

2015

ESPMA Annual Report



EMERGENCY SPECIALIST PHYSICIANS
MEDICAL ASSOCIATES

INDEX

ESPMA & PLCMMCT/Providence Health System

- I. Emergency Specialist Physicians Medical Associates (ESPMA).....1
- II. Independent Emergency Physicians Consortium (IEPC).....2
- III. Providence Little Company of Mary Medical Center Torrance (PLCMMCT).....3
- IV. Providence Health and Service, Southern California.....4
- V. ESPMA Physicians.....5
- VI. ESPMA Physician Leadership.....18
- VII. ESPMA Community and Hospital Philanthropy.....21
- VIII. ESPMA Hospital Involvement/Foundation Support Summary.....22

ESPMA & Emergency Department Operations

- I. Emergency Department Overview & Staffing.....24
- II. Emergency Department Services.....26
- III. Emergency Department Demographics.....30
- IV. ESPMA Operations and Benefits.....32

Patient Care & Quality Improvement

- I. Quality Assurance & Improvement.....34
- II. Summary Notes.....40
- ACKNOWLEDGEMENTS.....41

ESPMA & PLCMMCT/Providence Health System

I. EMERGENCY SPECIALIST PHYSICIANS MEDICAL ASSOCIATES (ESPMA)

Emergency Specialist Physicians Medical Associates (ESPMA) is an independent California Professional Corporation that has provided care for the patients at Providence Little Company of Mary Medical Center Torrance (PLCMMCT) since 1994. During its 22 years of service to the South Bay community the group's sole mission has been to deliver high quality, compassionate care to all of our patients. We remain committed to partnering with our hospital and medical staff to fulfill the mission of Providence Little Company of Mary Medical Center Torrance and the Providence Health System to deliver compassionate service to all. We are dedicated to the core values of Respect, Compassion, Justice, Excellence and Stewardship. ESPMA consists of 7 managing partners, 15 full time clinical partners, 10 part time physicians and 12 nurse practitioners.

The PLCMMCT Emergency Department is staffed 24 hours a day by ESPMA. In total, we provide 68 hours of Main ER physician coverage; 18 hours of fast track coverage; 9-18 hours of Pediatrics coverage and 27-36 hours of Nurse practitioner coverage every day. All the emergency department physicians are Board Eligible or Board Certified as Diplomates of the American Board of Emergency Medicine. Our physicians trained at some of the finest institutions and residency programs in the nation. While each member of ESPMA has unique clinical strengths, backgrounds and clinical interests, we all received advanced training and are clinical experts in the evaluation, resuscitation and stabilization of the critically ill or injured patient. All of our physicians remain committed to ongoing personal education with annual Continuing Medical Education (CME) as well as participation in the ABEM MOC program to ensure we are practicing state-of-the-art Emergency Medicine.

Many of our providers are actively involved in our South Bay Community. Our activities range from running local businesses to involvement in local civic projects and charities. We are very committed to our hospital as evidenced by our annual participation in fundraising. In addition, we provide annual donations to PLCMMCT. Many of us are parents of children in our local schools. We are dedicated to the health and well-being of the South Bay and its residents and we are honored to help in our patients' healing when they face medical challenges. For over two decades, Emergency Specialist Physicians Medical Associates has taken pride in providing the best emergency medical care for all our South Bay residents. We pledge to continue to strive to make our community a better place while working to secure a healthier environment for future generations.

II. IEPC – INDEPENDENT EMERGENCY PHYSICIANS CONSORTIUM

Independent Emergency Physicians Consortium (IEPC) is a group of more than 700 emergency physicians and practitioners representing more than 27 independent groups in California at 38 hospitals. This growing organization was established in 2011 and serves more than 1.7 million patients per year across our state. Physician groups that are independent and local, staff the majority of California’s Emergency Departments. IEPC allows these independent emergency groups to be part of a large organization of similar small business owners. IEPC members benefit from being part of a large organization, with the power of a large entity, while maintaining the independent and distinct culture that best serves their hospital and community.

IEPC members benefit from regular collaboration with many similar emergency medicine groups resulting in benchmarking data, shared innovations, dissemination of best clinical practices, group purchasing power, recruitment, marketing, proprietary statistics on business and clinical practices, billing company audits and overall business strength. When an individual hospital has a problem to tackle, IEPC can provide solutions based on other groups’ collective experience and wisdom.

At IEPC we believe that independently owned emergency groups are better than a large bureaucracy when it comes to catering to the needs of their patients, medical staff and hospital executive team. IEPC physicians establish roots in their hospital and community, and are more likely to be involved with hospital affairs and medical staff leadership. Our physicians have longevity within their hospital and that means better relationships with medical staff and executive administration. Our physicians enjoy their work and take pride in their business, which means our member groups have very little physician turnover. We avoid using locum tenens physicians. This translates to dedicated and happy emergency providers who are committed to their department, their hospital and their community.

This annual report is one of the member benefits provided for each IEPC emergency department group. It includes emergency benchmarking data and comparison with nationwide statistics, biographies of the emergency providers and assessment of quality measures and more.



III. Providence Little Company of Mary Medical Center Torrance (PLCMMCT)



Since 1960, Providence Little Company of Mary Medical Center Torrance (PLCMMMT) has served as a premier medical center in the South Bay. PLCMMCT is a not-for-profit, full service, diagnostic and therapeutic hospital with 436 licensed acute care medical beds. PLCMMCT has a medical staff of over 900 and employs over 2000 people. It has a reputation for clinical excellence and sophisticated technology with a personal touch. It is a winner of the Truven Health Analytics' 100 Top Hospitals award three years in a row.

PLCMMCT maintains one of the busiest emergency departments in the Providence Southern California region. In addition, PLCMMCT is a STEMI-receiving center as well as an Advanced Primary Stroke Center. In 2015, more than 78,000 patients were cared for in the Emergency Department with greater than 17,000 being admitted to various inpatient services.

PLCMMCT also includes the Vasek Polak Cardiovascular Institute, a state of the art cardiac facility dedicated to the evaluation and care of the cardiac patient. In addition, the hospital boasts services such as Advanced Robotic Surgery, Hospital services including Internal Medicine hospitalist groups, Maternity services, NICU, Oncology, Orthopedics, Pediatrics and Women's services.

As a member-hospital of the Providence Health and Services, Southern California, PLCMMCT commits to "reveal God's love for all, especially the poor and vulnerable, through our compassionate service." We champion the core values of respect, compassion, justice, excellence and stewardship. We recognize and embrace the social obligation to create and implement programs that address the needs of the South Bay.

IV. Providence Health and Services

The roots planted by Providence Health & Services nearly 70 years ago in Southern California run deep and have spread over the decades to bring all facets of health care to communities all communities in Los Angeles County - from the arid valleys of the north, to the cool coastlines of the South Bay.

Anchored by six award-winning, comprehensive medical centers, Providence Health & Services, Southern California, provides a full spectrum of care that includes not only leading-edge diagnostics and treatment, but outpatient health centers, the well-regarded Providence Medical Institute physician group, numerous outreach programs and clinics serving those in need, hospice and home care and even our own Providence High School, a highly competitive, independent Catholic, college-preparatory school.

Providence is committed to quality compassionate care for all, honoring the core values of the founding Sister of Providence and living their 150-year-old mission: to serve the poor and vulnerable.

Throughout Los Angeles County and beyond, we are known for outstanding programs in cancer, cardiology, neurosciences, orthopedics, women's services, emergency and trauma care, pediatrics and neonatal intensive care. We continue to add services and technology to meet the needs of our ever-changing communities. With more than 12,000 employees, physicians and volunteers, we remain committed to our core values of respect, compassion, justice, excellence and stewardship.

Providence is driven to invest in the latest equipment, whether it's the most advanced radiation system for the Roy and Patricia Disney Family Cancer Center at Providence Saint Joseph Medical Center, or the new ventilators for tiny premature infants in the neonatal intensive care unit at Providence Tarzana Medical Center. New technology at Providence Little Company of Mary Medical Center Torrance has improved patient safety by preventing human error when prescribing and administering drug dosages. In addition, a new 138-bed expansion just opened at Providence Holy Cross Medical Center to meet a growing need in the northern reaches of the region.

Providence is dedicated to quality and compassionate care and to building for the future.



V. ESPMA Physicians:

ESPMA's managing and clinical partners all live in the local area, and are active leaders in the hospital and in the community. All ESPMA partners are Board Certified and are experts in the practice of emergency medicine. Three of our managing partners are Oral Board Examiners for the American Board of Emergency Medicine. Several of our partners perform quality reviews, serve in national and local leadership positions, publish research and serve as expert witnesses, and are involved with numerous charitable causes. ESPMA also contracts with independent emergency physicians who work part-time and some of these doctors choose to come on full time and develop into future clinical partners. ESPMA also contracts with nurse practitioners who are invaluable to the smooth and expeditious running of the emergency department.

Managing Partners

Jorge Vournas, MD



Dr. Vournas was born in Pasadena and grew up in Altadena where his father still lives in his childhood home. He graduated as valedictorian of his high school before going off to UC Berkeley for college. There he majored in Neurobiology with an English literature minor. He competed on the intercollegiate soccer team. He also spent time in scientific research with Alzheimer's Disease. Although interested in science, research was not his passion, so he volunteered at Highland General Hospital in the Emergency Department. This experience sparked his interest in medicine and eventually in emergency medicine.

Dr. Vournas went to medical school at State University of New York in Brooklyn where he gained an appreciation of East coast culture and weather. He graduated with honors with Alpha Omega Alpha distinction. He returned to the west coast to complete his internship at Harbor-UCLA and emergency medicine residency at UCLA. He worked at several hospitals in Los Angeles after residency including St. Johns, Tarzana and Cedars-Sinai. He came full time to Little Company of Mary in 2001.

Soon after coming full time at LCM, Dr. Vournas took on the role of Base Station Medical Director as well as Medical Director for Torrance Fire Department. Starting in 2007 Dr. Vournas helped develop the hospital sepsis program and created all hospital sepsis protocols. Dr. Vournas became interested in informatics once Providence introduced Meditech as its EMR. He spent several years optimizing this EMR with close collaboration with Meditech IT analysts. This included changes to trackers, order sets, documentation templates, physician, nurse, tech, and registration work flows. His overriding philosophy is to create a workflow for every member of the team that makes their job most efficient and enjoyable. This will in turn create an efficient positive experience for our patients. At the

end of this cycle of improvements, Providence announced its plan to change to Epic. Dr. Vournas was selected to be the physician champion for the hospital transition to Epic. He spent a year in preparation supporting six other Providence Epic go lives. After a very successful transition to Epic at LCM in April 2014, Dr. Vournas was selected as California regional informaticist representing the emergency departments of all six California Providence hospitals. Always interested in process improvement and efficiency, Dr. Vournas became involved in the Emergency Department Value Stream Analysis project starting in January 2013. Shortly after, this led to him becoming Assistant Medical Director of the Emergency Department. He took over as Medical Director of the Emergency Department in July 2014.

Dr. Vournas lives in West Los Angeles with his wife of 15 years, Yeon Yi and eight year old son Magnus. He enjoys basketball, golf, spending time with family and friends.

William Conrad, MD



Will is a Southern California native and was actually born at South Bay Hospital, now known as Beach Cities Medical Center, on Prospect Avenue in Redondo Beach. At the ripe age of 3, his family moved up to the North Bay, where he spent his formative years. After finishing Santa Monica High School, he attended UC San Diego where he majored in Physiology and Spanish Literature. After a six-month stay in Madrid, Spain, he attended the USC Keck School of Medicine and was graduated a Dean's Scholar and member of the Alpha Omega Alpha Honor Society. He was also class valedictorian.

Will completed his internship and residency in Emergency Medicine at LAC+USC Medical Center where he remained as a part-time clinical professor for a couple of years. During this time, he also tested the waters at various local hospitals, including, California, Huntington Memorial, Kaiser and Cedars Sinai. In June of 1999, he applied for privileges at Little Company of Mary, Torrance where he has happily remained for the last 17 years. He serves as ED Stroke Champion and physician liaison to the various departments throughout the hospital. He also serves as an examiner for the American Board of Emergency Medicine.

Since taking over as Chairman in 2015, he conducts the quarterly department meetings and represents our department in the Medical Executive Committee. He also serves as Chairman of other committees, including Health Information, Bylaws and Credentialing. He will assume the role of Chief of Staff in January of 2020. He is most passionate about his role as the Press-Ganey and Customer Service representative and cares deeply about the thoughtful and compassionate service provided to our patients.

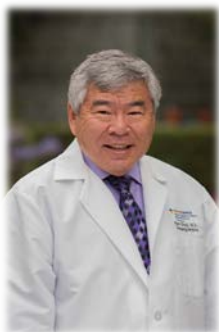
Will and his wife, Deborah, have been married for 12 years and have three children, ages 10, 6 and 6. His hair turned gray promptly after the twins were born. He and his family live in West Los Angeles.

Brad Baldrige, MD



Dr. Baldrige began working at LCM-T in 1992. He grew up in South Pasadena and graduated from Brown Medical in 1986. He did his internship, residency and Chief Residency in Emergency Medicine at Harbor-UCLA, completing his training in 1990. After a stint at St Mary's in Long Beach, he has been full time at PLCMMCT since 1998. He is the physician representative on the Disaster Committee, in addition, he responds to many patient complaints for the department, is a member of the Medical Executive Committee, Chairs the newly formed EDIE Committee and is Chair of the Nominating Committee for PPH. He is Medical Director for the Manhattan Beach 10k Race. He was a recipient of the Mission Spirit award. Some of his outside interests include basketball, stone houses, reading and spending time with his teen son and wife. Dr. Baldrige is the co-founder of the "15 to 50" disaster response program which has been adopted by the California Department of Health Services.

Kent Shoji, MD, FACEP



Dr. Kent T. Shoji is an internationally known emergency physician who is board certified in internal medicine, rheumatology and emergency medicine. He has been practicing emergency medicine for 46 years and has practiced emergency medicine at Providence Little Company of Mary Hospital Torrance (38 years) and San Pedro (5 years). He is the founder and President of Emergency Specialist Physicians Medical Associates, Inc. and served as Chairman and Co-Director of the Emergency Department for 21 years, Employee Health Physician for 30 years, ACLS Director for PLCMMCT, helped institute the Ningen-dock program for PLCMMCT, the Pediatric Emergency program, and served on multiple hospital committees. He is currently on the PLCMMCT Foundation Board. Dr. Shoji is currently involved with the integration of Providence Health Systems into the Playa Vista and neighboring communities.

Dr. Shoji has been an American Board of Emergency Medicine Oral Board Examiner for 32 years and currently participates on several ABEM committees and has previously served on several American College of Emergency Physicians (ACEP) committees. He is currently Assistant Clinical Professor of Medicine and Nursing at UCLA School of Medicine and School of Nursing and participates in the education of medical students and advanced practice nurses. Dr. Shoji has served on the Peninsula Education Foundation, American Heart Association, UCLA Alumni Scholarship Committee, Medical Director for Gerber Ambulance service and has been the Associate Medical Director of the Long Beach Grand Prix for the past 42 years. Dr. Shoji has been named "Top Doctor" in Emergency Medicine for multiple years.

John Wallace, MD



Dr. Wallace is a double board certified Emergency and Internal Medicine Physician. He has been a fellow of the American College of Emergency Physicians since 1998. After completing his undergraduate degree at the University of Virginia in Charlottesville, he received his medical degree from the Medical College of Pennsylvania in Philadelphia. He received his residency training in Internal medicine from Huntington Memorial Hospital in Pasadena and in Emergency Medicine from USC-Los Angeles County Medical Center. After practicing at multiple level I trauma facilities, Dr. Wallace joined the ER staff of Little Company of Mary in 1987. He was a co-founder of ESPMA and served as treasurer from 1996 to 2000. As an ESPMA Board of Director's member since inception, he has served as CFO since 2005 as chief financial strategist, and primary liaison for revenue cycle management and Malpractice Retention Group. In addition, he has served on the California ACEP Reimbursement Committee since 2012. He has authored multiple white papers and lecture presentations on the changing landscape of Health Care finances and its demands on practice management and provider quality of care with adaptive needs to improve efficiencies. Aside from Emergency Medicine, his professional areas of interest include Sports Medicine, Anti-Aging, Concierge and Telemedicine and molecular cancer research. His charitable work includes serving on the Board of Directors of the VHL Alliance and VHL Cancer Research Foundation as well as donations in time and support to PLCMMCT Foundation, Hermosa Beach Education Foundation, Leukemia and Lymphoma Foundation, American Cancer Society among many. Dr. Wallace, not only has a special mission as a Physician to instruct patients on a healthy lifestyle but is an exercise enthusiast and has a personal commitment to training, nutrition and leading a healthy life. He is devoted to his family, wife Karynne and daughter Karli.

Fred Carr, MD, FACEP



Dr. Carr graduated from UCLA undergraduate and USC Medical School. He did his Emergency Medicine Residency at Harbor UCLA Medical Center. He spent two years as the Harbor UCLA Emergency Medicine Residency Director before joining Little Company as an attending physician in 1982. He has served on the Critical Care Committee, the Cardiology Task Force, Ethics Committee, Mission Committee and Physicians Information Systems Committee. He also served as the Base Station Medical Director in the 1980's and 1990's as well as the Medical Director for the Torrance Fire Department. In addition, Dr. Carr served as the Co-Medical Director Emergency Services at Providence LCM Torrance from 1994 until 2014. He regularly attends the ACEP Scientific Assembly, Reimbursement and Coding Conferences, the ED Directors Academy, and American College of Cardiology conferences. Dr. Carr has been

married to his wife Christine for 46 years and they have a son, Michael, who is taking his science classes with plans to be a physician assistant. When he's not hard at work Dr. Carr enjoys skiing, photography, hiking and travel.

Joseph Mueller, MD



Dr. Mueller has been a full-time Emergency Physician for 29 years and at Providence Little Company of Mary Medical Center for the last 25 years. He grew up in Southern California, Graduated from McGill University Faculty of Medicine in 1983 and completed his residency at USC in 1987. He taught Emergency Medicine at Los Angeles County USC Medical Center from 1987 to 1991. For the last 10 years he has managed the Performance Improvement Department for the ED at PLCMMCT. His work in Peer Review will serves as a model for other departments in our hospital and beyond. His interests outside of medicine are bicycle touring, extreme natural phenomena, computer-aided design and, with his wife of 36 years, his three children: a Veterinarian, an Oxford-educated writer and a Physicist/Engineer.

Leon Artzner, MD, FACEP



Dr. Artzner has been a full-time Emergency Physician for 22yrs at PLCMMCT. He has been at the position of treasurer in excess of 10 years for ESPMA, Inc. Prior to his tenure at PLCMMCT, Dr. Artzner was a medical director for Centinela Hospital Emergency Department. He has also held multiple administrative positions in California, Florida and Ohio. He received his medical degree from Ohio State University and his anesthesia/critical care training at the University of Pittsburgh. He is a diplomate of the American Board of Emergency Medicine and has recertified 3 times. He is also a charter member of ACEP.

Robert Chavez, MD



Dr. Chavez completed his undergraduate and medical school training at UC San Diego. After a year of Internal Medicine training at the West Los Angeles VA, Dr. Chavez went on to complete his residency in Emergency Medicine from Kern Medical Center. Upon completion of his training he became ED Medical director at East L.A. Doctors hospital followed by an Assistant ED Director position at Daniel Freeman Memorial Hospital until 2005. He joined the Medical Staff of PLCMMCT in 2006. He has been an American Board of Emergency Medicine Oral Board examiner since 2010.

Dr. Chavez has worked on multiple hospital projects including the Emergency Department deployment of Meditech and EPIC as well as participating in several Kaizen events as well as writing emergency protocols for the department and the hospital. He has served on

multiple committees including the Physician Advisory Group, PISC Committee, Triage Committee, Critical Care Committee, Pharmacy and Therapeutics Committee and the ED Core leadership group. He has given multiple lectures on a number of topics ranging from the ED treatment of the trauma patient to hypothermia therapy after return of spontaneous circulation. Dr. Chavez Co-authored the first Hypothermia Protocol still in use at PLCMMC Torrance today. His professional interests include ED operations, ED business management as well as hypothermia after return of spontaneous circulation. In addition, he donates to the American Heart Association, Miller Children's Hospital and to the Providence Little Company of Mary Foundation.

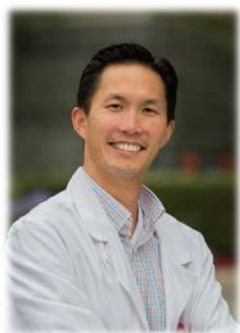
Dr. Chavez lives in Redondo Beach and enjoys spending time with his wife Kay. He is also an avid spear fisherman and beach volleyball player.

Full-time Clinical Partners

Dave Scherer, MD

Dr. Scherer came to PLCMMMT in 2000 and has served as an attending physician in the Emergency Department for 16 years. He graduated from USC School of Medicine in 1991 as a Dean's Scholar with Award for Excellence in Academic Emergency Medicine, sponsored by Edward Newton for USC medical students. He completed his internship LAC+USC Medical Center Department of Emergency Medicine in 1992 and his residency from LAC+USC in 1995. Following completion of his training Dr. Scherer stayed on as clinical Faculty at LAC+USC until 1997. Dr. Scherer's primary clinical interest is in community emergency medicine.

Andrew Louie, MD, MPH



Dr. Louie has been an emergency physician at Little Company of Mary, Torrance since 2008. He was born at LCOM-Torrance and grew up in the south bay. He attended Occidental College and majored in Psychobiology. He received his Master's in Public Health at Johns Hopkins University. His medical degree was obtained from George Washington University. He is Board Certified in Emergency Medicine, completing his Emergency Medicine residency at Northwestern University. Since joining the staff at LCOM-Torrance, he has participated in hospital committees including the Pharmacy and Therapeutics Committee, the Infection Prevention and Blood Products Committee, Utilization Review Committee, and the Sepsis Steering Committee. For the Emergency Department, he serves as the Co-Director for the Nurse Practitioner and Advance Practice Program and a member of the Front End Triage Committee. Outside of the hospital, he enjoys traveling with his wife, running, and playing the guitar.

Bao Duong, MD



Dr. Duong joined the medical staff at Providence Little Co. of Mary Medical Center in 2007 after completing his residency and moved back to the south bay. He grew up in Manhattan Beach and went to UCLA where he majored in Microbiology and Molecular Genetics. His medical degree was obtained at Yale University and he completed his residency at Stanford University. Dr. Duong is currently the Co-Director of the Advanced Practice Program in the emergency department and works with the nurse practitioners as well as ED staff to improve the front end/triage process of the department. Outside of work, he enjoys going to the beach, traveling and spending time with his wife and son.

Joyce Chaput, MD



Dr. Chaput has been an Emergency Physician on staff at Providence Little Company of Mary Medical Center since 2011. She grew up in the South Bay and attended high school at Mira Costa. She completed her undergraduate degree from the University of San Francisco and then got Master degree in Medical Sciences from Boston University. She decided to stay in the northeast and got her medical degree from the University of Vermont. During her 4th year of medical school, Dr. Chaput spent time working in a hospital in Swaziland, Africa. Dr. Chaput completed her residency at the University of Chicago where she was also a flight physician. She always knew she wanted to return to the South Bay. She moved back in 2009 and initially worked at St. Francis Medical Center prior to coming on full-time at LCM. Outside of the hospital, Dr. Chaput stays very busy with her family and her two young children.

Luis Abrishamian, MD



Dr. Abrishamian attended Massachusetts Medical School and graduated in 2006. Immediately following Medical school he attended the LAC+USC Emergency Medicine Residency Program and graduated in 2010. After completion of his training he joined the medical staff at Providence Little Company of Mary Medical Torrance in 2011. In recognition of his great work ethic and collegiality Dr. Abrishamian received the Mission Spirit Award in 2014. The Mission Spirit Award Recognizes those selected as outstanding examples of consistent behavior in alignment with the Mission and Core Values of Providence. He is a member of the RN-MD Interdisciplinary Practice Committee and also serves as an ADVOCATES member for the South Bay Ministry. In addition, he is the Director of Pediatric Medicine and Physician Recruitment for ESPMA.

Jamie Kahn, MD, MBA



Dr. Jamie Kahn joined Little Company of Mary's Emergency Department in 2013 after earning a joint MD/MBA from the University of California, Irvine and completing her training at Thomas Jefferson University Hospitals in Philadelphia. Utilizing skills learned in her MBA, she was deeply involved in Jefferson's Operations Committee, focused on a complete redesign of the front-end triage and admitting processes. She has multiple publications centering on the positive impact of these changes, including improved flow and increased patient satisfaction. Furthermore, this work was accepted and presented at CORD, SAEM, ACHE and UHC.

While at LCM, Dr. Kahn has utilized this background and interest in hospital operations by joining the Core Leadership team with the aim to implement strategic improvements focused around the hospital's mission. She has been involved in the department's front end triage redesign and remains dedicated to projects that improve safety, satisfaction and overall patient care. Dr. Kahn presently serves as LCM's Emergency Medical Services Base Director where she works with the Prehospital Care Coordinator to provide medical direction, education and quality improvement. She is also active on the hospital's Advocates Steering Committee. Dr. Kahn is originally from the South Bay and remains active in the community through her volunteer work with Sandpipers. She enjoys volleyball, snowboarding, scuba diving and spending time with her family and friends.

S. John Whang, MD, FACEP, FAAEM

Dr. Whang joined the medical staff at Providence Little Company of Mary Medical Torrance in 2015. He earned his medical school degree from the University of California at Irvine in 1999. He completed his residency in 2002 from Saint Luke's-Roosevelt Hospital Center. Dr. Whang serves as a staff physician in the Emergency Department.

Nicholas Enos, MD

Dr. Enos joined the medical staff at Providence Little Company of Mary Medical Center Torrance in 2015. He grew up in Cape Cod, Massachusetts, went on to attend Boston College for his undergraduate degree, and then pursued a Masters in Physiology at Georgetown University. His medical degree was completed at the University of New England, College of Osteopathic Medicine in 2011. Dr. Enos went on to residency in Emergency Medicine at the University of Connecticut, and after pursued a fellowship in Emergency Ultrasound. After his training he moved to California, and joined the medical staff at PLCMMCT. He is currently board certified in Emergency Medicine and interests include incorporating ultrasound into the practice of emergency medicine, as well as teaching. Outside of medicine, Dr. Enos enjoys running, biking, and traveling.

Michael Tarnay, MD

Dr. Tarnay is an experienced emergency medicine physician with over 17 years of service in the South Bay area. He currently serves as Chief Medical Officer for a retail medicine clinic in Orange County and served as the medical director of a busy South Bay urgent care for many years. He has also trained fellow physicians as an attending at UCLA-Olive View Medical Center, and helped to develop an emergency medicine program at Nairobi Hospital in Kenya. Dr. Tarnay trained in emergency medicine at UCLA Medical Center and attended Georgetown University Medical School. Dr. Tarnay's medical practice includes interests in disaster and tactical medicine with local law enforcement.

Matt Hankerson, MD

Dr. Hankerson joined the medical staff at providence Little Company of Mary Medical Center Torrance in 2016. He attended UC Davis School of Medicine and graduated in 2012. Dr. Hankerson completed his Emergency Medicine residency training in 2016 from the LAC+USC Medical Center where he received the Senior Resident of the Year Award. He has publications involving nebulized tranexamic acid therapy as well as ultrasound evaluation of the thyroid in thyrotoxicosis. His medical interests include Community Emergency Medicine, Entrepreneurial Medicine and Event Medicine.

Evelyn Lee, MD

Dr. Evelyn Lee came to PLCMMCT in 2016 after completing her residency in Emergency Medicine at LA+USC. Prior to this she obtained her medical degree from Drexel University College of Medicine.

James Tse, MD

Dr. James Tse has been a member of the medical staff at Providence Little Company of Mary, Torrance since 2016. He was born and raised in Seattle, WA and graduated from the University of Washington before moving down to California to attend medical school at Western University of Health Sciences. He completed his residency as a member of the inaugural Emergency Medicine class at Kaweah Delta Health Care District in 2016. He currently functions as the 2016-17 Cal/EMRA President and is a member of the California ACEP Board of Directors. His Emergency Medicine interests include medical student and residency teaching, simulation, and medical toxicology. Outside of medicine, he enjoys playing basketball, snowboarding, and traveling.

Armando Rodriguez, MD

Dr. Rodriguez has been a member of the medical staff at Providence Little Company of Mary, Torrance since 2016. Prior to coming to our facility he received his medical training at Creighton and his Emergency Medicine training at UCLA/Olive View. He served as the Chief Resident at his residency program. His Clinical interests include ED efficiency and skin and soft tissue infections.

Part-Time Physicians

Michelle Charfen, MD

Dr. Michelle Charfen joined the medical staff at Providence Little Company of Mary Hospital, Torrance in 2008. She attended Stanford University as an undergraduate where she obtained a BA in Human Biology. She received her MD from Harvard Medical School and a Masters of Science in Epidemiology from the School of Public Health at UCLA. She completed an Emergency Medicine Residency and Research Fellowship at Harbor-UCLA Medical Center. She then joined the Emergency Medicine faculty at Harbor-UCLA Medical Center. She received a research grant from the Society for Academic Emergency from 2005-2007 and published her research in Academic Emergency Medicine in 2009 in an article titled, Detection of undiagnosed diabetes and pre-diabetic states in high-risk emergency department patients.

In 2008 Michelle stepped down from her position as an Assistant Professor of Medicine at UCLA and Faculty Member at Harbor-UCLA Medical Center to devote more time to her growing family. Since that time she has practiced part-time as a Board Certified Emergency Physician at Providence Little Company of Mary, Torrance.

Dr. Charfen lives with her husband Christian Horvath, a current Redondo Beach City Council Member, and their three children, whom they enjoy homeschooling. Michelle's personal journey, struggles, and successes as a parent organically led to an interest in supporting other families. She is a Certified Echo Parent Educator through Echo Parenting and Education, and combines this training with her previous experience and knowledge to help others learn effective tools for compassionate communication. She founded Centered Parenting and offers workshops and seminars in the South Bay.

Michelle Finkel, MD

Dr. Finkel joined the Providence Little Company of Mary Medical Center Torrance Medical Staff in 2005. She attended Stanford University and graduated with honors in 1991. She went on to Harvard Medical School where she received her degree in 1996. Dr. Finkel remained at Harvard as a member of the Harvard Medical School faculty from 2000-2005.

Robin Kaminsky, MD

Jerry Kim, MD

Bernard Mcnamara, MD

Mario Quiros, MD

Kateri Roessler-Henderson, MD

Marci Colianno, MD

Pediatrics

Natasha Sidhu, MD

Dr. Sidhu completed her undergraduate training in Biology from the University of Texas, Houston. She then went on to Ross University for her medical school training followed by her pediatrics residency training at UNLV. She then went on to complete her pediatric emergency medicine training at Children's hospital Arkansas, Little Rock. She joined the medical staff at PLCMMCT in 2014. Dr. Sidhu completed a number of publications during her training and is fluent in 3 languages. Dr. Sidhu has recently added to her family with the birth of her second child and continues to see patients at PLCMMCT as well as Children's Hospital of Orange County and has a particular expertise in the diagnosis and treatment of anaphylaxis patients.

Judith Chung, CPNP-PC

Judith joined the staff at Providence Little Company of Mary Emergency Department in early 2016. She grew up in the Chicagoland area and attended University of Illinois at Chicago where she obtained her Bachelor of Science Nursing degree with honors. She received her Master of Science in Nursing with a specialty in pediatrics at Duke University to become a Pediatric Nurse Practitioner. While attending school, she continued to work and obtain experience as a nurse. Judith has had over 4 years of nursing experience on a high risk antepartum/postpartum unit at University of Chicago North Shore Hospital, pediatric trauma/medical-surgical/burn unit at the University of North Carolina Children's Hospital, and pediatric transplant/epilepsy monitoring/medical surgical unit at Children's Hospital Los Angeles. She completed her residency at various local clinics in Inglewood, California and Ventura, California. During residency, she was able to perform a medical service trip to Port Antonio, Jamaica, where she served as a pediatric provider to many local communities. She also enjoys cooking, kickboxing, and spending time with family.

Jessica Klug, CPNP-PC

Jessica graduated with honors from University of Maryland for her undergraduate and graduate degrees in 2008 and 2015, respectively. Her first job as a pediatric nurse was at Johns Hopkins Children's Center on an adolescent medical surgical intermediate care unit. She would later work in several Maryland hospitals in a variety of settings including the neonatal and pediatric intensive care units as well as the pediatric emergency department.

While in clinical rotations for her graduate degree, she had the pleasure of working on the Breath Mobile, a free asthma clinic that travels to inner city schools in Baltimore. It was a great experience and she developed a passion for treating and educating asthmatics. She is happy to say that she has brought that love of diagnosing and managing asthma to the South Bay. She has been working with our pediatric team to develop an asthma protocol in an effort to expedite and streamline treatment in the ED at Torrance. Teaching is a passion for her and she enjoys talking to and educating families and patients as well as proctoring her colleagues. She is an active member of the Sigma Theta Nursing Honor Society as well as the AANP and CANP. She is a Baltimore Maryland native and recently transplanted to the South Bay area to work here at Providence Little Company of Mary.

Nurse Practitioners

Jared Baker

Jared joined ESPMA in 2012. He graduated with a degree from the University of California Los Angeles, Family Nurse Practitioner program. His Undergraduate degree was obtained from the Azusa Pacific University. He enjoys fly fishing, backpacking, and golfing with his daughter.

Gina Harter ACNP-BC

Gina has been an RN since 2002 after she received her BSN from Azusa Pacific University. She initially worked at St. Joseph Hospital of Orange County then transferred to Hoag Hospital in Newport Beach to work in the emergency room in 2003. Five years later, she received a Master's Degree at UCLA School of Nursing in Acute Care along with her Clinical Nurse Specialist.

Gina Has worked in the emergency room for 13 years. Her first job as a Nurse Practitioner was at Harbor General emergency room in 2008. She then moved on to Little Company of Mary Torrance Emergency Room in 2011 and continues to work there part time. She is nationally certified through the ANCC as an acute care nurse practitioner (ACNP-BC).

Tiffany Johnson, NP-BC

Tiffany Johnson is a nurse practitioner at Providence Little Company of Mary Medical Center where she works in the emergency department. She graduated from St. Louis University with a Bachelor of Science in Nursing. After graduation she relocated from St. Louis, MO to Los Angeles, CA where she began her career as a registered nurse at UCLA Medical Center. A few years after starting her career, she returned to school and received a Master of Science in Nursing from UCLA School of Nursing. After graduation, Tiffany worked in the primary care where she focused on the underserved population. She also belongs to professional organizations, The American Academy of Nurse Practitioners and California Association for Nurse Practitioners.

Stephanie Kleiner, RN, MSN, FNP-BC

Stephanie attended The University of Delaware graduating with her Bachelor of Science degree in Nursing in 2003. Before becoming a Nurse Practitioner, she worked as an RN for 10 years in various areas of nursing including seven years in the Emergency Department at Scripps Memorial Hospital in La Jolla, CA. Stephanie attended California State University Long Beach, graduating with her Masters of Science in Nursing degree and Family Nurse Practitioner Certificate in 2013. She has worked as an NP in family practice and urgent care settings and started in the ED at Providence Little Company of Mary in June.

Amber Leonard, RN, MSN, FNP-C

Amber attended University of California, Santa Barbara and obtained her Bachelor's degree in Psychology in 2005. She then attended Mount Saint Mary's University where she obtained her second Bachelor's degree in Nursing in 2008. Prior to becoming a Nurse Practitioner, she worked as a RN for 8 years at Torrance Memorial Medical Center on the

Cardiac/Telemetry Unit and the in Emergency Department. Amber obtained her Master's degree in Nursing and Family Nurse Practitioner certificate in 2013 from California State University, Long Beach. Amber started working in the Emergency Department at Providence Little Company Mary Torrance in March 2016.

Gabrielle McCart, MSN, FNP-C

Gabrielle attended University of Mississippi graduating with her BSN in 2003. Prior to her career as a Nurse Practitioner, she spent 10 years as a travel nurse staffing hospitals throughout California. Gabrielle received her Family Nurse Practitioner Certification in 2013 from the University of Texas at Austin. She joined ESPMA in July of 2015 and has enjoyed working at Providence Little Company of Mary ED for the past year.

Natalie Wilson, NP

Natalie D. Wilson is a board certified nurse practitioner at the Emergency Department at Providence Little Company of Mary since December of 2014. She earned her Bachelor's in nursing and Master's as a family nurse practitioner at Columbia University in New York City. She subsequently earned a post-graduate fellowship in surgery as a first assist from UCLA. She stays connected with the community by volunteering as a youth mentor to first generation college students and advocating for women's health concerns. She is a member of the California Association of Nurse Practitioners and an active member of the Columbia and UC Berkeley alumni associations.

VI. ESPMA Physician Leadership

Jorge Vournas, MD

Emergency Department Medical Director

Providence Regional Provider Informaticist

Chairman Physician Information Steering Committee

Member PPH IT Committee

Member of Providence ED Clinical Decision Team

Member Medical Executive Committee

Member Statement of Concern Committee

Roles: Leader for all process improvement projects in the ED

Ensure physician compliance with all process improvement projects

Primary contact with hospital administration

Primary contact with ED nursing leadership

Lead ED physician to Providence representing the California region regarding Epic optimization and practice excellence

ED Core team member

William A. Conrad, MD

Emergency Department Chairman

Treasurer/Secretary Medical Executive Committee

Chairman Credentialing Committee

Chairman Medical Records Committee

Chairman Bylaws Committee

Member Statement of Concern Committee

Roles: Primary liaison to MEC

Lead physician liaison to the medical staff and hospitalist groups

Leads Quarterly Emergency Department meetings

Hospital Stroke Champion

Lead physician for patient experience

Secondary contact with ED nursing leadership

Co-lead physician for patient concern responses

American Board of Emergency Medicine Examiner

Brad Baldrige, MD

Chairman Disaster Committee

Chairman PPH Nomination Committee

Compliance officer for ED physician group

Member Medical Executive Committee

Mission Spirit Award winner

Chairman of EDIE Committee

Medical Director Manhattan Beach 10k run

Roles: Manage hospital disaster preparedness

Lead physician for patient concern responses

Secondary contact with ED nursing leadership
Ensures physician compliance with all regulatory requirements for physician documentation and risk management

Luis Abrishamian, MD

Pediatric Emergency Department Medical Director
Director of physician recruitment
Mission Spirit Award winner
Roles: Primary contact for all pediatric physician and NP issues
Ensures ED compliance with all EDAP requirements
Director of the pediatric mock code nursing/physician education program
QI Director for pediatric cases

Jamie Kahn, MD

Paramedic Base Station Medical Director
Roles: ED Core team member
Front-end task force
Hospital liaison to LA County EMS for paramedic base station issues
Hospital liaison to Torrance FD, Redondo Beach FD, Hermosa Beach FD, Manhattan Beach FD, El Segundo FD, LA City FD, LA County FD

Bao Duong, MD

Co-director Advance Practice Program
Roles: Co-manager NP program
Front-end task force
UBC member

Andrew Louie, MD

Co-director Advance Practice Program
Member Pharmacy and Therapeutics committee
Member Infection Prevention and Blood Products Committee
Member Utilization Review Committee
Roles: Co-manager NP program
Member Sepsis Steering Committee, Front-end task force

Joseph Mueller, MD

QI Director for physician group
Member of Physician Excellence Council
Role: Reviews all cases where there are questions of physician management as well as all ED revisits within 48 hours resulting in patient admission and patient deaths after admission.

Robert Chavez, MD

EPIC ED Physician Champion
American Board of Emergency Medicine Examiner
Member PISC Committee
Member Pharmacy and Therapeutics Committee
Member PPH
Member Critical Care Committee
Member Physician Advisory Group
Roles: ED Core team member
Support physician for all process improvement projects in ED

Fred Carr, MD

Member PPH
Member Physicians Information Systems Committee.

Kent Shoji, MD

Member Providence LCM Foundation
Member PPH Finance committee
Former Emergency Department Chairman
Roles: Liaison to the Providence LCM Foundation
American Board of Emergency Medicine Examiner

VII. ESPMA Community and Hospital Philanthropy

ESPMA has a long and distinguished history of community philanthropy. We are committed to the Mission of the Providence Little Company of Mary Medical Center Torrance to provide quality compassionate care for all. In doing so we honor the core values of the founding Sisters of Providence and live their 150-year-old mission: to serve the poor and vulnerable. In the Emergency Department we provide medical care regardless of one's ability to pay or their financial or social status. According to a May 2003 AMA Study, emergency physicians provide on average \$138,300 of EMTALA-related charity care per year. This amounts to more than 30 hours of EMTALA-related care each week in comparison to other specialties providing, on average, 6 hours of care mandated by EMTALA. EMTALA care is federally mandated care for the emergency evaluation and stabilization of all patients presenting to the Emergency Department regardless of their ability to pay. ESPMA in particular has provided 2-3 million dollars of uncompensated care as a result. In addition to this charity care, ESPMA provides annual support for a number of community causes. We have been consistent donors to the biannual sellabration fundraiser donating at both a gold and silver levels. Through the years ESPMA has donated in excess of \$150,000 to the Providence Foundation. Moreover, our group participates annually in the Providence Charity Golf Tournament. We also sponsor the medical tent for Manhattan Beach annual 10K run and provide physician engagement at local public school events. Several of our physicians donate personally to the Providence Foundation as well.



Medical Tent at the Manhattan Beach 10K

ESPMA understands the importance of team building and stress relief and we fund a number of social events for the department. Our annual social events are attended by nursing staff, technician staff and secretarial staff and their families. The 2015 Christmas party themed “Hats off to you” was quite a success.



VIII. ESPMA Hospital Involvement/Foundation Support Summary

Hospital Involvement:

Three members of the Medical Executive Committee: Drs. Conrad, Baldrige, Vournas.
 Dr. Conrad is MEC Secretary/Treasurer in line for hospital Chief of Staff in 2020.

EDOU management

Physician Excellence Counsel

Statement of Concern committee

Disaster committee

Physician Information Steering committee

Sepsis Steering committee

Stroke committee

Pharmacy committee

Code Blue committee

Critical Care Committee

Paramedic Base Station medical oversight

ED Core team

HMO Transfer task force

EDIE committee

PPH, 10 members. Serve on Finance, Nominating and IT committees.

Daily huddles with nursing 7am and 7pm with informal nursing education

Foundation Support:

Sponsor for Annual Foundation Golf Tournament

Silver Sponsor for Biannual Sellabration

Sponsor Woman's Wellness Events

Membership on Foundation Board



Left to Right: Drs. Carr, Wallace, Conrad, Vournas and Artzner



Drs. Louie, Abrishamian, Vournas, Conrad

ESPMA & Emergency Department Operations

I. Emergency Department Overview & Staffing

Emergency Department Design

The Emergency Department (ED) is located on the ground floor of the west side of the hospital. The Main ED has a total of 21 room beds including one critical resuscitation room and 13 hall beds. The fast track has a total of 7 beds. All room beds have telemetry monitoring and additional portable monitoring can also be utilized in hall beds. In addition, when the department is at full capacity an additional area on the first floor consisting of 12 additional beds is opened and managed by an emergency physician and 3 nursing staff (Main T). Our Main ED occupies 13,428 square feet. Main T occupies an additional 3,433 square feet.



Emergency Department Function

The ED is open and staffed by ESPMA 24 hours a day, 7 days a week, 365 days a year including all holidays. The emergency department treats people of all ages: neonates to geriatric patients. The highly trained staff is prepared to provide all levels of care, from basic first aid to comprehensive emergency resuscitation and stabilization of critically ill patients. This includes the immediate triage, evaluation and intervention in illnesses or injuries that can be life or limb threatening.

ESPMA & Emergency Department Staffing

In total, ESPMA provide 68 hours of Main ER physician coverage; 18 hours of fast track coverage; 9-18 hours of Pediatrics coverage and 27-36 hours of Nurse practitioner coverage every single day. Provider scheduling is managed through a software program “ShiftAdmin” that maintains and displays the providers schedule in a cloud-based format. Over the years ESPMA has constantly provided increased physician coverage to accommodate the increased census of the emergency department and the community’s dependence on the ED for all levels of medical care.



The nurse staffing plan provides for patient care needs designed to meet or exceed the requirements of Title 22 and California law regarding nurse-to-patient ratios. An individual nurse is never required to treat more than 4 medical patients or two critical patients at any time. The patient acuity and department needs are monitored and evaluated on an ongoing basis. Throughout the day these factors are reassessed and if patient care needs require variances in staffing, then the appropriate adjustments in number and skill mix of personnel are implemented.

Nursing and Physician Leadership Collaboration

At ESPMA we believe a strong emergency department is only possible with strong nursing and physician leadership collaboration. We start at the top with weekly ED Core Team meetings attended by Drs. Vournas, Kahn and Chavez who meet directly with ED managers, ANMs and Providence project managers for strategic and organizational transformation. In addition, Dr. Vournas meets bi-weekly with the nursing ED manager to review topics critical to the department.

This year ESPMA sponsored several nursing staff and physicians to attend the ACEP Director's Academy. The physicians in attendance were Dr. Vournas, Dr. Abrishamian and Dr. Duong who were accompanied by nurse managers Kathleen Fogo and Becky Weber. Those in attendance were exposed to a multitude of administrative topics such as risk management, business plan development and creating the best team members.

With this goal of leadership collaboration in mind Dr. Vournas plans to attend the Michigan Lean Healthcare certification training in 2017. It is our plan to send one or two additional physicians for training in the following years.

Electronic Medical Record

Providence invested in the implementation of a state-of-the-art electronic medical record called EPIC. Providence Little Company of Mary Medical Center Torrance was updated to this medical record in 2014. All providers and nursing staff in the department utilize EPIC for essentially all order entry, verification and patient documentation. The emergency department's implementation went quite well due to the efforts of Dr. Jorge Vournas and Dr. Robert Chavez. Dr. Vournas was the hospital-wide EPIC Champion while Dr. Chavez served as the ED EPIC Champion. Together they designed the preference lists for all emergency department providers making it possible to send of multiple orders simultaneously for a multitude of clinical situations. This has also standardized physician practice in a multitude of core measure situations such as Code Stroke, chest pain, neonatal sepsis and septic shock. With this new technology the patient now has the ability to follow their medical record electronically from their physician's office, home computer or smart device. This system upgrade has made it possible to better serve our community and gather essential medical data which can lead to better system care which is critical as the medical system as a whole moves toward value-based care models.

II. Emergency Department Services

Outstanding Emergency Medical Care

All patients who enter the Emergency Department at Providence Little Company of Mary Medical Center in Torrance are seen and examined by a provider representing the Emergency Specialist Physicians Medical Associates 24 hours a day 7 days a week. Our physicians are all board eligible or board certified emergency medicine specialists. They are all clinical experts in the emergency evaluation and treatment of the critically ill or

injured patient. All ESPMA physicians are able to use their experience and the most advanced equipment in the field to make timely, accurate diagnoses and decisions. Interventions and treatment modalities are aided by the use of state-of-the-art technology with the goal of minimizing the discomfort and risk to patients while providing the critical care needed. Additionally, ESPMA physicians respond to all after hour code blue responses to supervise and run all the ACLS codes.

Emergency Medical Services (EMS) Coordination

Providence Little Company of Mary Medical Center Torrance's ED serves as a designated Paramedic Base Station. As a result the ED provides medical direction, training, and oversight to our South Bay communities, including Torrance, Redondo Beach, Manhattan Beach, Hermosa Beach, and El Segundo, as well as providing oversight and training to several Los Angeles City and County Fire departments. We receive more than 700 paramedic calls each month and provide medical direction and assistance for each call. In 2015 PLCMMCT received and treated more than 1200 patients by ambulances each month. This coordination takes a high level of expertise and has been overseen by ESPMA physicians over the last 20 years including Dr. Fred Carr, Dr. Jo Vournas and most recently by Dr. Jamie Kahn.

Disaster & Epidemic Preparedness



We consider disaster preparation to be an integral part of our community health responsibility. With the City of Torrance, we are an active participant in disaster preparedness, meeting regularly with City Fire and Police Departments, as well as other local agencies, to improve our disaster response for a mass casualty event. We conduct regular ongoing drills using a variety of scenarios, to prepare for the rapid implementation of a command and control structure, mass triage, decontamination and treatment of multiple casualty victims. We

also participate in the annual State of California Medical and Health Disaster Exercise, deploying simulated victims in order to test our surge capacity, communications and resource management in accordance with our Hospital Disaster Plan. At the Providence Little Company of Mary Medical Center Torrance Emergency Department we strive actively to be prepared for any man-made or natural disaster. ESPMA physician, Dr. Brad Baldrige, and Chris Riccardi, CHSP, CHEP, CHCM-SEC have been integral in this effort. The innovative and award winning "15 'til 50" program is designed to enable hospital staff to receive a surge of 50 or more patients within 15 minutes of notification of a Mass Casualty Incident (MCI). The program utilizes the Hospital Incident Command System (HICS) and can be initiated using existing supplies and equipment. This toolkit is featured on the California Department of Public Health Website.

Pediatric Emergency Department

Providence Little Company of Mary Hospital Medical Center Torrance is a designated Emergency Department Approved for Pediatrics (EDAP). All ESPMA physicians are trained to meet the needs of children. In addition, we provide specialty-trained Pediatric Emergency providers seven days a week - weekdays from 5 pm until 2 am and expanded hours from 12pm to 12 am on weekends and most holidays. Our hospital also has Pediatric Hospitalist Physicians on staff that are available to admit our pediatric patients and will work in partnership with the pediatrician to coordinate and oversee their care during hospitalization. Providence Little Company of Mary Medical Center Torrance is committed to providing the highest quality pediatric care in a child-friendly environment. Our Emergency Department has designated pediatric rooms equipped with specialized equipment, enabling our pediatric emergency providers to treat our young patients.

Currently, our Pediatric ED is staffed by both Pediatric Nurse Practitioners, or PNP's, as well as board-certified Pediatric Emergency Medicine trained physicians and board certified Emergency Physicians. The pediatric providers' shifts are scheduled to match peak times for pediatric emergency department visits, and their standard of work has been configured to maximize throughput and the patient and family's experience through the department. In addition, our protocols are being re-vamped to reflect best practice and evidence based care. Our pediatric EM staff's mastery of current evidence-based practice will be supported and bolstered by yearly conferences – supported by the emergency department as a whole. These include the Advanced Pediatric Emergency Medicine Assembly in Las Vegas, April 2017, and the Pediatric Emergency Medicine Boot Camp in December 2016.

Furthermore, our protocols and staff's knowledge base are sharpened monthly at our Pediatric Simulation/Mock Code sessions. ER techs, nurses, nurse practitioners, and physicians attend our sessions – which consist of two difficult cases highlighting an important concept or disease process, often germane to the season/time of year for certain disease processes. Our Pediatric Emergency Medicine Director, Dr. Luis Abrishamian, breaks down each case from a team building and key concept aspect afterwards, with a detailed lecture. These interactions sessions espouse the physician as teacher mantra, as well as providing essential team building that directly translates to heightened patient care in the clinical areas.

STEMI Receiving Center

The State Department of Health Services and Los Angeles County Emergency Medical Services Agency have designated our emergency department as a STEMI Receiving Center (ST-segment elevation myocardial infarction), or heart attack treatment center. Patients who show symptoms of an acute heart attack (or acute myocardial infarction) when tested by paramedics with an EKG are brought to the nearest STEMI Receiving Center for care. Our Emergency Department has met the rigorous guidelines to receive this designation, including meeting the "90-minute" goal of restoring blood flow. The STEMI Receiving Team in the Emergency Department coordinates closely with local paramedics, rapidly

mobilizing our Providence Coronary Catheterization Team, interventional cardiologists, and cardiothoracic surgeons to ensure the best possible outcomes.

We work with our paramedic providers in Torrance and surrounding cities to perform EKGs in the field to identify those patients with heart attacks. Our cardiac team and cardiologists then meet the patient in the Emergency Department and bring them into the cardiac lab for treatment in the shortest possible amount of time.

PLCMMCT cardiologists perform more than 1,100 cardiac catheterizations each year and more than 500 angioplasties. The cardiothoracic surgeons perform more than 200 open-heart surgeries each year, including coronary artery bypass graft surgery and valve replacement surgery. Providence Little Company of Mary Medical Center Torrance has been rated "superior" by national guidelines when measuring heart attack Quality of Care.

Advanced Primary Stroke Center



Under the guidance of ESPMA's Emergency Department Chairman, Dr. William Conrad, Providence Little Company of Mary Medical Center Torrance has earned the Gold Seal of Approval from the Joint Commission as an accredited Advanced Primary Stroke Center. This designation means that each of our Stroke Care Centers have passed a rigorous set of standards to qualify as a designated Stroke Center and follows national standards and guidelines that can significantly improve outcomes for stroke patients. In addition PLCMMCT has been awarded the 2012 Gold Plus designation by the American Heart Association/American Stroke Association. We have a highly skilled and dedicated stroke

teams on standby around the clock, ready to immediately treat any stroke patient who comes through our doors. In addition, our emergency department team interfaces directly with neuro-radiologists via telemedicine robot to review all "code strokes" that present to our emergency department within 4.5 hours of symptom onset.

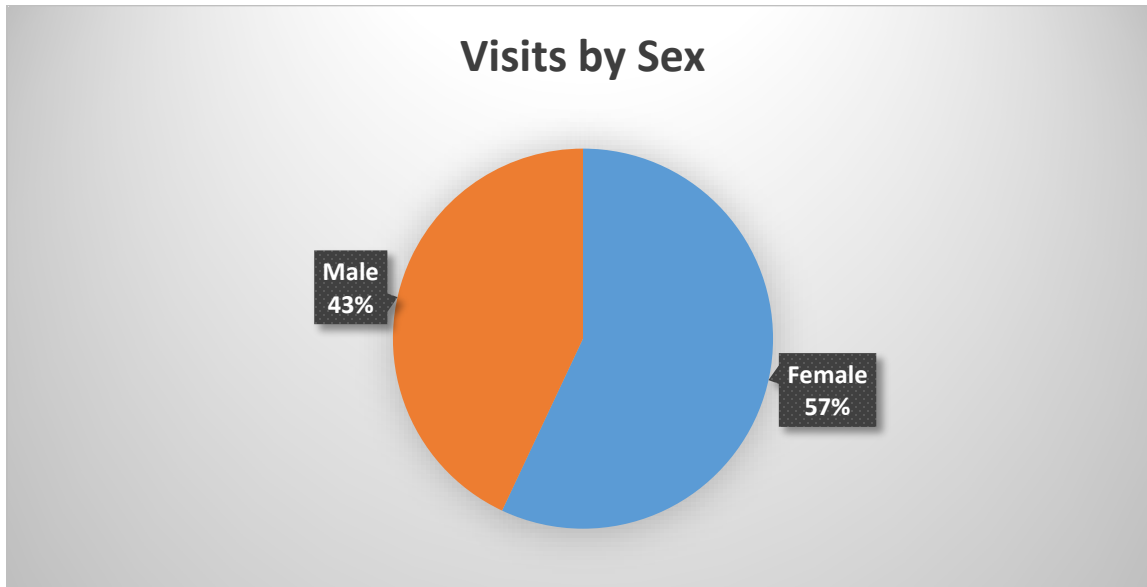
Emergency Imaging

In the Providence Little Company of Mary Medical Center Torrance Emergency Department, all of our radiology studies are digital and can be accessed by our physicians on our hospital wide Picture Archiving Communications System (PACS). Digital images are vastly superior in quality to conventional X-rays and allow for a much higher diagnostic accuracy.

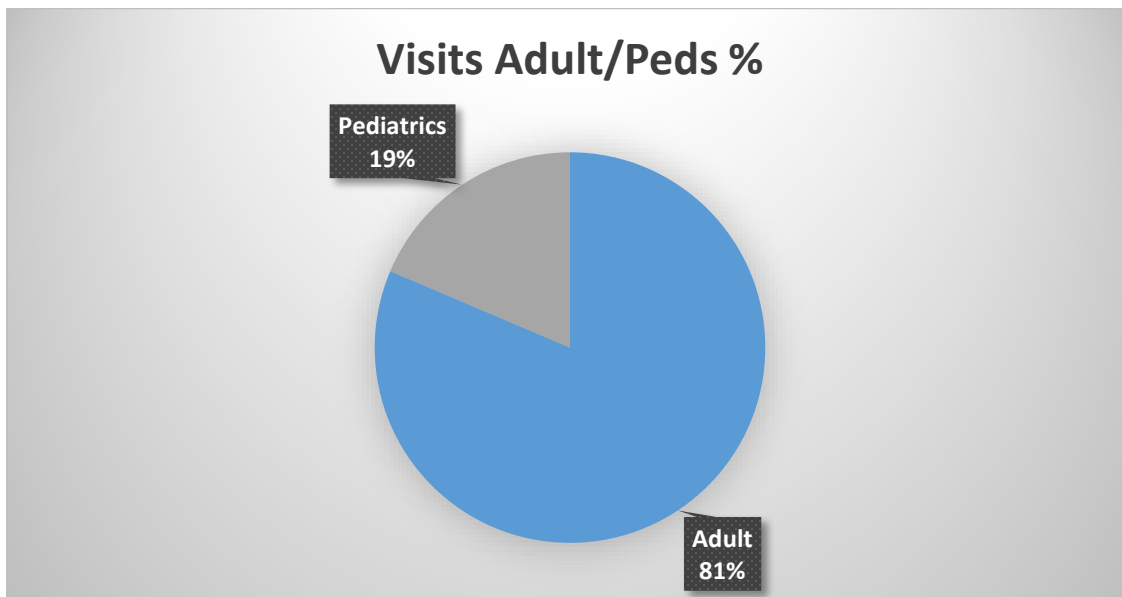
PLCMMCT's innovative systems allow all previous studies taken at either of the Providence Little Company of Mary Medical Centers in Torrance or San Pedro and outpatient facilities such as Del Amo Diagnostic Center and the Women's Imaging Center to be accessed and compared to new created images taken in the Emergency Department. ESPMA physicians, radiologists, and specialists can simultaneously see and access any radiologic study to help expedite a patient's emergency experience in the most efficient and appropriate manner. At the patient's request, we can provide copies of any Xray, CAT scan, Ultrasound or MRI on a CD for the patient's records or to take to your own physician. After hours imaging interpretation is carried out by off-site radiological services.

III. Emergency Department Demographics

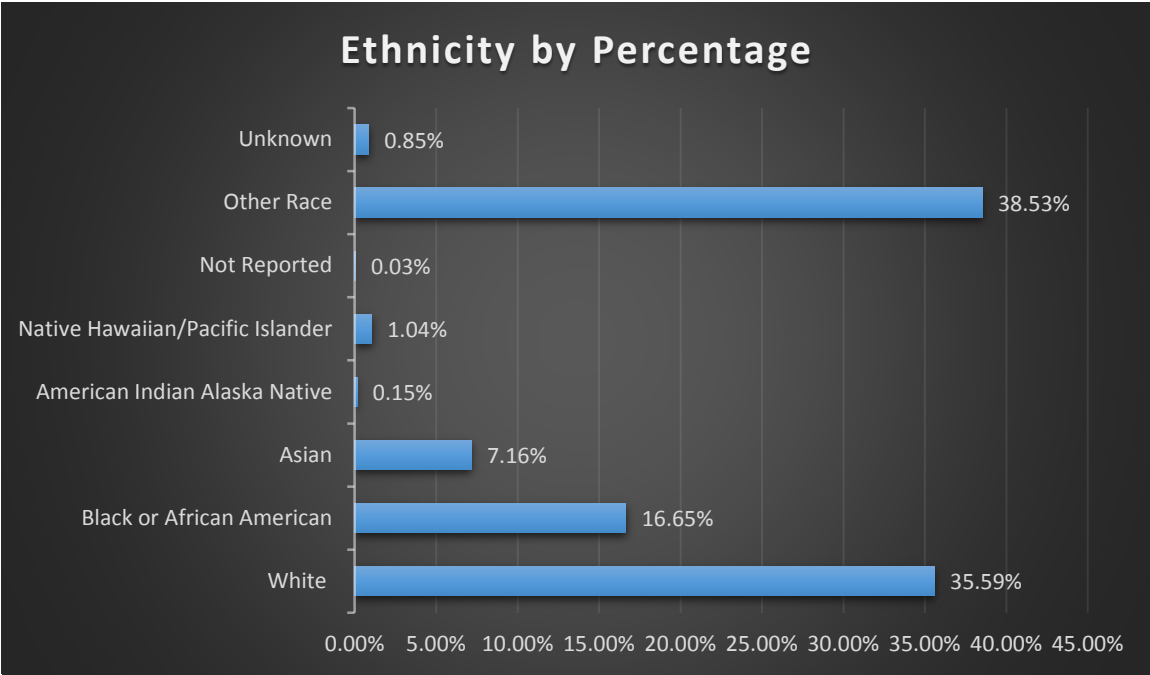
The following demographic information for Providence Little Company of Mary Medical Center Torrance Emergency Department is obtained from the Office of Statewide health Planning & Development (OSHPD) and ESPMA billing data. The information reflects the emergency department encounters for the calendar year 2015.



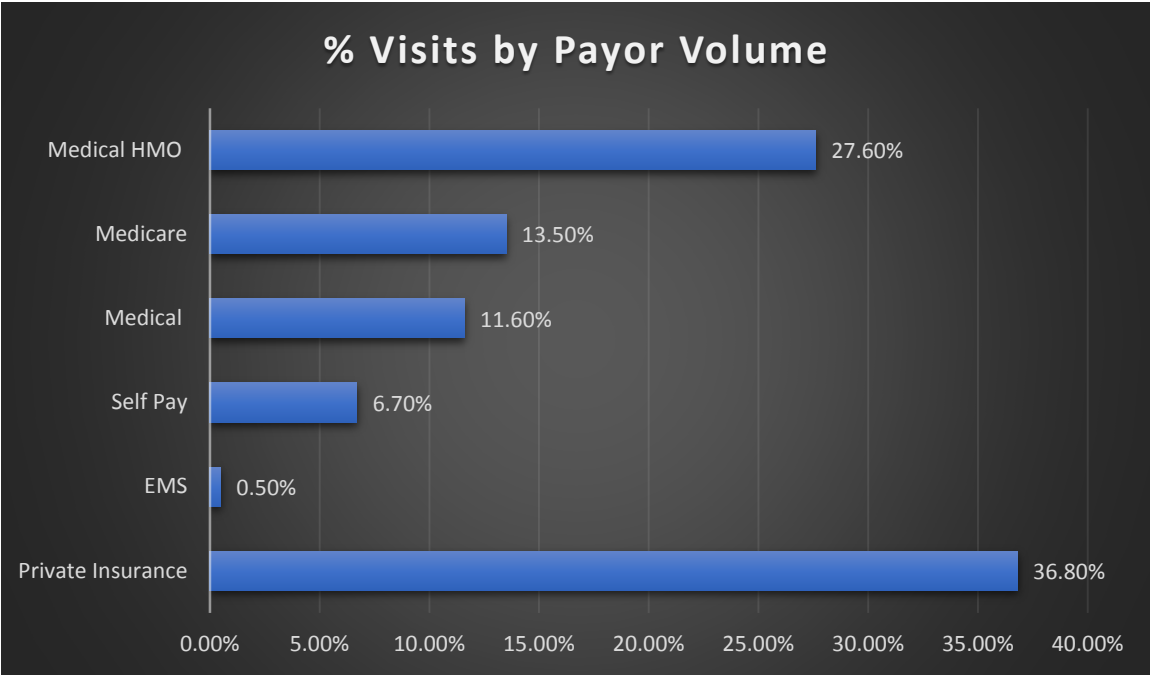
Graph 1: Visits by Sex. PLMMCT. We have a slightly higher female census compared to other emergency departments (52-55%)



Graph 2: Visits by Pediatrics and Adults. PLMMCT sees predominantly adults, 21% of which are Geriatrics



Graph 3: Visits by Ethnicity, this data is limited noted by the largest group represented is “Other Race”.



Graph 4: Visits by Payor: The majority of ER patients receive a government subsidy. The government pays only a fraction of the typical emergency department bill. A significant number of patients at PLCMMCT are uninsured or in low payment medical/hmo plans. This presents a financial challenge for ESPMA and PLCMMCT

IV. ESPMA Operations and Benefits

ESPMA Internal Group Structure

ESPMA has prided itself on being able to adapt to the changing economic and clinical landscape. It is with this in mind, over the last 2 years, we have changed the leadership structure of our group. Our new leadership structure has made it a priority to increase transparency and accountability both with group meetings and codified advancement criteria. All ESPMA physicians are aware and know what is required to advance in our group structure and all fully vested physicians have access to group financial data.

In addition we have composed a new physician orientation packet including a “How do I advance?” document. All physicians receive a quarterly report showing their productivity metrics as well as their Press-Ganey customer satisfaction scores. We are in the process of updating our reporting tools to accommodate our physicians’ requests to receive this data quarterly. Physicians receive a graduated pay increase. Those who are most efficient and who are at the top of productivity, documentation and patient satisfaction receive an additional yearly bonus. It is in our business plan to add additional quality metrics to our quarterly reports such as compliance with sepsis and stroke guidelines. Based on these metrics, we will have the ability to link a portion of compensation to quality metrics for our physicians.

Emergency Services Billing

ESPMA has retained Phycon, Inc. since 2006 for coding, billing and data management services. Phycon employs electronic claims submission and a comprehensive and customizable billing collection and processing system that is critical to be state of the art in our current health care environment. ESPMA has a longstanding external billing compliance process and electronic chart transfer to Phycon for improved efficiency and to eliminate HIPPA violations and lost documents. CFO, Dr. John Wallace, serves as primary liaison with Phycon for all billing matters, Provider documentation education and is lead in all contract negotiations to successfully obtain fair contract agreements with the major Health Plans to ensure the highest quality of care in the ED at PLCMTMC.

ESPMA Malpractice Insurance

ESPMA maintains malpractice insurance through EMPAC Risk Retention Group. EMPAC is a single specialty RRG focused on insuring Emergency Medicine groups with Emergency Medicine trained and Board Certified emergency physicians. ESPMA through EMPAC RRG offers a “claims made” policy including professional liability coverage of \$1,000,000 per claim and \$3,000,000 aggregate per year along with tail coverage for all practicing emergency physicians and nurse practitioners. Risk management education and quality improvement is offered through Quality Medical Management, Inc. (QMRM) in association with EMPAC with a continuous process of risk management education and case review.

CFO, Dr. John Wallace, is primary liaison with EMPAC and QMRM for all provided services to perpetuate ESPMA's excellent claim's history and low loss ratio

ESPMA Benefits

ESPMA offers flexible schedules with each physician working on average 12-13 shifts per month averaging approximately 100-120 hours per month. In addition, physicians are selected to become clinical partners based on their clinical ability, productivity, collegiality and professionalism. Once on the clinical partner track the physicians advance more quickly to fully vested clinical partners and enjoy pay commensurate with a high volume, high acuity emergency department. Through EMPAC RRG physicians have free access to online learning for risk mitigation and high-risk clinical situations. Moreover, ESPMA firmly believes in cultivating administrative talent from within by allowing physicians interested in ER administration to participate in administrative projects that may be an area of interest for a given physician. We encourage physicians early in their career in the hopes that they will become future leaders of the group.

ESPMA Charitable Services

Providence Little Company of Mary Medical Center Torrance and Emergency Specialist Physicians Medical Associates have the shared vision of providing the best quality and compassionate care to all of our patients irrespective of their ability to pay. We strongly believe no one should delay seeking emergent medical care because of lack of insurance or fear of their ability to pay for their care. Providence offers on site financial assistance with registration personnel in the emergency department 24/7 to review eligibility criteria and pay sources available as well as verification of financial need. Patients can also apply for discounts and financial assistance through the Mary Potter program for Human Dignity. Over the years ESPMA has offered millions of dollars of discounts and charity care to those in need. The AMA has reported that emergency physicians provide more charity care than any other specialty (on average 6X more), and serve a larger portion of Medical, underinsured and uninsured patients. We do this as a part of our oath to treat all patients with emergent medical needs. We remain committed to honoring our sacred vow to treat every patient with dignity, regardless of their financial status. This means our ability to carry out our mission to serve requires visits that are covered by insurance and to be compensated fairly and expeditiously by these entities. Payers who do not honor these commitments jeopardize our hospital, our group and the critical role our emergency department plays in the South Bay medical safety net.

Patient Care & Quality Improvement

I. Quality Assurance & Performance Improvement

Quality Assurance

Emergency Specialist Physicians Medical Associates has a long tradition of staying active in quality assurance (QA) and improvement projects throughout the hospital. ESPMA and PLCMMCT measure several QA and PI metrics on a continuous basis. These metrics are reported on a monthly basis and include such reportable metrics as aspirin for chest pain, door to needle time for AMI <90 minutes, door to TPA in acute stroke <60 minutes as well as fluids and antibiotics in sepsis patients.

Dr. Jorge Vournas authored the first sepsis protocols for the entire hospital. Dr. Andrew Louie oversees the implementation of these protocols to meet the stringent national standards called for in the treatment of sepsis. Dr. William Conrad authored the acute stroke protocols utilized throughout the hospital and shepherded PLCMMCT in becoming an advanced primary stroke center. Dr. Robert Chavez co-authored the hypothermia after return of spontaneous circulation protocols still in use throughout the hospital today. In addition, Dr. Luis Abrishamian has written and overseen several pediatric protocols, which ensure we are practicing state of the art pediatric emergency care.

Performance Improvement

For over ten years the Performance Improvement (PI) division of PLCMMCT Emergency Department has been directed by Joseph A. Mueller, M.D. Our PI division is recognized as one of the most robust and responsive of its type at PLCMMCT. Through a process of continuous case identification, review, analysis and feedback, this division seeks to raise the quality of medical management by our physicians. Cases referred for review are analyzed for compliance with the Emergency Department's own "standard of care" and not to any (potentially lower) "community standard". Sources of cases are myriad. They include: any patient complaint in which management is questioned, any inquiry from Risk Management, any complaint/inquiry from nursing or a medical staff member and any request from PLCMMCT's various medical specialty committees. In addition, all patients that are subsequently admitted within 48 hours of ED discharge, and any patient death within 24 hours of admission are reviewed on a monthly basis for inclusion into this process.

Pediatric cases are treated similarly by our Pediatric Director Dr. Abrishamian. Cases adjudicated to be clearly within our standard of care are filed with the hospital PI department with Drs. Mueller's or Abrishamian's conclusions distributed appropriately. In particularly complex, significant or interesting cases, a detailed description of the clinical encounter, as well as a review of the latest scientific evidence is presented by the adult or pediatric PI director at our quarterly meeting and a formal vote taken among all of us for compliance with our standards. The conclusion of the review, and when relevant, constructive feedback, is then delivered to the involved physician and all other interested

hospital parties in the interest of improving the care and safety of our patients. In addition, a summary of all cases determined through this mechanism to have “not met the standard of care” is presented by Dr. Mueller on a quarterly basis to the interdepartmental Physician Excellence Committee meeting for discussion and monitoring. Our department has been recognized for its transparency and commitment to the highest standards of emergency medical practice through this process.

Value Stream Accomplishments since 2012

- Cares for the highest acuity patients in the CA Region
- Developed daily metric report to monitor ED critical metrics, such as diversion hours, elopements, LWOTs, and time in department.
- Through the streamlining of front-end processes and triage within the ED, the capacity to care for more patients has increased from 2012 to 2015:
 - 2013: 184 patients per day average
 - 2014: 194 patients per day average
 - 2015: 203 patients per day average
- Improved communication between patients and care team through the consistent use of whiteboards in the patient rooms. 98% of staff audited were compliant with updating white board for patients/family 7 months post-implementation.
- Key process changes implemented to improve overall ED patient flow:
 - Designed and opened Main T and ED Observation Unit.
 - Brought on an ED Phlebotomist to assist in blood draws and to address any bottlenecks.
 - Brought on an ED Pharmacist to support medication reconciliation.
- Minimized ED delays in getting admitted patients to the floor, resulting in more than a 50% reduction in time.
 - In July 2014, it took a median of 19 minutes for the ED to call for report, whereas in January 2015, the time was reduced to a median of 8 minutes.
 - Reduced the time it took to get a patient to the floor once the bed is approved. In July 2014, it took a median of 42 minutes and was reduced to 33 minutes in January 2015.
- Enhanced department communication and process improvement through the implementation of:
 - A performance board, in which key ED indicators are tracked for (1) performance, (2) top contributors affecting performance and (3) any possible solutions to trial. The board has enabled caregivers to make the link between what they do each day and how that affects the overall strategy and goals for the ministry.

- Opportunity board that allows caregivers to identify other improvement opportunities, own solutions and visually track where a particular improvement is in the “process”
- Implemented Kamishibai cards within the department to audit new process changes that would support overall process improvements.
- Redesigned the Nursing Leadership structure to better support ED staff and operations.
- With continued focus on streamlining the front-end process, door to provider times have improved from an average of 48 minutes in Q1&2 of CY2015 to 23 minutes in March 2016.
 - Door to provider times have been sustained despite peaks in volumes during the first quarter of 2016 (average ED volume = 6824 for January through March 2016).
 - Improvements have been sustained through the combined efforts of Nursing and Provider Leadership conducting daily gemba walks to observe, enforce and coach to standard work.
 - Improvements implemented in the front-end process include:
 - Joint RN and Provider triage assessments
 - Reduction in Provider cycle time in triage
 - Concise, 1-line summary provided to Provider from RN
 - Triage room and resources adjusted based on patients awaiting

Proctoring and Oversight

Every new provider working the emergency department is proctored during their first few shifts by Dr. Vournas and Dr. Conrad. Moreover, every attempt is made to schedule the new physicians with the experienced physicians who already know the system and treatment flows well. New providers are also shown the EPIC Electronic Medical Record and are given direct instruction on how to download order preference lists designed to make their work flow easier.

X-ray Discrepancies and Culture Follow Up

ESPMA has developed a robust system for culture follow up as well as x-ray discrepancies. Each day the laboratory either contacts the fast track physician or leaves a voicemail on the fast track physician’s phone. Throughout the day as these results are reviewed if there is a positive culture or an x-ray discrepancy found the patient or the patient’s doctor is contacted directly and instructed on how to follow up with a physician visit, return to the emergency department or filling of a prescription.

PQRS/Joint Commission Core Measures:

ESPMA collaborates with the hospital and clinical staff to support and monitor efforts to achieve certain performance goals and targets related to publicized government measures. These include the Joint Commission Core Measures (JCAHO), the Centers for Medicare and Medicaid Services (CMS) and the Physician Quality Reporting System (PQRS) measures. ESPMA evaluates accumulated data on a monthly basis and institutes best practices in an effort to ensure these goals are met.

Door to Evaluation	CA Benchmark	Total Cases	414
	39 minutes	Time	31 Minutes

Table 1: ED Door to Diagnostic Evaluation time for a “Very High Volume ED >60,000 annual visits is well under the California Benchmark.

Aspirin at Arrival AMI	Target Rate 100%	Observed Rate	100%

Table 2: Measures the rate at which aspirin was given for patients having an acute myocardial infarction. This is an additional measure of cardiac care provided by ESPMA in collaboration with the cardiology department at PLCMMCT.

Median Time to ECG	Cases	31
	Time	<1 Minute

Table 3: Measures the time it takes to obtain an ECG for chest pain or AMI. This is a strong area of focus for the emergency department and shows with ECG times obtained at the moment of complaint or within 1-2 minutes on average.

Core Measure	2014	2015	% Difference
Inpatient Admit-Depart	222.25 Min	188.25 Min	↓ 15%
Outpatient Arrive-Provider	42.5 Min	43.25 Min	↑ 2%
Arrive to Pain Meds	79.5 Min	74.5 Min	↓ 6%

Table 4: Critical Core measures showed significant improvement reported CMS core measures. A slight increase in outpatient arrival to provider evaluation increased slightly but this trended downward the entire year to a level now of 21 minutes. In addition, this is in the context of a 5.1% increase in patients presenting to the emergency department.

Emergency Department Flow Metrics

ESPMA monitors closely the flow within the emergency department to ensure all patients are being seen in a timely manner. After multiple planning events the entire front-end process was revamped in 2015 which improved our patient flow metrics. As a result, patients presenting to the emergency department were seen expeditiously and the appropriate work-ups were started leading to a shorter overall length of stay and greater patient satisfaction.

Indicators	Benchmark	YTD totals
Door to Triage	15 min	16 min
Roomed to Assigned Physician	15 min	0 min
Door to Assigned Physician	45 min	32 min
EMS Door to Roomed	20 min	10 min

Table 5: ED Flow Metrics: Patients in the emergency department are seen rapidly usually within minutes resulting in better patient flow throughout the emergency department.

Emergency Department Patient Satisfaction and Vital Statistics

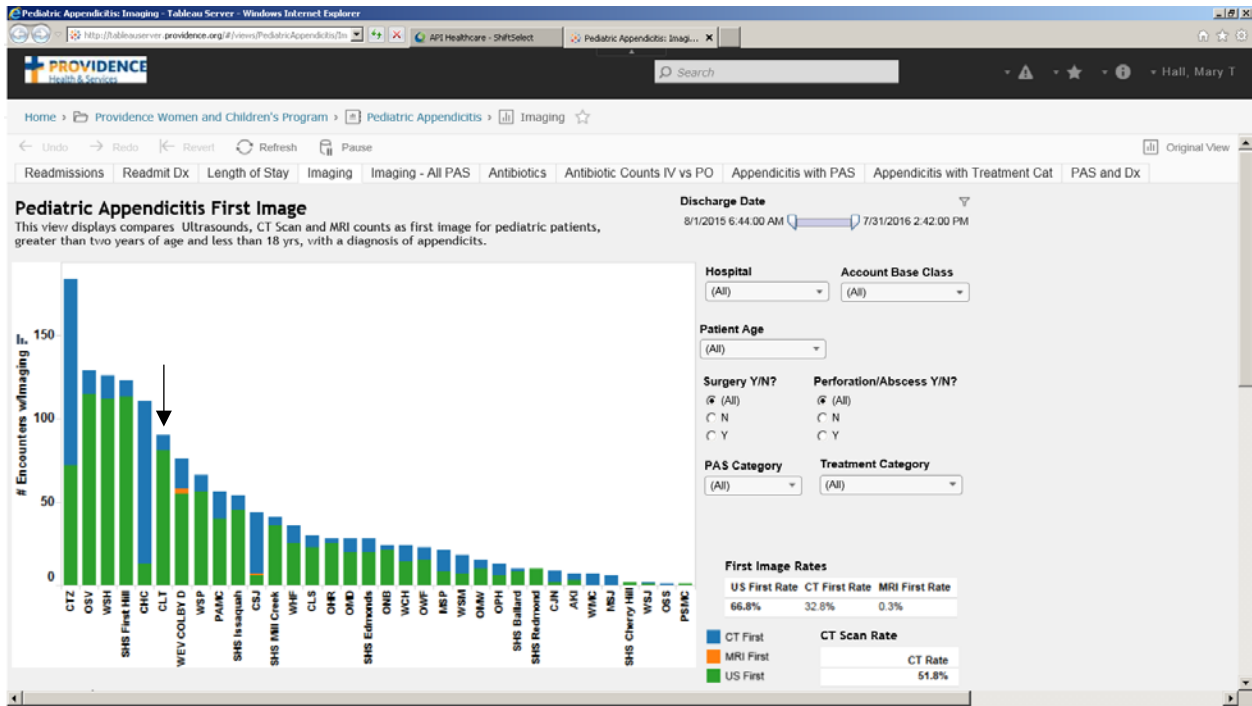
Additional emergency department data is monitored regarding daily capacity as well as our patient satisfaction scores. All major capacity metrics showed improvement from 2014 to 2015 demonstrating our continued commitment to flexibly manage and adapt to changing surge capacity.

PLCMMCT Indicators	2014	2015	% Difference
Diverted Runs	196	45	↓ 77%
Total Diversion Hours	691	181	↓ 82%
ED Saturation Closure	8.2%	2.1%	↓ 74%
Pt Satisfaction Loyalty Top Box	42.2%	65.3%	↑ 35%
Median Time to Pain Meds	119 Min	69 Min	↓ 42%
LWOT	2.07%	2.0%	↓ 3.5%

Table 6: 2015 was a year of significant improvement with all surge capacity metrics. This led to decreased LWOT's and an increase in Patient Satisfaction with respect to Loyalty demonstrated by the increase in top box chosen on Press-Ganey Surveys.

PLCMMCT Indicators	Year End Totals 2015
ED Total Patients Seen in 2015	78,961
Daily Average of Patients Seen	203.5
Total Pediatrics Patients Seen	14,661
Total Admission Rate	21%
Total Adult Admits	16,111
Total Pediatrics Admits	489
Adult Admit Percentage of Total	97.1%
Pediatrics Admit Percentage of Total	2.9%
Left Without Treatment	2.0%
Total Diversion %	2.1%
Total Boarding Hours	30,911
Total % PLCMMCT Admits from ED	71%

Table 7: PLCMMCT: Vital Statistics from 2015, the total patients increased by 5% from 2014 and the adult admissions again made up in excess of 97% of all admissions as LWOTs decreased. In addition, total diversion hour percentage dropped from an average in January of 18.3% to 0.1% while ED Boarding hours remained extremely high. Once Again, the Emergency Department continues to be the dominant contributor to hospital admissions at 71% of all admissions.



Graph 1: This graph demonstrates the pediatric appendicitis first image chosen by ESPMA physicians is ultrasound. This is in compliance with national consensus guidelines for imaging in pediatric patients with suspected appendicitis.

Summary Notes

- ❖ ESPMA has remained a proud and loyal emergency medicine group for the Providence Little Company of Mary Medical Center Torrance as well as the South Bay community for more than 20 years.
- ❖ ESPMA physicians are all Board Eligible or Board Certified in Emergency Medicine and are continually expanding their education and skills in order to practice the most advanced emergency medicine possible.
- ❖ ESPMA is honored to be part of the Independent Emergency Physicians Consortium (IEPC), an organization that promotes best clinical and business practices for independent emergency physician groups.
- ❖ ESPMA physicians are leaders within the community, the hospital and the medical staff and are active at the local, state and national levels.
- ❖ ESPMA has three American Board of Emergency Medicine Oral Board Examiners in their group who practice full time and administer the ABEM Oral Exam at least once per year to Emergency Medicine Residency Graduates.
- ❖ ESPMA has a rich tradition of charitable donation to the hospital specifically and the South Bay community in general.
- ❖ The majority of patients seen at Providence Little Company of Mary Medical Center Torrance receive some government subsidy for their care. A significant percentage of care delivered by ESPMA and PLCMMCT is uncompensated, and there continues to be an erosion of patients seen who have commercial insurance which presents a financial challenge.
- ❖ ESPMA has a robust discount program which resulted in \$136,000 in charity care and give back to patients for the 2015 fiscal year.
- ❖ The PLCMMCT Emergency Department remains the “front door” to the hospital with 71% of all admissions to the hospital coming through the emergency department. This results in the Emergency Department functioning as a major profit center for the hospital.
- ❖ In the Emergency Department patients are seen quickly when they arrive with our door to provider times at 26 minutes in 2015.
- ❖ ESPMA is constantly working to improve the quality metrics of our physicians and the Emergency Department.

Acknowledgements

Robert Chavez, MD compiled this report. Thank you for the input, data, editing and photographs provided by all of my fellow ESPMA physicians especially Drs. Jorge Vournas, William Conrad and Brad Baldrige. Thank you to PLCMMCT Clinical DSS Supervisor Margaret Monteleon for the hospital benchmarking data. Thanks to IEPC Administrative Assistant Arriella Lee and IEPC President Dr. Roneet Lev. A special thanks to Dr. Andrew Fenton, whose counsel and guidance were critical to the completion of this report.