EMCARE ANESTHESIA SERVICES CAN DELIVER IMPROVED EFFICIENCIES, COST SAVINGS AND SATISFIED SURGEONS

Vision. Leadership.
Sophistication. Innovation.

Hospital and health system leaders nationwide are exploring strategies that will help their organizations succeed as healthcare reform changes the way they do business. Aligning with partners who are similarly focused and who have long track records of success due to their vision, leadership, sophistication and innovation is a winning strategy. EmCare Anesthesia Services is just such a partner.

Efficiency is the cornerstone of high-performance operating rooms

When efficiency is an objective, surgeons are able to fluidly and safely execute procedures for one patient, then promptly welcome the next. To achieve that objective, thorough and accurate preoperative assessments, on-time starts and well-organized operating rooms (O.R.) are mandatory. In order for hospital leaders to navigate the changing healthcare landscape — fused with clinical excellence, experienced leadership, effective O.R. utilization and innovative management strategies — efficiency will not be an option, but a requirement.
EmCare uses lean methodologies to provide cost-effective solutions to boost O.R. efficiency and case throughput. We also operate Pre-Anesthesia Testing (PAT) clinics which can decrease potential losses by reducing surgical case delays and cancellations, allow for development of systems to ensure pay-for-performance standards are met, help to standardize documentation leading to improved reimbursement, reduce un-reimbursed lab testing and avoid non-payment for pre-existing issues otherwise billed as never events. EmCare’s success in reducing cancellations and delays in the surgery schedule, improving efficiency and increasing patient throughput is resulting in enhanced revenue, decreased operating expenses, reduced or eliminated subsidies, better metrics and improve patient and surgeon satisfaction.

REASONS EMCARE ANESTHESIA SERVICES IS AN INDUSTRY LEADER

- Offers a full suite of anesthesia and pain practice management services
- Pre-Anesthesia Testing (PAT) clinics reduce surgical case delays and cancellations
- Leadership, management, programs and processes that improve O.R. efficiency
- Consultative services to provide outstanding and effective O.R. utilization management
- Flexible coverage models:
  - All anesthesiologists
  - Care Team - anesthesiologists supervising CRNAs
  - All CRNAs
- Cost-saving programs, often resulting in subsidy reduction or even subsidy elimination
- Exceptional service, resulting in improved surgeon, staff and patient satisfaction
A LEADER IN O.R. MANAGEMENT

Much more than a staffing company

With EmCare as a partner, senior site leaders are free to focus on delivering patient care, launching new services and expanding their footprint in the local service area.

EmCare’s affiliated providers and divisional leaders are problem solvers with the experience and ability to execute. The company handles every aspect of O.R. efficiency — designing the proper staffing and coverage model, effectively managing O.R. utilization, recruiting highly qualified anesthesiologists and/or CRNAs, tracking metrics, maximizing collections and monitoring surgeon, staff and patient satisfaction.

Local practice. Divisional support. National resources.

No other anesthesia services company in the nation is able to provide local clinicians with the support of seasoned divisional leadership who have access to the unparalleled national resources available through EmCare.

Respected. Trusted. Stable.

EmCare Anesthesia Services is a physician-led company that was founded as an extension of its parent, EmCare, an industry-leading physician practice management company. The company has rapidly grown into a trusted management and staffing organization, obtaining exclusive contracts with hundreds of respected hospitals and health systems nationwide. We offer our clients an integrated solution that includes recruiting, staffing, management and billing/collection services in anesthesiology, acute care surgery, emergency medicine, hospital medicine and radiology.

BY THE NUMBERS

- More than 100 partnering sites nationwide
- More than 40 years of physician practice management experience
- Nearly 1 million anesthesia procedures managed each year by EmCare-affiliated providers

EMCARE IS A TRusted PARTNER

Partnering hospitals trust EmCare’s on-site medical directors as liaisons who oversee a host of responsibilities, such as:

- Recruiting and staffing exceptional in-network anesthesiologists and CRNAs
- Collaborating on effective O.R. utilization
- Managing and evaluating other EmCare staff
- Implementing quality assurance and risk mitigation programs
- Collaborating on physician and CRNA education
- Monitoring staff compliance with hospital requirements
- Collaborating on strategic planning
- Continuously searching for process improvement opportunities
- Containing costs
- Reducing surgical case delays and cancellations
- Standardizing supplies and equipment
- Mediating interpersonal relationships with surgeons, site staff and administration
WORKING SMARTER YIELDS GREATER ROI

*Perioperative medicine maximizes O.R. efficiency, scheduling and improves the bottom line*

EmCare is pioneering healthcare delivery models such as the Perioperative Continuum that helps meet the needs of customers and patients and is guiding the industry to more efficient models of care. Applying management science principles to anesthesia services is helping EmCare clients to see significant gains in a variety of areas.

EmCare Anesthesia Services measures throughput and efficiency indicators that are important to both partner organizations and EmCare alike in maintaining and growing business. Patient throughput is a key indicator of effective management; it is also one of EmCare’s specialties.

Because EmCare manages the entire process from scheduling to postoperative care, practical strategies like block scheduling or preoperative testing reduce delays that clog patient throughput. Other strategies target room turnover times, effective O.R. utilization management, cancellation rates and delayed procedures, thereby facilitating case growth while enhancing clinical quality and surgeon satisfaction. EmCare independently analyzes case volumes, provider schedules and room utilization metrics in order to recommend the most efficient and cost-effective planning and staffing models.

**The Perioperative Surgical Home:**
*Managing outcomes across the continuum of surgical care*

EmCare’s perioperative care model is a quality-of-care initiative with a focus on transforming surgical care through interdisciplinary coordination and standardization of procedures across the continuum of surgical care. The American Society of Anesthesiologists (ASA) defines the perioperative surgical home as “a new patient-centered model designed to achieve the triple aim of improving health, improving the delivery of healthcare, and reducing the cost of care.” The ASA recommends that these goals be achieved through “shared decision making and seamless continuity of care for the surgical patient, from the decision for surgery through recovery, discharge and beyond.

The perioperative surgical home is designed to provide coordinated care from the time of shared decision-making for surgery through to 30 days post-discharge. It covers the preoperative phase of working with patients to optimize their condition prior to surgery, the inter-operative phase, the immediate postoperative phase and the recovery phase post-discharge.

EmCare’s perioperative surgical home model provides team-based, coordinated care across the entire continuum of the surgical experience to improve quality and decrease costs. The program utilizes our evidence-based model for pre-operative care, the Pre-Anesthesia Testing (PAT) clinic. The program’s emphasis is on collaboration, standardization of process and data analytics to drive improvement. Team providers are supported by standardized clinical protocols and proprietary software, both of which work in tandem to streamline the surgical care process. The program engages proven resources and provides clinical training programs such as The High Performance O.R.; The Risk-Free O.R.; High Reliability Organizing; and Patient Safety Expertise.
Post-surgical is managed by Evolution Health, an expert transitional care organization owned by EmCare’s parent company Envision Healthcare. Evolution Health offers solutions for care coordination with primary care providers, hospitalists and specialists. It provides transitional care management to help reduce gaps in care and enhance the patient experience. The company’s state-of-the-art Medical Command Center offers mobile integrated healthcare in homes or alternative settings using physician-led, interprofessional care teams who provide 24/7 clinical support and deploy resources as needed.

The expected metrics of the perioperative surgical home model include improved operational efficiency, enhanced resource utilization, reductions in LOS and readmissions, and decreased complications.

A driving force behind the company’s high standards and enhanced efficiency is EmCare’s team of on-site medical directors. Equipped with stellar medical and business backgrounds, supported by EmCare’s seasoned divisional leadership and support personnel, and with access to national resources, the medical directors assigned to partnering sites offer comprehensive guidance on anesthesia operations. In addition to the on-site medical directors, EmCare offers extensive support including physician Divisional Medical Directors (DMD) who provide on-site clinical leadership and nurse Directors of Clinical Services (DCS) who provide consultative services to site staff and administration. They also have ready access to national resources, including an executive management team, clinical operations team, Chief Medical Officer (CMO) and EmCare Anesthesia Services’ physician Chief Executive Officer (CEO).

**PERIOPERATIVE MEDICINE**

**Clinical Care**

**Service**

**Cost**

**Operations**

**PRE-ANESTHESIA TESTING (PAT) CLINIC**

Many patients are sent to surgery without appropriate assessment or completion of labs, resulting in less than optimal care and in unnecessary delays and cancellations. EmCare Anesthesia Services provides clients with standardized procedures for pre-surgical care, supported by a high-performing Pre-Anesthesia Testing (PAT) clinic model that has been proven to reduce preventable delays and cancellations, improve outcomes and reduce costs.

**POST-SURGERY CARE OPTIONS:**

Through our sister company, Evolution Health, we provide expert solutions for post-surgical care coordination. The program helps reduce gaps in care and enhance the patient experience. Evolution Health’s medical command center offers mobile integrated healthcare in the post-surgical setting using physician-led care teams who provide 24/7 clinical support.
EMCARE’S BALANCED APPROACH TO OPTIMAL O.R. UTILIZATION

Few hospitals have mastered the fine art and science of O.R. staffing and scheduling in ways that most effectively utilize both clinical providers and operating rooms. EmCare Anesthesia Services evaluates each organization’s goals, resources, number of locations and number of operating rooms to determine the most time-efficient and cost-effective formula for case volume, surgeon satisfaction and financial goals. The results can include more on-time starts, faster room turnover and increased case throughput, all of which lead to decreased cost per case and increased revenue. Additionally, when contracting with EmCare for both anesthesiology and emergency medicine services, subsidies can often be reduced or even eliminated.
VISION. FOCUS. LEADERSHIP.

Planning for success

EmCare carefully analyzes each new partner’s current situation and works with their leadership to create customized programs designed to maximize O.R. efficiency, increase quality and ensure surgeon satisfaction. The surgical staff is also consulted when implementing new policies and procedures, which are carefully crafted in alignment with the partner site’s goals and objectives. EmCare provides a nurse DCS for each partner site who consults with both O.R. managers and site administrators. The DCS brings a value-added, systematic approach to ensuring long-term anesthesia program success. That individual also serves as the point person who monitors daily operations and financial performance.

Achieving growth through efficiencies

“EmCare Anesthesia Services can help clients prepare to serve the growing patient population. Our professionals understand both the business and science of anesthesiology. We are committed to making our partner sites efficient, surgeon-friendly and clinically excellent.”

— MICHAEL HICKS,
MD, MBA, MHCM, FACHE
Chief Executive Officer
EmCare Anesthesia Services

EmCare-affiliated providers undergo specialized training focused on customer satisfaction that is part of a unique national partnership EmCare has forged with Studer Group®. This service is especially important as organizations focus more on Hospital Consumer Assessment of Healthcare Providers and Services (HCAHPS) measures.
EmCare Anesthesia Services is a full-service provider

Utilizing operations management science techniques, EmCare Anesthesia Services provides:

- Full suite of anesthesia and pain management services
- Pre-Anesthesia Testing (PAT) clinics reduce surgical case delays and cancellations
- Flexible coverage models:
  - All anesthesiologists
  - Care Team - anesthesiologists supervising CRNA
  - All CRNAs
- Results-driven patient, surgeon and staff satisfaction programs
- Industry-leading recruiting, credentialing, scheduling and retention programs
- Continuous quality assurance and performance improvement programs that include participation in the American Society of Anesthesiology’s Anesthesia Quality Institute
- Experienced, highly trained local, divisional and national clinical and business leadership
- Leadership training for affiliated anesthesiologists and CRNAs
- Provider education resources
- Managed care contracting expertise
- Exceptional billing and collection services
- Metric improvement programs and outcomes reporting
- Improved collaboration between clinical providers and facility staff and administration
- Effective O.R. utilization management
PEOPLE AND ATTITUDE MAKE THE DIFFERENCE

Exceptional leaders. Outstanding clinicians.

A seamless continuum of anesthesia services depends on a solid staffing model, appropriately designed to meet a client’s needs. Some facilities may flourish with an all-physician model while others work best utilizing a Care Team model (anesthesiologists supervising CRNAs). EmCare’s expertise in recruiting, training and retaining qualified clinicians leads to a solid, cohesive practice dedicated to integrating with the site’s surgical and administrative staff. Clients depend on EmCare’s national database of nearly 100,000 anesthesiologists and CRNAs for recruiting and selecting exceptional, highly qualified candidates. All aspects of the O.R. are examined: hospital administration and surgeon goals, revenue targets, types of cases performed, each O.R.’s unique culture and provider personalities. Many of the company’s affiliated physicians and CRNAs blend extensive clinical experience with formal business education and project management prowess. EmCare’s competitive provider compensation and ongoing clinical and leadership training have led to long-term clinician retention at the company and at its partnering sites.

Committed to quality

EmCare combines timely service with safe, high-quality care delivery for increased value. With EmCare’s proprietary performance improvement program, each procedure’s outcome is used as a guide to set benchmarks and outline improvement strategies. EmCare’s robust metrics monitoring and quality assurance initiatives ensure that each partnering hospital meets The Joint Commission standards, Centers for Medicare & Medicaid Services (CMS) reported Surgical Care Improvement Project (SCIP) protocols and other accrediting agency requirements.

EmCare Anesthesia Services quality improvement initiatives

Through standardization and improved coordination of care, we assist clients with improving outcomes, streamlining the patient experience and reducing costs. We work to reduce the cost of care, decrease complications, decrease LOS and improve satisfaction through systematic approaches, smart technologies and talented leadership. EmCare’s quality management program complies with NCQA, AAAHC and the Joint Commission and is partnered with the ASA’s preferred risk-analysis firm, ensuring peer-reviewed data.

PATIENT SAFETY: EmCare’s patient safety training incorporates The Joint Commission’s National Patient Safety Goals as well as recommendations by Sentinel Event Advisory Group. We utilize Core Measures aligned with the Surgical Care Improvement Project (SCIP) and participate in the Physician Quality Reporting System (PQRS) voluntary reporting program.

QUALITY OUTCOMES: EmCare employs a number of evidence-based external quality outcomes programs, such as PQRS and AQI, to provide statistically-validated measurements for performance.

QUALITY DATABANK: Our proprietary databank gives us access to benchmark against 700,000 cases. In alignment with hospital goals, this data is used to identify areas for improvement and design best practice protocols. The databank provides:
- Concurrent review of outcomes for proactive risk management
- Mechanisms to track and trend practice patterns
- Analysis of critical incidents for timely identification of issues
- Local, regional, and national benchmarking
RESULTS — CASES

EmCare is pioneering healthcare delivery models such as the Perioperative Continuum that helps meet the needs of customers and patients and is guiding the industry to more efficient models of care. Applying management science principles to anesthesia services is helping our clients to see significant gains in a variety of areas.

EmCare Anesthesia Services measures throughput and efficiency indicators that are important to both partner organizations and EmCare alike in maintaining and growing business. Patient throughput is a key indicator of effective management; it is also one of our specialties.

Because EmCare manages the entire process from scheduling to postoperative care, practical strategies like block scheduling or preoperative testing reduce delays that clog patient throughput. Other strategies target room turnover times, effective O.R. utilization management, cancellation rates and delayed procedures, thereby facilitating case growth while enhancing clinical quality and surgeon satisfaction. EmCare independently analyzes case volumes, provider schedules and room utilization metrics in order to recommend the most efficient and cost-effective planning and staffing models.

SHORT-TERM RESULTS AND LONG-TERM POSITIVE OUTCOMES

Flexible, customized, proven solutions

EmCare’s aim is simple: Deliver stellar patient care while improving efficiencies, reducing costs and making surgeons, staff and patients happy.

Quick-fix strategies may provide short-term results. But a partnership with EmCare leads to long-term positive outcomes. Such a partnership lays the foundation to pursue more ambitious patient care and revenue goals. As the healthcare landscape changes, Our management strategies have the versatility necessary to ensure clients are prepared for and prosper in the evolving industry.

OUTSOURCE TO EMCARE ANESTHESIA SERVICES

There are many reasons it makes good sense to outsource to EmCare. Benefits can include:

- Effective O.R. utilization management
- Improved metrics
- Flexible coverage models
- Improved tracking and reporting
- Cost reductions including possible subsidy reductions or even subsidy elimination
- Revenue enhancement
- Stronger leadership
- Improved service
- Improved surgeon satisfaction
- Enhanced medical staff relations
- Stronger clinician/hospital relations
- Physician/hospital goals alignment
- Crisis management
- Compliance and regulatory adherence
MULTIPLE INTEGRATED SERVICES AND TECHNOLOGIES

Integrated solutions

EmCare is focused on the future and on Making Healthcare Work Better™. The company is continuously developing innovative ways to support hospitals in their efforts to address healthcare reform initiatives including HCAHPS, core measures and value-based purchasing. Integrating clinical services and technologies across multiple hospital-based specialties has been demonstrated to effectively improve performance in these areas.

EmCare is the only company that provides its customers the ability to contract with a single company for emergency medicine, hospital medicine, surgical services, anesthesiology and radiology services. Although the company offers clients the flexibility of contracting for a single service, there are many benefits to contracting for more than one service, most important of which are improved patient care and enhanced return on investment.

EmCare’s more than 40-year history of delivering high-quality patient care, improving efficiency and metrics, effectively managing costs and improving the patient experience has made EmCare the industry leader in physician practice management services.

For more information

Learn more by visiting emcare.com/solutions, or speak with a Vice President of Practice Development at 877.416.8079.

QUALITY. AFFORDABLE. COMPASSIONATE.

“EmCare-affiliated companies serve more than 2,200 communities across the United States. The caring clinicians affiliated with EmCare touch the lives of patients and their families every second of every day as they work to fulfill our mission of providing high-quality, affordable and compassionate healthcare.”

— TODD ZIMMERMAN
Chief Executive Officer
EmCare, Inc.
Executive Vice President
Envision Healthcare
EMCARE INTEGRATED SERVICE LINES

**Emergency Medicine**

EmCare® Emergency Medicine offers its clients a solution that includes recruitment, staffing, management, metric improvement programs and billing / collection services for emergency medicine. Hospitals and health systems that outsource to EmCare often realize industry-leading quality of care, metric improvement and patient, staff and physician satisfaction, as well as improved return on investment. Some of the reasons hospitals choose to partner with EmCare Emergency Medicine include:

- Leading national emergency medicine practice management company
- Long-term, stable performer — founded more than 40 years ago
- Local practice, supported by divisional professionals, backed by unparalleled national resources
- Experienced physician and nurse leadership
- Leading national recruiter of board-certified/board-eligible emergency medicine physicians
- Performance-based physician incentive compensation programs
- Comprehensive portfolio of emergency medicine support services
- Lean for healthcare and Studer Group national partnership for metric improvement and patient experience programs

**Hospital Medicine**

EmCare® Hospital Medicine helps hospitals increase medical staff satisfaction, reduce lengths of stay, decrease resource utilization, utilize referrals from community-based physicians, improve emergency department turnaround time and provide continuity of care for patients. Since 1993, EmCare Hospital Medicine has provided hospital medicine staffing and management services designed to improve customer service to patients and medical staff, decrease both inpatient and E.D. lengths of stay, improve efficiencies and achieve financial goals. Hospitals choose to work with EmCare Hospital Medicine because the company:

- Is the pioneer in integrated clinical services and technologies including EmCare’s Door-To-Discharge service with RAP&GO, DASH and EmCare’s Charge Capture software platforms
- Helps hospitals address HCAHPS, reform, core measures and value-based purchasing
- Can reduce both inpatient and E.D. lengths of stay
- Improves both E.D. and inpatient bed utilization
- Effectively manages cost per case
- Improves both referring physician and patient satisfaction
- Develops innovative approaches to diagnostics, treatment and patient care
**Surgical Services**

EmCare® Surgical Services provides hospitals with hospital-based general surgeons who have expertise in emergency and trauma surgery. An acute care surgery program can help to stabilize a hospital’s medical staff, provide general surgery and trauma call coverage, solidify surgical services, strengthen the hospital’s reputation within the community, enhance physician recruiting efforts and keep surgical cases from migrating away from the facility. The company also offers trauma program development and management expertise. Gaining trauma designation can unlock access to federal and state funding for hospitals that were ineligible to receive those funds prior to attaining a trauma designation. EmCare Surgical Services:

- Provides surgeons dedicated to trauma and emergency surgery
- Provides surgery and trauma call coverage
- Keeps surgical cases from migrating away from the facility
- Can change EMS patterns to attract higher case volume
- May increase primary care and other referrals
- Can help hospitals add desired non-trauma surgical cases
- Stabilizes hospital medical and surgical staff
- Helps hospitals secure and escalate trauma designations, thereby gaining access to new funding
- Helps fill gaps in surgeon vacancies and periodic shortages

**Radiology and Teleradiology**

EmCare® Radiology Services offers hospitals immediate, accessible, full-service consultations with highly qualified on-site physicians. EmCare partners with Rays® for teleradiology services to improve radiology quality, eliminate radiology study backlogs and significantly reduce wait times for patients and medical staff. The company offers a flexible, convenient and cost-effective practice model that includes: customized staffing, recruiting, leadership, quality assurance, and metric improvement. Benefits to working with EmCare Radiology Services include:

- RaysTracker® state-of-the-art web-based radiology information system (RIS) and picture archiving and communications system (PACS), links disparate systems into a unified work list and provides real-time access to studies
- 24/7 preliminary and final teleradiology reads
- U.S.-based, board-certified radiologists
- 24-hour radiology coverage with access to nearly a dozen subspecialty teleradiology services
- VidRay® consults on critical or complicated findings
- Consistent study quality
- Significantly improved turnaround times
INTEGRATED SERVICES:
- Emergency Medicine
- Hospital Medicine
- Acute Care Surgery
- Anesthesia Services
- Radiology/Teleradiology

MISSION: EmCare exists to serve and support clinicians, hospitals, health systems and other healthcare clients in providing high-quality patient care efficiently and affordably.

VISION:
EmCare’s vision is to create a new, integrated model of physician services through:
- The Science of Clinical Excellence
- The Art of Customer Service
- The Business of Execution

This requires several strategic imperatives:
- Medical Leadership
- Service Excellence
- Hardwiring Flow
- Evidence-Based Patient Safety Protocols
- Teamwork