Here are 118 ambulatory surgery center administrators to know. If you have questions or comments on this list, please contact Laura at lmiller@beckershealthcare.com.

Margaret Acker, RN, MSN, CASC (Southwest Surgical Center in Grand Rapids, Mich.). Ms. Acker is the administrator of Southwest Surgical Center, a multispecialty freestanding ASC, and has been chair of the Michigan Ambulatory Surgery Association Membership Committee. She was formerly CEO with Blake Woods Medical Park Surgical Center in Jackson, Mich., a multispecialty physician-owned center. She has worked in the ASC industry for more than a decade as a consultant, administrator and presenter. Ms. Acker holds a master's degree in nursing from Eastern Michigan University and has served on the board of directors for St. Luke's Clinic, providing healthcare for the poor and medically underserved.

Traci Albers (North Memorial Ambulatory Surgery Center at Maple Grove in Maple Grove, Minn., and High Pointe Surgery Center in Lake Elmo, Minn.). Ms. Albers has more than 15 years of ASC and healthcare management experience, beginning her career as the administrator at a critical access hospital and rural health clinic. After several years at the critical access hospital, Ms. Albers joined Surgical Management Professionals in 2002, where she served as the executive director of High Pointe Surgery Center, a physician-hospital joint venture facility. She worked at the facility for five years and then transferred to a new role working for the ASC's partner hospital. During her tenure with the hospital, Ms. Albers was responsible for system marketing and hospital operations. In 2010, Ms. Albers transitioned back to the ambulatory surgery center market with SMP. She currently serves as executive director for High Pointe Surgery Center and North Memorial Ambulatory Surgery Center – Maple Grove. During her tenure with these facilities, she has added a new specialty, managed a major expansion project and achieved excellent patient and physician satisfaction scores.

Kathleen Allman, CASC (Millennium Surgery Center in Bakersfield, Calif.). Ms. Allman is the administrator of Millennium Surgery Center. She came to Bakersfield after retiring from trauma and, within two years, was opening seven cost centers at Mercy Southwest Hospital, including pre-op, admitting, OR, PACU, sterile processing, GI and anesthesia services. She also completed her master's degree, MSA-HCM. The ASC has hosted elected representatives and Ms. Allman served on the board of the California Ambulatory Surgery Association for two years.
Vickie Arjoyan (Specialty Surgical of Beverly Hills, Los Angeles). Ms. Arjoyan is the administrator and director of Specialty Surgical of Beverly Hills in Los Angeles. The surgery center is affiliated with Symbion Healthcare.

Brent Ashby, CASC (Audubon Surgery Center in Colorado Springs, Colo.). Mr. Ashby is the administrator of two surgery centers — Audubon Surgery Center and Audubon ASC at St. Francis, both located in Colorado Springs. The two Audubon centers contain 15 ORs and four procedure rooms between them and perform an estimated 19,000 cases annually. Mr. Ashby has led the surgery centers through several successful initiatives, including the implementation of an IT system, the creation of a staff profit-sharing program and a boycott of payors who are unwilling to offer reasonable payment rates. Before opening Audubon, he was the administrator of the Provo (Utah) Surgical Center for seven years and practiced law at a large firm in Phoenix. Mr. Ashby has also served as treasurer for the Colorado Ambulatory Surgery Center Association where he helped spearhead a pilot program in Colorado with Medicaid to move certain cases away from hospitals and ASCs in return for higher payments from Medicaid.

Cathy Atwater (Banner Health-Union Hills Surgery Center and Banner Thunderbird Surgery Center in Peoria, Ariz.). Ms. Atwater serves as the administrator of Banner Health-Union Hills Surgery Center and Banner Thunderbird Surgery Center, positions she has held since January 2010 and February 2005, respectively. Prior to joining Banner, she worked as a gynecology practice manager at North Valley Obstetrics and a manager of operations at Argent Healthcare/Paralign Revenue Management. According to Angela Surratt, pre-op/PACU clinical manager at Banner Thunderbird, Ms. Atwater is often seen rounding through the pre-op and PACU areas of her surgery center and dedicates significant effort to marketing the center, despite the highly saturated nature of the local area.

Beverly Baker (Timberlake Surgery Center in Chesterfield, Mo.). Ms. Baker has served as the administrator of the Timberlake Surgery Center since 2008 and has been an administrator in the ASC field for over seven years. Prior to joining Timberlake Surgery Center, she worked as a healthcare consultant specializing in practice operations and an administrator for private physician practices. She was instrumental with the new facility’s start-up phase, achieving a three-year accreditation with AAAHC and receiving Symbion’s President's Club Award in 2008. She has served on the board of Missouri Ambulatory Surgery Center Association.

Rob Bashore (Same Day SurgiCenter in Orlando). Mr. Bashore went to graduate school at the Medical College of Virginia, where he received a partial scholarship from Columbia HCA — the catalyst that started his career with the health system. He worked on the hospital side of HCA for a while after graduation and then moved to the surgery center industry in 2003, leaving briefly to join another hospital company and then coming back to HCA several years later. He has been with his current surgery center for about five years, during which time the center has achieved three-year re-accreditation from AAAHC and increased its EBITDA. The surgery center has five ORs and three pain treatment rooms.

Tracey Baughey (Laser Spine Institute in Wayne, Pa.). With more than 27 years of administration and management experience, Ms. Baughey brings a great deal of knowledge and insight to the clinical operations of the ASC. She has held a variety of positions focusing on facility management, compliance and regulatory issues, streamlining and developing new systems and customer service excellence. She was instrumental in the opening Laser Spine Institute's Pennsylvania and Oklahoma facilities, assisting the teams in achieving state licensure and AAAHC accreditation.

Linda Beaver, RN, MSN, MHA (Gateway Endoscopy Center in St. Louis, Mo.). Ms. Beaver serves as
administrator of Gateway Endoscopy Center, a busy endoscopy facility in western St. Louis County managed by United Surgical Partners International. She started her career as a critical care nurse who specialized in cardiovascular recovery before moving into the management sector as a nursing supervisor, nurse manager and clinical director of multiple unit specialties in an acute-care hospital. Under Ms Beaver's leadership, Gateway Endoscopy Center obtained accreditation by AAAHC, recertification by CMS and the recertification by the state of Missouri. The center also successfully completed multiple quality improvement projects, including procedural documentation, applying abdominal pressure during a colonoscopy and scope withdrawal times.

Christine Behm, BSN, CASC (Surgery Center of San BuenaVentura in Ventura, Calif.). Ms. Behm has served as the administrator of San BuenaVentura Surgery Center since 1991. She has been with the center since 1991, when she joined as nurse manager upon the center's inception; she was promoted to administrator a few years later. Over the past year, she has put an emphasis on case costing and reimbursement, which resulted in the termination of a Blue Cross contract at the beginning of 2011, as well as an Aetna contract which will terminate in spring 2012. Ms. Behm works closely with her business office, clinical manager and physicians to evaluate every case to ensure payment will cover the cost of the case. Net revenue per case more than doubled in 2011, and the center performed its first spine procedure in 2011.

Jeffrey Bernhardt (Main Street Specialty Surgery Center, Orange, Calif.). Mr. Bernhardt is the clinical director at Main Street Specialty Surgery Center, a position he has held since March 2002. He has more than 37 years of experience in healthcare and has been a manager in the operating room for more than 25 years. Mr. Bernhardt has held leadership positions at Long Beach Naval Hospital and St. Mary Medical Center. The surgery center was formed in 2000 and includes around five operating rooms and two minor procedure rooms.

Sandy Berreth, RN, MS, CASC (Brainerd Lakes Surgery Center in Baxter, Minn.). Ms. Berreth serves as the administrator of Brainerd Lakes Surgery Center, a multispecialty ASC that performs approximately 5,000 cases a year. She has been in the ambulatory surgery management arena for more than 13 years and has worked at her current center since 2004. Ms. Berreth has been an AAAHC surveyor for more than two years as well. During Ms. Berreth's tenure, Brainerd Lakes has achieved the Edgesurvey's APEX Quality Award for overall patient satisfaction. Ms. Berreth holds a master's degree in business organization and management.

Josh Billstein (The Polyclinic in Seattle). Mr. Billstein spent 10 years as a clinician and practice manager at a busy physician clinic before joining The Polyclinic in June 2010. He serves as administrator for the three-OR, multispecialty ASC. As a board member of the Washington Ambulatory Surgery Center Association, he and his colleagues collaborated with the Department of Health to create a pilot program that improved ASC reimbursement for DSHS cases. This resulted in cost savings for the state, as the cases moved from the hospital to the ASC setting. Mr. Billstein says his personal philosophy as an ASC leader is "to recruit and retain exceptional individuals who, when integrated into our center's team, utilize their unique talents to make our center excel."

Stephen E. Blake, JD, MBA, CPA (Central Park Surgery Center in Arlington, Texas). Stephen Blake serves as the administrator of Central Park Surgery Center, a 100 percent physician-owned facility accredited by the AAAHC. According to Kathy Kennison, RN, the ASC's nurse manager, the center has achieved better than 99 percent patient satisfaction survey results since its inception in 2006 — due in no small part to Mr. Blake's efforts. Mr. Blake also serves as an active member of the Texas ASC Society Board of Directors and was the society's president.
Chris E. Bockelman, CPA (Foundation Surgery Center of Oklahoma in Oklahoma City). Mr. Bockelman has served as administrator of Foundation Surgery Center since April 2010. During his time at the center, he has increased case volume by recruiting five new physicians. A former area vice president with Option Care/Walgreens in home IV therapy, Mr. Bockelman says he believes ASC administrator success is "in the details."

Betty Bozutto, RN, MBA, CASC (Naugatuck Valley Surgical Center in Waterbury, Conn.). Ms. Bozutto is executive director of Naugatuck Valley Surgical Center and former president and a founding member of the Connecticut Association of Ambulatory Surgery Centers. She is a former board member of FASA. Ms. Bozutto is also a surveyor for AAAHC and has been president of Connecticut's Ambulatory Surgery Center Patient Safety Organization. Ms. Bozutto holds an MBA from the University of New Haven (Conn.).

Rick Brochu (The Surgery Center of Genesee County in Flint, Mich.). Mr. Brochu joined The Surgery Center of Genesee County in 2007, after working for a marketing company that handled all of General Motors' events and sponsorships. In his five years with the center, The Surgery Center of Genesee County has celebrated its 10-year anniversary and moved away from a significant volume of pain management, as site-of-service differentials push pain business into physician offices. The surgery center has also added several new procedures, such as lithotripsy, which can be performed in the center in two hours compared to five hours in the local hospital. The surgery center performs more than 5,000 cases per year in a variety of specialties, including ophthalmology, orthopedics, podiatry, pain management, ENT, general surgery and interventional radiology. Mr. Brochu says the center stands out because it also performs vascular surgery, a rarity in the Michigan ASC industry.

John D. Brock, MSHA (NorthStar Surgical Center in Lubbock, Texas). Mr. Brock has served as the administrator of NorthStar Surgical Center for more than six years. During his time at NorthStar, Mr. Brock has grown case volume, syndicated multiple new physician partners, added a new service line in gastric lap banding and opened a sixth OR, among other accomplishments. He also introduced a total joint replacement program to the ASC. Prior to his current role, he served as CEO of three different hospitals, COO of one hospital and executive at a large, faith-based health system.

Jennifer Butterfield, RN, BSN, CNOR (West Bloomfield Surgery Center in West Bloomfield, Mich.). Ms. Butterfield is the administrator of West Bloomfield Surgery Center, a multispecialty, Joint Commission-accredited ASC that performs more than 5,600 cases per year. She has worked in the ASC industry for more than seven years, serving as OR manager and director of nursing prior to becoming an administrator. According to medical records coordinator Jen Hagerty, Ms. Butterfield has been instrumental in starting a spine program at the center and recruiting physicians for the program. While other ASCs in the area are struggling, WBSC is increasing patient volume. Ms. Hagerty credits the growth to excellent physician and staff dedication.

Karen Cannizzaro, CASC (Physicians Day Surgery Center in Naples, Fla.). Ms. Cannizzaro started her career in ambulatory surgery in 1992, working as a surgery scheduler. During her first six years in the ASC industry, she performed every non-nursing position, from ordering supplies to working with accounting. She says she "literally worked her way into administration" and received her CASC certification in 2006. In the past few years, case volume at Physicians Day Surgery Center rose 50 percent due to the recruitment of several new physicians.

Connie Casey (Northpoint Surgery and Laser Center in West Palm Beach, Fla.). Ms. Casey is the administrator of Northpoint Surgery and Laser Center, the first physician-owned surgery center in the West.
Palm Beach area. When the center opened in 1996, the owners were told they would never make it. Local
providers weren't used to the ASC model and believed competitors would force the facility out of business.
Seventeen years later, Northpoint Surgery and Laser Center features five ORs, two endoscopy procedure
rooms and a pain management center. The equity partner changed to AmSurg and the center continues to
thrive, inviting new physicians to join as they enter the area.

Chris Collins, RN, BSHCA (Metropolitan Surgery Center in Hackensack, N.J.). Mr. Collins has been
with Metropolitan Surgery Center since January 2012, when the facility was acquired by UPSI. Prior to his
current role, he worked in another New Jersey surgery center and did in-hospital ambulatory work for 20
years. His current center has two ORs and one procedure room and performs approximately 4,000 cases a
year in the arenas of orthopedics, orthopedic hand, pediatric ENT, urology and podiatry. Under his
leadership, the surgery center has transitioned to a new management company and inventory system.

Cynthia Condron (South Shore Surgery Center in Bay Shore, N.Y.). Ms. Condron serves as the
administrator of South Shore Surgery Center, a facility that opened in collaboration with Ambulatory
Surgical Centers of America in December 2010. The newly constructed facility is an 11,000-square-foot
center with three operating rooms and two procedure rooms. The center achieved successful New York
State licensure on Dec. 17 and performed its first case on Dec. 20. Prior to joining South Shore, Ms.
Condron served as facility administrator in the construction and development of an orthopedic ASC on the
north shore of Long Island, a position she held for six years. She also attained successful New York State
licensure and Medicare/AAAHC certification with her prior center. Ms. Condron holds an MBA from Palm
Beach Atlantic University in West Palm Beach, Fla., and has more than 15 years of experience in
healthcare.

Michael Cox, PhD, FCSM (Central Maine Orthopaedics, Auburn). Mr. Cox is the CEO of Central
Maine Orthopaedics, which includes an ASC. He has held the position since 2008 and overseen several
initiatives to grow the center. He has more than 30 years of experience in teaching, medicine, research and
healthcare management with more than 80 publications. He previously served as president and chief
operating officer for Forum Health Services and founder and director for the Graduate Hospital Human
Performance and Sports Medicine Center in Philadelphia. During his career, Dr. Cox has been a consultant
to several professional hockey teams and president of the Mid-Atlantic Regional Chapter of the American
College of Sports Medicine.

Rebecca Craig, RN, CNOR, CASC, CPC-H (Harmon Surgery Center in Fort Collins, Colo.). Ms.
Craig is CEO of Harmony Surgery Center, a multispecialty, Joint Commission-accredited ASC. Ms. Craig
helped to open the joint venture center 12 years ago. She began her career as a registered nurse, working at
a rural hospital in the OR, PACU, gastroenterology and pain management areas. She held several
leadership roles in perioperative services before moving into outpatient and ambulatory surgery. In addition
to her work with Harmony Surgery Center, Ms. Craig served as president for the Colorado Ambulatory
Surgery Center Association from 2004 to 2007. Ms. Craig had the pleasure of helping with the
development of two new surgery centers in the Northern Colorado area in 2008. In May 2011, she was
elected to serve on the ASCA Board of Directors. Ms. Craig was appointed to the Joint Commission
Ambulatory Care Professional and Technical Advisory Committee and served on the OR Manager
Ambulatory Surgery Advisory Board.

Dan Cresco, PT (Wauwatosa Surgery Center in Wauwatosa, Wis.). Mr. Cresco is a Group
Administrator of the Wauwatosa Surgery Center and Wausau Surgery Center, both partnerships among
physician groups and Surgical Care Affiliates (SCA). Together, the facilities perform more than 6,000
cases annually. Mr. Cresco came to the Wauwatosa Surgery Center to serve as administrator in September
2010 with more than 20 years of prior management experience in a variety of healthcare settings. He was recently promoted to a Group Administrator to provide able assistance with regard to growth, clinical excellence, patient satisfaction and physician/teammate satisfaction for two of SCA's premier Wisconsin facilities. In fact, he has helped Wauwatosa achieve 25 percent growth year over year for the last 2½ years with top-tier satisfaction scores among ASCs nationwide. Mr. Cresco attributes his facility's success to his management company and physician partners. "SCA provides unequalled support and an exceptional framework for success and our physicians are absolutely the best!" he said. "They are truly teamwork exemplified in both thought and process."

Deborah Lee Crook, RN, CASC (Valley Ambulatory Surgery Center & Valley Medical Inn in St. Charles, Ill.). Ms. Crook's ASC, Valley Ambulatory Surgery Center & Valley Medical Inn, is a seven-OR, multispecialty surgical facility with an attached post-surgical recovery care center. The center sees more than 5,300 cases annually and is celebrating its 25th anniversary this year. Ms. Crook has worked in professional nursing and administration for more than 25 years, with 19 years of her career spent at the ASC. Since assuming her role as administrator in 2006, she has implemented improvements and changes in communication, staffing patterns, teaching, use of technology, change in processes and expense management to increase the efficiency of the center. Ms. Crook says she has worked to increase and replace volume from retiring partners and medical staff, implement new procedures and seek opportunities for local growth in a changing healthcare environment.

Dean Daringer, MBA (Surgery Center of Chester County, Pa.). Mr. Daringer has more than 20 years of experience in healthcare administration, specializing in joint venture ASC start-ups, as well as problematic centers. Mr. Daringer has worked in the past for Quarum and CHI as well as management groups such as ACCA and Relative Health. Since coming to the center, he has been through re-accreditation surveys with AAAHC and has moved billing in-house. He assumed his current position in 2009.

Louise DeChesser, RN, CNOR, MS (Middlesex Surgery Center for Advanced Orthopedics in Middletown, Conn.). As administrator of Middlesex Surgery Center for Advanced Orthopedics and clinical director for Healthcare Venture Professionals, Ms. DeChesser has more than 40 years of perioperative healthcare leadership experience. Ms DeChesser has served as director of surgical services for large New England Hospitals, as president of her own surgery center consulting company, Surgical Solutions, and in various regional, operational and administrator positions in surgery centers throughout the Northeast. In addition to her corporate responsibilities with HVP and her administrator position with MCAOS, she also sits on the board of directors for the Connecticut Patient Safety Organization, as well as the state committee to develop the state of Connecticut healthcare plan.

Greg DeConciliis, PA-C, CASC (Boston Out-Patient Surgical Suites in Waltham, Mass.). Mr. DeConciliis serves as the administrator of Boston Out-Patient Surgical Suites, which opened in July 2004 as a multispecialty center focusing on orthopedics and pain management. Prior to joining the center, Mr. DeConciliis worked as a physician assistant at the New England Baptist Hospital for five years. He is still a licensed PA and assists on more complex orthopedic cases at the center. In March 2010, the center sold a majority interest to AmSurg. The center has maintained profit margins above 50 percent. He says the center has achieved over 98 percent "excellent" ratings on patient satisfaction surveys, an accomplishment he credits to the outstanding quality of care that surgeons and staff provide to patients.

Linda Deeming, RN, BSN, MBA/HCM, CNOR, CASC (Longmont Surgery Center in Longmont, Colo). Ms. Deeming has served as the administrator of Longmont Surgery Center since January 2009. The multispecialty surgery center, which opened in October 1996, has grown to include five ORs, two
endoscopy suites and one procedure room. Ms. Deeming has been a speaker at the CASCA spring convention in Denver. During her time with Longmont Surgery Center, she added five new procedures and seven new surgeons and increased the surgical and procedure numbers as well as the center's net profit. She credits her center's success to her board of directors, clinical and office staff, surgeons and anesthesiologists who provide a dynamic, high-quality, friendly alternative for patients in need of surgical services. Additionally, this year she served as the committee chair for the 2012 CASCA Annual Spring Education Conference.

**Jody Delahunty, RN, CNOR (Heartland Surgery Center in Kearney, Neb.).** Ms. Delahunty started at Heartland Surgery Center as clinical director when it opened in May 2001 and was asked to move into the administrator role one month later. The center's first few years were "slow and steady," she says, but when a large orthopedic group moved its cases to the center, case volume jumped from 2,000 cases annually to 5,600. Ms. Delahunty was instrumental in attracting the group to Heartland, as well as purchasing instruments, supplies and implants. Ms. Delahunty says the surgery center added a hand surgeon in 2011. Prior to her role at Heartland, Ms. Delahunty worked at Good Samaritan Hospital in Kearney for 21 years, serving as an RN in the surgery department. She has been an RN for more than 32 years and holds the CNOR credential.

**Lynda Dowman Simon (St. John's Clinic: Head & Neck Surgery in Springfield, Mo.).** Ms. Simon is the administrator at St. John's Clinic: Head & Neck Surgery. Ms. Simon has been at her center since 1994. Prior to coming to St. John's, she worked for 13 years at a local hospital in the open heart center and urology. According to Ms. Dowman Simon, St. John's is the only ASC in Missouri dedicated solely to ENT procedures. Ms. Dowman Simon listed a few issues plaguing surgery centers, including decreased reimbursements, high deductibles, increased use of Medicare/Medicaid as a payer sources and an aging nursing population.

**Vicki Edelman, RN, BSN, CASC (Blue Bell Surgery Center, Blue Bell, Pa.).** Ms. Edelman is the administrator of Blue Bell Surgery Center. The center is a four-room, multispecialty ASC that operates with 22 surgical partners and an additional five affiliated physicians. Blue Bell Surgery Center focuses on orthopedics, ENT, pain management, plastic surgery, general surgery, ophthalmology and gastroenterology and services for more than 300 patients per month. Ms. Edelman has been with Blue Bell since May 2008, during the center's construction phase. Ms. Edelman credits her center's success to the energy, resourcefulness and dedication of her team.

**Teva Eiler (UPMC Hamot Surgery Center in Hamot, Pa.).** Ms. Eiler joined Hamot Surgery Center (now UPMC Hamot Surgery Center) in 2006 and worked as the surgery center's purchasing manager and human resources coordinator for three years. In 2009, she was named administrative director of the surgery center. Prior to joining Hamot Surgery Center, she worked at Vantage Healthcare Network as the director of materials management, a role in which she worked with Premier affiliates to maximize savings, establish regional contracts and solicit potential new affiliates. Ms. Eiler earned an MS in health services administration from Gannon University in 1993 and became a Registered Laundry and Linen Director in 2001.

**Pamela J. Ertel, RN, BSN, RNFA, CNOR, FABC, CASC (The Reading Hospital SurgiCenter at Spring Ridge in Reading, Pa.).** Ms. Ertel oversees daily operations at The Reading Hospital SurgiCenter at Spring Ridge, a multispecialty ASC that includes eight operating rooms, 10 preoperative bays, 19 postoperative bays and one special procedure room. She has also served as president of the Pennsylvania Ambulatory Surgery Association. Under Ms. Ertel's leadership in 2011, the center implemented a new business office software and implemented an EMR system. In addition, the center participated in a safety
culture survey conducted by an outside benchmarking business, with resulting scores placing the ASC in the 99th percentile for safety culture. As president of PASA, Ms. Ertel provided testimony to the Pennsylvania House Insurance Committee and met with the Executive Deputy Secretary and Secretary of Health to discuss challenges to the ASC industry.

Carolyn Evec, RN, CNOR (The Surgery Center at Beaufort in Beaufort, S.C.). Ms. Evec has served as the administrator at The Surgery Center of Beaufort for more than 10 years, after opening a surgery center in Missouri where she served as nurse manager. She has 40 years of nursing and administrative experience and has held various management positions including director of surgery, director of medical and surgical services, vice president of patient services and director of rural health clinics. Ms. Evec has served as president, president-elect and is secretary for the South Carolina Ambulatory Surgery Center Association.

Andrea Fann (Orthopaedic South Surgical Center in Morrow, Ga.). Ms. Fann serves as the administrator of Orthopaedic South Surgical Center, a United Surgical Partners International facility. She has served in the position — her first administrator role — since 2005, before which she worked as business office manager for Buckhead Ambulatory Surgery Center and as director of front office operations for Atlanta Outpatient Surgery Center (both HCA facilities). She prides herself on providing an honest, warm and caring atmosphere for everyone who enters her center: employees, physicians, visitors and patients. Ms. Fann doesn't take her role for granted. She firmly believes that a manager does not automatically become a leader and that installing the right team is essential for ASC success.

Judy Fladeboe (Willmar Surgery Center in Willmar, Minn.). Ms. Fladeboe serves as the administrator of Willmar Surgery Center. During her career, Ms. Fladeboe accumulated more than 25 years of experience working in emergency departments and GI/endoscopy units, including 15 years as manager. She also has several years of administrative experience in a multispecialty clinic setting and management experience in a multispecialty ASC. In her current position, she led the ASC through a successful EMR implementation — Willmar Surgery Center has been using ProVation Medical software for five years. She has also helped the center achieve AAAHC accreditation.

Dana Folstrom, RN, CASC (Mirage Endoscopy Center in Rancho Mirage, Calif.). Mr. Folstrom, administrator of Mirage Endoscopy Center, calls his biggest success in 2011 the ability to continue profitability in the face of physician employment. He says the center has focused on increasing its visibility by developing a website — "something we hadn't felt we needed in the past." He says in order to prepare for reporting of quality indicators, the surgery center is assessing different EHR products available to GI centers. The center has managed to produce consistent distributions by reworking payer contracts, promoting aggressive collections and operating efficiently. Prior to joining his current center, Mr. Folstrom worked in the GI department of Eisenhower Medical Center and as director of nursing for the Hebrew Homes of San Diego.

Kerri Gantt (Barkley Surgicenter in Fort Myers, Fla.). Ms. Gantt has been employed by Gastroenterology Associates of S.W. Florida and Barkley Surgicenter for more than 19 years. As administrator of the two organizations, she oversees business and clinical operations. Ms. Gantt oversees the facility's compliance and is well versed with the Joint Commission standards and CMS regulations. She has served as past president of Health Management Association and is an active member of the Professional Association of Health Care Office Managers and the Medical Group Management Association. Ms. Gantt is also a licensed healthcare risk manager in the state of Florida, a certified medical manager and a Fellow in the American College of Medical Practice Executives.
Patricia Graham, BSN, RN (Laser Spine Institute Arizona, Scottsdale). Ms. Graham is the executive director of Laser Spine Institute Arizona. She has held this position for the past year and previously served as CEO of MedLogics Consulting for nine years. This AAAHC-accredited facility is focused on minimally invasive spine surgery. Surgeons at the 25,400-square-foot outpatient center perform endoscopic techniques for spinal care. Ms. Graham is committed to providing the best patient experience possible at the ASC and gives patients her business card at their initial visit to receive real-time feedback about the center.

Julie Greene (Muskegon Surgery Center in Muskegon, Mich.). Ms. Greene is the CEO of Muskegon Surgery Center in Muskegon, Mich., and Regional Healthcare Management Solutions, a consulting organization. A longtime member of the Michigan Ambulatory Surgery Association Board, Ms. Greene has been involved in several projects including working with BCBS of Michigan to increase reimbursement to a level that allows spine surgeries to be performed in the ASC setting.

Debra Hagendorn (South Shore Ambulatory Surgical Center in Lynbrook, N.Y.). Ms. Hagendorn, administrator of South Shore Ambulatory Surgical Center, started her career at South Shore as the OR nurse manager and was promoted to the administrator position. When Ms. Hagendorn stepped into the position, the surgery center was having problems: missing policy and procedures, inadequately defined governance structure and lack of credentialing. However, she was able to overcome them. Under Ms. Hagendorn's leadership, the AAAHC was passed on the first attempt and the center was given a three-year certificate.

Kimble Hatridge (Texarkana Surgery Center in Texarkana, Texas). Ms. Hatridge serves as administrator of Texarkana Surgery Center, one of Symbion Healthcare's surgical facilities. Texarkana Surgery Center is a multispecialty surgery facility that opened in 1995. Ms. Hatridge has 20 years experience in the healthcare industry, and her track record includes successful recruitment and retention of physician partners, strong financial growth and the development of a strong team of healthcare professionals. Ms. Hatridge's experience includes facility startup, strategic planning, budgeting, performance improvement, risk management, development of business office practices. Ms. Hatridge is actively involved in the Texas Ambulatory Surgery Center Society and currently serves on their Legislative Committee.

Bill Hazen, RN, CHT (The Surgery Center at Pelham, Greer, S.C.). Mr. Hazen is the administrator of The Surgery Center at Pelham, a position he's held since 2004. The multispecialty surgery center includes orthopedics, pain management, gynecology, ENT, gastroenterology and urology. He previously served for 25 years in the Spartanburg Regional Healthcare System. Beginning as a registered nurse, Mr. Hazen's healthcare career has evolved to include experience as director of market and development and director of special projects when building the Surgery Center of Pelham. One of his biggest successes as an administrator has been the introduction of a quarterly employee bonus system. The amount of the bonus is split equally among all employees to encourage ownership, teamwork and fairness.

Tom Holecek (Palos Surgicenter in Palos Heights, Ill.). After several years of managing GI labs and medical practices in the hospital setting, Mr. Holecek became the administrator at Palos Surgicenter, managed by Regent Surgical Health, in September 2007. At the time Mr. Holecek joined the center, the ASC was just realizing the benefits of a hospital joint venture agreement established in January 2007. Despite the center's early success, the facility was still lacking in several areas. Among other issues, more space was needed for quicker turnaround of cases, the waiting room needed modernizing and monitors and patient carts were "well past their useful lives," says Mr. Holecek. In September 2009, after months of meetings and discussions, Mr. Holecek was able to gain consensus between the hospital landlord and the board of managers to embark on a $2 million renovation project that would take 12 months and three phases to complete.
Dale Holmes (Warner Park Surgery Center in Chandler, Ariz.). Mr. Holmes was hired by USPI in 2009 to turn around the center. He successfully upgraded the facility, passed CMS and AAAHC surveys and brought the ASC ahead of budget. He enjoys recruiting new physicians, helping the current medical staff grow their practices, consolidating the schedule and starting new service lines. Currently his interest is maintained by planning a re-location of the center in six months across from a partner hospital. This is generating physician interest to the extent that cases exceeded budget by 140 cases last month. Prior to joining Warner Park Surgery Center, he served as administrator and CEO of Banner Health's Surgicenter in Phoenix — the first freestanding ASC in the country. At Surgicenter, he was responsible for overseeing 850 cases per month and managed to break the center's record number of cases per month in its 35-year history. He also led the Banner Health system in profits, employee engagement and surgeon and patient satisfaction — in addition to doubling the center's share value in three years and negotiating deals to benefit all the centers in the system.

Jennifer Holmes, RN, DON (Hays Surgery Center in Kyle, Texas). Ms. Holmes was selected by ASC operator Arise Healthcare to open and run its newest outpatient surgery center, Hays Surgery Center in a thriving suburb just South of Austin, Texas. She has been a Registered Nurse for 15 years, including time spent in Critical Care, PACU, Telemetry and as a Sedation Nurse. She has assisted in the opening of two new surgery centers, including the construction phase, outfitting operating rooms, prep op and front office areas, hiring staff, all federal and state licensing, AAAHC/CMS survey preparation, and sitting on the governing board. Hays Surgery Center opened in late 2012 and has performed more than 300 procedures. It enjoys a zero percent infection rate, 98 percent patient satisfaction rate. It also recently became AAAHC certified and earned CMS Deemed Status. Ms. Holmes does this all while also serving as a mother to 7-year-old triplet boys, and being active in several Autism awareness groups.

Debbie Howe, RN, MSN (Northern Rockies Surgery Center in Billings, Montana). Ms. Howe is the Administrator and CEO of Northern Rockies Surgery Center, a joint venture among Surgical Care Affiliates (SCA) and 15 physician investors. She began her career as a staff nurse for the facility, eventually growing into positions of leadership, including Director of Nursing, Medical Staff Coordinator and QI/Accreditation Manager. In addition to her current role as Administrator, she also serves as Regional Quality Coordinator for SCA and has participated on SCA advisory boards for credentialing and clinical quality. She is active within the ASC industry as President of the Montana Association of Ambulatory Surgery Centers. "I am proud to report that our facility consistently receives high scores for patient, physician and teammate satisfaction," she said. "Those scores are an indication of the exceptional patient care we provide to our community. We are very fortunate to be an affiliate of SCA, a company truly committed to putting Clinical First."

Karen Howey, CASC (Macomb Township ASC, Macomb, Mich.). In the 11 years she spent as a financial manager for Citigroup in Michigan, Ms. Howey always dreamed of going back to the medical community, the path she had imagined for herself when she graduated from Michigan State University with a degree in health communications in 1994. In 2005, her opportunity arrived: A new, single specialty ASC, Matrix Surgery Center, was planned for Saginaw, Mich., and Ms. Howey was invited to oversee construction and licensing with the help of the center's management group, Titan Health Corp. With a strong financial background but limited medical background, she pursued her CASC certification almost immediately and received her certification 18 months after becoming the center's administrator. The ASC was acquired by USPI. In 2012, Ms. Howey became administrator of Macomb Township ASC, affiliated with Beaumont Healthcare and Nueterra Management. Macomb Township ASC was opened in 2006 and has three operating rooms and two procedure rooms, and is accredited by The Joint Commission.

Stuart Katz (Tucson Orthopaedic Surgery Center in Arizona). Mr. Katz is executive director of the
Tucson Orthopaedic Surgery Center. He has more than 40 years of experience in healthcare. In his current role, Mr. Katz has helped reduce cost on a per case for an ACL repair from more than $3,000 to under $1,800 by asking surgeons to use more autografts and reduce the ASC's dependence on allografts. The ASC has worked with Tucson Medical Center for more than 44 months under a co-management agreement, a deal projected to save the hospital more than $23 million by the end of 2012 on orthopedic costs. Because of this work, the hospital is building a new four-story addition which will house the Tucson Orthopaedic Institute, 24 new operating rooms (10 of which are for inpatient and outpatient orthopedic surgery) and 40 orthopedic in-patient beds. Mr. Katz was the founding president of the Arizona Ambulatory Surgery Center Association, for which he served as president for three years.

Wendy Kelley (Cool Springs Surgery Center, Nashville, Tenn.). Ms. Kelley is the administrator for Cool Springs Surgery Center, a Symbion facility. The surgery center was founded in 2000 and includes five operating rooms and one procedure room. Surgeons at this multispecialty facility have treatment more than 39,000 patients and the facility has Joint Commission accreditation. During her time there, the surgery center has expanded its pain management program to include gentle neurostimulation to treat occipital and supraorbital nerves. Specialties include ENT, gastroenterology, general surgery, neurosurgery, pain management, orthopedics, plastic surgery and urology.

David Kelly, MBA, CASC (Samaritan North Surgery Center in Dayton, Ohio). Mr. Kelly was employed by Miami Valley Hospital, a member of Premier Health Partners, in Dayton, Ohio, prior to becoming administrator of Samaritan North Surgery Center in Dayton in late 2006. The ASC is a joint venture between Good Samaritan Hospital and local physicians and is managed by Health Inventures. Additionally, changes in the pre-admission screening process led to the reduction in hospital transfers by 18 percent without turning more patients away.

Mary Ann Kelly (Madison Surgery Center in Madison, Ala.). Ms. Kelly began at Madison Surgery Center as the clinical director prior to completion of construction. In his role, she was involved in staffing the facility, purchasing supplies and completing capital purchases as the staff prepared the physical facility for opening. Shortly after the center opened, the previous administrator resigned and Ms. Kelly became the onsite de facto administrator. She transitioned into the administrator position in 2006. The surgery center is a multispecialty, physician-owned center with five ORs and five procedure rooms. The center transitioned completely to electronic medical records, a move that Ms. Kelly says has been "extremely successful and could not have been accomplished without the support of the staff and physicians during the development and 'go live' phases."

Angela Laux (Bellin Orthopedic Surgery Center in Green Bay, Wis.). Ms. Laux started as the administrator of Bellin Orthopedic Surgery Center in June 2010. In 2011, the center surpassed all its budget goals for case volume and revenue. The center also launched a website that includes many patient education information forms and videos in 2011. Prior to joining Bellin Orthopedic, Ms. Laux served as director of quality and outpatient joint program coordinator at The Orthopedics and Sports Institute in Appleton, Wis. In this role, she assured the institute followed all AAAHC/CMS requirements and served as staff educator for the facility. Ms. Laux graduated from Marian University with a master's degree in organizational leadership and quality in 2009.

Liliana Lehmann (Hallandale Outpatient Surgical Center, Miami). Ms. Lehmann is the administrator at Hallandale Outpatient Surgical Center, a position she has held for 10 years. She has more than 20 years of experience in the healthcare market, including time as president of Axis Management & Billing Services. Hallandale opened a new ambulatory medical facility in 2006 with at 6,400-square-foot surgery center. There are two operating rooms and one procedure room where physicians perform spine surgery,
orthopedics, general surgery, pain management, ophthalmology and ENT procedures. The surgery center has AAAHC accreditation.

**Beverly LeMaster (Physicians' Surgical Center in Belleville, Ill.).** Ms. LeMaster serves as clinical director and administrator of Physicians' Surgical Center in Belleville, Ill., a position she has held since 2010, when the two positions were combined. Ms. LeMaster is a registered nurse with an ER/OR background who previously worked in a multispecialty center. With her current center, a Meridian Surgical Partners facility, she has been instrumental in the expansion of the facility's GI program, recruiting two new physician partners. She is currently facilitating the expansion of pain management services within the center. Ms. LeMaster describes herself as having a passion for inventory control, cost-saving opportunities and staff development through cross training.

**Neal Maerki, RN, CASC (Bend Surgery Center in Bend, Ore.).** Mr. Maerki is the administrator of Bend Surgery Center, a four-OR, three-procedure room, multispecialty surgery center. The ASC opened in 1997 and moved to its new location in October 2005. BSC is 100 percent physician-owned, with 38 owners and 60 users who perform more than 10,000 cases annually. Specialties include orthopedics, general surgery, spine, ENT, ophthalmology, GI, pain management, plastics, pediatric dentistry, podiatry and oral maxillofacial surgery. The success of BSC can be attributed to a dedication to communications and rigorous tracking of financial benchmarks at the center, Mr. Maerki says.

**Becky Mann (Houston Orthopedic Surgery Center in Warner Robbins, Ga.).** Ms. Mann is the director of Houston Orthopedic Surgery Center. Ms. She came to Houston Orthopedic in May 2007 and was involved in the development of the center. Ms. Mann has been working in the medical industry for 38 years in surgery or in post-surgical care. The surgery center added an additional orthopedic surgeon in 2011 and has AAAHC accreditation. She says the staff has also updated the center's 4010 and 5010 claims forms, and they are in the process of attending courses regarding ICD-10. "I continue to say that being director of Houston Orthopedic Surgery Center is the best job I have ever had," she says. "I look forward to being here for many years."

**Lori Martin (SUMMIT Surgery Center at Saint Mary's Galena in Reno, Nev.).** Ms. Martin, administrator and director of nursing at SUMMIT Surgery Center since 2009. She is responsible for the day-to-day operations at the center. She was an integral part of opening the center and is now focused on recruiting physicians, hiring quality staff and achieving financial success. Ms. Martin has been secretary for the Nevada Ambulatory Surgery Center Association. The ASC is as a joint venture with Saint Mary's Regional Medical Center of Reno and Regent Surgical Health.

**Stephanie Martin (St. Augustine Surgery Center, St. Augustine, Fla.).** Ms. Martin is the administrator of St. Augustine Surgery Center. The ASC has three-year accreditation from AAAHC and includes ENT, gastroenterology, orthopedics, ophthalmology, gynecology and general surgery. The surgery center was developed and managed by Ambulatory Surgical Centers of America. During her time with the ASC, Ms. Martin implemented a computerized patient assessment system that helped the center identify issues and maintain compliance.

**Amy McKiernan, RN (Louisville Surgery Center, Louisville, Ky.).** Ms. McKiernan joined Louisville Surgery Center in January 2005, three months after the center opened. She says the center has grown tremendously since her first day; in the first year, the ASC performed 814 cases and in 2010, the number had jumped to 3,431 cases. The center currently performs plastics, orthopedics, ENT and pain management in two ORs and seven pre-op/recovery bays. She says the center has also benefited from ASD Management's bonus program. Since the implementation of the program, the staff has looked to every area
of the center for cost savings.

**Dave Milton (Surgicenter in Phoenix).** Mr. Milton is the administrator at Surgicenter in Phoenix, the first ASC in the United States. He says that since being hired by Banner Health, he has been asked many times about his leadership style. "It is very simple," he says. "The first thing I learned during my 20 years in the military is, 'Take care of the troops, and they will take care of the mission.'" He says the second lesson he learned is that, 'What we do today is our reputation tomorrow' — advice he has followed in and out of the military. Mr. Milton runs seven ORs and three endoscopy suites at his surgery center.

**Dee Moncrief (Big Creek Surgery Center in Middleburg Heights, Ohio).** Ms. Moncrief has been with her center since October 2005 and was involved with the development, initial staff hiring and start up of the center. She brings 15 years of experience in the ASC industry to her current role, having previously served as a nurse's aid and ICU nurse at a hospital. She also served as the administrator of another center for 3.5 years before coming to Big Creek Surgery Center. Ms. Moncrief earned her BSN from the University of Akron (Ohio).

**David Moody, RN (Knightsbridge Surgery Center in Columbus, Ohio).** Mr. Moody arrived at Knightsbridge Surgery Center three months after Regent Surgical Health took over the facility in 2004. KSC is a multispecialty center that performs urology, general surgery, gynecology, plastics, pain, colorectal and neurosurgery procedures. Four years ago, the center entered into a partnership with the Ohio Health hospital system, which currently holds a 49 percent ownership stake in KSC. Regent helped turn the center around into a state of profitability and top patient care, while Ohio Health assisted in achieving a predictable cash flow and cost-savings opportunities.

**Jennifer Morris (Stateline Surgery Center in Galena, Kan.).** Ms. Morris serves as administrator of Stateline Surgery Center, which opened March 28, 2010. The center has two ORs and performs primarily orthopedic cases. When arriving at Stateline, Ms. Morris and her colleagues had less than three months to prepare the center for cases, including meeting regulatory requirements. In 2011, the center experienced significant growth; after the Joplin, Mo., tornado, volume doubled overnight, requiring the addition of a third operating room. She says while not all the specialties added during the tornado were retained, the center did retain a GI physician and is planning to recruit a second GI physician in the fall.

**Ann Mueller, RN, BSN (Pasteur Plaza Surgery Center in San Antonio, TX).** Ms. Mueller is the Administrator of Pasteur Plaza Surgery Center, a partnership between local physicians and Surgical Care Affiliates (SCA). She joined the facility as a staff nurse before graduating to Director of Nursing. In her current role as Administrator, she and her fellow teammates host more than 3,000 cases annually in the facility's single procedure room, Lithotripsy unit and three ORs. A multispecialty facility, Pasteur Plaza specializes in Urology and performs GYN, Plastic, ENT, Oral, Podiatric, and Pain Management procedures as well. "I prefer a 'hands-on' management style, working side by side with our teammates and physicians to deliver the highest level of care we can," she said. "Patient care and safety remain our top priorities here, and my philosophy is to care for each patient as if they were my own friends and family members." Ms. Mueller also credits the support of SCA's management team for her facilities continued success.

**Thomas Mulhern, MBA, CASC (Limestone Surgery Center in Wilmington, Del.).** Mr. Mulhern is the executive director of the Limestone Surgery Center, which opened in 1987 as the first ASC in Delaware. He has been with the surgery center since it opened 25 years ago. He is a former member Delaware's certificate of need board. Limestone is a multispecialty center consisting of four operating rooms and one procedure room and performs over 9,000 cases annually. Mr. Mulhern says being an administrator provides him with daily challenges that keep the job interesting. "It's never boring managing the various pieces of the
organizational puzzle," he says. "On any given day, I'm challenged with a variety of different issues that are all interrelated."

Susan Nance, RN, CASC (Gateway Surgery Center, Phoenix). Gateway Surgery Center is a primarily orthopedic-driven, free-standing surgery center owned partly by physicians and partly by AmSurg. She previously served as administrator at Pinnacle Surgery Center. The ASC is accredited by AAAHC and is Medicare-certified. It includes more than 30 physicians focusing on hand surgery, sports medicine, spine and pain management.

Teri O'Laughlin (Cedar Park Surgery Center, Cedar Park, Texas). Ms. O'Laughlin is director of nursing and runs the Cedar Park Surgery Center. She has more than 20 years of nursing experience. The ASC handles approximately 500 surgeries per month and includes pain management, neurospine, orthopedics, urology, urogynecology, gynecology pediatric ophthalmology and ENT. This past year, the surgery center hosted a training program and teaching lab for physicians on back pain specialists and spine surgery. The facility is owned and operated by Arise Healthcare.

Joseph G. Ollayos, MHA, CASC (Tri-Cities Surgery Center in Geneva, Ill.). Mr. Ollayos has been employed in the ambulatory surgery industry since 1999 and currently serves as the administrator at Tri-Cities Surgery Center. The surgery center, which opened in May 2007, is celebrating its 6th anniversary this year. Mr. Ollayos also served as the 2012 President of the Ambulatory Surgery Center Association of Illinois. He has held the CASC credential since 2005.

Amber Patterson (Westside Surgery Center in Douglas, Ga.). Ms. Patterson is practice administrator of Ear Nose & Throat Clinic and Westside Surgery Center. She came to Westside Surgery Center in December 2008, when she inherited the administrator position of the freestanding, physician-owned ASC. In her first three years with the center, she has researched great deals on ASC equipment, worked with a consultant to ensure the facility was built according to state guidelines, hired and trained new staff, completed the state survey and Joint Commission accreditation and maintained compliance with federal regulations. She has also pursued a degree in business administration. "The business side of the medical field is my passion," Ms. Patterson says. "I absolutely love learning more about the industry." Her main role at the surgery center currently is to oversee the quality improvement program, staffing and business operations. This past May, Ms. Patterson graduated with her BBA.

Larry Parrish, MBA (Illinois Sports Medicine & Orthopedic Surgery Center in Morton Grove, Ill.). Mr. Parrish is the administrator of ISMOSC, a physician-owned, multispecialty ASC specializing in orthopedic and spine surgery, podiatry and pain management. ISMOSC has four ORs and one procedure room and performs a wide variety of orthopedic ambulatory surgical procedures, including arthroscopies, ACL reconstructions, arthroplasties, carpal tunnel releases and rotator cuff repairs. Mr. Parrish credits some of his success with the center to his ability to schedule cases efficiently and keep physicians happy. He advises ASC administrators to help surgeons schedule outside their block times when necessary in order to keep physician satisfaction high. He also advises ASC leaders to keep patients informed about delays or scheduling snafus.

Mike Pankey (Ambulatory Surgery Center of Spartanburg in Spartanburg, S.C.). Mr. Pankey helped open his current center, the Ambulatory Surgery Center of Spartanburg, in 2002. In 2003, he and his team added two endoscopy suites, and over the next few years, they built volume from 5,000 cases in year one to over 10,000 cases in years six through eight. As the president of the South Carolina Ambulatory Surgery Center Association, he led a workers' compensation lawsuit against South Carolina. As administrator of the Ambulatory Surgery Center of Spartanburg, Mr. Pankey aked responsibility for clinical and business
operations. He previously worked as the administrator at Lee Island Coast Surgery Center in Fort Myers, Fla.

Linda Phillips, RN (Southgate Surgery Center in Southgate, Mich.). Ms. Phillips has served as administrator of Southgate Surgery Center in Michigan since 1999, when she was promoted to the position from OR supervisor. During her tenure as administrator, she expanded the ASC from a one-room, single-specialty center to a four-room, multispecialty ASC and increased the number of surgeons on staff from one to 20. She's proud to say that she recently added a GI doctor and an ocuplastic surgeon to the surgical staff. She is also very proud of the addition of the surgery center's humanitarian programs, Neighbors in Need and Colon Cancer Awareness, which offer GI and ophthalmic procedures to patients that are uninsured and experience financial hardship. "It's very rewarding to offer these programs as a way to give back to our community," Ms. Phillips says.

Marti Potter (Jersey Shore Ambulatory Surgery Center). Ms. Potter is the administrator for Jersey Shore Ambulatory Surgery Center. She has held the position since September 2008 and oversees several full time employees. She has experience as risk manager, compliance and privacy officer and been responsible for planning, organizing and directing all activities in the ASC. The multispecialty facility is accredited by AAAHC and includes orthopedics, gastroenterology, ophthalmology, pain management and spine surgery.

Linda Rahm (Pioneer Valley Surgicenter, Springfield, Mass.). Ms. Rahm is the administrator at Pioneer Valley Surgicenter. She has been with the ASC since it opened in 2003 and previously served as COO for a multispecialty group and CEO of a specialty hospital. In addition to her administrative responsibilities, Ms. Rahm has served as president of the Massachusetts Association for Ambulatory Surgery Centers. The surgery center includes gastroenterology, general surgery, urology, orthopedics, ENT, pain management and gynecology. The AAAHC has accredited Pioneer Valley Surgicenter.

Toni Rambeau (SurgCenter of Glen Burnie, Ind.). Ms. Rambeau started at SurgCenter of Glen Burnie in August 2008 as materials manager and was promoted to administrator in May 2009. During her time at the center, she has helped increase patient revenue, case volume and the amount of the providers credentialed at the center. The center achieved a three-year AAAHC accreditation in 2010 and has since helped sister centers with questions and issues surrounding accreditation. According to Ms. Rambeau, the center consistently achieves low infection control rates, high revenue and great patient care surveys, three goals the ASC team doggedly pursues.

Anne Remm (Miracle Hills Surgery Center in Omaha). Ms. Remm, administrator of Miracle Hills Surgery Center, has more than 28 years nursing experience with 20 years of surgical management experience in the acute-care hospital and ASC settings. Ms. Remm has worked for Meridian Surgical Partners for the past several years and is a member of the Nebraska Association of Independent Ambulatory Centers. Ms. Remm has been a speaker at Becker's Healthcare meetings. While at Miracle Hills Surgery Center, she has strived for high quality surgical services to ensure a great patient experience with exceptional clinical outcomes, while following a profitable business plan.

Gary A. Richberg, RN, BSN, CASC (Pacific Rim Outpatient Surgery Center in Bellingham, Wash.). Mr. Richberg has been the administrator of Pacific Rim Outpatient Surgery Center since 2006, prior to which he served as administrator of the Institute of Orthopaedic Surgery in Las Vegas for four years. His responsibilities include oversight of the fiscal and clinical management of the 23,000-square-foot multispecialty surgery center, which performs approximately 450 cases per month. The cases include a very successful outpatient joint replacement program, as well as an advanced neurosurgery and orthopedic spine
program. Mr. Richberg also works as a legal nurse consultant and an RN coder and auditor. He received his CASC credential in 2003.

**Anne Roberts, RN (Surgery Center of Reno, Nev.).** Ms. Roberts is the administrator at the Surgery Center at Reno, a multispecialty ASC that is owned by physician partners, a hospital partner — Saint Mary's Hospital, and a managing partner — Regent Surgical Health. Ms. Roberts came to the Surgery Center at Reno in February 2006 when it opened and became administrator in October 2006. She began her career as a nurse in the emergency department, spending 16 years as a staff nurse and 10 years as the manager of a busy ED. She says this experience lends itself well to the challenges faced daily in the outpatient surgery arena.

**Kate Rock (Doylestown Surgery Center in Warrington, Pa.).** Ms. Rock has more than 15 years of healthcare leadership. She currently serves as executive director of Doylestown Surgery Center in Warrington, Pa., a community 30 minutes north of Philadelphia. The multispecialty center, which opened in May 2001, sees an annual case volume of 4,500 cases and received its three-year AAAHC accreditation in November 2010. Ms. Rock was hired in February 2010, and within 10 months, the center presented a positive bottom line and reduced expenses by over $400,000 from the previous year. In 2011, the center saw a continued decrease in expenses. Ms. Rock and her team realized these significant changes by reviewing and re-evaluating staffing; reviewing and re-negotiating every vendor contract; hiring a full-time materials manager; and adding several new surgeons; and starting the reprocessing of single-use instruments.

**Lauri Rose (Stonegate Surgery Center in Austin, Texas).** Ms. Rose has been involved in the development and management of ambulatory surgery centers since 1997. In that time, she has been successful in providing both physician owners and general partners a surgical center of excellence to perform safe, efficient and cost-effective outpatient surgical procedures. Ms. Rose is highly regarded by staff, physicians and patients to provide administrative leadership to the facility. In her career, she has successfully developed, managed, and improved the financial stability in more than 15 ambulatory surgery centers throughout the country. Ms. Rose has also taught healthcare administration in the School of Nursing at the University of Phoenix for over six years.

**Mary Ryan, RN, CASC (Tri State Surgery Center in Dubuque, Iowa).** Ms. Ryan is the administrator of Tri State Surgery Center, a multispecialty facility in eastern Iowa with three ORs and two procedure rooms. Tri State performs more than 5,000 cases annually. The specialties at the facility include ENT, gastroenterology, general surgery, gynecology, ophthalmology, orthopedics, pain management, plastic surgery, podiatry and urology. The evolution of the center began with its building and opening in 1998 by Medical Associates Clinics and Health Plans and Mercy Hospital. The center is managed by Health Inventions. Ms. Ryan is known by her staff for advocating continuous improvement, whereby she relentlessly strives to improve the center's performance in every area: clinical, financial and operationally. In addition, she often volunteers to help her management company, Health Inventions, with projects outside of her center. Ms. Ryan is a past AORN chapter president, a founding member of the Iowa ASC Association and is and served on the board as president elect.

**Kris Sabo, RN (Pend Oreille Surgery Center in Ponderay, Idaho).** Ms. Sabo has been involved with Pend Oreille Surgery Center since 2007, when the center was still an unrealized dream. After meeting Mike DiBendetto, MD, Ms. Sabo helped research the possibilities of building an ASC and recruited other like-minded providers. Her early involvement with Pend Oreille involved research and feasibility, physician recruiting, architect selection, contractor and consultant work, construction project coordination, supply purchasing and staff recruiting. She currently holds the position of executive director of the center, in which
she oversees 17 employees and 11 providers or various specialties. She recently completed the AORN Ambulatory Surgery Administrator Certificate Program.

**Sami Spencer, CMPE, CMM (Missoula Bone and Joint Surgery Center, Missoula, Mont.).** Ms. Spencer is the CEO for Missoula Bone and Joint Surgery Center as well as Missoula Bone and Joint. She serves on the board of directors for the American Association of Orthopaedic Executives, where she has been a member for 13 years. She has experience as division director for private physician practices at SS&G Healthcare Services and practice manager of North Coast Spine Center, both in Akron. Ms. Spencer is affiliated with the Medical Group Management Association and American College of Medical Practice Executives.

**Bill Sammons (The Surgery Center of Huntsville, Huntsville, Ala.).** Mr. Sammons has been CEO of The Surgery Center of Huntsville for 16 years. He oversaw the growth of the ASC from six operating rooms, four eye suites and a Fisher Mamntome biopsy room to 16 operating rooms, four endoscopy suites and four eye suites. The surgery center includes an Eye Center, Breast Center, Pain Management Center and Endoscopy Center, and more than 70 physicians use the ASC. Mr. Sammons leads a team of more than 100 registered nurses on staff to support the surgeons. The ASC also has a 23-hour extension of the PACU for patients needing extra observation.

**Glenda Satterly, RN (Kentucky Surgery Center in Lexington, Ky.).** Ms. Satterly — formerly Ms. Beasley, prior to her marriage in 2011 — is the administrative director of the Kentucky Surgery Center, a multispecialty surgery center opened in 1986. Ms. Satterly joined the center in 1990 and celebrated her 20-year anniversary with KSC in July 2010. She started at the center as an OR circulator and was promoted to OR/PACU/pre-operative supervisor and then clinical director before becoming the administrative director. In 2011, Kentucky Surgery Center performed over 10,000 cases. "Being an administrator in a busy surgery center is demanding and hectic," Ms. Satterly says. "However, we deliver the best patient care possible, and the entire staff strives to be the best they can be on a daily basis." She says she can speak for her staff when she says they love their jobs and are lucky to be part of a great surgery center.

**Tona Savoie (Bayou Region Surgery Center in Thibodaux, La.).** Ms. Savoie is the administrative director of Bayou Region Surgical Center, a multispecialty surgery center that opened in July 2007. In her time as an ASC administrator, Ms. Savoie says, "I've discovered this position to be an acquired art form. There is constant evolution and new challenges daily, which keeps my energy and interests in high gear. I am proud to be a part of this wonderful contribution to our community." Bayou Region Surgical Center is a free-standing facility with four ORs and one procedure room. Surgeons at Bayou Region specialize in orthopedics, ENT, neurology, general surgery, urology, GI, ophthalmology and pain management. The ASC operates as a 50-50 partnership between physician-investors and a subsidiary of the local community hospital, Thibodaux Regional Medical Center. It is managed by ASD Management.

**David Schlactus (Willamette Surgery Center in Salem, Ore.).** As CEO of Willamette Surgery Center, Mr. Schlactus has been successful in renegotiating payer contracts to maintain profitability even through the economic downturn. He has also educated numerous legislators on the benefit of ASCs by providing tours of his facility and has spearheaded the efforts of the Oregon ASC Association in Salem. He says WSC had a particularly successful year in 2011, passing two Joint Commission surveys and performing two total knee replacements at the surgery center. He says the center participated in piloting the use of FDA-approved generic implants.

**Lisa Schriver, RN, CNOR (Turk's Head Surgery Center, West Chester, Pa.).** Ms. Schriver is the administrator of Turk's Head Surgery Center, a multispecialty freestanding surgery center that offers general
surgery, GI, orthopedics, ophthalmology, ENT, urology, gynecology and podiatry. Turk's Head is a physician-hospital joint venture that opened in May 2005. Ms. Schriver started with Turk's Head in 2005 as the clinical director and moved up to become administrator. Prior to coming to the center, she had a varied career in nursing and served in various departments including OR, endoscopy and perioperative. From there, she moved to a hospital-based surgery center and became the nurse manager. She has also worked with an anesthesiologist at the hospital that joint ventures with Turk's Head. Ms. Schriver enjoys her role as an administrator because of the changing nature of her job. "Everyday is different, and I can use my sense of adventure to tackle each day. Some days this never-ending change is overwhelming, but at a basic level it really very much appeals to my personality and who I really am," she says.

Peggy Seidler, RN (Northbank Surgical Center in Salem, OR). Ms. Seidler is CEO of Northbank Surgical Center, a freestanding ASC owned by local physicians and managed by Surgical Care Affiliates (SCA). She began her career as an LPN in the Army, where she proudly served our nation for two years. After earning her RN BSN Degree from Oregon Health Sciences University, she worked her way up from Critical Care Nurse to Director of Nursing at Northbank before assuming her current responsibilities. During her tenure as CEO, she has also served as an interim Administrator for multiple facilities in transition. Under her leadership, Northbank has received a variety of awards in recognition of its contribution to healthcare in Salem. The facility has received many internal awards from SCA as well, most recently the Parachute Packers' Community Project Award. "My teammates and I received this very special award for making around 55 personalized quilts for area foster children," Ms. Seidler said. "I believe it's important to help others, and I enjoy helping others be successful. It's truly a privilege for me to lead such a talented, dedicated and selfless team here at Northbank Surgical Center as we all strive to provide compassionate, quality care to our community."

Laurie Simon (Western Reserve Surgery Center in Kent, Ohio). Ms. Simon, administrator of Western Reserve Surgery Center, started her career on the physician side of practice management and ancillary services management. In 1994, she took a position with a physician group that planned to open an ASC — the model for which she says has gone through many changes, from physician ownership to management company/physician ownership with two different national companies. In February 2005, Ms. Simon completed the AORN ASC Administrator Certificate Program to prepare for a return to physician ownership. "These changes have provided me with countless opportunities for personal growth," she says. "Membership and committee activity in our Ohio Association has kept me current managing this multispecialty center."

Amy Sinder (CBC Surgery Center, Crown Point, Ind.). Ms. Sinder is the administrator at CBC Surgery Center. The multispecialty ASC is accredited by the Joint Commission and provides overnight stays in private rooms up to 23 hours. Services include gastroenterology, general surgery, orthopedics, pain management, podiatry, gynecology, ENT and urology.

Carol S. Slagle, CASC (Specialty Surgery Center of CNY in Liverpool, N.Y.). Ms. Slagle has been the administrator of Specialty Surgery Center of CNY, which is managed by ASCOA, since its inception in 1999. She says the experience of setting up Specialty Surgery Center was incredible. "It was an honor and privilege to have the opportunity to be hired and oversee the build-out and initial set-up of all operations of our surgery center," she says. While the surgery center started out with five physicians and 11 employees with a specialization in ophthalmology, the ASC has since become a multispecialty center and currently has 31 credentialed surgeons and 54 employees. She oversaw a major expansion and total renovation of the ASC in 2009. Ms. Slagle was in the first group to take the CASC credential test and was awarded the CASC credential shortly thereafter.
Jill Sluder, RN, CASC (Summit Ambulatory Surgery Center, Houston). Ms. Sluder is an administrator and partner of Summit Ambulatory Surgery Center and has been president of the Texas Ambulatory Surgery Center Society. She has been an AAAHC surveyor since 2006 and conducts surveys throughout the United States. Ms. Sluder has more than 20 years of experience in healthcare and is the owner of MCA and Associates, where consults for facilities and management companies.

Laura Smith (Tampa Bay Specialty Surgery Center in Pinellas Park, Fla.). Ms. Smith has been employed with Tampa Bay Specialty Surgery Center since 2004, when she joined the center as a pre-op registered nurse. In 2005, she was promoted to nurse manager, and in 2006, to clinical director — a position that prompted her to receive her State of Florida Risk Management License. In 2008, she was promoted to administrator and helped the center earn a three-year accreditation. Although she is fully involved in the financial and management aspects of running the ASC, she is still involved in daily operations of the center, including patient care. The center achieved certification in the ASGE Quality Endoscopy Unit Recognition Plan and recruited a urology physician to add to the center's multispecialty mix.

Steve Smith, RN, CASC (Surgery Center of Wisconsin Rapids in Wisconsin Rapids, Wis.). Mr. Smith, director of the Surgery Center of Wisconsin Rapids, was hired as the circulating nurse when the ASC opened its doors in 2006. When he joined Surgery Center of Wisconsin Rapids (managed by ASD Management), he was tasked with organizing and preparing the center for orthopedic and pain procedures, a responsibility that involved preparing chart forms, meeting with vendors and preparing equipment for use. In April 2007, the center's physicians approached Mr. Smith with the offer to be the administrative director of the ASC. In 2011, the center added an ophthalmology service line, along with three ophthalmology physicians.

Natalie Soule, RN, MBA, CNOR, CASC (Premier Orthopaedic Surgery Center, Nashville, Tenn.). Ms. Soule is the administrator for Premier Orthopaedic Surgery Center. Surgeons of Premier Orthopaedics offer cases at the surgery center. There are 28 specialists in eight locations affiliated with the practice who have a special interest in sports medicine and joint replacement, among other procedures. The practice also includes an MRI and recovery facility.

Maggie Summerfelt (Advanced Surgery Center in Omaha). Ms. Summerfelt serves as administrator of Advanced Surgery Center, a physician-owned facility with two ORs, two procedure rooms and specialties that include orthopedics, podiatry and pain management. Ms. Summerfelt was hired in October 2005 to manage construction of the ASC, hire staff and obtain initial state licensure and Medicare certification. The center opened in 2006, and bought out its original management company, SurgCenter Development, in October 2008. In 2011, the surgery center added a new partner and now features 12 physician owners.

Sue Sumpter (Creekside Surgery Center in Anchorage, Alaska). Ms. Sumpter has been with Creekside Surgery Center (also Providence Surgery Centers LLC) for a little over a year. She was recruited in March 2011 to turnaround the finances and case volume of the failing center and has since increased volume significantly and improved profitability. Ms. Sumpter has also implemented a total joint program at the center and is currently working on developing a spine program. The ASC, which has four ORs and 17 physician owners, specializes in orthopedics but also performs ENT, podiatry and pain management. Prior to joining Creekside, Ms. Sumpter worked at Loveland Surgery Center from 2003 to 2011, where she was initially recruited to establish all systems, policies and procedures for the startup surgery center.

Elaine Thomas, RN (St. Francis Mooresville Surgery Center in Mooresville, Ind.). Ms. Thomas began her position as administrator manager in the St. Francis Mooresville Surgery Center in June 2006, and was promoted to director in 2007. The primary scope of her practice has focused on the pre- and post-operative
arenas, circulating in the surgical suite and quality management in another major hospital in the Indianapolis area. She is a member of AORN and the Indiana Federation of Ambulatory Surgery Centers. Additionally, she has taught online courses at a local college for Healthcare Administration for Associate level students. She has been a nurse since 1982, and, since that time, has acquired her associate degree in 1996, her BSN in 2003 and most recently completed her MBA in healthcare in July 2006.

**Jill Thrasher, CASC (Precision Surgery Center of Dallas).** Ms. Thrasher is the administrator for Precision Surgery Center of Dallas, an Ambulatory Surgical Centers of America facility. She has held the position since 2008. The multispecialty ASC has AAAHC accreditation and includes physicians focusing on general surgery, pain management, ENT, orthopedic surgery and gastroenterology. The ASC's goals include: to "diligently and continuously improve healthcare and business practices in all phases of operation," and "extend services and grow in order to maintain state of the art equipment and care."

**Meg Tomlinson (Baylor Surgicare at Carrollton in Carrollton, Texas).** Ms. Tomlinson has served as administrator of Metrocrest Surgery Center (currently doing business as Baylor Surgicare at Carrollton) since September 2002. The center merged with USPI effective July 1, 2010, and has seen various changes to the business office staff since that time. "If it had not been for the USPI CSO doing our coding, billing and AP, I'm not sure we could have made it," she says. "We have so many more resources and assistance from USPI." She says her patients are still happy, patient satisfaction is still high and physician owners are satisfied.

**George D. Trantow, FACHE, CMPE (Midvalley Ambulatory Surgery Center, Aspen, Colo.).** Mr. Trantow is the executive director of Midvalley Ambulatory Surgery Center, Aspen Orthopaedic Associates and Midvalley Imaging Center. He serves as president-elect of the American Association of Orthopaedic Executives. He has more than 20 years of experience in healthcare leadership positions, including time in the US Army Medical Service Corps. He has worked with physician groups, hospital administration and imaging centers in addition to surgery centers. His expertise includes strategic planning, managed care negotiations, business development and finance.

**Kimberly L. Tude Thuot (Yakima Ambulatory Surgical Center in Yakima, Wash.).** Ms. Tude Thuot has been in healthcare administration since 1997 and joined the physician-owned Yakima Ambulatory Surgical Center in August 2009. She holds a master's degree in organizational management. She is also currently board-certified in the ACMPE and is actively pursuing fellowship, as well as her CASC and CPC. Since she joined Yakima ASC, the center has been through a re-accreditation survey with AAAHC, moved billing back in-house and is in the process of adding neurosurgery and spine to the multispecialty facility.

**LoAnn Vande Leest (Northwest Michigan Surgery Center, Traverse City).** Ms. Vande Leest is the CEO of Northwest Michigan Surgery Center and has been president of the Association of Wisconsin Surgery Center. At her previous position with The Surgery Center, she facilitated a joint venture with a local hospital system and established a neurological services business line. Northwest Michigan Surgery Center includes 80 physicians and a staff of more than 120 people. The ASC has AAAHC certification and includes orthopedics, ENT, plastic surgery, gastroenterology and other specialties.

**Susan Vitort, BSN, CNOR (Physicians Surgery Center of Tempe in Tempe, Ariz.).** Ms. Vitort is the administrator of Physicians Surgery Center of Tempe, a two-OR, one-procedure room, multispecialty surgery center that opened in September 1999. Physicians Surgery Center performed 4,550 cases in 2011, which was 26 percent more case volume than in 2010. The center particularly grew its pain management service line over the past year. "Some of our pain physicians moved out to start office-based practices, while other pain physicians moved in to use the center," Ms. Vitort says. "Our orthopedic mix also more than
doubled in 2011, which was the specialty we wanted to grow." Physicians Surgery Center of Tempe is 90 percent physician owned and 10 percent owned by USPI, an affiliation Ms. Vitort says allows for collaboration and benchmarking opportunities. Prior to her position with Physicians Surgery Center, Ms. Vitort served as director of perioperative services, endoscopy at the Cardiovascular Center at Banner Desert Samaritan Medical Center from 1990 to 2002.

Kara Vittetoe, CASC (Thomas Johnson Surgery Center in Frederick, Md.). Ms. Vittetoe is the administrator of a one-OR, two-procedure room, multispecialty surgery in a growing rural area. Thomas Johnson Surgery Center in Frederick, Md., which is managed by ASCOA, features surgeons specializing in general surgery, gynecology, neuro-spine, podiatry and urology. Ms. Vittetoe has been with the center since it opened in 2008. Prior to joining Thomas Johnson, she spent the majority of her career in the private sector of healthcare management. To meet regional challenge, she says, "Our partners are active in their commitment to quality and safety and are great proponents for our patients and the community. It is what makes and keeps us harmonious."

Melissa Weik (North Pointe Surgery Center, Lancaster, Pa.). Ms. Weik has been administrator of North Pointe Surgery Center since January 2008. During her time with the center, she was able to increase revenue through payer contract management and control expenses with product reviews. The ASC includes three operating rooms and has achieved Joint Commission accreditation. Surgeons of Orthopedic Associates of Lancaster have ownership in the ASC and perform cases at the center, with services including pain management.

Andrew Weiss (The Endo Center at Vorhees in Vorhees, N.J.). Mr. Weiss has been administrator of The Endo Center at Vorhees since 2003, prior to which he served as an on-site consultant at the center. The surgery center is a six-room GI center that performs more than 20,000 procedures a year. Mr. Weiss is responsible for the daily operations at the center. Mr. Weiss has also served as treasurer of the New Jersey Association of Ambulatory Surgery Centers and is on the board of directors of the ASCA PAC.

John Wipfler, JD, MBA (OA Centers for Orthopaedics, Portland, Maine). Mr. Wipfler is the CEO for OA Centers for Orthopaedics, which includes a surgery center. He previously served as CEO of Eyecare Medical Group in Portland and has experience as executive director and general counsel of the Maine Health Care Finance Commission. The OA Surgery Center is AAAHC accredited and includes two operating rooms with digital technology. Surgeons perform many types of procedures there, including knee, shoulder, spine, extremities and hip surgery.

Lexa L. Woodyard (Cabell Huntington Surgery Center at Huntington, W.Va.). During her five years as administrator of Cabell Huntington Surgery Center, Ms. Woodyard has racked up an impressive list of accomplishments. Along with her staff, managed care team and surgeons, she has decreased supply expenses per case over previous calendar year, increased net revenue per case from previous calendar year by introducing cases with better payor mixes, streamlined processes to make posting cases and gathering anesthesia required testing easier for surgeon's offices, and negotiated better paying contracts with selected insurance carriers. "Volume is key to success. If you don't have a high volume of cases with a good payor mix you'll struggle to keep your head above water," she says. "Anything a surgery center can do to make their center more accessible and more reliable than the competition to surgeons and patients is necessary for survival." She says her center is blessed with staff and surgeons who are willing to make an effort to cut costs, increase revenue and improve patient satisfaction. "The staff are my skilled experts and I trust their input and knowledge," she says. "You don't have to be a nurse to run a surgery center, but you do have to have excellent, highly professional and proactive nurses on staff to help push the center forward."
Cindy Young, RN, CASC (Surgery Center of Farmington in Michigan). Ms. Young has been with the Surgery Center of Farmington for the past 13 years, during which time the center has shown consistent quarter-over-quarter profit increases, high patient, staff and physician satisfaction scores and quick turnover times. Ms. Young helped the ASC achieve a three-year accreditation from AAAHC in 2002, 2005 and 2008 and currently manages 28 employees, 16 credentialed physicians, two ORs and two procedure rooms. Prior to joining the Surgery Center of Farmington, Ms. Young served as a staff nurse at Arcadia Valley Hospital in Pilot Knob, Mo., where she was responsible for emergency transfers, supervising the night shift and maintaining central supply and central sterilization.

Monica M. Ziegler, MSN, CASC (Physicians Surgical Center in Lebanon, Pa. & Center for Specialized Surgery in Bethlehem, Pa.). Ms. Ziegler has been the administrator for Physicians Surgical Center since its inception seven years ago, growing case volume to a current 5,300 cases a year. Ms. Ziegler was given the responsibility of a second center, the Center for Specialized Surgery, more recently. Both centers are multispecialty facilities serving a combined total of eight procedure/OR rooms. Although very similar centers, the surrounding hospital networks for each facility are very different, each presenting unique economic and political challenges for an administrator and supporting management team. Ms. Ziegler believes strategic vision is a key to the success of any organization. "[It's about] knowing your environment, your strengths and weaknesses and how you can create benefits for your centers — seeking 'win win' opportunities for all should be a daily practice," she says. Ms. Ziegler has served as president-elect of the Pennsylavinia Ambulatory Surgery Association and the chairperson of the legislative committee.

Becky Ziegler-Otis, CASC (Ambulatory Surgical Center of Stevens Point in Stevens Point, Wis.). Ms. Ziegler-Otis has served in her current role as administrator of the Ambulatory Surgical Center of Stevens Point since January 2008. In this position, Ms. Ziegler-Otis has worked diligently to keep days in A/R at benchmark levels. When she took over as administrator, the center was at almost 100 days in A/R. Through her continued efforts and her work with an outsourced vendor, the center has stayed at 39 to 40 days in A/R for the past year. She also takes pride in the center's minimal employee turnover. In July 2011, she facilitated the implementation of an online registration product called Simple Admit, which resulted in a reduction of pre-operative nursing staff labor costs and significantly reduced patient check-in time.

More Articles on Surgery Centers:
8 Tactics to Strengthen Surgery Center Physician Credentialing
5 Reasons ASC Providers Should Remain Out-of-Network
Strategy for ASCs to Acquire Advanced Equipment Without Breaking the Bank

© Copyright ASC COMMUNICATIONS 2012. Interested in LINKING to or REPRINTING this content? View our policies by clicking here.

To receive the latest hospital and health system business and legal news and analysis from Becker's Hospital Review, sign-up for the free Becker's Hospital Review E-weekly by clicking here.