

A Year
of Determined
Accomplishment
2012



SWEDISH
MEDICAL GROUP

BOLD OBJECTIVES + INSPIRED PEOPLE

In 2012 Swedish Medical Group buckled down. Faced with extraordinary changes in both the healthcare industry and our local market, we put our heads together. We called for the ideas, enthusiasm and determination of every person in our organization. This is how we were able to welcome new primary care clinics and specialty services. This is how we were able to improve care for all of our patients. We embraced an exciting new partnership with Providence Health & Services. We met—and many times exceeded—budget projections. We increased patient volumes and dramatically improved physician capacity. With these disciplined efforts, we were able to meet tough goals while also proving our resilience and showing an innovative spirit.

This is the story of our year of determined accomplishment.

A HISTORY STILL BEING MADE

Before we were Swedish Medical Group, we were Swedish Physician Division, which was established in 2001. In 2010 we got our new name plus new leadership. Since then, we’ve built new facilities, expanded our services and added more than 600 providers to serve patients throughout the Puget Sound region. Steady, thoughtful growth allows us to keep our laser focus on improving patient care, broadening patient access and ensuring more affordable care for our patients.



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Swedish Medical Group

EXECUTIVE LEADERSHIP

RALPH PASCUALY, M.D., provides vision, broad leadership and strategic management for all aspects of the physician practices and services at Swedish Medical Group. He leads collaborative physician efforts throughout Swedish to ensure that we are all working toward similar goals regarding healthcare quality and patient care and experience.

Dear colleagues,

We have all heard it said that 2012 was the second most important year in the history of Swedish. Understandably, there have been many concerns about becoming part of Providence Health & Services, but I feel that the timing of the affiliation could not have been better.

While Swedish ended the year with the best financial performance in its history, and Swedish Medical Group's performance during this difficult year was outstanding, it is the work we will accomplish in 2013 to prepare for payment reform that will set the stage for years to come. Without our affiliation we would not be poised to meet the coming 2014 challenges of the Accountable Care Act, Medicare Advantage, our nascent regional commercial Accountable Care Organization and a breed of new competitors we could not have imagined a few years ago.

With the support of Kevin Brown, Swedish's chief executive, and our Swedish colleagues in acute care, SMG has established physician governance across major services including the SMG Physician Executive Council.



RALPH PASCUALY, M.D.

CHIEF MEDICAL OFFICER, SWEDISH MEDICAL GROUP; SENIOR VICE PRESIDENT, PHYSICIAN SERVICES, SWEDISH HEALTH SERVICES

Governance is the key building block in establishing a well-functioning multispecialty group that can respond nimbly to support Swedish's strategic goals.

In coming years, the direction of healthcare will move from single hospitals or systems to organizations able to provide care for populations that cannot be served by any one system. Physicians will lead these accountable care organizations, and our own SMG physician leaders will play a major role in representing Swedish and our affiliation in these new entities.

Many of you are as energized as I am about the impending changes in the behavioral economics of healthcare because we are all becoming more and more aligned around being able to "do the right thing" for our community. This explains the paradox that just as SMG is establishing its identity as a physician-led integrated medical group, rather than a collection of clinics operating in a collection of hospitals, we also are becoming even more integrated into Swedish and our affiliation strategies.

We are becoming ever-more responsible stewards of our system resources. This careful oversight will have far-reaching implications for how SMG moves from a volume-based to a value-based business model. In doing so, we can achieve the Triple Aim of improving patients' care experience, improving the health of populations and reducing per capita costs of healthcare.

A handwritten signature in black ink, reading "Ralph Pascualy".

"We've set the stage for change, and now we're moving the medical group in a new direction."

BRYAN MUELLER is responsible for Swedish Medical Group's primary care and specialty clinics throughout the Greater Seattle area. He's focused on engaging physicians, advanced practice clinicians and all other SMG employees in clinical transformation efforts and innovative ways to improve patient experience.

Dear colleagues,

Sometimes, the steps to achieving goals don't follow a straight line. It takes thoughtful navigation, determination and hard work. In this past year of unprecedented change, this is the course SMG has taken. We've accomplished a lot that I'm proud of, including carefully navigating the Providence affiliation, implementing a new leadership team and creating a new governance structure with the Physician Executive Council. We've improved our operational performance and met SMG's annual budget for the first time in years. These are great things, and were possible because of the terrific, dedicated people here at SMG.

As we continue to recruit and retain exceptional employee talent, as we continue to engage physicians in decision-making and as we continue putting patients first, SMG will achieve its goals—one after the other. Having spent the last year refocusing on our foundation, I look to the coming years with excitement and enthusiasm. We'll be doing this together.



BRYAN MUELLER

EXECUTIVE DIRECTOR, SWEDISH MEDICAL GROUP

2012 BY THE NUMBERS

24

Primary care clinics

84

Specialty care clinics

956

Providers

1.37 million

Patient visits

17%

Increase in patient volume over 2011

1,200

Employees support Swedish Medical Group

Swedish Medical Group

SENIOR LEADERSHIP TEAM

Facing, overcoming many challenges

Swedish Medical Group has shifted, adjusted and followed a careful, certain course over the last year. With tremendous changes in the healthcare system overall and within our own organization specifically, our executive leadership continues to guide and support SMG with a steady, balanced hand.

Senior Leadership Team

MARTIN BENNING
ADMINISTRATIVE DIRECTOR

AARON BRYANT
DIRECTOR, PROVIDER RECRUITMENT
& COMPENSATION

DAVE DELAFIELD
CHIEF FINANCIAL OFFICER

WARREN FEIN, M.D.
MEDICAL DIRECTOR, PRIMARY CARE

CORY FERRARI-ZIMMERMAN
DIRECTOR, REVENUE CYCLE

CHARLOTTE FOSTER,
R.N., BSN, MHA
NURSE EXECUTIVE

MICHAEL PEARCE
DIRECTOR, BUSINESS DEVELOPMENT

COLLEEN ROSAS
DIRECTOR, HUMAN RESOURCES

DAVE THOMAS
ADMINISTRATIVE DIRECTOR, SPECIALTY SERVICES



Swedish Medical Group

PHYSICIAN-LED GOVERNANCE

Engaged physicians = sound decisions

The future of medicine absolutely requires rapid and engaged decision-making by physicians. In 2012 a physician-led governance structure was created to meet this need. The structure includes two critical components:

- A Physician Executive Council (PEC) and its committees
- A leadership dyad in clinics that pairs physicians with a clinic administrator to co-lead clinic operations



Creating a singular purpose

SMG's new physician-led governance structure is designed to get physicians on the same page in terms of goals, decision-making and planning for the medical group. It also:

- + Encourages physician involvement at every level, in partnership with administrative support.
- + Produces an organization capable of delivering on pay-for-performance reimbursement methods.
- + Fosters collaboration and innovation to improve healthcare delivery.
- + Strengthens accountability at all levels.

The PEC includes:

PRIMARY CARE MEDICAL DIRECTORS
SHANNON SHAMSELDIN, M.D.,
MARY WEISS, M.D.,
JEFF WOLFF-GEE, M.D.

HOSPITALIST MEDICAL DIRECTOR
PER DANIELSSON, M.D.

OB/GYN MEDICAL DIRECTOR
ELEANOR FRIELE, M.D.

NEUROSURGERY MEDICAL DIRECTOR
DOUG BACKOUS, M.D.

NEUROLOGY MEDICAL DIRECTOR
LILY JUNG HENSON, M.D.

CARDIOLOGY MEDICAL DIRECTOR
JOHN PETERSEN II, M.D.

HEART/VASCULAR SURGERY MEDICAL DIRECTOR
ROCCO CIOCCA, M.D.

PEDIATRICS MEDICAL DIRECTOR
GUY HUDSON, M.D.

SURGERY MEDICAL DIRECTOR
MARC HORTON, M.D.

AT-LARGE MEDICAL DIRECTOR
DEREL FINCH, M.D.

POST-ACUTE CARE MEDICAL DIRECTOR
JON YOUNGER, M.D.

SWEDISH HEALTH SERVICES SENIOR VICE PRESIDENT,
PHYSICIAN SERVICES AND SMG CHIEF MEDICAL OFFICER
RALPH PASCUALY, M.D.

SMG EXECUTIVE DIRECTOR
BRYAN MUELLER

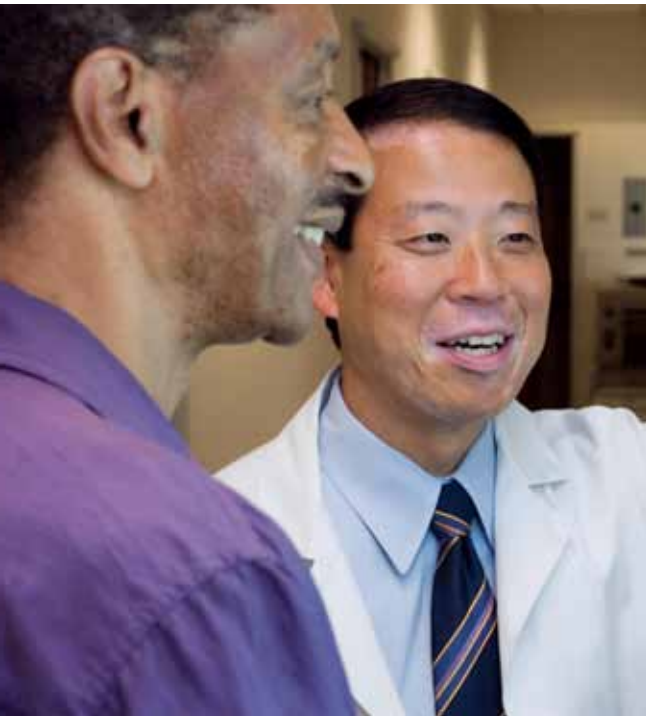
SMG MEDICAL DIRECTOR, PRIMARY CARE
WARREN FEIN, M.D.



Back row (standing): Per Danielsson, M.D., Derel Finch, M.D., Marc Horton, M.D., Guy Hudson, M.D., Ralph Pascualy, M.D., Bryan Mueller, Rocco Ciocca, M.D.
Front row (seated): Jeff Wolff-Gee, M.D., Lily Jung Henson, M.D., Mary Weiss, M.D., Eleanor Friele, M.D., Shannon Shamseldin, M.D.
Not pictured: Doug Backous, M.D., Warren Fein, M.D., John Peterson II, M.D., Jon Younger, M.D.

Physician Executive Council

This council of physicians—each one a medical director—was peer-elected to lead decision-making on important topics. They are joined by SMG’s top executive leaders. We believe that involving physicians in decisions about their own medical group is a decidedly smart move. We’re right on trend with top-performing medical groups throughout the healthcare industry.



Leading side-by-side

Responsibility is a lighter load when it’s shared. Decisions made with all the information on the table tend to be well thought out and considered. These are the principles behind pairing a medical director with a clinic administrator at our primary care and specialty care clinics. In addition, this close-knit relationship will lead to more balanced clinic performance overall. Physicians in these pairings will receive varied training in order to be more effective within clinic operations.

Every voice matters

PEC committees focus on specific topics that enhance care delivery, streamline operations and benefit patients. All SMG staff can share ideas and needs directly with committee members. Every idea counts. Every thought means something. We are successful as a collective, and that includes everyone.

Physician Executive Council committees

CARE TRANSFORMATION

Chair: Ralph Pascualy, M.D.

Committed to developing clinical integration, Information Technology, quality and a model of innovative care delivery at SMG. Responsible for review of clinical quality measures, credentialing for provider services, nursing, referral management and development of care delivery models and innovative approaches that support the work of the Regional Clinically Integrated Network.

- **Informatics–Chair: Jeff Wolff-Gee, M.D.**
- **Quality–Chair: Chris Dale, M.D. (appointed)**
- **Innovative Care–Chair: Jon Younger, M.D.**

ETHICS & CITIZENSHIP

Chair: Guy Hudson, M.D.

Dedicated to setting ethical standards and reviewing ethical issues at SMG, investigating potential cases of behavior considered in violation of standards or conflict of interest situations, and recommending the disposition of consequences for behavior in violation of standards.



FINANCE, BUDGET & RESOURCE ALLOCATION

Chair: Derel Finch, M.D.

Participating in financial and resource allocation for SMG to ensure SMG's financial strategy is aligned with Swedish Health System, Providence Health & Services and Western Washington Region goals.

MARKETING & PHYSICIAN SERVICES

Chair: Rocco Ciocca, M.D.

Providing input about marketing the SMG network, as well as individual providers and programs at SMG. Responsible for advising about marketing and network growth-related issues, approving plans and projects for recommendation to the PEC.

PHYSICIAN CAREER & WORK LIFE DEVELOPMENT

Chair: Eleanor Friele, M.D.

Devoted to the education and development of physicians at SMG, including measurement of physician opinion and attitudes related to working at SMG. Responsible for development of improvement plans recommended for physician satisfaction with participating in large multispecialty group.

HUMAN RESOURCES

Chair: Lily Jung Henson, M.D.

Partnering with and providing feedback to SMG Human Resources to ensure the processes being used are effectively supporting the clinics.

PATIENT EXPERIENCE

Chair: Mary Weiss, M.D.

Vice Chair: Sunita Mishra, M.D. (appointed)

Committed to improving the patient experience at SMG, including patient satisfaction, mission and vision integration, and incorporation of SMG into broader system-wide, patient-experience initiatives.

STRATEGIC PROGRAM DEVELOPMENT

Chair: Doug Backous, M.D.

Focusing on strategic program development and planning at SMG, including SMG vision, strategic initiatives, major programs and services. Responsible for understanding the future trends and realities of the market, industry and local factors and making recommendations on strategic initiatives based on that knowledge.

Swedish Medical Group

PHYSICIAN LEADERSHIP

Delivering revenue, quality, patient care

In a year of intense budget scrutiny, our medical directors, chiefs, and executive directors provided leadership that kept the focus on the most important thing—patient care. Even while creating plans for revenue generation and cost savings, our physician leaders never wavered in their certainty that improving the quality of patient care every single day would lead to a stronger bottom line now and in the future.

Physician Leadership



Pictured from top, left to right.

ADDICTION RECOVERY
Walsh, Jim, M.D.

ANESTHESIOLOGY
Abramowitz, Kelvyn, M.D.
Blankenship, Will, M.D.
Yoo, Kathryn, M.D.

BONE HEALTH
Shuhart, Christopher, M.D.

BEHAVIORAL MEDICINE
Waghray, Arpan, M.D.

CARDIAC SURGERY
Barnhart, Glenn, M.D.

CARDIOLOGY
Althouse, Ralph, M.D.
Bersin, Robert, M.D.
Blake-Inada, Louis, M.D.
Casterella, Peter, M.D.
Huang, Paul, M.D.
Mito, Robert, M.D.
Petersen-II, John, M.D.
Reisman, Mark, M.D.

Siecke, Neil, M.D.
Speck, Sarah, M.D.
Stanley, William, M.D.
Westcott, Jeffrey, M.D.

EMERGENCY MEDICINE
Carlisle, Russell, M.D.

EPILEPSY
Sepkuty, Jehuda, M.D.
Sotero de Menezes, Marcio, M.D.

FAMILY MEDICINE
Bayles, Robert, M.D.
Chen, LuAnn, M.D.

Physician
Leadership



Pictured from top, left to right.

FAMILY MEDICINE, cont.

Janzen, Carl, M.D.
McFarland, David, M.D.
Shamseldin, Shannon, M.D.
Wise, Maria, D.O.

FAMILY MEDICINE w/OB

Cronyn, Maurene, M.D.
McBride, Jonathan, M.D.
Spence, Jennifer, M.D.

Taki, James, M.D.
Weiss, Mary, M.D.

GASTROENTEROLOGY

Brandabur, John, M.D.
Schembre, Drew, M.D.

GENERAL SURGERY

Horton, Marc, M.D.
Lee, Christine, M.D.
Martinez, Ryan, M.D.

HOSPITAL MEDICINE

Danielsson, Per, M.D.
Kadera, Richard, M.D.

INTERNAL MEDICINE

Deans, Amy, M.D.
Kasper, Mark, M.D.
Marmorstein, Barry, M.D.
Mishra, Sunita, M.D.
Watson, Ronald, M.D.

MULTIPLE SCLEROSIS

Bowen, James, M.D.

**NEUROHOSPITALIST
MEDICINE**

Czartoski, Todd, M.D.
Likosky, William, M.D.

NEUROLOGY

Conway, Stafford, M.D.
Gierke, Eric, M.D.
Henson, John, M.D.
Jung Henson, Lily, M.D.

Witt, Jennifer, M.D.

NEUROSURGERY

Foltz, Gregory, M.D.
Gwinn, Ryder, M.D.
Mayberg, Marc, M.D.
Newell, David, M.D.
Nora, Peter, M.D.

NEUROTOLOGY

Backous, Doug, M.D.

OB/GYN

Austin, Kristen, M.D.
Friele, Eleanor, M.D.
McLennan, Dorcas, M.D.

OTOLARYNGOLOGY

Peterson, Linnea, M.D.

PAIN MANAGEMENT

Irving, Gordon, M.D.

PALLIATIVE CARE

Connolly, Janice, M.D.

**PEDIATRIC EMERGENCY
MEDICINE**

Goetz, Kathleen, M.D.

PEDIATRIC HOSPITAL MEDICINE

Lawler, Sean, M.D.

PEDIATRIC INTENSIVE CARE

Shannon, Michael, M.D.

PEDIATRIC SPECIALTY CARE

Hudson, Guy, M.D.

PEDIATRICS

Franklin, David, M.D.

**PHYSIATRY AND SPORTS
MEDICINE**

Moo, Jeffrey, M.D.

PITUITARY

Broyles, Frances, M.D.

**PULMONARY/CRITICAL
CARE**

Koo, Karen, M.D.

RESIDENTIAL CARE

Troyer, Eric, M.D.

SLEEP MEDICINE

Bandla, Preetam, M.D.
Gersappe, Anand, M.D.
McDonald, Michael, M.D.
Pascualy, Ralph, M.D.
Stolz, Sarah, M.D.
Zoroufy, Darius, M.D.

**SPINE, SPORTS &
MUSCULOSKELETAL
MEDICINE**

Cole, Andrew, M.D.

VASCULAR SURGERY

Ciocca, Rocco, M.D.
Lange, Brian, M.D.
Wong, Roman, M.D.

See pages 54 to 63 for directory of SMG-employed and affiliated physicians.

Swedish Medical Group AFFILIATION

We're stronger together

At its core, the affiliation between Swedish Health Services and Providence Health & Services rests on the principle of collaboration. Collaboration of ideas, people, programs and services. Collaboration for the sake of better business for both Providence and Swedish. Collaboration because this profound idea of “we are stronger together” is actually enough to truly transform our business.

The most significant affiliation changes happened behind the scenes. This was intentional. Public facing, Swedish and Providence maintain their own brands and identities. On the inside, however, we combined services, moved people and re-evaluated many of our processes. These steps were a necessary progression in our affiliation, motivating us to transform essential business and healthcare practices. Some changes touched Swedish Medical Group peripherally; some had a more direct impact. All have been beneficial to both our operations and patient care.

- We now operate with joint governance between Providence and Swedish administration.
- We're developing common management systems and structures, aligning goals and combining financials.
- We're unifying support services across the system, such as HR, Finance, Supply Chain, Legal and Information Technology.
- We're matching resources with expertise to improve healthcare quality while increasing access and reducing costs.

Swedish has welcomed Providence from the start, coordinating projects, adopting each other's best practices and sharing insight and inspiration. Through shared efficiencies and expertise, we're improving our organization in profound ways. We're also providing our patients with even better quality care and experience at every point of care. This is working because we're in it together.



A remarkable turnaround

Through diligent and sustained financial discipline—with some ups and some downs—Swedish Medical Group showed significant results throughout 2012. Most notably, we met our Operational Improvement Program goal, cutting \$6 million from operations on top of meeting stringent budget goals across every department and clinic. We beat our budget by a hefty \$5.6 million through:

- Improved physician productivity;
- More effective staff management; and
- Quicker cash collection time by 10 days in each cycle.

Beat budget by \$5.6 million

Dramatic changes in revenue cycle

We focused on two significant areas of the revenue cycle in 2012—recovery and reporting. This led to major changes throughout Swedish Medical Group. In order to generate pay commensurate with services rendered, we created a Recovery Plan that included both business office and clinic initiatives to address and resolve denials on the front end. In reporting, we recognize that accurate information from clinics is the best way to address obstacles to payment, to measure the effectiveness of new plans and to ensure accountability. If we can measure it, we can manage it. We created a new monthly scorecard that now combines various metrics into one report for all SMG and Minor & James Medical clinics.

The results we've achieved in a year's time exemplify the dedication and steady determination of SMG's people.

- + **3.7% increase in accounts receivable over 2011, which includes the addition of Edmonds and 148 new providers**
- + **25%+ increase in payments posted over 2011**
- + **4-day reduction in accounts receivable waiting**
- + **\$500,000+ average per month in collections in the last six months of 2012 via phone follow-ups from our Customer Service/Financial Services team**

Swedish Medical Group

PROVIDER EVOLUTION

Strengthening our medical group

We offer physicians and advanced care clinicians the opportunity to work at the top of their profession in one of the most livable areas in the nation. With exceptionally strong leadership, strategic planning and a disciplined financial approach, SMG has made dramatic changes in the last two years to the tremendous benefit of our providers. We've:

- Improved overall operations and set up new billing, reporting and human resource infrastructure;
- Streamlined practice management;
- Recruited high-performing physicians; and
- Expanded services to meet community needs.



Supporting our providers

Our Provider Services team is the primary resource for provider recruitment and retention, from initiating recruitment campaigns to coordinating interviews, contract negotiations, credentialing and relocation. The team also leads efforts on provider group acquisition and integration into the SMG family.



A site to invite

SMG's Provider Services launched a robust website for those physicians looking to the Northwest as a place to call home. Visit the website at www.swedishprovidercareers.org

“My doctor always strikes the correct balance of professionalism and warmth, and is always caring and courteous.”

Provider Services recruitment highlights

PRIMARY CARE ACQUISITIONS & RECRUITMENT

- 31 total primary care providers recruited in 2012
- 21% increase in SMG primary care workforce (Swedish Medical Group/Minor & James Medical/ Swedish Edmonds) in 2012
- Edmonds Birth & Family, 10 providers, August 2012
- Ballinger Clinic, 3 providers, January 2013

NEW SERVICE LINES

- Swedish Spine, Sports & Musculoskeletal Medicine (physiatry)
- Pulmonary/Critical Care (intensivists)
- PA-C Surgical Assist Program at Issaquah Highlands

NOTABLE PHYSICIAN HIRES

- New physicians joined SMG in 2012 to enhance existing services, fill a niche specialty or accept key leadership positions: Neurosurgery, cardiac surgery, pediatric orthopedics, vascular surgery, transplant hepatology.
- Recruiting efforts also brought in physicians to provide sleep medicine and neurology services at Olympic Medical Center, part of the Swedish Health Network.

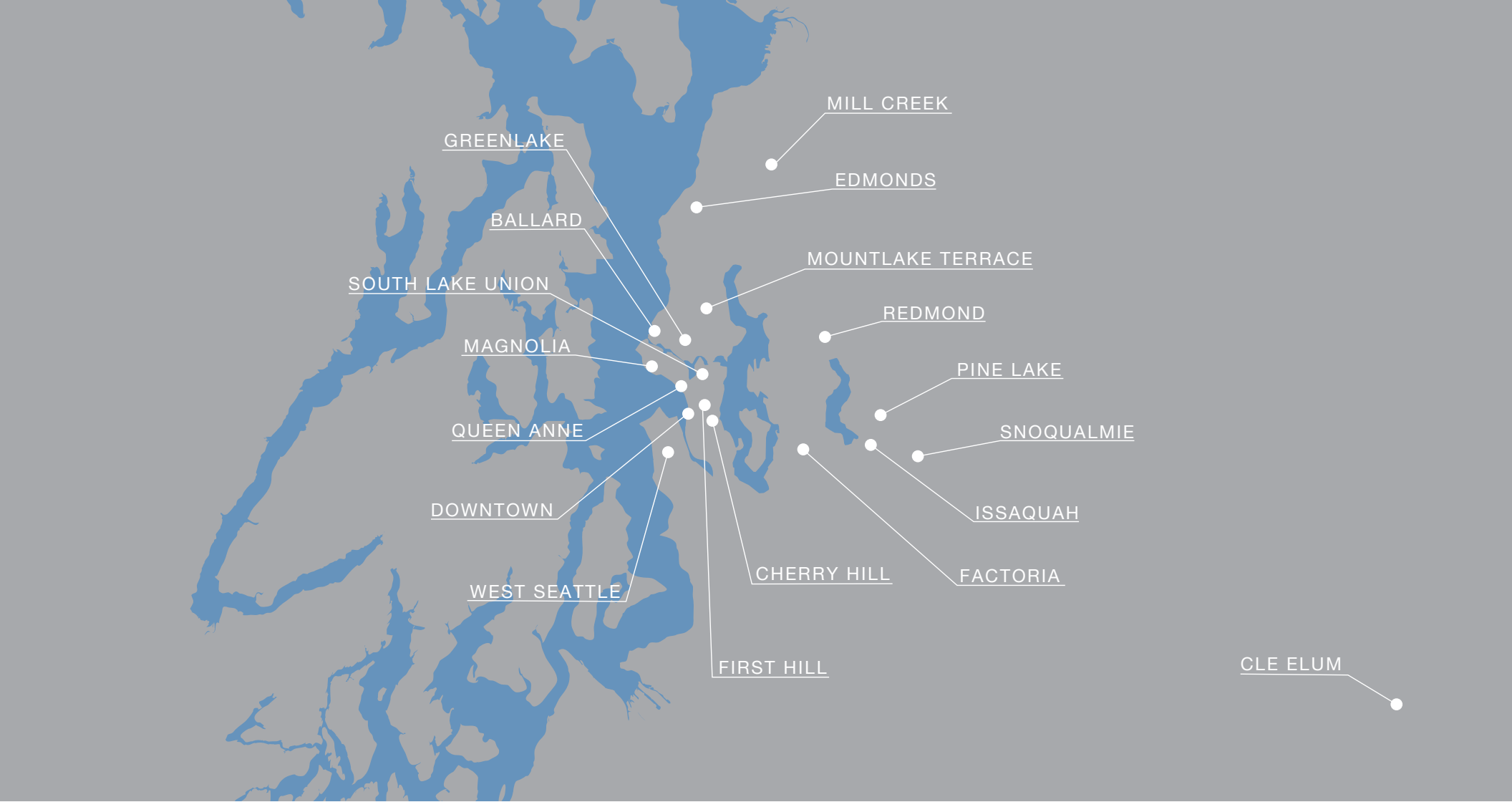


Swedish Medical Group

PRIMARY CARE

A vital service matures, plans for the future

Swedish Medical Group’s primary care practices are the heart of our body of work, sending beats out to specialties, other care providers, clinics, hospitals and services as needed. Primary care often is the first point of contact for patients seeking a solution for issues as varied as they are. This is why expanding and supporting our primary care services is central to our growth strategy.



PRIMARY CARE CLINICS

BALLARD Swedish Primary Care	FACTORIA Swedish Primary Care	MILL CREEK Swedish Primary Care	SNOQUALMIE Swedish Primary Care
CLE ELUM Swedish Primary Care	FIRST HILL Swedish Employee Health & Wellness Swedish Family Medicine Residency	MOUNTLAKE TERRACE Swedish Ballinger Primary Care	SOUTH LAKE UNION Swedish Primary Care Swedish Urgent Care
CHERRY HILL Swedish Family Medicine Residency	GREENLAKE Swedish Primary Care	PINE LAKE Swedish Primary Care	WEST SEATTLE Swedish Children's Clinic Swedish Primary Care
DOWNTOWN Swedish Primary Care	ISSAQUAH Swedish Primary Care	QUEEN ANNE Swedish Primary Care	
EDMONDS Swedish Edmonds Birth & Family	MAGNOLIA Swedish Primary Care	REDMOND Swedish Primary Care Swedish Urgent Care	

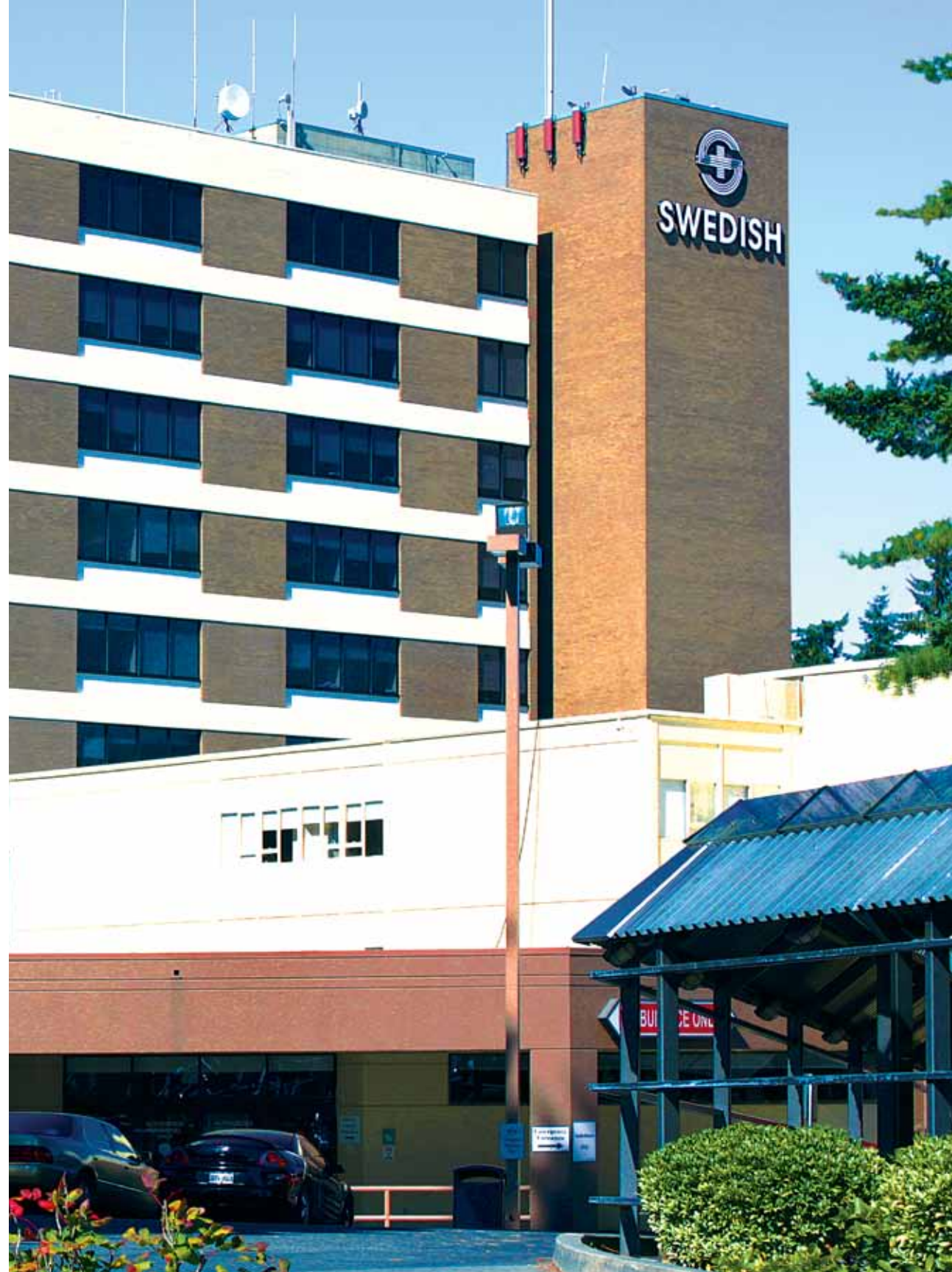


Growing in the right direction: Strategy for 2013

Even before our official 2013 growth strategy for primary care was determined in fall 2012, we'd achieved steady, solid growth through many of the same pillars we now champion as a concerted plan:

- Increase market share
- Recruit providers
- Innovate by offering unique, appropriate services in healthcare

And even with the fundamental changes now taking place in the healthcare industry, we believe that standing behind this growth strategy, tracking and measuring our progress, and remaining ever thoughtful about risks and obstacles will deliver the expansion our patients require.



New primary care practices join the group

Throughout 2012 we found ways to bring more primary care services into the fold, including:

- **Mountlake Terrace's Ballinger Clinic—**
Three providers offer our North End patients full health-risk assessments, care for chronic illness and work injuries, among other essential primary care responsibilities—seven days a week.
- **Edmonds Birth & Family Clinic—**
Ten providers focus on obstetrics and gynecology, newborn and pediatric care, as well as geriatric and adolescent care; a true primary care palette.

"I always experience promptness and attention that makes me feel as if I am the only patient. It's great."



Urgent care becomes an urgent need

Getting care to patients who need it in a hurry inspired us to establish two new urgent care clinics.

- **South Lake Union Urgent Care**—Ideally situated near the Amazon.com corporate headquarters and the burgeoning community surrounding it, Swedish South Lake Union Primary Care quickly became a budgeted-revenue renegade, beating projections by 75% in 2012. Putting an urgent care clinic in this location meets a clear need for quality healthcare in a particular demographic.
- **Swedish/Redmond Urgent Care**—With the addition of urgent care in summer 2012, our Redmond acute care center now offers a complete and impressive array of health services to a community that continues to bring us growth in patients, capacity and charges.

An instant hit with healthcare consumers, these two are just the beginning of our strategy moving forward to create a network of urgent care clinics throughout our communities.



Employee Health & Wellness celebrates first clinic year

Swedish's own Employee Health & Wellness Clinic debuted in late fall 2011 and proved in its first year that providing walk-in clinical care to any Swedish employee was a wise move, indeed. Our staff (two ARNPs, two R.N.s, and one MA) take care of common ailments, urgent health concerns, on-the-job injuries and provide referrals to Swedish Primary Care when needed. Some stand-out stats in the clinic's opening 15 months:

- 4,000 employee visits
- Approximate annualized gross savings for Swedish = \$541,000

Employees who are using the clinic have an overwhelmingly positive experience with the service and care. Based on their survey responses:

- 60 percent 1) would not have sought care at all; 2) would have sought care in a Swedish Emergency Department; or 3) would have sought care outside of the Swedish network
- Satisfaction with their visit was rated an average of 9.7 out of 10



Safe travels start here

Swedish Snoqualmie Primary Care began offering a sharp focus on travel medicine in 2012. World travel can be complex and dangerous; becoming ill while abroad happens more often than not. Travel medicine works on the foundation of an overall health assessment matched with intended travel itinerary and activities to ensure that patients get the proper immunizations and preventive care.

Residency program prepares physicians

With a solid beginning in the 1970s, the physician residency program at Swedish continues to grow stronger every year, providing physicians-in-training with hands-on experience. In 2012, we supported the medical learning of 97 residents and 17 fellows. New, innovative surgical procedures, pilot programs in patient care and one-on-one contact with medical directors give these future doctors as much benefit as they bring to Swedish patients. As part of our new primary care strategy, we'll be integrating residents into existing SMG primary and urgent care settings across the system.

Brand new care team model tested

In late 2012, Swedish Magnolia Primary Care became the first SMG test site for a brand new care team model. The goals? To develop a meaningful relationship with the patient and to standardize work and expectations for each member of the care team. When these two priorities move to the front of the line, factors such as patient experience, quality of care, access, and staff satisfaction and work/life balance, fall into place. The pilot participants are facing both successes and challenges as they mold the program into a model for care that can be rolled out across SMG.

Acute Care Centers: Redmond and Mill Creek

Though the concept was pioneered by consumer shopping habits, the idea of “one-stop shopping” makes a lot of sense in the realm of healthcare, too. Our two Acute Care Centers provide a variety of critical services in one place, adding an element of convenience for our patients who might otherwise travel great distances to reach the different services they need. Our ACCs dramatically increased access by bringing care “close to home.”

Swedish/Redmond

In addition to providing a wide range of primary and specialty care services, as well as emergency care, at Swedish/Redmond, we added urgent care in summer 2012. Aligning our growth goals with our population needs creates opportunities that are self-evident. Opening an urgent care clinic at Swedish/Redmond is a clear example of this philosophy in action.

Swedish/Mill Creek

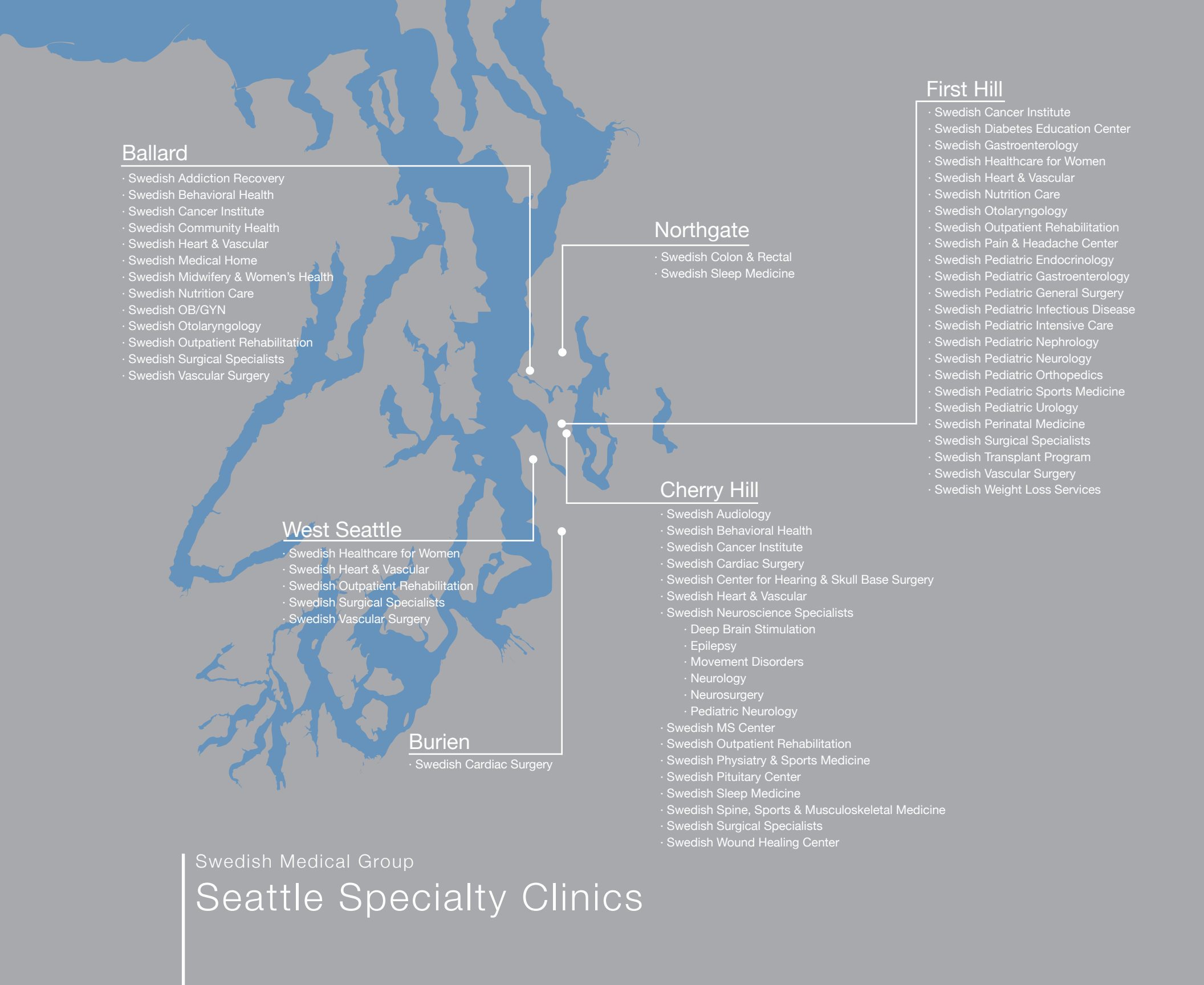
Primary care, women’s health, cardiology, dermatology, neurology, general surgery—among many other specialties—plus a vital emergency room, add up to a full-service healthcare site serving the needs of a rapidly growing population.

Swedish Medical Group

SPECIALTY CARE

Services marked by expansion, growth

Specialty services are our fastest-growing area of care, driven by the goal of meeting the diverse health needs of our patients. We’re purposefully creating a network of care within Swedish that spans disciplines from the well-known, such as cardiology, to niche care like pediatric orthopedics. Also intended is seamlessly coordinated care—from primary physicians to specialists and then coming full circle back to primary care. Our patients reap the benefits, staying within a fully functioning system that cares for their every need.



Swedish Medical Group

Eastside Specialty Clinics

Bellevue

- Swedish Cancer Institute
- Swedish Heart & Vascular
- Swedish Outpatient Rehabilitation
- Swedish Spine, Sports & Musculoskeletal Medicine

Redmond

- Swedish Colon & Rectal
- Swedish Facial Plastics
- Swedish Gastroenterology
- Swedish Heart & Vascular
- Swedish Neuroscience Specialists
- Swedish Otolaryngology
- Swedish Outpatient Rehabilitation
- Swedish Pediatric Endocrinology
- Swedish Pediatric General Surgery
- Swedish Pediatric Sleep Medicine
- Swedish Pediatric Urology
- Swedish Sleep Medicine
- Swedish Spine, Sports & Musculoskeletal Medicine
- Swedish Surgical Specialists

Pine Lake

- Swedish Heart & Vascular

Cle Elum

- Swedish Heart & Vascular

Issaquah

- Swedish Behavioral Health
- Swedish Bone Health
- Swedish Cancer Institute
- Swedish Facial Plastic Surgery
- Swedish Gastroenterology
- Swedish Heart & Vascular
- Swedish Issaquah OB/GYN
- Swedish Neuroscience Specialists
- Swedish Otolaryngology
- Swedish Outpatient Rehabilitation
- Swedish Pain & Headache Center
- Swedish Pediatric Gastroenterology
- Swedish Pediatric General Surgery
- Swedish Pediatric Neurology
- Swedish Pediatric Orthopedics
- Swedish Pediatric Sleep Medicine
- Swedish Pediatric Sports Medicine
- Swedish Pediatric Urology
- Swedish Sleep Medicine
- Swedish Spine, Sports & Musculoskeletal Medicine
- Swedish Surgical Specialists
- Swedish Vascular Surgery
- Swedish Weight Loss Services

A strong showing

The growth of SMG specialty care services has been on a sharp upward trajectory for the past several years. Now, patients can access 84 SMG specialty clinics—both hospital-based and in practice settings—and nearly 600 physicians and advanced practice clinicians. Success stories in 2012 are many. Of note:

- + Hospital-based specialty services experienced in-patient growth, increased case-mix index, and lowered morbidity and length of stay.
- + Mill Creek, Redmond and Issaquah markets introduced new services.
- + Issaquah OB/GYN exceeded expected births by 50%.
- + General cardiology services grew by 11% in WRVUs.
- + Swedish Neuroscience Institute continued to expand the TeleHealth and TeleStroke programs regionally.
- + Hospital Medicine and Behavioral Health piloted TeleHealth successfully between Swedish campuses and improved efficiency.
- + Sleep Medicine opened new Sleep Centers in Issaquah and Everett.

Port Angeles

- Swedish Neurology
- Swedish Telestroke
- Swedish Sleep Medicine

Edmonds

- Swedish Behavioral Health
- Swedish Cancer Institute
- Swedish Diabetes Education Center
- Swedish Heart & Vascular
- Swedish Internal Medicine
- Swedish Neuroscience Institute
- Swedish Nutrition Care
- Swedish Outpatient Rehabilitation
- Swedish Sleep Center
- Swedish Wound Healing Center

Mill Creek

- Swedish Colon & Rectal
- Swedish Heart & Vascular
- Swedish Outpatient Rehabilitation
- Swedish Sleep Medicine
- Swedish Surgical Specialists

Swedish Medical Group

North End Specialty Clinics



Swedish Ballard Midwifery & Women’s Health

More and more families are choosing to partner with a midwife for pregnancy and childbirth. Swedish Ballard Midwifery & Women’s Health was created to meet this need and has become one of our most rapidly growing service lines, with 10 full-time midwives and an innovative program, Centering Pregnancy. The only one of its kind in Seattle, this program is a groundbreaking approach to prenatal care, based on the idea that group support, guided by a midwife, gives soon-to-be moms a broader forum for discussion and friendship. Certified nurse-midwives also provide comprehensive women’s health care including annual exams, birth-control counseling, menopausal care and primary care.



Specialty Highlights

Swedish Spine, Sports & Musculoskeletal Medicine

One of the newest specialty care clinics at SMG, Swedish Spine, Sports and & Musculoskeletal Medicine (SSS&MM), doubled in size in its first year as a result of demand for the highly targeted care this clinic provides. Since debuting in January 2012, the team has expanded from four to seven physiatrists. With a focus on nonsurgical treatment of sports, spine and peripheral joint injuries, and other musculoskeletal system conditions, the SSS&MM physiatrists are meeting a patient need with a winning combination of compassion and expertise at four locations. Their policy of coordinated care with other providers and disciplines is proving to be a model throughout our specialty services.

Swedish Pediatric Orthopedics

In July 2012, Kathleen Moen, M.D., joined Swedish Pediatric Specialties, launching a much-needed pediatric orthopedic service. Immediately, our ability to provide comprehensive care to pediatric patients was elevated. Physicians with this particular specialty training are a rare find. Dr. Moen’s department has quickly ramped up and, with the help of a PA-C, she sees patients and performs surgeries at both Swedish/Issaquah and First Hill. To help build this vital service, the pediatric orthopedics team works closely with our Emergency Departments and pediatric sports medicine group.

Swedish Gastroenterology

Swedish Gastroenterology serves as the cornerstone of Swedish Center for Digestive Health, which brings together several specialties and subspecialties throughout SMG and Swedish. Coordination among the groups is finely tuned so that each patient receives the best possible treatment plan. As 2012 drew to a close, our new 21,600-square-foot clinic on the First Hill campus—with a mission to advance the art and science of endoscopy—celebrated its one-year anniversary. The largest and most advanced endoscopy center in the Pacific Northwest, this beautifully appointed unit serves as the procedural space for a broad range of minimally invasive cases performed by SMG gastroenterologists, colo-rectal specialists, thoracic and bariatric surgeons, and pulmonologists. This new center doubled the capacity of the previous space, directly responding to community need.

+ SWEDISH GASTROENTEROLOGY SERVICES HAD A 32% INCREASE IN WRVUS OVER 2011.





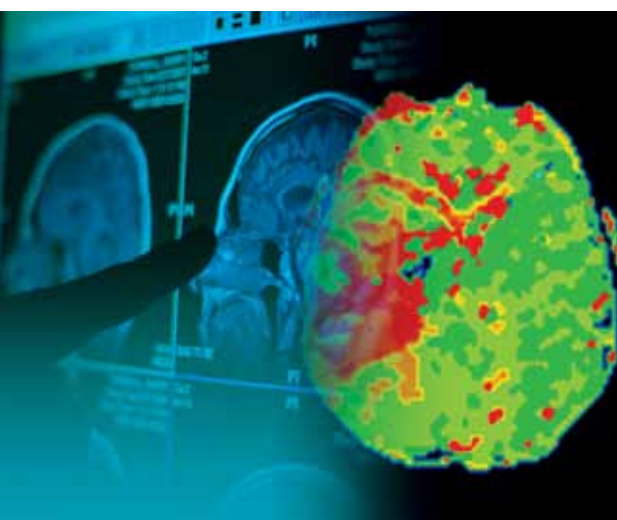
Specialty Highlights

Swedish Facial Plastic Surgery

This new service vaulted into the Swedish offerings in 2012, and, along with cosmetic treatments, are a fast-growing segment of our specialized care. At Swedish Facial Plastic Surgery, Angie U. Song, M.D., performs reconstructive and cosmetic procedures. “The primary goal that I want each patient to achieve after seeing me is that I want them to know their options and also be part of the decision-making,” says Dr. Song. She and her team feel that the more knowledge a patient has before, the less anxious they will be for the procedure. Dr. Song works with a full support team to provide patients with thoughtful, compassionate care.

Swedish Audiology

Swedish Audiology services debuted a total of six new audiology booths at Swedish’s First Hill, Cherry Hill and Issaquah campuses in 2012. These booths are an important addition to the service, providing full-spectrum hearing tests for children and adults at all of our audiology locations. And beyond diagnostic hearing evaluation and hearing aid services, Swedish audiologists deliver the highest level of care for those who live with ear disease and skull base tumors.



Specialty Highlights

Swedish Neuroscience Institute

As the largest provider of neurological care in the Pacific Northwest, Swedish Neuroscience Institute can track its tremendous expansion and growth year by year. 2012 was an especially exciting time, with the opening of both the Multiple Sclerosis Center and the Swedish Cerebrovascular Center.

Multiple Sclerosis Center

A flagship program of the Swedish Neuroscience Institute, the MS Center is the most comprehensive center of its kind in the Pacific Northwest. The center attracts patients from both our local region and from around the world to receive patient-centric treatment and to undergo clinical trials with a nationally recognized team of physicians, therapists and care providers. The new 11,700 square-foot center consolidates all MS services, treatments and research into one facility.

Cerebrovascular Center

The new Cerebrovascular Center combines several existing services at Swedish to provide patients with treatment that includes diagnostics, surgical, endovascular and medical treatment options, and education and support. Ours is the only center in the Pacific Northwest that offers care for patients with brain blood vessel disorders, such as brain aneurysm and stroke.

+ SWEDISH NEUROSCIENCE INSTITUTE SAW AN 18% GROWTH IN WRVUS OVER 2011.



Swedish Heart & Vascular Institute

Swedish Cardiac Surgery

Our nationally recognized cardiovascular and interventional surgeons have performed more than 46,000 open-heart surgeries. They've spearheaded new procedures and established new care relationships with patients in our region's rural areas.

- In 2012, these surgeons piloted a new procedure called transcatheter aortic valve replacement (TAVR), a significant advancement in treating patients who are not candidates for open-heart surgery, but who require the life-saving procedures afforded through open-heart surgery. With philanthropic support, the TAVR procedure was used successfully in 30 patients over the course of the year.
- Through our new partnership with Swedish Health Network, Swedish Cardiac Surgery is able to provide highly specialized care to patients on the North Olympic Peninsula.

+ CARDIOVASCULAR SURGERY HAD A 13% INCREASE IN CASES OVER 2011, MANY RELATED TO THE NEW TAVR PROCEDURE.

Swedish Vascular Surgery

With an exclusive focus on vascular surgery, our surgeons in this specialty thoroughly understand diseases affecting the arteries and veins, as well as the most effective and appropriate treatment for each patient. SMG recruited its first chief of Vascular Surgery in 2012, bringing in Rocco Ciocca, M.D., to develop administrative and clinical components of the program. Under his guidance, Swedish Vascular Surgery expanded patient care to four locations in the Greater Seattle area, now providing access to arterial procedures, vascular surgery, vascular lab services and cosmetic vein procedures.

Vein Clinic services in demand – A team of specialized physicians at the Swedish Vein Clinic resolve the pain, fatigue and cosmetic concerns of vein problems for thousands of patients (an ever-growing number) each year. Spider veins and varicose veins are dispatched with specialized treatment plans that incorporate patient goals with optimal medical outcomes. Most highly effective treatments easily can be done in the physician's office, making vein repair today a highly sought-after procedure.

Swedish Medical Group

PHYSICIAN PROGRAMS

Making real gains

We supported our physicians in diverse ways in 2012—from creating a new online community for their use, to assisting with federal incentive qualification, to dedicating staff to their development. When given a healthy dose of resources behind the scenes, they can do what they do best—take excellent care of our patients.



Meaningful use program boosts the bottom line.

Medicare and Medicaid provide a financial incentive for the “meaningful use” of certified electronic health record technology to achieve health and efficiency goals. By signing up SMG physicians and seeing successful attestations of the meaningful use program, we’ve made great strides in a short time.

2011 PROGRAM YEAR

- + Financial return of \$3 million
- + 185 providers successfully attested

2012 PROGRAM YEAR

- + Outstanding passing rate increase from 38% to 85%
- + 378 eligible providers identified
- + Financial return projection of \$4.5 million
- + Better workflows developed
- + Program alignment with Providence Medical Group
- + Program collaboration with Minor & James Medical and The Polyclinic



We have Top Docs. Lots of them.

As they do each year, Seattle Magazine and Seattle Met Magazine published the results of their annual Top Doctors surveys in their July and August 2012 issues, respectively. These magazines recognized more than 300 Swedish-affiliated providers who were nominated by peers for each survey. We're pretty proud of them, and the peers who supported them with nominations.

DocSpot builds physician collaboration.

Our new website for SMG physicians—DocSpot—is designed to foster social and work project collaboration. As a resource, the portal:

- Gives physicians a place to meet and discuss issues.
- Brings physicians together over specific cases or committees.
- Supports physician conversation on topics requiring administrative action.
- Serves as a social connector for physicians looking to get to know each other better.

Swedish Professional Clinics thrive under reconfiguration.

The Swedish Professional Clinics are a collection of six multispecialty clinics. Providers rotate through, allowing us to bring specialized services to outlying locations to better serve our patients. In 2012, we reconfigured clinic space and locations to fill gaps and respond to community needs. In so doing, we brought Swedish West Seattle and Swedish Issaquah to 80%+ occupied, which indicates the clinic is at capacity in service offerings.

Business development specialists zero in.

Swedish Medical Group's team of business development specialists focus support on physicians and their practices, seeking out new growth opportunities. This team is the go-to resource for planning, marketing and communications, and referral introductions. In mid-2012 the team was restructured to deliver more pointed recommendations and results based on service line and clinic capabilities.

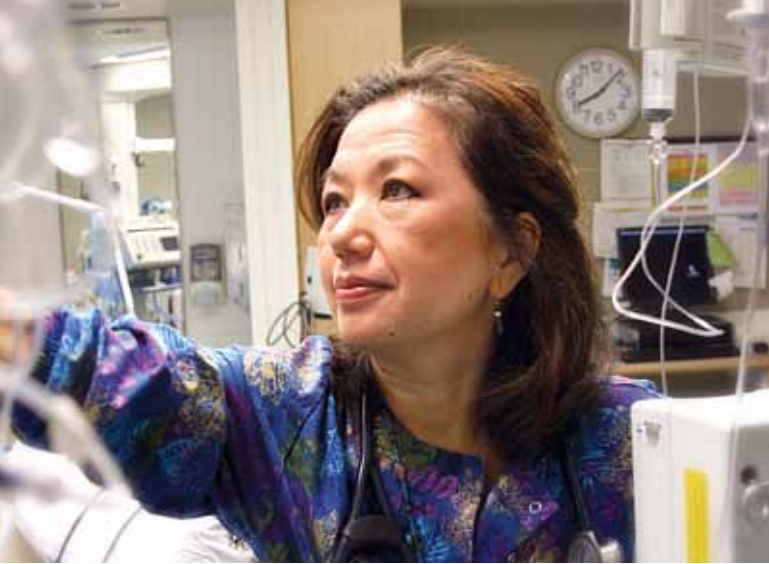


Swedish Medical Group

NEW & REFINED SERVICES

Transforming care delivery

“Quality of care” doesn’t just hum in the background at Swedish Medical Group; it’s a dominant reality. We’re persistent, too, seeking to improve that quality for our patients in all kinds of ways. We ask: How can we ensure better transitions for our nursing home patients? How can we help our patients with chronic conditions better manage their health? Is there a way to give patients 24/7 access to their own medical records? The answers to our most pressing questions most often come from listening to our patients, seeking out best practices and creating inspired care solutions through our own innovation.



CHAT

Self-managing chronic disease

CHAT (the Collaborative Health Action Team) is comprised of four nurses who deliver care management via telephone to our patients with heart failure. Designed to improve self-management and avoid unnecessary Emergency Department or hospital visits, CHAT was launched as a pilot program in July 2011. Through close monitoring and evaluation, the CHAT team is able to reduce less-than-30-day readmission rates, saving money for both patients and SMG. In summer 2012, CHAT received the coveted Award of Excellence in Healthcare Quality from Qualis Health. Based on the program’s success in its first year, it is set to expand resources in 2013.

RESIDENTIAL CARE TEAM

Effectively transitioning patients

Ric Troyer, M.D., is our Residential Care Team medical director, a program he developed and launched in mid-2011. The program promotes improved quality and continuity of care as patients transition from our hospitals to nursing and rehabilitation centers, then to a safe return back home and to their community physician. The RCT removes the anxiety of “what’s next,” effectively guiding Swedish patients from provider to provider with accompanying medical records and other important documentation.

NURSING

New department gains ground

The development of Swedish Medical Group’s first Ambulatory Nursing Department happened by clear intention and solid goals: grow to meet community needs, thrive under new reimbursement models, create enduring alignment with physicians and clinicians, and transform delivery of care. Not so obviously stated is the outcome that also means quality patient care: leadership, growth and development of SMG’s clinical nursing staff. Add in continued education, training and competency testing. All told, the nursing department, led by SMG’s first-ever nurse executive, Charlotte Foster, R.N., BSN, MHA, stands to innovate itself into a best practice.

SMG NURSES BY THE NUMBERS

- + Total nurses = 163
- + Nurse educators = 2
- + Advanced registered nurse practitioners = 42
- + R.N.s = 87
- + Certified nurse midwives = 10
- + LPNs = 13
- + Clinic nursing specialists = 1

CLINICAL QUALITY

Always at the forefront of care

Swedish Medical Group's Clinical Quality department never wavers in its commitment to top-notch care—both for our patients and our staff. Through clinical training, electronic health record education, clinic workflow analysis and best-practice development, they keep SMG on track with regulations. At the same time, they further our quality goals by engaging in research and new initiatives—all the while developing even better internal data systems and measurement tools. Just a few items under the department's domain include:

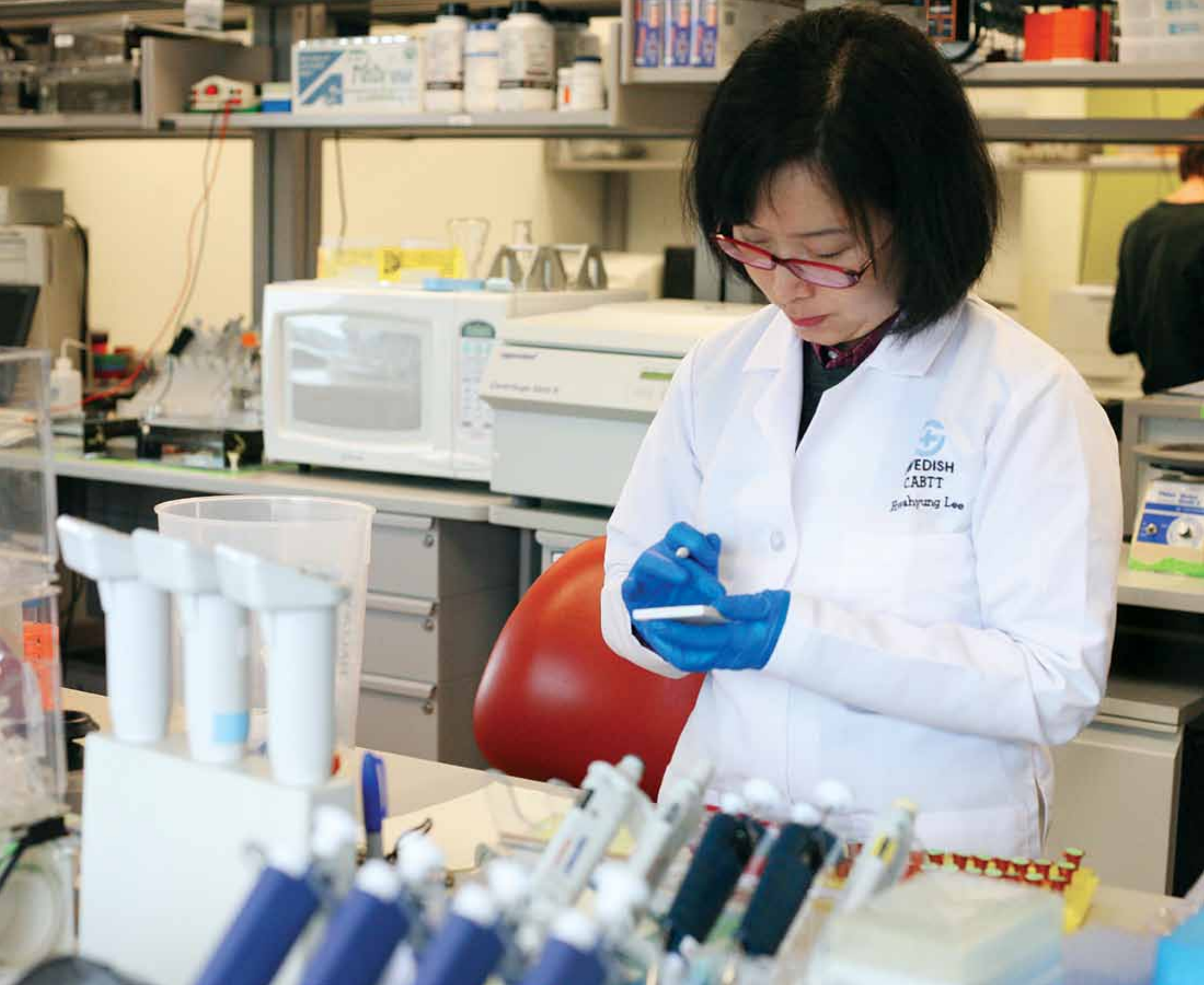
- Cardiac Learning and Action Network (C-LAN): This peer-to-peer networking integrates health IT, quality improvement and primary care redesign concepts.
- Childhood Immunization Program: We've made immunization care and tracking a top priority, resulting in significantly increased immunization rates across our primary care clinics.
- Chronic Pain Program: Thanks to new assessment tools, our clinic staff now can more accurately determine patients' pain levels and manage care accordingly.
- Colon Screening: More than 22,000 of our patients in 2012 were identified to be due for a colon screening, with a projected revenue stream of more than \$16 million.
- Diabetes Mellitus Program: Our primary care clinics schedule diabetes visits at regular intervals to help patients manage their diabetes and track their progress.
- Physician Quality Reporting System: This federal financial incentive quality reporting program is set to become a financial penalty in 2015. Getting it right now helps our bottom line.
- Press Ganey: Improvement plans are in place for reporting, tracking and training on this patient satisfaction program in 100% of our clinics.

MYCHART

Keeping patients in the loop 24/7

2012 marked the first full year that MyChart was in full use by both primary care and specialty care providers. MyChart, an online service that allows Swedish patients to communicate with their healthcare provider, request appointments, and review records and results, is used by 114,000 Swedish patients, with 40,000 of those using the portal regularly. User-friendly content linking and a mobile app were significant enhancements added to MyChart in 2012. Through this technology we have:

- Increased patient satisfaction;
- Improved operational efficiency; and
- Satisfied multiple criteria for "meaningful use" qualification.



Provider Directory

SWEDISH MEDICAL GROUP

Medical directors, chiefs and executive directors shown in bold.

ADDICTION RECOVERY

Horan, Therese, ARNP
Ingrisano, Nicole, M.D.
Olson, Eric, M.D.
Parada, Gregory, M.D.
Rudolf, Vania, M.D.
Vanston, Sarah, M.D.
Walsh, Jim, M.D.
Wong, Jacqueline, M.D.

ANESTHESIOLOGY

Abramowitz, Kelvyn, M.D.
Alley, Connie, CRNA
Bennett, Melissa, CRNA
Blankenship, Will, M.D.
Carlyle, Wendy, M.D.
Doepfner, Paul, M.D.
Downs, Angela, CRNA
Elwood, Thomas, M.D.
Helms, Svetlana, M.D.
Lamperti, Katharin, M.D.e
Livingston, MaryKay, CRNA
Mackenzie, Ian, CRNA
Milligan, Deyan, M.D.
Rad, Ionel, M.D.
Sauer, Tatum, M.D.
Ward, Dorota, CRNA
Wesner, Heather, CRNA
Wheelock, Kevin, CRNA
Yoo, Kathryn, M.D.

AUDIOLOGY

Carroll, Brenna, AuD
Huckabay, Tina, AuD
Lamberth, Heather, AuD
Watson, Stacey, AuD

BONE HEALTH

Shuhart, Christopher, M.D.

BEHAVIORAL MEDICINE

Anderson, Rosemarie, M.D.
Bay, Rebecca, M.D.
Davies, Catherine, M.D.
Famy, Christopher, M.D.
Gonsoulin, John, M.D.
Larson, Bruce, M.D.
Waghray, Arpan, M.D.
Zantop, Veronika, M.D.

CARDIAC SURGERY

Barnhart, Glenn, M.D.
Campbell, William, PA-C
Earnheart, Amanda, PA-C
Friedlander, Gil, PA-C
Gartman, David, M.D.
Hayes, Ronald, PA-C
Kidwell, Francis, PA-C
Lehr, Eric, M.D.
Ree, Traci, PA-C
Teply, Joseph, M.D.

Weinreich, Steven, PA-C
Wu, Pierce, PA-C
Youssef, Samuel, M.D.

CARDIOLOGY

Alfred, Sally, ARNP
Althouse, Ralph, M.D.
Bersin, Robert, M.D.
Blake-Inada, Louis, M.D.
Bliss, Roxanne, ARNP
Broudy, David, M.D.
Casterella, Peter, M.D.
Demopulos, Peter, M.D.
Desai, Amish, M.D.
English, Milton, M.D.
Gardner, Polly, ARNP
Ghods, Massie, M.D.
Grassman, Eric, M.D.
Huang, Paul, M.D.
Hughes, Sandra, ARNP
Laurent, Debra, ARNP
Lewis, Howard, M.D.
Main, Carolyn, ARNP
Malaney, Sally, ARNP
Mito, Robert, M.D.
Odhiambo, Bibian, ARNP
Olsen, John, M.D.
Oppenheim, Gary, M.D.
Panther, David, PA-C
Pautz, James, M.D.

Perpetua, Elizabeth, ARNP
Petersen, John, M.D.
Petersen-II, John, M.D.
Petrescu, Madalina, M.D.
Reed, Susan, ARNP
Reisman, Mark, M.D.
Siecke, Neil, M.D.
Speck, Sarah, M.D.
Stanley, William, M.D.
Wells, Darryl, M.D.
Westcott, Jeffrey, M.D.
Westover, Jennifer, ARNP
Yeoh, Tiong-Keat, M.D.
Zivin, Adam, M.D.

eICU

Billings, Martha, M.D.
Patel, Kevin, M.D.
Slatore, Christian, M.D.

EMERGENCY MEDICINE

Berman, Jeremy, M.D.
Carlisle, Russell, M.D.
Clark, Nathaniel, M.D.
Dowidar, Bassim, M.D.
Fitzsimmons, Kari, M.D.
Garbrick, Lisa, M.D.
Grundy, Robert, M.D.
Kallas, Alexander, M.D.
Kates, Laura, M.D.

Olson, Carroll, M.D.
Selander, David, M.D.
Seo, Benjamin, M.D.
Tucker, Kristine, M.D.
Wagner, Lara, M.D.

EMPLOYEE HEALTH

Hair, Billierose, ARNP
Welch, Rebecca, ARNP

EPILEPSY

Caylor, Lisa, M.D.
Dela Cruz, Marie, MSW
Doherty, Michael, M.D.
Fortier, Nicole, ARNP
Haltiner, Alan, M.D.
Schoenfeld, Jennifer, ARNP
Sepkuty, Jehuda, M.D.
Sotero de Menezes, Marcio, M.D.

FAMILY MEDICINE

Anderson, Ken, M.D.
Barnett, Anthony, M.D.
Bayles, Robert, M.D.
Belcher, Christopher, M.D.
Bennett, Angela, ARNP
Bensen, Crystal, ARNP
Bishop, Janice, M.D.
Brinkley, Caroline, M.D.
Chan, Christopher, M.D.

Chan, Clara, M.D.
Chandra, Arti, M.D.
Chen, Jenny, M.D.
Chen, LuAnn, M.D.
Dudgikar, Darshana, M.D.
Duke, Rebecca, M.D.
Erdmann, Thomas, M.D.
Esmail, Naheed, D.O
Esper, Elisa, ARNP
Fader, Seth, D.O.
Greaney, Ann, M.D.
Guerra, Juan, M.D.
Guerra, Sierra, M.D.
Hadley, Amye, ARNP
Hogg, Robert, M.D.
Horan, Therese, ARNP
Irizarry, Fernando, M.D.
Janzen, Carl, M.D.
Kovar, Michael, M.D.
Lambe, Mary, M.D.
LeSage, Hui-Ying, M.D.
Liebert, Carlyn, ARNP
Mazzeo, Rocky, M.D.
McFarland, David, M.D.
McHugh, James, M.D.
McKeen, Lindsey, ARNP
Midtling, John, M.D.
Miller, Eduardo, M.D.
Najera, Travis, M.D.
O’Farrell, Catie, M.D.

Parrish, Rebecca, M.D.
Pruess-Nevins, Kim, M.D.
Pulido, Stephen, M.D.
Reid, Jean, M.D.
Roe, Elaine, M.D.
Roter, Bradley, M.D.
Schier, Craig, M.D.
Shamseldin, Shannon, M.D.
Smith, Catherine, M.D.
Stose, Mark, PA-C
Szalay, Andrew, M.D.
Tan, Lynne, M.D.
Towers, Tammy, M.D.
Tran, Van, DNP, ARNP
Tregillus, Leslie, M.D.
Urriola, Alina, M.D.
Van Tassel, Melissa, M.D.
Vankireddy, Haritha, M.D.
Weitkamp, Gretchen, M.D.
Whittaker, Lori, M.D.
Wise, Maria, D.O.
Wohl, Jodie, M.D.

FAMILY MEDICINE w/OB

Babcock, Judith, M.D.
Benveniste, Sara, M.D.
Canavera, Courtney, M.D.
Capp, Philip, M.D.
Casey, Jillene, M.D.
Cronyn, Maurene, M.D.

Dagg, Steven, M.D.
Dresang, Steven, M.D.
Dyer, Rachael, M.D.
Emanuel, Margaux, M.D.
Erickson, Katrina, M.D.
Ertugay, Lane, M.D.
Fuhrmann, David, M.D.
Gaydos-Gabriel, Juliann, M.D.
Giedt, Cassandra, M.D.
Henkle, Esther, M.D.
Hills, Rachel, M.D.
Karmali, Zahra, M.D.
Kimball, Laura, M.D.
Klein, Deborah, M.D.
Lin, Jennifer, D.O.
Mayhill, Monica, M.D.
McBride, Jonathan, M.D.
McHugh, Jessica, M.D.
Mohr, Lisa, M.D.
Nelson, Marci, M.D.
Nijenhuis, Elaine, PA-C
Okorn, Dobrina, M.D.
Piercey, Gwendolyn, ARNP
Rice, Hope, M.D.
Shamseldin, Michael, M.D.
Smith, Frederick, M.D.
Spence, Jennifer, M.D.
Spiro, David, M.D.
Taki, James, M.D.

Provider Directory

SWEDISH MEDICAL GROUP (continued)

Medical directors, chiefs and executive directors shown in bold.

Tonder, Kathryn, M.D.	Ramakrishnan, Amarnath, M.D.	Burke, Bennett, M.D.	Mashino, Yoko, M.D.	INTERNAL MEDICINE	Terasaki, Wesley, M.D.	Severson, Barbara, ARNP	NEUROPSYCHIATRY
Weiss, Mary, M.D.	Schembre, Drew, M.D.	Coler, Clark, M.D.	Matthews, Jesse, M.D.	Beaubien, Joanne, M.D.	Wang, Constance, M.D.	Toshima, Michelle, M.D.	Fine, Lina, M.D.
Wesch, Jessica, M.D.		Connolly, Janice, M.D.	McDermott, Carmen, M.D.	Bonsack, Bruce, M.D.	Watson, Ronald, M.D.		
Yuskaitis, Matthew, M.D.		Corson, Adam, M.D.	Mironov, Vitali, M.D.	Davoodi, Rashno, M.D.	Wheeler, Cathrine, M.D.		
Zeh, Catherine, M.D.		Cowan, James, M.D.	Mukherjee, Paramita, M.D.	Deans, Amy, M.D.	Wolff-Gee, Jeff, M.D.		
		Dandekar, Ajai, M.D.	Murphy, Itanna, PA-C	Fein, Warren, M.D.	Woo, William, M.D.		
FELLOWS	GENERAL SURGERY	Danielsson, Per, M.D.	Nemani, Revati, M.D.	Freeman, Ruth, M.D.	Xue, Run, M.D.		
Addiction Medicine	Barr, Darlene, M.D.	Desgranges, Zana Patrick, M.D.	Neme, Santiago, M.D.	Gardner, Bruce, M.D.	Zinsley, Maryellen, ARNP		
Plawman, Abigail, M.D.	Dishneau, Heidi, ARNP	Diggs, Naomi, M.D.	Olariu Ureche, Mihaela, M.D.	Gatta, Smitha, M.D.			
Advanced Hospital Medicine	Eden, Michelle, M.D.	Ding, Alice, M.D.	Oliver, Cara, M.D.	Hsue, Mindy, M.D.			
Andrews, Inna, M.D.	Florence, Michael, M.D.	Dinges, Warren, M.D.	Ong, Brandon, M.D.	Hyde, Martha, M.D.			
Barkley, Shannon, M.D.	Granvall, Stephanie, PA-C	Drozdz, Daniel, M.D.	Paulson, Kari, PA-C	Kasper, Mark, M.D.			
Cardiovascular and Vascular Medicine	Horton, Marc, M.D.	Ekemo, Janice, ARNP	Pillai, Sunita, M.D.	Lazarous, Patsy, M.D.			
Azam, Salman, M.D.	Johnston, Matt, M.D.	Fathke, Carrie, M.D.	Potter, Elizabeth, M.D.	Le, Trieu, M.D.			
Mercado, Nestor, M.D.	Kaufman, Jedediah, M.D.	Fennessy, Sean, M.D.	Rahman, Saad, M.D.	Lee, Tabessa, M.D.			
Complex and Minimally Invasive Spine	Lee, Christine, M.D.	Ganathi, Prashanthi, M.D.	Sabnis, Meeta, M.D.	Leigh, Martha, M.D.			
Ball, Bret, M.D.	Martinez, Ryan, M.D.	Goldman, Jason, M.D.	Sachdeva, Sandeep, M.D.	Liu, Carolyn, M.D.			
Souslian, Fotis, M.D.	Reimel, Beth Ann, M.D.	Gude, Jose, M.D.	Schutte, David, M.D.	Liu, Esther, M.D.			
Neurosurgery – Cerebro/Endovascular	Tilley, Eric, PA-C	Haddad, George, M.D.	Shaikh, Moin, M.D.	Manole, Irina, M.D.			
Abdu, Emun, M.D.	Ting, Andrew, M.D.	Hansen, Robert, M.D.	Shin, Janelle, M.D.	Marmorstein, Barry, M.D.			
	Tschirhart, John, M.D.	Horne, David, M.D.	Shur, Aaron, M.D.	McDonald, Douglas, M.D.			
	Wells, Sean, M.D.	Hough, Brian, M.D.	Skroch, Michael, PA-C	Mishra, Sunita, M.D.			
		Jerud, Elliot, M.D.	Sun, Gilbert, M.D.	Mittal, Neeti, M.D.			
GASTROENTEROLOGY	HOSPITAL MEDICINE	Kadera, Richard, M.D.	Tracy, Matthew, M.D.	Moen, John, M.D.			
Anderson, Carolyn, ARNP	Alto, Letizia, M.D.	Kocarnik, Beverly, M.D.	Trinh, Tony, M.D.	Nguyen, Thi, M.D.			
Ausk, Karlee, M.D.	Asakura, Kenji, M.D.	Kohmetscher, Mark, M.D.	Usman, Junaid, M.D.	Owen, Mary, M.D.			
Brandabur, John, M.D.	Ashley, Jennifer, M.D.	Lee, Alice, M.D.	Yaghmai, Elisha, M.D.	Pong, David, M.D.			
Gorham, Margaret, ARNP	Attia, Engi, M.D.	Lehmann, Ronald, M.D.	Yoo, Susan, M.D.	Reisenauer, Sarah, ARNP			
Holtzman, Gene, ARNP	Babcock, Ethan, M.D.	Lieu, Binh, M.D.	Zaniello, Benjamin, M.D.	Rouillard, Vicki, M.D.			
Mishra, Rajnish, M.D.	Bell, Kimberly, M.D.	Marzbani, Edmond, M.D.	Zhao, Richard, M.D.	Summerfield, Jill, M.D.			
Ness, Erik, M.D.	Bork, Sarah, M.D.						
Patterson, David, M.D.	Bryan, Shannon, M.D.						
Procaccini, Nicholas, M.D.							

Provider Directory

SWEDISH MEDICAL GROUP (continued)

Medical directors, chiefs and executive directors shown in bold.

NEUROTOLOGY

Backous, Doug, M.D.

Olivo, Janice

OB/GYN

Austin, Kristen, M.D.

Burdick, Theresa, M.D.

Cahill, Deborah, M.D.

Droz, Jennifer, M.D.

Feldmann, Kristie, ARNP

Friele, Eleanor, M.D.

Goepfert, Teresa, M.D.

Hammond, Sharon, ARNP

Howard, Kristy, M.D.

Ingrisano, Nicole, M.D.

Iverson, Julie, M.D.

Jaucian, Jennifer, M.D.

Jones, Karen, M.D.

Kingsland, Kathryn, ARNP

Kipa-Joseph, Heather, M.D.

Louie, Helen, M.D.

Lowdermilk, Mark, M.D.

McLennan, Dorcas, M.D.

Ninan, Anita, M.D.

Pollack, Zachary, M.D.

Ruiz, James, M.D.

Scheve, Dawn, M.D.

Souter, Vivienne, M.D.

Tomei, Rachele, PA-C

Weed, Samantha, M.D.

Zia, Joy, M.D.

OTOLARYNGOLOGY

Chan, Vincent, M.D.

Fenn, Joanne, M.S., CCC-SLP

Peterson, Linnea, M.D.

Sanchez, Gabriela, M.D.

Song, Angie, M.D.

Yang, See-Young, M.D.

PAIN MANAGEMENT

Irving, Gordon, M.D.

Lee, Jennifer, M.D.

Tomski, Mark, M.D.

Yang, Thomas, M.D.

Yu, Cong, M.D.

PALLIATIVE CARE

Connolly, Janice, M.D.

Ding, Alice, M.D.

Hansen, Robert, M.D.

Hough, Brian, M.D.

PEDIATRIC EMERGENCY MEDICINE

Caldwell, Krista, M.D.

Driano, Andrea, M.D.

Files, Matthew, M.D.

Finnigan, David, M.D.

Germino, Kevin, M.D.

Goetz, Kathleen, M.D.

Healy, Sara, M.D.

Keough, Lisa, M.D.

Mayo, Monique, M.D.

Staples, Shannon, M.D.

PEDIATRIC ENDOCRINOLOGY

Kletter, Gad, M.D.

PEDIATRIC GASTROENTEROLOGY

Essers, Jonah, M.D.

Pisharody, Uma, M.D.

PEDIATRIC GENERAL SURGERY

Hatch, Edwin, M.D.

Proctor, Monja, M.D.

Weinsheimer, Robert, M.D.

PEDIATRIC HOSPITAL MEDICINE

Achilles, Jennifer, M.D.

Aljabi, Fadi, M.D.

Avery, Caryn, M.D.

Block, Susanna, M.D.

Cassis-Ghavami, Farah, M.D.

Cole, Michelle, M.D.

Glover, Dianne, M.D.

Lawler, Sean, M.D.

Lee, Janet, M.D.

Marcus, Madeline, M.D.

Meade, Elizabeth, M.D.

Rogers, Robyn, M.D.

Smith, Kim, M.D.

Sun, Johnny, M.D.

Swanson, Thomas, M.D.

Thekke-Karumathil, Dinesh, M.D.

Uman, Howard, M.D.

PEDIATRIC INTENSIVE CARE

Belem, Izabel, M.D.

Fallot, Andre, M.D.

Greenberg, Jordan, M.D.

Lee, Gary, M.D.

McLaughlin, Jerry, M.D.

Shannon, Michael, M.D.

PEDIATRIC NEPHROLOGY

Fouser, Laurie, M.D.

PEDIATRIC NEUROLOGY

Simon, Ednea, M.D.

Sotero de Menezes, Marcio, M.D.

Vlcek, Brien, M.D.

PEDIATRIC ORTHOPEDIC SURGERY

Henderson, Katherine, ARNP

Moen, Kathleen, M.D.

PEDIATRIC SPORTS MEDICINE

Cronin, Terrence, M.D.

PEDIATRIC UROLOGY

Andersen, Beth, M.D.

Hudson, Guy, M.D.

PEDIATRICS

Altemeier, Susan, M.D.

Diem, Laurie, M.D.

Ege, David, M.D.

Evans, Elizabeth, M.D.

Franklin, David, M.D.

Ghavami, Parham, M.D.

Hott, Sue, M.D.

Kumasaka, Kenneth, M.D.

Morrison, John, M.D.

Nirmal, Hema, M.D.

Oskouian, Christen, M.D.

Scholten, Roger, M.D.

Scott, Patricia, M.D.

Sherman, Carolyn, M.D.

Starnes, Benjamin, M.D.

Vijay, Anupama, M.D.

PHYSIATRY AND SPORTS MEDICINE

Clawson, David, M.D.

Moo, Jeffrey, M.D.

PITUITARY

Broyles, Frances, M.D.

Mercado, Jennifer, ARNP

Walters, Kelley, ARNP

PULMONARY/CRITICAL CARE

Attia, Engi, M.D.

Collins, Bridget, M.D.

Dale, Christopher, M.D.

Koo, Karen, M.D.

Long, Ann, M.D.

O’Mahony, Darragh Shane, M.D.

Rinne, Seppo, M.D.

Sahi, Hina, M.D.

Smith, Leah, M.D.

Staudinger, Benjamin, M.D.

RESIDENTIAL CARE

Anderson, Kristin, M.D.

Berjac, Daniel, ARNP

Bogel, Elizabeth, M.D.

Conner, Leslie, ARNP

Kearnes, Deborah, ARNP

Mehrotra, Kushi, M.D.

Navarro, Genghis, ARNP

Troyer, Eric, M.D.

White, Sarah, ARNP

Wiersum, Lidia, ARNP

Wilson, Robert, M.D.

SLEEP MEDICINE

Bandla, Preetam, M.D.

Fine, Lina, M.D.

Gersappe, Anand, M.D.

Gersappe, Vrushali, M.D.

James, Sarah, ARNP

Kopcak, Julia, PA-C

Margelli, David, PA-C

McDonald, Michael, M.D.

Merrill, Ian, M.D.

Pascualy, Ralph, M.D.

Sapieha, Iryna, M.D.

Stolz, Sarah, M.D.

Zoroufy, Darius, M.D.

SPINE, SPORTS & MUSCULOSKELETAL MEDICINE

Brand, Erik, M.D.

Cole, Andrew, M.D.

Colio, Sean, M.D.

Lynch, Andrew, M.D.

Marquardt, Carolyn, M.D.

Packia Raj, Llewellyn, M.D.

Young, Irene, M.D.

STROKE

Brandenstein, Keri, PA-C

O’Brien, Dennis, PA-C

Park, Louise, ARNP

Ralls, Lovelle, ARNP

VASCULAR SURGERY

Ciocca, Rocco, M.D.

Lange, Brian, M.D.

Wong, Roman, M.D.

Provider Directory

SWEDISH MEDICAL CENTER

Medical directors, chiefs and executive directors shown in bold.

BARIATRICS

Baxter, George, ARNP
Birch, Carol, ARNP
Lindquist, Richard, M.D.
Lovell, Margaux, PA-C
McMahon, Ross, M.D.
Simon, Adam, PA-C

DENTAL RESIDENCY
(Residents)

Berry, Taylor, D.D.S.
Spivey, Amanda, D.D.S.
Westcott, Jennifer, D.D.S

FAMILY MEDICINE
RESIDENCY (Faculty)

Ainsworth, Carla, M.D.
Alto, Letizia, M.D.
Alto, William, M.D.
Anderson, Elizabeth, M.D.
Anderson, Kristin, M.D.
Babineau, Sarah Megan, M.D.
Barbour, Kelly, M.D.
Barkley, Shannon, M.D.
Bielak, David, M.D.
Breuner, Richard, M.D.
Breymann, Laura, M.D.
Brown, Maureen, M.D.
Capp, Phil, M.D.
Chang, Tammy, M.D.

Chinn, Jonathan, M.D.
Cordy, Carol, M.D.
Costello, Paul, M.D.
Cullison, Sam, M.D.
Derksen-Schrock, Andrew, M.D.
Dyer, Rachael, M.D.
Engel, Gregory, M.D.
Engman, Joseph, M.D.
Etzkorn, Christopher, M.D.
Fotinos, Charissa, M.D.
Garcia, Jorge, M.D.
Gianutsos, Louis, M.D.
Giedt, Cassandra, M.D.
Globerman, Stacy, M.D.
Hammar, Ned, M.D.
Hewitt, Shannah, M.D.
Hudgings, Laura, M.D.
Hutchinson, Elizabeth Christine, M.D.
Itano, Scott, M.D.
James, Karen, M.D.
Johnson, Courtney, M.D.

Johnson, Mark, M.D.
Karmali, Zahra, M.D.
Kimball, Laura, M.D.
Langenberg, Christie, M.D.
Leininger, Christopher, M.D.
Lindfors, Heidi, M.D.
Logalbo, Matthew, M.D.
Lu, Miranda, M.D.

Malone, Patti, M.D.
McHugh, Jessica, M.D.
Nguyen, Christine, M.D.
Oldham, Brent, M.D.
Parada, Gregory, M.D.
Parker, Molly, M.D.
Paster, Danielle, M.D.
Pekaar, Janna, M.D.
Pitluk, Jessica, M.D.
Pounds, Denise, M.D.
Roe, Elaine, M.D.
Rose, Susan, M.D.
Rudolf, Vania, M.D.
Schmitz, Brett, M.D.
Sethi, Tanmeet, M.D.
Shamseldin, Joseph, M.D.

Smith, Frederick, M.D.
Talbot, Peter, M.D.
Taraday, Julie, M.D.
Tuggy, Michael, M.D.
Uman, Howard, M.D.
Vincent, Edward, M.D.
Wallace, James, M.D.
Wang, Kevin, M.D.
Waterman, Shannon, M.D.
Wilson, Robert, M.D.
Wong, Jacqueline, M.D.
Wulf, Jonathan, M.D.
Wyome, Karen, M.D.

FAMILY MEDICINE
RESIDENCY (Residents)

Abrams, Jennifer, M.D.
Aleinikoff, Shoshana, M.D.
Ashbaugh, Emily, M.D.
Baird, Sara, M.D.
Barto, Alyssa, M.D.
Berberian, Peter, M.D.
Betza, Raffaella, M.D.
Blunda, Megan, M.D.
Bogel, Elizabeth, M.D.
Brydon, Kyla, M.D.
Byrne, Rebekah, M.D.
Chan, Lilian, M.D.
Chim, Kannie, M.D.
Davis, Ben, M.D.
Davison, Emmy, M.D.
Diamond, Laura, M.D.
Disney, Cecilia, M.D.
Do, Dan Thuy Thi, M.D.
Elston, Kaitlan, M.D.
Enright, Caitlin, M.D.
Evans, Joshua, M.D.
Flament, Jennifer, M.D.
Gaalswyk, Ryan, M.D.
Greenberg Cowan, Jessica, M.D.
Guh, Jessica, M.D.
Hann, Genevieve, M.D.
Hay, Johannah, M.D.

Haymon, Carroll, M.D.
Hersh-Burdick, Emily, M.D.
Howell, Jessica, M.D.
Johnson, Jeremy, M.D.
Karp, Jessica, M.D.
Kasai, Paige, M.D.
Khattar, Anuj, M.D.
Kipp, Alex, M.D.
Laney, Nicole, M.D.
Lee, Aimee, M.D.
Maddox, Gregory, M.D.
McDonald, Anna, M.D.
Mickelson, Adrianna, M.D.
Mjelde, Gretchen, M.D.
Monaghan, Linsey, M.D.
Morgan, Laura, M.D.
Napoli, Nicholas, M.D.
Nguyen, Tuan-Anh Duc, M.D.

Nierenberg, Kristin, M.D.
Norton, Nadia, M.D.
Obimba, Chinyere, M.D.
Parker, Bryn, M.D.
Perez, Matthew, M.D.
Phifer, Jamie, M.D.
Pletnikoff, Elise, M.D.
Potter, Amy, M.D.
Rarden, Xandra, M.D.
Rivas, Daniel, M.D.
Roth, Rachel, M.D.

Sapienza, David, M.D.
Schlough, Matthew, M.D.
Schopf, Alexandra, M.D.
Smith, Daniel, M.D.
Sramek, Kristen, M.D.
Stevens, John, M.D.
Tam, Marcel, M.D.
Thompson, Beth, M.D.
Trieu, Jennifer, M.D.
Turner, Madeline, M.D.
Valentine, Jessica, M.D.
Vanderzee, Kimberly, M.D.
Weida, Nicholas, M.D.
Wells, Jonathan, M.D.
Yang, Jennifer, M.D.

FELLOWS

Colon Rectal Surgery
Chuang, Kelly, M.D.
Complex and Minimally Invasive Spine
Hussain, Namath, M.D.
Family Medicine w/OB
Bradt, Rory, M.D.
Culliney, Emily, M.D.
Drumm, Amy, M.D.
Kless, Kevin, M.D.
Kopec, Michael, M.D.
Masterman, Abigail, M.D.
Patel, Mayank, M.D.

Geriatric Medicine
Swingle, Emma, M.D.
Neuroanesthesia
Mehta, Sonya, M.D.
Neurosurgery
Kazemi, Noojan, M.D.
Skull Base and Cerebrovascular
Chamiraju, Parthasarathi, M.D.
Grayson, David, M.D.
Thoracic Surgery
Deen, Shaun, M.D.
Gupta, Aditya, M.D.
Wilshire, Candice, M.D.

GENERAL SURGERY
RESIDENCY (Residents)

Achim, Virginie, M.D.
Amarnath, Ashrith, M.D.
Brown, David, M.D.
Chad, Ross, M.D.
Cornea, Anda, M.D.
Huaco Cateriano, Jorge, M.D.
Hwang, Aileen, M.D.
Jackson, Nicole, M.D.
Johnson, Corey, M.D.
Jutric, Zeljka, M.D.
Kading, Kellan, M.D.
Kramer, Jennifer, M.D.
Lopez, Jose, M.D.
Lundeberg, Megan, M.D.
McKeown, Elizabeth, M.D.

Waters, Alan, M.D.
Wiseman, Richard, M.D.

OB/GYN

Uhler, Jane, M.D.

ONCOLOGY
(Breast Surgery)

Beatty, David, M.D.
Buchanan, Claire, M.D.
Clay, Martha, ARNP
Dawson, Patricia, M.D.
Dobie, Dorcas, M.D.
Hanson, James, M.D.
Tierney, Shannon, M.D.

ONCOLOGY
(Colon Rectal Surgery)

Bastawrous, Amir, M.D.
Billingham, Richard, M.D.
Kratz, Rodney, M.D.
Menon, Ramon, M.D.
Pollock, Darren, M.D.

ONCOLOGY
(Diagnostic Imaging)

Cotter, Elizabeth, M.D.
Parikh, Jay, M.D.

ONCOLOGY
(Integrated Care)

Zucker, David, M.D.

ONCOLOGY
(Interventional Pulmonology)

Gorden, Jed, M.D.

ONCOLOGY
(Medical Oncology)

Ellis, Erin, M.D.
Fer, Mehmet, M.D.
Fitzharris, John, M.D.
Geraci, Helene, ARNP
Gold, Philip, M.D.
Goodman, Gary, M.D.
Kaplan, Henry, M.D.
Kraemer, Kenneth, M.D.
Milder, Michael, M.D.
Rinn, Kristine, M.D.
Rivkin, Saul, M.D.
Wahl, Tanya, M.D.
West, Howard, M.D.

ONCOLOGY
(Otolaryngology)

Harsha, Wayne, M.D.
Kim, Namou, M.D.

Moore, David, M.D.
Seamon, Allison, PA-C

ONCOLOGY
(Thoracic Surgery)

Aye, Ralph, M.D.
Farivar, Alexander, M.D.
Louie, Brian, M.D.

Thirsk-Fathi, Joelle, ARNP
Vallieres, Eric, M.D.
Witmer, Kathleen, ARNP

ORGAN TRANSPLANT

Chapman, Phillip, M.D.
Florence, Lisa, M.D.
Goes, Nelson, M.D.
Hart, Marquis, M.D.
Hauswald, Matt, PA-C
Larson, Anne, M.D.
Morrison, Maureen, ARNP
Ness, Erik, M.D.
Precht, Andrew, M.D.
Procaccini, Nicholas, M.D.
Siegfried, Margaret, ARNP
Tyshler, Leanna, M.D.
Vadivel, Nidyanandh, M.D.

PAIN SERVICES

Holland, Kathryn, ARNP
Little, Sylvia, ARNP
Spaeth, Faina, ARNP

PODIATRY RESIDENCY
(Residents)

Brown, Kristen, M.D.
Burtenshaw, Ian, M.D.
Chan, Francis, M.D.
Powell, Eric, M.D.
Ripp, Gavin, M.D.
Wood, David, M.D.

Provider Directory

SWEDISH EDMONDS

Medical directors, chiefs and executive directors shown in bold.

HOSPITAL MEDICINE

Chugh, Damanjeet, M.D.
Chung, Alex, M.D.
George, Thomas, M.D.
Glazewski, Robert, PA-C
Gould, Robert, M.D.
Gowri, Vasanthi, M.D.
Hanson, Angela, M.D.
Hong, Amy, M.D.
Ijo, Elisabeth, M.D.
Maree, Cynthia, M.D.
Marton Popovici, Monica, M.D.
Min, Katherine, M.D.
Rahman, Zerín, M.D.
VanCleave, Mary, M.D.
Yi, Josh, M.D.
Zappia, Angelina, M.D.
Zigelboym, Irina, M.D.

INTENSIVE CARE

Allen, Paul, M.D.
Leshchinsky, Felix, M.D.
Olsen, Michael, M.D.

INTERNAL MEDICINE

Luther, Keith, M.D.
Nguyen, Khanh, M.D.
Patani, Anand, M.D.
Soon, Anny, M.D.
Strong, Linda, M.D.

MENTAL HEALTH

Andersen, Heather, M.D.
Benton, Laurie, M.D.
Bielstein, Elizabeth, ARNP
Borromeo-Wesner, Marilyn, ARNP
Bundy, Christopher, M.D.
Harris, Victoria, M.D.
McCadden, Marguerite, ARNP
Meredith, Charles, M.D.
Nguyen, Triet, M.D.
Thielke, Stephen, M.D.
Wilson, Christopher, M.D.
Zietner, Mary, PA-C

OB/GYN

Corbett, Tami, ARNP
Easton-Hummel, Lisa, ARNP
Spieker, Evelyn, ARNP

PHYSIATRY

Balkany, Adam, M.D.

WOUND HEALING AND HYPERBARICS

Goodman, Michelle, ARNP
Norsworthy, Nilsur, M.D.
Theobald, Michael, M.D.
Warolin, Audrey, ARNP

Provider Directory

MINOR & JAMES MEDICAL

Medical directors, chiefs and executive directors shown in bold.

ALLERGY

Peng, Marlene, M.D.

AUDIOLOGY

Hill, Merrill, M.D.
Kilcoyne, Claire, M.D.
Wuth, James, M.D.

DERMATOLOGY

Knox, John, M.D.
Meyer, Anthony, M.D.

ENDOCRINOLOGY

Davies, Matthew, M.D.
Enzmann, Gary, M.D.

GASTROENTEROLOGY

Bedard, Charles, M.D.
Cohen, Mitchell, M.D.
Driscoll, Richard, M.D.
Greene, Martin, M.D.
Sanford, Robert, M.D.

HEMATOLOGY & ONCOLOGY

Fesler, Joanna, ARNP
Goldberg, Sheldon, M.D.
Hammond, William, M.D.
Park, Min, M.D.

INFECTIOUS DISEASE

Cairns, Michael, M.D.
Moss, Gregory, M.D.

INTERNAL MEDICINE

Anderson, Britt, M.D.
Chow, Linda, M.D.
Coulter, Christina, ARNP
Drexler, Anna Marie, ARNP
Efird, Alex, M.D.
Gil, Eric, M.D.
Gil, Kendra, M.D.
Gilmore, Carol, M.D.
Hayden, Michael, M.D.
Hodges, Wallace, M.D.
Jacobs, Cheryl, M.D.
Johnson, Timothy, M.D.
Kober, Margo, M.D.
Kojnok, Eva, M.D.
Leahy, Jennifer, M.D.
Lee, Gerald, M.D.
Liu, Juliet, M.D.
Lu, Leslie, M.D.
Martin, James, M.D.
Novais, Jaime, M.D.
Ruud, Rebecca, M.D.
Sytman, Paul, M.D.
Thomas, Julie, M.D.
Ting, Karen, M.D.

NEPHROLOGY

Ngo, Danh, M.D.
Winrow, Robert, M.D.

NEUROLOGY

Berg, William, M.D.
Likosky, William, M.D.
Reif, Mary, M.D.

OB/GYN

Block, Susan, M.D.
Cole, Robin, M.D.
Fuller, Ashley, M.D.
Hanrahan, Kelley, M.D.
Hurley, Erin, M.D.
Patani, Teresa, M.D.
Tourigny, Anita, ARNP

ORTHOPEDIC SURGERY

Kvidera, Dennis, M.D.
Pikula, Cynthia, PA-C
Williams, Paul, M.D.

OTOLARYNGOLOGY

Burgoyne, John, M.D.
Chan, Gregory, M.D.
Hoistad, Dick, M.D.
Knapp Jr., Calvin, M.D.
Palaskas, Constantine, M.D.

PODIATRY

Lo, Anthony, M.D.

PULMONARY

Cary, Jeffrey, M.D.
Chen, Ann, M.D.
Finch, Derel, M.D.
Lipke, Anne, M.D.
Music, Melody, ARNP
Pappas, George, M.D.

RHEUMATOLOGY

Ahmad, Naila, M.D.
Kenyon, Christi, M.D.
Mohai, Peter, M.D.
Ta, Kent, M.D.

SPORTS MEDICINE

Yen, Leslieanne, M.D.

Swedish Medical Group

OUR PARTNERS

Investing in partnerships

Through partnerships with other healthcare organizations in our region, Swedish Medical Group is working to provide both broad and convenient access to healthcare services. We are fortunate to have strong professional relationships that support our mission and share our values.



Swedish Health Network

A new partnership formed late in 2011 includes affiliate hospitals that are part of the Swedish Health Network:

- Forks Community Hospital, Forks
- Jefferson Healthcare, Port Townsend
- Olympic Medical Center, Port Angeles and Sequim

The Swedish Health Network affiliation provides benefits such as electronic health record implementation, VHA contract savings, onsite advisory meetings, marketing support and co-branding. There's also easy online referral to Swedish physicians, an urgent transfer line for physicians outside the Swedish system, interactive patient resources and services for physicians, including continuing medical education and research.

In 2012, we recruited three physicians to the network and rotate in four more for needed services.

- Recruitment for Olympic Medical Center included: Michael McDonald, M.D., medical director, Sleep Medicine; Stafford Conway, M.D., medical director, Neurology; and David Roberts, M.D., neurologist, Neurology.
- Swedish and Olympic Medical Center also made progress on efforts to supplement existing cardiology service in Sequim. Four SMG cardiologists rotate service in the cardiology practice: R. Jeff Westcott, M.D.; John Petersen Sr., M.D.; Ralph Althouse, M.D., MPH; and Eric Grassman, M.D.

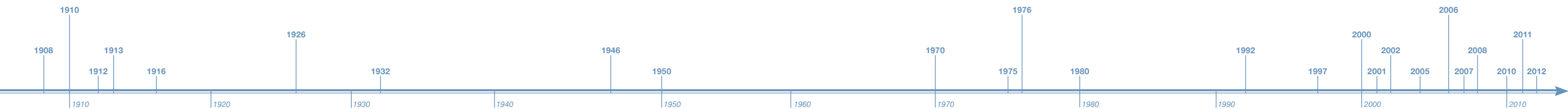


ADDITIONAL PARTNERS



Swedish Health Services

A HISTORY



Dr. Nils Johanson



1912: Swedish Hospital



Nursing Staff



First Hill Campus



Swedish Cancer Institute



2005: Swedish/Issaquah



Swedish South Lake Union



Swedish/Redmond Acute Care Center

1908 – Dr. Nils Johanson, a surgeon and Swedish immigrant, convinces 10 of his fellow Swedish-Americans to buy \$1,000 bonds (that's \$25,000 in today's dollars) in order to open Swedish Hospital.

June 1, 1910 – A lease is signed on a two-story apartment house at 1733 Belmont Avenue in Seattle. The 24-bed facility begins accepting patients just a few months later.

July 21, 1910 – Clara Peterson, the first Swedish baby, is born.

1912 – The Swedish Board of Trustees acquires a nearby 40-bed private hospital. The new facility, at Summit Avenue and Columbia Street, becomes

the cornerstone of Swedish Medical Center/First Hill.

1913 – The first class of five young women graduates from the Swedish School of Nursing. The board purchases a home for the nurses, a manifest of Dr. Johanson's firm belief that nurses are the heart and soul of the hospital and should be provided every advantage Swedish can offer.

1916 – A new patient wing is added to the hospital to accommodate increasing demand, bringing the total number of patient beds to 130.

1926 – A seven-story "fireproof" addition increases facility to 200 beds and 65 bassinets.

1926 - 1950 – New buildings and enhanced facilities are added every decade, even through the Great Depression.

1932 – The first cancer-care center west of the Mississippi opens at Swedish. It's called The Tumor Institute at Swedish.

1946 – Dr. Johanson dies of a heart attack in the hospital he founded. He was 74.

1970 – Swedish opens the Arnold Medical Pavilion, the first independent day-surgery center in the Seattle area.

1975 – Fred Hutchinson Cancer Research Center opens, built on the Swedish campus with federal funds.

1976 – The Swedish Hospital Medical Center hosts an open house to show off its new \$15.5 million, nine-story Southwest Addition.

1976 – Swedish is a leader in orthopedic surgery, and ranks second in the nation in the number of total joint replacements performed each year.

1980 – Doctors Hospital and Seattle General hospital merge with Swedish, bringing total bed count to 600 and making Swedish the largest hospital in Washington State.

1992 – Ballard Community Hospital becomes a part of the Swedish system.

1997 – Swedish hosts the official grand opening of its new Women and Infants Center in the South Tower of the First Hill campus.

2000 – Providence Seattle Medical Center and Providence Medical Group join the Swedish system. This location is now called Swedish Medical Center/Cherry Hill.

2001 – Swedish Physician Division is established.

2002 – Expansion of the Swedish Cancer Institute makes it the largest, most comprehensive care program in the Northwest.

2005 – Swedish opens the Issaquah Emergency Department and Specialty Center. The facility sees more than 1,000 patients in the first 40 days.

2006 – Swedish opens the Heart and Vascular Institute, Washington's most comprehensive source for cardiovascular care.

2007 – Swedish Neuroscience Institute opens a new \$30 million surgery center.

2008 – Swedish Orthopedic Institute opens, the first facility of its kind in the Northwest.

2010 – Stevens Hospital in Edmonds affiliates with Swedish. This location is now called Swedish/Edmonds.

Fall 2010 – Swedish opens the Swedish/Redmond campus, a freestanding emergency room and ambulatory care center.

Fall 2010 – Swedish/Ballard opens new emergency room and outpatient facility.

2010 – Swedish Physician Division is renamed Swedish Medical Group. It is currently the largest physician group in the Northwest.

February 2011 – Swedish opens the Swedish/Mill Creek campus, a freestanding emergency room and ambulatory care center.

April 2011 – South Lake Union Primary Care and Walk-In Clinic opens.

July 2011 – The medical office building (MOB) at Swedish/Issaquah opens.

October 2011 – Swedish Employee Health & Wellness clinic opens, serving all staff and employees of the Swedish system.

November 2011 – The hospital at Swedish/Issaquah opens, the first full-scale hospital built in King County in more than 25 years.

February 2012 – Innovative affiliation between Swedish and Providence Health & Services is finalized.



*“My physician has been outstanding
and has given me a new lease on life.”*



SWEDISH

MEDICAL GROUP

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