

Healthcare

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CHOC's seven-story tower, set to open in Spring 2013, will make CHOC one of the safest, most advanced children's hospitals in the nation.



CHOC's new tower features leading design and safety principles, as well as enhanced patient amenities, including private rooms.

Building on Excellence

CHOC Children's new tower set to open in Spring 2013

There's no place like CHOC. Not in California or anywhere else in the nation. When the doors of their state-of-the-art patient care tower open in 2013, CHOC Children's will be one of the safest, most advanced children's hospitals in the world.

The physical manifestation of CHOC's vision to become nationally recognized as a premier children's hospital, the new tower will house new and advanced pediatric services, and meet capacity needs for future generations. A new emergency department, operating rooms, laboratory and imaging services will each have a dedicated pediatric environment and staff. Enhanced family amenities will create a serene, healing environment for children and their families.

One of the Safest Hospitals in the Nation

The first children's hospital in the world to borrow innovative concepts from the aerospace, aviation and manufacturing industries, CHOC's new tower will feature standardized processes and design elements that will help the team perform vital functions flawlessly:

- ◆ "Same-handed" rooms – Each patient room will be identical, with supplies and equipment located in exactly the same places. "Same-handed" rooms require more space and are more expensive to build. However, standardizing these rooms reduces error because physicians, nurses and other staff members are already oriented to the room.

- ◆ Private patient rooms – Private rooms reduce the spread of infection and allow the hospital care team to focus more intently on individual patient needs. Private rooms can also be better controlled for individual noise, lighting and atmosphere preferences, helping to give patients and their families a place to call their own while staying at CHOC.

- ◆ Built-in nursing alcoves – Located directly outside the patients' rooms, these workspaces allow nurses to keep patients within eyesight. Advanced wireless communications and health-care information technology will keep critical patient information immediately accessible.

- ◆ Advanced ergonomic design – From curved walls and adjustable height work stations to lighting and vibrant, colorful interior design, no detail has been overlooked in creating a patient care environment that keeps CHOC physicians and staff alert and effective.

Infection control has always been a top priority at CHOC. In the new tower, private rooms are only the first step. Flooring materials, wall coverings and ceiling tiles have been chosen specifically to safeguard vulnerable patients, particularly those with compromised immune systems, from infection, molds and fungi. The tower will also include advanced HEPA air filtration systems, sheet vinyl in patient areas instead of tile with grout, hands-free lavatories and faucets with minimal water flow duration to encourage sufficient handwashing.

These elements – and so much more – will take patient safety at CHOC to an even higher level.

Leveraging Health Information Technology to Improve Care

Better communication results in fewer errors and greater continuity of care. CHOC is leveraging the possibility of health information with decision-support technology that assists physicians and the clinical team in providing the safest, most comprehensive treatment.

CHOC physicians can now access patient charts at the touch of a button on the hospital campus, at the office, or from home. They can instantly see continuously updated patient information, including vital signs, medications, lab results and so much more. From "Computer on Wheels" to hand-held iPads, this enhanced communication is providing a better picture of each patient with built-in features that reduce the possibility of error.

But that's just the beginning. Medical equipment and devices are becoming more sophisticated. Digital technology is enabling CHOC to integrate patient information from smart devices directly into the electronic medical record. This gives physicians and clinical staff unprecedented insight into patient care management.

Enhancing the Patient and Family Experience

A child's illness impacts the entire family. That is why CHOC takes such care to provide serv-



The new patient care tower will help CHOC continue to attract and retain the top pediatric experts to Orange County from throughout the world.

ices for patients and families. The second floor of the new tower will showcase CHOC's enhanced patient and family amenities. These private and public spaces have been designed with input from CHOC's parent and youth advisory councils, which are comprised of current and former patients, as well as physicians and staff.

- ◆ Pre-teen and teen rooms – These areas, which are for patients only, will feature flat panel TVs, DVD players, game entertainment systems, PC stations, overhead projectors and projection screens. The rooms will be connected by a common kitchenette, where patients and their families may gather for cooking classes and other activities.

- ◆ Patient outdoor play area – Accessible only through the pre-teen and teen rooms, this private outdoor space has been designed to promote relaxation. It will feature 3,000 square feet of landscaping, outdoor benches and a bear sculpture, in homage to CHOC's beloved mascot "Choco."

- ◆ Family resource library – Containing multi-media workstations for researching pediatric illnesses and conditions, this library has also been designed with the needs of working parents in mind. The space will have a business center to help them manage the dual demands of work and family. Additionally, a children's library is planned.

- ◆ Café and outdoor garden – Enhanced dining options will be available for physicians, patients, families and guests, overlooking more than 7,000 square feet of outdoor garden space. This public garden will include seating and features to create a serene, relaxing environment.

- ◆ Music therapy room – CHOC's licensed music therapists will help promote healing through various instruments and song.

- ◆ Meditation and prayer center – This quiet, sacred space will accommodate people of all faith traditions.

- ◆ The Voice™ In-House Multi-Media Center – CHOC is proud to be the first hospital on the West Coast to have a radio station and multi-media center in partnership with The Voice™, a project of the Ryan Seacrest Foundation. This interactive broadcast, multi-media center will provide CHOC patients with an outlet to engage in creative activities related to radio, TV and new media, from green-screen video production to interviewing visiting artists and celebrities.

Recruiting and Retaining Top Pediatric Talent

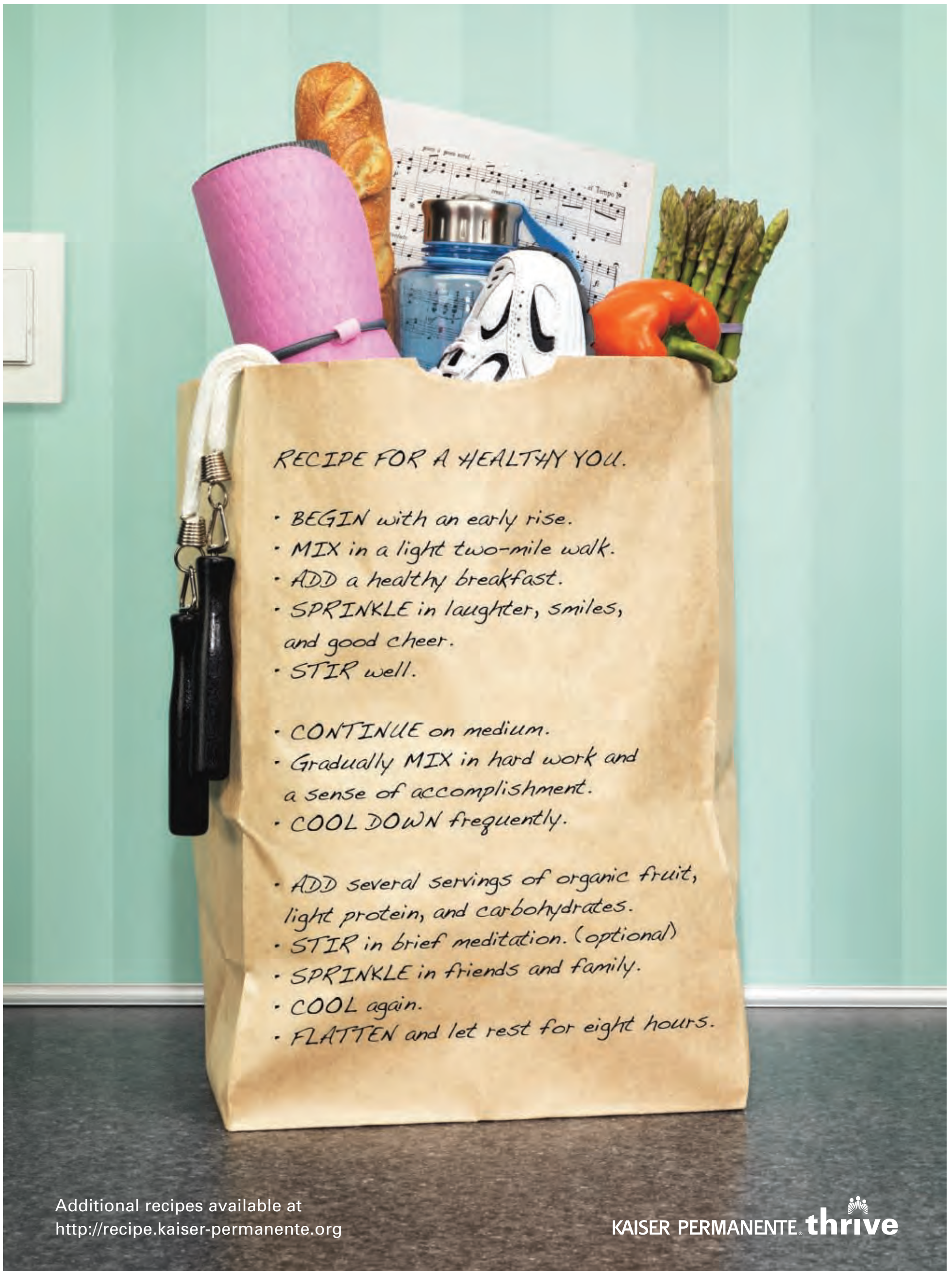
CHOC's new tower is an important component in the recruitment and retention of top pediatric experts from throughout the world. It's the final piece of a comprehensive package that offers experienced, compassionate physician and hospital staff dedicated to the relentless pursuit of pediatric medical excellence; leading-edge patient safety and health information technology; research and academic opportunities through CHOC's affiliation with UC Irvine; and professional opportunities that only a full-service, nationally recognized children's hospital can provide.

CHOC's new tower, combined with superior talent and research capabilities, will usher in a new era at CHOC, resulting in increased innovation and discovery and ultimately improving care for all children.

Support CHOC

The entire team at CHOC is steadfastly committed to providing world-class pediatric care. Orange County children and families deserve the best, and CHOC will remain a fierce advocate on their behalf.

To learn more about CHOC's passionate pursuit to provide the safest, most advanced care for children – and how you can support it – visit www.choc.org/giving or call the CHOC Children's Foundation at 714.532.8690.



RECIPE FOR A HEALTHY YOU.

- *BEGIN* with an early rise.
- *MIX* in a light two-mile walk.
- *ADD* a healthy breakfast.
- *SPRINKLE* in laughter, smiles, and good cheer.
- *STIR* well.

- *CONTINUE* on medium.
- Gradually *MIX* in hard work and a sense of accomplishment.
- *COOL DOWN* frequently.

- *ADD* several servings of organic fruit, light protein, and carbohydrates.
- *STIR* in brief meditation. (optional)
- *SPRINKLE* in friends and family.
- *COOL* again.
- *FLATTEN* and let rest for eight hours.

Additional recipes available at
<http://recipe.kaiser-permanente.org>

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MemorialCare Health System: Staying at the Forefront of Health Care

When the *Orange County Business Journal* published its annual listing of the region's Top 50 Employers, MemorialCare Health System showed a 19 percent increase in its Orange County workforce over the last year – the highest gain among the top businesses.

That growth is part of MemorialCare's expansion of physicians, hospitals and outpatient services, including among its six Southern California hospitals, as well as innovative programs and partnerships. Expansion of the not-for-profit MemorialCare family of providers enables the integrated health care system to deliver even better, more comprehensive care.

"While the heat is on with a challenging economic climate, declining reimbursements and a move by payors to value-based purchasing, we are growing our capacity to improve integrated health care in our communities," says MemorialCare Health System President & CEO Barry Arbuckle, Ph.D. "We're expanding ambulatory care, adding hospitals and broadening outpatient offerings. Our goal is delivering the best value in health care on a consistent basis at all sites, improving quality and lowering costs."

The constant pursuit of bold goals in clinical and service excellence and steadfast fiscal discipline are essential to MemorialCare's cultivating new dimensions in health care. So too is its commitment to stay ahead of the curve, implementing new approaches to ensure patient satisfaction, physician partnerships and employee engagement.

Comprehensive Continuum of Care

"A major focus for MemorialCare is to provide the most comprehensive and coordinated care for community members in all stages of life," says Marcia Manker, Orange Coast Memorial CEO. "We are committed to offering the finest quality care for patients and their families, enabled by best medical practices, clinical expertise of top physicians and the most innovative technology – in some cases, the region's only such technology available."

The launch of MemorialCare Medical Foundation further solidified MemorialCare's physician alignment strategy. This physician organization focuses on advancing quality, comprehensive health care. Several outstanding medical groups, including Bristol Park Medical Group, Memorial Family Medicine Medical Group, Memorial Prompt Care and Family Medicine and Specialty Physicians of Long Beach, as well as several independent physician practices, were added under the Foundation umbrella with other groups to follow.

Community Hospital Long Beach became part of the MemorialCare family, joining Long Beach Memorial, Miller Children's Hospital Long Beach, Orange Coast Memorial Medical Center in Fountain Valley and Saddleback Memorial Medical Center in Laguna Hills and San Clemente.



Marcia Manker, CEO, Orange Coast Memorial Medical Center



Steve Geidt, CEO, Saddleback Memorial Medical Center



Tammie Brailsford, COO and Executive Vice President, MemorialCare Health System



Patrick Kapsner, CEO, MemorialCare Medical Group

"As an early adopter of comprehensive Electronic Medical Record systems at hospitals, physician offices and ambulatory sites, MemorialCare patients receive more coordinated care with clinicians accessing information about a patient's condition, allergies and medications – all at the caregiver's fingertips," adds Steve Geidt, Saddleback Memorial CEO.

MemorialCare also offers accessible, convenient care for minor illnesses and injuries at many sites, including MemorialCare HealthExpress retail clinics located inside the ALBERTSONS/Sav-On Pharmacy stores in Huntington Beach, Irvine and Mission Viejo.

Outstanding Employees and Physicians

MemorialCare is one of just 29 businesses worldwide and the only one in California to receive the prestigious 2011 Gallup Great Workplace Award. Gallup compares employee engagement results of 6.5 million respondents in 150 countries, representing 1,000 employers, to select honorees.

According to Gallup, awardees "create an environment that values people, going far beyond the norm to ensure each employee has an emotional connect to the company's mission and growth." Every one of MemorialCare's 11,000 employees, 2,500 affiliated physicians and 2,000 volunteers contributed to this tremendous honor.

"MemorialCare is a national leader in empowering employees to improve their health and wellness through The Good Life program that builds a culture of wellness," explains Tammie Brailsford, R.N., MemorialCare COO and executive vice president. This unique program features nutritious food options, workplace walking trails, gyms, weight-loss programs and smoke-free campuses. Learning more about one's health and risk factors give employees knowledge to prevent heart attack, stroke, diabetes and cancer. MemorialCare, its physician groups and hospitals also offer employers workplace wellness programs and executive physicals.

MemorialCare Medical Group, formerly Bristol Park Medical Group, again was named among California's top-rated physician groups by Integrated Healthcare Association. Many physicians have been honored with prestigious awards, and it celebrated its 50th anniversary as one of the state's first multi-specialty medical groups.

"While our name changed, what hasn't changed is our patients' ability to see their same physicians, nurses and staff with the added benefit of increased clinical integration among their physicians and hospitals," says Patrick Kapsner, MemorialCare Medical Group CEO. "This further improves the quality of care our communities receive."

For a physician referral, community education programs or health care guides, visit memorialcare.org.



Barry Arbuckle, MemorialCare Health System president & CEO pictured with MemorialCare physician Caroline Conner, MD. The health system has built a reputation of ensuring access to the most advanced technology to serve the local communities.

MemorialCare HealthExpress Clinics: Convenient Care Close to Home

Patients and parents seeking convenient, quicker and less expensive alternatives for treatment of minor ailments and routine health needs are finding comfort and care at MemorialCare HealthExpress neighborhood retail clinics located inside ALBERTSONS/Sav-On Pharmacy stores in Huntington Beach, Irvine and Mission Viejo.

"These easy-to-access health care facilities offer care for uncomplicated minor illnesses and injuries and preventive services that encourage healthy lifestyles," says Scott Shiffman, M.D., MemorialCare Medical Group Medical Director.

Open everyday, clinics are staffed by nurse practitioners with close oversight by physicians. No appointments are necessary, and there's little to no waiting time. Fees are low; and in addition to direct payments, many insurance plans are accepted.

Care for Common Conditions

"MemorialCare HealthExpress clinics fill a gap in the nation's health care delivery system, extend our continuum of care capabilities and makes health care easier for busy individuals and families," says Mark Schafer, M.D., chief medical officer, MemorialCare Medical Group.

HealthExpress (memorialcare.org/HealthExpress) offers walk-in care for common conditions like colds, flu, sore throats, earaches, allergy symptoms, sinus infections, minor wounds and injuries (burns, cuts and bruises, minor puncture wounds and sprains) and skin infections such as acne, athlete's foot, eczema, insect bites, minor sunburn, shingles and cold and canker sores. Adult and childhood vaccinations are given to prevent the flu, Hepatitis A and B, polio, meningitis, pneumonia, MMR, shingles and tetanus. Responding to the California law requiring whooping cough booster shots for students entering seventh grade or above, MemorialCare HealthExpress offers these vaccinations so students can register for school without delays. Camp, school and sports physicals as well as assessments, screenings and free blood pressure and obesity screenings are also available.

MemorialCare HealthExpress is attracting both the insured and uninsured seeking affordable, immediate health care. The clinics represent another facet of MemorialCare's comprehensive health care and also link consumers seeking a health care provider with referrals to affiliated physicians to access year-round care.

HealthExpress clinics share information about patient visits with their physicians via the electronic medical records system. Together, the MemorialCare HealthExpress clinics, physicians and 11,000 employees at MemorialCare's nationally recognized hospitals and outpatient settings offer comprehensive and far-reaching care to treat all conditions.

Option for Busy Families, Employees

MemorialCare HealthExpress retail health clinics provide an excellent option for employers seeking easy-to-access and affordable routine care for their workforce. With minimal waiting for treatment, these in-store clinics reduce time away from work, increase workplace productivity and reduce medical and benefit costs. To further assist companies in promoting healthier lifestyles for employees and their families, MemorialCare Health System medical centers and medical groups provide educational programs and screenings at the worksite, on hospital campuses and locations around the region. Memorialcare.org offers referrals to physicians and free online

guides that help reach the goal of a healthier life. MemorialCare Health System provides comprehensive care for individuals, families and employers, whether it's minor care at HealthExpress; primary or specialty care with one of 2,500 MemorialCare physicians, MemorialCare Medical Group, outpatient services and/or acute care at Orange Coast Memorial in Fountain Valley, Saddleback Memorial in Laguna Hills and San Clemente, Long Beach Memorial, Community Hospital Long Beach and Miller Children's Hospital Long Beach.



MemorialCare HealthExpress neighborhood retail clinics located inside ALBERTSONS/Sav-On Pharmacy stores in Huntington Beach, Irvine and Mission Viejo offer convenient, accessible and less expensive alternatives for treatment of minor injuries and routine health care needs.

UC IRVINE • HEALTHCARE

Discover • Teach • Heal



Our badges of honor.

UC Irvine Medical Center is proud to be named one of "America's Best Hospitals" by *U.S. News & World Report*® for Cancer, Gynecology, Nephrology and Urology.

For 11 straight years, UC Irvine Medical Center has ranked among "America's Best Hospitals" – confirmation that Orange County's only university medical center and its more than 450 physicians provide first-class care. UC Irvine Medical Center is also rated the best in Orange County in *U.S. News & World Report*'s ranking of hospitals in the greater Los Angeles region. Discover why there is no better choice for healthcare. For an appointment, visit www.ucihealth.com or call **877.UCI.DOCS**.

877.UCI.DOCS www.ucihealth.com



Hoag Hybrid Cardiovascular Operating Room

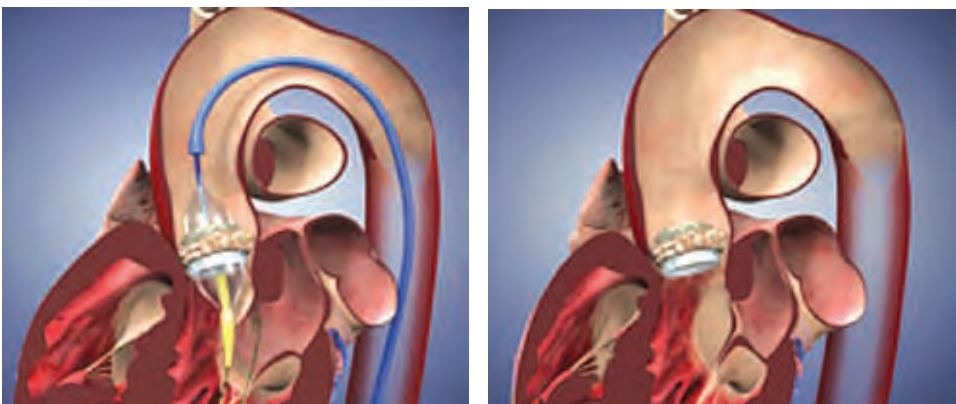
Advancements in Cardiac Surgery at Hoag Heart and Vascular Institute

Heat valve disease refers to several conditions that prevent one or more of the valves in the heart from opening and closing properly. Heart valve disease can lead to the development of a valve that does not open wide enough (stenosis). Untreated heart valve disease can cause symptoms and reduce a person's quality of life and overall survival.

Although heart surgery is the traditional method to repair or replace severely damaged heart valves, and most patients can undergo surgery without difficulty, certain heart conditions can be treated using nonsurgical (transcatheter or percutaneous) methods that use catheters. Nonsurgical approaches are used to treat patients who cannot undergo surgery because their heart function is too severely compromised or they have additional medical conditions that increase their surgical risk. These approaches can be as effective as surgery to restore normal heart function and help patients return to a normal routine.

TAVR – A Revolutionary Procedure

A major advancement in percutaneous valve technique is transcatheter aortic valve replacement (TAVR), a new minimally invasive technique for replacing a diseased aortic heart valve. TAVR delivers a collapsible artificial valve into the heart using a catheter, inserted through a small incision in the leg. The artificial valve is expanded inside the native valve by inflating a balloon, and almost immediately goes to work.



TAVR valve being put in place with catheter

TAVR valve open and in place

The Edwards SAPIEN transcatheter aortic heart valve for the treatment of inoperable patients with severe symptomatic aortic stenosis was recently approved by the U.S. Federal Drug Administration (FDA). SAPIEN is the first U.S. commercially approved transcatheter device enabling aortic valve replacement without the need for open-heart surgery. Hoag Heart and Vascular Institute (HVI) is the first hospital in Orange County to provide this revolutionary new procedure to patients.

"TAVR is a major milestone in the advancement of treating aortic heart disease," says Aidan A. Raney, M.D., F.A.C.C.; James & Pamela Muzzy Endowed Chair and medical director, cardiovascular surgery. "Until now, many patients did not have a replacement option for treatment of aortic stenosis."

Senile aortic stenosis is an age-related hardening of the valve and some patients are not healthy enough for surgery. These patients that have been turned down for conventional surgical replacement of the aortic valve are now candidates for TAVR. "A large percent of patients with aortic stenosis are older and therefore will benefit greatly from TAVR," adds Dr. Raney. "TAVR can help improve patients' longevity, but most importantly it can help improve overall quality of life."

The recent Edwards trial that led to the FDA approval of SAPIEN, showed 69 percent survival of patients that received SAPIEN versus 50 percent survival in patients that received medical treatment. Edwards estimates approximately 500,000 people in the U.S. suffer from severe aortic stenosis.

The Hoag Heart and Vascular Institute is the first institute in

Orange County to provide the new TAVR technique to patients. TAVR procedures will be performed in HVI's new Hybrid Cardiovascular Operating Room, the newest and most custom version of its kind in Orange County. The opening of the Hybrid CVOR marks another exciting milestone for HVI and its patients.

Operating Room of the Future – Now Open at Hoag

Cardiac surgery has taken a quantum leap forward with the introduction of the Hybrid Operating Room (Hybrid CVOR). A new concept in delivering advanced patient care, the Hybrid CVOR combines the best elements of the operating room with state-of-the-art imaging technology necessary for interventional heart and vascular procedures.

"Until now, many patients did not have an option for treatment of aortic stenosis."

– Aidan A. Raney, M.D., F.A.C.C.; James & Pamela Muzzy Endowed Chair and medical director, cardiovascular surgery

The Bob & Marjie Bennett Hybrid CVOR at Hoag Hospital is the first operating room of its kind in Orange County. Hoag's Hybrid CVOR will enable diagnostic imaging and surgical procedures to be performed simultaneously in the same room. This will result in safer treatment, shorter hospital stays, faster recoveries and improved outcomes.

Hoag's Hybrid CVOR is unique in its design as well as the equipment and technology in the room. At more than twice the size of a standard OR, the room can support a large team in combination with unique equipment. The room offers technology that has been specially designed for Hoag, including a custom Siemens Artis Zeego robotic imaging system with 3D and 4D reconstruction software, large digital display screens for video and still imaging, and video integration for teleconferencing and two-way video conferencing.

The room is capable of supporting Hoag's specially trained multi-disciplinary team to provide:

- ◆ Transcatheter aortic valve replacement
- ◆ Traditional heart surgery
- ◆ All endovascular procedures
- ◆ Any transcatheter technology for valve repair or replacement (mitral, pulmonary and aortic valves)
- ◆ Hybrid treatment of atrial fibrillation (combined approach using catheter-based technology and a small-incision surgical procedure)

"We are very excited about the potential of the Hybrid CVOR to revolutionize the way we treat patients by integrating traditional cardiac surgery with endovascular surgery techniques and technology," says Aidan A. Raney, M.D., F.A.C.C.; James & Pamela Muzzy Endowed Chair and medical director of cardiovascular surgery at HVI. "This truly bridges the best of what we do today with the latest advances in our quickly evolving field."

Patients benefit from the new room in that they can have any type of heart procedure (less invasive catheter approach to the heart as well as open heart surgery) without changing locations for imaging or different types of procedures – easily accessible options and accuracy are key in cardiac cases and Hoag's new Hybrid CVOR provides both of these elements on a world-class level.

The Right Treatment Option For You

Choosing the right heart valve treatment option is a very important decision that depends on many factors. This decision should be made in close cooperation with your doctor. Some factors you will need to consider when selecting the right treatment for you include:

- ◆ Benefits and risks of each type of treatment
- ◆ Your age
- ◆ Your medical condition
- ◆ Medications you might be taking
- ◆ Your lifestyle needs and goals

For more information about TAVR and other procedure and treatment options offered at the Hoag Heart and Vascular Institute, please call 888.771.2269 or email HVI@hoag.org or visit www.hoag.org/tavr.

Hoag's TAVR Team

Richard Haskell, MD, Cardiologist
 Jacques Kpodonu, MD, Endovascular and Cardiac Surgeon
 Subbarao Myla, MD, Cardiologist
 Aidan A. Raney, MD, Cardiac Surgeon
 Chaun Ren, MD, Cardiac Anesthesiologist
 Joseph Riggio, MD, Cardiac Anesthesiologist
 Pravin Shah, MD, MACC, Cardiologist

Everything in healthcare is changing.



Except one thing.

The need for qualified professionals with practical solutions will always remain constant. The next generation of healthcare administrators and providers faces a daunting task: reconciling changing regulations with the real-life needs of patients. Fortunately, Concordia University offers real-world training and education that leads to practical, effective solutions.

Take for example, Concordia's Healthcare Management BS degree. Like other qualified professionals, HCM graduates are always in demand by managed care organizations, hospitals, nursing facilities, medical groups, HMOs, insurance companies, and other types of healthcare organizations and consulting firms.

Concordia's Healthcare Management degree program understands its graduates need more than just a degree — they need experience, and real life application taught by experts in the field. Our curriculum goes beyond textbooks and lectures, with the goal of developing the professional skill set needed to handle the complexities faced by tomorrow's healthcare executives.

Be part of the solution. Call 949.214.3010, email admissions@cui.edu or visit www.cui.edu/healthcare.



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Concordia University Irvine offers undergraduate, graduate and adult degree programs in a beautiful Southern California location.



Concordia University's Healthcare Management program has an opportunity to develop a meaningful and relevant curriculum that goes beyond textbooks.

Concordia University's Healthcare Management Program Partners With Technology Firm to Deliver a Progressive and Relevant Education For Tomorrow's Healthcare Executives

Concordia University Irvine is pleased to announce a partnership with the technology firm SpeedTrack. Concordia University's Healthcare Management program has capitalized on its unique opportunity to develop a meaningful and relevant curriculum that goes beyond textbooks and lectures to include real world applications and data management for creative solution development in the healthcare environment.

SpeedTrack, headquartered in Yorba Linda, combines data storage, integration, analysis and search into a single scalable technology that incrementally guides the user to information. Speed Track's online search and analysis service allows healthcare professionals access to the past four years of every Inpatient, Outpatient and ER encounter in California – over 63 million records spanning 550+ fields of data. This data is published by the Office of State Health Planning and Development (OSHPD), and is the only comprehensive dataset of all patient encounters.

"SpeedTrack is the ideal technology to assist us in fulfilling our commitment to provide stu-



About Concordia

Concordia University Irvine is a US News Top Tier Regional University that prepares students for their vocations – their calling in life. As a Lutheran Christian university, we support individuals in developing their God-given gifts to fulfill their professional calling. CUI offers undergraduate, graduate and adult degree programs in a beautiful Southern California location, with online and regional cohort options.

credible in the job market."

"SpeedTrack is excited to partner with Concordia's forward-thinking Healthcare Management program to provide technology that promotes critical thinking," said Miles Yano, SpeedTrack's CEO. "Our technology enables any student to mine OSHPD data for the answers they need in just a few mouse clicks, and find "Ah-Ha" nuggets of information along the way."

dents with a meaningful and relevant education," said Academic Program Director/Assistant Professor Dr. Stephen Duarte. "Our healthcare management students will have access to an information database that will help them hone their analytical skills, and offers immediate applications in their field. SpeedTrack helps enable our students to be better qualified and

For more information about Concordia's Healthcare Management program, please visit www.cui.edu/healthcare or contact Concordia's Healthcare Management Academic Program Director, Stephen Duarte at stephen.duarte@cui.edu



THEY'VE ALWAYS MADE US PROUD.

At CHOC Children's, we know that some of the finest pediatric experts in the nation help us care for the 2,000,000 children who depend on us. But it is always nice to have someone else recognize them. Congratulations to the extraordinary doctors who were named by the Orange County Medical Association to Orange Coast Magazine's 2012 Physicians of Excellence.



Recognized for Excellence
in Eight Specialties

Allergy/Immunology

Mark H. Ellis, M.D.
Sherwin A. Gillman, M.D.
Chao-I Lin, M.D.

Cardiology

Anjan S. Batra, M.D.
Anthony Chang, M.D.
Jodie E. Gandy, M.D.
Nafiz Kiciman, M.D.
Michael A. Rebolledo, M.D.
Keith M. Weiner, M.D.

Cardiothoracic Surgery

Richard N. Gates, M.D.

Child Psychiatry

Hoang Dao Nguyen, M.D.

Clinical Genetics and Metabolic Genetics

Virginia Kimonis, M.D.

Critical Care

Nick G. Anas, M.D.
Anthony Cherin, M.D.
Gary Goodman, M.D.

Kenneth K. Kim, M.D.

Paul Lubinsky, M.D.
Zacharia Reda, M.D.
Jason M. Knight, M.D.

Developmental-Behavioral Pediatrics

Robin Steinberg-Epstein, M.D.

Diagnostic Radiology

David S. Karlin, M.D.
Joon Kim, M.D.
Dan Vu, M.D.

Endocrinology

Susan J. Clark, M.D.
Mark W. Daniels, M.D.
Timothy K. Flannery, M.D.

Gastroenterology

Kenneth E. Grant, M.D.
Mitchell Katz, M.D.
Bassam Younes, M.D.

Hematology/Oncology

Leonard S. Sender, M.D.
Diane J. Nugent, M.D.
Geetha Puthenveetil, M.D.

Amit Soni, M.D.

Ivan Kirov, M.D.
Wei-Ping "Violet" Shen, M.D.
Lilibeth Torno, M.D.

Infectious Diseases

Antonio C. Arrieta, M.D.
Negar Ashouri, M.D.
Jasjit Singh, M.D.

Interventional Radiology

Kurt L. Openshaw, M.D.
Mahmood K. Razavi, M.D.

Medical Genetics

Maureen Bocian, M.D.

Neonatal/Perinatal Medicine

Irfan Ahmad, M.D.
Daryoush Bassiri, M.D.
John P. Cleary, M.D.
Vijay Dhar, M.D.
Anthony Liu, M.D.

Neurological Surgery

William G. Loudon, M.D.
Michael Muhonen, M.D.

Neurology

Anne Tournay, M.D.
Joseph H. Donnelly, M.D.
Ira T. Lott, M.D.

Ophthalmology

Sanford Chen, M.D.
David A. Sami, M.D.

Orthopaedic Surgery

Afshin Aminian, M.D.
Ayaz A. Biviji, M.D.
Jack Chen, M.D.
Francois D. Lalonde, M.D.
Eric W. Lee, M.D.
Samuel R. Rosenfeld, M.D.
Carl R. Weinert, Jr., M.D.

Otolaryngology

Gurpreet S. Ahuja, M.D.
Felizardo Camilon, M.D.
Robert del Junco, M.D.
Jack A. Shohet, M.D.

Pediatrics

Katherine Andreeff, M.D.
Mark A. Colon, M.D.
Leticia Oliveros, M.D.

Sameer Pathare, M.D.

Trung Tristan H. Truong, M.D.
Mary Ann Wilkinson, M.D.

Plastic Surgery

Mark E. Krugman, M.D.
Leonard G. Prutsok, M.D.
Michael J. Sundine, M.D.

Pulmonology

David A. Hicks, M.D.
Bruce Nickerson, M.D.
Anchalee Yuengsrigul, M.D.

Radiology

Scott J. Rowen, M.D.

Reproductive

Endocrinology/Infertility
Daniel A. Potter, M.D.

Surgery

Maryam Gholizadeh, M.D.
David L. Gibbs, M.D.
Mustafa Kabeer, M.D.
Vinh T. Lam, M.D.

Thoracic Surgery

Brian A. Palafox, M.D.

DISC Sports & Spine: Revolution in Spine Care

Minimally Invasive Spine Surgery



Dr. Robert S. Bray, Jr., DISC CEO & Founding Director
Neurological Spine Surgery

An official medical services provider of the US Olympic Team and Red Bull Athletes, DISC Sports & Spine Center (DISC) is one of America's foremost providers of minimally invasive spine procedures and advanced arthroscopic techniques. Dr. Robert S. Bray, Jr. founded DISC in 2006, determined to revolutionize patient care and transform the once-complicated spine surgery into an outpatient procedure. Since then, the center has performed thousands of minimally invasive procedures for world-class athletes, VIPs and weekend warriors alike.

"After two years of being injured, I was so relieved to finally get an accurate diagnosis and treatment on what could have potentially been a career-threatening injury."
Sarah Haskins, 2008 Team USA Triathlon

As these patients will attest, DISC's range of conservative treatment options is a game changer, with surgery truly a last resort. DISC's physicians work side by side with diagnosticians, chiropractors, physical medicine & rehabilitation and pain management specialists to determine the best course of action for each patient. Surgeries that were once considered major procedures requiring lengthy hospitalization can now be performed more safely in DISC's outpatient center and patients are often home the same day. Physicians operate through incisions as small as an inch under 20x magnification. Individual muscle fragments are separated instead of cut, and commonly patients lose less than two teaspoons of blood, resulting in reduced post-operative pain, faster recoveries and better outcomes.

Recently, DISC expanded the reach of its top-tier medical services into Orange County, naming 14 respected physicians as founding partners of its newly opened Newport Beach location. These doctors, whose specialties include minimally invasive spine surgery, chiropractic sports medicine, pain management and anesthesiology, are now offering customized, collaborative care in a state-of-the-art facility built to surpass traditional hospital standards.

Designed by physicians and certified by the Accreditation Association for Ambulatory Health Care (AAAHC), DISC's surgery center lacks no attention to detail. It is equipped with the latest ICU-level monitoring, custom 100% HEPA filtered air-handling units, and next-generation medical technology. It is this level of detail that has maintained DISC's zero surgical infection rate. Beyond its technology, the center was designed to cre-

ate a soothing, luxurious patient experience, complete with private family consultation rooms, as well as four private overnight recovery rooms furnished with flat screen televisions, WiFi internet and guest seating.

At its core, the DISC experience is a culmination of conservative treatment options, collaborative expert physicians and state-of-the-art technology, all provided in one ultra-clean, recovery-conducive environment—a natural choice for Orange County's spinal care needs.



DISC Surgery Center at Newport Beach

DISC Newport Beach Services Include:

- Spine Care
- Pain Management
- Sports Medicine
- Soft Tissue/Chiropractic Care
- Physical Medicine
- Rehabilitation



To schedule a consultation at DISC's Newport Beach facility, please call 949-988-7800 or visit discasnb.com.

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Julie Simer, Esq.
949.224.6259
jsimer@buchalter.com

Carol K. Lucas, Esq.
Practice Group Chair
213.891.5611
clucas@buchalter.com

Mitchell J. Olejko, Esq.
415.227.3603
molejko@buchalter.com

Mary H. Rose, Esq.
213.891.5727
mrose@buchalter.com



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Employee Health for a More Profitable Business

Making the case for workforce health programs

by Karen D. Tejcka, RN, BSN, MPH, Medical Group Administrator, KP Orange County Service Area

The health of your employees affects their performance and ultimately the success of your business. Understanding the reasons that employees might miss work or not perform well can help you develop workforce health programs to improve morale, reduce sick days and enhance your bottom line.

Sick days – off and on the job

When employees are out sick, it's easy to see how productivity suffers. But presenteeism – when employees come to work but can't perform at full capacity due to health concerns – can hurt your bottom line too. It's a bigger problem than you might expect. The number of workdays lost to presenteeism is 7.5 times higher than the days lost through absenteeism.¹

One study shows that firms with the most effective health and productivity programs have 11 percent higher revenue per employee, 1.8 fewer days absent per employee, and 28 percent higher shareholder returns.

"The Health and Productivity Advantage, 2009/2010 North American Staying@Work Report," Towers Watson, 2010, <http://www.towerswatson.com/research/648>.

The root of the problem

Although employees often report to work with minor illnesses (such as a cold), researchers have isolated chronic conditions as the major contributors to presenteeism. Chronic conditions are ongoing, generally incurable illnesses such as heart disease, asthma, cancer and diabetes. People with chronic conditions are the most frequent users of health care in the United States. They're responsible for 81 percent of hospital admissions, 91 percent of prescriptions filled, and 76 percent of physician office visits.² As a result, chronic conditions account for the majority of U.S. health care spending. However, chronic conditions are often preventable and manageable with early detection, improved diet, exercise and treatment.

Put workforce health to work for you

Workforce health programs are employer-endorsed, worksite-based activities designed to encourage employees to live healthier. This could mean educating employees about health issues, starting programs that support healthier behaviors, or making health-related objectives part of your corporate policy. Effective programs give employees the tools to avoid or manage chronic conditions and can help you lower costs from absenteeism and presenteeism.



Karen D. Tejcka

Make a plan for healthier employees

When you're ready to improve the health of your workforce, keep these tips in mind as you plan your program:

- 1. Get started the right way**
Begin by deciding what you want to accomplish, how long your program will last, and how you intend to promote the program to your employees.
- 2. Keep it simple**
It's best to start with easily accomplished activities such as these:
 - ◆ Post healthy eating guidelines
 - ◆ Provide a refrigerator onsite
 - ◆ Install a bicycle rack
 - ◆ Organize a lunchtime walking group
- 3. Generate employee interest**
Once you've launched your program, communicate with your employees to promote the activities you're offering:
 - ◆ Send out teaser messages two to three weeks before you kick off your program
 - ◆ Send employees an e-mail announcing the program
 - ◆ Post announcements about the program around your worksite
 - ◆ Make program progress reports a part of your company newsletter
- 4. Reward participation**

To further motivate employee involvement and achievement, offer rewards to those who participate in the activities you implement. Here are some examples of small rewards:

- ◆ Extra 30 minutes for lunch
- ◆ Gift cards
- ◆ Pedometers
- ◆ T-shirts
- ◆ Resistance exercise bands
- ◆ Subscriptions to healthy magazines

Partner with an expert to keep your employees healthy

To get the most from your workforce health program, team up with a health plan that promotes preventive care and empowers members to improve their own health. Kaiser Permanente plans have always provided access to preventive health services for your employees. Now, with Kaiser Permanente HealthWorks, you'll have additional ways to enhance employee health.

Go to the Total Health and Productivity section at businessnet.kp.org to get started with a Kaiser Permanente HealthWorks workforce health program.

Kaiser Permanente HealthWorks has a program for you

Kaiser Permanente HealthWorks provides a rich set of tools and resources you can use to build your workforce health program, including:

- ◆ Online tools
- ◆ Onsite services
- ◆ Communication tools
- ◆ Rewards
- ◆ Measurement tools

There are three levels of HealthWorks programs for you to choose from. Visit the Total Health and Productivity section at businessnet.kp.org to find the program that best fits the needs of your organization:

- ◆ **New to workforce health** – if your company is interested in trying out some easy ideas and activities, you'll find a variety of tips and tools that you can implement immediately. Employers with Kaiser Permanente coverage will discover that most of the resources are already a part of their health plan.
- ◆ **Some workforce health experience** – when your company has already tried some programs and is ready to advance to the next level, you'll get the help you need to initiate more sophisticated activities and tools for your employees. This includes digital health coaching, a custom website and more.
- ◆ **More workforce health experience** – at this level, your company is well-versed in work force health and looking for additional ways to help employees feel and perform better. You'll get all of the features offered at the other levels as well as opportunities for biometric screening at your worksite and help with administering a rewards program.

Now's the time to get started

Put your employees on the road to better health right away. The results can be happier, more productive employees and a stronger bottom line for your business. Contact your broker or Kaiser Permanente representative to learn more about HealthWorks workforce health programs.

¹ Soeren Mattke, MD, DSc, et al., "A Review of Methods to Measure Health-Related Productivity Loss," *American Journal of Managed Care*, April 2007. http://www.ajmc.com/media/pdf/AJMC_07aprMattke211to217.pdf

² "The Growing Crisis of Chronic Disease in the United States," Partnership to Fight Chronic Disease, 2007. http://www.caaccess.org/pdf/chronic_disease.pdf



Is Your Compliance Program Starting to Rust?

by Julie A. Simer, Shareholder, Buchalter Nemer

A legally sufficient compliance program is like an expensive sports car: it does you no good sitting in the driveway. It must be driven regularly to realize its value. If your company's compliance plan has been sitting idle, it is time for a tune-up. Using governmental corporate integrity agreements (CIAs) as a guide, these steps will put your compliance plan in motion:



1. Designate a compliance officer and compliance committee

The compliance officer (CO) should be a member of senior management reporting directly to the chief executive officer. The CO should report compliance matters directly to the board of directors ("board") at least quarterly and should be encouraged to report compliance matters to the board at any time. Job responsibilities unrelated to compliance must not interfere with the CO's ability to perform compliance responsibilities. The CO should chair the company-wide compliance committee, which should meet no less than quarterly.

2. Develop written standards and policies

The organization's code of conduct must be provided to all employees. Policies and procedures should be developed to address the Anti-Kickback Statute and other laws related to governmental health care programs. Policies should include sanctions for non-compliance and compliance criteria for performance reviews. All personnel should regularly be made aware of these policies.

3. Implement a comprehensive employee training program

All employees should receive a minimum of one hour of compliance training each year, and employees that deal with legal arrangements should receive an additional three hours of training annually, including training on (a) arrangements that may implicate the Anti-Kickback Statute (AKS) or other fraud and abuse laws, (b) policies and procedures relating to legal arrangements, including the tracking system, internal review and approval process, and tracking remuneration to and from sources of business or referrals, (c) the individual's responsibility to know the applicable legal requirements and policies and procedures, (d) the legal sanctions under the AKS; and (e) examples of violations.

4. Retain an independent review organization to conduct annual reviews

The organization should engage a qualified individual or an accounting, auditing, law, or consulting firm ("IRO") to perform a comprehensive annual review, including data privacy and security and quality assessments.

5. Establish a confidential disclosure program

The organization should establish a telephone hotline to allow anonymous reporting of issues believed to be potential violations of criminal, civil, or administrative laws. The hotline number should be publicized to all employees.

6. Restrict employment of ineligible persons

Prior to hiring, and as part of the contracting process, the organization should screen all prospec-

tive employees and contractors against the federal program exclusion lists. Policies should require employees, agents and contractors to disclose immediately any debarment, exclusion, suspension, or other event that makes that person an ineligible to participate in governmental health care programs.

7. Record reportable events and self-disclosures

The CO should maintain a log of reportable events and self-disclosures that includes the status of the internal review or root cause analysis and any corrective action taken. The CO should ensure self-reporting of violations

8. Provide annual reports to the board on the status of the entity's compliance activities.

The board should meet at least quarterly to review reports, oversee the compliance program and evaluate the performance of the CO and compliance committee. Each year, the board should review the IRO report to determine risk areas. Training programs, policies and procedures should be revised annually to address risk areas. Once the compliance program has received a tune-up, it is ready to move forward with its compliance program.

Julie Simer is a shareholder with Buchalter Nemer's Health Care Practice Group. She can be reached at 949.224.6259 or jsimer@buchalter.com



Simer

State-of-the-Art Technology Integrated with Compassionate Care at KSK Medical Center of Irvine

KSK Medical of Irvine is now Orange County's most comprehensive resource for detection and treatment for breast and prostate cancers. In the past few years, KSK Medical has invested in some of today's most advanced state-of-the-art technologies. Few private clinics are as well-equipped and staffed as KSK Medical. They specialize in providing patient comfort and treatment precision. Their medical staff includes surgical oncologists, urologists, radiation therapists and dedicated breast radiologists all with multidisciplinary approach to cancer treatment.

KSK Medical is made up of five individual business units which include Cancer Center of Irvine, Breast Center of Irvine, Imaging Center of Irvine, Procedure Center of Irvine, and the Medici Foundation. The mission at KSK Medical is to improve the health and quality of life in the communities they service and advance the fight against cancer through medical research, education and treatment.



KSK Cancer Center of Irvine has the highest cure rate nationally and internationally in prostate cancer. They have the latest in MRI technology to provide optimal visualization of cancer in the prostate. Their Hybrid Prostate Radiation Therapy has proven to be the best treatment available for prostate cancer worldwide. "In 2011, our Prostate work was published and presented at the 52nd Annual American Society for Therapeutic Radiology and Oncology (ASTRO) in Miami, Florida. We are also in the final FDA approval stages for our work in spacer material to protect the rectum during radiation treatment," says Kenneth Tokita, M.D.

KSK Breast Center of Irvine is a dedicated women's breast center with a state-of-the-art imaging center consolidating digital mammography, ultrasound, stereotactic breast biopsy, high definition 3D breast MRI and bone densitometry into one easily accessible outpatient location. They are a world leader in treating partial breast radiation which means a higher daily dose that can be used for a shorter period of time – five days vs. five to seven weeks. They also developed two catheters specifically for that treatment protocol.

Community Involvement

Two years ago, The City of Irvine launched a Health Care Initiative as a pilot program designed to promote the health and wellness of the community by ensuring that all Irvine children ages 1-18 have access to affordable health services. The doctors and staff at KSK Medical, whose primary focus is on cancer research, share the same vision as city officials and became the first to endorse and donate towards the Irvine Children's Health Program (iCHP). During this two year time period, they created a unique partnership that highlighted the importance of education, detection and prevention. "Since the program's inception, over 700 families have benefitted from the Health Care Initiative and the program continues to be a vital part of our community," says Mayor Sukhee Kang.

KSK Medical should be on everyone's radar screen. Why would you go anywhere else?

KSK Medical is housed in the Cancer Center of Irvine, 16100 Sand Canyon, Irvine, 92618. To schedule a private consultation and tour with Dr. Kenneth Tokita and his team, please call 949.417.1100.

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Tiny Microscope Gives UC Irvine Doctors a Head Start on Treating GI Cancers

Nearly half of all Americans experience heartburn at least once a month. Occasional heartburn is nothing to worry about. It occurs when stomach acid backs up, or refluxes, into the esophagus – a thin, long passageway that carries food from the mouth to the stomach. But intense or chronic heartburn can evolve into more serious conditions. When stomach acid sits in the esophagus, over time it begins to damage the cells. Precancer and, subsequently, cancer can develop. What started out as heartburn turns lethal.

UC Irvine Medical Center, a leader in the research and treatment of digestive diseases, uses a new technology that helps doctors detect those cancer cells inside the esophagus more quickly, without having to perform a biopsy. Called Cellvizio®, it is the world's tiniest flexible microscope. While the patient is in the procedure room, Cellvizio allows doctors to examine suspicious tissue on a cellular level inside the body, as opposed to in the laboratory.

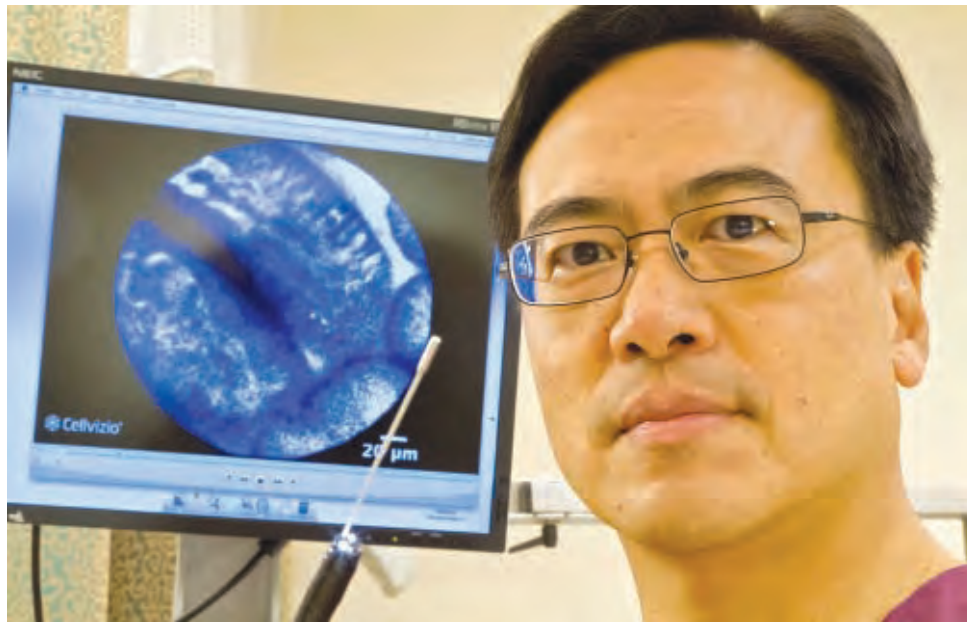
The Cellvizio microscope is inserted down the esophagus through an endoscope, a lighted, flexible tube that is introduced through the mouth and allows the gastroenterologist to see internal tissues, take biopsies and perform treatments.

"I am excited about this new technology, because for the first time, we can diagnose and in many cases treat precancer and cancer during one procedure," says Gastroenterologist Dr. Kenneth Chang, director of UC Irvine's H.H. Chao Comprehensive Digestive Disease Center and an expert in advanced endoscopic procedures for cancer diagnosis, staging and therapy.

Take the case of Mel Browning, a 54-year-old San Clemente resident, who had suffered from intense heartburn and gastroesophageal reflux disease (GERD) his entire adult life.

Browning's physician diagnosed Barrett's esophagus, a condition in which cells in the lower esophagus become damaged, usually from repeated exposure to stomach acids. The condition put Browning at high risk for developing a deadly form of esophageal cancer. Browning's physician referred him to Chang, who inserted the Cellvizio imaging system into Browning's esophagus for a microscopic view. Chang noticed a subtle change in texture and color in the area affected by Barrett's esophagus. In the past, Chang would have taken a biopsy, sent it to the lab and waited a week for results. In this case, he was able to detect the cancer and treat it immediately by shaving off the obvious cancer cells and then using radiofrequency energy to kill the surrounding precancerous cells.

A diagnosis of early cancer can be confirmed only under a microscope. Before, this infor-



Using a tiny microscope, UC Irvine's Dr. Kenneth Chang is able to diagnose and treat cancer and precancer of the esophagus in the same visit, at the earliest possible opportunity.

mation was only available after a biopsy had been taken and the results analyzed in a laboratory. Now, this new technology provides images of individual cells and tissue architecture during endoscopy procedures, allowing the physician to make immediate and better-informed treatment decisions. It delivers 12 microscopic images per second and can be used with almost any endoscope.

"The ability to see these cells on a microscopic level, in real time, is a huge advantage for patients and physicians," says Chang. "If I see something that appears to be cancer, I remove it on the spot."

Chang still sends a tissue sample to the lab to be analyzed by a pathologist; however, now the pathology analysis is more than likely to confirm Chang's diagnosis after he has already completed a patient's treatment, eliminating the need to schedule another procedure. And if Chang doesn't detect cancer cells, he takes a simple biopsy and sends it to the lab where most likely his diagnosis is confirmed.

At UC Irvine, this advanced technology helps doctors diagnose and treat precancers and cancers of the gastrointestinal tract – including esophageal cancer, colorectal polyps, stomach cancer and bile duct cancer. Chang has begun exploring the use of Cellvizio to diagnose and treat disorders of the pancreas.

UC Irvine is the only institution in Orange County where Cellvizio – approved by the FDA in 2005 – is available. Chang is now training other physicians from around the world on how to use this technology.

Most people with heartburn don't end up with cancer. Mild to moderate acid reflux can be managed with medication and lifestyle changes, including maintaining a healthy weight, not smoking, eating smaller meals and avoiding tight-fitting clothes. Other key prevention tactics are waiting at least three hours before lying down or going to bed after eating and avoiding foods that trigger heartburn. Some common food triggers are fatty or fried foods, tomato sauce, alcohol, chocolate, mint and caffeine.

It has been a year since Browning had his cancer treated by Chang. He has changed his diet and takes regular medication for heartburn. "I haven't felt so good in decades," he says. "When I look at my wife and kids, I sometimes think, 'Thank you, Dr. Chang.'"

For more information or a referral to an H.H. Chao Comprehensive Digestive Disease Center specialist at UC Irvine Medical Center, please visit www.ucihealth.com/cddc or call 888.717.GIMD.

Fighting Cancer With a Specialized Team Approach

A core part of UC Irvine's Chao Family Comprehensive Cancer Center is a group of physicians known as hematologist-oncologists – doctors who specialize in blood diseases and cancer. UC Irvine's hematology-oncology doctors sub-specialize further by developing expertise in specific tumor types, serving as a resource to community doctors and patients with complicated cases.

"We are all board certified in hematology-oncology, but as academic practitioners, we are able to further specialize," explains Dr. Edward Nelson, chief of UC Irvine's Division of Hematology-Oncology, which has recently expanded its faculty.

UC Irvine is home to Orange County's only National Cancer Institute-designated comprehensive cancer center, and the medical center has been named among "America's Best Hospitals" by *U.S. News & World Report* for cancer care.

To make the most of its expertise and optimize patient care, the Chao Family Comprehensive Cancer Center takes a team approach to the care of individual patients. Physicians have their office hours organized around the type of disease, all at the same time, so that patients receive highly coordinated care. For example, the hematologist-oncologist who specializes in pancreatic and liver cancer treats patients at the same time that gastroenterologists and surgical oncologists see their pancreatic and liver patients.

"This allows us to leverage the expertise of the various specialists who may be involved in treating a patient with a specific cancer," Nelson explains. "We are able to better collaborate and coordinate patient care. And when we need to refer a patient to a surgeon or another colleague for the next step in treatment, we walk down the hall, knock on a door and do a quick introduction."

Patient care is being improved in such areas as cancers of the gastrointestinal tract

(esophagus, stomach, colon, liver, pancreas and gall bladder); lung; head and neck; breast; brain and skin (melanoma).

Another advantage: these physicians can more easily share the latest medical research and advancements. Together they prioritize and conduct clinical studies that provide patients access to the most recent, cutting-edge approaches to the detection, prevention or treatment of cancer or blood diseases years before the treatments become available to patients at community hospitals. UC Irvine's hematology-oncology doctors are conducting a broad range of clinical studies, many of which are sponsored by the National Cancer Institute or other organizations such as national cooperative groups, or by pharmaceutical companies.

The increased interaction among doctors can also help inspire research ideas that cross disciplines. The surgeons, gastroenterologists and hematology-oncology specialists who treat pancreatic cancer, plus laboratory scientists, recently completed a clinical study to improve how a patient's immune system fights cancer. Patients who received the experimental treatment lived longer compared to patients who did not.

"Patients who participate in clinical trials are truly heroes. They are the ones who have advanced the diagnosis and treatment of cancer so that we now have more than 12 million cancer survivors in the U.S., compared to just three million survivors 20 years ago," says Nelson. "At UC Irvine, we are committed to conducting only those clinical studies that meet the highest ethical standards and benefit our patients."

UC Irvine's hematology-oncology practice is the first in California to earn Quality Oncology Practice Initiative Certification, issued by the American Society of Clinical Oncology, the organization that sets the standard for cancer care. More than 140 quality measures are evaluated in order to obtain certification. There are only 105 practices nationwide that are certified, with only eight in California.

To make an appointment with a UC Irvine hematologist-oncologist, call 855.UCI.4ONC. For more information about the Chao Family Comprehensive Cancer Center, please visit www.cancer.uci.edu.



Dr. Edward Nelson leads UC Irvine's cancer specialists in hematology-oncology.

The Next Wave of Practice Consolidation

The health care reform law, downward pressure on physician reimbursements and the need for capital are all driving an anticipated next wave of physician practice consolidation. What are some of the potential advantages and roadblocks of these arrangements?

Negotiating power – Typically, the more physicians that are gathered into a single practice, the more clout that practice will have when negotiating with health plans over contract terms and reimbursement rates. Such power can also extend to hospitals over access to the OR and block scheduling. Bargaining power is often heightened further when the merged practice represents a significant proportion of the area physicians in a particular specialty, although there are exceptions to the rule.

Economies of scale – When merging several practices, it's usually best when all or most of the physicians relocate to a single location (although circumstances and market situations may dictate other options). It will then be possible to make better use of exam rooms, diagnostic equipment and revenue-generating assets such as ancillary services, and to be more efficient in supply ordering. Physicians will require about the same amount of office space and support staff. Legal and accounting costs to service the larger practice will typically be higher.

Candidate selection – When choosing candidates, look for a cultural fit and compatibility with your practice's strategic goals. Perform due diligence on the prospective merging firm's financial, legal and operational statuses. To help allay everyone's natural anxieties and to avoid any hint of bias, bring in a neutral, trusted financial professional to: describe the financial benefits of the merger; project the profitability of the new entity; analyze the tax implications; go over buy-sell issues; recommend governance options; and resolve possible retirement plans and fringe benefit issues.

Is it time? – When weighing the pros and cons of merging practices, keep in mind that a large and thriving practice is a magnet for new doctors as well as professionals required to manage the operation. A larger group also has greater resources to devote to quality improvement and patient satisfaction activities. And it can generate more capital for investment in new technologies and marketing initiatives.

Steve Williams is the managing partner of HMWC CPAs & Business Advisors and heads the firm's Healthcare Practice. For more information, call 714.505.9000 or visit www.hmwccpa.com.



Advancing Cancer Research in Orange County

The Women's Cancer Research Foundation (WCRF) enrolled a record 98 women into seven new clinical trials during 2011. This is a 50% annual patient enrollment increase compared to previous years. For the past twelve years, WCRF clinical trials have provided patient access (and hope) to the latest cancer treatments for women afflicted with breast cancer, endometrial cancer, ovarian cancer and women with pelvic masses. Currently, the WCRF manages hundreds of patients participating in fourteen different clinical trials. Orange County is fortunate to be at the forefront of cancer research, with the WCRF leading the charge by opening new trials and moving forward in our quest to provide more effective cancer treatments for women afflicted with breast and gynecologic cancer.

Why WCRF?

Historically, the WCRF has been effective at staying on mission. "The need for effective cancer treatments is more urgent than ever and a slowed economy is no excuse to delay providing access for women who are in the fight of their lives. Cancer does not wait for better economic times," states Executive Director of the WCRF Carlina Thomas. "We hope by continuing to open new clinical trials and enrolling as many patients as possible that a promising and successful cancer treatment will be discovered – potentially even a cure!" states WCRF Founder and Chairman Dr. John Paul Michalek.

A woman's risk for developing breast cancer is (source NCI, 2010):

- ◆ 1 in 8
- ◆ 1 in 39 for uterine cancer
- ◆ 1 in 70 for ovarian cancer
- ◆ 1 in 147 for cervical cancer

The WCRF is currently enrolling patients for multiple clinical trials that include: Nektar and Vorinostat for ovarian cancer and experimental therapies for endometrial cancer. The WCRF was recently approved for another new clinical trial that will treat chemotherapy induced nausea and vomiting using Emend, developed by Merck. The Emend trial will potentially help women better tolerate and complete chemotherapy treatment by reducing the side effects related to nausea.

WCRF Mission

The WCRF is a non-profit organization dedicated to improving cure rates for women with gynecologic and breast cancer, headquartered in Newport Beach.

For more information, please visit our website at www.womenscancerfoundation.com or contact Research Director Katrina Lopez or Carlina Thomas, executive director, at 949.642.5165.



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