

## CORPORATE SPOTLIGHT:

### REGIONAL STAFF MAKES HOUSE CALLS

With 48 facilities stretched across 19 states, Symbion's surgery centers and physician offices are divided into two groups and six regions. Each region has a staff of up to three people who serve as a resource to their facilities, providing direction and support in areas ranging from business office management to physician relations.

According to Donna St. Louis, senior vice president, this approach allows Symbion to better support its facilities while taking advantage of growth opportunities.

"Breaking our facilities into regions allows us to be more involved with each center," she said. "Because most of the regions are grouped according to geography, the regional staff is able to make frequent visits and get to know the employees and physicians as well as the market itself."

While the majority of the regional staff is based in Nashville at

Symbion's corporate headquarters, the company maintains a small regional office in Largo, Fla.

The staff for each region includes a regional vice president, an assistant vice president and regional controller.

"Building personal relationships with physicians and employees is very important to Symbion," said St. Louis. "The regional staff is there to serve as a resource to the centers and work in harmony with them, so it's important for regional staff mem-

bers to be familiar with the center, know the people there by name and earn their respect."

For this reason, St. Louis says the company makes an effort to keep the number of facilities in each region under ten. Most regions have around seven centers, which keeps it manageable but also leaves room for future growth.

**"BREAKING OUR FACILITIES INTO REGIONS ALLOWS US TO BE MORE INVOLVED WITH EACH CENTER."**

— Donna St. Louis, senior vice president

## R E G I O N A L R U N D O W N

Symbion recently welcomed several new faces to its regional management team. Here's a complete listing of the facilities by region and group as well as regional staff.

### Single Specialty Group

President: Gregg Stanley  
Regional Vice President: Bill Gavigan  
Group Vice President: Tony Taparo

The following facilities fall under the Single Specialty Group:

**Bayside Endoscopy Center**  
Providence, RI

**Dupont Surgery Center**  
Louisville, KY

**Memphis Outpatient Network**  
Memphis, TN

**Physicians Ambulatory Surgery Center**  
Circleville, OH

**State of Franklin Healthcare Associates**  
Johnson City, TN

**Tampa Bay Regional Surgery Center**  
Largo, FL

**TPI**  
Louisville, KY

**Vincennes Surgery Center**  
Vincennes, IN

### Multi-Specialty Group

President: Charlie Neal  
Chief Financial Officer: Ron Brank  
Senior Vice President: Donna St. Louis\*  
Assistant Vice President: Mayre Walker

\* Regional responsibility for:

**Dry Creek Imaging Center**  
Englewood, CO

**Dry Creek Surgery Center**  
Englewood, CO

The following regions and facilities fall under the Multi-Specialty Group:

### Managed Center Region

Vice President: Cassandra Speier  
Regional Controller: Elizabeth Campbell

**Baptist Germantown Surgery Center**  
Germantown, TN

**East Memphis Surgery Center**  
Memphis, TN

**Midtown Surgery Center**  
Memphis, TN

**Oxford Surgery Center**  
Oxford, MS

**Union City Surgery Center**  
Union City, TN

**UroCenter**  
Memphis, TN

### MidAtlantic States Region

Regional Vice President: Deborah Dale  
Assistant Vice President: Jane Bradford  
Regional Controller: Holly McCort

**Bellingham Surgery Center**  
Bellingham, WA

**Columbus Surgery Center**  
Columbus, GA

**Greater New Orleans Surgery Center**  
Metairie, LA

**Maury Regional Surgery Center**  
Columbia, TN

**Orthopaedic Surgery Center of Asheville**  
Asheville, NC

**Physicians Surgical Specialty Hospital**  
Houma, LA

**Wilmington SurgCare**  
Wilmington, NC

### Midwest Region

Regional Vice President: Tim Evans

**Heartland Spine & Specialty Hospital**  
Overland Park, KS

**Lakeside Women's Hospital**  
Oklahoma City, OK

**Surgery Center of Edmond**  
Edmond, OK

### Northeast Region

Regional Vice President: Bruce Bardall  
Assistant Vice President: Gayle Culpepper  
Regional Controller: Valerie Brickey

**CMMP Surgical Center**  
Jefferson City, MO

**Cool Springs Surgery Center**  
Franklin, TN

**South Shore Ambulatory Surgery Center**  
Lynbrook, NY

**UT Day Surgery Center**  
Knoxville, TN

**Village SurgiCenter of Erie**  
Erie, PA

**Worcester Ear, Nose & Throat**  
Worcester, MA

**Worcester Surgical Center**  
Worcester, MA

### Southeast Region

Regional Vice President: Marcy Athenev  
Assistant Vice President: Tom Chaundy  
Regional Controller: Allison Flexor

**DeLand Surgery Center**  
DeLand, FL

**Jacksonville Beach Surgery Center**  
Jacksonville Beach, FL

**Lee Island Coast Surgery Center**  
Ft. Myers, FL

**Premier Surgery Center**  
Brunswick, GA

**Orlando Surgery Center**  
Orlando, FL

**The Surgery Center of Ocala**  
Ocala, FL

**West Bay Surgery Center**  
Largo, FL

### Southwest Region

Regional Vice President: Jeri Evans  
Assistant Vice President: Mayre Walker  
Regional Controller: Tracy Naylor

**Central Park Surgery Center**  
Austin, TX

**Clear Fork Surgery Center**  
Ft. Worth, TX

**Duncanville Surgery Center**  
Duncanville, TX

**East Houston Surgery Center**  
Houston, TX

**Northeast Baptist Surgery Center**  
San Antonio, TX

**North Star Surgical Center**  
Lubbock, TX

**Physicians SurgiCenter of Houston**  
Houston, TX

**Texarkana Surgery Center**  
Texarkana, TX

# SYMBION Connection

THE QUARTERLY PUBLICATION FOR SYMBION HEALTHCARE EMPLOYEES

SYMBION  
HEALTHCARE

HOLIDAY 2003

## CEO'S CORNER:

### DEAR COLLEAGUES:



Richard E. Francis, Jr.  
Chairman &  
Chief Executive Officer

With the holidays upon us and a new year around the corner, it seems like a good time to reflect on a few of our key accomplishments this year.

By all accounts, 2003 was a very busy and productive year for our company. The outstanding performance of our facilities continues to provide beneficial results to our patients and physician partners. We welcomed nine new centers to the Symbion family, which are profiled in this edition of *Symbion Connection*. To enhance our ability to effectively manage this dramatic

growth, we have expanded our regional support staff. You'll find a complete listing on page 4 of this newsletter. We also updated our compliance plan to address new HIPAA regulations and, thanks to the efforts of many, made the necessary procedural changes required by the new law.

Now is the time to look ahead to the new year and the goals and objectives we establish for ourselves. As we move forward, we must always honor our commitment to quality – both at the facility level and as a company. Whether it's quality initiatives at each center, responsive action regarding our patient satisfaction surveys or guidance from the Corporate Quality Council profiled in this issue, we must always make quality the primary focus of everything we do. No matter how much we grow or enjoy success as an organization, that's one commitment that will not change.

Thank you for your continued hard work and dedication to our patients and physician partners.

Sincerely,

Richard E. Francis, Jr.  
Chairman & Chief Executive Officer

## HIPAA UPDATE

Anyone who works in healthcare knows that HIPAA, also known as the Health Insurance Portability Accountability Act, is more than just another acronym. Signed into law in 1996 to protect patient privacy, these five letters have changed the way companies like Symbion operate.

HIPAA's privacy regulations, which took effect in April 2003, require all healthcare providers to protect certain personal health information for patients by removing "identifiers" from patient records, government claims and even sign-in sheets at the doctor's office.

One of the newest changes to take effect involves electronic claims. The law required providers to begin submitting claims to the government in a standard electronic format on Oct. 16, 2003. However, last-minute fears that many insurers were not prepared to accept claims in the new standard format prompted the Centers for Medicare and Medicaid Services (CMS) to announce it will allow both legacy formats and the new standardized format required by HIPAA. However, as of Oct. 16, the government is no longer accepting paper claims.

Symbion is now preparing for the next phase of HIPAA: the security regulations scheduled to take effect on April 20, 2005. While more than a year may seem like plenty of time to prepare, the regulations require providers to develop detailed policies and procedures for protecting personal health information in a variety of formats ranging from paper records to electronic files and floppy disks.

To ensure that the policies we develop are most effective, Symbion is forming a workgroup made up of employees from a variety of locations and job classifications. Once the company has defined the new policies and procedures, training will be provided to all employees in 2004.

## COMPLIANCE CORNER

Symbion's compliance plan was recently updated to include references to HIPAA, ERISA (the Employee Retirement Income Security Act) and other fraud and abuse issues. During the coming months, all employees will receive a copy of the revised plan. Employees who have questions or comments related to the compliance plan should contact their administrator or regional vice president. Questions can also be directed to the company's privacy and security officer at 615-234-5900.

## SYMBION WELCOMES NEW FACILITIES

### BAYSIDE ENDOSCOPY CENTER

Originally opened in 1985, this single specialty gastroenterology center is located in Providence, R.I., and features six operating rooms.

### COLUMBUS SURGERY CENTER

Located in Columbus, Ga., this multi-specialty center has four operating rooms and two minor procedure rooms.

### DUNCANVILLE SURGERY CENTER

Located in the Dallas, Texas, suburb of Duncanville, this multi-specialty surgery center has four operating rooms and is fully-equipped to perform orthopedic, podiatry, gynecology, gastroenterology, ophthalmology and general surgery procedures.

### HEARTLAND SPINE & SPECIALTY HOSPITAL

Symbion will manage this hospital, which specializes in minimal-access spinal surgery. Located in Overland Park, Kan., the hospital has seven full sized orthopedic digital operating rooms and 35 physician partners on staff.

### LAKESIDE WOMEN'S HOSPITAL

This full-service women's specialty hospital is located in Oklahoma City. The facility offers a convenient location for many women's health services including labor and delivery, mammograms, cosmetic and reconstructive surgery and other gynecological procedures.

### MAURY REGIONAL SURGERY CENTER

Opened in December 2003, Maury Regional Surgery Center is a joint venture with Maury Regional Hospital in Columbia, Tenn. The center features two operating rooms.

### SURGERY CENTER OF EDMOND

This Edmond, Okla., multi-specialty surgery center also has four operating rooms and is fully-equipped to perform orthopedic, podiatry, gynecology, gastroenterology, ophthalmology and general surgery procedures.

## FOCUS ON QUALITY:

# SYMBION'S CORPORATE QUALITY COUNCIL PROVIDES A FORUM FOR SHARING

Each surgery center in Symbion's network has the opportunity to draw upon the resources of 38 others through the company's Corporate Quality Council (CQC).

Founded in 2001, the 15-member Council is made up of physicians and administrators from a variety of centers as well as corporate staff. The group meets up to four times a year to review information on corporate benchmark data and other clinical topics, evaluate common issues, review incidents and make policy recommendations as needed.

**"WE HAVE FOUND WE CAN BE  
A TREMENDOUS RESOURCE  
TO EACH OTHER IN THE  
AREAS OF PATIENT CARE  
AND EMPLOYEE SAFETY,"**

**— Linda McSmith,**  
*assistant vice president of regulatory compliance*

### TAMPA BAY REGIONAL SURGERY CENTER

Built in partnership with the Florida Center for Gastroenterology, a physician group practice of four gastroenterologists, the center specializes exclusively in endoscopy procedures. The facility boasts one operating room and two procedure rooms.

### VINCENNES SURGERY CENTER

Built in partnership with nine surgeons, this multi-specialty center has an emphasis on orthopedic and general surgery procedures. The freestanding center features three operating rooms.

According to Linda McSmith, Symbion's assistant vice president of regulatory compliance, the Council is a tool to assist centers in providing the highest level of care to each patient.

"By coming together to share information on issues that are common to our centers, we have found we can be a tremendous resource to each other in the areas of patient

care and employee safety," she said. "The Council provides a forum to identify best practices and form policies that benefit all centers."

To date, the Council has examined issues such as the occurrence of deep vein thrombosis in surgical patients, correct operative site identification measures and conscious sedation practices. Members also review issues such as patient satisfaction

survey formats and HIPAA compliance.

With the help of Council members, Symbion has created policies and guidelines for facilities to follow regarding correct site identification and conscious sedation.

"We realize things are different at each facility, so we don't take a one size fits all approach," said McSmith. "Instead, we issue general guidelines and recommendations the facilities can adapt to make them work best with their particular circumstance."

The Council, which also meets on an as needed basis, issues a summary of the items discussed as well as any new recommendations or policies after each meeting. Surgery centers can also send issues or cases to the Council for review and discussion.

"The Council has been successful because it takes a collaborative approach," agrees David Lensch, M.D., medical director of Wilmington SurgCare in Wilmington, N.C., and chairperson of the Council. "Our purpose is to gather information from the facilities, listen to what has

been successful for them and make recommendations based on their input rather than creating mandates."

The Corporate Quality Council is just one level of the company's focus on quality. Each center has a performance improvement quality initiative, which addresses issues related to patient safety, risk management, infection control and patient satisfaction at their facility.

"Our company-wide focus on quality is one of the things I believe sets Symbion and each of the centers in our network apart," said Cliff Adlerz, president of Symbion. "Everything we do – from caring for patients to partnering with physicians – comes back to quality. The Council is just one more way that we are continually striving to provide the very best possible care to each patient we serve."

## MEDICAL DIRECTORS MEETING SCHEDULED FOR FEBRUARY 2004

Symbion's annual medical directors' meeting provides an opportunity for physician directors at each facility come together to discuss issues facing ambulatory surgery centers. This year's meeting will be held February 6 – 9 at Pines Lodge in Beaver Creek, Colo.

The conference will feature speakers on medical malpractice issues, new patient safety standards and many other medical/surgical topics. Kathy Bryant, executive director of the Federated Ambulatory Surgery Association, will also attend to speak on industry changes.

All medical directors are encouraged to attend. For more information, please call Donna St. Louis, senior vice president, at 1-888-406-1582, extension 4020.