



*earning the trust*  
OF OUR PHYSICIANS

THE PHYSICIANS WHO PRACTICE AT WMMC ARE VITAL PARTNERS IN FULFILLING OUR MISSION, and they share our responsibility to patients. Physicians are not employees of WMMC—they choose to practice here. They provide the skill and experience needed to offer excellent, compassionate care to our patients and a sound medical education to our residents. By communicating openly and involving physicians in the management of the hospital, we strive to earn the trust needed for a successful partnership.

**Photo Above:** Ismael Nuño, MD, cardiothoracic surgeon, consults the surgery board with Randy Saad, Director of Perioperative Services.

## Training to Serve the Underserved

Mariela Garcia, MD, is a resident in the Family Medicine Residency Program at WMMC, the leading family medicine residency program in the state dedicated to training physicians to practice in underserved communities.

Dr. Garcia first learned about WMMC when, as a recent college graduate and leader of *Jóvenes por la Salud* (Youth for Health), she met Hector Flores, MD, Director of the Family Medicine Residency Program.

Their paths crossed again while Dr. Garcia was serving as co-chair of the Latino Medical Student Association in medical school. “He has a very motivating, enthusiastic style but at the same time is very down to earth and approachable. We asked him to participate in several events and he never turned us down,” said Dr. Garcia.

When Dr. Garcia was applying for residency programs, Dr. Flores encouraged her to apply at WMMC. She thought it would be “the perfect fit because of Dr. Flores’ involvement, the overall quality of the staff, and because it would be very gratifying personally to practice in an underserved community that could use my skills.”

Since joining the program, Dr. Garcia has found WMMC to be a welcoming place. “The attending physicians are wonderful. They’re helpful, open to questions and willing to teach. There’s also a sense of community among all the staff. Everyone can approach anyone else for the betterment of patient health.”

Many more residents like Dr. Garcia benefit from the training and mentorship they receive from our medical staff. Our residency programs are an asset to our community because they help attract, train and retain physicians to practice in Medically Underserved Areas like those in our neighborhood.

### MEDICAL STAFF 2005 STATISTICS AND FIGURES

**424**  
**PHYSICIANS**  
in 42 primary and  
specialty care areas

**73%**  
under the age  
of 55

More than 200  
have practiced  
at WMMC for  
**10 OR MORE**  
**YEARS**

**81%**  
are board-certified  
and 41% are  
double- or  
triple-boarded

**22%**  
**TRAINED**  
at White Memorial

Over one-third are  
**FELLOWSHIP**  
**TRAINED**

**48% ARE**  
**BILINGUAL**  
English/Spanish

**17**  
**FOREIGN LANGUAGES**  
represented  
across the entire  
Medical Staff

### WMMC AS A PLACE TO PRACTICE MEDICINE

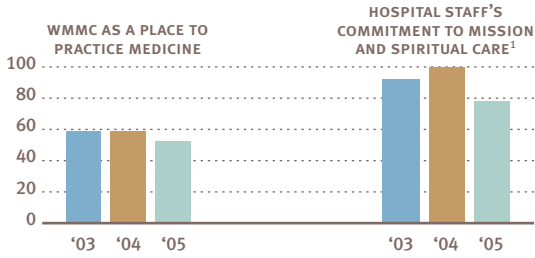
Among hospitals that offer graduate medical education, the vast majority offer only family medicine, making WMMC’s five current residency programs notable. Our teaching programs help us recruit, train and retain top talent in a community with many Medically Underserved Areas as designated by the federal government. More than one in five of physicians on staff at WMMC trained here. Five of our current medical staff chairs and two of our residency program directors are past residents. And as a teaching hospital, WMMC is accredited to provide a comprehensive program for continuing medical education.

Physicians at WMMC have the chance to educate and influence the next generation of doctors. They can also conduct and participate in research. Physicians have access to an expertly staffed medical library, which helps them carry out and publish research, as well as stay current on all the latest medical information needed for their practice.

The medical staff at WMMC works together and collaborates with the hospital’s administration to reach for the highest standards of care. The medical staff reviews and tracks patient outcomes, develops standard procedures and shares best practices with their peers. Physicians are represented on all of our quality councils. Also, standing medical staff committees, which include hospital executives and Governing Board members, oversee physician credentials and review quality of care issues (read more about our quality measures on page 7).

## physician satisfaction

[PERCENT "EXCELLENT" RANKING]

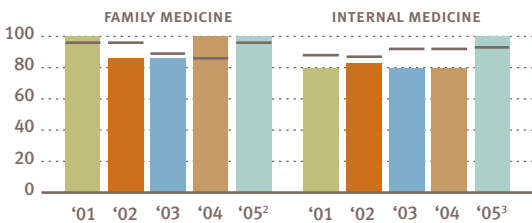


<sup>1</sup> Questions about staff's commitment to mission and spiritual care appear in the surveys of fewer hospitals, including those within the Adventist Health system.



## training the next generation

RESIDENCY PROGRAM BOARD PASSAGE RATE [%]

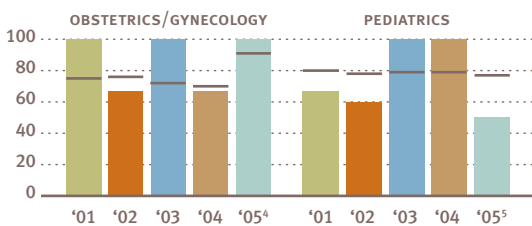


— NATIONAL RATE

<sup>2</sup> Seven residents took the exam in 2005.

<sup>3</sup> Five residents took the exam in 2005.

RESIDENCY PROGRAM BOARD PASSAGE RATE [%]



— NATIONAL RATE

<sup>4</sup> Three residents took the exam in 2005.

<sup>5</sup> Five residents took the exam in 2005.

## PHYSICIAN SATISFACTION AND LOYALTY

Physician satisfaction and loyalty is an important indicator of our social responsibility because it helps us retain top talent in our community, which includes many Medically Underserved Areas.

On an annual basis, we conduct a physician survey with the assistance of Professional Research Consultants (PRC), an independent third party. We measure physician loyalty in terms of the percent of physicians who rate WMMC as an "excellent" place to practice medicine. We then compare our score to 189 hospitals in the PRC database to get our percent "excellent" ranking.

In our last survey, we found that consistent communication between the hospital's senior management and physicians was a key factor in their satisfaction and loyalty. We use this information to make improvements. For example, we engage medical staff leaders through a Physician Administrative Council, which meets regularly to share information and get physician input in making key hospital decisions. Also, we use several communication tools to keep physicians informed, including *Medical Staff Report*, a special newsletter by and for physicians practicing at WMMC.

## SPIRITUAL CARE

We also track how satisfied physicians are with WMMC's commitment to mission and spiritual care. In response to the feedback, we have developed programs that help physicians meet the spiritual needs of their patients and their own spiritual needs as well. An accomplishment not reflected in our scores speaks powerfully about WMMC's commitment to mission and spiritual care. In 2004, our spiritual care programs became the benchmark, achieving the 100<sup>th</sup> percent "excellent" ranking within Adventist Health. We shared our approach with our system hospitals the following year. Our lower percentile ranking for 2005 reflects a higher standard of spiritual care across the system, making it more difficult for WMMC to maintain a higher ranking.

## TRAINING THE NEXT GENERATION OF PHYSICIANS

White Memorial offers physician training in five residency programs (family practice, internal medicine, obstetrics/gynecology, pediatrics, and podiatry). About 70 residents participate in these programs every year. During their training, the residents are employees of WMMC, supervised by our medical staff. The residents provide valuable services as well as a pipeline of well-trained physicians who may choose to practice in our community in the future. One measure of our success in training residents is their board passage rate (see table to the left). The small number of residents taking the exams (3 to 7 per program) accounts for the annual variation in passage rates.