Matthew F. McNulty, Jr. Award

We are pleased to announce that the 2013 Award will be presented to Mr. Edward A. Eckenhoff at the Matthew F. McNulty Award Luncheon scheduled March 13, 2014. Edward A. Eckenhoff has been nominated and selected by the Board of the Healthcare Council of the National Capital Area to receive the 2013 Matthew F. McNulty, Jr. Award. It is a privilege for HCNCA to recognize such an outstanding and deserving leader at the Award Luncheon on March 13, 2014 at the Omni Shoreham Hotel in Washington, D.C. from 12 to 2:30 PM. Please reserve this special date on your calendar. (cont. on page 2)

November Conference Report

Premier/Healthcare Council Fall Conference Draws Integrated Health Care Attendance

The Second Annual Premier/Healthcare Council Fall Conference held November 14, 2013, attracted attendees from 8 Health Systems, 11 community hospitals, 13 allied health groups and 13 businesses from the region. It was held at the North Bethesda Marriott Hotel & Conference Center, in North Bethesda, MD.

The theme, a “New Era of Healthcare Strategies” emphasized population health. Topics included: realities shaping the future of health care reform, building integrated communities of care, lessons learned from early ACO models, the state of healthcare – quality & safety and how population health intersects with the purchaser space. (more on page 3).
Kenneth A. Samet, President and CEO, MedStar Health and John Rockwood, President, MedStar National Rehabilitation Network & Senior President, MedStar Health (himself, one of Ed’s protegees) nominated Ed Eckenhoff to receive this 2013 Recognition for his unwavering leadership and commitment for the needs of the disabled population in our region and nationally. As an exceptional leader he was acutely aware of what was possible if cutting-edge rehabilitation medicine was combined with robust research and unique rehabilitation engineering capabilities. He believed deeply that such an institution, focused exclusively on this patient population, could make a true difference in our region and beyond. Having just celebrated its 27th anniversary with recognition every year from US News & World Report as a leading rehabilitation hospital in their national rankings, it is clear to see that Ed’s determination and strength of personality brought his vision to life. No matter the circumstances or where someone comes from, Ed has led by example for patients that find themselves with a medical condition that was never expected and for which they have no ability to comprehend what their new boundaries might be. Ed is the inspirational proof that anything is possible. From a healthcare career that began in Chicago, to serving on local, regional and national boards to include the American Hospital Association, to playing and winning golf matches against anyone is possible. From a health care career that began in Chicago, to serving on local, regional and national boards to include the American Hospital Association, to playing and winning golf matches against Ken Samet and John Rockwood can think of no better example of a healthcare leader who has embodied the commitment, dedication and caring that the McNulty Award represents and consider it a distinct and great privilege to be able to nominate Ed Eckenhoff for the 2013 McNulty Award, the Employee of the Year Award for 2013. Each healthcare provider in the Greater Washington/Baltimore Area will be Thursday, March 13, 2014 from 12 Noon to 2:30 PM at the Omni Shoreham Hotel. Executives and Trustees from area Hospitals, Healthcare Systems and Allied Health Care Services are invited to attend. We look forward to seeing you there.

Mathew F. McNulty Award was created on the 24th day of September, 1997 in honor of Dr. McNulty for his 20-plus years as a leader on the Board of the Healthcare Council and his exemplary contributions to the healthcare field.

Mr. Edward Eckenhoff

The Matthew F. McNulty Award is sponsoring at the same time as the McNulty Award, the Employee of the Year Award for 2013. Each healthcare provider in the Greater Washington/Baltimore Area will present an outstanding employee who made a significant difference in 2013. The criteria is based on three important considerations:

• Creating sustainability for the institution
• Contributing towards quality improvement process
• Improving customer/patient satisfaction

We are looking forward to honoring Ed for his achievements at the Award Luncheon on March 13, 2014 at the Omni Shoreham Hotel: Hampton Room 2500 Calvert Street, NW Washington, DC 20008.

SAVE THE DATES!

DIVISIONAL MEETINGS:

IT Divisional Meeting:
April 23, 2014 from 12 noon to 3:00 PM at Lerch, Early, Brewer in Bethesda. CONTACT: Nathan Read, IT Division Chair, 202-715-4299, Nathan.Read@gwu-hospital.com

Volunteer Divisional Meeting
The Volunteer Group schedules meetings every other month throughout the year. CONTACT: Pam Fogan, Volunteer Services Division Chair, 301-896-3093, pfogan@suburbanhospital.org

HR Divisional Meeting:
The HR group meets quarterly with meetings scheduled in January, April, July & October. CONTACT: Matt Lasecki, HR Division Chair, 202-269-7933, matthew.lasecki@provhosp.org

Quality Divisional Meeting
The Board meets regularly throughout the year. Meetings are held periodically. CONTACT: Constance Yancy, DCAHQ President, 202-721-7163, cyancy@hscsn.org

CFO Executive Forum Meeting
February 26, 2014, June 10, 2014 & October 7, 2014 all held from 12 Noon to 2:00 PM with locations to be announced. CONTACT: Kevin J. Mell, CFO Ex. Forum Chair, 301-774-8773, kevin.mell@medstar.net

CFO Executive Forum Meetings/Round Table
The CFO group meets monthly with date, time and location announced one and half to two weeks in advance. CONTACT: Camille Bash, CFO Ex. Forum Chair, 301-552-8028, cbash@dchweb.org

Please reserve the date: The Award Luncheon honoring Ed Eckenhoff and the Employees of the Year will be Thursday, March 13, 2014 from 12 Noon to 2:30 PM at the Omni Shoreham Hotel. Executives and Trustees from area Hospitals, Healthcare Systems and Allied Health Care Services are invited to attend. We look forward to seeing you there.
Healthcare Council Report

AREA NEWS

GBMC'S CHESSARE NAMED A "LEADER TO KNOW" BY BECKER'S HOSPITAL REVIEW: John B. Chessare, M.D., M.P.H., F.A.C.H.E., President and Chief Executive Officer of the Greater Baltimore Medical Center (GBMC) HealthCare system, has been named to Becker’s Hospital Review’s 2013 national list of the “300 Hospital and Health System Leaders To Know.” According to the publication, “The men and women (on the list) have shown admirable dedication to healthcare delivery at local, regional and national levels. Chessare joined GBMC in 2010 after working as a consultant with regional and national healthcare organizations.

VIRGINIA HOSPITAL CENTER CFO, ROBIN NORMAN NAMED TO BECKER’S HOSPITAL REVIEW: Robin Norman, CFO of Virginia Hospital Center, recently was named to Becker’s Hospital Review “130 Women Hospital and Health System Leaders to Know” list. Norman began working for the hospital as an accountant 34 years ago. She was named senior vice president and CFO in 1998.

CARL HOWE, FORMER BROOKE GROVE FOUNDATION (BGF) PRESIDENT AND BOARD CHAIR DIES: On November 14, 2013 Mr. Howe, who spent 53 years building and leading BGF was honored at a memorial service on the BGF campus. Keith Gibb, President of BGF says, “Carl was fueled by faith and vision, his lifelong devotion to ‘touching people’s lives’ leaves an unparalleled legacy for those of us who follow in his footsteps.” In the 1970’s, Mr. Howe was appointed by then Governor Marvin Mandel to a newly created committee that would create the criteria by which individuals would become qualified nursing home administrators. He became the first licensed nursing home administrator in Maryland, and held license #R00001.

SENTARA HEALTHCARE LAUNCHES A STATE-OF-THE-ART 3D MAMMOGRAPHY TECHNOLOGY: The new technology allows for early diagnosis of breast cancer at its Lake Ridge location in Woodbridge, VA. The 3D mammography service, also known as breast tomosynthesis, creates three dimensional images of the breast to provide doctors with a clearer view of the breast tissue and increase cancer detection. “The addition of 3D mammography is one of the biggest breakthroughs in mammography in the last 30 years,” says Tina Banson, M.D., fellowship trained Sentara mammographer.

WILSON HEALTH CARE EARN 5 STARS FROM CMS: The 5-star rating was given by the Centers for Medicare and Medicaid Services (CMS) from a 2013 inspection. As part of Asbury Methodist Village, Wilson Health Care is a place with a long tradition of doing its utmost to promote the best interests of seniors. Located on Asbury’s 130-acre campus in the heart of Gaithersburg, Wilson is an integral part of Asbury’s continuum of services.

PROVIDENCE HOSPITAL AND UNITY HEALTH CARE ANNOUNCE PARTNERHIPS: In December 2013, Providence Hospital and Unity Health Care announced that they had entered into an agreement of mutual commitment. Both organizations believe this agreement will “expand quality, affordable and convenient health care to the residents of Washington, D. C. The partnership will make specialists from Providence available at Unity Health Care centers throughout the District of Columbia. The specialties fields available include: cardiology; dermatology; endocrinology; gastroenterology; general surgery; hematology; oncology; ophthalmology; orthopedic medicine; podiatry; psychiatry; pulmonology; rheumatology; thoracic medicine; and vascular medicine.

PROVIDENCE HOSPITAL AND UNITY HEALTH CARE ANNOUNCE PARTNERHIPS: In December 2013, Providence Hospital and Unity Health Care announced that they had entered into an agreement of mutual commitment. Both organizations believe this agreement will “expand quality, affordable and convenient health care to the residents of Washington, D. C. The partnership will make specialists from Providence available at Unity Health Care centers throughout the District of Columbia. The specialties fields available include: cardiology; dermatology; endocrinology; gastroenterology; general surgery; hematology; oncology; ophthalmology; orthopedic medicine; podiatry; psychiatry; pulmonology; rheumatology; thoracic medicine; and vascular medicine.

123 NEW ACCOUNTABLE CARE ORGANIZATIONS: In partnerships between doctors, hospitals and other health care providers have formed, providing approximately 1.5 million more Medicare beneficiaries with access to high-quality coordinated care across the United States, Health and Human Services Secretary Kathleen Sebelius announced Monday, December 23, 2013.

OIG COLLECTS OVER $5.8 BILLION IN RECOVERIES FOR FY 2013: The Department of Health and Human Services Office of the Inspector General netted nearly $6 billion in recoveries in fiscal year 2013, and had strong recommendations for the Centers for Medicare & Medicaid Services in the year ahead. The OIG worked on nearly 1,000 criminal actions against individuals and healthcare organizations engaged in illegal activity, according to the OIG’s Dec. 23 Semiannual Report. The office reported $850 million in audit receivables and about $5 billion in investigative receivables.

STUDY: VITAMIN E MAY HELP ALZHEIMER’S PATIENTS: A new study in the “Journal of the American Medical Association” suggests there may be some hope for improvement for Alzheimer’s patients, in the form of vitamin E. The study authors say that this is the first demonstration of vitamin E benefiting Alzheimer’s patients with mild to moderate disease. However, they caution that it doesn’t prove that the vitamin is always effective and therefore should not be universally recommended. “This is a well done study by a solid research group,” said Maria Carrillo, vice president of Medical and Scientific Relations at the Alzheimer’s Association, in a statement. “The results are positive enough to warrant more research to replicate and confirm these findings, but should not change current medical practice. No one should take vitamin E for Alzheimer’s except under the supervision of a physician.”

U.S. CANCER DEATH RATES CONTINUE TO DECLINE: Cancer death rates continue to decline in the United States, mainly because anti-smoking efforts have caused a drop in lung cancer deaths, researchers report. From 2001 through 2010, death rates for all cancers combined decreased by 1.8 percent a year among men and by 1.4 percent a year among women, according to a joint report from four of the nation’s top cancer institutions, published in the journal Cancer. “The four major cancers—lung, colorectal, breast and prostate — represent over two-thirds of the decline,” said study author Brenda Edwards, a senior advisor for cancer surveillance at the U.S. National Cancer Institute.

COSTS OF DATA STORAGE IS SIGNIFICANT: For one thing, the costs of operating data centers, which use large amounts of water and energy and require a full-time staff, can be significant. One recent report found that the average annual operating costs for a typical 75-person data center ranged from around $10 million in Sioux Falls, S.D., to $24 million in New York City.
The Commonwealth Center for Governance Studies, Inc. suggest five basic benchmarks of effective governance with respect to board processes.

Basic board processes include:

• Effective boards have clear definitions of their authority and accountability and the decision-making responsibility they have allocated to local operating units in their system.

• Effective boards require mutual understanding regarding the respective roles of governance vs. management, skillful board leadership, and excellent board-management relationships.

• Effective boards continuously improve board and CEO performance by setting clear expectations, conducting objective evaluation, and taking follow-up actions.

• Effective boards are committed to establishing and continually updating succession plans for the board, board leadership positions, and, in concert with the CEO, senior management positions.

• Effective boards insist on meetings that are well-organized, focus principally on system-wide strategy and key priorities such as patient care quality and community benefit, and employ board members’ time and energy wisely.

---

**Did You Know?**

Women who eat two or more servings of walnuts per week reduce their risk of developing type 2 diabetes by 20 percent according to the Journal of Nutrition.

---

**PATRICK CHRISTIANSEN, Ph.D. JOINS HEALTHCARE COUNCIL BOARD**

As of January 1, 2014, Patrick Christiansen, PhD, chief executive officer of Inova Fairfax Medical Campus and executive vice president of Inova Health System joined the Healthcare Council and National Capital Area Shared Services Board. Mike Barch, chair of the Healthcare Council & NCASS said, “It's a privilege to have such a recognized leader join the board. We are pleased that someone with the background and reputation of Dr. Christiansen will bring his level of expertise and skills to the organization.”

As CEO, Dr. Christiansen leads the campus’ four hospitals — Inova Fairfax Hospital, Inova Women’s Hospital, Inova Children’s Hospital and Inova Heart and Vascular Institute — and is part of the collaborative team responsible for strategic decisions for Inova. In addition to his role as CEO, Dr. Christiansen serves as executive vice president, with responsibility for additional service lines within Inova.

Dr. Christiansen previously served as the chief operating officer of Inova Fairfax Medical Campus and as vice president and administrator of Inova Heart and Vascular Institute. He had operational oversight of the hospitals within the Inova Fairfax Medical Campus, as well as the campus’s major expansion project, which includes the new 11-story patient tower and the 665,000-square-foot Inova Women’s Hospital and Inova Children’s Hospital.

Dr. Christiansen’s other healthcare executive experience includes serving as vice president of operations at St. John’s Mercy Health Care in Creve Coeur, Missouri, and as vice president at St. Edwards Mercy Health Network in Fort Smith, Arkansas.

Dr. Christiansen holds a Doctorate in philosophy and a Master’s degree in psychology from the University of Arkansas. He earned a Bachelor’s degree in psychology from Arkansas Tech University.

---

**Did You Know?**

There are more former smokers in the United States—nearly 50 million—than current smokers.

---

HCNCA & NCASS (Healthcare Council of the National Capital Area) and NCASS (National Capital Area Shared Services) are governed by a 10-member Board of Trustees comprised of both healthcare providers and payer leaders. 2014 BOARD OF DIRECTORS: Mike Barch, Chair; George Wilkes, III, Immediate Past-Chair; Les Pitton, Jr., President & CEO; Calvin Brown, Trustee; Patrick Christiansen, Ph.D., Trustee; Richard “Chip” Davis, Trustee; Hugh Eagleton, Trustee; Ryan Frederick, Trustee; Gene C. Milton, Ph.D., Trustee; Omega Logan Silva, M.D., Trustee; Robby G. Brewer, Legal Counsel

---

**Did You Know?**

Of the twenty (20) largest not-for-profit hospital systems nationally, 5 have facilities in the greater Washington, D.C./Baltimore area: Kaiser Foundation - # 1; Ascension Health - # 2; Trinity Health - # 10; Johns Hopkins Health System - # 15; Sentara Healthcare - # 18
November Conference, cont.

Impressive Presentations from Dynamic Speakers:

Blair Childs, Senior VP, Premier Public Affairs; Jeffrey Selberg, VP & COO, Institute for Health Improvement; Joe Damore, VP, Premier Engagement & Delivery; Marci Nielson, PhD, MPH, CEO of Patient Centered Primary Care Collaborative; John Miller, Executive Director, Mid-Atlantic Business Group on Health; Elizabeth Curran, Head National Network Strategy and Program Development at Aetna; Jill Berger, Vice-President, Health & Welfare at Marriott International, were presenters. A panel on population health was led by Dr. Walter H. Ettinger, Senior Vice-President & Chief Medical Officer for the University of Maryland Medical System. The panel consisted of six executives representing long-term care, home care, behavioral health, primary care, clinic network and a

THANK YOU

A big thanks to all the executives that supported and attended the second Fall Conference co-sponsored by Premier and the Healthcare Council. The forum included dynamic and impressive presentations on healthcare strategies for the future from outstanding speakers and gifted panel members. The caliber of speakers was exceptional. The conference attracted executives from hospitals, long-term care, homecare, primary care and businesses that work in healthcare. The attendance surpassed everyone’s expectations and doubled from the previous year’s attendance. It was a wonderful event filled with networking opportunities and relevant information.

Photos from the 2013 November Conference

Jeffrey Selberg, VP & COO, IHI

Camille Bash, CFO Doctors Community Hospital; Michelle Mahan, CFO Frederick Memorial

Calvin Brown, HCNCA Trustee

Joe Damore, Premier VP & Presenter; Mark Stauder, Inova Health System President and COO; Neil Rolles, Inova AVP, Strategies

Dr. Walter H. Ettinger, Sr. VP & CMO of UMMS LLP; Mike Barch, Chair, Healthcare Council

Lori Hamilton, Administrator, Riderwood Village; Marsha Hickey, Clinical Manager, Meritus Medical Center

Mark Stauder, President & COO, Inova Health System; Toni Ardabell, President, Bon Secours St. Mary’s Hospital

DCAHQ SPONSORS 2013 EDUCATIONAL CONFERENCE

On November 8, 2013 the District of Columbia Association for Healthcare Quality (DCAHQ) the Quality Divisional Group of the Healthcare Council of the National Capital Area held their first educational conference in several years. The theme of the conference was “Driving a New Era in Healthcare Through Quality – Be Ready for Change.” The focus was keeping your organization on the forefront of CHANGE in healthcare through Structure – Process – Outcomes. Speakers included, Sherry Mazer, Secretary/Treasurer of the National Association for Healthcare Quality; Catherine Leape, Assistant Director of Recognition Programs for the National Committee for Quality Assurance; Rachel Alexander and Kate McDonald from McDermotte Will & Emery; Erin O’Rourke and Toroon Amin from National Quality Forum; Claudia Scholsberg, Director of Healthcare Policy at DC Department of Healthcare Financing; Jean Moody-Williams, Director of Quality Improvement at the Centers for Medicare & Medicaid Services; and Deborah Kilstein from the Association for Community Affiliated Plans.

HEALTHCARE COUNCIL OF THE NATIONAL CAPITAL AREA

CENTERPARK II - FIRST FLOOR 4061 POWDER MILL RD, STE 100 CALVERTON, MD 20705 PH: 301-731-4700
**Vendor Update:**

**Welcome TRISCEND CAP-EX PROGRAM To HCNCA & NCASS**

**Triscend Partners with HCNCA**

The Healthcare Council & National Capital Area Shared Services partner with Triscend Cap-Ex Program. The strategy is to improve stewardship of healthcare resources through executive benefit planning. The offering is an alternative solution for healthcare organizations to transform executive and physician benefit expenses into assets. The Triscend program has recently been selected as the Endorsed Business Partner for Non-Qualified Executive Benefit Planning by the Healthcare Council. “Our primary initiative at Triscend is to transform the way executive and physician retirement benefits are provided and to return hundreds of millions of dollars to community hospitals throughout the United States,” said Robert Gutherman, Principal of Triscend. “Our approach facilitates the return of all plan costs, plus interest, back to the hospital while simultaneously rewarding key executives and physicians with a competitive retirement plan.” HCNCA is committed to helping our members improve operational efficiencies, maximize earnings and solve challenges,” said Les Pitton, President & CEO of HCNCA. “Triscend may very well become the preferred alternative to traditional retirement funding for our hospitals,” said Mike Barch, Chair of the Healthcare Council. “It features better book treatment and greater flexibility to retain top talent alongside a sustainable business practice that encourages financial security for years to come.” Vendors selected for the Endorsed Business Partner program are expected to meet high-quality standards and offer products or services that help healthcare facilities minimize costs, maximize revenue, reduce operating and capital expenses, improve management and quality, increase productivity, develop staff resources, and apply new strategies. After consulting with the Hospital Council of Northern & Central California, HCNCA has discovered the Triscend program to be a socially responsible and cost-effective solution for members.

**About Triscend**

Working with non-profit, healthcare, financial, and academic institutions throughout the United States, Triscend consults in equitable benefit planning to reward key talent while simultaneously returning all costs of the plan, plus interest, back to the organization. Triscend is comprised of seasoned professionals with diverse backgrounds in healthcare, accounting, legal, estate and financial planning to facilitate turnkey solutions complete with economic design proficiency, program implementation, and ongoing client services.

**Welcome Triscend**

At the Conference of Metropolitan & Regional Hospital Associations (CMHA) Annual Meeting, presidents of various hospital associations throughout the United States gathered to exchange best practices with their peers. Art Sponseller, President of Hospital Council of Northern & Central California, introduced the founders of TriscendNP (Formerly The CAP-Ex Group) to lead a discussion where they addressed changing the game in executive benefit planning practices for nonprofit hospitals today. The discussion was found to be so beneficial for the leaders of the hospital associations that the next speaker offered to forgo his scheduled time so that the group could continue the important and timely conversation.

A number of the hospital association presidents cited the Triscend discussion as one of the top three takeaways of the annual meeting. National Capital Area Shared Services, Inc. is pleased to welcome TriscendNP as a way of providing increased value for our hospital members. TriscendNP offers a new perspective in transcending typical executive benefits. In these times of increased attention surrounding executive compensation, the nonprofit healthcare community is requiring a more responsible approach to retention planning. Their approach transparently aligns responsible executive compensation practices with the mission of the nonprofit organization to serve its community. Since their signature program’s launch three years ago, it is already projected to return over $1 billion to the nonprofit community.

I highly encourage you to learn more about how TriscendNP can help you to grow capital, retain talent, and serve community. For more information, contact Les Pitton at lpitton@healthcare-council.org.
National Capital Area Shared Services joins Yankee Alliance

Membership as of January 1, 2014.

Strengthening our member offering, providing additional aggregation power and savings tools, National Capital Area Shared Services joined Yankee Alliance.

Members of the National Capital Area Shared Services now have access to the entire Premier contract catalog plus over 780 Yankee Alliance contracts and aggregated low cost contracts and the power of Yankee Alliance's strategic contracting, member services and data analytics teams.

Helping members reduce supply costs is a priority for NCASS and the choice to join Yankee Alliance affirms their commitment. Cathy Spinney, Chief Customer Officer, Yankee Alliance said, “I am pleased to welcome National Capital Area Shared Services, and am excited to help their membership access cost saving contracts and collaborate with them on innovative ways to save beyond contracts alone.”

John Maloney, Director of Partner Development NCASS says, “Identifying savings is imperative for our members. Putting in place a strategic relationship with Yankee Alliance provides greater discounts for our members and increased resources to support their savings efforts.”

Did You Know?
Three out of every 10 tests are reordered because results cannot be found. Patient charts cannot be found on 30% of visits.

Did You Know?
There are 130,000 pages of Medicaid and Medicare rules and regulations which is three times the size of the Internal revenue code. That affects an estimated 10 million Americans 50 or older.

Hospital Consolidation
Joseph J. Fifer, FHFMA, CPA, HFMA president and CEO, points out that the Federal Trade Commission can – and will – challenge and block mergers that it believes would stifle competition and run up prices; in fact, it did so 17 times in federal FY11. Beyond that, increased transparency of prices and out-of-pocket patient financial obligations will force large, consolidated providers to be competitive, regardless of their market penetration, he said. “Mergers only make sense when they drive a lower-cost offering to the market (as measured by total cost per member per month) and create a better value proposition for consumers.”
Council Vision: “To meet the challenges of tomorrow by working together today”...and thereby to facilitate the care of the sick and to promote education and prevention programs that ensure healthier communities.

Mission Statement: The Council’s mission is to promote and facilitate activities that result in the best quality of care to the sick and injured. The aim of the Council and its wholly-owned subsidiary, National Capital Area Shared Services, Inc., is to serve its membership in the development and promotion of programs and services that will enhance the members’ ability to operate their organizations economically and successfully with integrity and competency.

“The Council”: The Healthcare Council of the National Capital Area, Inc. is an organization of Providers of Care consisting of hospitals and allied health care facilities located in Maryland, Virginia and Washington, DC. The purpose of the Council is to provide for members “strategic and business advantages” that no single institution or system can efficiently or economically develop alone. Council activities are implemented through a structure consisting of the Chairmen of the Boards and the Chief Executive Officers of our member organizations. Divisions of specific activity have been formed to carry on the ever changing tasks at hand. These divisions develop information and improve performance using cooperative networking, meetings, surveys, group discussion and analysis and continuing education programs.

Did You Know?
Every year, medical errors cause 98,000 deaths (some studies suggest the number is twice that) and one million injuries. Medical errors kill more people each year than breast cancer, AIDS, or motor vehicle accidents.