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AT LEFT: WHITNEY RIDDELL, MEDICAL ASSISTANT AT SWEDISH SOUTH LAKE UNION PRIMARY CARE AND URGENT CARE.

ON THE COVER: JENNIFER SPENCE, M.D., MEDICAL DIRECTOR OF SWEDISH ISSAQUAH PRIMARY CARE, AND HER PATIENTS, JENNIFER DUTILLY AND SON AUSTEN, 4.



RALPH PASCUALY, M.D.  
Chief Executive, Swedish Medical Group;  
Senior Vice President, Physician Services,  
Swedish Health Services



JON YOUNGER, M.D.  
Chief Medical Officer, Swedish Medical Group;  
Executive Medical Director, Continuum of Care,  
Swedish Health Services

# executive leadership

## A NEW VISION OF CARE

Just a year ago, I was writing about our determined accomplishments of 2012 — both the clinical and financial successes amidst a new affiliation with Providence Health & Services and unprecedented healthcare industry change. I told you that we set the stage for change and were moving Swedish Medical Group in a new direction. All that proved true in 2013.

Moving away from a traditionally volume-driven, fee-for-service system toward one steeped in evidence-based quality initiatives and value requires a new way of managing care of patients and populations, and balancing cost and risk.

Knowing that consumers — both individual patients and businesses — want affordable care, on-demand access and service tailored to their own needs, we’re investing in and creating a “system of care” to support our patients. This system includes redesigning our practices into care teams that provide patient-centered primary care and efficient partnership with specialty care.

Population health management requires specific strategies and approaches. We identified three distinct areas, developing advanced primary care for well patients, chronic disease care for at-risk patients and concentrated care for chronic-complex patients. SMG has the services patients need at every stage of life. We’ve also spent the past year building a foundation for accountable care and payment reform. By year’s end, our collaborative work with Providence led to our designation as an Accountable Care Organization.

In an entirely new paradigm for healthcare, we transformed both administrative and care environments, always following the Triple Aim of improving patients’ care experience, improving the health of populations and reducing costs.

**RALPH PASCUALY, M.D.**  
Provides vision, broad leadership and strategic management for all aspects of SMG’s physician practices and services. Leads collaborative efforts throughout Swedish to ensure physician engagement in meaningful clinical transformation.

## PHYSICIAN LEADERSHIP & ENGAGEMENT

One of the most striking things about coming into my new role in 2013 was to see the unbelievable quality of people at Swedish Medical Group. Everyone I met seemed to be looking for better ways to do things. It was really incredible to see a group of people so dedicated to doing things better than they did in the past. I’ve had many opportunities to partner with clinical and administrative experts who are leading healthcare transformation from the inside out.

When I joined SMG’s Physician Executive Council (PEC) in late 2012, I knew there existed a tremendous potential for change at Swedish. This governance structure creates an ideal environment for physicians, advanced practice clinicians and administrators to get together, work together and make decisions together. The PEC’s long-term success depends on effective communication and coordination among the committees, subcommittees and the core governing body. I’ve seen this engagement over months of work.

During its inaugural year, the PEC definitely met the challenges of accountable care—with vision, with a flow of exciting ideas and with deliberate focus on quality, value and patient experience. More than a dozen committees are leading efforts to change care delivery, physician accountability and performance, finance and citizenship, as well as employ the exceptional skills of our advanced practice clinicians. The committee work reflects priorities that put our organization—and it’s clinical and administrative leaders—at the forefront of healthcare change.

**JON YOUNGER, M.D.**  
Responsible for SMG physician activities and medical performance. Leads care transitions, post-acute care and population health management. Provides medical leadership supporting quality and accountable care.



BRYAN MUELLER  
Chief Operating Officer, Swedish Medical Group

# executive leadership

## DELIVERING ON QUALITY & VALUE

We have come to expect recurring cycles of change in healthcare payment models over time. Over the past few years, however, the pace of change has accelerated and all aspects of care delivery are being impacted. A number of forces, including the accountable care act and an influx of new patients who have not previously had access to healthcare, increases in patients' responsibility for the cost of care, and an expectation from healthcare consumers and purchasers for transparency in pricing, outcomes and service, have converged to light the burning platform for change in care delivery.

Swedish Medical Group is embracing and leading the charge to create healthier communities. Strategy, planning and infrastructure development were priorities in 2013. From the launch of Vantage, our analytics platform, to the redesign of our clinic operating model into care teams and the development of an accountable care division in the medical group, all has been completed with the goals of improving quality, delivering better value and improving the patient experience. SMG is the front door for access into our health system and no one is better positioned than our physicians, advanced practice clinicians, nurses and staff to transform care delivery. We are actively leading and embracing the change and expect success because of our entrepreneurial and patient-centered culture.

I truly believe that 2013 was a turning point for our medical group and look forward to continued progress in our goal of inspiring confidence and delivering our core benefits of quality, value, access and relationships to our patients and our community.

### BRYAN MUELLER

Provides operational and strategic oversight.

Operationally responsible for primary care and specialty care clinics. Directs SMG management, physicians and staff toward innovative patient experience improvements.

1,48  
MILLION  
PATIENT VISITS

24  
PRIMARY CARE  
CLINICS

144  
SPECIALTY CARE  
SERVICE LOCATIONS



876  
PHYSICIANS

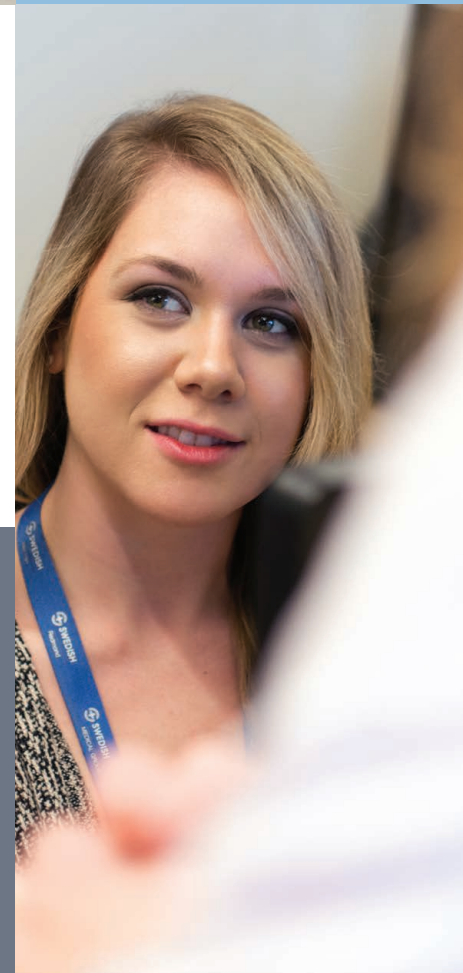
208  
ADVANCED  
PRACTICE  
CLINICIANS

# 2013

BY THE NUMBERS

1,175  
EMPLOYEES

119,000  
NEW PATIENTS



# quality

‘Excellent! One of the **best experiences with medical care** I have had.’

# access

‘I was particularly impressed that the Swedish staff **considered my time** and commuting/travel time and **made every effort** to accommodate this.’

# relationships

‘Everyone was great. The staff is **kind and considerate**. They attended to each detail of my care in a **careful and dedicated manner**.’

# accountable care

‘**I was impressed by the follow-up**. I received a phone call about my lab results and I was mailed a copy of the report that was sent to my primary care provider.’

# operational efficiency

‘**Great coordination between departments** in setting up different appointments at different locations on the Swedish campus.’



ONE OF THE CARE TEAMS AT SWEDISH CHILDREN'S CLINIC-EDMONDS INCLUDES, FROM LEFT, JESSICA SHAVER, CERTIFIED MEDICAL ASSISTANT; AGNES WONG, M.D.; AND REBECCA LARSON, PATIENT CARE COORDINATOR.

# strategic goals

## A FOCUS ON CARE AND SERVICE

Early in 2013, Swedish Medical Group set a foundation of five strategic goals to guide the year's growth and planning.

The overall strategy was the same throughout Swedish Health Services and Providence Health & Services. We all were on a parallel course to monitor, measure and be held accountable for care and service in every clinic and department. SMG focused on these particular areas:

- **Ensure highest quality**
- **Improve access**
- **Build relationships**
- **Transition to accountable care**
- **Increase operational efficiency**

SMG leadership, physicians and staff made these strategic goals a part of every day's work, using them to improve patient care and safety; expand primary care hours and simplify appointment-making; improve customer service; offer value-based care; and create a system for best-in-class data collection and reporting.

We also asked our patients to complete Press Ganey surveys and tell us how we were doing and how we could change. Their comments helped us to improve and commit even more solidly to our strategic goals.

We'll modify these strategic goals for 2014 to achieve further progress in every area. The relationships with our patients and their families influence us most distinctly and support our efforts to transform healthcare delivery.



ANNIE SIMPSON'S SON, KASEN, IS A PATIENT AT SWEDISH MEDICAL GROUP'S NEWEST PEDIATRIC CLINIC: SWEDISH CHILDREN'S CLINIC-EDMONDS.

# accountable care

## NAVIGATING A NEW HEALTHCARE LANDSCAPE

Swedish Medical Group established an Accountable Care Services department in late 2012 with the broad task of building the infrastructure and leadership needed to make accountable care a reality at Swedish. This requires creating efficiently coordinated care delivery.

Accountable care has its roots in the Institute for Healthcare Improvement's Triple Aim: 1) improving the patient experience of care (including quality and satisfaction); 2) improving the health of populations; and 3) reducing the per-capita cost of healthcare. And while SMG has long made those elements a priority, it's now responding to a wider healthcare industry shift as well as the Affordable Care Act.

There's a focus on managing the health of populations — which could be a business, a community, or patients with similar conditions. The traditional fee-for-service model is being upended and replaced with a model that instead depends on both quality of care and quality outcomes. Patient experience is improving, with renewed emphasis on customer service, adding value to every visit, providing better access and partnering with patients.

Throughout 2013, SMG's Accountable Care Services made rapid and significant progress in key areas. The department did so by building infrastructure, training staff, identifying specific patient populations, deploying new resources, assisting with care package development and negotiating shared savings contracts.

### ACO DESIGNATION ACHIEVED

SMG's accountable care work also includes vital collaboration with our parent company, Providence Health & Services, as part of The Providence and Swedish ACO of Washington. The efforts of this work came to fruition on Dec. 23, 2013, when Health and Human Services Secretary Kathleen Sibelius announced that our ACO, Health Connect Partners LLC, was selected as one of 123 new Accountable Care Organizations (ACOs) in Medicare.

## ACCOUNTABLE CARE SERVICES

# 2013 AT-A-GLANCE

### VISION AND GOVERNANCE

- Governance and leadership committee structure developed and implemented
- Primary care providers organized into regional groups for education and training
- Primary care providers and clinic administrators receive Medicare Advantage education
- Medicaid and population health strategies developed with federally qualified health plan; oversight and logistics committees established

Q1

### FEE-FOR-SERVICE TO VALUE DELIVERY TRANSITION

- Strategies developed to implement Triple Aim/care management
- Contracting begins with insurance health plans for care management of patient populations
- Federally qualified health plan after-hours walk-in clinic goes live at Swedish/Cherry Hill

Q2

### GOALS, OBJECTIVES & FUNDING

- Risk populations to include Medicare Advantage, employees, unfunded and Medicaid enrollees
- Medicare Advantage marketing strategies initiated
- Reimbursement changes recommended for primary care providers to align with value-based care delivery

Q3

### IMPLEMENTATION

- Rolled out Medicare Advantage patient education activities
- Brokers placed in 16 SMG clinics
- United Strategic Health Innovation Program contract for shared savings completed
- Medicare Shared Savings Program (MSSP) contract completed
- Staff expanded to include complex-care nurse managers, nurse coding specialists, behavioral health and social work professionals, community navigators, pharmacy support, analysts and medical-management resources
- Financial and data analytics developed

Q4

**BUNDLED CARE = HIGH CLINICAL QUALITY**  
 OUR CARDIAC SURGERY TEAM IS NATIONALLY  
 RECOGNIZED FOR CORONARY ARTERY BYPASS GRAFT  
 (CABG) & AORTIC VALVE REPLACEMENT EXCELLENCE.

# accountable care

## CARE MANAGEMENT CHANGES

The transition to an accountable healthcare system requires new resources deployed in new ways to keep pace with patient needs. Nurses, a vital part of the care equation, are managing complex patient care. Clinical and community health professionals also are bringing their skills to Swedish Medical Group. Combined, these varied services round out a patient's care experience from clinic visit to after-care at home.

### NURSES

- **Care Management:** Registered nurses, specifically care and complex-care managers, form the core of SMG's new care management team. They manage care services and coordination for our most complex patients during transitions from one setting to the next, whether clinical or community or home. Under their adept management, unnecessary hospitalizations and emergency department visits are decreasing. Patients are receiving care most appropriate for their health needs and life situations.
- **Readmission Management:** Patients with a diagnosis of heart failure, acute myocardial infarction or pneumonia are particularly vulnerable for avoidable hospital readmissions. SMG expanded its existing nurse-based program that provides follow-up calls to these patients and formed a new partnership with Swedish hospital caregivers to support these efforts to keep patients well and to avoid readmissions.

### NAVIGATORS

Navigators are the newest addition to SMG care teams in primary care clinics. These behavioral and social health professionals support complex care managers by managing patients' social services needs. They navigate and coordinate community resources.

### IN-CLINIC PHARMACISTS

SMG brought pharmacists into two primary care clinic sites in 2013. They fill a definite patient care need by managing multiple medications and evaluating generic options. Their work focuses on easing post-discharge care transitions and decreasing unnecessary medication costs.



SWEDISH EMPLOYEE PHOUBANE THAMMAVONG IS A LONGTIME PATIENT OF SWEDISH BEACON HILL PRIMARY CARE.



SAMUEL YOUSSEF, M.D., OF SWEDISH'S NATIONALLY RECOGNIZED CARDIAC SURGERY TEAM.

## BUNDLED CARE PACKAGE OPTIONS

Swedish Medical Group took bold steps in 2013 to align with the Institute for Healthcare Improvement's Triple Aim of improving the patient experience of care, improving the health of populations and reducing the per-capita cost of healthcare. These steps included creating bundled care packages within major Swedish service lines.

A bundled payment is a reimbursement mechanism in which a provider offers a payer a fixed price for a group of services for a particular treatment or condition. A care package is the collection of services over a defined period of time that is covered under the bundled payment.

**Both large employers and insurance plans are looking to the efficiency of bundled care packages to manage the health of their employees and customers.**

### SWEDISH ORTHOPEDIC INSTITUTE

The Swedish Orthopedic Institute partnered with SMG, Swedish Health Services and Providence Health & Services to develop a total joint replacement (hip and knee) surgery care package. This package spans a patient's episode of care from pre-admission to inpatient hospital stay through all post-discharge phases. The model incorporates evidence-based best practices to deliver a care experience that extends the most reliable, highest quality of care at the lowest cost to both patients and purchasers. The orthopedic care package has resulted in hospital operations efficiencies, a lower fixed cost for payers and improved quality of care.

### SWEDISH HEART & VASCULAR INSTITUTE

On the heels of the orthopedic care package success, a group that included cardiac surgeons, cardiologists and clinicians from other areas of cardiac care began work on CABG/Valve Care Package products for the Swedish Heart and Vascular Institute (SHVI). This group reviewed data and processes to create a coronary artery bypass graft (CABG) and valve care package/bundle. An important component of the care package includes assessing patient satisfaction by surveying, interviewing and shadowing patients through entire episodes of care.



A FAMILY AT SWEDISH'S NEW LYTLE CENTER FOR PREGNANCY AND NEWBORNS.

# patient experience

## CONFIDENCE SETS THE TONE FOR CARE

Today's healthcare customer has a choice of where they want to receive care, so it's vital to focus on customer experience. This way patients can concentrate on what's important — their health — while we focus on exceeding their expectations.

In 2013, Swedish Medical Group began to look at customer service and patient experience through a new lens. By gathering information from stakeholder interviews, focus groups and customer data, SMG is better able to understand what a patient's primary needs are and what Swedish's strengths are in meeting them.

We discovered the reason people choose Swedish today is the same as when it opened more than 100 years ago — confidence. Swedish patients have confidence in the care they receive, the ease in which they can access care and the ongoing relationships they build with their caregivers. **The ability to inspire confidence in patients is what sets Swedish apart from other healthcare organizations.**

With the goal of inspiring confidence at every point in the patient's health experience, SMG launched an internal initiative aimed at engaging caregivers and building a culture of delivering an exceptional experience. This has included training, workshops and resources for clinical, support and leadership staff across every department and clinic. Equipped with five principles to guide their way, caregivers now are able to anticipate and exceed patient expectations, and we're seeing their work reflected in increased patient satisfaction scores. They are confident in themselves, in their colleagues and in the care and service they give every day.



**CONNECT**  
WITH PEOPLE

**EASE**  
PATIENT ACCESS



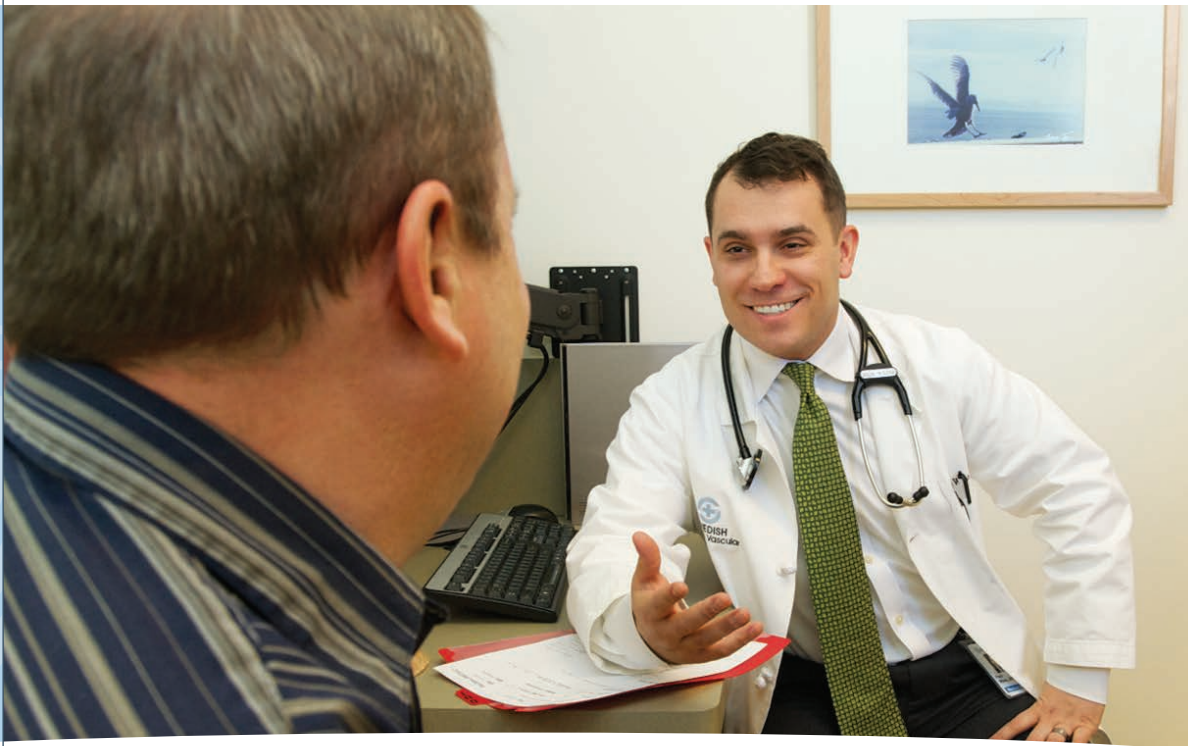
**ACHIEVE**  
EXCELLENCE

**EMPOWER**  
THROUGH KNOWLEDGE



**PARTNER**  
FOR SUCCESS

*inspire* **CONFIDENCE**



PAUL WINN, ARNP, SWEDISH HEART & VASCULAR INSTITUTE.

# quality & value

## FOCUSED EFFORTS STEER CHANGE

Swedish Medical Group's Quality Department was re-designated Quality & Value in 2013. Its mission broadened to include making Swedish a leader in providing exceptional medical care while controlling costs and increasing value.

The department works closely with SMG's Accountable Care Services team to continually improve patient quality outcomes and transition away from the traditional fee-for-service model. Managing this change effectively is central to Swedish's goal of transforming healthcare. The Quality & Value Department is led by the dyad partnership of Quality & Value medical director and the Accountable Care Services administrative director. Together they are creating a new way of understanding, measuring and delivering high-quality, high-value care.

### SETTING GOALS

Patients enter the Swedish system at various stages of need. **And while patients expect — and get — great care, the Quality & Value Department strives to exceed those expectations in two concrete ways.**

One way is to ensure that SMG clinical teams are able to do the right thing for patients, every time. By empowering caregivers with processes based on proven best practices and decreasing variation in workflows, patients will experience more consistent, high-quality care.

Another way is to decrease innovation cycle time. This means overcoming the lag time between the announcement of breakthrough, proven therapies and their adoption by healthcare organizations. By some estimates, 15 years or more may elapse between proof that a new treatment is effective and its widespread diffusion. Reducing that cycle time is essential so that patients have access to the most current, proven medical treatments when they need them.

## BUILDING A FOUNDATION

The Quality & Value Department made significant progress in 2013 and became an integral part of SMG operations in the following ways:

### Governance

The Quality & Value Subcommittee aligns directly under the Physician Executive Council's Care Transformation Committee. Value in healthcare means "patient-centered outcome" divided by "cost-to-produce" that outcome. Considering how to most efficiently deliver high-quality care to patients has been the subcommittee's central charge.

### Metrics

- Care team metrics were developed that are relevant to clinic work and allow clinical and administrative leaders to understand and improve current care performance. For example, there now is a series of metrics that will measure the value of care produced in SMG's urgent care clinics.
- On DocSpot, SMG's online information portal, a metrics site request was created for Q&V, and the department's section expanded to allow self-serve access to metrics requests.
- Metrics were cataloged and organized for streamlined use across the Swedish system.

### Preventive Health

- A plan was approved to implement all 18 United States Health Services Program priority preventive health recommendations for SMG adult patients.
- A successful preventive health program pilot was designed and implemented to ensure colon cancer screening compliance.

### Strong for Surgery

The Quality & Value Department facilitated SMG's participation and leadership in Washington's statewide surgical quality improvement initiative Strong for Surgery. This program increases patient surgery readiness before hospital arrival.



MONIQUE SCHEDES AND HER BABY, GIUSEPPE RENE GANTT, WITH CERTIFIED MEDICAL ASSISTANT CINDY POLKINGHORN AT SWEDISH CHILDREN'S CLINIC-EDMONDS.



PATIENT CHRIS BATES WITH EDUARDO MILLER, M.D., AT SWEDISH SOUTH LAKE UNION PRIMARY CARE.

## FORGING AHEAD

With such a robust start, the Quality & Value Department will continue its work in 2014 with these priorities: handling case management for Swedish's most ill patients and creating care pathways for preventive health, congestive heart failure, chronic obstructive pulmonary disease, coronary artery disease and hypertension, and diabetes. Establishing quality metrics and appropriate infrastructure in those areas will create a foundation so that all SMG services can deliver even better care and value to patients.





KENNETH MAYEDA, M.D., OF SWEDISH BEACON HILL PRIMARY CARE, HAS BEEN CARING FOR PATIENTS AT THE CLINIC FOR 37 YEARS.

“I feel that my **confidence and trust** in Swedish have been very well placed.”





THE SWEDISH SOUTH LAKE UNION CLINIC OFFERS FAMILY MEDICINE, INTERNAL MEDICINE AND URGENT CARE SERVICES.



# primary care

## EXPANDING SERVICES, LOCATIONS & ACCESS

Swedish Medical Group continued its strong focus on primary care throughout 2013, with a solid plan that emphasized quality and value, and provided the services patients want in easily accessible and convenient ways.

SMG primary care clinics were established in areas with the greatest need, and providers were added in anticipation of the patients who will seek care as part of the Affordable Care Act. Because our patients have medical issues as varied as they are, they rely on our excellent primary care services to either manage their conditions in initial visits or coordinate further care with appropriate specialists. Our clinics and caregivers are equipped to do just that.



PATIENT FUMIKO HAYASHIDA, AGE 103, WITH KAMALVIR KAUR, LICENSED PRACTICAL NURSE, AT SWEDISH BEACON HILL PRIMARY CARE.

## PRIMARY CARE CLINICS

**BALLARD**  
Swedish Primary Care  
Swedish Family Medicine  
Residency

**BEACON HILL**  
Swedish Primary Care

**CHERRY HILL**  
Swedish Central Seattle Primary  
Care  
Swedish Family Medicine  
Residency

**CLE ELUM**  
Swedish Primary Care

**DOWNTOWN**  
Swedish Primary Care

**EDMONDS**  
Swedish Edmonds  
Birth & Family  
Swedish Children's  
Clinic-Edmonds

**FACTORIA**  
Swedish Primary Care

**FIRST HILL**  
Swedish Employee  
Health & Wellness  
Swedish Family Medicine  
Residency

**GREENLAKE**  
Swedish Primary Care

**ISSAQUAH**  
Swedish Primary Care

**MAGNOLIA**  
Swedish Primary Care

**MILL CREEK**  
Swedish Primary Care

**MOUNTLAKE  
TERRACE**  
Swedish Ballinger  
Primary Care

**PINE LAKE**  
Swedish Primary Care

**QUEEN ANNE**  
Swedish Primary Care

**REDMOND**  
Swedish Primary Care  
Swedish Urgent Care

**SNOQUALMIE**  
Swedish Primary Care

**SOUTH LAKE UNION**  
Swedish Primary Care  
Swedish Urgent Care

**WEST SEATTLE**  
Swedish Children's  
Clinic – West Seattle  
Swedish Primary Care



GABRIEL BERSON, M.D., AT SWEDISH CHILDREN'S CLINIC-EDMONDS.

# primary care

## SELECTIVE GROWTH

An important part of our primary care growth strategy includes reaching out to communities in need. We establish a presence in new areas, recruit providers who are a good fit for neighborhoods, and offer true community-focused healthcare. In 2013, we welcomed two new practices:

### SWEDISH CHILDREN'S CLINIC-EDMONDS

This clinic has been providing exceptional and personal pediatric care for children in Edmonds since the 1960s. Its five pediatricians and experienced staff joined the Swedish family in fall 2013 and now benefit from proximity to the Swedish Edmonds Birth & Family Clinic, which fosters a natural pairing of care from birth through adolescence.

### SWEDISH BEACON HILL PRIMARY CARE

Swedish Beacon Hill Primary Care was founded by two physicians who grew up in the Beacon Hill neighborhood and made it their life's work to care for their neighbors. One physician has practiced there for 37 years, the other for 30. Some patients have been visiting the clinic since the day its doors opened. This clinic exemplifies how much we value the trust and confidence patients place in our care over time. We're looking forward to enhancing these strong ties to the Beacon Hill community.



SWEDISH BEACON HILL PRIMARY CARE.

## MYCHART ONLINE PATIENT PORTAL

- 190,000 ACTIVE USERS
- PRIMARY CARE DIRECT APPOINTMENT SCHEDULING

## CONVENIENT ACCESS

Our primary care clinics often are where patients first seek a solution to their healthcare needs. We've set our sights on solving those needs. We have urgent care clinics in South Lake Union and Redmond for quick and easy care access. But patients have said they want even more convenient options and a greater range of services. We listened and focused our efforts on making care even more convenient and accessible.

## SCHEDULES THAT FIT PATIENTS' LIVES

- **Twenty locations now have extended weekday hours.** Some can see patients as early as 6:30 a.m., some as late as 8 p.m.
- Each market (Seattle, North End, Eastside) now has multiple practices with extended weekday hours.
- **Ten locations have weekend hours, with Saturday and Sunday options.**
- Each market (Seattle, North End, Eastside) has at least one practice open on weekends.

## PROVIDING THE SERVICES OUR PATIENTS NEED

When patients need services beyond primary care, we want to keep the convenience factor high while at the same time maintaining quality care. It's a natural pairing to bring specialty services close by.

Swedish Professional Clinics is a network of specialty clinics located on major Swedish campuses. Each clinic comprises Swedish, Minor & James, and Community Partner specialists who have extended their presence to help bring their expertise to the campuses and communities that Swedish serves.

Through deft management of these professional practices, we're able to provide services that are most often needed for our growing primary care practices. This means our patients receive highly coordinated care.



PATIENT REBECCA TAYLOR WITH LINDSEY MCKEEN, ARNP, FNP, THE MEDICAL DIRECTOR AT SWEDISH SOUTH LAKE UNION URGENT CARE.



PATIENT LUCILLE PARISI AND MEDICAL ASSISTANT RAJWANTEE ROBINSON AT SWEDISH QUEEN ANNE PRIMARY CARE.

## care teams

### CONNECTING WITH PATIENTS IN NEW WAYS

Swedish Medical Group's care teams create units similar to family — both immediate and extended. A close-knit group of care professionals attends to patients and their immediate needs, and an extended group of experts — such as nutritionists, pharmacists and physical therapists — manages other issues. This approach helps improve care quality, creates continuity of care and makes clinic workflows more efficient.

SMG officially introduced care teams in primary care clinics in 2013 after developing the concept over several years. The nucleus of the team includes:

- **Physician or Advanced Registered Nurse Practitioner (ARNP):** Takes primary responsibility for a patient's medical needs.
- **Medical assistant or nurse:** Works directly with the physician or ARNP to perform routine tasks and procedures.
- **Patient services coordinator:** Manages paperwork and takes time after each appointment to share information and answer patient questions.

### BUILDING FOR THE LONG TERM

The care team model was rolled out to 11 SMG primary care clinics in 2013. Eight more clinics will adopt the model in 2014. Care team rollout will continue throughout primary care and specialty care into 2015. To form care teams, clinic staff receive special training that reviews the impact of care teams and how different care team members' roles will fit into the model. In many cases, a physical redesign of clinic spaces also occurs to facilitate collaboration among care team members.

### MEASURING SUCCESS

The implementation of care teams is part of a long-term plan to transform care within SMG. Already, both patients and staff report better patient experiences, deeper connections between patients and clinicians, and positive clinical outcomes. Additional care team benefits include reduced hospital readmissions/admissions and the ability to scale care teams to match a particular patient's medical complexity.



FERNANDO IRIZARRY, M.D., AT LEFT, AND AJAY SANKAR, PATIENT SERVICES COORDINATOR, ARE PART OF A CARE TEAM AT SWEDISH QUEEN ANNE PRIMARY CARE.



Benjamin Starnes, M.D., has provided pediatric general medicine care at Swedish Queen Anne Primary Care since 2008.

AT LEFT, DR. STARNES AND PATIENT AJA CHAMPION, 5. ABOVE, AJA PLAYS WITH HER COUSIN, CHAMPION MAFUA, 2, IN THE WAITING AREA AT SWEDISH QUEEN ANNE PRIMARY CARE. DR. STARNES IS CHAMPION'S PEDIATRICIAN, TOO.

# care spotlight

## PEDIATRIC CARE COMES FULL CIRCLE

"Careful and calm is my motto," says Ben Starnes, M.D., a pediatrician at Swedish Queen Anne Primary Care. "Children express themselves as a reaction to the adults and doctors," he says. "If everyone is calm, they stay calm."

In fact, the expressive nature of children led Dr. Starnes to focus on pediatric medicine. "Children are very honest," he says with a laugh, "and this is always something I've appreciated."

Parents appreciate him right back, as one did via a Press Ganey survey: "Dr. Starnes is respectful, patient and friendly," the parent wrote. "My children are both at ease around him."

And the appreciation extends to the Queen Anne community. Well known for his genuine care and no-nonsense approach, Dr. Starnes is a two-time *ParentMap* magazine Golden Teddy finalist, a recognition given to local pediatricians based on reader votes.

From patients to parents to the community, Dr. Starnes is helping to transform care delivery one family at a time.





SALLY ALFRED, ARNP, AT SWEDISH HEART & VASCULAR INSTITUTE.

## nursing

### NURSING STANDARDS CONTINUE STEADY CLIMB

In 2013, Swedish Medical Group's Department of Nursing pushed to raise its already high standards by creating better collaboration and giving every nurse a voice. Significant progress was made toward development of an Ambulatory Nurse Residency Program, which will help train a new generation of nurses in this critical clinical skill.

Key nursing accomplishments included rolling out DocSpot to all SMG nurses and medical assistants and providing nurses with access to UpToDate, an evidence-based tool that standardizes nursing triage and education. The department implemented eQVR (electronic quality variance reporting), a big upgrade over paper reporting. In addition, the Department of Nursing built on its role in education and development of its clinical staff by offering support services for the Safety Department, Patient Relations, Health Information Management and SMG's medical-assistant float pool. And by providing Swedish nurses with a centralized contact system (dedicated email address and telephone line), the department improved clinical staff satisfaction.

In recognition of the Department of Nursing's high quality, **SMG's nurse executive, Charlotte Foster, R.N., BSN, MHA, was appointed to the Washington state Nursing Care Quality Assurance Commission's legislative task force.** There, her knowledge and influence is helping to shape healthcare throughout the state. Plus, four SMG registered nurses were nominated for the March of Dimes Nurse of the Year award in leadership and care categories.

2014 will see continued growth and development within SMG's nursing staff, building further alignment with physicians and making greater contributions to Swedish's goal of transforming healthcare.

#### NURSES BY THE NUMBERS

Advanced registered nurse practitioners = 71  
 Certified nurse midwives = 10  
 LPNs = 16  
 R.N.s = 119  
 Clinical quality nurse manager = 1  
 Nurse educators = 3  
 Clinic nursing supervisors = 7  
 Nursing managers = 4  
**TOTAL = 231**



ERIC TROYER, M.D., CMD, MEDICAL DIRECTOR OF THE RESIDENTIAL CARE TEAM WITH PATIENT JOANNE KING.

## residential care team

### TRANSITIONING FROM HOSPITAL TO HOME

The Residential Care Team (RCT) program at Swedish is designed to manage patients' transitions through the care continuum: from our hospitals, to nursing or rehabilitation centers, and then to their home and community physicians.

RCT's care professionals offer transitional care for patients who are well enough to leave the hospital but need time to heal and rest before returning home. Swedish's RCT provides care at several skilled nursing facilities (SNFs) in the Puget Sound, where they offer great care for patients and make the transition from one care stage to the next as seamless and well-coordinated as possible.

Under the astute leadership of medical director Ric Troyer, M.D., since 2011, RCT has experienced significant growth and success. **In February 2013, RCT cared for 568 patients. By December, that number had nearly doubled to 1,046.** Physician performance and revenues similarly increased. RCT now is preparing for even more success in 2014. It will expand to provide "treatment in place" with Swedish medical personnel serving as primary care providers and managing patients within our Continuing Care Retirement Communities (CCRC) partner sites. A pilot program will be launched for the assisted living resident population at Cristwood Nursing and Rehabilitation Center in Shoreline, and further growth is anticipated through new partnerships with two to three additional CCRCs in the region.

RCT also is helping to transform cardiac care by working with Swedish hospital campuses and its partner SNFs to develop a program that will guide patients step-by-step through their cardiac procedures. This roadmap will be yet another way in which we're improving efficiency and providing valuable care information to our patients.

#### RCT BY THE NUMBERS

Physicians: 3, including medical director  
 Medical director: 1  
 ARNP: 5  
 LPN: 1  
 Support staff: 1  
 Administrative leadership: 1  
 Partner facilities: 5



SWEDISH/BALLARD TALLMAN BUILDING

# specialty care

## MEETING NEEDS, COORDINATING CARE

We know for sure that our patients have varied health conditions and geographic considerations. That's why we carefully orchestrate our specialty services. From Seattle to the North End to the Eastside and even into other Puget Sound areas, we're giving patients choices and convenience. By pairing specialty clinics near primary care clinics and expanding high-volume services across several locations, patients are able to get the exact care they need when and where they need it. At every step, we seamlessly coordinate their care.

### SEATTLE

#### BALLARD

Swedish Audiology  
Swedish Addiction Recovery  
Swedish Anesthesiology  
Swedish Behavioral Health  
Swedish Cancer Institute  
Swedish Colon & Rectal  
Swedish Community Health  
Swedish Gastroenterology  
Swedish Heart & Vascular  
Swedish Hospital Medicine  
Swedish Medical Home

#### BALLARD

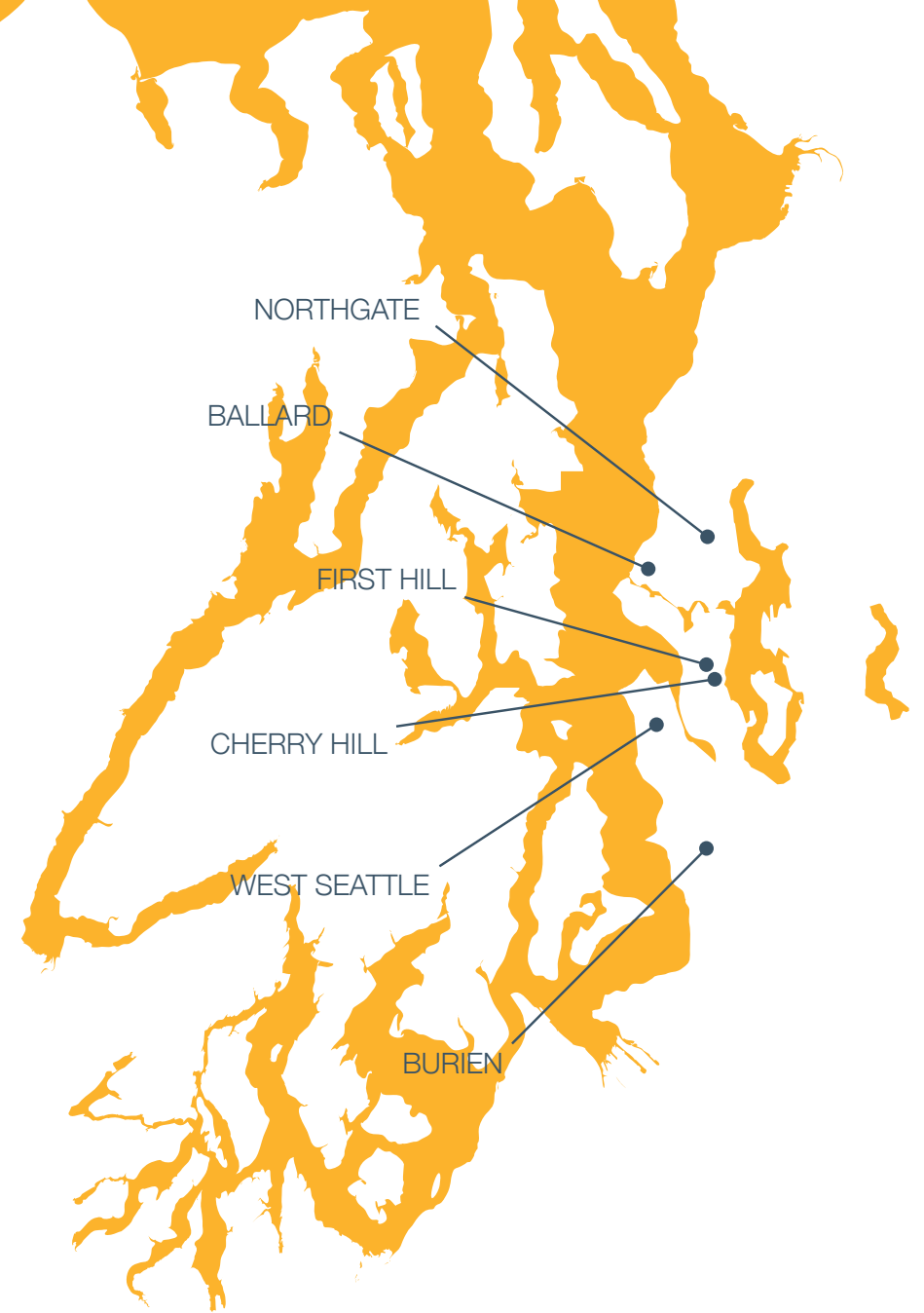
Swedish Midwifery & Women's Health  
Swedish Nutrition Care  
Swedish OB/GYN  
Swedish Otolaryngology  
Swedish Outpatient Rehabilitation  
Swedish Surgical Specialists  
Swedish Vascular Surgery

#### BURIEN

Swedish Cardiac Surgery

#### CHERRY HILL

Swedish Behavioral Health  
Swedish Cancer Institute  
Swedish Cardiac Surgery  
Swedish Center for Hearing & Skull Base Surgery  
Swedish Emergency Medicine  
Swedish Heart & Vascular  
Swedish Hospital Medicine & Critical Care



### SEATTLE

#### CHERRY HILL

Swedish Neuroscience  
Specialists:  
• Deep Brain Stimulation  
• Epilepsy  
• Movement Disorders  
• Neurology  
• Neurosurgery  
• Pediatric Neurology  
Swedish Muscular Sclerosis Center  
Swedish Outpatient Rehabilitation  
Swedish Physiatry & Sports Medicine  
Swedish Pituitary Center  
Swedish Radiosurgery Center  
Swedish Sleep Medicine  
Swedish Spine, Sports & Musculoskeletal Medicine  
Swedish Surgical Specialists  
Swedish Weight Loss Services  
Swedish Wound Healing Center  
The Ben and Catherine Ivy Center for Advanced Brain Tumor Treatment

#### FIRST HILL

Swedish Audiology  
Swedish Cancer Institute  
Swedish Diabetes Education Center  
Swedish Gastroenterology  
Swedish HealthCare for Women  
Swedish Heart & Vascular  
Swedish Hospital Medicine & Critical Care  
Swedish Lytle Center for Pregnancy & Newborns  
Swedish Nutrition Care  
Swedish Otolaryngology  
Swedish Outpatient Rehabilitation  
Swedish Pain Center  
Swedish Pediatric Endocrinology  
Swedish Pediatric Gastroenterology  
Swedish Pediatric General Surgery  
Swedish Pediatric Infectious Disease  
Swedish Pediatric Intensive Care

#### FIRST HILL CONTINUED

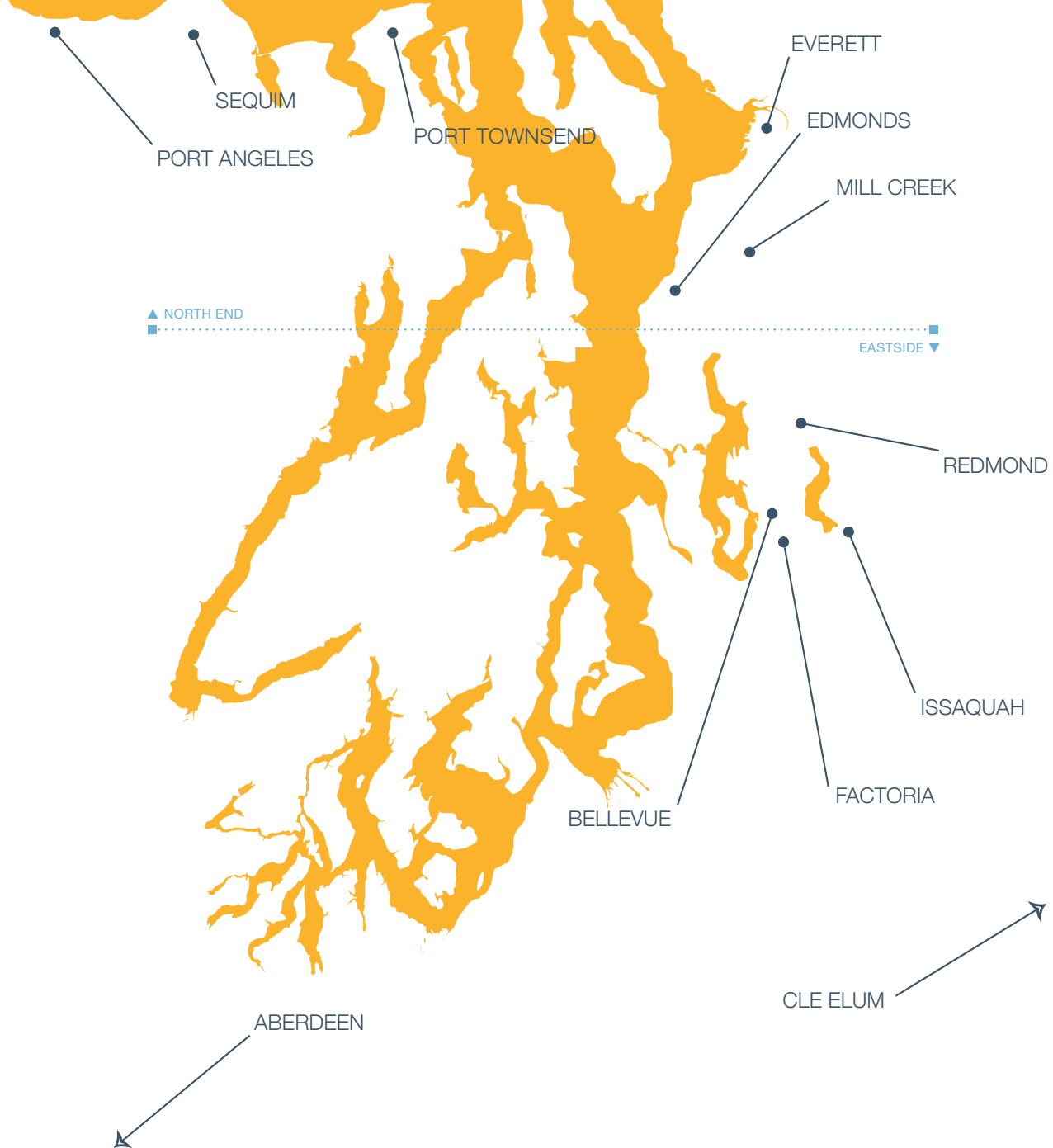
Swedish Pediatric Nephrology  
Swedish Pediatric Neuroscience Center  
Swedish Pediatric Orthopedics  
Swedish Pediatric Sports Medicine  
Swedish Pediatric Urology  
Swedish Perinatal Medicine  
Swedish Surgical Specialists  
Swedish Organ Transplant Program  
Swedish Vascular Surgery  
Swedish Weight Loss Services

#### NORTHGATE

Swedish Colon & Rectal

#### WEST SEATTLE

Swedish HealthCare for Women  
Swedish Heart & Vascular  
Swedish Outpatient Rehabilitation  
Swedish Surgical Specialists  
Swedish Vascular Surgery



SWEDISH/ISSAQUAH

# specialty care

## EASTSIDE

**ABERDEEN**  
Swedish Heart & Vascular

**BELLEVUE**  
Swedish Cancer Institute  
Swedish Heart & Vascular  
Swedish Outpatient  
Rehabilitation  
Swedish Spine, Sports &  
Musculoskeletal Medicine

**CLE ELUM**  
Swedish Heart & Vascular

**FACTORIA**  
Swedish Heart & Vascular

**ISSAQUAH**  
Swedish Audiology  
Swedish Behavioral Health  
Swedish Bone Health  
Swedish Cancer Institute  
Swedish Endocrinology  
Swedish Gastroenterology  
Swedish Heart & Vascular  
Swedish Hospital Medicine &  
Critical Care  
Swedish Issaquah OB/GYN  
Swedish Neuroscience  
Specialists  
Swedish Otolaryngology  
Swedish Outpatient  
Rehabilitation

**ISSAQUAH CONTINUED**  
Swedish Pain  
Swedish Pediatric  
Gastroenterology  
Swedish Pediatric General  
Surgery  
Swedish Pediatric Neurology  
Swedish Pediatric Orthopedics  
Swedish Pediatric Sleep  
Medicine  
Swedish Pediatric Sports  
Medicine  
Swedish Pediatric Urology  
Swedish Sleep Medicine  
Swedish Spine, Sports &  
Musculoskeletal Medicine  
Swedish Surgical Specialists  
Swedish Vascular Surgery  
Swedish Weight Loss Services

**REDMOND**  
Swedish Colon & Rectal  
Swedish Gastroenterology  
Swedish Heart & Vascular  
Swedish Hospital Medicine &  
Critical Care  
Swedish Neuroscience  
Specialists  
Swedish Otolaryngology  
Swedish Outpatient  
Rehabilitation  
Swedish Pediatric  
Endocrinology  
Swedish Pediatric Sleep  
Medicine  
Swedish Pediatric Urology  
Swedish Sleep Medicine  
Swedish Spine, Sports &  
Musculoskeletal Medicine  
Swedish Surgical Specialists

## NORTH END

**EDMONDS**  
Swedish Behavioral Health  
Swedish Cancer Institute  
Swedish Diabetes Education  
Center  
Swedish Heart & Vascular  
Swedish Hospital Medicine  
& Critical Care  
Swedish Neuroscience Institute  
Swedish Nutrition Care  
Swedish Outpatient  
Rehabilitation  
Swedish Sleep Center  
Swedish Wound Healing Center

**EVERETT**  
Swedish Neurosurgery

**MILL CREEK**  
Swedish Colon & Rectal  
Swedish Heart & Vascular  
Swedish Hospital Medicine  
& Critical Care  
Swedish Outpatient  
Rehabilitation  
Swedish Sleep Medicine  
Swedish Spine Sports &  
Musculoskeletal Medicine

**PORT ANGELES**  
Swedish Heart & Vascular  
Swedish Neurology  
Swedish TeleStroke  
Swedish Sleep Medicine

**PORT TOWNSEND**  
Swedish TeleStroke

**SEQUIM**  
Swedish Heart & Vascular  
Swedish Neurology  
Swedish Spine Clinic



SWEDISH/MILL CREEK





TARA BENKERS, M.D., MEDICAL DIRECTOR OF NEURO-ONCOLOGY, AND CHARLES COBBS, M.D., NEUROSURGEON AND RESEARCHER AT THE BEN AND CATHERINE IVY CENTER FOR ADVANCED BRAIN TUMOR TREATMENT.



JOHN HSIANG, M.D., PH.D., A NEUROSURGEON WITH SNI'S COMPREHENSIVE SPINE PROGRAM.

SNI CARED FOR  
**10,280**  
NEW PATIENTS IN 2013.

# neuroscience

## SWEDISH NEUROSCIENCE INSTITUTE

Swedish Neuroscience Institute (SNI) formed a collaborative relationship with Providence Medical Group (PMG) in 2013 to better coordinate services, share clinical best practices and keep world-class care close to home for patients. Together, the groups are creating a new organizational model and significantly building on existing telehealth initiatives.

### PROGRAMS

SNI's model of Integrated Practice Units (IPUs) helps create specialized care programs for specific patient groups. In 2013, that model led to the development of the Complex Spine Center and the Deep Brain Stimulation and Neuromodulation Center, and the expansion of neurology services to Olympic Medical Center (OMC) in Port Angeles. Additionally, a second neurologist joined the team to fill demand for neurology services at our OMC partner facility in Sequim.

During 2013, SNI's inpatient programs also saw substantial growth. A planned neuro intensive care unit now operates at Swedish's Cherry Hill campus. The inpatient neurology team grew as well, and a brand new general neurology suite opened in Cherry Hill's James Tower in order to meet expanding patient volumes.

Finally, SNI became the first Swedish group to provide services within a Providence affiliate facility, specifically neurosurgery and Swedish TeleStroke System services at Providence Regional Medical Center Everett. This new affiliation, called the Northwest Neurosciences Alliance, combined Providence Medical Group and Swedish Medical Group physicians into one team and has expanded services and improved access to the Everett-area community.

### RESEARCH

The Ben and Catherine Ivy Center for Advanced Brain Tumor Treatment welcomed nationally renowned brain cancer expert and neurosurgeon, Charles Cobbs, M.D., who brought to Swedish a \$3 million-plus grant. And in 2014, another grant approval is anticipated for Dr. Cobbs — for more than \$2.5 million. This funding will be used as a collaborative study among the Ivy Center, the University of California at San Francisco and Harvard University.

2013 also was a year of significant research advances at SNI. Tara Benkers, M.D., joined the Ivy Center faculty and launched eight new clinical trials. Stephen Monteith, M.D., introduced an MRI-guided Focused Ultrasound service and conducted research in treating tumors with ultrasound.

**Overall, SNI had 93 active studies in 2013, including 30 new ones. Nearly 1,000 patients currently are participating in the studies.**

### EDUCATION

Education is an integral component of SNI's mission. In 2013, Swedish's Fellowship Program added a specific brain tumor fellowship, worked to develop an advanced oncology fellowship that will begin in 2014, and added expert neuroscience physicians to the faculty.

SNI also completed a second successful year of partnership with Madigan Army Medical Center, in which Madigan's neurology residents rotate through SNI services, and staff neurologists also serve as faculty for Madigan's annual mock board examinations.

### PHILANTHROPIC SUPPORT

The Campaign for Swedish, led by the Swedish Foundation, concluded its seven-year run with major funding benefiting the Swedish Neuroscience Institute. SNI's medical directors partnered with the foundation to support philanthropic efforts, receiving specific training to help them in that work.

**\$14.4 MILLION**  
THE MULTIPLE SCLEROSIS CENTER

**\$13.7 MILLION**  
THE BEN & CATHERINE IVY CENTER FOR ADVANCED BRAIN TUMOR TREATMENT

**\$800,000**  
MRI-GUIDED FOCUSED ULTRASOUND

**\$422,000**  
NEURO TELEMEDICINE

**\$400,000**  
SPINE FELLOWSHIP

**\$92,000**  
NEURO INTENSIVE CARE UNIT



MARC R. MAYBERG, M.D., EXECUTIVE DIRECTOR, SWEDISH NEUROSCIENCE INSTITUTE, AND NEUROSURGEON SARAH JOST FOUKE, M.D.

Marc R. Mayberg, M.D., has more than 30 years of clinical experience in the field of pituitary disorders. He's nationally recognized for his pituitary tumor expertise.

## Care Spotlight

### PITUITARY CENTER ACHIEVES MILESTONE

The Swedish Neuroscience Institute's Seattle Pituitary Center achieved a significant landmark in 2013: performing its 1,000th pituitary procedure since its inception in 2005. Under the guidance of Marc R. Mayberg, M.D., surgical director of the center and executive director of SNI, the center has grown into one of the largest such programs in the nation. **The program consistently performs the highest number of outpatient and pituitary surgeries across five states, with patients coming from Washington, Oregon, Idaho, Montana and Alaska.**

Patients partner with our nationally known pituitary experts in neurosurgery, neuroendocrinology and radiation oncology to receive medical treatments often not available elsewhere. The center also focuses on research and clinical trials that give those patients the most advanced and effective treatment options. And its ability to handle all patient needs in a single location leads to better care coordination and greater convenience for patients.





GENERAL CARDIOLOGIST O. MADALINA PETRESCU, M.D., WITH PATIENT SUSANA ROBBINS.

# heart & vascular

## SWEDISH HEART & VASCULAR INSTITUTE

Swedish Medical Group's heart and vascular teams — cardiology, cardiac surgery and vascular surgery — made 2013 a year of collaboration and significant clinical accomplishment.

### EXPANDED CARE

The Swedish Heart & Vascular Institute took big strides forward as physicians, clinical staff and leaders partnered to assess how best to give Swedish patients the most complete cardiac care across several campuses. With additional resources and a new coverage structure, our team of physicians, advanced practice physicians and hospitalists now provide around-the-clock cardiac care in a variety of ways for hospital and intensive care unit patients.

Other opportunities to streamline care came to fruition as a universal transfer protocol was developed that has reduced unnecessary transfers between campuses. And a new Access/Fast Track Clinic has organized the referral process and provided an access point for care.

Now, patients' cardiac-related visits can be triaged and facilitated quickly and efficiently, whether they are emergency or hospital discharge follow-up; same day, next day or walk-in; surgical clearance; or for urgent, non-invasive procedures.

Progress with our Swedish Health Network partners moved ahead, too. SHVI worked with Olympic Medical Center in Port Angeles on recruiting cardiology specialists and developing telehealth opportunities. Additionally, a statement of work was prepared for Jefferson Healthcare in Port Townsend that strategically will guide and revamp the cardiology program there.

### EXCEPTIONAL GIVING

Ten SHVI physicians have given a combined \$315,000 toward The Campaign for Swedish, the largest fundraising campaign in Swedish history.

## CLINICAL ADVANCEMENTS

Research, education and groundbreaking medical procedures have played a major role in SHVI's growth and progress in 2013.

- The Heart and Vascular research team is involved in more than 60 ongoing clinical trials.
- Team physicians authored 15 articles in 2013 that appeared in medical journals.
- SMG's medical director of Cardiac Surgery, Glenn Barnhart, M.D., was named co-sponsor in the first U.S. clinical trial of a rapid deployment system for surgical aortic valve replacement (AVR) procedures.
- The Cardiac Surgery team performed more than 50 transcatheter aortic valve replacement (TAVR) cases, nearly doubling the 2012 pilot. This procedure helps patients who are not candidates for traditional open-heart surgery.
- After the Food and Drug Administration approved the MitralClip implant device for U.S. use, a Bellingham woman became the first patient at Swedish, the first in Washington state and one of the first in the country to receive it in November 2013. The clip helps a heart's malfunctioning mitral valve to close properly. Swedish now is an approved regional site for the procedure.

## CLINICAL OUTCOMES

- Door-to-balloon time is a measure of the speed of heart attack treatment and a major predictor of heart attack survival. Swedish is a national leader in this important metric, ranking in the top 10 percent of hospitals nationwide.
- Swedish also ranks in the top 20 percent of all U.S. hospitals on mortality prevention in percutaneous coronary intervention (nonsurgical) procedures, such as angioplasties.



SWEDISH'S NATIONALLY RECOGNIZED CARDIAC SURGERY TEAM FROM LEFT: ERIC LEHR, M.D., PH.D.; GLENN BARNHART, M.D., MEDICAL DIRECTOR; JOSEPH TEPLY, M.D.; AND SAMUEL YOUSSEF, M.D.

## NATIONAL RATING

**SHVI's Cardiac Surgery team achieved a national accomplishment in 2013: It became one of 23 hospitals, out of 998 considered, to receive a three-star rating for cardiac surgery from the Society of Thoracic Surgeons. The rating, based on clinical outcomes for coronary artery bypass graft (CABG) and aortic valve replacement, is a testament to the skill and expertise of the Swedish cardiac team.**

# musculoskeletal

## SWEDISH MUSCULOSKELETAL SERVICES

Keeping people moving and active is the goal of the highly regarded Swedish Spine, Sports & Musculoskeletal Medicine group, comprising care providers with specialty training in the non-surgical management of musculoskeletal disorders.

What began in 2012 as a new line of care for Swedish Medical Group evolved during 2013 into a fast-growing, dynamic clinical group with a vision of becoming an invaluable service both for Swedish and for the region's patients. Led by Andy Cole, M.D., **Swedish Musculoskeletal Services focuses on six clinical components: wellness, spine, sports, peripheral joint, occupational medicine and inflammatory disorders.** It has become one of Swedish's major service lines, linking all musculoskeletal services within the system.

### CLINICAL PATHWAYS

Swedish Musculoskeletal Services has pioneered a standardized process for creating clinical pathways that can be duplicated and used throughout Swedish. During 2013, the musculoskeletal team developed three symptom-based care pathways — lower back, hip and knee — with accompanying metrics and educational materials. These pathways were introduced to a select group of primary care providers for trial. The next step is full implementation across Swedish. Five more pathways will be completed in 2014: neck/midback, shoulder, elbow, hand/wrist and ankle/foot.

Creating these pathways requires extensive collaboration with Swedish colleagues, affiliates and partner healthcare groups. And this collaboration between clinicians and administration represents a landmark approach for the entire organization.

### SWEDISH SPINE, SPORTS & MUSCULOSKELETAL MEDICINE

Locations: 5

Providers: 11

New programs in 2013:

- Sports Concussion Clinic
- Concussion baseline testing for youth athletes
- Multispecialty sports medicine fellowship



PATIENT JUDITH BERGER WITH MICHELE ARNOLD, M.D., WHO HAS FIVE BOARD CERTIFICATIONS: PHYSICAL MEDICINE AND REHABILITATION, ELECTRODIAGNOSTIC MEDICINE, SPORTS MEDICINE, SPINAL CORD INJURY MEDICINE AND NEUROMUSCULAR MEDICINE.

### CHIROPRACTIC PILOT PROJECT

Swedish's new Chiropractic Pilot Project aims to create a collaborative model for patient care and align Swedish with community care providers in a way that supports referrals to Swedish. The pilot launched early in 2013 and includes 20 chiropractors in regions from Everett, through Redmond and Bellevue, to as far south and east as North Bend. Pilot members meet monthly to develop standard methods of reporting patient encounters and care, a common treatment pathway so that Swedish providers understand how patients are cared for in chiropractic offices, and methods for documenting results.

Statistics gathered from the pilot show an increase in patient volume to Swedish for specialty services and medical opinions. In 2014, the Chiropractic Pilot Project will work to further integrate chiropractic care into musculoskeletal services, foster closer treatment ties to physical therapists and others, and collect data that reflects patient outcomes and helps develop best-practices tools.



ANDREW J. COLE, M.D.  
Executive Director, Musculoskeletal Services,  
Swedish Health Services Medical Director,  
Ambulatory Musculoskeletal Services,  
Swedish Physical Medicine & Rehabilitation,  
Swedish Spine, Sports & Musculoskeletal  
Medicine, Swedish Medical Group

**'Any patient who arrives at Swedish will be guided to the right level of care at the right time to get the most value-driven care.'**

ANTHONY WEST, D.O., SWEDISH SPINE,  
SPORTS & MUSCULOSKELETAL MEDICINE,  
WITH PATIENT BLAKE CHALFANT KERO.



“My doctor was amazing! I felt totally comfortable with him. He was **friendly, professional and explained everything** he was doing during the visit. I would recommend him to everyone!”



WE CARE FOR FAMILIES THROUGH EVERY STAGE: PREGNANCY, LABOR AND DELIVERY, AND MOM AND NEW BABY.

# specialty highlights

## OB/GYN

**The trust expectant parents place in Swedish was reflected in the record number of babies delivered in 2013. Across four Swedish hospitals, 9,014 births were recorded — that's one baby every 58 minutes! Both Swedish/Ballard (1,022 births) and Swedish/Issaquah (1,149) set facility records.**

### NEW SERVICES OPEN

Swedish services kept pace with demand as a Level II nursery, which cares for premature and ill babies — born as early as 34 weeks gestational — opened in July 2013 at our Issaquah campus. Also in July, the Lytle Center for Pregnancy & Newborns at Swedish/First Hill opened. In this warm, welcoming new facility, parents can take classes, get the support they need for their changing family needs, receive lactation assistance and benefit from new-mom and well-baby exams shortly after birth.

### MIDWIFERY PROGRAM EXPANDS

Another reason Swedish is so appealing to soon-to-be parents is its growing midwifery program, which offers care for women before, during and after childbirth. Seven midwives are located at the Swedish/Ballard campus. All of them are advanced registered nurse practitioners with further professional training and accreditation from the American College of Nurse-Midwives. During 2013, Swedish/Issaquah also began adding midwives to build the foundation of a midwifery program on the Eastside, a process that will continue in 2014.

Across Swedish's OB/GYN services, 2013 saw the launch of a systemwide strategic planning process designed to build closer coordination and integration between Swedish's OB/GYN care sites. This development is an important step toward streamlined patient care.



MIDWIVES AT SWEDISH/BALLARD. FROM LEFT, BACK ROW: MIA PELT, CNM, ARNP; MEGAN K. DUNN, CNM, ARNP; AND HEATHER S. PAAR, CNM, ARNP. FROM LEFT, FRONT ROW: FRA NA READY, CNM, ARNP; MARGARET BOLTON, CNM, ARNP; AUDREY ALLARD, CNM, ARNP; AND LISA M. ARNOLD, CNM, ARNP.

## HOSPITAL MEDICINE/CRITICAL CARE

**Swedish Medical Group significantly expanded its Hospital Medicine and Critical Care teams in 2013.** These specialists (hospitalists and intensivists) care exclusively for patients at Swedish hospitals and in intensive care units 24/7. They are specifically trained to provide coordinated care in a hospital setting.

### IN OUR HOSPITALS

Hospitalist roles are varied — they serve as medical consultants to surgeons and other specialists, connect appropriate hospital subspecialists and care management staff with patients, conduct family conferences about care and also respond rapidly to changing patient conditions or a medical crisis.

- Fifteen Swedish Edmonds hospitalists joined SMG's Hospital Medicine, bringing the team total to more than 70.

### IN OUR INTENSIVE CARE UNITS

The growing Critical Care program is redefining the intensive care unit model of care, delivering real results in quality and establishing performance management and governance. The team:

- Tripled daytime coverage and added dedicated nighttime coverage in intensive care units across Swedish hospital campuses.
- Added care for cardiac and neurological patients at Swedish/Cherry Hill.
- Launched a neurointensivist program.
- Led an 80 percent reduction in ventilator-associated pneumonia (VAP), a 17 percent reduction in catheter-associated urinary tract infections (CAUTI), and a 14 percent reduction in central line-associated bloodstream infections (CLABSI), all compared to 2012 data.
- Collaborated with parent company Providence Health & Services to standardize staffing models, TeleICU and outreach, and quality measurement and reporting.

## PALLIATIVE CARE

**The Palliative Care team created a system-wide Steering Committee in 2013 to integrate and expand palliative care services at all levels of care needed from ambulatory to critical care.** A medical director leads the program in partnership with Swedish Cancer Institute and Swedish Neurosciences Institute.

Palliative medicine is the medical specialty that focuses on relief of pain and other challenging symptoms of serious illness. This service is appropriate at any stage of a serious, chronic or life-threatening illness, and is not dependent on prognosis. A multidisciplinary and collaborative care team from medicine, nursing, social work and spiritual care work closely with patients and families to discuss care goals and options, and foster shared decision-making. Goals include maximizing comfort and offering the best possible quality of life to patients and their families. Palliative Care is available at the Swedish First Hill and Cherry Hill campuses, with expansion plans in the coming year for the Ballard and Issaquah campuses.

A robust plan is under way to educate Swedish physicians and caregivers about palliative care and how these services improve patient satisfaction, care coordination across multiple healthcare disciplines and settings, and clinical outcomes.



MEDICAL DIRECTOR AND GASTROENTEROLOGIST DREW SCHEMBRE, M.D., USES TELEHEALTH TECHNOLOGY.

# telehealth

## EXPANDING CARE OPTIONS TO COMMUNITIES

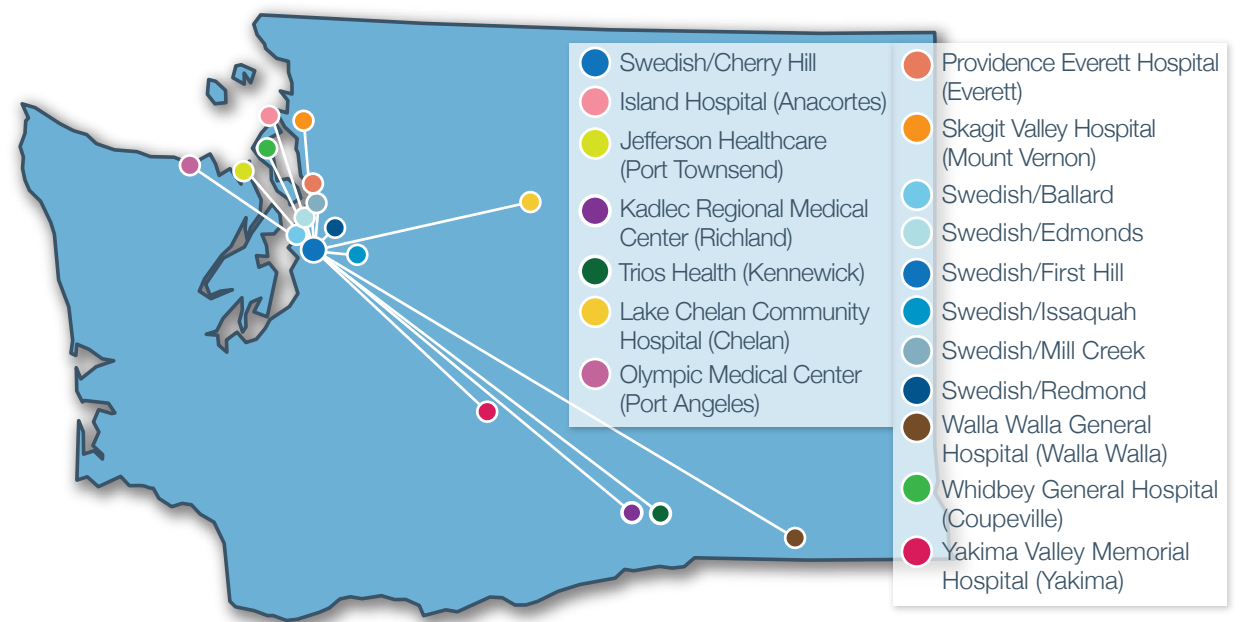
As we work to transform care delivery in our communities of all sizes, telehealth becomes even more integral. These programs use secure video connections, high-definition imaging and other sophisticated technologies to allow specialists at Swedish to diagnose and propose treatment options for patients who are not sitting in the same exam room, hospital room or emergency department as the Swedish physician.

In both urban and rural areas of Washington, transportation issues and physician shortages pose significant challenges for patients who require specialized care. Here's how telehealth helps:

- Assures patients access to care when they need it and when time is critical for diagnosing and treating serious conditions.
- Allows specialist physicians to practice more efficiently while supporting communities that don't have specialty care available locally.
- Reduces the amount of travel for both physicians and patients.

Ten years ago, Swedish launched TeleICU to become the first hospital in Washington — and one of a handful of hospitals nationwide — to harness technology in order to improve access to specialized care. Three years later, Acute Telestroke debuted and brought the expertise of Swedish Neuroscience Institute to stroke patients in communities throughout Washington and the Pacific Northwest. Since then, Swedish has continued to add to its telehealth services and its network of hospitals, emergency departments and medical practices.

## SWEDISH TELEHEALTH NETWORK



### FORMING A HEALTHCARE BRIDGE

Strong, cooperative partnership between Swedish and its network hospitals contributes to the ongoing growth and success of telehealth programs. Advanced technology and online security are helping expand access to Swedish's many specialty healthcare services. Hospitals and medical practices in many communities across Washington state have embraced the benefits of telehealth for their patients.

### SWEDISH TELEHEALTH SERVICES

- TeleCare Management • TeleEEG • TeleGastroenterology • TeleHospitalist • TeleICU
  - TeleMovement Disorders • TeleNeurology-Inpatient • TeleNeurosurgery • TelePediatrics Hospitalist
  - TelePediatrics Intensivist • TelePsychiatry • TeleSocial Work • TeleStroke • TeleWound.
- Under development for 2014: Cerebrovascular surgery, spine, pediatric subspecialties, physiatry, sleep and direct-to-consumer web-based telehealth services.



MEDICAL DIRECTOR AND PEDIATRIC CRITICAL CARE HOSPITALIST MICHAEL SHANNON, M.D., USES TELEHEALTH TECHNOLOGY.



RALPH PASCUALY, M.D.  
Chief Medical Officer, Swedish Medical Group;  
Senior Vice President, Physician Services,  
Swedish Health Services

‘We’re experiencing real benefits from physician-led governance, including an improved ability to adapt to the shifting healthcare world, better care delivery and improved insight into care processes.’

# physician-led governance

## REAL CHANGE STARTS FROM WITHIN

Swedish Medical Group created a physician-led governance structure with the goal of involving physicians in rapid and proactive decision-making. It has two critical components: A Physician Executive Council (PEC) with related committees and subcommittees, and a leadership dyad in clinics that pairs physicians with clinic administrators. Across SMG, the new governance structure has led to positive changes in care delivery and greater physician engagement.

### PEC MEMBERS

**AT-LARGE MEDICAL DIRECTOR**  
Derel Finch, M.D.

**CARDIOLOGY MEDICAL DIRECTOR**  
John Petersen II, M.D.

**HEART/VASCULAR SURGERY MEDICAL DIRECTOR**  
Rocco Ciocca, M.D.

**HOSPITALIST MEDICAL DIRECTOR**  
Per Danielsson, M.D.

**NEUROLOGY MEDICAL DIRECTOR**  
Lily Jung Henson, M.D.

**NEUROSURGERY MEDICAL DIRECTOR**  
Doug Backous, M.D.

**OB/GYN MEDICAL DIRECTOR**  
Eleanor Friele, M.D.  
(through October 2013)  
Kristen Austin, M.D.  
(as of October 2013)

**PEDIATRICS MEDICAL DIRECTOR**  
Guy Hudson, M.D.

**PRIMARY CARE MEDICAL DIRECTORS**  
Shannon Shamseldin, M.D.  
Mary Weiss, M.D.  
Jeff Wolff-Gee, M.D.

**SURGERY MEDICAL DIRECTOR**  
Marc Horton, M.D.  
(through October 2013)  
Ryan Martinez, M.D.  
(as of October 2013)

**SMG CHIEF EXECUTIVE & SHS SENIOR VICE PRESIDENT, PHYSICIAN SERVICES**  
Ralph Pascualy, M.D.

**SMG CHIEF MEDICAL OFFICER**  
Jon Younger, M.D.

**SMG EXECUTIVE MEDICAL DIRECTOR, PRIMARY CARE**  
Warren Fein, M.D.

**SMG CHIEF OPERATING OFFICER**  
Bryan Mueller

# physician executive council

## COMMITTEE & SUBCOMMITTEE PROGRESS



### STRATEGIC PROGRAM DEVELOPMENT COMMITTEE

Chair: Doug Backous, M.D.

The Strategic Program Development Committee develops an SMG strategic vision, recommends strategic plans to the SMG Physician Executive Council, creates a strategic dashboard, takes into account market and industry changes when designing strategy, defines what it means to be an SMG physician, and more.

2013 PROGRESS:

- Approved SMG Strategic Plan for 2014-2016.
- Performed market analysis to understand strategies for growth.
- Gained understanding of how accountable-care organizations will shape medicine.
- Developed guidelines for primary- and specialty-care collaboration.
- Explored potential collaborations with Swedish Medical Center on marketing.



### PATIENT EXPERIENCE COMMITTEE

Chair: Mary Weiss, M.D.

Vice chair: Sunita Mishra, M.D.

The Patient Experience Committee works on patient satisfaction measurement and reporting, how to integrate patient experience in the SMG mission, and how to incorporate SMG into broader patient-experience work.

2013 PROGRESS:

- Defined key aspects of a positive patient experience: great service, ease of access to care and quality of medicine.
- Reviewed prior care-quality research.
- Worked to make post-visit patient surveys more relevant and meaningful.



MARY WEISS, M.D., MEDICAL DIRECTOR OF SWEDISH CENTRAL SEATTLE PRIMARY CARE AND CHAIR OF THE PEC'S PATIENT EXPERIENCE COMMITTEE.



# physician executive council

## COMMITTEE & SUBCOMMITTEE PROGRESS



CARE TEAM COLLEAGUES REBECCA PARRISH, M.D., AND MEDICAL ASSISTANT LOUIS PRICE OF SWEDISH MILL CREEK PRIMARY CARE.



### CARE TRANSFORMATION COMMITTEE

Chair: Ralph Pascualy, M.D.

The Care Transformation Committee reviews clinical quality measures according to established regional and national programs, develops credentialing procedures for provider services, reviews referral management, and leads IT projects aimed at improving quality and efficiency for physicians and clinical staff.

#### 2013 PROGRESS:

- Led organization of the Quality & Value Department into four areas: data and analytics, program management, process improvement, and increased integration with Swedish Medical Center on quality initiatives.
- Directed the initial investment in care management and the team responsible for moving accountable care services forward at SMG and across the broader system.
- Took steps to address local behavioral health needs, including collaborating with providers enrolled in a medical/behavioral health program through Seattle University and evaluating proposals for an expanded behavioral health program.



### INNOVATIVE CARE MODEL DEVELOPMENT SUBCOMMITTEE

Chair: Jon Younger, M.D.

The Innovative Care Model Development Subcommittee develops care delivery models that support clinical integration, care transformation and accountable care; helps determine readiness for new reimbursement models such as pay-for-performance; and gives feedback to Western Washington Clinically Integrated Network contracting group that supports regional goals.

#### 2013 PROGRESS:

- Developed an innovation-scoring tool that can assess new ideas.
- Reviewed care teams' clinic pilots, endorsing their implementation in all primary care clinics.
- Worked on implementing patient-centered medical home within Swedish.
- Considered a hospital-at-home proposal and new patient education solutions.



### INFORMATICS SUBCOMMITTEE

Chair: Jeff Wolff-Gee, M.D.

Vice chairs: LuAnn Chen, M.D., and Mia Wise, M.D.

The Informatics Subcommittee monitors the evolving science of electronic health record (EHR) implementation, including provider training, selection and testing of Epic enhancements; evaluates Epic builds that support SMG; and works on federal certification for Meaningful Use, as well as other regulations that affect EHR use.



#### 2013 PROGRESS:

- Helped SMG and Swedish Medical Center achieve a 90 percent passing rate for Meaningful Use Stage 1.
- Led increase in MyChart patient portal enrollments from 42 to 63 percent — beating goal of 50 percent.



### QUALITY & VALUE SUBCOMMITTEE

Chair: Christopher Dale, M.D.

The Quality & Value Subcommittee develops and implements clinical and operational quality and value metrics; provides data to key stakeholders that help foster high-reliability, high-value care; produces quality reports for external audiences; oversees the Coordinated Quality Improvement Plan; and more.

#### 2013 PROGRESS:

- Led Quality & Value Department restructure in data/analytics, program management, process improvement and health optimization.
- Improved coordination of quality initiatives across Swedish system.
- Worked with Greenfield Consulting to analyze gap between desired and existing quality of care. Work under way in four key areas to reduce that gap.

# physician executive council

## COMMITTEE & SUBCOMMITTEE PROGRESS



FROM LEFT, BRUCE GARDNER, M.D., AND TUAN-AHN NGUYEN, M.D., OF SWEDISH ISSAQUAH PRIMARY CARE.



### COMPENSATION COMMITTEE

Chair: Jon Younger, M.D.

The Compensation Committee works to establish a compensation model that aligns with SMG and Swedish-wide strategies.

#### 2013 PROGRESS:

- Ensured that annual updates to the compensation model will focus more on subtle strategic priorities rather than large-scale changes.
- Worked toward developing incentives that reward providers both for their individual performance and their contribution to SMG.



### MARKETING AND PHYSICIAN SERVICES COMMITTEE

Chair: Rocco Ciocca, M.D.

The Marketing and Physicians Services Committee devises effective marketing strategies for SMG, including developing marketing performance goals, advising on SMG's marketing strategy, ensuring SMG marketing aligns with that of Swedish Health Services, and serving as a resource for media relations.

#### 2013 PROGRESS:

- Launched strategy to improve SMG ranking in Seattle and Seattle Met magazines' "Top Doctors" publications.
- Reviewed strategies in light of shift to digital marketing.
- Created and tested tagline options.



### FINANCE, BUDGET AND RESOURCE ALLOCATION COMMITTEE

Chair: Derel Finch, M.D.

The Finance, Budget and Resource Allocation Committee works to effectively allocate resources to help SMG execute strategic plans, aligns reimbursement with value-based healthcare, and collaborates with departments and programs on the budgeting process.

#### 2013 PROGRESS:

- Approved 2014 SMG budget.
- Approved SMG pricing initiative.
- Provided monthly review of SMG budget performance.
- Reviewed resource requests based on pros and cons.



### PROVIDER CITIZENSHIP COMMITTEE

Chair: Guy Hudson, M.D.

The Provider Citizenship Committee sets professional conduct standards, informs SMG providers about citizenship expectations, recommends penalties for conduct breaches, defines conflicts of interest, and more.

#### 2013 PROGRESS:

- Crafted policies that align standards for primary and specialty care.
- Examined possible citizenship specifics for inclusion in employment contracts.
- Developed SMG Code of Conduct.

# physician executive council

## COMMITTEE & SUBCOMMITTEE PROGRESS



### HUMAN RESOURCES COMMITTEE

Chair: Lily Jung Henson

The Human Resources Committee develops strategies for recruitment and retention and works on disciplinary processes, human resources policies, employee compensation and employee recognition.

#### 2013 PROGRESS:

- Oversaw work performed by Advanced Practice Clinician Council.
- Developed a provider handbook, currently under review.
- Began redesign of monthly new provider orientation.
- Worked on improvements to medical assistant float pool.
- Reviewed locum/provider float pool.



### ADVANCED PRACTICE CLINICIAN COUNCIL

Chair: Angela Downs, CRNA

The new Advanced Practice Clinician Council defines the scope of practice and determines how best to employ the skills of SMG's advanced practice clinicians (APCs), fosters better understanding of APCs' benefits, trains APCs and manages legislative issues regarding APCs.

#### CURRENT PROJECTS:

- Empower APCs within Swedish to recognize issues that affect them and create action plans.
- Improve utilization of APCs.



### MEDICAL DIRECTORSHIP & PROVIDER CONTRACTING, PERFORMANCE & EVALUATION SUBCOMMITTEE

Chair: Jon Younger, M.D.

The Medical Directorship & Provider Contracting, Performance & Evaluation Subcommittee develops a general yet comprehensive job description for SMG's medical director role and works on other issues involving medical directors.

#### 2013 PROGRESS:

- Worked on reviewing the clinic administrator role to reflect dyad model.
- Devised metrics for measuring medical director evaluation.
- Devised process for evaluating performance of medical director.
- Supported medical directors as they identify performance issues within their departments or clinics.

# physician advancements

## PROVIDER SERVICES

Recruiting the right people to Swedish Medical Group is essential to the way we're transforming care delivery. We look for physicians and advanced practice clinicians who are team-oriented and deeply patient-centered. When we find the right fit, everybody gains — our patients, our medical teams and support staff, and the communities we serve. To meet the diverse health conditions of our patients in 2013, the recruiting team brought 191 new faces to SMG. Of those, 54 were primary care providers.

191  
NEW PROVIDERS  
IN 2013

## MEANINGFUL USE

The Centers for Medicare & Medicaid Services (CMS) offers financial incentives for the effective use, termed "meaningful use," of electronic health records (EHR). In just a few short years, Swedish is a top Meaningful Use performer.

The program continued to both achieve new milestones and expand its reach throughout 2013:

- Registered 100 percent of eligible Swedish providers for Meaningful Use certification, compared to an 80 percent national benchmark.
- Increased eligible provider passing rate to 99 percent from 85 percent in 2012.
- Continued submitting data to Washington State Department of Health to aid public health monitoring for disease outbreaks and illness patterns.
- Used MyChart patient portal to send patients alerts about overdue visits, needed tests or follow-up appointments.
- Developed workflow for Meaningful Use Stage 2 requirements.

Staying ahead of changes to Meaningful Use is integral to Swedish's success. Meaningful Use enters Stage 2 in 2014, with higher compliance thresholds, such as interoperability between disparate EHR systems. The new incentives are based on now using EHRs to zero in on preventive care and improve patient engagement.

374  
ELIGIBLE  
PROVIDERS

99%  
PASSING  
RATE

\$3  
MILLION  
EARNED  
IN 2013

\$10.2  
MILLION IN  
TOTAL 3-YEAR  
EARNINGS

## BUSINESS DEVELOPMENT

The Business Development team uses data and critical market information to guide strategic decisions for Swedish Medical Group to support physicians and their practices across primary care and specialty care. **In 2013, SMG implemented a customer relationship management platform (CRM).** With this system, the Business Development team can more closely collaborate and purposefully track and report activities. CRM directly ties into the marketing analysis tool for service line planning, which allows the team to network across service lines and find ways to connect physicians and their services.

# physician leadership

Our physician leaders kept pace with accountable care, federal healthcare changes and myriad industry shifts. All the while, they continued to deftly manage their clinics, motivate those around them and thrive in their respective fields of expertise.



**AMBULATORY INFORMATICS**  
Jeff Wolff-Gee, M.D.

**ADDICTION RECOVERY**  
Jim Walsh, M.D.

**ANESTHESIOLOGY**  
Kelvyn Abramowitz, M.D.  
Kathryn Beck, M.D.

**ANESTHESIOLOGY**  
Will Blankenship, M.D.

**BONE HEALTH**  
Christopher Shuhart, M.D.

**BEHAVIORAL MEDICINE**  
Arpan Waghray, M.D.

**CARDIAC SURGERY**  
Glenn Barnhart, M.D.

**CARDIOLOGY**  
Ralph Althouse, M.D.  
Robert Bersin, M.D.  
Louis Blake-Inada, M.D.  
Peter Casterella, M.D.

**CARDIOLOGY**  
Paul Huang, M.D.  
Robert Mito, M.D.  
John Petersen-II, M.D.  
O. Madalina Petrescu, M.D.

**CARDIOLOGY**  
Neil Siecke, M.D.  
Sarah Speck, M.D.  
William Stanley, M.D.  
Jeffrey Westcott, M.D.

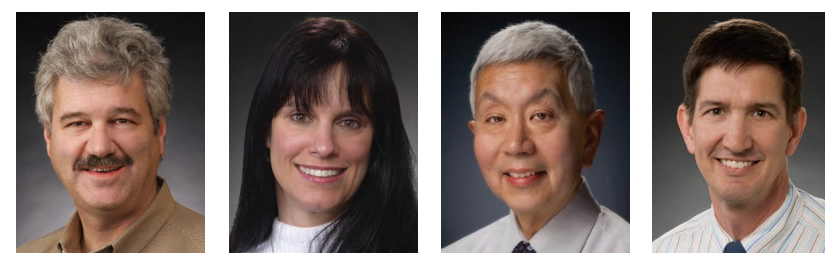
**CARE TEAMS & INNOVATION**  
Sunita Mishra, M.D.

**EMERGENCY MEDICINE**  
Russell Carlisle, M.D.

**EPILEPSY**  
Jehuda Sepkuty, M.D.  
Marcio Sotero de Menezes, M.D.



**FAMILY MEDICINE**  
Robert Bayles, M.D.  
LuAnn Chen, M.D.  
Glen Kiyonaga, M.D.  
David McFarland, M.D.



**FAMILY MEDICINE**  
Lindsey McKeen, A.R.N.P.  
Shannon Shamseldin, M.D.  
Kristy Thompson, D.O.  
Alina Urriola, M.D.



**FAMILY MEDICINE**  
Maria "Mia" Wise, D.O.

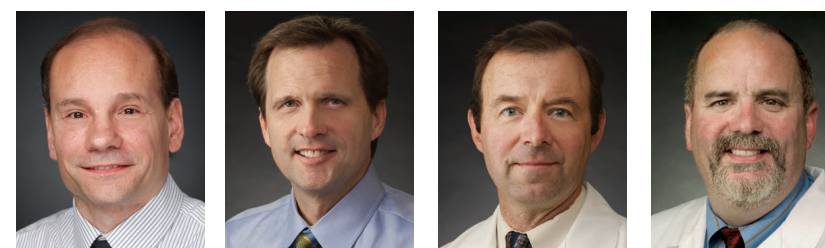
**FAMILY MEDICINE w/OB**  
Maureen Cronyn, M.D.  
Jennifer Spence, M.D.  
Mary Weiss, M.D.



**FAMILY MEDICINE w/OB**  
Matthew Yuskaitis, M.D.

**GASTROENTEROLOGY**  
John Brandabur, M.D.  
Drew Schembre, M.D.

**GENERAL SURGERY**  
Marc Horton, M.D.



**GENERAL SURGERY**  
Christine Lee, M.D.  
Ryan Martinez, M.D.

**HOSPITAL MEDICINE**  
Clark Coler, M.D.  
Per Danielsson, M.D.



**HOSPITAL MEDICINE**  
Richard Kadera, M.D.

**INTERNAL MEDICINE**  
Amy Deans, M.D.  
Mark Kasper, M.D.  
Barry Marmorstein, M.D.



CONTINUED >

## LEADING CARE TRANSFORMATION

# physician leadership



**INTERNAL MEDICINE**  
Constance Wang, M.D.  
Ronald Watson, M.D.

**MULTIPLE SCLEROSIS**  
James Bowen, M.D.

**NEUROHOSPITALIST MEDICINE**  
Todd Czartoski, M.D.



**NEUROHOSPITALIST MEDICINE**  
William Likosky, M.D.  
Sheila Smith, M.D.

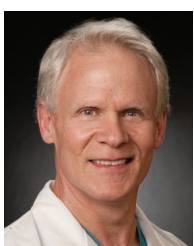
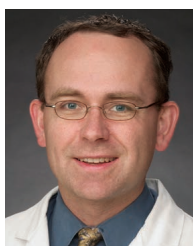
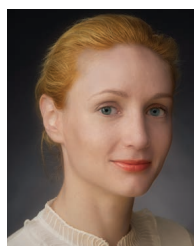
**NEUROLOGY**  
Stafford Conway, M.D.  
Eric Gierke, M.D.



**NEUROLOGY**  
John Henson, M.D.  
Lily Jung Henson, M.D.

**NEUROLOGY**  
Jennifer Witt, M.D.

**NEURO-ONCOLOGY**  
Tara Benkers, M.D.



**NEUROPSYCHIATRY**  
Lina Fine, M.D.

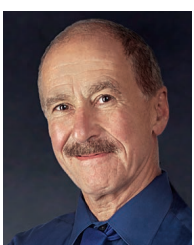
**NEUROSURGERY**  
Ryder Gwinn, M.D.  
Marc Mayberg, M.D.  
David Newell, M.D.



**NEUROSURGERY**  
Peter Nora, M.D.

**NEUROLOGY**  
Doug Backous, M.D.

**OB/GYN**  
Kristen Austin, M.D.  
Eleanor Friele, M.D.



**OB/GYN**  
Dorcas McLennan, M.D.

**OTOLARYNGOLOGY**  
Linnea Peterson, M.D.

**PAIN MANAGEMENT**  
Gordon Irving, M.D.

**PALLIATIVE CARE**  
Janice Connolly, M.D.

**PEDIATRIC EMERGENCY MEDICINE**  
Kathleen Goetz, M.D.

**PEDIATRIC HOSPITAL MEDICINE**  
Sean Lawler, M.D.

**PEDIATRIC INTENSIVE CARE**  
Michael Shannon, M.D.

**PEDIATRIC SPECIALTY CARE**  
Guy Hudson, M.D.



**PEDIATRICS**  
David Franklin, M.D.  
Rupin Thakkar, M.D.

**PHYSIATRY AND SPORTS MEDICINE**  
Paul Lim, M.D.

**PITUITARY**  
Frances Broyles, M.D.

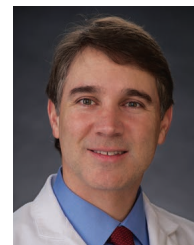


**PRIMARY CARE**  
Warren Fein, M.D.

**QUALITY & VALUE**  
Christopher Dale, M.D.

**RESIDENTIAL CARE**  
Eric Troyer, M.D.

**SLEEP MEDICINE**  
Preetam Bandla, M.D.



**SLEEP MEDICINE**  
Anand Gersappe, M.D.  
Michael McDonald, M.D.  
Ralph Pascualy, M.D.  
Sarah Stolz, M.D.



**SLEEP MEDICINE**  
Darius Zoroufy, M.D.

**SPINE, SPORTS AND MUSCULOSKELETAL MEDICINE**  
Andrew Cole, M.D.

**URGENT CARE**  
Kyung Lee, M.D.

**VASCULAR SURGERY**  
Rocco Ciocca, M.D.



**VASCULAR SURGERY**  
Brian Lange, M.D.



END



KRISTY THOMPSON, D.O.,  
MEDICAL DIRECTOR OF SWEDISH  
MILL CREEK PRIMARY CARE.

‘My doctor is an **exceptional physician**. She explains conditions, treatments and medications in an accurate, **easy-to-understand** and personable way. She **listens to her patients** and makes sure we understand all issues. She is why I go to Swedish.’

# directory

PHYSICIANS AND ADVANCED PRACTICE CLINICIANS



SWEDISH/BALLARD

SWEDISH/CHERRY HILL

SWEDISH/FIRST HILL

SWEDISH/ISSAQUAH

SWEDISH/MILL CREEK

SWEDISH/REDMOND

Medical directors, chiefs and executive directors shown in **bold**.

## ADDICTION RECOVERY

Erber, Amy, ARNP  
Horan, Therese, CNM  
Ingrisano, Nicole, M.D.  
Olson, Eric, M.D.  
Parada, Gregory, M.D.  
Plawman, Abigail, M.D.  
Rudolf, Vania, M.D.  
Vanston, Sarah, M.D.  
**Walsh, Jim, M.D.**  
Wong, Jacqueline, M.D.

## ANESTHESIOLOGY

**Abramowitz, Kelvyn, M.D.**  
Ackerman, Peter, M.D.  
Alley, Connie, CRNA  
**Beck, Kathryn, M.D.**  
Bennett, Melissa, CRNA  
**Blankenship, Will, M.D.**  
Carlyle, Wendy, M.D.  
Doepfner, Paul, M.D.  
Dostal, Michelle, CRNA  
Downs, Angela, CRNA  
Farney, Jennifer, CRNA  
Helms, Svetlana, D.O.  
Johnson, Shayna, CRNA  
Lamperti, Katharine, M.D.  
Livingston, MaryKay, CRNA  
Mackenzie, Ian, CRNA  
Milligan, Deyan, M.D.  
Puente, Jeudiel, CRNA  
Rad, Ionel, M.D.  
Sauer, Tatum, M.D.  
Sliker, Renee, CRNA  
Wallace, Brian, M.D.  
Ward, Dorota, CRNA  
Wesner, Heather, CRNA  
Wheelock, Kevin, CRNA

## AUDIOLOGY

Carroll, Brenna, AuD  
Huckabay, Kristina, AuD  
Lamberth, Heather, AuD  
Watson, Stacey, M.S.

## BEHAVIORAL MEDICINE

Anderson, Rosemarie, M.D.  
Bay, Rebecca, M.D.  
Davies, Catherine, M.D.  
Famy, Christopher, M.D.  
Gopinath, Shamin, M.D.  
Larson, Bruce, M.D.  
**Waghray, Arpan, M.D.**  
Zantop, Veronika, M.D.

## BONE HEALTH

**Shuhart, Christopher, M.D.**

## CARDIAC SURGERY

**Barnhart, Glenn, M.D.**  
Bars-O'mara, Valerie, PA-C  
Earnheart, Amanda, PA-C  
Friedlander, Gil, PA-C  
Haber, Benjamin, PA-C  
Hayes, Ronald, PA-C  
Kidwell, Francis, PA-C  
Lehr, Eric, M.D.  
Ree, Traci, PA-C  
Teply, Joseph, M.D.  
Tilley, Eric, PA-C  
Vogt, Bella, PA-C  
Weinreich, Steven, PA-C  
Whorley, Lara, ARNP  
Wu, Pierce, PA-C  
Youssef, Samuel, M.D.

## CARDIOLOGY

Alfred, Sally, ARNP  
**Althouse, Ralph, M.D.**  
Azam, Salman, M.D.  
**Bersin, Robert, M.D.**  
**Blake-Inada, Louis, M.D.**  
Broudy, David, M.D.  
Browne, Amanda, ARNP  
**Casterella, Peter, M.D.**  
Demopolos, Peter, M.D.  
English, Milton, M.D.  
Ghods, Massie, M.D.  
Gilbert, Adam, PA-C  
Grassman, Eric, M.D.  
**Huang, Paul, M.D.**  
Hughes, Sandra, ARNP  
Jesurum, Jill, ARNP  
Laurent, Debra, ARNP  
Lewis, Howard, M.D.  
Main, Carolyn, ARNP  
Malaney, Sally, ARNP  
**Mito, Robert, M.D.**  
Muni, Nimish, M.D.  
Navarro, Genghis, ARNP  
Odhiambo, Bibian, ARNP  
Olsen, John, M.D.  
Oppenheim, Gary, M.D.  
Panther, David, PA-C  
Pautz, James, M.D.  
Petersen, John, M.D.  
**Petersen II, John, M.D.**  
**Petrescu, O. Madalina, M.D.**  
Reed, Susan, ARNP

## CARDIOLOGY CONTINUED

Reiter, Ronald, M.D.  
**Siecke, Neil, M.D.**  
**Speck, Sarah, M.D.**  
**Stanley, William, M.D.**  
Wells, Darryl, M.D.  
**Westcott, Jeffrey, M.D.**  
Westover, Jennifer, ARNP  
Winn, Paul, ARNP  
Yeoh, Tiong-Keat, M.D.  
Zivin, Adam, M.D.

## EMERGENCY MEDICINE

Berman, Jeremy, M.D.  
Brown, Elizabeth, M.D.  
**Carlisle, Russell, M.D.**  
Clark, Nathaniel, D.O.  
Dowidar, Bassim, M.D.  
Fitzsimmons, Kari, M.D.  
Garbrick, Lisa, M.D.  
Grundy, Robert, M.D.  
Kallas, Alexander, M.D.  
Kates, Laura, M.D.  
Olson, Carroll, M.D.  
Selander, David, M.D.  
Seo, Benjamin, M.D.  
Tucker, Kristine, M.D.  
Wagner, Lara, M.D.

## EMPLOYEE HEALTH AND WELLNESS

Hair, Billierose, ARNP  
Welch, Rebecca, ARNP

## ENDOCRINOLOGY

Udayasankar, Jayalakshmi, M.D.

## EPILEPSY

Caylor, Lisa, M.D.  
Dela Cruz, Marie, MSW  
Doherty, Michael, M.D.  
Fortier, Nicole, ARNP  
Haltiner, Alan, Ph.D  
Schoenfeld, Jennifer, ARNP  
**Sepkuty, Jehuda, M.D.**  
**Sotero de Menezes, Marcio, M.D.**

## FAMILY MEDICINE

Anderson, Ken, M.D.  
Balauag, Marlon, M.D.  
Barnett, Anthony, M.D.  
**Bayles, Robert, M.D.**  
Belcher, Chris, M.D.  
Bellissimo, Mallory, PA-C

Medical directors, chiefs and executive directors shown in **bold**.

## FAMILY MEDICINE CONTINUED

Bensen, Crystal, ARNP  
Bishop, Janice, M.D.  
Brinkley, Caroline, M.D.  
Butler, Charles, M.D.  
Chan, Christopher, M.D.  
Chan, Clara, M.D.  
Chandra, Arti, M.D.  
Chen, Jenny, M.D.  
**Chen, LuAnn, M.D.**  
Chu, Kimberly, ARNP  
Collantes, Maria, M.D.  
Cristman, Timothy, PA-C  
Daniel, Brett, M.D.  
Davoodi, Rashno, M.D.  
Deshpande, Aarti, M.D.  
Duke, Rebecca, M.D.  
Ehrlich, Gillian, ARNP  
Erdmann, Thomas, M.D.  
Erickson, Michael, M.D.  
Esmail, Naheed, D.O.  
Esper, Elisa, ARNP  
Etzkorn, Christopher, M.D.  
Fader, Seth, D.O.  
Gatta, Smitha, M.D.  
Ghavami, Parham, M.D.  
Greaney, Ann, M.D.  
Guerra, Juan, M.D.  
Guerra, Sierra, M.D.  
Hadley, Amye, ARNP  
Henkle, Esther, M.D.  
Hobbs, Caroline, ARNP  
Hogg, Robert, M.D.  
Hsue, Mindy, M.D.  
Irizary, Fernando, M.D.  
Karmali, Zahra, M.D.  
Kimball, Laura, M.D.  
**Kiyonaga, Glen, M.D.**  
Klein, Deborah, M.D.  
Kovar, Michael, M.D.  
Lambe, Mary, M.D.  
Larock, Lindsey, ARNP  
Le, Trieu, M.D.  
**Lee, Kyung, M.D.**  
Lee, Tabessa, M.D.  
Lesage, Hui-Ying, M.D.  
Liebert, Carlyn, ARNP  
Lin, Jennifer, D.O.  
Liu, Esther, M.D.  
Ma, Sandy, M.D.  
Mabasa, Yvette, M.D.  
Manole, Irina, M.D.  
Mayhill, Monica, M.D.  
Mayeda, Kenneth, M.D.

## FAMILY MEDICINE CONTINUED

Mazzeo, Rocky, M.D.  
McBride, Jonathan, M.D.  
McDonald, Douglas, M.D.  
**McFarland, David, M.D.**  
McHugh, James, M.D.  
**McKeen, Lindsey, ARNP**  
Miller, Eduardo, M.D.  
Najera, Travis, M.D.  
Nguyen, Tuan Anh, M.D.  
O'Farrell, Catie, M.D.  
Panek, Timothy, ARNP  
Parrish, Rebecca, M.D.  
Parry, Tamara, M.D.  
Pruess-Nevins, Kim, M.D.  
Pulido, Stephen, M.D.  
Roe, Elaine, M.D.  
Roman, Marvin, M.D.  
Roter, Bradley, M.D.  
Ruedebusch, Paula, ARNP  
Schier, Craig, M.D.  
Shamseldin, Shannon, M.D.  
Shen, Emerisse, ARNP  
Smith, Catherine, M.D.  
Smith, Todd, ARNP  
Stose, Mark, PA-C  
Strobel, Jennifer, ARNP  
Swan, Robert, ARNP  
Szalay, Andrew, M.D.  
Tan, Lynne, M.D.  
**Thompson, Kristy, D.O.**  
Towolawi (Onwuka), Margaret, M.D.  
Tran, Diem, D.O.  
Tran, Van, ARNP  
Tregillus, Leslie, M.D.  
**Urriola, Alina, M.D.**  
Van Tassel, Melissa, M.D.  
Vankireddy, Haritha, M.D.  
Walker, Jo, M.D.  
Weitkamp, Gretchen, M.D.  
**Wise, Maria, D.O.**  
Wohl, Jodie, M.D.  
Yao, Lili, M.D.  
Yoon, Melissa, PA-C

## FAMILY MEDICINE W/ OBSTETRICS

Babcock, Judith, M.D.  
Barto, Alyssa, M.D.  
Benveniste, Sara, M.D.  
Brydon, Kyla, M.D.  
Canavera, Courtney, M.D.  
Capp, Philip, M.D.  
Casey, Jillene, M.D.

## FAMILY MEDICINE W/ OBSTETRICS CONTINUED

**Cronyn, Maurene, M.D.**  
Dagg, Steven, M.D.  
Dresang, Steven, M.D.  
Dyer, Rachael, M.D.  
Emanuel, Margaux, M.D.  
Erickson, Katrina, M.D.  
Ertugay, Lane, M.D.  
Estlin, Katherine, M.D.  
Fuhrmann, David, M.D.  
Gaydos-Gabriel, Juliann, M.D.  
Giedt, Cassandra, M.D.  
Hann, Genevieve, M.D.  
Hills, Rachel, M.D.  
Kasai, Paige, M.D.  
McHugh, Jessica, M.D.  
Mickelson, Adriana, M.D.  
Mohr, Lisa, M.D.  
Nelson, Marci, M.D.  
Nijenhuis, Elaine, PA-C  
Okorn, Dobrina, M.D.  
Paster, Danielle, M.D.  
Piercey, Gwendolyn, ARNP  
Roter, Brad, M.D.  
Shamseldin, Michael, M.D.  
**Shamseldin, Shannon, M.D.**  
Smith, Frederick, M.D.  
**Spence, Jennifer, M.D.**  
Spiro, David, M.D.  
Tonder, Kathryn, M.D.  
**Weiss, Mary, M.D.**  
Wesch, Jessica, M.D.  
**Yuskaitis, Matthew, M.D.**  
Zeh, Catherine, M.D.

## FELLOWS

Barkley, Shannon, M.D.  
Espanol, Eddie, M.D.  
Fontana, Elizabeth, M.D.  
Khan, Asra, M.D.  
Kociasvili, Konstantins, M.D.  
Mangubat, Erwin, M.D.  
Qureshi, Shahnawaz, M.D.  
Reiter, Ronald, M.D.  
Tripp, Angela, M.D.

## GASTROENTEROLOGY

Anderson, Carolyn, ARNP  
Ausk, Karlee, M.D.  
**Brandabur, John, M.D.**  
Carlson, Christopher, M.D.  
Chau, Trang, ARNP

**CONTINUED >**

# directory

PHYSICIANS AND ADVANCED PRACTICE CLINICIANS

Medical directors, chiefs and executive directors shown in **bold**.

## GASTROENTEROLOGY

Gorham, Margaret, ARNP  
Holtzman, Gene Anne, ARNP  
Iles-Shih, Lulu, M.D.  
Mishra, Rajnish, M.D.  
Ness, Erik, M.D.  
Panchal, Melanie, ARNP  
Patterson, David, M.D.  
Price, Leslie, M.D.  
Procaccini, Nicholas, M.D.  
Ramakrishnan, Amarnath, M.D.  
**Schembre, Drew, M.D.**

## GENERAL SURGERY

Barr, Darlene, M.D.  
Dishneau, Heidi, ARNP  
Eden, Michelle, M.D.  
Florence, Michael, M.D.  
Granvall, Stephanie, PA-C  
Heinberg, Eric, M.D.  
**Horton, Marc, M.D.**  
Hurt, Della, PA-C  
Johnston, Matthew, M.D.  
Kreps, Todd, PA-C  
**Lee, Christine, M.D.**  
Mandell, Katherine, M.D.  
**Martinez, Ryan, M.D.**  
Patterson, Kelli, PA-C  
Reimel, Beth Ann, M.D.  
Schaller, Christopher, PA-C  
Ting, Andrew, M.D.  
Tschirhart, John, M.D.  
Wells, Sean, M.D.

## HOSPITAL MEDICINE

Alt, Abigail, M.D.  
Alto, Letizia, M.D.  
Asakura, Kenji, M.D.  
Ashley, Jennifer, M.D.  
Attia, Engi, M.D.  
Babcock, Ethan, M.D.  
Billings, Martha, M.D.  
Bork, Sarah, M.D.  
Bryan, Shannon, M.D., M.P.H.  
Burke, Bennett, M.D.  
**Coler, Clark, M.D.**  
Connolly, Janice, M.D.  
Corson, Adam, M.D.  
Cowan, Andrew, M.D.  
Cowan, James, M.D.  
**Danielsson, Per, M.D.**  
Desgranges, Zana Patrick, M.D.  
Diggs, Naomi, M.D.  
Ding, Alice, M.D.  
Dinges, Warren, M.D.  
Drozd, Daniel, M.D.  
Ekemo, Janice, ARNP  
Fathke, Carrie, M.D.  
Fennessy, Sean, M.D.

## HOSPITAL MEDICINE CONTINUED

Ganathi, Prashanthi, M.D.  
Goldman, Jason, M.D.  
Gude, Jose, M.D.  
Haddad, George, M.D.  
Hansen, Robert, M.D.  
Hill, Joshua, M.D.  
Hough, Brian, M.D.  
Jerud, Elliot, M.D.  
**Kadera, Richard, M.D.**  
Kocarnik, Beverly, M.D.  
Kohmetscher, Mark, M.D.  
Lee, Alice, M.D.  
Lehmann, Ronald, M.D.  
Lieu, Binh, M.D.  
Marzbani, Edmond, M.D.  
Mashino, Yoko, M.D.  
Matthews, Jesse, M.D.  
McDermott, Carmen, M.D.  
Methvin, Amanda, M.D.  
Mironov, Vitali, M.D.  
Mukherjee, Paramita, M.D.  
Murphy, Itanna, PA-C  
Nemani, Revati, M.D.  
Neme, Santiago, M.D.  
Olariu Ureche, Mihaela, M.D.  
Oliver, Cara, M.D.  
Ong, Brandon, M.D.  
Patel, Kevin, M.D.  
Paulson, Kari, PA-C  
Peck, Clara, M.D.  
Pillai, Sunita, M.D.  
Potter, Elizabeth, M.D.  
Rahman, Saad, M.D.  
Sabnis, Meeta, M.D.  
Sachdeva, Sandeep, M.D.,  
FAHA, FACP  
Schutte, David, M.D.  
Shaikh, Moin, D.O.  
Shur, Aaron, M.D.  
Simonetti, Joseph, M.D.  
Skroch, Michael, PA-C  
Sun, Gilbert, M.D.  
Tarekegn, Selamawit, M.D.  
Tracy, Matthew, M.D.  
Trinh, Trong, M.D.  
Usman, Junaid, M.D.  
Yaghmai, Elisham, M.D.  
Yoo, Susan, M.D.  
Zaniello, Benjamin, M.D.  
Zhao, Richard, M.D.

## INTERNAL MEDICINE

Beaubien, Joanne, M.D.  
Bonsack, Bruce, M.D.  
**Deans, Amy, M.D.**  
**Fein, Warren, M.D.**  
Freeman, Ruth, M.D.  
Gardner, Bruce, M.D.

## INTERNAL MEDICINE CONTINUED

Girolamo, Aubrey, M.D.  
Hyde, Martha, M.D.  
Jensen, Amy, M.D.  
**Kasper, Mark, M.D.**  
Lazarous, Patsy, M.D.  
Leigh, Martha, M.D.  
Liu, Carolyn, M.D.  
**Marmorstein, Barry, M.D.**  
**Mishra, Sunita, M.D.**  
Mittal, Neeti, M.D.  
Moen, John, M.D.  
Morrison, John, M.D.  
Owen, Mary, M.D.  
Pong, David, M.D.  
Sherman, Carolyn, M.D.  
Summerfield, Jill, M.D.  
Taylor, Susannah, M.D.  
Terasaki, Wesley, M.D.  
Troiano, Barbara, M.D.  
**Wang, Constance, M.D.**  
**Watson, Ronald, M.D.**  
Way, Jenny, M.D.  
Wheeler, Cathrine, M.D.  
**Wolff-Gee, Jeff, M.D.**  
Woo, William, M.D.  
Xue, Run, M.D.

## LYTLE CENTER FOR PREGNANCY & NEWBORNS

Baxter, Kelle, ARNP  
Hoover, Sharon, ARNP

## MENTAL HEALTH

Krouse, Denise, MHC  
Phillips, Suzanne, MSW  
Woodroffe, Pamela, MSW

## MIDWIFERY

Ali, Bliss, CNM, ARNP  
Allard, Audrey, CNM, ARNP  
Arnold, Lisa, CNM  
Bolton, Margaret, CNM  
Derksen, Marilyn, CNM  
Dunn, Megan, CNM  
Gillis, Suzanne, CNM  
Good, Jessica, CNM  
Horan, Therese, CNM  
McKittrick, Kelly, CNM  
Paar, Heather, CNM  
Pelt, Mia, CNM  
Ready, Fra Na, CNM

Medical directors, chiefs and executive directors shown in **bold**.

## MULTIPLE SCLEROSIS

**Bowen, James, M.D.**  
Kobata, Kimberly, M.D.  
Mayadev, Angeli, M.D.  
Qian, Peiqing, M.D.  
Repovic, Pavle, M.D., Ph.D  
Severson, Barbara, ARNP  
Toshima, Michelle, Ph.D

## NEURO-ONCOLOGY

Beam-Bruce, Stacie, LSW  
**Benkers, Tara, M.D.**  
Callahan, Robyn, LICSW  
Smith, Michelle, PA-C

## NEUROHOSPITALIST MEDICINE

**Czartoski, Todd, M.D.**  
Deuel, Thomas, M.D.  
Drury, Keri, PA-C  
Kushner, Walter, D.O.  
**Likosky, William, M.D.**  
Loh, Yince, M.D.  
Lue, Stanley, M.D.  
Malik, Amer, M.D.  
Menon, Ravi, M.D.  
Park, Louise, ARNP  
Peterson, Kariss, ARNP  
Previti, Michael, M.D.  
Ralls, Lovelle, ARNP  
Reichman, Jordan, M.D.  
**Smith, Sheila, M.D.**  
Stayman, Aaron, M.D.  
Velander, Alan, M.D.

## NEUROLOGY

**Conway, Stafford, M.D.**  
**Gierke, Eric, M.D.**  
**Henson, John, M.D.**  
**Jung Henson, Lily, M.D.**  
Kennedy, Kate, ARNP  
Liou, Lee-Loung, M.D.  
Mai, Anne, M.D.  
Murphy, Lawrence, M.D.  
Reyes-Ramirez, Emma, LSW  
Ro, Susie, M.D.  
Roberts, David, M.D.  
**Witt, Jennifer, M.D.**  
Wong, Anna, M.D.

## NEUROSURGERY

Becker, Linda, ARNP  
Clayton, Daniel, M.D.  
Cobbs, Charles, M.D.  
Crew, Laura, ARNP  
Dancan, Margaret, PA-C  
David, Glen, M.D.  
DeGroot, Kristin, PA-C  
Fouke, Sarah, M.D.

## NEUROSURGERY CONTINUED

Gasparyan, Victoria, ARNP  
**Gwinn, Ryder, M.D.**  
Hamilton, Dean, ARNP  
Hammond, Dwayne, PA-C  
Hanscom, David, M.D.  
Hsiang, John, M.D.  
Jimenez, Loverne, PA-C  
Lai, Linda, PA-C  
Marcher, Clarice, ARNP  
**Mayberg, Marc, M.D.**  
Monteith, Stephen, M.D.  
**Newell, David, M.D.**  
**Nora, Peter, M.D.**  
Oskouian, Rod, M.D.  
Page, Jenifer, ARNP  
Rademaker, Pamela, ARNP  
Rives, Joanna, ARNP  
Romasanta, Gladys, ARNP  
Santarelli, Justin, M.D.  
Smith, Genevieve, ARNP  
Steed, Jordan, PA-C  
Steege, Timothy, M.D.  
Steen, Ray, PA-C  
Sturm, Anna, PA-C  
Thiex, Ruth, M.D.  
Trager, Michelle, ARNP  
Wang, James, M.D.  
Wilkes, Martha, PA-C

## NEUROTOLOGY

**Backous, Douglas, M.D.**

## OB/GYN

**Austin, Kristen, M.D.**  
Burdick, Theresa, M.D.  
Cahill, Deborah, M.D.  
Chang, Wendy, M.D.  
Chaplin, Deborah, PA-C  
Droz, Jennifer, M.D.  
Feldmann, Kristie, ARNP  
**Friele, Eleanor, M.D.**  
Goepfert, Teresa, D.O.  
Grabinski, Emma, M.D.  
Hammond, Sharon, ARNP  
Howard, Kristy, M.D.  
Iverson, Julie, M.D.  
Jaucian, Jennifer, M.D.  
Jones, Karen, M.D.  
Kingsland, Kathryn, ARNP  
Kipa-Joseph, Heather, M.D.  
Louie, Helen, M.D.  
Lowdermilk, Mark, M.D.  
**McLennan, Dorcas, M.D.**  
Moe, Martha, M.D.  
Ninan, Anita, M.D.  
Obeng, Mabel, M.D.  
Palmer, Robert, M.D.  
Pollack, Zachary, M.D.

## OB/GYN CONTINUED

Ruiz, James, M.D.  
Sato, Holly, M.D.  
Scheve, Dawn, M.D.  
Souter, Vivienne, M.D.  
Tomei, Rachelle, PA-C  
Zia, Joy, M.D.

## OTOLARYNGOLOGY

Chan, Vincent, M.D.  
Fenn, Joanne, M.D., CCC-SLP  
Hazlewood, Chantel, AuD  
**Peterson, Linnea, M.D.**  
Sanchez, Gabriela, M.D.  
Yang, See-Young, M.D.

## PAIN MANAGEMENT

**Irving, Gordon A., M.D.**  
Lee, Jennifer, M.D.  
Tomski, Mark, M.D.  
Yang, Thomas, M.D.  
Yu, Cong, M.D.

## PALLIATIVE CARE

**Connolly, Janice, M.D.**  
Ding, Alice, M.D.  
Hansen, Robert, M.D.  
Hough, Brian, M.D.  
Little, Sylvia, ARNP  
Sachdeva, Sandeep, M.D.,  
FAHA, FACP

## PEDIATRIC EMERGENCY MEDICINE

Block, Susanna, M.D.  
Caldwell, Krista, M.D.  
Driano, Andrea, M.D.  
Germino, Kevin, M.D.  
**Goetz, Kathleen, M.D.**  
Keough, Lisa, M.D.  
Mayo, Monique, M.D.  
Smith, Kathleen, M.D.  
Staples, Shannon, M.D.

## PEDIATRIC ENDOCRINOLOGY

Kletter, Gad, M.D.

## PEDIATRIC GASTROENTEROLOGY

Essers, Jonah, M.D.  
Pisharody, Uma, M.D.

## PEDIATRIC GENERAL SURGERY

Proctor, Morja, M.D.  
Weinsheimer, Robert, M.D.

**CONTINUED >**



# directory

PHYSICIANS AND ADVANCED PRACTICE CLINICIANS

Medical directors, chiefs and executive directors shown in **bold**.

## PEDIATRIC HOSPITAL MEDICINE

Achilles, Jennifer, M.D.  
 Aljabi, Fadi, M.D.  
 Avery, Caryn, M.D.  
 Belem, Izabel, M.D.  
 Cassis-Ghavami, Farah, M.D.  
 Cole, Michelle, M.D.  
 Falot, Andre, M.D.  
 Finnigan, David, M.D.  
 Glover, Dianne, M.D.  
 Greenberg, Jordan, M.D.  
 Kicker, Jennifer, M.D.  
**Lawler, Sean, M.D.**  
 Lee, Gary, M.D.  
 Lee, Janet, M.D.  
 Marcus, Madeline, M.D.  
 McLaughlin, Jerry, M.D.  
 Meade, Elizabeth, M.D.  
 Rogers, Robyn, M.D.  
**Shannon, Michael, M.D.**  
 Smith, Kimberlee, M.D.  
 Sun, Johnny, M.D.  
 Swanson, Thomas, M.D.  
 Thekke-Karumathil, Dinesh, M.D.  
 Uman, Howard, M.D.

## PEDIATRIC NEPHROLOGY

Avasare, Sonal, M.D.  
 Fouser, Laurie, M.D.

## PEDIATRIC NEUROLOGY

Simon, Ednea, M.D.  
 Vcek, Brien, M.D.

## PEDIATRIC ORTHOPEDIC SURGERY

Henderson, Katherine, PA-C  
 Moen, Kathleen, M.D.

## PEDIATRIC SPORTS MEDICINE

Cronin, Terrence, M.D.

## PEDIATRIC UROLOGY

Andersen, Beth, M.D.  
 Freund, Debra, ARNP  
**Hudson, R. Guy, M.D.**

## PEDIATRICS

Altemeier, Susan, M.D.  
 Berson, Gabriel, M.D.  
 Diem, Laurie, D.O.  
 Ege, David, M.D.  
 Evans, Elizabeth, M.D.  
**Franklin, David, M.D.**  
 Graham, Terri, M.D.  
 Hott, Sue, M.D.  
 Kumasaka, Kenneth, M.D.  
 Nirmal, Hema, M.D.  
 Odom, Ranaan, M.D.  
 Oskouian, Christen, M.D.  
 Scholten, Roger, M.D.  
 Scott, Patricia, M.D.  
 Starnes, Benjamin, M.D.  
**Thakkar, Rupin, M.D.**  
 Willett, Theresa, M.D.  
 Wong, Agnes, M.D.

## PHYSIATRY AND SPORTS MEDICINE

Clawson, David, M.D.  
 Francis, Vijay, M.D.  
**Lim, Paul, M.D.**  
 Moo, Jeffrey, M.D.  
 Middleton, Kimberley, M.D.

## PITUITARY

**Broyles, Frances, M.D.**  
 Mercado, Jennifer, ARNP  
 Moloney, Kelley, ARNP

## PULMONARY/CRITICAL CARE

Albert, Tyler, M.D.  
 Chen, Ann, M.D.  
 Collins, Bridget, M.D.  
 Crull, Matthew, M.D.  
**Dale, Christopher, M.D.**  
 Graustein, Andrew, M.D.  
 Hisert, Katherine, M.D.  
 Kim, Richard, M.D.  
 Koo, Karen, M.D.  
 Leshchinsky, Felix, M.D.  
 Long, Ann, M.D.  
 Melzer, Anne, M.D.  
 O'Mahony, Darragh, M.D.  
 Padmanabhan, Viram, M.D.  
 Peltan, Ithan, M.D.  
 Prekker, Matthew, M.D.  
 Rinne, Seppo, M.D.  
 Saliman, Joshua, M.D.  
 Smith, Leah, M.D.  
 Staudinger, Benjamin, M.D.  
 Sullivan, Mark, M.D.

## RESIDENTIAL CARE

Anderson, Kristin, M.D.  
 Conner, Leslie, ARNP  
 Dealy, Lori, ARNP  
 Jin, Catherine, PA-C  
 Kearnes, Deborah, ARNP, R.N.  
 Lin, James, M.D.  
 Mehrotra, Kushi, M.D.  
 Schopf, Alexandra, M.D.  
 Tanumihardja, Maureen, ARNP  
**Troyer, Eric, M.D.**  
 White, Sarah, ARNP  
 Wiersum, Lidia, ARNP  
 Wilson, Robert, M.D.  
**Younger, Jon, M.D.**

## SLEEP MEDICINE

**Bandla, Preetam, M.D.**  
**Fine, Lina, M.D.**  
**Gersappe, Anand, M.D.**  
 Gersappe, Vrushali, M.D.  
 James, Sarah, ARNP  
 Kopcak, Julia, PA-C  
 Margelli, David, PA-C  
**McDonald, Michael, M.D.**  
 Merrill, Ian, M.D.  
**Pascualy, Ralph, M.D.**  
 Sapieha, Iryna, M.D.  
**Stolz, Sarah, M.D.**  
 Xie, Jane, M.D.  
**Zoroufy, Darius, M.D.**

## SPINE, SPORTS AND MUSCULOSKELETAL MEDICINE

Arnold, Michele, M.D.  
**Cole, Andrew, M.D.**  
 Colio, Sean, M.D.  
 Low, Renee, Ph.D.  
 Lynch, Andrew, M.D.  
 Marquardt, Carolyn, M.D.  
 Packia Raj, Llewellyn, M.D.  
 Welch, Dan, M.D.  
 West, Anthony, D.O.  
 Young, Irene, M.D.

## VASCULAR SURGERY

**Ciocca, Rocco, M.D.**  
**Lange, Brian, M.D.**  
 Wong, Roman, M.D.

END



# swedish health network

## PARTNERSHIP BENEFITS PHYSICIANS, PATIENTS

The Swedish Health Network is more than two years into a partnership with affiliate hospitals in the north Olympic Peninsula. By working together, these healthcare organizations are able to provide their communities with broad, convenient access to a wider variety of services, foster better communication between physicians and ensure continuity of care for patients.

2013 highlights of our work with Forks Community Hospital in Forks, Jefferson Healthcare in Port Townsend, and Olympic Medical Center in Port Angeles and Sequim:

- Implemented Epic (Swedish's EHR) at Olympic Medical Center and Jefferson Healthcare.
- Provided a rotating roster of cardiology, neurology and sleep specialists.
- Added second neurologist to staff of Olympic Medical Center in Sequim.
- Launched a Spine Clinic served by the Swedish Neuroscience Institute Spine Center.

This partnership continues to provide benefits to the affiliate hospitals and its providers, such as VHA contract savings, onsite advisory meetings, marketing support and co-branding, and a Swedish Medical Group physician presence at community events. There's also easy online referral to Swedish physicians, an urgent transfer line for physicians outside the Swedish system, interactive patient resources and services for physicians, including continuing medical education and research.



 SWEDISH Health Network Affiliate

Jefferson  
Healthcare

 SWEDISH Health Network Affiliate

 OLYMPIC  
MEDICAL CENTER

 SWEDISH Health Network Affiliate

# directory

PHYSICIANS AND ADVANCED PRACTICE CLINICIANS

Medical directors, chiefs and executive directors shown in **bold**.

## BARIATRICS

Baxter, George, ARNP  
 Birch, Carol, ARNP  
 Chen, Judy, M.D.  
**Lindquist, Richard John, M.D.**  
 Lovell, Margaux, PA-C  
**McMahon, Ross L, M.D.**  
 Owens, Teresa, ARNP  
 Simon, Adam, PA-C  
 Sueoka, Kelly, Psy.D., R.D.  
 Sung, Brian, M.D.

## FAMILY MEDICINE RESIDENCY (FACULTY)

Alto, Letizia, M.D.  
 Alto, William, M.D., MPH  
**Ainsworth, Carla, M.D.**  
 Anderson, Elizabeth, ARNP  
 Anderson, Kristin, M.D., MPH  
 Babineau, Sarah Megan, M.D.  
 Barbour, Kelly, M.D.  
 Barkley, Shannon, M.D.  
 Bernhardt, Jeremia, M.D.  
 Bielak, David, M.D.  
 Breuner, Richard, M.D.  
 Brown, Maureen, M.D.  
 Brydon, Kyla, M.D.  
 Capp, Phil, M.D.  
 Chinn, Jonathan, M.D.  
 Cordy, Carol, M.D.  
 Costello, Paul, M.D.  
 Derksen-Schrock, Andrew, M.D.  
 Dyer, Rachael, M.D.  
 Engel, Gregory, M.D.  
 Engman, Joseph, D.O.  
 Erickson, Michael, M.D.  
 Fotinos, Charissa, M.D.  
 Gaalswyk, Ryan, M.D.  
**Garcia, Jorge, M.D.**  
**Giantos, Louis, M.D.**  
 Giedt, Cassandra, M.D.  
 Globerman, Stacy, M.D.  
 Hewitt, Shannah, M.D.  
 Hudgings, Laura, M.D.  
 Hutchinson, Elizabeth Christine, M.D.  
 Itano, Scott, M.D.  
 James, Karen, M.D.  
 Johnson, Courtney, M.D.  
**Johnson, Mark A., M.D.**  
 Karmali, Zahra, M.D.  
 Kimball, Laura, M.D.  
 Kless, Kevin, M.D.  
 Kopec, Michael, M.D.  
 Langenberg, Christie, M.D.

## FAMILY MEDICINE RESIDENCY (FACULTY) CONTINUED

Leininger, Christopher, M.D.  
 Lindfors, Heidi, ARNP  
 Logalbo, Matthew, M.D.  
 Lu, Miranda D., M.D.  
 Malone, Patti, M.D.  
 Mayer, Katherine, M.D.  
 McHugh, Jessica, M.D.  
 Napoli, Nicholas, M.D.  
 Nguyen, Christine, D.O.  
 Oldham, Brent, M.D.  
 Parada, Gregory, M.D.  
 Parker, Molly, M.D.  
 Paster, Danielle, M.D.  
 Pekaar, Janna, ARNP  
 Pounds, Denise, M.D.  
 Roe, Elaine, M.D.  
 Rose, Susan, PA-C  
 Rudolf, Vania, M.D.  
 Sethi, Tanmeet, M.D.  
 Schmitz, Brett, M.D.  
**Shamseldin, Joseph, M.D.**  
 Smith, Frederick, M.D.  
 Swingle, Emma, M.D.  
 Talbot, Peter, M.D.  
 Taraday, Julie, M.D.  
 Trieu, Jennifer, M.D.  
**Tuggy, Michael, M.D.**  
 Uman, Howard, M.D.  
 Venderzee, Kimberly, M.D.  
 Vincent, Edward, M.D.  
 Wallace, James, M.D.  
 Wang, Kevin, M.D.  
 Waterman, Shannon, M.D.  
 Wilson, Robert, M.D.  
 Wong, Jacqueline, M.D.  
 Wulf, Jonathan, Psy.D  
 Wyome, Karen, MSW

## FAMILY MEDICINE RESIDENCY (RESIDENTS)

Agress, Richard, M.D.  
 Aleinikoff, Shoshana, M.D.  
 Ashbaugh, Emily, M.D.  
 Baird, Sara Anne, M.D.  
 Betza, Raffaella, M.D.  
 Berberian, Peter, M.D.  
 Blunda, Megan, M.D.  
 Bogel, Elizabeth Wagner, M.D.  
 Byrne, Rebekah Anne, M.D.  
 Chan, Lilian, M.D.  
 Chim, Kannie, M.D.  
 Davis, Ben, M.D.

## FAMILY MEDICINE RESIDENCY (RESIDENTS) CONTINUED

Davison, Emmy, M.D.  
 Diamond, Laura, M.D.  
 Disney, Cecilia, M.D.  
 Do, Dan Thuy Thi, M.D.  
 Elston, Kaitlan Emma, M.D.  
 Enright, Caitlin Elizabeth Shaw, M.D.  
 Evans, Joshua, M.D.  
 Flament, Jennifer Moira, M.D.  
 Gaalswyk, Ryan Jon, M.D.  
 Greenberg Cowan, Jessica, M.D.  
 Guh, Jessica, M.D.  
 Hay, Johannah Lindsey Dickens, M.D.  
 Haymon, A Carroll, M.D.  
 Hersh-Burdick, Emily, M.D.  
 Howell, Jessica (Lee), M.D.  
 Johnson, Jeremy, M.D.  
 Karp, Jessica, M.D.  
 Khattar, Anuj, M.D.  
 Laney, Nicole Marcella Day, M.D.  
 Lee, Aimee Jeeyoung, M.D.  
 Maddox, Gregory, M.D.  
 McDonald, Anna Coke, M.D.  
 Mjelde, Gretchen, M.D.  
 Monaghan, Linsey, M.D.  
 Morgan, Laura, M.D.  
 Napoli, Nicholas Warren, M.D.  
 Nierenberg, Kristin Joan, M.D.  
 Norton, Nadia, M.D.  
 Obimba, Chinyere, M.D.  
 Parker, Bryn Elise, M.D.  
 Perez, Matthew, M.D.  
 Phifer, Jamie, M.D.  
 Potter, Amy, M.D.  
 Rarden, Xandra Ellen, M.D.  
 Roth, Rachel M., M.D.  
 Sapienza, David, M.D.  
 Schlough, Matthew R., M.D.  
 Smith, Daniel, M.D.  
 Sramek, Kristen, M.D.  
 Stevens, John Robert, M.D.  
 Tam, Marcel, M.D.  
 Thompson, Beth, M.D.  
 Turner, Madeline, M.D.  
 Vanderzee, Kimberly Lynn, M.D.  
 Weida, Nicholas, M.D.  
 Wells, Jonathan, M.D.  
 Yang, Jennifer, M.D.

Medical directors, chiefs and executive directors shown in **bold**.

## FELLOWS

Abrams, Jennifer Rhoda, M.D.  
 Agard, Kathleen, M.D.  
 Agrawal, Nisha, M.D.  
 Baeseman, Zachary, M.D.  
 Baik, Peter, D.O.  
 Bradt, Rory, D.O.  
 Bradley, Daniel, M.D.  
 Cervera Servin, Jose Andres, M.D.  
 Chamiraju, Parthasarathi, M.D.  
 Chang, Wendy, M.D.  
 Culliney, Emily, M.D.  
 Deen, Shaun, M.D.  
 Drumm, Amy, M.D.  
 Gahramanov, Seymur, M.D.  
 Gupta, Aditya, M.D.  
 Hernandez, Anita, M.D.  
 Kinney, Patrick, M.D.  
 Kless, Kevin A., M.D.  
 Masterman, Abigail, D.O.  
 Moisi, Marc, M.D.  
 Pence, Laura, M.D.  
 Stepanian, Sevan, M.D.  
 Umamaheswaran, Preetha, M.D.  
 Wilshire, Candice, M.D.

## GENERAL SURGERY RESIDENCY (RESIDENTS)

Achim, Virginia, M.D.  
 Brown, David, M.D.  
 Chad, Ross, M.D.  
 Hwang, Aileen, M.D.  
 Jackson, Nicole, M.D.  
 Johnson, Corey, M.D.  
 Jutric, Zeljka, M.D.  
 Lopez, Jose, M.D.  
 Kading, Kellan, M.D.  
 Kramer, Jennifer, M.D.  
 Lundeberg, Megan, M.D.  
 McKeown, Elizabeth, M.D.

## INFECTIOUS DISEASE

**Myint, Michael, M.D.**

## NEUROANESTHESIA AND NEUROCRITICAL CARE

**Lam, Arthur, M.D.**

## NEUROSURGERY

**Young, Ronald, M.D.**

Fruin, Michael, ARNP  
 Herring, Diana, ARNP  
 Krantz, Kristen, ARNP

## OB/GYN

**Uhlir, Jane, M.D.**

## ONCOLOGY (BREAST SURGERY)

**Beatty, David, M.D.**  
**Buchanan, Claire L., M.D.**  
 Clay, Martha, ARNP  
**Dawson, Patricia L., M.D.**  
 Dobie, Dorcas, M.D.  
 Hanson, James M., M.D.  
 Tierney, Shannon, M.D.

## ONCOLOGY (COLON RECTAL SURGERY)

**Bastawrous, Amir L., M.D.**  
 Hawkins, Melinda, M.D.  
 Kratz, Rodney J., M.D.  
 Menon, Ramon, M.D.  
 Pollock, Darren, M.D.

## ONCOLOGY (DIAGNOSTIC IMAGING)

Cotter, Elizabeth W., M.D.  
**Parikh, Jay R., M.D.**

## ONCOLOGY (INTEGRATED CARE)

**Zucker, David, M.D., Ph.D**

## ONCOLOGY (INTERVENTIONAL PULMONOLOGY)

**Gorden, Jed A., M.D.**

## ONCOLOGY (MEDICAL ONCOLOGY)

Dong, David, M.D.  
 Ellis, Erin D., M.D.  
 Fer, Mehmet F., M.D.  
 Fesler, Joanna, ARNP  
 Geraci, Helene, ARNP  
**Gold, Philip J., M.D.**  
 Goldberg, Sheldon, M.D.  
**Goodman, Gary E., M.D.**  
 Kaplan, Henry G., M.D.  
 Kraemer, Kenneth G., M.D.  
 Milder, Michael S., M.D.  
 Park, Min Sung, M.D.  
 Rinn, Kristine J., M.D.  
 Rivkin, Saul E., M.D.  
 Wahl, Tanya, M.D.  
 West, Howard L., M.D.  
 Zhao, Song, M.D.

## ONCOLOGY (OTOLARYNGOLOGY)

Harsha, Wayne, M.D.  
 Kim, Namou, M.D.  
**Moore, David, M.D.**  
**Snizek, Joseph, M.D.**

## ONCOLOGY (THORACIC SURGERY)

Aye, Ralph, M.D.  
 Farivar, Alexander, M.D.  
 Louie, Brian E., M.D.  
 Thirsk-Fathi, Joelle, ARNP  
**Vallieres, Eric, M.D.**  
 Witmer, Kathleen, ARNP

## ORGAN TRANSPLANT

**Aranda-Michel, Jaime, M.D.**  
 Asher, Sarah Beth, PA-C  
 Chapman, Phillip H., M.D.  
**Florence, Lisa, M.D.**  
 Forsythe, Erin, ARNP  
**Goes, Nelson, M.D.**  
**Hart, Marquis, M.D.**  
 Hong, Jean, ARNP  
 Larson, Anne, M.D.  
 Morrison, Maureen, ARNP  
 Ness, Erik, M.D.  
 Precht, Andrew F., M.D.  
 Procaccini, Nicholas, M.D.  
 Reddy, Sanjit, M.D.  
 Selby, Andrew, PA-C  
 Siegfried, Margaret, ARNP  
 Tyshler, Leanna, M.D.  
 Vadivel, Nidyanandh, M.D.

## PAIN SERVICES

Holland, Kathryn, ARNP

## PHYSICIAN ASSISTANT

Martin, Alexa, PA-C

## PODIATRY RESIDENCY (RESIDENTS)

Brown, Kristen, M.D.  
 Burtenshaw, Ian, M.D.  
 Ripp, Gavin, M.D.  
 Wood, David, M.D.

END

# directory

PHYSICIANS AND ADVANCED PRACTICE CLINICIANS



SWEDISH/EDMONDS

# directory

PHYSICIANS AND ADVANCED PRACTICE CLINICIANS



MINOR & JAMES MEDICAL

Medical directors, chiefs and executive directors shown in **bold**.

**ENDOCRINOLOGY**

Geamanu, Elena, M.D.

**HOSPITAL MEDICINE**

Chugh, Damanjeet, M.D.  
 Chung, Alexander, M.D.  
 Glazewski, Robert, PA-C  
 Gould, Robert, M.D.  
 Gowri, Vasanthi, M.D.  
 Hanson, Angela, M.D.  
 Hong, Amy, M.D.  
 Maree, Cynthia, M.D.  
**Marton-Popovici, Monica, M.D.**  
 Min, Kyung, M.D.  
 Rahman, Zerir, M.D.  
 Tariq, Maryam, M.D.  
 Ting, Elisabeth, M.D.  
 Vancleave, Mary, M.D.  
 Yi, Josh, M.D.  
 Yunusov, Murad, M.D.  
 Zappia, Angelina, M.D.  
 Zigelboym, Irina, M.D.

**INTENSIVE CARE**

Allen, Paul E., M.D.

**INTERNAL MEDICINE**

Luther, Keith, M.D.  
 Nguyen, Khanh, M.D.  
 Patani, Anand, M.D.  
 Soon, Anny, M.D.  
 Strong, Linda, M.D.

**MENTAL HEALTH**

Andersen, Heather, ARNP  
 Benton, Laurie, ARNP  
 Bielstein, Elizabeth, ARNP  
 Borromeo-Wesner, Marilyn, ARNP  
 Bundy, Christopher, M.D.  
 Draghici, Catalina, M.D.  
**Harris, Victoria, M.D.**  
 McCadden, Marguerite, ARNP  
 McDowell, Anna, M.D.  
 Meredith, Charles, M.D.  
 Nguyen, Triet, M.D.  
 Secrist, Robin, ARNP  
 Thielke, Stephen, M.D.  
 Wilson, Christopher P., M.D.  
 Zietner, Mary, PA-C

**PAIN MANAGEMENT**

Baumeister, Todd John, M.D.

**PHYSIATRY**

Balkany, Adam, M.D.

**OB/GYN**

Corbett, Tami, ARNP  
 Easton-Hummel, Lisa, ARNP  
 Spieker, Evelyn, ARNP

**WOUND HEALING AND HYPERBARICS**

Goodman, Michelle, ARNP  
 Ro, Peter, M.D.  
 Warolin, Audrey, ARNP

**END**

Medical directors, chiefs and executive directors shown in **bold**.

**ALLERGY**

Peng, Marlene, M.D.  
 Welch, Jon, M.D.

**AUDIOLOGY**

Kilcoyne, Claire, M.D.  
 Wuth, James, M.D.

**DERMATOLOGY**

Meyer, Anthony, M.D.

**ENDOCRINOLOGY**

Davies, Matthew, M.D.  
 Enzmann, Gary, M.D.

**GASTROENTEROLOGY**

Cohen, Mitchell L., M.D.  
 Driscoll, Richard H., M.D.  
 Sanford, Robert L., M.D.

**INFECTIOUS DISEASE**

Cairns, Michael R., M.D.  
 Moss, Gregory B., M.D.

**INTERNAL MEDICINE**

Anderson, Britt, M.D.  
 Chow, Linda A., M.D.  
 Coulter, Christina, ARNP  
 Drexler, Anna Marie, ARNP  
 Eford, Alex C., M.D.  
 Gil, Eric A., M.D.  
 Gil, Kendra G., M.D.  
 Gilmore, Carol A., M.D.  
 Hayden, Michael N., M.D.  
 Hodges, Wallace R., M.D.  
 Jacobs, Cheryl R., M.D.  
 Johnson, Timothy R., M.D.

**INTERNAL MEDICINE** CONTINUED

Kober, Margo M., M.D.  
 Kojnok, Eva, M.D.  
 Leahy, Jennifer M., M.D.  
 Lee, Gerald, M.D.  
 Liu, Juliet, M.D.  
 Lu, Leslie, M.D.

**Martin, James C., M.D.**

Novais, Jaime, M.D.  
 Ruud, Rebecca T., M.D.  
 Sytman, Paul B., M.D.  
 Thomas, Julie M., M.D.  
 Ting, Karen R., M.D.

**NEPHROLOGY**

Winrow, Robert M., M.D.

**NEUROLOGY**

Berg, William E., M.D.  
**Likosky, William H., M.D.**  
 Reif, Mary E., M.D.

**OB/GYN**

Block, Susan S., M.D.  
 Cole, Robin E., M.D.  
 Fuller, Ashley E., M.D.  
 Hanrahan, Kelley A., M.D.  
 Hurley, Erin M., M.D.  
 Patani, Teresa, M.D.  
 Tourigny, Anita M., ARNP

**ONCOLOGY**

Goldbert, Sheldon, M.D.

**ORTHOPEDIC SURGERY**

Jurek, Sara, M.D.  
 Pikula, Cynthia K., PA-C  
 Williams, Paul F., M.D.

**OTOLARYNGOLOGY**

Burgoyne, John D., M.D.  
 Chan, Gregory K., M.D.  
 Hoistad, Dick L., M.D.  
 Knapp Jr., Calvin H., M.D.  
 Palaskas, Constantine W., M.D.

**PODIATRY**

Lo, Anthony, M.D.

**PULMONOLGY/ CRITICAL CARE**

Cary, Jeffrey M., M.D.  
**Finch, Derel, M.D.**  
 Lipke, Anne, M.D.  
 Music, Melody A., ARNP  
 Pappas, George P., M.D.

**RHEUMATOLOGY**

Ahmad, Naila, M.D.  
 Gleason, Keely, ARNP  
 Kenyon, Christi, M.D.  
 Mohai, Peter, M.D.  
 Ta, Kent T., M.D.

**SPORTS MEDICINE**

Yen, Leslieanne, M.D.

**UROLOGY**

Gasparich, James, M.D.  
 Han, Steven, M.D.  
 Lilly, Joel, M.D.  
 Mullen, John, M.D.

**END**

HEATHER MAUK, CERTIFIED MEDICAL ASSISTANT,  
WITH PATIENTS JENNIFER DUTILLY AND SON  
GRAYSEN, 1, AT SWEDISH ISSAQUAH PRIMARY CARE.

