



CORAZON



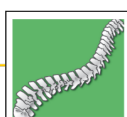
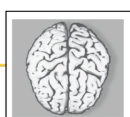
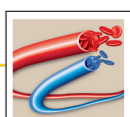
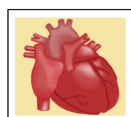
*The Service Line Experts*

**Corazon, Inc.** has been in business for over 22 years in **niched healthcare services** working with health systems, hospitals, and physician practice businesses of all sizes and service scopes across the country and in Canada.

Corazon is **THE national leader** in strategic program development for HEART, VASCULAR, NEUROSCIENCE, SPINE, ORTHOPEDIC, and SURGICAL specialties offering total program solutions through Consulting, Recruitment, Interim Management, and Accreditation services. Our clients will attest to Corazon's **ability to exceed expectations**.

**Corazon's Mission is to improve patient care through partnerships, innovation, and expertise.**

### Our Values



# ABOUT CORAZON

Corazon is a national leader in strategic program development for the **HEART, VASCULAR, NEUROSCIENCE, SPINE, ORTHOPEDIC, and SURGICAL** service lines. Our team of experts offers unparalleled **consulting, accreditation, peer review, recruitment, and interim management services** to clients across the United States and in Canada. Corazon has worked with all types of hospitals and practices across the country and throughout Canada.

## CORAZON IS YOUR TOTAL PROGRAM SOLUTION!

### OUR SERVICES

Creating an outstanding program is no easy task. It takes the proper fusion of insight, experience, and perseverance. Corazon provides the full range of services for program development across multiple care continuums, operating in the unique space where businesses and patient care intersect. We use proven methodologies to offer clients the tools necessary to create a winning program.



### Some of our nationally-ranked clients include:

- |                                       |                                      |
|---------------------------------------|--------------------------------------|
| ★ Advent Health                       | ★ Hazard ARH Regional Medical Center |
| ★ Ascension                           | ★ HealthCare Partners                |
| ★ Beaumont Health                     | ★ Henry Ford Health System           |
| ★ Catholic Medical Center             | ★ McLaren Health Care System         |
| ★ Chesapeake Regional Medical Center  | ★ Penn Highlands Healthcare          |
| ★ Community Health Systems            | ★ Prime Healthcare Services          |
| ★ Dignity Health                      | ★ Upper Allegheny Health System      |
| ★ Emory Healthcare                    | ★ UPMC                               |
| ★ Englewood Hospital & Medical Center | ★ WellSpan Health                    |
| ★ Genesis Medical Center-Davenport    | ★ Yavapai Regional Medical Center    |

# CORAZON HIGHLIGHTS

Corazon is poised to bring you the necessary tools to master market challenges and achieve sustainable success at your organization. We present insightful and on-trend perspectives and analysis for every client project, promptly respond to client needs, and make recommendations based on years of successful engagements.

Corazon's team of experienced healthcare professionals assists hospital leaders and physicians with unparalleled expertise, impartial advice, and progressive thinking for specialty service lines to help clients reach their highest growth potential.

Our **scope of services** includes strategic planning, market and financial analyses, coding and billing reviews and education, peer review, new program development, clinical operations and new technology evaluations, neurovascular information system adoption, physician-hospital partnering strategies, accreditation, best practice benchmarks, executive and physician recruitment, locum tenens, interim management, and customized staffing models and staff education for newly-developed or established specialty programs.



## INDUSTRY EXPERIENCE

Hundreds of satisfied clients in 44 states and Canada



## BRILLIANT TEAM

Over 500 years of combined healthcare experience from professionals who have been there, done that



## DIVERSE PERSPECTIVES

Our renowned Medical Advisors bring the physician perspective to client projects



## GOAL ORIENTATION

We seek to make a positive impact on healthcare delivery and each individual patient



## EXCEPTIONAL SERVICE

We bring creativity, passion, and results to every project

MODERN HEALTHCARE  
**BEST PLACES TO WORK**

**BEST PLACES**  
to work in **PA**

**Inc. 5000**

**CORAZON**  
*The Service Line Experts*

# ADVISORS

## Advisors

Corazon has identified physician and industry experts in the field who bring years of expertise within various specialties to work collaboratively with our team and our clients. Our advisors are available to clients for on-site consultations or site visits coordinated by Corazon, and can assist your organization in understanding varied viewpoints on issues such as strategy, business operations, clinical performance, and hospital-physician partnerships.



### CV Leadership

Tim Attebery, DSC,  
MBA, FACHE  
CEO  
Cardiovascular Associates  
of America  
Davenport, FL



### Neurology Services

Ted Barber, MD, MBA  
Neurologist  
The Toledo Clinic  
Toledo, OH



### CV Services

Robert Biederman, MD,  
FACC, FAHA, FASA  
Medical Director of CV  
MRI Center  
Allegheny General Hospital  
Pittsburgh, PA



### Orthopedic Services

Glenn Buterbaugh, MD  
Orthopedic Surgeon  
President - Hand &  
UpperExt Center  
Pittsburgh, PA



### Cardiology Services

Thomas Clemens, MD  
Chief of Cardiology  
Good Samaritan Hospital  
Lebanon, PA



### Vascular Services

Frank Criado, MD  
Chief of Vascular Surgery  
Union Memorial  
Hospital  
Baltimore, MD



### Stroke Neurology

Thomas Devlin, MD,  
PhD, CPI  
Director, Stroke &  
Neuroscience Center  
CHI Memorial Hospital  
Chattanooga, TN



### Cardiovascular & Cardiothoracic

Steven D. Harrington,  
MD, MBA, ABTS,  
FACS, FACC, FACCPClinical Advisor, MI



### Neuro-intervention Services

Ferdinand Hui, MD  
Medical Director,  
Neurointerventional Surgery  
Queen's Medical Center  
Honolulu, HI



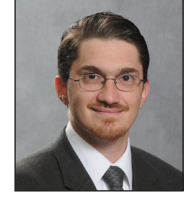
### Cardiothoracic Services

Brian Hummel, MD  
CT Surgery  
Lee Health System  
Fort Myers, FL



### Electrophysiology Services

Charles Kinder, MD  
Director, Heart Rhythm  
Program  
Heart Care Center of IL  
Chicago, IL



### Orthopedic Services

Frank Liporace, MD  
Orthopedic Surgery  
Jersey City Medical Center  
Jersey City, NJ



### Orthopedic Services

Dana Mears, MD,  
PhD Orthopedic  
Surgeon  
Greater Pittsburgh  
Orthopedic  
Associates  
Pittsburgh, PA



### Neurology Services

Shaye Moskowitz,  
MD, PhD  
Neuroscience Medical  
Director  
Broward Health  
Coconut Creek, FL



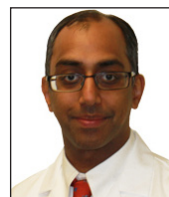
### Cardiology Services

Srinivas Murali,  
MD, FACC  
Co-Chair,  
Department of CV  
Medicine  
Allegheny General  
Hospital  
Pittsburgh, PA



### Healthcare Leadership

Heather Rohan,  
FACHE  
Past President of ACHE  
& Healthcare Advisor  
Nashville, TN



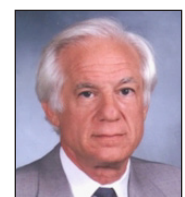
### Orthopedics

Alok D. Sharan,  
MD, MHCDS  
Co-Director, Spine  
Center  
WESTMED  
Medical Group  
Yonkers, NY



### Healthcare Leadership

David Zechman,  
FACHE  
Founder, Keynote Speaker  
The Zechman Group  
Fort Myers, FL



### Cardiac Surgery

Anthony Tortolani, MD  
Chairman, CT Surgery  
New York Methodist  
Hospital  
Brooklyn, NY



# THE CORAZON TEAM

The Corazon Team has a proven track record and undisputed depth of expertise. With over **400 years of combined healthcare industry experience**, every member of the Corazon team is dedicated to bringing our clients a high-value in services backed by solid research and top-quality deliverables.

## Leadership Team



Karen Hartman  
*President and CEO*



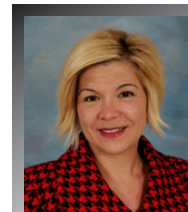
Ross Swanson  
*Chief Operating Officer*



David Fuller  
*Executive Vice President*



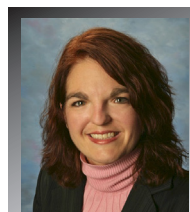
Steve Geyer  
*Senior Vice President*



Amy Newell  
*Senior Vice President, Accreditation*



Kristin Truesdell  
*Senior Vice President, Consulting*



Jennifer Sheran  
*Vice President, Administration and Finance*



Michelle Luffey  
*Senior Vice President, Consulting*

## Administrative Team



Ross Swanson  
*Chief Operating Officer*



Jennifer Sheran  
*Vice President, Administration and Finance*



Michael Church  
*Director*



Jon Hartman  
*Finance Director*



Beth Wright  
*Client Relations Manager*



Scott Hartman  
*Client Relations Manager*



Jason Bisesi  
*Client Relations Manager*



Brian Danison  
*IT Director*



Isaac Whitaker  
*Informatics Systems Specialist*



Maggie Hartman  
*Marketing Manager*



Andrew Tomicek  
*Marketing Coordinator*



Elissa Papantonakis  
*Marketing Coordinator*



Katrina Callen  
*HR Generalist*

# THE CORAZON TEAM

## Delivery Team



David Fuller  
*Executive Vice  
President*



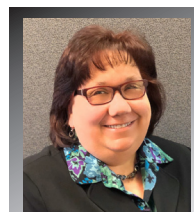
Amy Newell  
*Senior Vice President,  
Accreditation*



Kristin Truesdell  
*Senior Vice President,  
Consulting*



Jennifer Sheran  
*Vice President,  
Administration and  
Finance*



Michelle Luffey  
*Senior Vice President,  
Consulting*



Susan Heck  
*Senior Vice President*



Lorraine Buck  
*Vice President*



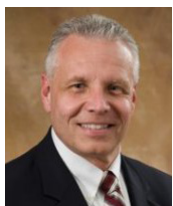
Gina Donnelly  
*Vice President*



Carol Wesley  
*Vice President*



Brad Kirkes  
*Director*



Joseph Dorko  
*Senior Consultant*



Lori Griffith  
*Senior Consultant*



Chris Swenson  
*Business Consultant*



Connie Mitchell  
*Senior Recruiter*



Joyce Froetschel  
*Accreditation Consultant*



Lindsey Oswalt  
*Consulting Project  
Manager*



Holly James  
*Consultant &  
Accreditation Surveyor*



Jackie Shepard  
*Business Analyst*



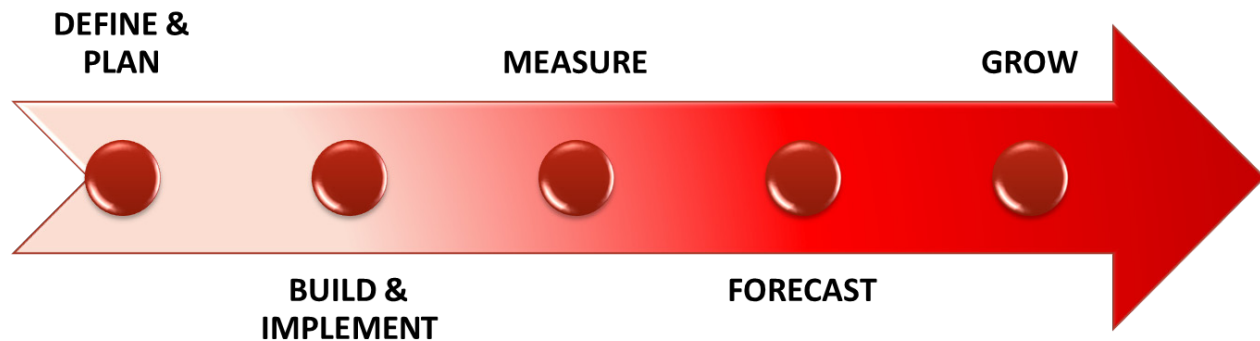
Nicole Storey  
*Recruitment Specialist*



Julia Plunkett  
*Client Relations  
Coordinator*

# CONSULTING

## OUR APPROACH FOR PROGRAM GROWTH



### FEASIBILITY STUDY

Corazon provides a comprehensive feasibility study for HEART, VASCULAR, NEURO, ORTHOPEDIC, and SURGICAL service lines. Our approach includes an extensive review of market conditions, the operational requirements for new services, and a financial forecast for the future. Corazon also has a **Gap Assessment Tool for Excellence (GATE)** that provides a method for high-level assessment of an organization's standing in regards to best organizational practice and programmatic excellence. The tool identifies program strengths upon which to build as well as areas of opportunity for an organization.

### STRATEGIC BUSINESS PLANNING

Corazon can help your organization complete a comprehensive strategic plan that integrates market, operational, and financial findings. Corazon's proven approach begins with the development of a program vision and guiding principles to achieve goals. Also included is an **operations review** (internal), **market projections** (external), and a **pro forma analysis** to arrive at the optimal strategic and tactical recommendations for your organization. **Corazon Snap Surveys (CSS)** are available as a strategic resource to identify opportunities and barriers, determine level of physician engagement or any other area identified through projects that would require consensus and/or annomity.

### IMPLEMENTATION SUPPORT

Corazon provides comprehensive assistance with all facets of the implementation of an expansion project.

#### Corazon's implementation approach:

- A business plan into reality
- Involves peer-to-peer contacts and site visits
- Sustains project momentum
- Brings interdisciplinary facilitation
- Avoids "Reinventing the Wheel"
- Coordinates on-site staff education

*"It was a delight working with the Corazon team on the implementation of our PCI and open heart surgery programs. Upon survey completion of the cardiovascular services area by the California Department of Public Health, they indicated that we were the most prepared facility and service they had ever surveyed. I give much of that credit to the knowledge and guidance the Corazon consultants provided. They filled an incredibly important role in helping us to achieve this milestone."*

---Roger Seaver, President & CEO  
Henry Mayo Newhall Memorial Hospital, Valencia, CA



# CONSULTING

## SPECIALTY CENTERS OF EXCELLENCE

The Center of Excellence concept in healthcare is used to designate a specialty service line as offering a comprehensive, multi-disciplinary approach for a particular condition. Implementing a Center of Excellence translates to a commitment around a clinical specialty, involving marketing and branding strategies, an infrastructure that supports quality, and a focus on the patient.

Corazon assists with the implementation of Centers of Excellence for these and other subspecialties:

- Vascular
- Chest Pain
- Heart Failure
- Interventional Cardiology
- Stroke
- Interventional Neurology
- Intracranial Neurology
- Electrophysiology
- Sleep Disorders
- Headache
- Spine
- Total Joint
- **And more**

## PROGRESSIVE FACILITY DESIGN

The one-stop, super-center approach to healthcare delivery has evolved. To capture and retain market share, programs need to focus on the entire customer experience, not just the delivery of clinical care. Having a progressive and consumer-friendly facility design communicates strong commitment to the delivery of quality care. It is important to assure that facility design takes into account market potential, the use of emerging technology, and changing clinical practice.

Corazon can assist in the creation of a facility that optimizes patient flow; capitalizes on operational efficiencies; and increases physician, nursing, and patient satisfaction, all while creating cost savings and improved clinical outcomes.

## UNIVERSAL BED MODEL

Progressive design is becoming strategically more important as organizations look for new ways to outdistance the competition in appearance, efficiency, and convenience. The Universal Bed Model is designed to manage patients in one setting, from procedure through discharge, while flexing staff coverage, equipment, and expertise according to patient acuity, offering an innovative way for organizations to differentiate their services and more effectively compete with the dynamics of the marketplace.

Designing a 'top notch' facility for care can be a key strategy for program differentiation and market leadership. The Universal Bed Model is one way to achieve this goal. Corazon can help integrate the multiple phases of post-op recovery to streamline the care delivery process for the patient, resulting in greater efficiencies and productivity from matching the care level to patient acuity.



## CASE STUDY: PREPARING A NEW CARE MODEL

*Corazon worked with Geisinger Medical Center in Danville, PA to implement a new patient care delivery model and bring the latest in cardiovascular care to people throughout central Pennsylvania and beyond. The 485-bed facility was expanded to support the growing cardiovascular medicine and cardio-thoracic surgery programs. A key feature of the Geisinger CUB model places a concentrated focus on personalized patient care fortified by ongoing research initiatives to demonstrate the potential for improved clinical outcomes. By using optimal layout and patient flow patterns, Geisinger Medical Center is a premier specialty facility for cutting-edge cardiovascular care.*

# CONSULTING

## SERVICE LINE MANAGEMENT

Service line management is an innovative program structure that challenges the traditionally “siloed” model used in many hospitals. Implementing this management model can result in better clinical integration, and outcomes, economic benefits, improved physician relationships, teamwork, operating efficiencies, and market leadership.

Corazon has worked with many clients to re-structure programs through planning and hands-on implementation support into focused service lines; rapidly respond to market changes, competition, and the patient needs. And, with hospital and physician leadership and management diligence, it has proven successful in gaining market share.

The Service Line Management Model optimizes organizational factors linked to successful program performance in the marketplace including:

- Streamlined decision-making
- Creation of shared goals and priorities between hospitals and doctors
- Effective and timely communications
- Focused marketing efforts
- Integrated and timely clinical and financial reporting

## OPERATIONAL ASSESSMENTS

Benchmarking is an important component of program success. Corazon has several tools that can assist your program in reaching its potential in all areas of performance: clinical, operational, financial, and market. Using a proven process for program analysis, Corazon can provide your service line with recommendations for improvement, including key indicators to managers to increase operational efficiency and create quality forums to ensure sound financial performance in the future.



## BOARD RETREATS

Corazon consultants provide special sessions, retreats, briefings, and formal presentations to Boards of Directors, Practice Shareholders, and Executive Management to update these key stakeholders on the industry trends and market forces at work. Topics such as referral patterns, economic changes, and clinical practice updates are among those that can be covered.

A retreat with Corazon is especially useful to organizations considering an expansion. A focused session tailored to each client's particular situation can provide knowledge on the impact of an expanded program on both organizational resources and the community.

## STAFF EDUCATION & TRAINING

Corazon provides customized staff education for all aspects of patient management in HEART, VASCULAR, NEURO, SPINE, and ORTHOPEDIC surgery; interventional services, critical care, telemetry, and post-discharge settings. Staff from each area receives didactic material addressing theory and practical knowledge required to safely care for the patient. Corazon can provide a one-time education session or as an ongoing service.

*"We are very pleased with the results from the Corazon team! They provided insightful information and recommendations to our team. They were also very collaborative in the business planning process."*

--James Shamiyeh, MD, Senior Vice President & Chief Quality Officer  
University of Tennessee Medical Center, Knoxville, TN

# ACCREDITATION

## THE NATIONAL LEADERS IN SERVICE LINE EXCELLENCE

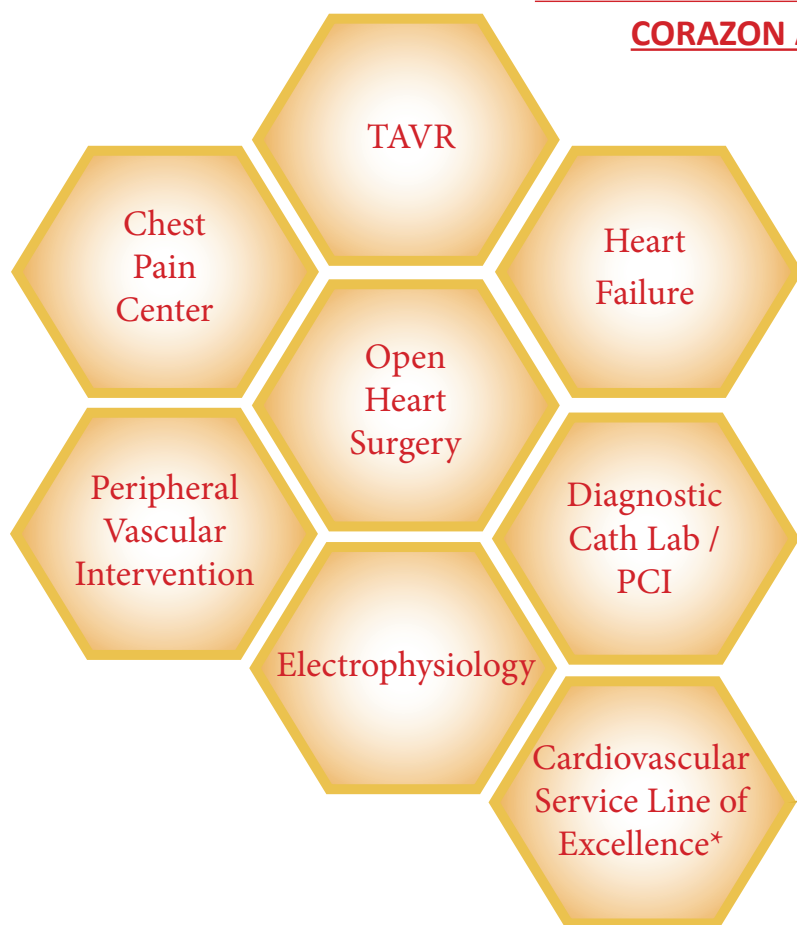
After over 20 years of work within the cardiovascular service line, Corazon knows how to establish the necessary foundation for an effective and high quality program. Corazon's accreditation model has been adjusted to fit the needs of any cardiovascular program. Corazon is a recognized accrediting body in all states requiring accreditation, THE national leader in accreditation across the full cardiovascular care continuum, and the ONLY accrediting body for OHS.



*"Working through the accreditation process has been a pivotal part of our continued development of best practices for our catheterization lab. Uniontown Hospital has worked with Corazon for more than 15 years, and through this partnership, our cardiology department has continued to grow and flourish into one of the most successful in the state. We are quite thankful for this continued relationship, and look forward to working with them for years to come."*

--Sandra Thorpe, Executive Director, Patient Flow/Critical Care  
Uniontown Hospital, Uniontown, PA

### CORAZON ACCREDITATION SERVICES INCLUDE:



#### \*SERVICE LINE OF EXCELLENCE

Corazon's **Cardiovascular Service Line of Excellence** is a prestigious honor given to cardiovascular programs that earn accreditation for their highest level of services offered, along with two other sub-specialty programs in one parallel track.

Earning the Corazon Service Line of Excellence **differentiates your program as a top performer** with sustainable quality and outcomes meeting the highest standards of care delivery for key cardiovascular program elements.

# ACCREDITATION

## TAKE YOUR CARDIOVASCULAR ACCREDITATION TO THE NEXT LEVEL!

Corazon offers two accreditation levels, with additional benefits designed to advance Cath/PCI program success: **Gold** and **Platinum Accreditation**.



### EVALUATE YOUR CURRENT PROGRAM



Corazon's **Gold Accreditation** model fits the needs of any Cath/PCI program, and ensures the program meets best-practice standards.

- > Survey Visit
- > Cath Lab Observation
- > Onsite Chart Review
- > Medical Advisor Case Review
- > Quarterly NCDR Review & Dashboard
- > And More!

### ENHANCE WITH EXTRA DEDICATION

After working with hundreds of cardiovascular programs across the country, Corazon knows the necessary components for **efficient**, **effective**, and **high-quality** programs. Quality assurance, best-practice operations, and financial viability are just some of the many benefits that can be gained through a program accreditation effort.

### EXCEL TO PLATINUM

Corazon's **Platinum Accreditation** model fits the needs of any Cath/PCI program and ensures the program meets best-practice standards. Some components include:



- > All **Gold** Components
- AND —
- > Operational Metrics Review & Dashboard
- > Coding & Billing Review
- > Quarterly Peer Review
- > Quarterly Quality Meeting Participation
- > Documentation Review / Mid-Cycle Review
- > Consulting Time
- > Discounts on Other Corazon Services

*"Working through the accreditation process has been a pivotal part of our continued development of best practices for our catheterization lab. Uniontown Hospital has worked with Corazon for over 15 years, and through this partnership, our cardiology department has continued to grow and flourish into one of the most successful in the state. We are thankful for this continued relationship, and look forward to working with them for years to come."*

--Sandra Thorpe, Executive Director, Patient Flow/Critical Care  
Uniontown Hospital, PA



# ACCREDITATION

Increasing pressures for transparency, along with consumers' research about healthcare provider quality, have given programs new opportunities for differentiation through accreditation. Programs that take this additional step to achieve accreditation gain an edge over other local or regional community providers, or even academic medical centers.

**Corazon's unique value comes from a consultative and collaborative approach** that supports clients' efforts toward achieving this important distinction for market leadership and/or a competitive advantage. Our proven accreditation approach — **Evaluate. Enhance. Excel.** — has helped many programs with achieving clinical, operational, and financial goals for their cardiovascular service line.



**Evaluate. Enhance. Excel.**

Through Corazon's defined process of accreditation, our clients have seen the following programmatic benefits:

- Increased focus on **clinical quality and outcomes**, including appropriate case selection
- Organizational emphasis on **policies and competencies** for the continuum of care
- Implementation of **best practices** for the CV patient population
- Increased **data transparency** with all team members
- Consideration for strategic planning and **growth initiatives**
- External **market differentiation**
- Physician and hospital leadership **collaboration**

## UNIQUE FEATURES OF CORAZON ACCREDITATION

- Experience from implementing hundreds of accreditation programs across the U.S.
- History of collaboration with State Regulatory Agencies
- In-depth and foundational knowledge of patient safety, clinical efficiency, and quality outcomes
- A surveyor team with over 400 years of collective accreditation experience

PROFILE



- Integration with organizational strategic planning and cardiovascular program growth initiatives
- Unique collaborative and educational approach for achieving clinical and operational excellence
- Ongoing quality dashboard review and deliverable with a minimum of quarterly feedback
- Case reviews by a renowned Corazon Medical Advisor

PROCESS



- External market differentiation as an Accredited program
- PR and communication outreach opportunities to showcase this important achievement
- Client feedback indicates 100% satisfaction

PERFORMANCE



*"Corazon provides an extra layer of quality assurance ... With Corazon as our accrediting body, we have a 'safety net' for our quality program."*

*- Lisa Brinckman, Evangelical Community Hospital, PA*

# PEER REVIEW



Corazon Peer Review includes an **in-depth quality assessment** of program cases by a Corazon physician advisor, and **identifies any gaps or opportunities for improvement** related to clinical best practice and elevating patient care. Our leading physician experts bring their real life, day-to-day expertise and detailed evaluation to cases. With an unbiased approach, Peer Review promotes physician collaboration and ensures **open, objective, and outcomes-driven** input on clinical performance.

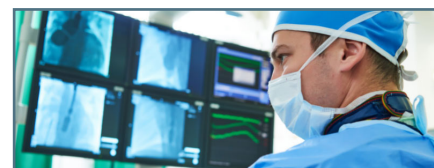
Corazon has been providing oversight to numerous cardiovascular programs and has worked with more than 700 hospitals, health systems, and physician practices across the country in creating top performing programs. As a DOH-named Accrediting body in five states, Corazon is a leader in promoting best practices, and our team of physician reviewers is committed to the same.

## BENEFITS OF PEER REVIEW INCLUDE:

### OUTSIDE PERSPECTIVE



A third party peer review avoids any potential conflicts among internal physicians, as well as any potential conflicts of interest. Corazon Medical Advisors are practicing physicians with specialized expertise in their fields and closely monitored quality outcomes. They are also well versed in communicating difficult messages peer-to-peer and providing valuable recommendations to advance program quality.



*As a new PCI program, our Cath lab management and Senior Leadership Team were very motivated to ensure our procedures met the **highest quality standards** and adhered to the guidelines set forth by accrediting bodies. Through Corazon's Platinum Accreditation process, we were afforded access to quarterly peer review for our interventional procedures and this provided the link we needed to our in-house quality program.*

*As a result of Corazon's Peer Review, we **fine-tuned our patient selection process for appropriateness and saw improvements in our documentation**. We are very pleased to see these improvements in our PCI program as a result of Corazon's quarterly peer review process and recognize that promoting best practice guidelines also positively impacts reimbursement.*

### ENHANCED QUALITY



Ongoing peer review supports continuous quality improvement. The peer review process yields greater perspective on key performance metrics and can identify opportunities for improvement which go beyond registry data into technique and specific practice recommendations.

### PROACTIVE MEASURES



Hospitals most frequently request formal external peer review after an inciting incident or quality fallout. Instead, Corazon recommends a proactive approach so hospitals can be aware of patterns in the program's practice before such issues arise.

### ONGOING EDUCATION



Peer review provides an opportunity for education of both physicians and staff. The entire forum is built around communication, feedback, and education. This is also an opportunity for successful procedures to be highlighted to educate the entire team to promote consistent results.

### SKILLS ADVANCEMENT



The educational aspects allow for expanded feedback on specialized procedures. Additionally, Corazon Medical Advisors are able to provide proctoring or other training to assist with skills advancement with new or uncommon procedures.

--Julie Peterson  
Cardiovascular Quality Coordinator  
Coffee Regional Medical Center, GA

# PHYSICIAN PRACTICE & ALIGNMENT (PP&A)

## PHYSICIAN PRACTICE & ALIGNMENT

Financial pressures, increasing focus on clinical quality, physician shortages across the country, and looming healthcare reform are creating challenges across the continuum, regardless of the clinical specialty. Corazon's Physician Practice and Alignment (PP&A) Division covers the full continuum of services related to hospital / physician relations and practice management – hot topics in the minds of healthcare leaders today.

Our Physician Practice services address all aspects of creating a smoothly-functioning, top-quality, financially-viable specialty practice. With a keen understanding of the unique needs of physician groups in the HEART, VASCULAR, NEURO, and ORTHOPEDICS specialties, Corazon brings all the tools required to establish a long-term strategy for success and the operational tactics to achieve it.

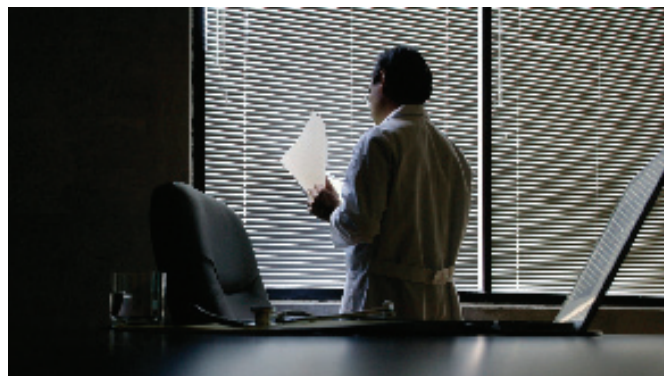
Services Related to Physician Practices within our PP&A Division:

- Business and Strategic Planning for Physician Practices
- Physician Practice Assessments, including Coding and Billing Reviews
- Medical Staff Development / Succession Planning
- Recruitment of Specialty Physicians / Locum Placements

The Corazon team begins with an assessment of the current situation and analyzes market factors, operating statistics, and the input of all key shareholders. From this analysis, we develop action-oriented recommendations that are realistic and achievable. Corazon can further assist with the implementation of the plan, by using as our roadmap a financial analysis that includes a 5-year forecast of the ROI, along with P&L statements.

*"The Corazon team's guidance and project management with our strategic planning and physician alignment initiatives helped move the concepts from the drawing board to reality. We would still be deciding internally what to do next without their facilitated leadership. They were key to gaining the momentum needed to make informed, strategic decisions to move our service line forward."*

--Dave McClure, VP, Strategic Initiatives  
West Virginia University Health System



## WHY CONSIDER ALIGNMENT?

- Creates true collaborative practice
- Provides a foundation for quality improvement and operational excellence
- Develops shared governance for important clinical service lines
- Brings physicians to the table as engaged and active participants in care delivery
- Shares the risks of implementing a new model of care
- Increases patient access to physician expertise, innovative technology, or cutting-edge equipment
- Establishes opportunities for cost-savings and revenue growth

## ON-BOARDING SERVICES

After the most appropriate Physician Practice & Alignment Model has been chosen and a contract is in place, the next phase is commonly known as "On-Boarding" the practice into your organization. Corazon can assist with the primary goal of assimilating and ingraining the new entity into the healthcare system as a full-fledged loyal member of the organization. During this transition process from private practice to a formal alignment with the hospital, a very thorough and detailed plan of action must be executed in order to ensure success.

# PHYSICIAN PRACTICE & ALIGNMENT (PP&A)

## PARTNERSHIP MODELS

Corazon assists hospitals, physicians, and investors in evaluating the risks and rewards associated with developing strategic partnerships. We bring insightful knowledge about current industry trends, regulations, and legislation in order to help you find a partnership arrangement that will work for you, your market, and your stakeholders.

Corazon evaluates the partnering initiatives available, and completes a business analysis to determine the best option for a particular client situation, given program governance structure, physician dynamics, legal environment, and competitive marketplace. The continually-changing legal environment can cause some confusion; however, with a true understanding of the type of arrangement that will work best, most facilities and physicians are pleased with the outcome and can realize clinical and financial benefits with sound partnering strategies.

Corazon can assist with all types of partnership arrangements, including:

- Co-Management
- Physician Enterprise Employment Models
- Management Service Agreements
- Lease Arrangement Agreements
- Employment Arrangements
- Under Arrangement Agreements (allowable in some rural areas)



## I<sup>3</sup> APPROACH TO ALIGNMENT

I<sup>3</sup> represents Corazon's proven process of **IDEA – INK – IMPLEMENTATION** as the most effective means for creating a successful hospital / physician alignment strategy.

Corazon believes that hospitals interested in any type of formal relationship with physicians should investigate their options (IDEA), and secure outside assistance to help ensure that the partnership is clinically viable, legally sound, and also operationally realistic (INK), and then work to clearly and completely roll-out the new model at all levels (IMPLEMENT).

In today's ever-changing environment, hospitals and physicians must carefully investigate options, bring stakeholders to the table, and then diligently plan for the implementation of any new relationship. A clear understanding of potential changes in law and options for exit strategies are a must. By following Corazon's proven step-by-step process for creating a hospital / physician partnership, a win-win-win can be possible to benefit the hospital, the physicians, and the patient.



# RECRUITMENT

## CORAZON RECRUITMENT

Partner with experts at Corazon for the HEART, VASCULAR, NEURO, ORTHOPEDICS, and SURGICAL recruitment needs of your program. Because of our industry expertise, having served hundreds of clients, we have a true understanding of program leadership.

With our expertise in the healthcare consulting field, we understand better than anyone how to make sure the business and operational complexities are in tune with the hiring manager's requirements when making a good placement decision. Furthermore, Corazon's ability to perform high-level analysis puts us in a unique position to evaluate the candidates under consideration and match them with

Corazon brings recruitment expertise and a proven approach for these and other positions:

- Service Line Leadership, along with Program Managers and Directors
- Cardiologists / Neurologists
- Vascular / Orthopedics Specialists
- Physician Extenders within the cardiovascular service line, including Clinical Nurse Specialists / Educators, Nurse Practitioners, and Physician Assistants
- Cardiac / CT / Vascular / Neuro / Orthopedic Surgeons
- Medical Directors for a Specialty Program or Department
- Stroke Coordinators

## CORsearch PACKAGE

Through this innovative recruitment search process, Corazon will not only help with the permanent recruitment, but as an added benefit, we provide additional support to the selected candidate for a period of one year, including:

- Discounted registration to Corazon's national conference
- Discounted rates for Corazon Mentorship

## CASE STUDY: EXPANSION OF A CARDIOVASCULAR PRACTICE

*Salem Cardiology Associates had been a single-specialty group for over 30 years, working exclusively with Salem Hospital for cardiology services. When the hospital set the goal to build a vascular program, the practice agreed to expand to vascular as well, working with Corazon to identify and hire new specialists.*

**Early Successes:** *Within just eight months of kickoff, two Vascular Surgeons were placed. Soon after these hires, several physicians which created a challenge for the once-long-*

*established cardiology practice already in the midst of growth and expansion.*

*Immediately following the departure of the these physicians, Corazon started to work with group leadership to re-build the practice from the ground-up, beginning with searches for an additional Interventionalist and also an Electrophysiologist. Within five months, these other key positions were filled. Corazon was also charged with assisting in the search for temporary coverage while the new recruits completed their*



*"Working with Corazon on the selection of an Interventional Cardiologist for our new PCI program was a great experience. The Corazon team provided exceptional candidates from which we were able to select a physician who not only understands the needs of the program but always the patients we serve. [Corazon] also provided ample communication and industry insight, ensuring that our recruitment search followed the scheduled timeline. I look forward to working with Corazon's Recruitment team on future engagements and recommend them to anyone with Cardiovascular, Neuroscience, or Orthopedic recruitment needs."*

--Lawrence E. Lewis, CEO  
Pioneers Memorial Healthcare District, Brawley, CA

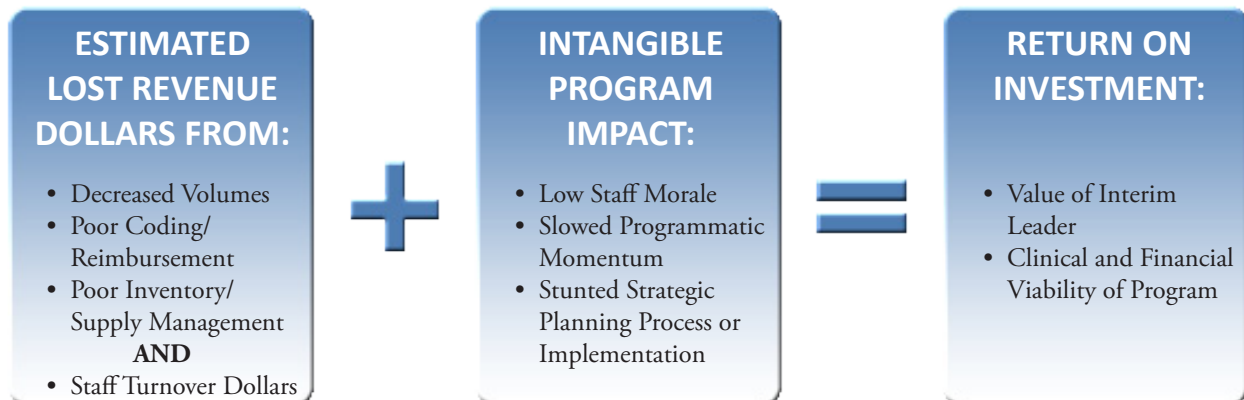
# INTERIM MANAGEMENT



## INTERIM MANAGEMENT

HEART, VASCULAR, NEURO, ORTHOPEDIC, and SURGICAL areas are core strategic specialties for a hospital, health system, or medical practice. A lapse or disruption in program leadership or medical coverage can have serious consequences to quality, efficiency, growth, and performance outcomes. Frequently, this short-term gap can be successfully remedied through interim management resources while searching for a permanent leader or physician.

As part of an Interim Management Resource engagement, Corazon places a highly-skilled interim leader, clinical professional, or locum physician for the program or key area to maintain visibility and a continued presence with the management team and medical staff. Corazon's on-site interim placement is continuously supported with current research and the expertise of the entire Corazon team to *bridge the gap* painlessly as possible.



## CORAZON CONNECT

Corazon CONNECT will help you maintain qualified and consistent leadership in your hospital's most important specialties: HEART, VASCULAR, NEURO, ORTHO, and SURGERY. This exclusive package combines Corazon's interim management or locum physician support with our proven recruitment process at a cost savings to the organization. Corazon will search to find the strong connection necessary to ensure program success without skipping a beat.

Corazon places temporary hires in the following positions:

- Service line leadership, program managers, and clinical professionals, such as NPs, CNSs, or Educators
- Locum Tenens in the HEART, VASCULAR, NEURO, ORTHOPEDIC, or SURGICAL specialties
- Practice Administrators

*"Corazon secured an experienced Practice Administrator for our organization in a very timely manner. Their experience in the onboarding process was extremely helpful in making sure the interim assignee was able to hit the ground running. The individual who joined us was able to provide the results we were looking for and the overall experience with Corazon's Interim Management services was invaluable."*

-- Timonthy Rye, Administrator  
Peterson Medical Associates, Kerrville, TX

# CORAZON MENTORSHIP



*"The Corazon sessions helped to advance my skill-set in cardiovascular service line management, and gave me some pearls of wisdom that improved my ability to be an effective leader. **Since completing the program, I was promoted within my organization; meanwhile, the cardiovascular specialty at the hospital has made great strides.**"*

--Julie Miksit,

Executive Director, Heart & Vascular Service Line  
The Chris Hospital, Cincinnati, OH

*"Our Nurse Manager recently completed Corazon Mentorship, gaining valuable service line leadership skills, which have been most beneficial to her. **With completion of the program, we recently promoted her to Interim Director of Cardiovascular Services.** I'm now confident in her abilities to assume this role, which will be key to completing strategic initiatives at our hospital."*

--Cherona Hajewski

Vice President & Chief Nursing Executive  
Deaconess Hospital, Evansville, IN

The success of a specialty program oftentimes depends heavily on having qualified, dedicated, and charismatic leaders at the helm. In fact, the HEART, VASCULAR, NEURO, ORTHOPEDIC, and SURGERY programs are areas where effective leadership can bring dramatic results.

Corazon Mentorship is a customized relationship between a Corazon Consultant and developing hospital leaders. The content is targeted based on an initial assessment of the mentee's strengths and weaknesses, as well as the organization's current situation and priorities.

Corazon's unique blend of business savvy and clinical expertise creates the perfect education format for clinicians moving into management roles or managers taking on oversight for a new clinical department. Mentorship is of particular benefit to positions impacting the overall performance and direction of service lines, such as:

- Service Line Administrators
- Clinical Coordinators
- Department Managers
- Other Key Leaders in these specialties

Members of the Corazon team provide their mentees with a combination of education sessions, dialogue about daily responsibilities and challenges, and guidance in long-term projects and programmatic changes to achieve success at personal, service line, and organizational levels.

# CORAZON ESSENTIALS ONLINE

## CORAZON ESSENTIALS ONLINE (CEO)

Corazon Essentials Online is the industry's **only** e-consulting service developed in response to the needs of our clients who want Corazon's outstanding program planning and implementation expertise without the added expense of on-site consulting time.

With Corazon Essentials Online as your "CEO" tool kit for HEART, VASCULAR, NEURO, and SURGICAL program development, clients have access to fundamental information and materials to create an outstanding program while saving time and money. Users can adapt Corazon's proven approach to manage project implementation internally – with Corazon's team of experts just a phone call away.

A CEO product license includes all the forms, documents, policies, and procedures necessary to develop a 'best practice' program. Within this online application are over 200 Word, Excel, and PDF files in an easy-to-navigate format. No document is more than three clicks away. Users modify and re-save the samples according to specific needs, and the online access allows for real-time updates with every industry change.

Call our office to learn more about the CEO modules currently available to kick-start program development or expansion including PCI, PVI, OHS, EP, Stroke, and ASCs.



*"Tools in CEO were the foundation to our program's development. They reduced our start-up time by months and increased our cost-savings."*

--Julie Peterson, RN, RCIS, CCCC,  
Cardiac Cath/Vascular Procedures Lab Director  
Coffee Regional Medical Center, Douglas, GA

The web-based CEO tool kit organizes all the important facts, figures, and relevant information through 12 comprehensive categories within each module:



Industry Trends



Program Development



Documentation



Operations



Staff Education



Facility, Supplies & Equipment



Medical Staff



Quality Assurance



Finance



Marketing



Site Visits



Options

\* some may vary depending on selected module



# RESOURCES

## NATIONAL CONFERENCES

Corazon provides numerous educational opportunities on the latest trends for hospital and physician leaders. We seek to impart our knowledge, tools, and expertise to help hospital and program leaders understand what it takes to be the 'best in class.' If you're a CEO, COO, VP of Patient Services, Program Director, or a Physician Leader, you stand to benefit from attending our conferences.

Our national conferences bring together an outstanding panel of top experts from across the country to explore ideas, strategies, and solutions for HEART, VASCULAR, NEURO, ORTHOPEDICS, and SURGICAL programs. Our two or three-day agendas are planned around the latest trends, addressing what's on the minds of hospital and physician leaders. Through educational lectures, panel and roundtable discussions, sponsor exhibits, and facility tours, our attendees can take advantage of an excellent opportunity to understand how to achieve success now and in the future.



## WEBINARS

Through these types of distance-learning opportunities, Corazon gives registrants a low-cost means for accessing the latest on hot topics, and also an interactive forum to direct questions to our experts.

## SPEAKING ENGAGEMENTS

The experts at Corazon also speak at multiple industry conferences each year, addressing topics from program strategy to physician-hospital relations to the future of these service lines.

## PUBLICATIONS

At Corazon, we are committed to remaining on the leading edge of research and on top of the latest literature. We pride ourselves on knowing the industry trends that affect programs across the country.

We've written articles for a variety of local and national publications, and have been featured in a variety of industry journals and targeted association newsletters. We also publish our newsletter, The Corazon Report, twice a year, and also have free White Papers on hot industry topics.



*Getting to the Heart of It: Proven Strategies To Bypass The Competition In Cardiovascular Services*

*Raising The Stakes: Playing A Winning Hand In Heart, Vascular, and Stroke*

Corazon's first book includes practical information, guidance, and advice on all aspects of cardiovascular program development and expansion. The detailed chapters offer clear explanations and real-life experiences to help your program succeed. The information and insight in this volume have helped numerous Corazon clients bypass their competition and become leaders in the markets they serve.

The second volume of *The Corazon Book Series*, includes detailed information about program development for all subspecialties of the cardiovascular service line including stroke. The text provides hospital leaders with the latest perspectives on how to successfully develop and all aspects of the heart, vascular, and stroke specialties.



# CORAZON

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