

SYMBION SPOTLIGHT:



Carey Windler, M.D.
Central Park Surgery Center
Austin, TX

PHYSICIAN MAKES HOLLYWOOD DEBUT

As a sports medicine physician to the University of Texas football team, Carey Windler, M.D., is no stranger to working with star athletes. However, he never dreamed this role would lead to a real one in the blockbuster sports film *Friday Night Lights*.

That's just what happened when Dr.

Windler, a sports medicine physician who serves as medical director at Central Park Surgery Center in Austin, received a call from director Peter Berg. While filming the movie in Austin, Berg discovered Dr. Windler through his work with the team and sought his advice to authenticate a key scene in the movie where the star running back experiences a

debilitating knee injury that puts him on the bench for the season.

After their meeting, Berg asked Dr. Windler if he would play the role of Dr. Rodgers, the specialist who examines the player and delivers the news that the athlete should no longer play.

"During my scene, I examined the knee, described the injury and the significance of it," said Dr. Windler. "Instead of giving me the script, they asked me to ad lib and work with the patient as I normally would."

Although he enjoyed his acting debut, Dr. Windler claims the experience was his "inaugural and final role."

Dr. Windler specializes in sports medicine and has four other physicians in his practice. He has worked with the University of Texas football team for 19 years.

Do you know of a co-worker or physician with an interesting real-life story? If so, please email dstlouis@symbion.com and tell us why you think they should be featured in an upcoming issue of Symbion Connection.

BENEFITS UPDATE:

SYMBION INTRODUCES EMPLOYEE STOCK PURCHASE PLAN

Symbion's third quarter began with an enhanced employee benefit package. Following the company's initial public offering (IPO) in February 2004, Symbion implemented an employee stock purchase plan (ESPP), effective October 1, 2004.

The plan allows eligible employees to purchase company stock at a reduced price

through payroll deduction. Enrollment will occur each October, with an exercise date of the following September. Participants may purchase stock at the lower of 85 percent of the stock's market price on October 1 or 85 percent of the market price on the following September 30.

"Initial enrollment was a huge success with more than 50 percent of employees participating," said Dale Kennedy, senior vice president. "We are pleased to offer such a strong investment opportunity to the people who make this company successful."

St. Luke's SurgiCenter



Surgical Center of New Albany



Valley Ambulatory Surgery Center



Valley Surgery Center



SYMBION WELCOMES NEW FACILITIES

Symbion continues to grow its network with the addition of eight new facilities in recent months. Welcome to all new employees and physicians!

Birmingham Endoscopy Center	Birmingham, Alabama
North River Surgical Center	Tuscaloosa, Alabama
Savannah Outpatient Foot & Ankle Surgery Center	Savannah, Georgia
Surgical Center of New Albany	New Albany, Indiana
St. Luke's SurgiCenter	Hammond, Louisiana
The Surgery Center of Kirkwood	Kirkwood, Missouri
Valley Ambulatory Surgery Center	St. Charles, Illinois
Valley Surgery Center	Steubenville, Ohio
Village Imaging Center	Erie, Pennsylvania

SYMBION Connection

THE PUBLICATION FOR SYMBION HEALTHCARE EMPLOYEES

SYMBION
HEALTHCARE

WINTER 2004

CEO'S CORNER:

DEAR COLLEAGUES:



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

Over the years, I have often thought about what makes an organization successful. Hard work and dedication certainly play a role, but this alone does not guarantee success. Companies and individuals that consistently succeed possess a drive, a passion and a focus unmatched by others. More importantly, they embrace a set of principles by which they work and live.

I believe our company has this drive, focus and passion. And I believe our guiding principles are a firm foundation for our success. This became obvious at our recent leadership conference in Nashville where I had the opportunity to spend time with managers from many of our facilities and hear firsthand their thoughts and suggestions on how Symbion can build on its success. Equally gratifying was sharing pride in a job well done with the winners of our Leadership Awards, who are profiled in this issue.

As you read their stories, you will notice they all share one thing: dedication to our company's ten guiding principles. The winning facilities and individuals "have a plan," "take ownership" and "focus with passion." Perhaps these simple principles are the intangible force that separates some organizations from others. I hope you enjoy reading their stories and find them as inspiring as I did.

TEN GUIDING PRINCIPLES

- Act with integrity
- Have a plan
- Take ownership
- Focus with passion
- Show up and never quit
- Do not blame or judge
- Pitch in
- Be big not little
- Laugh and celebrate
- Be grateful

Very truly yours,

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

SYMBION HONORS ITS BEST AT LEADERSHIP CONFERENCE

Symbion held its own version of the Oscars in late October, honoring the centers and individuals that shined brightest during the past year at its Leadership Conference in Nashville.

The two-day event provided an opportunity for management from each facility to come together to share ideas, plan for the future and celebrate success. One of the high points of the event came on Tuesday night when selected centers and individuals were honored with the presentation of the second annual Symbion Leadership Awards.

Nominated by the regional staff, these winners embody Symbion's values and exemplify the hard work and dedication it takes to achieve success:

Center of the Year:

★ **Dry Creek Surgery Center - Englewood, CO** ★

In order to be named Center of the Year, a facility must exceed its goals in everything from the number of cases performed to its ability to collect cash and manage supply costs. Dry Creek Surgery Center did all this and more in 2003.

With the support of physicians and employees, the center fought off competition from a local hospital system while regaining lost managed care contracts and securing "out of network" business. This allowed the center to stay competitive, and provided access for surgeons to continue using the facility.

(Continued inside)

SYMBION LEADERSHIP AWARDS:

(Continued from front)

"No doubt about it, Dry Creek Surgery Center had a great year," said Donna St. Louis, senior vice president. "The dedication of the center's employees and physicians played a huge role in their win."

Turn-around Center of the Year:

★ **Deland Surgery Center** ★
- Deland, FL

One year ago, no one expected this multi-specialty center to meet its budget goals. As Administrator Lynette Knight recalls, "we were so far away from our targets that we had all but given up on 2003 and were just focusing on 2004."

What a difference a year – and a lot of effort – makes. Deland Surgery Center not only met its 2003 goals but exceeded them.

They started small, coming up with ideas to save on everything from orthopaedic implants to office supplies. Employees took ownership of the effort, contributing new ideas and helping Knight call on area physicians. The center also built volumes by adding pain management procedures. Along the way, Knight kept employees and physicians updated by sharing monthly reports tracking the center's volume and revenues.

"Seeing that we were making progress kept everyone motivated," she said. "This honor would not have been possible without teamwork and I thank everyone who pitched in to make this happen while maintaining our high quality standards."

Administrator Of The Year:

★ **Bonnie Goodwin,** ★
Orthopaedic Surgery Center of Asheville
- Asheville, NC

A company veteran, Goodwin started her career in the ambulatory surgery center as a business office manager. She joined Symbion as a regional controller before deciding she was ready for the challenge of running her own center. She helped open

the single-specialty center in February 2000.

Not only does Goodwin handle the day-to-day operation of the center, overseeing marketing and physician relations, but she also serves as its business office manager. Despite double duty, Bonnie is "always on time and always conscientious," said one of her nominators.

Under her leadership, the center exceeded its revenue and volume goals for the year despite competition from a nearby acute care hospital. Goodwin's efforts have resulted

business office staff, many of whom have been with the center for more than ten years. "We have a great team, and everyone works hard to support each other," she said. "We keep our eyes and ears open and ask questions since the answers sometimes help us do our jobs better."

This teamwork was obvious in 2003 as the center maintained its budgeted case load – even in light of competition from a new surgery center located just steps away, earning a spot in the President's Club.



The winners of the 2004 Symbion Leadership Awards

Lynette Knight and Donna St. Louis



Donna St. Louis and Bonnie Goodwin

sometimes posting monthly reports to foster friendly competition. Her focus helped East Memphis Surgery Center take home the company's Brinks Award, presented to the center with the highest "scores" on a series of financial indicators.

"Valerie is bright, assertive, passionate and focused," wrote a nominator. "She's always the first to offer to help, however she never forgets how to have fun and laugh."

Business Office Manager of the Year: (tie)

★ **Valerie Washburn,** ★
East Memphis Surgery Center - Memphis, TN

Described by co-workers as a "consummate team player," Valerie Washburn is a leader at not only her own center, but also within her region. Often called upon to train new business office managers at other centers, she recently initiated a regional meeting to share ideas and foster teamwork.

Before joining East Memphis Surgery Center six years ago, Valerie managed a regional billing office for HealthSouth. She continues to develop herself professionally, becoming a certified professional coder last year.

Washburn takes an active role in educating physicians and staff members on ways to better manage expenses while maintaining a high standard of patient care,

in the addition of three new physician partners, and the center is also performing new procedures, including ACL and rotator cuff surgeries.

"I enjoy what I do," she said. "It's a daily challenge, but I love working with physicians and our great staff. I share this honor with them."

Business Office Manager of the Year: (tie)

★ **Pam Jones,** ★
Bellingham Surgery Center - Bellingham, WA

Since joining the center in 2000, Pam Jones has built a reputation for being on budget and on time.

"When Pam is involved, things run smoothly. She never misses a deadline – in fact she usually beats it," said St. Louis. "She routinely goes above and beyond in coming up with new ways to streamline operations."

Jones is more modest about her accomplishments, crediting her five-person

GRASSROOTS ALERT:

PROTECTING OUR INDUSTRY

We all know that ambulatory surgery centers (ASCs) and surgical hospitals are being labeled as "niche" providers as part of an attack from acute care hospitals represented by the American Hospital Association and the Federation of American Hospitals. As a result, we are seeing Medicare reimbursement frozen and fee schedules impacted by aggressive payors.

This year alone we are encountering potential reimbursement changes in Tennessee and Florida, and Texas has adopted a new workers' compensation fee schedule, which has had a significant impact on ASCs. In fact, many have decided to no longer act as a provider for workers' compensation in Texas due to this ill-conceived payment schedule.

It is imperative that your ASC get involved and be a vocal advocate for our industry. Many states have established local ASC associations, which work on behalf of the state's ASCs and often in conjunction with the Federated Ambulatory Surgery Association (FASA) and the American Association of Ambulatory Surgery Centers (AAASC), both non-profit associations representing the interests of ASCs throughout the nation.

Recently, FASA sponsored ASC Day, which encouraged ASCs to invite their local legislators to visit their sites. Many of you participated in this successful event. However, our facilities must continue to take an active role in reaching out to legislators, inviting

them to your centers and educating them on the benefits ASCs bring to our healthcare delivery system. Our employees are the best representatives of our centers, so we encourage you to take an active role.

It has been proven that surgical hospitals and ASCs provide exceptional care to patients with high quality outcomes in a cost effective manner. We should be proud of our industry and get involved to allow this care to continue. Provided above are several key points for you to use when speaking with elected officials (see sidebar).

ADVANTAGES OF ASCs:

- **Quality outcomes** – More than 95% of ASC medical staffs are board certified.
- **Cost-effective care** – Procedures performed at an ASC can cost 47% less than at hospitals.
- **Patient satisfaction** – 98% of patients are satisfied with their ASC experience.
- **Convenient scheduling** – 75% of ASCs start more than 80% of surgeries on time.

Source: Federated Ambulatory Surgery Association

★ ★ ★ ★ 2003 PRESIDENT'S CLUB AWARD WINNERS ★ ★ ★ ★

Surgery centers meeting or exceeding financial performance objectives were honored with membership in the President's Club.

This year's list included the following centers:

Bellingham Surgery Center
Central Park Surgery Center
Deland Surgery Center
Dry Creek Surgery Center
East Memphis Surgery Center

Greater New Orleans Surgery Center
Lee Island Coast Surgery Center
Orlando Surgery Center
Orthopaedic Surgery Center of Asheville
Physicians Surgical Specialty Hospital

Surgery Center of Ocala
Union City Surgery Center
Village Surgicenter of Erie
Wilmington SurgCare