies to gain an advanced practice specialization or doctoral industry research. The first Doctor of Pharmacy class enters CUSP in September 2015.

Did You Know?

- ▶ Learning to work with other professionals on a health care team will be a major emphasis at CUSP
- ▶ Students will learn alongside physician assistant, nursing, physical therapy, and other health professional students
- ▶ Inter-professional experiences in simulated patient care environments will allow students to improve communication, leadership, and team-building skills
- ▶ Students will participate in national pharmacy organizations and their respective state affiliates as part of the assimilation into the pharmacy profession

Our groundbreaking programs are all directed by internationally renowned faculty and housed at Chapman University's Harry and Diane Rinker Health Science campus in Irvine. This state-of-the-art facility is just a short distance from many pharmaceutical, biomedical, and medical-device companies, all of which are reporting significant employment opportunities for graduates. MSPS students will emerge as leaders, innovators, and entrepreneurs in the development of drugs and medical devices through our active-learning internships.

Top Reasons to Choose CUSP

- ▶ The Chapman University tradition
- ▶ Nationally known and recognized faculty
- ▶ Excellent teacher-to-student ratio
- ▶ Small class sizes
- ▶ Cutting-edge research
- ▶ World-class experiential sites
- ▶ Free iPad and electronic books
- ▶ A focus on active learning
- ▶ High-tech teaching and research labs
- ▶ A commitment to advancing global health

For more information, please contact chapman.edu/pharmacy.


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Healthcare Companies Should Check Their Confidentiality Agreements Before the Whistle Blows

by Parker Schweich, Corporate Group Head and Gabrielle Wirth, Labor and Employment Group Head, Dorsey & Whitney

Last month, the Securities and Exchange Commission ("SEC") brought its first enforcement action against a company for using language in confidentiality agreements that prohibits employees from speaking with the SEC without prior approval from company officials, in violation of Rule 21F-17 of the Securities Exchange Act of 1934. Rule 21F-17, enacted under the Dodd-Frank Act, prohibits any action that would "impede an individual from communicating directly with the [SEC] staff about a possible securities law violation, including enforcing or threatening to enforce, a confidentiality agreement...with respect to such communications."

The subject of the enforcement action, KBR Inc., required employees interviewed in internal investigations, including investigations of possible securities law violations, to sign a confidentiality agreement which provided that they could be disciplined or fired if they discussed the fact or substance of the interviews with third parties without prior approval of KBR's legal department.

The SEC charged KBR with a Rule 21F-17 violation on the basis that a "blanket

prohibition against witnesses discussing the substance of [an] interview has a potential chilling effect on whistleblowers' willingness to report illegal conduct to the SEC." KBR settled the action with the SEC, agreeing to pay a \$130,000 penalty and to amend the offending language in the agreement so that employees are not prohibited from reporting possible violations of federal law or regulation to governmental agencies or making other disclosures that are protected under whistleblower provisions of federal law or regulation.

The SEC warned, "SEC rules prohibit employers from taking measures through confidentiality, employment, severance, or other type of agreements that may silence potential whistleblowers before they can reach out to the SEC. We will vigorously enforce this provision." Healthcare companies should take note of this not just because of potential SEC scrutiny, but because it would not be unthinkable for other federal agencies, such as the U.S. Department of Justice ("DOJ"), to take a similar position in the area of the Anti-Kickback statute, Stark law, and False Claims Act

claims. If, for example, a hospital employee was prohibited by a confidentiality agreement from reporting excessive compensation of the hospital's employed physicians that violated the Stark law, regulators could certainly challenge the confidentiality agreement.

The SEC enforcement action is a stark warning to healthcare companies to thoroughly review codes of conduct, employment agreements, severance agreements, and any other documents that contain confidentiality or non-disparagement covenants, to ensure compliance with Rule 21F-17 and also avoid similar claims by other federal agencies. Last year, the EEOC sued CVS Pharmacy alleging that provisions in its standard settlement release of interfered with employees' rights to file administrative charges and participate in investigations with the EEOC.

Healthcare companies currently using broadly worded confidentiality or non-disparagement clauses should discuss with legal counsel Rule 21F-17 and other best practices, including adding language expressly allowing regulatory reporting. It is essential to have confidentiality agreements that are narrowly tailored for legitimate purposes and that do not discourage an employee from reporting fraud or other illegal activity to the government.



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UC Irvine Health

UC Irvine Health expands specialty care to the community



UC Irvine Health - Tustin

After a highly successful launch of primary care services into community settings, UC Irvine Health continues to expand in key locations with the addition of specialty services as well as same-day care.

The move reflects UC Irvine Health's expansion strategy of providing multiple avenues for patients to conveniently obtain the exceptional healthcare available at a leading university medical center.

"The addition of conveniently accessible community-based specialty services is an important addition to our long-standing campus-based programs," says Teresa Conk, chief strategy officer, UC Irvine Health. "Offering specialty services along with urgent care, laboratory and radiology services allows patients to receive most of their healthcare needs efficiently in a convenient one-stop-shop location."

The close proximity of primary care providers to the specialists fosters a team approach to patient care, she adds.

"The value and benefit from coordinated healthcare cannot be underscored enough," Conk says. "For example, a patient seen by a primary care physician with joint pain can be referred the same day to the rheumatologist in the neighboring office. Labs can be drawn onsite, and if pain management is needed, that too is available at the same location. All of the information on the medical records will be accessible to each care team member, creating an exceptionally coordinated experience."

To learn more about UC Irvine Health or to make an appointment, visit ucirvinehealth.org or call toll free 877-UCI-DOCS.

When you need medical attention right away

One of the major challenges facing the U.S. healthcare system is the inappropriate use of emergency rooms for ailments, such as minor injuries or infections, that could be treated elsewhere. According to a Rand Corp. study, at least 14 percent of visits to hospital emergency rooms are not considered emergencies. This costs the healthcare system billions of dollars annually and isn't optimal for the patient, either, who often ends up paying more out of pocket.

UC Irvine Health is responding by offering more options that allow patients to see a doctor quickly. Besides the emergency department at UC Irvine Medical Center, the county's only Level I trauma center, patients can seek medical attention at:

- Gottschalk Medical Plaza, Irvine – Walk-in care, no appointment needed, for urgent medical needs.
- Pavilion III, UC Irvine Medical Center, Orange – Walk-in care for minor illnesses and injuries, with no appointment needed. Begins May 18.
- UC Irvine Health – Tustin – Same-day appointments and after-hours urgent care.
- UC Irvine Medical Group – Orange – Same day appointments.

For information about same-day care – including hours, addresses and descriptions, visit ucirvinehealth.org/samedaycare

In addition, after-hours walk-in care will open this summer at Pavilion III, UC Irvine Medical Center in Orange.

Specialists in the community

Specialty services are offered at a growing number of locations. At the Tustin office, specialists now are available in dermatology, gastroenterology (digestive disease care), neurology, otolaryngology, podiatry, pain management, rheumatology and obstetrics/gynecology.

Along the Newport Coast, specialty care is located in one convenient medical plaza, where patients can find the UC Irvine Health Cancer Center-Newport, as well as UC Irvine Health specialists in orthopaedic and sports medicine, plastic surgery, women's health, neurosurgery and gastroenterology.

In Irvine, UC Irvine Health specialists see patients at Gottschalk Medical Plaza, located on the UC Irvine campus.

Further, UC Irvine Health physicians are collaborating with Corona Regional Medical Center to provide stroke care, neurology services, maternal-fetal medicine and cancer care.

The popularity of these new offices demonstrates that patients appreciate and will seek out the incredible expertise of our physicians, says Dr. Manuel Porto, interim president, UC Irvine Health Physicians & Surgeons.

Higher level of care

"There is an advantage to patients having their physicians practice medicine that is associated with a top-flight academic medical center like UC Irvine Health," Porto says. "Our physicians are perennially recognized by *U.S. News & World Report* for having many of the Best Doctors in America. These are physicians who are not just recognized for their ability to teach and train but also for their leading-edge clinical innovation, leadership in their field, and adherence to practicing evidence-based medicine for the betterment of their patients."

"Our community can look forward to further expansion as we have been approached by physician groups and community health leaders who are seeking to be associated with UC Irvine Health because of the quality and value of healthcare we offer," he says.



Dr. Manuel Porto, UC Irvine Health Physicians & Surgeons

"The prospect of going to an emergency department for a minor condition can be a lengthy, expensive and frustrating experience," says Teresa Conk, chief strategy officer, UC Irvine Health. "Also, many consumers can't make it to their doctor's office during work hours. Consumers want to be seen quickly, receive services as close to home or work as possible and have evening and weekend access. This is the foundation of UC Irvine Health's philosophy of providing on-demand primary care."

How does a patient know which level of care to seek?

According to Dr. Carl Schultz, an emergency medicine physician at UC Irvine Health, "In general, **emergency rooms** are for when you don't know what's going on or when you think you may have a serious condition."

Emergencies seen in the ER include severe heart palpitations, chest pain, loss of vision, head and eye injuries, broken bones, persistent vomiting, severe burns, unexplained seizures, bleeding during a pregnancy, severe abdominal pain or fevers with rash. Schultz also recommends an ER visit for patients who are experiencing troubling symptoms with no obvious cause, such as severe headache or abdominal pain.

Urgent care, on the other hand, is designed for treatment of non-life threatening medical problems that can't wait until the next day. This can include fever, minor traumas (such as sprains and bruises), diarrhea, vomiting, painful urination and minor fractures.

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To learn more about how you can become part of The Anti-Cancer movement, visit anti-cancer.com or call 844-CANCER-9

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Health Care Strategies for Leading Employers

Employers and employees are becoming even more discerning about the value equation in health care: weighing up a health care provider's ability to offer both clinical excellence and cost containment. Leading employers are partnering with health systems that offer coordinated care close to where their employees live and work. MemorialCare Health System shares information, insights and a wealth of experience with employers as they make choices about employee wellness services and the right network of care for their employees. With more than 200 care sites from the South Bay to San Clemente, the health system is uniquely suited to provide comprehensive wellness services and a tailored network of care across an expansive geography.

"MemorialCare is committed to transforming the way health care is delivered to patients and paid for by purchasers," says Barry Arbuckle, PhD, President and CEO. "We are improving quality and lowering costs by keeping employees healthy and delivering best-practice, cost-effective care, when they're not." A focus on employee wellness is central to transforming health care according to Tammie Brailsford, RN, MemorialCare's Chief Operating Officer. "With more than seven years' experience with our own innovative employee wellness program, The Good Life, we know that employee wellness solutions can help improve health and well-being, increase employee engagement, decrease absenteeism and decrease health care costs."

Building a Well Workplace

MemorialCare has created a work environment that supports healthy food choices, creates opportunities to keep active and is smoke-free. With fitness challenges, onsite gyms and walking trails, nutritious cafeteria offerings, weight loss reduction programs and more, over 84% of MemorialCare's employees report that they have the resources at work to maintain or improve their complete wellness. In a recent renovation of MemorialCare's 15-acre, 300,000 square foot property in Fountain Valley, the health system included walking workstations and sit-stand desks to help keep employees active. MemorialCare also offers employees annual opportunities to learn important biometric numbers like blood pressure, blood glucose and cholesterol, as well as confidential personal health assessments. Using a personalized, confidential online portal, employees can access health resources including a personal scorecard, wellness coaching, wellness challenges and more.

Success in Managing Chronic Conditions

Chronic diseases like hypertension, diabetes, asthma and

depression are responsible for more than 75% of health care costs, so addressing these conditions can help lower health care expenses. MemorialCare partners with employees who have chronic conditions like high blood pressure, diabetes and hyperlipidemia to make long-lasting lifestyle changes, lessen complications, improve outcomes and lower medical and pharmaceutical costs through an innovative program, The Good Life – In Balance. With 87% participant retention, the In Balance program has led to clinically significant improvements in participants' blood glucose and blood pressure levels. These include a 0.9 average reduction in participants HgA1c in year one and an additional 0.3 reduction in year two. Participants experienced an average reduction of 20/13 in blood pressure in year one, and an additional 16/5 average reduction in the second year.

Linking Benefits to Behavior

As a partner in health to more than 18,000 employees and dependents, MemorialCare designs health care benefits that are financially sustainable for families and for the organization. Employees are able to qualify for lower cost Good Life Medical Insurance plans by completing a confidential personal health assessment and biometric screening, and participating in wellness related activities or self-care. Since its launch in 2013, more than half of MemorialCare's employees have taken the steps needed to qualify for these plans.

Business Leaders Forge Partnerships to Achieve Greater Value

"With the implementation of the Affordable Care Act and after years of escalating health care costs, employers are now focusing on how to control health benefits' expenses," says Barry Arbuckle. "As health care reform evolves, business leaders are working together to target premium reduction goals while improving employee wellness and engagement."

At MemorialCare's President's Partnership health care forum on June 3, a panel of leading Southern California employers, large and small, will discuss how they're implementing high value health benefit strategies, partnering with providers, and focusing on employee wellness and engagement." For more than a decade, the annual Presidents' Partnership has attracted business leaders from finance, engineering, IT, insurance, hospitality, and other industries. "My aim is to provide business leaders with the latest information about our changing health care landscape," says Arbuckle.

Visit MemorialCare.org/PresPartnership to learn more or to register.



MemorialCare Health System is a nonprofit integrated delivery system that includes: Long Beach Memorial, Miller Children's & Women's Hospital Long Beach, Community Hospital Long Beach, Orange Coast Memorial, Saddleback Memorial in Laguna Hills, Saddleback Memorial in San Clemente; MemorialCare Medical Group and Greater Newport Physicians; MemorialCare Imaging Centers, MemorialCare Surgery Centers and numerous other outpatient locations. memorialcare.org

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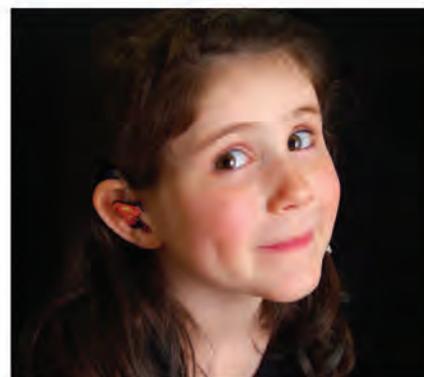
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Preparing to Sell a Medical Practice: 3 Key Steps

by Steve Williams, CPA, Managing Partner, HMWC CPAs & Business Advisors

Whether you're considering selling your medical practice or you've already made the decision to do so, here are key steps that can help ensure a successful outcome.

1. Practice performance indicators

Some commonly accepted metrics that will be necessary for the assessment of a practice include:

- ▶ Individual productivity of the practice's physicians and midlevel providers, tracked by work RVUs,
- ▶ Number of active patients,
- ▶ Number of patient visits in the most recent year, and
- ▶ Average cash collections per patient visit.

If there are other measures that are representative of your practice's performance, include them as well.



Williams

Providing comparative data against 'better performing practices' is also recommended. The best sources of information are the Medical Group Management Association and your local medical associations.

2. Review physician-owner payments and expenses

Buyers give a lot of attention to the profit that flows to the physicians who own the practice. To determine the actual profit of a closely held practice, several components must be combined:

- ▶ Officer Salary and Payroll Tax Expense
- ▶ Corporate Profits (if applicable)
- ▶ Officer Pension Contribution

- ▶ Officer Insurance Expense (Health, Disability, Life)
- ▶ Officer Auto Expenses
- ▶ Travel Expenses
- ▶ Meals and Entertainment
- ▶ Other Owner-Directed Costs (Continuing Education, Internet, Officer Family Salaries, Etc.)

Additionally, there may be some non-recurring expenses that may factor into the adjustment (legal and consulting fees).

3. Prepare strategic and financial plans

If you don't already have them, prepare strategic and financial plans for your practice. It can be great way to boost the market value of a practice by demonstrating that the practice is strong and on a path to more growth and success in the future.

These plans can also demonstrate an understanding of the market forces and how the practice is strategically positioned to address them.

Professional input

If your practice doesn't have the training and experience to execute these steps, bring in professional help. Your financial advisor should be knowledgeable about your financial history and current market conditions. They can assist not only while you prepare your practice for sale, but also after the offers come in.

Steve Williams is the managing partner of HMWC CPAs & Business Advisors and heads the firm's Healthcare Practice. Ph. 714.505.9000, www.hmwccpa.com



2015 Family Owned Business Awards Keynote Speaker Greg MacGillivray Producer & Director



Greg MacGillivray is a giant-screen documentary filmmaker who has produced and directed many of the most successful films shown in IMAX® theatres, including the box office hit, Everest, and the Academy Award®-nominated films, The Living Sea and Dolphins. With 37 giant-screen films to his credit, MacGillivray has shot more 70mm film than anyone in cinema history—more than two million feet. He is the first documentary filmmaker to reach the \$1 billion benchmark in worldwide ticket sales.

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