Healthcare reform is changing the way healthcare leaders do business. Those leaders are partnering with companies that display vision, leadership and innovation — companies like EmCare Hospital Medicine.

EmCare’s first hospitalist program was started in 1993 at Baylor University Medical Center in Dallas, Texas with the goal of caring for unassigned patients admitted through the emergency department (E.D.). Baylor is still a client today.

Since that early beginning, the company has been building and managing hospitalist programs across the country. Today the company manages more than 140 programs nationwide and impacts the lives of more than a million patients.

As the healthcare environment continues to evolve, EmCare provides programs and resources that help client hospitals achieve, sustain and accelerate exceptional clinical, operational and financial outcomes.
INNOVATION. EXPERTISE.

EmCare is known throughout the industry for pioneering innovations that positively impact the quality of inpatient care, improve efficiency and metrics, enhance the patient experience and positively affect the hospital’s bottom line.

To best serve the diverse needs of our clients, EmCare offers three types of hospital medicine service models: (1) EmCare’s traditional hospitalist program is designed for midsized to larger-volume hospitals and reduces inpatient lengths of stay (LOS), decreases cost per case and improves clinical quality and outcomes; (2) EmCare’s Door-To-Discharge™ (D2D™) service is for hospitals that contract with EmCare for both E.D. and hospitalist programs in order to realize reduced LOS, improved patient flow, higher return on investment and reduced or eliminated hospitalist program subsidies; and (3) EmCare’s proprietary CompleteCare™ program is a low-cost E.D. and hospitalist program designed for hospitals with less than 8,000 annual E.D. visits in which one physician provides continuity of patient care from E.D. to the inpatient floor.

All three service models are designed to help hospitals efficiently manage unassigned patients and coordinate care with the E.D. in order to streamline the admission process and implement cost-effective care paths that decrease LOS.

EmCare Hospital Medicine helps hospitals manage the cost and complexity of inpatient care and improve the patient experience.

The role of the EmCare hospitalist

Coordination of care by physicians specializing in inpatient management results in more efficient use of hospital resources. EmCare Hospital Medicine’s objectives include improving the quality of care for hospitalized patients through timely review of test results, improved discharge planning, continuity of care and improved outcomes. With the cooperation of other hospital departments, average LOS and costs may be significantly reduced.

The hospitalist works closely with the patient, family and multidisciplinary team to ensure care needs are carefully assessed and addressed, all appropriate services and assistance are arranged and the environment is suitable to promote a positive patient experience. Hospitalists also help develop effective treatment and discharge plans, which can help to shorten LOS and reduce preventable readmissions and associated Centers for Medicare & Medicaid Services (CMS)-imposed financial penalties.

Hospitalists work closely with case managers and build relationships with other service providers to expedite and enhance the inpatient stay and improve patient care.

Hospitalists are in the center of it all

- Ancillary Services
  - Pharmacy
  - Radiology
  - Laboratory
  - Respiratory
- Care Management
- Emergency Medicine
- Home Care Services
- Nursing
- Patient and Family
- Primary Care Physicians
- Program Coordinators
- Rehab/LT Care Facilities
- Specialist Physicians
Three service models tailored for each hospital’s unique needs.
THREE FLEXIBLE HOSPITAL MEDICINE SERVICE MODELS

TRADITIONAL HOSPITAL MEDICINE MODEL
Offers benefits of decreased LOS, core measure attainment, decreased cost per case, improved clinical quality and outcomes and medical staff and patient satisfaction.

EMCARE’S DOOR-TO-DISCHARGE MODEL
EmCare’s proprietary Door-To-Discharge (D2D) service supported by EmCare’s Rapid Admission Process and Gap Orders (RAP&GO) evidence-based software, can:

■ Significantly decrease boarding time for patients awaiting disposition in the E.D.
■ Open up opportunity for new E.D. volume and metric improvement.

D2D with RAP&GO is available to hospitals that partner with EmCare for both emergency and hospital medicine services.

EMCARE’S COMPLETECARE MODEL
EmCare’s CompleteCare service model provides a cost-effective option for hospitals with annual E.D. visits of 8,000 or fewer. Clients benefit from the service of a single physician who coordinates patient care in both the E.D. and inpatient floors.
EMCARE HOSPITALISTS IMPACT QUALITY, PATIENT FLOW, LOS, READMISSIONS AND THE PATIENT EXPERIENCE

**Physician-led. Patient focused.**

The cornerstone of EmCare’s success is the company’s commitment to quality physician leadership. Experienced clinical leadership is the backbone of our business. EmCare takes care of its physicians so they can take care of patients. EmCare supports hospitals by empowering physicians with comprehensive on-site practice resources: quality management and risk mitigation, online management reports for hospitalist medical directors, extensive education and customer experience programs. EmCare is an organization committed to and led by physicians.

**On-site leadership. Comprehensive support.**

EmCare provides leadership and support where it’s needed most: on-site. The local practice for each partner hospital provides care under the clinical and administrative leadership of an on-site Medical Director. The local practice receives the support of a divisional operations team under the leadership of a physician divisional chief executive officer. Both the local physician team and divisional support team have access to significant national resources.

**Benefits**

- Decreased E.D./inpatient LOS
- Improved inpatient bed utilization
- Effectively managed cost per case
- Improved clinical outcomes
- Improved communication resulting in better physician-hospital alignment
- Improved referring physician, E.D. physician, staff, patient and family member satisfaction
- Reduced CMS-imposed financial penalties for preventable readmissions
- Potentially reduced or eliminated hospital medicine subsidy
- Decreased E.D. boarding time made possible by improved collaboration between emergency and hospital medicine physicians can improve throughput and open up bed availability in the E.D.
- The RAP&GO software and integration process significantly decreases boarding time for patients awaiting disposition in the E.D., opening up significant opportunity for new E.D. volume and metric improvement
- Increased bed availability
- Expedited admissions for community referrals and enhanced primary care provider collaboration with EmCare’s DASH admissions software

**Services**

- 24/7 adult and pediatric hospital medicine coverage
- Intensivists and OB laborists
- Coverage for the intensive care, psychiatric, medical, skilled nursing, rehabilitation and other inpatient nursing units
- Value-based purchasing support
- LOS management
- Daily inpatient care management in conjunction with a care team
- Discharge care coordination with community providers
- Consults on surgery, OB/GYN, psychiatry and other services
- Recruitment and retention of highly qualified physicians
- Leadership training and education
- Post-discharge follow-up
- Access to intensivists
- Coding and billing expertise
- Customized financial and staffing models
FINANCIAL IMPACT THROUGH EFFICIENCY

“At EmCare, we are focused squarely on delivering high-quality patient care efficiently. In addition to a traditional hospital medicine service model, EmCare offers lower volume hospitals an affordable option with CompleteCare. We also offer EmCare’s Door-To-Discharge service with RAP&GO evidence-based software, which helps us expedite inpatient admissions from the E.D., the financial impact of which can be significant.”

— FRANCISCO LOYA, MD, MS
Chief Executive Officer
EmCare Hospital Medicine
EMCARE STRIVES FOR IMPROVEMENT

“Low-volume hospitals can benefit from a very affordable hospitalist program called CompleteCare, an EmCare offering that utilizes a single doctor to provide services in both the E.D. and on the inpatient floor. This program is helping hospitals achieve improved metrics, improved clinical outcomes and improved referring physician satisfaction.”

— JEFF SLEPIN, MD, MBA, FACEP
Executive Vice President
EmCare
IMPROVING CARE AND METRICS. INTEGRATED SOLUTIONS. SIZE. PRESENCE. STABILITY. RESOURCES. EXPERIENCE.

Three flexible hospital medicine service models

EmCare Hospital Medicine has grown into a trusted management and staffing organization, earning exclusive partnerships with respected hospitals and health systems nationwide. The company provides leadership resources and staffing and program management models that meet the specific needs of each hospital. Those models conform to Society of Hospital Medicine guidelines.

**Traditional model**

Recognized as one of the top management companies in hospital medicine and a leading provider of hospitalist care, EmCare equips its affiliated hospitalists with proven tools and processes. Our traditional service model is designed to provide inpatient care to unassigned patients and along with supportive care services to referring physicians’ patients.

The company’s focus is on quality and satisfaction. EmCare achieves its goals and delivers value to client hospitals and hospital systems by effectively managing utilization, improving clinical quality and outcomes, reducing LOS and providing discharge planning as a means to minimize preventable readmissions.

No other hospitalist company offers the depth and breadth of programs, services, support and resources that EmCare provides.

**CompleteCare model**

EmCare’s CompleteCare model is designed for lower volume hospitals, utilizes the services of a single physician who manages patient care both in the E.D. and on the inpatient floor in order to ensure continuity of care.

CompleteCare physicians are on duty 24/7 to cover the E.D., admit and provide subsequent inpatient rounding. This model is designed for hospitals with annual E.D. volumes below 8,000 visits. The service helps to maximize resources while providing superior patient care for both to E.D. and hospitalized patients.

CompleteCare provides continuity of care for patients through discharge with maximum efficiency and lower costs than those programs that utilize separate physicians in both emergency and hospital medicine departments.

**BENEFITS**

- Expedited admissions stemming from better communication between providers
- Reduced LOS in the E.D. and inpatient units
- Streamlined patient care pathways
- Improved patient and family member satisfaction
- Improved medical staff satisfaction
- Improved financial performance

**BENEFITS**

- Improved clinical quality and outcomes
- Reduced inpatient LOS
- Core measure attainment
- Decreased cost per case
- Reduced preventable readmissions and related CMS-imposed financial penalties
- Improved patient, family member, staff and referring physician satisfaction
D2D improves physician-to-physician communication flow.
DOOR-TO-DISCHARGE MODEL

EmCare’s Door-To-Discharge (D2D) service with Rapid Admission Process and Gap Orders (RAP&GO) evidence-based software benefits those hospitals that contract with EmCare for hospitalist and emergency medicine services.

EmCare’s proprietary D2D service with RAP&GO software can reduce the time it takes to admit patients from the E.D. to the inpatient floor, opening up beds in the E.D. and potentially producing significant new hospital revenue*. Our associated metric improvement programs have been demonstrated to impact HCAHPS performance and core measure results.

BENEFITS

- Decreases E.D. boarding time, significantly opening up E.D. beds for increased revenue opportunities
- Improves throughput / flow by expediting inpatient admissions from the E.D.
- Improves E.D. metrics
- Decreases Left Without Treatment (LWOT) rates
- Decreases E.D. boarding time and inpatient LOS, opening E.D. beds
- Improves patient experiences
- Can improve reimbursement under HCAHPS
- Potentially reduces or eliminates hospital medicine subsidy
- Can increase revenue growth from improvements listed above

* Potential new hospital revenue is representative of a decrease in LWOT/LPMSE rates and/or improved bed availability which in turn contributes to an increase in E.D. volume. An increase in E.D. volume may result in increased revenue for the hospital through charges for the additional patients in the E.D. Historical data suggests that admission rates under the D2D program remain essentially flat compared to the time period immediately prior to implementation of the D2D program. Thus, the additional E.D. volume would result in additional admissions and potential increased revenue for the hospital.
Optimized boarding time and LWOT rates. Enhanced ROI.

The table below illustrates the financial impact that individual hospitals and a five-hospital system can achieve when contracting with both EmCare Hospital Medicine and EmCare Emergency Medicine. Utilizing EmCare as the single source provider for both emergency and hospital medicine services provides synergistic benefits not available when programs are managed separately.

<table>
<thead>
<tr>
<th>HOSPITAL</th>
<th>YEAR 1 = 3% PROJECTED E.D. VOL. GROWTH</th>
<th>HOSPITAL MEDICINE ACTUAL SUBSIDY REDUCTION</th>
<th>TOTAL PROJECTED YEAR 1 IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital #1</td>
<td>$13,205,654</td>
<td>$1,909,000</td>
<td>$15,114,654</td>
</tr>
<tr>
<td>Hospital #2</td>
<td>$12,252,382</td>
<td>$2,376,000</td>
<td>$14,628,382</td>
</tr>
<tr>
<td>Hospital #3</td>
<td>$7,258,667</td>
<td>$2,093,000</td>
<td>$9,351,667</td>
</tr>
<tr>
<td>Hospital #4</td>
<td>$5,289,927</td>
<td>$1,050,000</td>
<td>$6,339,927</td>
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<tr>
<td>Hospital #5</td>
<td>$3,987,604</td>
<td>$930,000</td>
<td>$4,917,604</td>
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<tr>
<td>5-HOSPITAL TOTAL</td>
<td>$41,994,234</td>
<td>$8,358,000</td>
<td>$50,352,234</td>
</tr>
</tbody>
</table>

REQUEST YOUR FREE ANALYSIS.

EmCare offers a free financial impact analysis that details what can be achieved via D2D with RAP&GO using powerful integration tools. Call 877.416.8079 to request your free analysis.
EmCare’s Door-To-Discharge model encourages collaborative communication between emergency and hospital medicine physicians to quickly move patients from the E.D. to inpatient floors. RAP&GO software helps facilitate the hand-off and routinely helps hospitals reduce E.D. to inpatient admission times from more than 3 hours to less than 30 minutes. RAP&GO also helps decrease Left Without Treatment (LWOT) rates.

EMCARE INTEGRATED CLINICAL TECHNOLOGY

Integrated. Sophisticated.

RAPID ADMISSION PROCESS AND GAP ORDERS (RAP&GO) — Proprietary evidence-based software with predefined protocols facilitates improved hand-offs between emergency and hospital medicine physicians for those patients admitted from the E.D. The RAP&GO software and integration process significantly decreases boarding time for patients awaiting disposition in the E.D., opening up significant opportunity for new E.D. volume and metric performance.

DIRECT ADMIT SYSTEM FOR HOSPITALS (DASH) — DASH allows community-based primary care physicians, free-standing E.D.s, urgent care centers and outlying hospitals to direct admit patients to EmCare client hospitals and allows those referral sources to track their patients and coordinate their patients’ care.

EMCARE’S CHARGE CAPTURE SOFTWARE — EmCare’s proprietary Charge Capture is an internet-based software solution that helps prevent lost revenue by automating the rounding, sign-off and physician coding process for hospitalist billing. The shared data collected and managed by the system facilitates better hand-offs and improves physician communication.
RAP&GO

EmCare pioneered the concept of integration between clinical departments and has achieved metric improvements. The company also offers new technologies that support service line integration.

EmCare changed the industry with RAP&GO evidence-based software. RAP&GO helps expedite patient admissions from the E.D. by moving patients faster from E.D. to inpatient bed. RAP&GO routinely aids in decreasing E.D. boarding time by two or more hours and achieving outstanding CMS time measures for patient admission from the E.D. In addition, RAP&GO helps improve performance on core measures.

Example

HOSPITAL MEDICINE + EMERGENCY MEDICINE

When both emergency and hospital medicine physician practices are managed by EmCare, exceptional measures are put in place to promote collaboration, accountability and engagement including shared processes, technologies, incentives and escalation paths. EmCare’s Door-To-Discharge service with RAP&GO software cultivates accountability of each department to the other. It improves service to the patient, reduces risk, decreases E.D. boarding and wait times and has a positive impact on both patient and hospital staff satisfaction.

Results

ACTUAL CLIENT CASE

Working with EmCare Hospital Medicine, a regional medical center implemented EmCare’s D2D service with RAP&GO software and saw improved patient flow resulting in additional bed availability in the E.D. and further results as follows:

<table>
<thead>
<tr>
<th>Metric</th>
<th>Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>RETURN VISITS TO E.D.</td>
<td>Drop to 50% below national benchmarks</td>
</tr>
<tr>
<td>CMS CORE MEASURE COMPLIANCE</td>
<td>Nearly 100%</td>
</tr>
<tr>
<td>PATIENTS LEAVING WITHOUT TREATMENT</td>
<td>Drop from 10% to less than 2%</td>
</tr>
<tr>
<td>ADULT INPATIENT LOS</td>
<td>Decrease from 6.5 to under 3 days</td>
</tr>
<tr>
<td>E.D. VOLUME</td>
<td>Increase 27% from new bed availability</td>
</tr>
</tbody>
</table>
Local practice. Improved performance.

EmCare Hospital Medicine’s medical directors provide local clinical and administrative leadership and serve as the primary liaisons between hospital administration, the medical staff and EmCare. Dedicated to providing quality clinical care, improving the patient experience and the hospital medical staff, local EmCare physicians are an integral part of a hospital’s medical team.

■ **ON-SITE MEDICAL DIRECTOR (SMD)** — The pivotal leadership position in any hospitalist practice is the SMD, and EmCare exerts considerable effort in finding the right match for each hospital. The SMD serves as the primary leadership liaison between hospital administration, the medical staff and EmCare. Each SMD is expected to set standards of performance and professionalism through leadership and example. SMD responsibilities focus on (1) the patient experience, (2) clinical excellence, (3) building and managing a stable and high-quality physician team, and (4) medical director leadership. The SMD oversees quality assurance, risk management, compliance and the accreditation process; peer reviews; patient and nursing satisfaction programs; and policies and procedures relating to inpatient services. The SMD also participates in medical staff committees, assists in program development and marketing for the hospital, and arranges various instructional sessions for physicians and hospital personnel.

■ **ON-SITE COORDINATOR (OSC)** — To streamline communication and support, EmCare designates an OSC to serve as the dedicated contact for administrative support to the SMD. The OSC communicates patient status to the patients’ primary care physicians and is a key resource to the SMD and physicians in support of the company’s inpatient programs. The OSC responsibilities include distribution of HCAHPS results, provision of administrative support to physicians, communication with primary care physicians regarding patient status, assistance with program marketing coordination of post-discharge follow-up calls and patient follow-up appointments.

**PHYSICIAN LEADERSHIP**

“EmCare is an organization that was founded by physicians and continues to be led by physicians. We are proud to have physician CEOs and other physician executives supporting and providing leadership to our operating divisions.”

— Dighton Packard, MD, FACEP
Chief Medical Officer
EmCare
Divisional support. Tangible benefits.

Each divisional support team operates under the guidance and oversight of a divisional chief executive officer and is made up of a diverse group of professionals with experience in a wide range of clinical and management disciplines.

- **DIVISIONAL PHYSICIAN CHIEF EXECUTIVE OFFICER** — Oversees the operational aspects of the division and collaborates with clients to ensure client expectations are met.

- **PHYSICIAN EXECUTIVE VICE PRESIDENT** — Provides leadership and coaching of SMDs; consults on the enhancement of throughput, utilization and clinical services; consults on processes to improve patient, physician and nursing satisfaction; consults on the implementation of new clinical guidelines; conducts practice operational reviews on compliance; consults on peer review; supports quality management initiatives; and assists in policy and procedure recommendations concerning administration of the inpatient service.

- **DIVISIONAL CHIEF OPERATING OFFICER** — Manages EmCare’s operational resources to help the hospital achieve its strategic vision and goals.

- **DIRECTOR OF CLINICAL SERVICES** — A registered nurse who is experienced in hospital medicine from both clinical and managerial perspectives. Develops patient flow studies; facilitates process improvement teams; consults with clients regarding research, planning and the implementation of new services and special projects; assists in identifying operational needs and creating facility action plans to improve operational and educational levels; functions as a resource to the client for governmental (national, state and local) and legal initiatives such as EMTALA, Medicare and CMS; provides assistance with The Joint Commission or other accrediting organization survey preparation; identifies operational and customer satisfaction training needs and assists with related training; and provides documentation training support to physicians and nursing staff.

- **DIVISIONAL CLIENT ADMINISTRATOR** — Serves as the primary contact with client administration; provides operational and financial oversight/consultation.

- **PROFESSIONAL RECRUITERS** — Identify and recruit quality candidates who are aligned with the hospital’s culture and goals and who meet the high standards of EmCare’s clinical leadership.

- **CREDENTIALING SPECIALISTS** — Review and verify all education, training, licensure and professional history of each clinician to ensure strong clinical leadership potential and an ethical, caring approach to patient care.

- **SCHEDULING COORDINATORS** — Manage the hospital medicine schedule in order to ensure reliable and seamless coverage.

- **PROVIDER ENROLLMENT SPECIALISTS** — Manage the enrollment process to ensure physicians are eligible to bill for professional fees.

- **PAYROLL BENEFITS COORDINATORS** — Manage payroll to ensure all hours of coverage are properly paid and manage and support the elections of physician benefits.
EmCare sets the standard in hospital medicine practice management

National resources. Unparalleled expertise.

EmCare is a national hospital medicine company with extensive resources and superior support programs developed over decades in partnership with hundreds of hospitals and physicians. These best practice and quality programs set the standard in hospital medicine across a wide range of disciplines, including:

- Leadership
- Physician Recruiting/Retention
- Patient Experience
- Quality Management
- Risk Management
- Compliance
- Reimbursement
- Physician Education
- Integrated Solutions
- Financial Management

Robust Recruitment. Increased Retention.

Quality healthcare begins with quality physicians, and finding the right physicians begins with EmCare. As one of the nation’s leading recruiters of board-certified/board-eligible physicians, EmCare has unparalleled experience in locating, qualifying, recruiting and retaining exceptional hospital medicine physicians. Our physician recruiters familiarize themselves with each client’s inpatient program and its unique qualities. Recruiters are trained to identify and prescreen all candidates in order to recommend the best physicians for each position. EmCare’s intensive prescreening process, widely regarded as the most rigorous in the industry, ensures clients get the right match for their hospitals.


EmCare utilizes an impressive array of technology-driven recruitment tools to build a stable local practice. Our recruiting database access provides us with real-time information on all American Medical Association (AMA) member physicians. Detailed contact information including education, training, licensure, certifications and professional history is available at the touch of a button.

EmCare’s applicant tracking system and mapping tools allow the company to pinpoint hospitalists by geographic location so that searches can focus efforts in the desired geography. Every potential candidate who meets the hospital’s criteria and who can potentially provide coverage is identified. This system allows EmCare to build and maintain a stable local practice. In addition, EmCare recruits nationally, utilizing direct mail, trade advertising, the internet, social media and EmCare’s Senior Resident Education Program.

EmCare’s prescreening process and credentialing package give hospitals a comprehensive overview of each physician candidate ensure the right match and allow EmCare to maintain the highest retention rates in the industry.
Managing risk. Improving outcomes.

In an environment in which malpractice claims are increasing both in frequency and severity, EmCare offers a risk management program proactively focused on reduced risk and positive outcomes, increased awareness, education and practical application of diligent patient evaluation and documentation.

The leading program of its kind, EmCare’s risk management initiatives are built around its professional liability claims experience, which provides comprehensive information on malpractice claims dating back more than a decade. EmCare analyzes malpractice data to demonstrate claim trends at the national, hospital and physician levels, helping to manage and mitigate risk exposure. The company uses the data to support its A-rated malpractice program and to assist hospitals and physicians in managing risk and implementing best practices for high-risk procedures. Overall, EmCare’s hospital clients, physicians and patients benefit from a higher standard of care and improved outcomes.

AN IMPRESSIVE ARRAY OF TECHNOLOGY-DRIVEN RECRUITING TOOLS.

INNOVATING, LEADING THE HOSPITAL MEDICINE INDUSTRY.

“EmCare Hospital Medicine is a great partner for hospitals and referring physicians. Its leadership, processes and new technologies are making healthcare work better for both clinicians and patients by integrating care from the E.D., throughout the hospital stay and to the referring physician.”

— ASIM USMAN, MD, SFHM
Divisional Medical Director
EmCare Hospital Medicine
EMCARE HELPS TO ENSURE OUTSTANDING PATIENT EXPERIENCES

Satisfaction

EmCare is well-known for our implementation of results-driven patient satisfaction programs. We work to optimize the patient experience through patient flow improvements, metric reporting and analysis, and a broad range of patient communication and service techniques.

STUDER GROUP® NATIONAL PARTNERSHIP
Under EmCare’s unprecedented strategic partnership with Studer Group Consulting, all EmCare clients have access to a Studer coach, on-site support, national seminars and a dedicated EmCare/Studer Group website. Through those resources, clients access tools designed to help hardwire the fundamentals of service are part of a successful formula for improving patient and physician satisfaction. Hospitals that adopt Studer Group tools and practices such as Acknowledge, Introduce, Duration, Explanation and Thank You (AIDET®) and rounding consistently outperform other hospitals nationwide.

LEAN FOR INPATIENT
EmCare is a leader in the implementation of lean for healthcare, helping hundreds of hospitals achieve efficiencies and cost savings as a result. Lean operational analysis helps to improve flow and the patient experience. Furthermore, lean analysis, conducted by EmCare’s lean-certified nurse consultants, can help identify redundancies, poor organization, and make recommendations for how rooms and resources should be staged for optimal performance. Lean teaches how to use techniques such as value stream mapping, 5S and kaizen events, in order to identify and eliminate unnecessary steps and resources.

HOSPITAL STAFF TRAINING
EmCare retains a group of experienced nurse managers to assist hospital staff with program management and training. These experts are trained in lean, Disney® and Studer Group healthcare patient experience programs. They are available to each client to support and implement satisfaction programs. Their expertise includes accreditation survey preparation and response, regulatory matters, physician and nurse documentation and operational efficiency, programs to improve flow.

Quality

Treating the patient right is as important as recruiting the right physicians. That’s why EmCare puts a high priority on continuous quality-improvement programs. EmCare has resources devoted to patient safety, quality improvement and risk management to improve patient outcomes and prevent medical errors.

In partnership with each client, EmCare Hospital Medicine establishes tailored program performance objectives and develops customized solutions suited to the hospital’s unique needs. The company delivers monthly, quarterly and annual reports that measure performance. EmCare-affiliated On-Site Medical Directors meet with clients monthly to discuss quality and operational performance.

INFORMATION SYSTEMS
EmCare-affiliated physicians have experience with many different electronic medical records (EMR) platforms. No matter which product a hospital uses, EmCare hospitalists will adapt quickly to the EMR platform in use.
“Studer Group’s partnership with EmCare is based on a shared goal to achieve the very best in patient care in hospitals across the country. From the patient’s first impression of care in the emergency department through inpatient services, clinicians and leaders who are dedicated to improving quality, performance and the patient experience make a valuable difference in healthcare.”

— QUINT STUDER
Founder
Studer Group
SUCCESS IN THE PAY FOR PERFORMANCE ERA

Informed. Innovative.

CMS has begun to transform itself from a passive payer of services into an active purchaser of high-quality, affordable care. In doing so, the organization will be linking payments (and incentives) to the quality and efficiency of care provided, thereby encouraging all healthcare providers to deliver higher-quality care at lower total costs. This is the underlying principle of value-based purchasing (VBP). The overarching goal will be to foster joint clinical and financial accountability in the healthcare system. EmCare Hospital Medicine has solutions designed to maximize a hospital’s success under these new guidelines.

Hospitalists play a critical role in ensuring the most positive and efficient patient stay possible in order to help hospitals thrive under the new reimbursement guidelines. As CMS shifts from volume to value, it is focusing on clinical outcomes, process of care measures and patient satisfaction scores, and it plans to penalize hospitals for preventable readmissions.
EMCARE HELPS TO ENSURE OUTSTANDING PATIENT EXPERIENCES

PROCESS OF CARE MEASURES
CMS has identified process of care measures it will track as a measure of clinical quality. These core measures contribute heavily to the CMS determination of value-based purchasing adjustments. EmCare provides affiliated hospitalists with leadership training, administrative fellowships, continuing medical education and skills training that will help them and, subsequently, their respective hospitals to achieve industry-leading results, including maximum reimbursement.

HCAHPS
Currently, eight HCAHPS composites impact CMS payments to hospitals. EmCare’s national partnership with Studer Group includes numerous initiatives designed to achieve an outstanding patient experience — always.

OUTCOMES
An increased focus on clinical outcomes and patient safety has led to the inclusion of 30-day mortality measures in the value-based purchasing equation. CMS’s objective in weighing these outcomes is to increase hospital focus on patient safety initiatives. EmCare’s commitment to patient safety is among its highest priorities.

READMISIONS
EmCare-affiliated hospitalists participate in initiatives that assist with preventable readmission, including:

■ Comprehensive quality improvement strategies in evidence-based care
■ Standardization of care through discretionary use of clinical protocols
■ Interdisciplinary post-hospital care coordination with case managers and discharge planners
■ Integration with community providers to provide a continuum of care and help ensure patients are connected with a medical home

EMCARE HELPS HOSPITALS SUCCEED IN THE PAY-FOR-PERFORMANCE ERA

In a specialty that is relatively new, EmCare has deep benchmarking data on LOS, readmission rates, case acuity and patient satisfaction. EmCare-affiliated hospitalists and programs have won awards for achieving 100 percent core measures compliance, and the company has embraced the Physician Quality Reporting System (PQRS) as a tool to profile individual physicians and their practices.

<table>
<thead>
<tr>
<th>Hospital Quality Metric Results</th>
<th>EmCare Hospital</th>
<th>Non-Hospital</th>
<th>Variance</th>
<th>+/-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Mix Adjusted ALOS</td>
<td>3.66</td>
<td>3.32</td>
<td>-0.34</td>
<td>+</td>
</tr>
<tr>
<td>Average Length of Stay</td>
<td>4.82</td>
<td>4.67</td>
<td>-0.15</td>
<td>+</td>
</tr>
<tr>
<td>Geomortis ALOS</td>
<td>3.74</td>
<td>3.75</td>
<td>-0.01</td>
<td>+</td>
</tr>
<tr>
<td>Case Mix Adjusted Total Cost Per Case</td>
<td>34,364</td>
<td>53,319</td>
<td>-5861</td>
<td>+</td>
</tr>
<tr>
<td>Case Mix Adjusted Mortality Rate</td>
<td>1.01%</td>
<td>2.85%</td>
<td>1.82%</td>
<td>+</td>
</tr>
<tr>
<td>Percent of Readmissions</td>
<td>9%</td>
<td>49%</td>
<td>40%</td>
<td>+</td>
</tr>
<tr>
<td>Core Measure: AKI</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
<td>+</td>
</tr>
<tr>
<td>Core Measure: Heart Failure</td>
<td>100%</td>
<td>99.4%</td>
<td>-0.6%</td>
<td>+</td>
</tr>
<tr>
<td>Core Measure: Prostate</td>
<td>97.66%</td>
<td>94.73%</td>
<td>2.93%</td>
<td>+</td>
</tr>
</tbody>
</table>
REIMBURSEMENT PLAN

1.5% Base Operating DRG Payments

30% HCAHPS COMPOSITES

30% OUTCOMES

20% PROCESS OF CARE MEASURES

20% EFFICIENCY

(Pay for Performance)

Performance attainment and improvement will determine total hospital reimbursement.

SAMPLE RISK ANALYSIS

Hospital Profile
- 376-bed hospital
- 32-bed E.D.
- Inpatient Revenue: $630 million
- Payor Mix: 45% Medicare

Impact:
1.5% impact — base operating DRG payments = $4,252,500 total potential risk
- 30% attributed to HCAHPS composites = $1,275,750 potential risk
- 30% attributed to Outcomes performance = $1,275,750 potential risk
- 20% attributed to Process of Care Measures performance = $850,500 potential risk
- 20% attributed to Efficiency = $850,500 potential risk
EmCare invests millions each year in physician leadership, development and clinical education

Leadership Institute: National recognition

EmCare places a high premium on the professional and clinical development of its affiliated physicians and clinicians. Through the EmCare Leadership Institute, EmCare offers four types of training and development programs: (1) EmCare’s National Leadership Conference focuses on the development of leadership skills, (2) EmCare’s National Physician Leadership Program focuses on management training for physician executives, (3) EmCare’s Divisional Leadership Labs focus on the development of management skills, and (4) EmCare’s Compliance/Risk Education programs focus on the development of high standards of clinical care.

EmCare’s National Leadership Conference
This conference is the only program of its type offered in the United States. The three-day program, featuring industry-leading speakers, is focused on leadership development and is attended by EmCare’s medical directors and nurse executives as well as client nurse managers and physician leaders.

EmCare’s National Physician Leadership Program
This program provides executive-level training and development opportunities to EmCare’s clinical leadership team members. Program content includes:

- Leadership
- Team engagement and mentoring
- Hardwiring flow — Everyone Deserves a Department That Works!
- EmCare’s Lean Approach to Improving Care
- Survival Skills, the “A” Team and Attaining Service Excellence
- Physician Accountability: How to Get the Most From Your Team
- The C-suite/Administrator Perspective and Insights
- Recruiting for Long-Term Success

Divisional Leadership Labs
EmCare offers affiliated physicians opportunities to hone their leadership and management skills through participation in the company’s Divisional Leadership Labs. Among the programs presented are:

- Effective program management
- Physician management/support programs
- Quality management initiatives
- Patient experience programs (Studer Group, Lean)
- Peer review
- C-suite communication
- New Site Medical Director orientation

Compliance/Risk Education
The focus is on the development of a high standard of clinical care. EmCare’s web-based training system provides an open learning curriculum that supports convenient training for physicians to encourage a high standard of clinical care. To meet regulatory requirements, mitigate risk and support optimal patient outcomes, EmCare requires its providers to complete annual continuing medical education on the following topics:

- HIPAA
- EMTALA
- Risk management
- Documentation
- OSHA
- CMS compliance
- Fail-safe pathway:
  - Abdominal pain
  - Chest pain
  - Sepsis
  - Stroke
- T-system
CLIENT TRAINING
EmCare provides on-site education and/or web-based training programs for hospital clients on current relevant subjects, including:

- Studer Group tools and processes
  - AIDET
  - Rounding
- Core measures
- The Joint Commission
- Regulatory measures
- Metrics improvement
  - Lean
  - HCAHPS
  - Patient experience

SKILLED. INFORMED.
“EmCare Hospital Medicine is focused on achieving the strategic goals of each of our hospital partners. Through the combination of our suite of proprietary technologies (DASH and RAP&GO) and our clinically-guided management structure, EmCare Hospital Medicine programs improve throughput, effectively manage value-based purchasing metrics, cut unnecessary utilization and improve the overall health of our hospital partners.”

— RAY IANNACCONE, MD, FACEP, FACHE
President
EmCare
HELPING HOSPITALS GAIN MARKET SHARE AND RETAIN MORE REVENUE

Comprehensive billing.
Reliable reimbursement.

At EmCare Hospital Medicine, even patient billing is focused on customer satisfaction, because the best inpatient experience can be negated by an improperly managed billing and collection effort. That’s why EmCare utilizes Reimbursement Technologies, Inc. (RTI), a leading billing service and a wholly owned subsidiary of EmCare. More than 1,000 specialists are dedicated to professional fee coding and billing, as well as facility coding services covering over 12 million patient encounters annually. RTI provides the most comprehensive, detailed site reports to support management of critical criteria, including:

- OPERATIONAL EFFICIENCIES
- PHYSICIAN INCENTIVE COMPENSATION
- PHYSICIAN PRODUCTIVITY

RTI experts provide on-site documentation and coding training to ensure compliant coding and revenue capture. In addition, RTI’s dedicated Compliance and Regulatory Affairs department ensures all aspects of its business are up-to-date and adhere to state and federal laws and CMS guidelines. EmCare and RTI’s experience provides negotiating strength and a level of resources and competency unsurpassed in the industry.

OVERSIGHT. BILLING. COLLECTIONS.
"I believe EmCare’s management and marketing programs and RTI’s billing and collections are without equal in their respective industries, consistently exceeding both industry norms and client expectations."
— MURRAY FEIN, CPA
President and Chief Operating Officer
Reimbursement Technologies, Inc.

Marketing support.
Community awareness.

As part of EmCare’s strategic partnership approach, clients are offered a number of highly effective marketing programs to assist the hospital in community outreach and growth of market share. The programs are designed to achieve high impact at low cost in building community awareness. EmCare also provides step-by-step guides for media relations, health fairs and referring physician and medical staff presentations.

MARKETING TOOLS IMPROVE PATIENT EDUCATION AND PATIENT-TO-PHYSICIAN COMMUNICATIONS.
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
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

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
Anesthesia Services

EmCare® Anesthesia Services provides client hospitals with experienced, highly-trained anesthesiology staff. The company’s affiliated anesthesiologists and certified registered nurse anesthetists (CRNAs) provide anesthesiology services tailored to each institution’s specific needs. We offer full-service practice management services including recruiting and credentialing, O.R. efficiency management, case and risk management, and billing and collections. Hospitals nationwide rely on EmCare Anesthesia Services’ industry-leading programs and services because the company:

- Offers a full suite of anesthesia and pain practice management services
- Has developed an effective Pre-Anesthesia Testing Clinic program to improve outcomes, optimize O.R. efficiency and reduce costs
- Provides leadership, management, programs and processes that helps to improve O.R. efficiency
- Offers consultative services to provide outstanding and effective O.R. utilization management
- Offers flexible coverage models:
  - All anesthesiologists
  - Care Team - anesthesiologists supervising CRNAs
  - All CRNAs
- Provides perioperative services implementation
- Delivers exceptional service resulting in improved surgeon, staff and patient satisfaction

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
LOCAL PRACTICE.  
DIVISIONAL SUPPORT.  
NATIONAL RESOURCES.

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