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This comprehensive physician orientation guide includes some key information for you to know prior to practicing at Swedish Medical Center.

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Dear Provider:

As the President of the Medical Staff of Swedish Medical Center, I would like to welcome you as a new member of our staff and introduce you to the function, structure, and mission of the Medical Executive Committee (MEC).

At Swedish Medical Center, the MEC is comprised of medical staff officers, department chairs, and representatives from administration and nursing. Physicians initially join the MEC as department chairs. These positions allow staff members to gain leadership skills and a better appreciation of the dynamics of the hospital. Should they desire, these positions afford opportunity to advance in medical staff leadership positions.

The MEC is the chief policy-making and action committee for the medical staff. They meet monthly to review and respond to reports from hospital departments and committees. The MEC works in close collaboration with hospital administration to oversee all of the functions performed by the medical staff. We are responsible for assuring high standards of patient care to the HealthONE Board of Trustees.

The mission of the MEC is multifocal. Foremost, we strive to preserve and continually enhance the quality and safety of patient care at Swedish Medical Center. The MEC also endeavors to develop initiatives that allow Swedish to remain on the cutting edge of medical treatment and to adapt and excel in response to the ever-changing external forces that affect hospital-based patient care and physician practice. Importantly, it is our duty to support members of our medical staff and serve as a liaison between physicians and hospital administration. We believe the engagement of the medical staff is critical in achieving these goals. Your contributions are vital to shaping change and cultivating a practice environment in which physicians thrive and patient care is optimized.

As your physician representatives, we are available to discuss any concerns or suggestions you might have. You may contact us through the medical staff office where Rebecca Lacey, Medical Staff Director, will direct you to me or another more appropriate medical staff officer. Rebecca can be reached at Rebecca.Lacey@HealthONEcares.com. I welcome you to our medical staff.

Sincerely,

Herbert “Tom” Thomas, MD
President of the Medical Staff
Medical Executive Committee

Herbert “Tom” Thomas, MD  
President  
Orthopedics  
303.789.2663

Mark Kozlowski, MD  
President-Elect  
Chair, Credential Committee  
Emergency Medicine  
303.788.6404

Patty Howell, MD  
Immediate Past President  
& QMEC Chair  
Internal Medicine  
303.321.9700

Brad Winslow, MD  
Chair, Family Medicine Dept.  
Family Medicine  
303.788.3100

Ira Chang, MD  
Chair, Internal Medicine Dept.  
Neurology  
303.781.4485

D. Sue Slone, MD  
Chair, Surgery Dept.  
Trauma  
303.788.6587

Nancy Germer, MD  
Chair, Women’s & Children’s Dept.  
Obstetrics  
303.781.5299

Jeanne Seibert, MD  
Chair, Hospital Professional Review Committee  
Internal Medicine  
303.788.4662
# 2013 Medical Executive Committee

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Email/Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Dr. Tom Thomas</td>
<td><a href="mailto:hjtors@aol.com">hjtors@aol.com</a> 303.789.2663</td>
</tr>
<tr>
<td>President-Elect,</td>
<td>Dr. Mark Kozlowski</td>
<td><a href="mailto:mark.kozlowski@healthonecares.com">mark.kozlowski@healthonecares.com</a> 303.788.6404</td>
</tr>
<tr>
<td>Immediate Past President,</td>
<td>Dr. Patty Howell</td>
<td><a href="mailto:pattydeltufo@mac.com">pattydeltufo@mac.com</a> 303.321.9700</td>
</tr>
<tr>
<td>QMEC Chair</td>
<td>Dr. Brad Winslow</td>
<td><a href="mailto:bradford.winslow@healthonecares.com">bradford.winslow@healthonecares.com</a> 303.788.3100</td>
</tr>
<tr>
<td>Family Medicine Chair</td>
<td>Dr. Ira Chang</td>
<td><a href="mailto:irachangmd@gmail.com">irachangmd@gmail.com</a> 303.781.4485</td>
</tr>
<tr>
<td>Surgery Chair</td>
<td>Dr. D. Sue Slone</td>
<td><a href="mailto:sue.slone@healthonecares.com">sue.slone@healthonecares.com</a> 303.788.5300</td>
</tr>
<tr>
<td>Women’s &amp; Children’s Chair</td>
<td>Dr. Nancy Germer</td>
<td><a href="mailto:njgermer@aol.com">njgermer@aol.com</a> 303.781.5299</td>
</tr>
<tr>
<td>HPRC Chair</td>
<td>Dr. Jeanne Seibert</td>
<td><a href="mailto:jseibert@rmi.net">jseibert@rmi.net</a> 303.788.4662</td>
</tr>
<tr>
<td>FAMILY MEDICINE DEPARTMENT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chair</td>
<td>Dr. Brad Winslow</td>
<td><a href="mailto:bradford.winslow@healthonecares.com">bradford.winslow@healthonecares.com</a> 303.788.3100</td>
</tr>
<tr>
<td>Assistant Chair</td>
<td>Dr. Michale Erlandson</td>
<td><a href="mailto:michael.erlandson@healthonecares.com">michael.erlandson@healthonecares.com</a> 303.788.3100</td>
</tr>
<tr>
<td>MEDICINE DEPARTMENT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chair</td>
<td>Dr. Ira Chang</td>
<td><a href="mailto:irachangmd@gmail.com">irachangmd@gmail.com</a> 303.781.4485</td>
</tr>
<tr>
<td>Assistant Chair</td>
<td>Dr. Erik Pieramici</td>
<td><a href="mailto:pieramici@yahoo.com">pieramici@yahoo.com</a> 303.788.8888</td>
</tr>
<tr>
<td>SECTIONS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cardiology</td>
<td>Dr. Ira Dauber</td>
<td><a href="mailto:irad@southdenver.com">irad@southdenver.com</a> 303.744.1065</td>
</tr>
<tr>
<td>Critical Care Medicine</td>
<td>Dr. Mary Laird Warner</td>
<td><a href="mailto:mwarner@sdpapc.com">mwarner@sdpapc.com</a> 303.788.8500</td>
</tr>
<tr>
<td>Emergency Medicine</td>
<td>Dr. Dylan Luyten</td>
<td><a href="mailto:dluyeten@mac.com">dluyeten@mac.com</a> 303.436.2727</td>
</tr>
<tr>
<td>Gastroenterology</td>
<td>Dr. Erik Pieramici</td>
<td><a href="mailto:pieramici@yahoo.com">pieramici@yahoo.com</a> 303.788.8888</td>
</tr>
<tr>
<td>Hospitalist</td>
<td>Dr. Gary Breen</td>
<td><a href="mailto:garybreen@hotmail.com">garybreen@hotmail.com</a> 303.781.8439</td>
</tr>
<tr>
<td>Internal Medicine</td>
<td>Dr. Chris Courtney</td>
<td><a href="mailto:popcourt1965@gmail.com">popcourt1965@gmail.com</a> 303.788.7430</td>
</tr>
<tr>
<td>Neurology</td>
<td>Dr. Judd Jensen</td>
<td><a href="mailto:jensenjudd@gmail.com">jensenjudd@gmail.com</a> 303.781.4485</td>
</tr>
<tr>
<td>Oncology</td>
<td>Dr. Lillian Klancar</td>
<td><a href="mailto:lilly@oncology.md">lilly@oncology.md</a> 303.788.8675</td>
</tr>
<tr>
<td>Physical Medicine/Rehab</td>
<td>Dr. Elena Draznin</td>
<td><a href="mailto:elenadraznin@comcast.net">elenadraznin@comcast.net</a> 303.788.4106</td>
</tr>
<tr>
<td>Psychiatry</td>
<td>Dr. Jason Richter</td>
<td><a href="mailto:jrichtermd@aol.com">jrichtermd@aol.com</a> 303.667.1804</td>
</tr>
<tr>
<td>Pulmonology</td>
<td>Dr. Michelle Bentz</td>
<td><a href="mailto:beutzm@njhealth.org">beutzm@njhealth.org</a> 303.788.8500</td>
</tr>
<tr>
<td>Radiology</td>
<td>Dr. Matthew Fleishman</td>
<td><a href="mailto:matt.fleishman@riaco.com">matt.fleishman@riaco.com</a> 303.788.6639</td>
</tr>
<tr>
<td>SURGERY DEPARTMENT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chair</td>
<td>Dr. D. Sue Slone</td>
<td><a href="mailto:sue.slone@healthonecares.com">sue.slone@healthonecares.com</a> 303.788.5300</td>
</tr>
<tr>
<td>Assistant Chair</td>
<td>Dr. Brian Willoughby</td>
<td><a href="mailto:brian@eyesandface.com">brian@eyesandface.com</a> 303.320.5700</td>
</tr>
<tr>
<td>SECTIONS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anesthesia</td>
<td>Dr. Ron Ellis</td>
<td><a href="mailto:rellis@sdpapc.com">rellis@sdpapc.com</a> 303.761.5646</td>
</tr>
<tr>
<td>Dental</td>
<td>Dr. Kevin Patterson</td>
<td><a href="mailto:drp@dmoms.com">drp@dmoms.com</a> 303.321.0333</td>
</tr>
<tr>
<td>General Surgery</td>
<td>Dr. Eric Kortz</td>
<td><a href="mailto:eok1601@comcast.net">eok1601@comcast.net</a> 303.789.1877</td>
</tr>
<tr>
<td>Neurosurgery</td>
<td>Dr. J. Paul Elliott</td>
<td><a href="mailto:pelliott@coloradoneurosurgery.com">pelliott@coloradoneurosurgery.com</a> 303.783.8844</td>
</tr>
<tr>
<td>Ophthalmology</td>
<td>Dr. William Richheimer</td>
<td><a href="mailto:billrichheimer@yahoo.com">billrichheimer@yahoo.com</a> 303.482.1300</td>
</tr>
</tbody>
</table>
### 2013 Medical Executive Committee

<table>
<thead>
<tr>
<th>Specialty</th>
<th>Name</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orthopedics</td>
<td>Dr. John Woodward</td>
<td><a href="mailto:jkwoodward@aol.com">jkwoodward@aol.com</a></td>
<td>303.789.2663</td>
</tr>
<tr>
<td>Pathology</td>
<td>Dr. Jeff Truell</td>
<td><a href="mailto:jeffrey.truell@healthonecares.com">jeffrey.truell@healthonecares.com</a></td>
<td>303.788.6130</td>
</tr>
<tr>
<td>Plastic Surgery</td>
<td>Dr. Terrance Murphy</td>
<td><a href="mailto:tmurphy@murphyplasticsurgery.com">tmurphy@murphyplasticsurgery.com</a></td>
<td>303.788.8400</td>
</tr>
<tr>
<td>Trauma Service</td>
<td>Dr. D. Sue Slone</td>
<td><a href="mailto:sue.slone@healthonecares.com">sue.slone@healthonecares.com</a></td>
<td>303.788.5300</td>
</tr>
<tr>
<td>Urology</td>
<td>Dr. Barrett Cowan</td>
<td><a href="mailto:b.cowan@uradenver.com">b.cowan@uradenver.com</a></td>
<td>303.733.8848</td>
</tr>
</tbody>
</table>

### WOMEN’S and CHILDREN’S DEPARTMENT

<table>
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<tr>
<th>Role</th>
<th>Name</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department Chair</td>
<td>Dr. Nancy Germer</td>
<td><a href="mailto:njgermer@aol.com">njgermer@aol.com</a></td>
<td>303.781.5299</td>
</tr>
<tr>
<td>OBGYN Section Chair</td>
<td>Dr. Michael Frand</td>
<td><a href="mailto:mfrand@yahoo.com">mfrand@yahoo.com</a></td>
<td>303.972.7337</td>
</tr>
<tr>
<td>Department Assistant Chair</td>
<td>Dr. Michael Frand</td>
<td><a href="mailto:mfrand@yahoo.com">mfrand@yahoo.com</a></td>
<td>303.972.7337</td>
</tr>
<tr>
<td>Chair, Pediatrics Section Chair</td>
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ID Badge
Please stop by the human resources office to get your ID badge. You will need to provide a government-issued ID card (current driver’s license, military card, passport). The provider lounge, parking lot and many clinical areas are accessible by swiping your ID badge. Additionally, your ID badge must be worn when on the campus for security and safety purposes.

Medical Staff Lounge
The Medical Staff lounge is located on the first floor of the main hospital by the tower elevators. Also, breakfast is served at 7am-10am; salad bar is 10:30am-2pm; hot lunch buffet is 11am-2pm, Monday through Friday.

Medical Records Dictation
For dictation instructions and other related information, please call 303.788.6240.

Meditech/Computer Access
The Physician Support Coordinator is available to assist you for all of your IT and Meditech needs. To set up your computer access, please call 303.584.2012
There are multiple parking lots and parking ramps available where physicians may park. You will receive detailed parking information when you receive your badge. All provider parking is badge access only.
The mission of Swedish Medical Center is to provide compassionate, high-quality patient care that meets the caring and cost-effective expectations of our patients, physicians, employees and volunteers, and to preserve and strengthen the Swedish tradition of community service.

Swedish Memorable Care

Our goal is to create a culture of excellence in which we aspire to be the best at delivering clinical care and exceptional service while fostering an environment that satisfies and even exceeds the expectations of our patients, employees and physicians.

By doing so, we believe we will create a “positive, memorable experience” for all those who come into contact with Swedish – most importantly, for our patients who entrust us with their care.

About Swedish Medical Center

Swedish Medical Center, a Level I Trauma Center, serves as the region’s referral center for neurotrauma and is a recognized leader in the treatment of stroke. An acute care hospital with 368 licensed beds, Swedish is located in the south metro Denver area in Englewood, CO, where it has been a proud member of the community for more than 100 years.

Our staff is at the heart of delivering on our promise of Swedish Memorable Care. As a respected medical provider, Swedish offers patients the highest quality care and the most advanced technologies and treatments in nearly every medical specialty. Recognized by the patients we treat every day, we are a four-time winner of the National Research Corporation Consumer Choice Award.
In 2012, Swedish Medical Center received many awards, recognitions and certifications around quality achievements. Our cardiovascular services, oncology care and laboratory accomplished new certifications, but possibly the most notable of all is our new designation, by the Joint Commission, as the FIRST Comprehensive Stroke Center in both Colorado and the Rocky Mountain Region. This new level of certification recognizes the advanced technology, staff and training that comprehensive stroke centers must have to provide state-of-the-art complex stroke care and is a result of staff and physicians working closely together.

Governor John Hickenlooper took time to comment on our achievements by saying, “Colorado takes great pride in recognizing Swedish Hospital’s status as a comprehensive stroke Center. Efforts like these go a long way to giving Coloradans the best possible medical treatment and to making our state the healthiest in the country.”

We continued our quest in 2013 for quality, outstanding patient outcomes and providing the best medical treatment with more Joint Commission surveys in cardiovascular and oncology services. Upon achieving these certifications, Swedish Medical Center will again be named the first, the only or among an elite few for offering specialized, exceptional service to the patients in our community and beyond.

We are proud of our services, our staff, our technology and most of all, the daily contributions made by our organization that reinforce our quality initiatives and attention to patient care. Every one of our staff, working together to create memorable care, is what drives our community to say “Take me to Swedish!”

Mary M. White, CEO
Swedish Medical Center

Cardiovascular Services
- **Awarded Gold** by the American Heart Association for “Get with the Guidelines” in Heart Failure
- **Awarded Gold** by the American Heart Association for Mission: Lifeline – MI Care

Trauma Prevention
- Swedish Trauma Prevention services collaborated with CDPHE to become the exclusive regional trainers for the “Stepping On” fall prevention program.

Imaging
- Obtained ACR accreditation for our three MRI machines in 2012
- Purchased new functional MRI system to help with pre-surgical planning for our neurosurgical patients
- Opened a new outpatient radiology suite in MOB 601 in February 2012. This new OP area allows SMC to provide outpatient imaging services for CT, MRI, US, and X-ray to our customers in a more convenient location outside of the main hospital. Our overall patient perception scores have been in the top quartile for HCA since opening the new department.
SWER
SWER celebrated its 7th year providing emergency care to South Jefferson County. During that time we have treated more than 145,000 patients, of that number 36,000 were children; admitted almost 10,000 patients to Swedish and saved countless lives.

HIM
Successfully transitioned from paper to electronic medical records through the hCare Portal/HPF Transition

Women’s
Recognized for our initiatives and success in breast feeding support on Family Care with the Colorado Can Do 5 – Breastfeeding Success award.

Chaplain
Pastoral Care & Education underwent its 10-Year Accreditation Review with ACPE (Association for Clinical Pastoral Education), which is accredited by the US Department of Education. The review included a Site Team visit. Though we await the final report from the ACPE Accreditation Commission, the Site Team found us as an ACPE Center “in full compliance with all ACPE Accreditation Standards.”

Family Residency
Successful implementation of a new electronic medical records system - eClinical Works!
Celebrated the Graduation of Six Residents:
  • Kaeli Caldwell, MD, OB fellowship, University of Utah
  • Laura McCormick, MD, Family Medicine Clinic, Littleton, CO
  • Vernesha Montgomery, MD, Peakview Clinic (community health center), Colorado Springs, CO
  • Lisa Nguyen, MD, Whole Family Health, Lakewood, CO
  • Ashleigh Sartor, MD, Altitude Family Medicine, Littleton, CO
  • Brianna Seefeldt, DO, Whole Family Health, Lakewood, CO

PNPC
  • Nurses Day: Nurses were recognized by their peers at the annual awards and luncheon. Swedish also hosted a research Symposium in collaboration with Craig Hospital in addition to several educational mini-series lectures.

Physicians
  • Doctors’ Day: 18 Physicians were recognized by hospital staff to win awards across 14 different categories. The winners were honored at the annual Doctors’ Day luncheon.
  • Peak Performers 2012: The Peak Performers Awards recognize clinical excellence among hospitalists, physician subspecialist, nurses, pharmacists, nurse practitioners and physician assistants. Peak Performers were honored in front of over 650 colleagues during a special ceremony at the 2012 Rocky Mountain Hospital Medicine Symposium. Swedish Medical Center was proud to have 15 people recognized at this event.
  • 5280: Swedish Medical Center was proud to have 62 physicians named across 43 different specialties.

Neurosciences
Through the collaboration of many departments, physicians, surgeons and staff at Swedish Medical Center, we successfully achieved the Comprehensive Stroke Center certification from the Joint Commission. This makes Swedish the first in Colorado and the Rocky Mountain Region and the 14th in the nation to receive this certification.

Orthopedics
  • The new, state-of-the-art Swedish Orthopaedic Center was opened for all total joint and other orthopedic patients. This is currently the most technologically-advanced, fully-integrated orthopedic OR in the region.
· The Better Bones: Fragility Fracture Program was officially launched to help better diagnose and treat patients coming into Swedish with geriatric hip fractures. Swedish treats more hip fractures than any other facility in the Rocky Mountain Region and we are very proud of the quality we provide these patients.

**Emergency Department**

In order to better serve patients coming into the Emergency Department, we established the “Ortho Rapid Access” program as well as the “GI Rapid Access” program to ensure patients are seen within 24 hours by an appropriate specialist. This required securing block times with practices to guarantee appointments for patients and has resulted in higher satisfaction scores and retention of these patients.

**EMS**

Dennis Edgerly was awarded the 2012 Unsung Hero’s Award by The National Association of EMS Educators. Dennis is a Paramedic Education Coordinator and is passionate about teaching. “He isn’t just concerned with a student passing a class, it is vital to him that the student leaves the program with the necessary skills, knowledge and abilities to be a successful patient advocate while delivering the best possible emergency medical care,” said Patricia Tritt, RN, MA.

**Cardiac Alert to Cath Lab Direct**

Working together with EMS Swedish Medical Center has dramatically reduced the door to balloon time for heart attack patients and thus improved outcomes. By timing EMS response and sending patients directly up to the Cath Lab, the most amazing time of 2012 was twelve minutes, achieved by Denver Health EMS.

**Oncology**

Swedish Medical Center has been granted a three-year/full accreditation designation by the National Accreditation Program for Breast Centers (NAPBC), a program administered by the American College of Surgeons. Accreditation by the NAPBC is only given to those centers that have voluntarily committed to provide the highest level of quality breast care and that undergo a rigorous evaluation process and review of their performance.

**Minimally Invasive**

The HealthONE Center for Robotics at Swedish was developed this year with the purchase of a brand new Da Vinci SI robot. We are currently the leader in the region in robotic GYN ONC procedures and the only program to offer robotic Bariatric procedures. This program will continue to expand in 2013 into new service lines and procedures.

**Multi Trauma**

To accommodate a growing unit and changes at the facility, the Multi Trauma unit moved from the 4th floor to the 6th floor of the hospital. This unit continues to be a very high-performing unit accommodating a wide range of patients from the community.

**Laboratory**

The Swedish Medical Center Laboratory received accreditation with the College of American Pathologists (CAP). CAP is the major accrediting organization that licenses and oversees most of the major hospitals and stand alone laboratories within the United States. These inspections occur every two years. Swedish Laboratory’s 2012 review results were excellent.

**Ending the Wait**

Donor Alliance, the organ procurement organization in Colorado, awarded Swedish with the Ending the Wait award. This is the fourth year Swedish has been recognized for their contribution to saving lives through organ, eye and tissue donation.
Spirit of Women

Swedish Medical Center became the exclusive Spirit of Women partner in the greater Denver Metro area. This partnership recognizes women as the key decision makers in the home when it comes to health and wellness and strives to educate and empower this key demographic through community seminars and programs. This program will roll out to the community in 2013 with a call to action: It’s YOUR health, take ACTION!

Aurora Theater Shooting

Proud to have helped a total of four victims from the Aurora Theater shooting July 20, 2012, Swedish Medical Center staff came together in a great moment of tragedy to serve our community. The actions of staff throughout the hospital were compassionate and set an example of what true care is all about. Thank you.

Swedish Medical Center Quality Achievements*

Cardiac
- Ranked Among Top 10 In Colorado for Overall Cardiac Services
- Ranked Among the Top 10 in Colorado for Cardiac Surgery
- Ranked Among the Top 10 in Colorado for Cardiology Services
- Five-Star Recipient for Valve Surgery
- Five-Star Recipient for Treatment of Heart Failure for 2 Years in a Row

Orthopedic
- Ranked Among the Top 10 in Colorado for Spine Surgery
- Five-Star Recipient for Back and Neck Surgery

Neurosciences
- Ranked among the Top 5% in the Nation for Neurosciences for 2 Years in a Row
- Ranked Among the Top 5% in the Nation for Treatment of Stroke
- Ranked #1 in Colorado for Neurosciences for 2 Years in a Row
- Ranked #1 in Colorado for Neurosurgery for 2 Years in a Row

Pulmonary
- Five-Star Recipient for Treatment of Pneumonia

Gastrointestinal
- Five-Star Recipient for Treatment of Pancreatitis

Critical Care
- Five-Star Recipient for Treatment of Sepsis

GYN Surgery
- Ranked Among the Top 5% in the Nation for Gynecologic Surgery for 2 Years in a Row
- Ranked #1 in CO for Gynecologic Surgery for 2 Years in a Row
- Five-Star Recipient for Gynecologic Surgery for 2 Years in a Row
- Five-Star for Treatment of Stroke for 3 Years in a Row

* Quality Awards determined and awarded by HealthGrades.
Swedish, a Level I Trauma Center, offers many distinct Centers of Excellence:

- Cancer Care Center
- Emergency Services
- The Heart Center
- Neurosciences, including The Stroke Center
- Orthopedic Services
- Spine Program
- Trauma Center
- Women and Children’s Services
- Advanced Imaging

HealthONE Access Center

Access HealthONE is a ONE-STEP process for transfers and consultations to/from HealthONE hospitals. The number is 1.888.RX.ONESTEP or 1111 from any HealthONE facility.

One call to our new Access HealthONE call center will provide a one-step process to admit or transfer a patient and have a conversation or consultation with another clinician. This service can also be used to contact or consult AirLife Denver, the HealthONE emergency transport service or for any patient transport needs.
Administration

Mary White
Chief Executive Officer

Kari Goerke
Chief Nursing Officer

Dan Miller
Chief Operating Officer

Kathy Ashenfelter
Chief Financial Officer
Administrative Directory

**Leadership**

Mary White, CEO  
mary.white3@healthonecares.com  303.788.6227

Dan Miller, COO  
daniel.miller@healthonecares.com  303.788.8351

Kari Goerke, CNO  
karleen.goerke@healthonecares.com  303.788.8436

Kathy Ashenfelter, CFO  
kathryn.ashenfelter@healthonecares.com  303.788.6277

**Administration**

David Donaldson, Assistant VP Radiology & ACU  
david.donaldson@healthonecares.com  303.788.6963

Paula Grassmick, Assistant Chief Nursing Officer  
paula.grassmick@healthonecares.com  303.788.4027

Alejandra Harvey, Associate Administrator  
alejandra.harvey@hcahealthcare.com  303.788.2940

Lisa Morris, Vice President of Human Resources  
lisa.morris@healthonecares.com  303.788.6350

Carol Mumford, Assistant VP Radiation Oncology, Gamma Knife, Neurodiagnostics, Sleep Lab, Oncology  
carol.mumford@healthonecares.com  303.788.6167

Nicole Williams, Assistant VP Marketing & PR  
nicole.williams@helathonecares.com  303.788.5944

Lisa Ruiz, VP Physicians Services & Strategy  
lisa.ruiz@healthonecares.com  303.788.4644

**Provider Services**

Al Gawthrop, Physician Relations Manager  
alfred.gawthrop@healthonecares.com  303.788.6252

Rebecca Lacey, Medical Staff Director  
rebecca.lacey@healthonecares.com  303.788.8868

Pat Mauro, Medical Staff Credentials Coordinator  
pat.mauro@healthonecares.com  303.788.8838

Sean Young, Surgical Physician Relations Manager  
sean.young@healthonecares.com  303.788.5372
## Service Line Directors

<table>
<thead>
<tr>
<th>Service Line</th>
<th>Director</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical Care Unit</td>
<td>Ann Randall</td>
<td><a href="mailto:ann.randall@healthonecares.com">ann.randall@healthonecares.com</a></td>
<td>303.788.4185</td>
</tr>
<tr>
<td>Emergency Dept</td>
<td>Vicki Owens</td>
<td><a href="mailto:victoria.owens@healthonecares.com">victoria.owens@healthonecares.com</a></td>
<td>303.788.6272</td>
</tr>
<tr>
<td>General Surgery, Bariatrics</td>
<td>Bert Bertapelle</td>
<td><a href="mailto:andrew.bertapelle@healthonecares.com">andrew.bertapelle@healthonecares.com</a></td>
<td>303.788.4021</td>
</tr>
<tr>
<td>L&amp;D, Family Care, Well-baby Nursery, Admission Nursing, Perinatal Resource Center &amp; Women's Health Education, ICN, Pediatrics, PICU</td>
<td>Stacy Kreil</td>
<td><a href="mailto:stacy.kreil@healthonecares.com">stacy.kreil@healthonecares.com</a></td>
<td>303.788.6215</td>
</tr>
<tr>
<td>Medicine/Oncology (10th) 6 Medical, 5 East</td>
<td>Joanne Ginley</td>
<td><a href="mailto:joanne.ginley@healthonecares.com">joanne.ginley@healthonecares.com</a></td>
<td>303.788.5224</td>
</tr>
<tr>
<td>Medicine/Oncology (10th) 6 Medical, 5 East</td>
<td>Kathie Wells</td>
<td><a href="mailto:kathie.wells@healthonecares.com">kathie.wells@healthonecares.com</a></td>
<td>303.788.6104</td>
</tr>
<tr>
<td>MTU (Multi-Trauma Unit)</td>
<td>Kim Smith</td>
<td><a href="mailto:kimberly.smith2@healthonecares.com">kimberly.smith2@healthonecares.com</a></td>
<td>303.788.4042</td>
</tr>
<tr>
<td>Neurology, Spine</td>
<td>Tracy Sharpnack</td>
<td><a href="mailto:tracy.sharpnack@healthonecares.com">tracy.sharpnack@healthonecares.com</a></td>
<td>303.788.4676</td>
</tr>
<tr>
<td>PCU</td>
<td>Margie Campbell</td>
<td><a href="mailto:margie.campbell@healthonecares.com">margie.campbell@healthonecares.com</a></td>
<td>303.788.8809</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>Fred Glogiewicz</td>
<td><a href="mailto:frederick.glogiewicz@hcahealthcare.com">frederick.glogiewicz@hcahealthcare.com</a></td>
<td>303.788.8796</td>
</tr>
<tr>
<td>PT/OT/Speech Therapies/Wound Care &amp; Rehab</td>
<td>Erika Kaye</td>
<td><a href="mailto:erika.kaye@healthonecares.com">erika.kaye@healthonecares.com</a></td>
<td>303.788.5616</td>
</tr>
<tr>
<td>Respiratory Therapy</td>
<td>Lonnie Martinez</td>
<td><a href="mailto:lonnie.martinez@hcahealthcare.com">lonnie.martinez@hcahealthcare.com</a></td>
<td>303.788.6230</td>
</tr>
</tbody>
</table>
Main Hospital ........................................ 303-788-5000
Administration ...................................... 303-788-6484
Admissions ........................................... 303-788-6433
AirLife ................................................... 303-788-5251
Cardiac Cath Lab ..................................... 303-788-4130
Cardiac Testing (Inpatient) ......................... 303-788-6340
Cardiac Testing (Outpatient) ....................... 303-788-5100
Case Management .................................... 303-788-6855
Emergency Department ............................. 303-788-6911
Environmental Services ............................ 303-788-2677
Food and Nutrition Services ....................... 303-788-8831
G.I. Lab/Minor Procedures ......................... 303-788-6886
GYN Surgery ......................................... 303-788-6214
Human Resources .................................... 303-788-6060
Infusion Center ....................................... 303-788-4244
Interventional Radiology ......................... 303-788-4444
Laboratory ............................................ 303-788-6910
Medical Library ...................................... 303-788-6617
Medical Records .................................... 303-788-4340
Medical Staff Services ............................ 303-788-8838
Neurodiagnostic Lab ............................... 303-788-6930
Nursing Administration (Nursing Supervisor pager) . 303-788-5509
Outpatient Rehabilitation (Bronco Sports Medicine) ..................... 303-788-6220
Pharmacy (Inpatient) ............................... 303-788-4020
Pharmacy (Outpatient @499 E Hampden) ......... 303-788-8776
Pre-admit Clinic ..................................... 303-788-6009
Public Affairs Pager .............................. 303-788-7170
Quality Management .............................. 303-788-4807
Radiation Oncology ................................ 303-788-5880
Radiology ............................................. 303-788-6080
Transcription ........................................ 303-788-6240
Wellness Center ..................................... 303-788-6837
Wound and Ostomy Center ......................... 303-788-6646
RAPID RESPONSE TEAM

For staff: 303-788-2688
For patients/families: 303-788-5555

SCHEDULING

Cardiac Testing: 303-788-5100
Central Scheduling: 303-788-5444
CT (Inpatient): 303-788-5444
CT (Outpatient): 303-788-5444
MRI: 303-788-5444
Nuclear Medicine: 303-788-5444
Therapy (Acute): 303-788-4651
Surgery
Main OR/SASC/PACU: 303-788-6897
GYN OR: 303-788-5092

NURSING UNITS

Third Floor  Critical Care Unit (CCU)
Pod A Rm 30-39: 303-788-4110
Pod B Rm 40-49: 303-788-4120
Pod C Rm 70-79: 303-788-4180
Pod D Rm 60-69: 303-788-4190

Fourth Floor
CCU Pod E Rm 4900: 303-788-4900
Acute Rehabilitation Unit Rm 4404-4476: 303-788-6741
Ambulatory Care Unit (ACU): 303-788-5353
Multi-Trauma Unit (MTU) Rm 4100, 4200: 303-788-6410
Progressive Care Unit (PCU) Rm 4700-4800: 303-788-4700

Fifth Floor
Family Care (Postpartum) Rm 5133-5200: 303-788-6500
5 East Rm 5400: 303-788-6545
Intensive Care Nursery (NICU): 303-788-6515
Labor & Delivery Rm 5700: 303-788-6200
Pediatrics Rm 5115-5126: 303-788-6505
Perinatal Center: 303-788-6550
PICU Rm 5500: 303-788-7428
Well baby Nursery: 303-788-6507
Sixth Floor
Medical Rm 6267-6276, 6111-6125 ............... 303-788-6600
6 West (MTU) Rm 6133-6148 ..................... 303-788-6640
6 South / Orthopedics Rm 6300 ............... 303-788-3600

Seventh Floor
Spine Rm 7100-7200 .............................. 303-788-6700
7 South / Neurosciences Rm 7300 ................ 303-788-3700

Eighth Floor / General Surgery .................. 303-788-6800
Ninth Floor / Medical/Tele ........................ 303-788-6900

Tenth Floor / Oncology Rm T-100 - T200 .............. 303-788-6100
Culture of Excellence: The Medical Staff

Swedish Medical Center is a well-recognized leader of health care in Colorado. Patients who seek the best in medical care, come here. Physicians, nurses and other caregivers who want to practice the best medical care, come here. Hence, we all come here for the same reason: in search of excellence. Achieving excellent requires our best daily effort, adaptation to constant change and application of the most advanced technology available. Practicing in such an environment is exciting and challenging, albeit demanding.

In an effort to “raise the bar,” as a Medical Staff we must actively work to develop a culture characterized by the highest level of respect, communication, integrity, teamwork, safety and professionalism. We know that much of the following will be self-evident. However, the Medical Executive Committee would like all Medical Staff members to consider these culture traits and be proactive in fostering a Culture of Excellence.

Culture of Respect

- We will respect all individuals in the Swedish Medical Center community including patients, colleagues, nurses and all caregivers, as well as all hospital staff and administrators.
- We recognize that each individual is valued in their contribution to the care of our patients and the function of the hospital.
- We will act in a courteous manner as this conveys our respect for each other and provides an atmosphere that enhances performance and ultimately the quality and safety of our patients care. Our attitudes and behaviors toward patients and staff must be free of prejudice and full of respect for the dignity of each individual.

Culture of Communication

- We will make every effort to communicate information clearly and empathetically to our patients and families regarding their diagnosis, medical care and recommendations.
- We will discuss patient information in a confidential manner with our colleagues and hospital staff.
- Whenever possible consultations should be communicated directly between physicians to clarify the purpose of the consultation and expedite care of the patient.
- We will praise our staff and colleagues often and openly, while criticizing only in private.
- We believe no one should be subjected to a demeaning confrontation. Differences in perception of situations should be discussed calmly with a goal to achieve clarification and resolution.

Culture of Integrity

- We recognize our relationships with patients are based on trust and that honest and open communication is inherent to that relationship.
- We are aware that our profession affords us unique access to intensely personal information, which we will accurately record and share confidentially only when appropriate.
- We will act honorably in our relationships with staff, colleagues and in our practices. If we are aware of compromised quality in patient care, we will take the appropriate actions to rectify the issue.
Culture of Excellence: The Medical Staff

Culture of Team Work
- We recognize that as physicians we are part of a team of health care providers that must work together for the benefit of our patients. As physicians we have the leadership role but realize it takes many highly trained nurses, other caregivers, administrative and support staff to deliver care of the highest quality.
- We will strive to promote a team approach to achieve total patient care.
- We will seek and recognize the contributions of all team members as they have unique, specialized skills and experience that we do not have and our patients need.

Culture of Safety
- We recognize it is the responsibility of all Swedish Medical Center staff to provide a safe environment for patient care.
- We will support and participate in patient care safety initiatives.
- We will encourage, accept and praise communication from team members, which enhances patient safety.

Culture of Professionalism
- Members of the Swedish Medical Staff will adhere to the highest ethical standards, both professionally and personally.
- We accept that as physicians we are viewed as role models within the health care community and we are representatives of Swedish Medical Center. We maintain a professional appearances and demeanor when interacting with patients.
- We actively pursue education to advance our clinical competence and participate in the education of others.

By embracing a culture of respect, communication, integrity, teamwork, safety and professionalism, the Medical Staff can create and foster a Culture of Excellence at Swedish Medical Center that exceeds our expectations and those of our patients.

Medical Staff Expectations

1. Provide the highest quality care using best scientific evidence
2. Use best practice protocols
3. Use standardized order forms
4. Support Core Measures
5. National Patient Safety Goals
6. Infection Control
7. Professional Practice Evaluation
   a. Ongoing (OPPE)
   b. Focused (FPPE)
The Medical Staff Committees

Provider Referral

The HealthONE Provider Referral Service Program is a free service for HealthONE affiliated physicians. The service allows consumers the ability to search for a physician by name, specialty, location, areas of expertise, and more.

The service is available 24 hours a day, seven days a week via all HealthONE hospital websites, including HealthONEcares.com, and through the HealthONE call center, 1-877-HealthONE. The call center will even connect the consumer directly to the physician's office to make an appointment. The forms are included in new applicant packets; however, please contact the Medical Staff Office if you need a form.

Medical Staff Library

Services include:
- Literature Search
- Journal Article Request
- Books and Journals
- Circulation Computer Workstations
- Print / Copy / Fax / Scan

Physician Hospital Organization

The on-site PHO manager is Peggy O'Bryan-Johnson. Peggy oversees the Swedish Medical Group, a not-for-profit Physician Hospital Organization affiliated with HealthONE/Swedish Medical Center. This group represents two membership classes: Primary Care Physicians and Specialty Care Physicians.

The primary goal is to identify issues affecting the viability of physician practices and provide opportunities to increase revenue and decrease overhead expenses through programs and services offered by Swedish Medical Group. In addition, Swedish Medical Group serves as an advocate for its physician members and provides a voice to the independent physician practice with managed care organizations, networks, and insurance companies.

Feel free to contact Peggy at margaret.o'bryanjohnson@healthonecares.com or call 303.788.5385.
Medical Staff Services

We are here for you!

Have a question about medical records, getting a badge, credentials, or getting office space on campus? Feel free to contact any of us with your questions.

LISA RUIZ, VP of Physician Services and Strategy
303.788.4644  lisa.ruiz@healthonecares.com

As the VP of Strategy and Physician Services, Lisa is responsible for overseeing the Swedish Medical Group, Physician Relationship Management as well as helping develop strategic growth for Swedish Medical Center. She is available as a physician advocate and to provide a voice on behalf of our physicians to the Senior Team.

REBECCA LACEY, Medical Staff Director
303.788.8868  rebecca.lacey@healthonecares.com

Rebecca works in coordination with the medical staff and hospital administration and is your liaison for all things medical staff related. She works with quality on FPPE/OPPE reports, maintains and establishes medical staff policies and procedures, coordinates medical staff meetings and events, publishes emergency department call schedules, and oversees credentialing. Direct your questions to Rebecca and she will put you in contact with the right people.

AL GAWTHROP, Physician Relations Manager
303.788.6252  alfred.gawthrop@healthonecares.com

Al will help familiarize you with the Swedish Medical Center campus and address items such as required badges, parking passes, a tour of the facility, relevant surgical/patient care areas, and anything else to make you feel welcome. He is also available to introduce you to practices in the community. Al’s primary goal is to facilitate an ongoing relationship with you to ensure all your needs are met.

PAT MAURO, Medical Staff Coordinator
303.788.8838  pat.mauro@healthonecares.com

Pat is available to answer questions about credentialing. She handles all new applications and re-appointments for the facility. Pat is the go-to for questions concerning privileges, and can also provide you with information regarding privilege proctoring requirements.

We are excited you have chosen Swedish and look forward to developing a great relationship with you!
The external provider referral service that Swedish Medical Center uses is called Health Grades. You are able to go onto the site and update the information on your profile directory by following:

How to Enhance a Physician Profile

HealthGrades has developed a simple process to enhance your profile for optimum results. Enabling you to attract more patients that are right for you and your practice interests. Follow the steps below to enhance your profile and take control of your online reputation.

**Step One: Registration**

- To access HealthGrades Physician Profile Manager tool, go to the following web address:  
  www.healthgrades.com/profile-manager/portal
- Under First Time User, type in physician Last Name, First Name, and state of practice location. Click “Continue” for next page.
- Locate your name and click “Register Now.”

**Step Two: Update Profile**

- Click on “Get Started Now”.
- Update information by using the menu on the left or by clicking on the green bars.
- The first five key fields are under Vital Profile Info.
  1. Procedures
  2. Conditions
  3. Photo
  4. Health Plans
  5. Care Philosophy

For assistance with this process, contact HealthGrades at (888) 214-3991 or email PhysicianSupport@HealthGrades.com.
The Medical Staff Office provides administrative support to the Medical Staff organization and acts as a liaison between you and administration. It is located in human resources on the first floor of the 501 building.

- Phone: (303) 788-8838
- Hours: Monday - Friday / 7:30am - 4:30pm

**Change of Address**
Please notify the Medical Staff Office immediately if you have any changes in address, phone number, fax or email. This information is vital to the exchange of healthcare related information throughout various hospital computer systems. Changes to these systems are instigated by the Medical Staff Office.

**Expired License**
When a member's license is expired, privileges shall automatically be suspended as of the date of such expiration and shall remain suspended until proof of renewal is received.

**Leave of Absence**
A Medical Staff member or Advanced Practice Professional (APP) may request a voluntary leave of absence from the Staff by submitting a written notice to the Chief Executive Officer. The request must state the beginning date and ending date for the period of leave desired, which may not exceed one year, and include the reasons for the request. The Medical Executive Committee shall review and recommend leave of absence requests to the Board of Trustees. During the period of leave, the Practitioner or APP shall not exercise clinical privileges at the Hospital. A leave of absence may be granted for the following reasons: medical, military, educational, or personal/family. Additional information on leaves of absence can be found in the Medical Staff Bylaws.

**Reappointment**
At least seven months prior to the expiration date of the current staff appointment, a reapplication packet will be mailed to you. Applicants must comply with the due date by sending all required documentation to the Houston credentials office by the due date listed on the reapplication. In the event that reappointment or a renewal of clinical privileges has not occurred for whatever reason prior to the expiration of the current term of appointment, the membership and clinical privileges of the individual shall be terminated.
Medical Staff Categories

- Active
- Affiliate: Membership without privileges
- Privileges without membership: Allied health and advanced practice

Medical Staff Provider Resources

**Website:** [www.SwedishHospital.com/physicians](http://www.SwedishHospital.com/physicians)
Visit this website to find CME, HPf hCare portal access, event calendar, credentialing info, and much more!

**Swedish Forms**
Forms can be found on the Swedish intranet homepage.

**UpToDate**
An icon is on the homepage of computers in the hospital; additionally, there is a link on the homepage of the Swedish intranet.

Provider Newsletter

*Medical Staff Update* (MSU), the provider newsletter for Swedish Medical Center, is sent out on an intermittent basis by email. This newsletter provides physicians with updated information on new policies and procedures, shares hospital news, and lists upcoming medical staff meetings and CME luncheons. To subscribe to the newsletter, please contact the marketing department, 303.788.5909.
Continuing Medical Education
2013 CME Calendar
Regularly Scheduled Series

*Acute Ortho/Radiology Trauma Review Case Conference
1 hour in category 1 credit
Radiology Reading Room
2nd and 4th Thursdays. Monthly, 7:00am

Anesthesiology Section
1 hour in category 1 credit
Spruce C
3rd Friday - even months, 6:30am

*Cerebrovascular Case Conference
1 hour in category 1 credit
Radiology Reading Room
Tuesday, Weekly, 7:00am

*Chest Case Conference
1 hour in category 1 credit
Dorsey Room
3rd Friday, Monthly, 7:00am

Critical Care Conference
1 hour in category 1 credit
Spruce C
4th Thursday, Monthly, 12:00pm (except Nov & Dec)

*Emergency Department
1 hour in category 1 credit
Spruce C
2nd Tuesday, Odd Months at 7:00am

Family Medicine/Internal Medicine/Pediatrics
1 hour in category 1 credit
Spruce C
2nd and 4th Tuesday, Monthly, 12:30pm

Grand Rounds
1 hour in category 1 credit
Spruce C
3rd Thursday, Monthly, 12:15pm

*Lung Case Conference
1 hour in category 1 credit
Spruce C
Wednesday, Weekly, 12:30pm

*Med/Surg GI Grand Rounds Case Conference
1 hour in category 1 credit
Pine C
Thursday, Weekly, 12:00 pm

OB/Gyn
1 hour in category 1 credit
Spruce C
3rd Friday, Monthly, 12:00pm

Orthopaedic Section
1 hour in category 1 credit
Quarterly, Fridays, as available, 7:00am
Room to be determined as meetings are scheduled

*Pulmonary/PM&R Case Conference
1 hour in category 1 credit
Room to be announced at SMC
4th Tuesday, 12:00pm in Jan, May & Sept

*Radiosurgery and Neuro-Brain Case Conference
1 hour in category 2 credit
Pine C
1st & Third Fridays, Monthly, 7:00am

*Sleep Medicine Conference
1 hour in category 1 credit
Pine C
1st Tuesday, Even Months, 7:00am

*Closed meeting = Only physicians and those directly involved in the cases to be discussed are eligible to attend.
Continuing Medical Education

2013 CME Calendar
Regularly Scheduled Series

Southwest CME
1 hour in category 1 credit
Southwest ER Conf. Room, Littleton
Contact CME Dept for details
Quarterly, day and time TBD, 7:00am or 12:15pm

*Spine Case Conference
1 hour in category 1 credit
Radiology Reading Room
4th Thursday, Monthly, 6:45am

Stroke Case Conference
1 hour in category 1 credit
Spruce C
1st Thursday, Monthly, 12:00pm

*Tumor Board Hematology Case Conference
1 hour in category 1 credit
Spruce C
1st, 3rd & 4th Wednesdays, Monthly, 7:00am

*Closed meeting = Only physicians and those directly involved in the cases to be discussed are eligible to attend.
BYLAWS 3.1.13 CONTINUING MEDICAL EDUCATION

Thirty (30) hours of CME is required at the time of initial appointment and reappointment. The highest level of CME awarded by the following organizations is acceptable: American Medical Association (AMA) Physician Recognition Award (PRA) Category 1 Credits™, American Academy of Family Practitioners, American Osteopathic Association, and other accrediting agencies for podiatrists and oral/maxillofacial surgeons and dentists. The amount of required CME shall be prorated if the reappointment cycle is shorter than two (2) years. Required CME activity needs to be completed prior to the expiration of the current appointment period. Any reappointment based on CME to be achieved prior to the end of the current appointment period is CONTINGENT on receiving documentation of completion of such CME prior to the beginning of the reappointment period. Failure to submit such documentation will be construed as a voluntary resignation from the medical staff.

CME submitted in the previous application cycle shall not be considered with the next reappointment cycle. The number of CME hours will be calculated from the last appointment or reappointment date forward.

Medical Staff applicants who have recently (within the past 24 months) completed their residency or fellowship training shall be exempt from CME requirements for the first reappointment cycle.

Recent board certification shall not be used in lieu of CME unless the practitioner is able to provide documented evidence that the courses were CME accredited and the amount of CME awarded.

Providers who are not requesting clinical privileges (i.e., Affiliate Staff Category) are exempt from CME requirements.

CME credits should be within the practitioner’s specialty or area of practice and relevant to privileges requested.

Life support courses, i.e., BLS, ACLS, ATLS, PALS, etc., submitted as CME documentation shall be used in calculating the total number of CMEs only if the activity was CME accredited and includes the amount of CME awarded.

Acceptable CME documentation includes the HCA CME Attestation, certificates of attendance, or reports summarizing CME activities. Summary reports should include at least the following information:

- Practitioner’s name
- Title of activity
- Date(s) of attendance or activity complete
- Location of activity (if applicable)
- Number and type of CME awarded
- Name of accredited CME provider

Some activities do not occur under the auspices of an accredited CME provider. The AMA Council on Medical Education recognizes the learning that occurs in completing these activities and allows physicians to
claim AMA PRA Category 1 Credits™ directly from the AMA for the following activities. Physicians must apply for a certificate indicating the AMA PRA Category 1 Credits™ for completion of each activity:

- Teaching at a live activity (limit 10 AMA PRA Category 1 Credits™ per year)
- Publishing Articles (limit one article or 10 AMA PRA Category 1 Credits™ per year)
- Poster Presentation (limit one poster or 5 AMA PRA Category 1 Credits™ per year)
- Medically related advanced degrees
- Participation in international activities through the European Union of Medical Specialists and the Royal College of Physicians and Surgeons of Canada.

Failure to provide documentation of the required CME at the time of reappointment will result in the applicant being deemed to have voluntarily resigned at the time his/her appointment expires.

**Medical Staff Coverage Requirements for Active Staff**

7.2.1 The Emergency Departments shall be staffed with appropriately credentialed emergency medicine Physicians.

7.2.2 An on-call schedule of specialists and general licensed independent practitioners representing all services routinely available at Swedish Medical Center shall be promulgated by the respective clinical Departments or services in accordance with their policies and procedures or rules and regulations and will thereafter be posted or otherwise available in the Emergency Department. All such schedules shall be updated as required by Hospital policy.

7.2.3 Licensed independent practitioners who are on call to the Emergency Department shall be available to respond to the Emergency Department Physicians by telephone or in person, as appropriate. On Call licensed independent practitioners shall respond to a call from the Emergency Department no later than 20 minutes by telephone and shall personally appear within 60 minutes or within a shorter time frame as deemed appropriate to the patient’s clinical situation per the Emergency physician assessment. If this time frame cannot be met because of other emergent patient care obligations, the licensed independent practitioner On Call and Emergency Department shall cooperate in finding an appropriate substitute who is available.

A shorter response time may be required by contract or by the Clinical Department’s policies. If a licensed independent practitioner will be unavailable to take Call, it is his responsibility to provide for appropriate backup and notify the Emergency Department of his unavailability and to identify the licensed independent practitioner taking call. Failure to comply with this provision may result in disciplinary action in accordance with the Medical Staff Bylaws.

As long as an On Call physician has arrangements for back-up, the On Call physician may schedule elective surgery or take simultaneous call at more than one hospital. The On Call physician must be able to respond in a timely manner relative to the medical condition of the patient, or he will provide in writing to the Emergency Department a backup plan to include the name of a physician who will accept the alternate call.

7.2.4 All licensed independent practitioners who are On Call to the Emergency Department shall arrange for at least one outpatient follow-up appointment as clinically appropriate for patients referred to the licensed independent practitioner by the Emergency Department. Appointments need to be available on a
timely basis. If the patient requires a followup appointment within the next 48 hours, a call notifying the followup licensed independent practitioner will be made by the Emergency Department physician.

7.2.5 Licensed independent practitioners On Call for the Emergency Department will be responsible to accept appropriate transfers of patients with an emergency medical condition from other facilities and shall accept inpatient consultation if requested.

7.2.6 As long as each Department or Section has adequate coverage for their On Call Schedule, the MEC may allow the Department/Section to exempt from call any physician age 60 or over. However, all physicians who have reached the age of 70 and have at least 5 years of service to the Active Staff may elect not to participate on any call panel.

7.2.7 The Swedish Family Medicine Clinic is the only SMC off campus center and is not a dedicated Emergency Department. Their specific policies/procedures appropriately address the process for patients who present with emergency medical conditions.

Policies and Procedures

Access to all Policies and Procedures can be found on the Swedish Intranet:

http://smc-intranet.atlas.medcity.net/

For questions, please contact the Medical Staff Office, 303.788.8838.
INSIGHT: On Call Team
To view the current call panel, go to the Insight application icon on the desktop of any Swedish Medical Center computer. The link can also be found on the homepage of the intranet.

Rapid Response Nurse
The goal of the Rapid Response Nurse at Swedish Medical Center is to improve patient outcomes by providing a mechanism for staff on the nursing unit (outside of the Critical Care Unit) to access appropriate personnel to assist with assessment, communication with physicians, and interventions in urgent patient care situations. Any SMC personnel, who provides care to a patient, may call upon the Rapid Response Nurse to help assess the patient, give recommendations, initiate interventions according to Emergency Protocol/Advanced Cardiac Life Support (ACLS) protocol, and educate the staff.

How the System Works If patients call the Operators and ask for the Rapid Response Nurse, operators will call the Rapid Response Nurse at x2688, who will then immediately alert the charge nurse on the floor. Charge nurse will investigate the situation, follow up with patient and family, and initiate the Rapid Response Nurse if indicated.

Nursing Supervisor
Nursing supervisors are excellent 24/7 resources for patient care issues, for assistance in questions regarding policies and procedures, or any other patient care related needs. To reach the house nursing supervisor, please call their spectralink at x2600 or page them, 303.760.5509.

Critical Care Intensivist
Critical Care Intensivists are available 24/7. SMC has full coverage of the CCU for bed management and the full spectrum of critical care needs. SMC prides itself on cutting edge CCU services. To reach the Critical Care intensivist on call, page them, 303.760.5509.

Trauma
SMC has 24/7 in-house trauma surgery call. They are available to do multiple procedures such as tracheostomies and PEG. These physicians are Critical Care Board Certified. To reach trauma, call 303.520.4186.

Trauma Anesthesia
SMC is one of the few facilities in Denver that has 24/7 in-house availability of trauma anesthesia. They can also help with central lines that need to be done in hospital. Additionally, they’re a resource for difficult intubations. To reach trauma anesthesia, page them, 303.540.2354.
Neurosciences
A nationally-recognized neuroscience program makes Swedish the region’s referral center for neurotrauma. Swedish treats more strokes than any other hospital in Colorado and is the only three-time certified Joint Commission Primary Stroke Center in the state. Highly-specialized neurosurgeons, neurologists and interventional neuroradiologists are available 24/7/365 to treat patients with aneurisms and vascular disease, stroke, neurotrauma and spinal cord injury, brain and spinal cord tumors and seizures. Patients begin their recoveries in our new neuroscience unit with nurses specially trained in neuroscience care. Swedish works with the Colorado Neurological Institute (CNI) to offer research, education and rehabilitation to patients with neurological disorders. In addition to Swedish’s own acute rehab unit, we also maintain a strong relationship with Craig Hospital, a world-renowned traumatic brain and spinal injury rehabilitation hospital, and Spaulding Rehabilitation Hospital.

Orthopedic Services
Our team of orthopedic surgeons specializes in the diagnosis and treatment of high-energy musculoskeletal injuries, fractures from multiple traumas, intra-articular fractures and complex pelvic and acetabular fractures. Swedish is one of the few hospitals in the nation with orthopedic surgeons specializing in pelvic trauma. We offer joint replacement, knee surgery, hip and shoulder surgery and minimally-invasive options. Free community seminars inform patients about options for treating joint pain and the benefits of appropriate surgery. Patients attend a class prior to surgery in which nurses and therapists explain total joint surgery and recovery, and answer questions. Patients rave about how well class prepares them for surgery. Staff on our new, dedicated orthopedics floor specialize in caring for orthopedic patients.

Spine Program
Spine surgery offers patients relief from painful and debilitating problems. Swedish provides patients with comprehensive treatment programs combining advanced surgical procedures with targeted care and therapy. In our dedicated spine wing, caregivers specialize in spine patients who often require complex pain management before and after surgery. Swedish provide specialized surgical services to treat spinal disorders; traumatic spine and spinal cord injuries; acute and long-term surgical management cases; spinal tumors; cervical, thoracic and lumbar fractures and disc injury requiring spinal fusion, including minimally-invasive procedures, complex deformity surgery and scoliosis; spinal tumors and fractures requiring Kyphoplasty, among others.

Level I Trauma Center
Swedish is an acclaimed referral center serving trauma and neurotrauma patients throughout the region providing the highest level of injury care. Swedish is among a select few hospitals with the specialized resources and expertise to address even the most complex trauma, including spinal cord injuries and traumatic brain injuries. Our board-certified critical care surgeons, neurosurgeons, orthopedic specialists and facial surgeons bring expertise that helps ensure optimal outcomes for the most severely injured patients. Extensive community outreach provides a vital link to outlying hospitals, facilities and EMS resources for education, support and medical consultations.

Women and Children’s Services
Swedish recently opened a renovated Level III family-style Neonatal Intensive Care Unit (NICU) and Pediatric Intensive Care Unit (PICU). The family-style NICU is the only one of its kind in the region, with private rooms to encourage family bonding and healing. The dedicated PICU includes private rooms and a comfortable family lounge area. Other program include: breast care, a perinatal resource center, maternity and parenting classes, advanced reproductive medicine, labor and delivery, newborn care, pediatric care, gynecological services, midwifery and urology.
Swedish Services

Cancer Care Center
With state-of-the-art treatments and compassionate, coordinated care, our cancer center includes programs in: brain and spinal tumors, breast care; gynecologic oncology services and prostate cancer, including minimally-invasive robotic surgery using the da Vinci® Surgical System; head and neck tumors, lung cancer and lung screening for high risk individuals; liver and pancreas tumors; radiation oncology and skin cancer.

Advanced technology, such as da Vinci® robot and Gamma Knife®, is critical, but we also know that case conferencing and care coordination are vital to successful treatment.

Additionally, to complete our comprehensive offerings, we provide an on-site cancer resource center – a location dedicated to helping our patients access resources that will help them fight their cancers (integrative medicine options, social work, nutrition assistance, etc.). Swedish is affiliated with the Colorado Cancer Research Program, which offers access to national studies and the most advanced treatment protocols available. We are recognized by the American College of Surgeons for the many types of cancers we treat and the number of specialists on staff who can best diagnose and treat those cancers.

Emergency Services
Swedish’s Emergency Department (ED) offers

At Swedish Medical Center, our staff is at the heart of delivering on our promise of Swedish Memorable Care. A respected medical provider and trusted community resource for more than 100 years, Swedish offers patients the highest quality care and the most advanced technologies and treatments in nearly every medical specialty. Recognized by the patients we treat every day, we are a four-time winner of the National Research Corporation Consumer Choice Award. A Level I Trauma Center, Swedish offers eight distinct centers of excellence:

- Cancer Care Center
- Emergency Services
- The Heart Center
- Neurosciences, including The Stroke Center
- Orthopedic Services
- Spine Program
- Trauma Center
- Women’s and Children’s Services

board-certified adult and pediatric emergency medicine physicians; board-certified specialists; nurses with certified emergency nursing (CEN) credential and three dedicated trauma rooms (one specially equipped for children). Nearly 95 percent of our ED patients never sit in our waiting room, but are taken directly to treatment rooms. We also offer 24/7 emergency services at the Swedish Southwest ER (SWER), a free-standing facility within the southwest metro community, where the average time from arrival to discharge is approximately two hours.

The Heart Center
Cardiovascular Services include cardiac catheterization suites, operating room and operating room nurse team dedicated to heart procedures; chest pain, cardiac alert™ and open heart programs; specialized monitoring and patient care provided in a Progressive Care Unit (PCU).

Swedish is the first and only hospital in Colorado offering a 64-slice PET/CT scan to determine heart health. Our progressive Chest Pain Program for evaluating patients with unexplained chest pain has broken new ground. The process can be completed in less than six hours and does not require patients to be admitted beyond the ED. At other hospitals, this process typically takes 18-24 hours and involves an overnight stay. Chest Pain Nurse Practitioners are on staff more hours per day than any other facility in the city.
Disaster Planning
In a disaster, Medical Staff leadership may ask you to report to the Medical Staff Office.

Codes

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>RED</td>
<td>Fire</td>
</tr>
<tr>
<td>PINK</td>
<td>Infant Abduction</td>
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<tr>
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<td>Medical Emergency</td>
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<td>Bomb Threat</td>
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<td>WHITE</td>
<td>Obstetrical Hemorrhage</td>
</tr>
<tr>
<td>PAUL BUNYAN</td>
<td>Physical Assistance Needed</td>
</tr>
</tbody>
</table>

Disruptive Behavior

No form of disruptive behavior will be tolerated.

Any inappropriate or disruptive behavior by an employee, supervisor, manager, physician, visitor or person doing business with the organization that tends to create an intimidating, hostile or offensive work environment is strictly prohibited.

Disruptive behavior is characterized by intimidation, ridicule, and condescension.

HCAHPS

The first national, standardized, publicly reported survey of patients’ perspectives of hospital care. The survey asks discharged patients 27 questions about their recent hospital stay.

Questions asked related to physicians:

1. During this hospital stay, how often did doctors treat you with courtesy and respect?
2. During this hospital stay, how often did doctors listen carefully to you?
3. During this hospital stay, how often did doctors explain things in a way you could understand?
Ongoing Professional Practice Evaluation

Hospitals are now required by The Joint Commission and CMS to evaluate physician competency on a more regular, ongoing basis. Formally labeled “Ongoing Professional Practice Evaluation (OPPE),” this process includes sending each physician and physician extender on the medical staff an individualized report every 9 months.

OPPE reports are based on medical staff policy and procedure approved by the Medical Executive Committee and the Credentials Committee. There is a confidential companion process called Focused Professional Practice Evaluation (FPPE) to address the competency of new practitioners and practitioners for whom significant trends of concern are identified via OPPE.

Depending on your specialty and patient volume, the amount of available performance data will vary. Little or no reported data is positive and complimentary, meaning that your practice is congruent with established policies and procedures.

Focused Professional Practice Evaluation

FPPE is also a requirement by The Joint Commission. The Medical Staff at Swedish have a process to evaluate the privilege-specific competence of an applicant who does not have documented evidence of competently performing the requested privilege at the Hospital. This process of focused professional practice evaluation shall be a time-limited period during which the Medical Staff evaluates and determines the individual’s professional performance. Affiliate Staff members do not require FPPE.

FPPE will occur in all requests for initial appointments, new privileges and when there are concerns regarding the provision of safe, high quality care by a current Medical Staff member or individual with clinical privileges, as recognized through the Ongoing Professional Practice Evaluation (OPPE) process. This process includes an assessment for proficiency in the following six areas of general competencies: Patient care; Medical and clinical knowledge; Practice-based learning and improvement; Interpersonal and communication skills; Professionalism; Systems-based practice.
Core Measures Information for New Medical Staff

- Also known as the “hospital quality measures,” the core measures are sets of widely-accepted, publicly-reported, standardized guidelines for care, based on evidence-based best practices.

- They are promulgated by the Hospital Quality Alliance, a national, public-private collaborative of which the CMS (Center for Medicare/Medicaid Services) is a major player.

- The stated goal is “to make important information about hospital performance accessible to the public and to inform and invigorate efforts to improve quality.”

- Besides being publicly reported, compliance with core measures is now directly linked to reimbursement, both by CMS and the private payers.

- SMC and other hospitals’ performance data are reported at: www.hospitalcompare.hhs.gov

Current Core Measure Sets

- Heart Failure (HF)
- Pneumonia (PN)
- Inpatient Surgery (Surgical Care Improvement Program)
- Stroke
- Nursing Sensitive Measures (pressure ulcers, falls, certain infections)
- Immunizations (IMM)
- Outpatient Emergency Room
- Acute Myocardial Infarction (AMI)
- Childhood Asthma Care (CAC)
- Out Patient Surgery and AMI (OP SCIP and OP AMI)
- 30-day readmit rates for AMI, CHF & PN
- 30-day mortality rates for AMI, CHF & PN
- Emergency room throughput

Swedish Medical Center Core Measures Program

- Use of pre-printed order sets to promote consistent adherence to the core measures
- Monthly reporting of core measures performance at all applicable Medical Staff Section and Department meetings (see attached report)
- Concurrent review of inpatient medical records to confirm adherence to guidelines
- Written notification to physicians of any outliers attributed to them
- Inclusion of core measures outlier documentation in ongoing professional practice evaluation (OPPE)