

# Charge on Documentation – Our Journey to Success

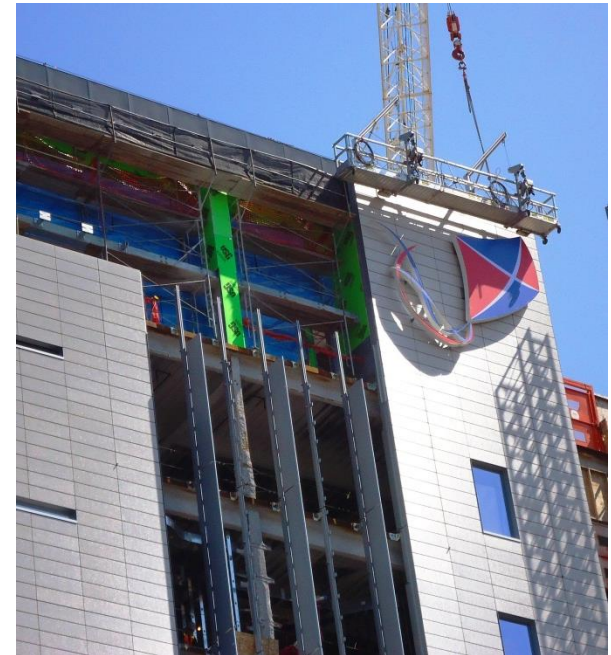
## Legacy Health

Our legacy is yours.



# Legacy Health at-a-glance

- Largest nonprofit, community-owned health system serving Portland, Oregon and Southwest Washington region
- Six hospitals
  - > 1,064 beds
  - > 225,000 Emergency Department visits annually
- 50+ primary care and specialty clinics with nearly 384,000 visits annually
- Lab, research and hospice services
- 2,500 doctors on medical staffs - employed and affiliated
- 9,000 employees



New Children's Hospital facility to open in 2012

# Comprehensive service offerings



- American College of Surgeons verified Level 1 Trauma Center
- Only burn center between Sacramento and Seattle
- Full service children's hospital, including NICU/ECMO (extracorporeal membrane oxygenation)
- Region's largest reference laboratory
- Market leader in minimally invasive surgery
- #1 in charity care regionally



# Installed Epic applications

- Anesthesia
- Cardiant/Cupid
- EpicCare Inpatient
- EpicCare Ambulatory
- ASAP
- Identity
- Health Information Management
- Resolute HB and PB
- Beacon
- Prelude
- MyChart (MyHealth)
- Willow
- Radiant
- Cadence
- OpTime
- Stork

Version 2014, IU1

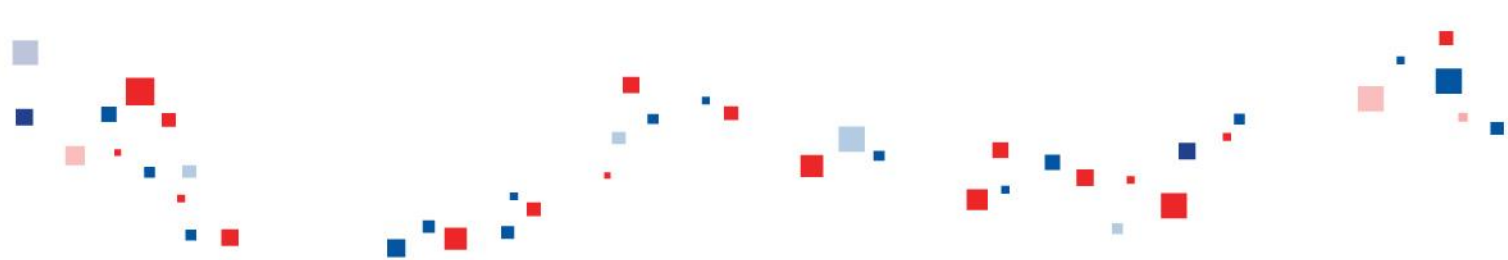


Our legacy is yours.



# Agenda

- Pre-Electronic Record Process
- Philosophy
- Design and Build
- Training and Revenue Monitoring
- Obstacles and lessons learned
- Questions



EMANUEL Medical Center

GOOD SAMARITAN Medical Center

MERIDIAN PARK Medical Center

MOUNT HOOD Medical Center

SALMON CREEK Medical Center

THE CHILDREN'S HOSPITAL Legacy Emanuel

LEGACY MEDICAL GROUP

LEGACY LABORATORY

LEGACY RESEARCH

LEGACY HOSPICE

# Pre-Electronic Record Revenue Capture

- Batch charge entry
- Powerform (electronic fee ticket)
- Interfaces (lab and pharmacy)
- Charge review and reconciliation was departments responsibility



# Legacy Philosophy for Electronic Record Revenue Capture

- Comprehensive, detailed and shared documentation enhances the quality of patient care
- Documentation of patient care is the basis for charges - for most charges, entry of the charge is not a separate action from the documentation of care
- Ownership/accountability – Changes to charging methodologies, Charge review WQ's owned by each department, Accountability for charge/revenue monitoring and reporting
- Maximize the use of electronic tools to embed charging in care documentation



# Benefits

- Efficient workflow - Charging integrated in the workflow and documentation of the hospital encounter or clinic visit – in many cases, it is invisible and effortless to the healthcare team.
- Charges are not generated unless the care is documented, administered, order completed, results received or other activity that signifies the care has been provided.
- Increase revenue capture – Charging is more likely to be complete and accurate when it is not a separate activity
- Charges are supported – Regulators assume that if care is not documented, it didn't happen.





# Executive Support

- Memo from CEO and CFO to Legacy leadership and Electronic Record implementation project team
- Purpose – Clarify and **advance** the Charge on Documentation philosophy
- Focused on ‘Quality Documentation’
- Multidisciplinary teams to link documentation and charges
- Charging Steering Committee for the Electronic Record



# Design and Build

- Electronic Record Charge on Documentation Options
  - > Interfaced Order Resulting
  - > Medication Record Documentation (MAR)
  - > Level of Service
    - Professional
    - Facility Fee
    - ED Level
  - > Enter/Edit Resulting
  - > Task-based Order Completion
  - > Procedure Navigator/Notewriter
  - > Flowsheets
  - > Charge Navigator & Charge Router (exceptions)



# Build Results

- Interfaced Order Resulting – Labs 100% orderable in Electronic Record
- MAR Documentation – 100% of medication charges
- Level of Service – Based on services provided
- Enter/Edit Resulting – Used for point of care (non-interfaced) tests
- Task-based Order Completion = Orderable/Performable
  - > Radiology & Cardiology – 95%
  - > Respiratory Therapy – 75%
- Procedure Navigator/Notewriter/Preference lists – Clinics, ED and for employed physicians
- Flowsheet
  - > Nursing – 90%
  - > Inpatient Rehab – 90%, Outpatient Rehab – 10%
  - > Respiratory Therapy – 25%
- Charge Capture Navigator – Used for charges not readily captured by other methods – Charge method of LAST RESORT



# Design Results

- Level of Service

Facility Charge Calculator

Charge:

Report Legend

Item	Calculated Points
Triage	10
Assessment	10
Re-assessment	10
Med Admin-Topical	0
Means of Arrival	0
Disposition	0
Forensic Exam	0
Restraints Applied_Ordered	0
Comatose-Peds 6mos - 2years	0

**Test, Charges #5000002612 (Acct: 501000497) 01**  
 (53 y.o. M) PCP: None

**ED Vitals**

Date and Time	BP	Pulse	Resp	Temp	SpO2	Pulse rate pulse OX	Pain Rating	Weight	W
05/26/11 1207	110/70	86	--	36.2 (97.2)	--	36	--	--	11
05/25/11 1741	--	--	--	--	--	--	9	--	K

**Facility Charge**

Clear | Facility Charge Calculator

HC SERVICE LEVEL 1 ED   
  HC SERVICE LEVEL 2 ED   
  HC SERVICE LEVEL 3 ED   
  HC SERVICE LEVEL 4 ED  
 HC SERVICE LEVEL 5 ED   
  HC SERVICE LEVEL 1 ACU ED   
  HC SERVICE LEVEL 2 ACU ED   
  HC SERVICE LEVEL 3 ACU ED  
 HC SERVICE LEVEL 4 ACU ED   
  HC SERVICE LEVEL 5 ACU ED   
  HC NO CHARGE

- Procedure Navigator/Notewriter

**NoteWriter** [?] [Resize] [Close]

HPI | ROS | Physical Exam | **Procedures** | MDM | Note

Existing Orders | **New Procedures** | Dx Association

Authorizing Provider: TESTIPAMBC, PROVIDERED

Nasal Packing For ... | Ear Wax Removal(...) | Gastric Lavage (ED) | Chest Tube Inserti ... | (IP) Chest Tube In ... | Fracture Treatment ... | Intubation (ED) | Intubation (IP)

Insert Arterial Line ... | Central Line Inserti ... | Feeding Tube Rep ... | Arthrocentesis (ED) | Lumbar Puncture ( ... | Splint Application ( ... | Central Line Inserti ...

Ear Wax Removal(ED) | Ear Wax Removal... x

Procedure: Ear Wax Removal(ED)

Date/Time: 5/26/11 12:13 Now

**Universal Protocol**

Verbal consent obtained?  Yes  No      Written consent obtained?  Yes  No       Emergent situation

Risks and benefits  **Risks, benefits and alternatives were discussed**

Consent given by  patient  parent  guardian  spouse  power of attorney

Patient states understanding of procedure being performed  Yes  No

Patient's understanding of procedure matches consent  Yes  No

Procedure consent matches procedure scheduled  Yes  No

Relevant documents present and verified  Yes  No

Test results available and properly labeled  Yes  No

Site marked  Yes  No

Imaging studies available  Yes  No

Performing Provider: TESTIPAMBC, PROVIDERED      Authorizing Provider: TESTIPAMBC, PROVIDERED

Date: 5/25/2011 17:51

Cosign Required

**Ear Wax Removal(ED)**  
 Date/Time: 5/26/2011 12:13 PM  
 Performed by: TESTIPAMBC, PROVIDERED  
 Authorized by: TESTIPAMBC, PROVIDERED  
 Consent: Verbal consent obtained.  
 Risks and benefits: risks, benefits and alternatives were discussed

# ■ Procedure Navigator

**Procedure Navigator**

- Procedure Documentation
- Preproc Checklist
- Orders
- Procedures**
- Charge Capture

**Orders Needing Results/Charges**

**Selected order** **Authc**  
Debridement **Provid**

There are no more orders available.

**Procedures Performed (F3 to enlarge)**

Documenting procedures for order: **Debridement**

	Performed	Procedure Name
1	<input type="checkbox"/>	PR DEBRIDEMENT, INFECTED SKIN, UP TO 10% BSA [11000]
2	<input type="checkbox"/>	PR DEBRIDEMENT, SKIN, PARTIAL THICKNESS [11040]
3	<input type="checkbox"/>	PR DEBRIDEMENT, SKIN, FULLTHICKNESS [11041]
4	<input type="checkbox"/>	PR DEBRIDEMENT, SKIN, SUB-Q TISSUE [11042]

**Charge Capture**

Default Charge Data | File Charges

**Linked Order Information**

New charges will be linked to order: **Debridement**

Procedure performed: **PR DEBRIDEMENT, INFECTED SKIN, UP TO 10% BSA**

[No charges for this order](#)

**Charges linked to performed procedures**

PR DEBRIDEMENT, INFECTED SKIN, UP TO 10% BSA

**Charge preference list**

**GENERAL SUPPLIES**

<input type="checkbox"/> Finger Splint	<input type="checkbox"/> Walking Boot, Non-Pneumatic	<input type="checkbox"/> Walking Boot, Pneumatic / Vacuum
<input type="checkbox"/> Upper Limb Brace, Unspecified	<input type="checkbox"/> Hand - Finger Brace, No Joint	<input type="checkbox"/> Wrist Splint, Carpal Tunnel Type
<input type="checkbox"/> Wrist - Hand - Finger Brace No Joint	<input type="checkbox"/> Wrist - Hand - Finger Brace Short	<input type="checkbox"/> Elbow Brace, Elastic-Neopreme, Lycra
<input type="checkbox"/> Figure 8 Shoulder Brace	<input type="checkbox"/> Heel Lifts	<input type="checkbox"/> Surgical Boot / Shoe
<input type="checkbox"/> Shoe Insert	<input type="checkbox"/> Addition to Lower Extremity Orthotic	<input type="checkbox"/> Ankle Figure 8
<input type="checkbox"/> Knee Brace, Elastic Knee Cap	<input type="checkbox"/> Elastic Knee Brace w/ Stays	<input type="checkbox"/> Cervical Neck Brace
<input type="checkbox"/> Splint-Shoulder Immobilizer	<input type="checkbox"/> Peak Flow Meter	<input type="checkbox"/> Surgical Supplies
<input type="checkbox"/> Compression Dressing (aka Thermaband)	<input type="checkbox"/> Ace Bandage	<input type="checkbox"/> Nebulizer, Admin Set
<input checked="" type="checkbox"/> <b>Surgical Tray- Small</b>	<input type="checkbox"/> Elastic Garment/Covering	

- Flowsheet

\$ Nitric Oxide Hrly Charge		
\$ Speciality Gas Hrly Charge (He - N2)		
	<b>Ventilator Charges \$\$</b>	
Vent ID		
\$ Vent Charge Setup	Setup	
\$ Vent Hourly Charged (includes O2)		
\$ ED Daily Vent Charge		
\$ RT Aerosol Hourly Charge (includes		
\$ Blood Draw	1	
\$ In-line Suction Catheter	1	
\$ Level 1 Supply Charge		
\$ Level 2 Supply Charge		
\$ Level 3 Supply Charge		
\$ Resuscitation Bag	1	
\$ TCM Setup		
\$ TCM Hourly		
\$ ETCO2 Hourly		
\$ RT Intubation	1	
Pulmonary Mech Cosmo Setup \$\$		
\$ Pulmonary Mech Cosmo Meas.		
\$Vent Wean T-Tube Trial (15min)		

\$ Procedure Charges		Intubation	
\$ Peds/NICU Procedure			
\$ Additional supplies			

- Add a line
- IV Properties
- Site Assessment
- Line Status
- Dressing Status
- Dressing/Site Care
- Dressing Change Due
- Pump pressure
- Reason Not Rotated

**Selection Form** X

- Escherotomy
- Exchange transfusion
- IABP insertion
- ICY Cath insert
- Intubation
- LP
- Microdialysis procedure
- OCT (OB)

Accept
Cancel



## ■ Charge Capture Navigator

### ▣ INPATIENT NURSING - NON CHEMO MED ADMIN

- Drug Inj Only NonChemo W/O Assess [1138064]
- NonChemo IV Push First [1139039]
- NonChemo IV Push Ea New Drug [1139047]
- NonChemo Med Inf 1st Hr [1139054]
- NonChemo Med Inf Sequent 1st Hr [1139062]
- NonChemo Med Inf Any Subseq Hr [1139070]
- NonChemo IV Push Ea Subs Dose [1139252]
- NonChemo IV Push 1st Med [5230966]
- NonChemo IV Push Ea New Drug DTIV [5231857]

### ▣ INPATIENT NURSING - CHEMO ADMIN

### ▣ INPATIENT NURSING - SUPPLIES

- Catheter Flush Supplies [4056925]
- Dressing Change Other [4056974]
- Dressing Chlorhexidine [4059226]
- Cath Midline [4059580]
- Port Access Supplies [4059622]
- Symphony/Lactina Dbl Pump Kit [4068128]
- THI 10ml 0.9% Sodium Chloride Syrin [4072542]
- THI Cath Care Kit Transplant Pts [4059242]
- CVC Dressing Tray [4056941]
- Ultrasound Supplies Disp [4014148]



# Training and Revenue Monitoring

- Clinical training –
  - > Documentation of patient care
  - > General charging trigger points
- Revenue Accountability Training
  - > Generalized training on Electronic Record charging options
  - > Electronic Record documentation to CDM mapping
  - > 1:1 meetings with Managers – Revenue Monitoring



# Revenue Accountability Training

## ■ Nursing Charge Map

Charge #	Procedure	Charge Capture Source	Flowsheet Name	Path	Selection Options
1100692	ACTIVATED CLOTTING TIME	Flowsheet Doc.	Point of Care > \$ ACT > enter Qty > charge drops (no charge for ACT in ECMO flowsheet)		
2000701	APHERESIS PLASMA PER RUN	Flowsheet Doc.	Apheresis>\$Plasma Exchange>(Plasmapheresis, Platelet / White Cell / Red Cell Depletion)		
1138213	BLADDER SCAN US	Flowsheet Doc.	Assessment (Complex)>Genitourinary (WDL)> WDL or X >\$Bladder scan status - MD order*		
1138197	BLOOD PRODUCT TRANSFUSION	Charge Capture Navigator (via shift assessment)	+Inpatient Nursing - Blood Admin>	Blood Product Transfusion	
1100809	BURN SHOWER TABLE TREATMENT				
1100593	CAPD CYCLER DAILY	Flowsheet Doc.	Peritoneal Dialysis > \$ CAPD Cycler used > "yes"		
1100528	CARDIOVERSION PER EVENT	Flowsheet Doc.	Patient Preparation Checklist > \$ Procedure Charges > menu		
4009882	CATH TRIALYSIS				
4000444	CATHETER 3 VAS CATH				
1139148	CHEMO INF 1ST MED 1ST HR	ONLY to be entered by Charge Capture Analysts (CCA's)			
1139153	CHEMO INF SEQUENT MED 1ST HR	ONLY to be entered by Charge Capture Analysts (CCA's)			
1139112	CHEMO INJ IM/SQ HORMONAL	ONLY to be entered by Charge Capture Analysts (CCA's)			
1139104	CHEMO INJ IM/SQ NONHORMONAL	ONLY to be entered by Charge Capture Analysts (CCA's)			
1139120	CHEMO IVP 1ST MED	ONLY to be entered by Charge Capture Analysts (CCA's)			
1139138	CHEMO IVP SUBSEQ MED	ONLY to be entered by Charge Capture Analysts (CCA's)			
1139161	CHMO INF ANY SUBSEQ HR	ONLY to be entered by Charge Capture Analysts (CCA's)			
1103027	COMPLEX BURN DRESSING CHANGE	Flowsheet Doc.	Patient Preparation Checklist > \$ Procedure Charges > Complex burn dressing change		
1120088	COMPLEX PROCEDURE	Flowsheet Doc.	Patient Preparation Checklist > \$Procedure Charges > menu -		CPR
					Escherotomy
					IABP Insertion
					ICY Cath Insertion
					Open Chest procedure
					Ventriculostomy Insertion

- ED Charge Map

CCPT4	Charge #	Procedure	Charge Capture Source	Flowsheet Name	Path	Selection Options
36600	2100048	ABG DRAW	Nursing Narrator >	Specimin collection >	RN ABG/VBG Draw >	\$RN ABG Draw ? > Yes
9464076	2100444	TREATMENT NEB SUBS	Nursing narrator>	Exams/Treatments>	ED RN Respiratory Treatments>	\$ Respiratory Treatments-
94640	2100469	RT ASSESS INT RX NEB	Nursing narrator>	Exams/Treatments>	ED RN Respiratory Treatments>	\$ Respiratory Treatments-
All 3750000's	Various ED Procedures - Tech component		Notewriter > Physician documents in Procedure Form (reviewed by HIM) > Charge created			
99281	3781002	SERVICE LEVEL 1 ED	Charge Capture (via Disposition) >Facility Charges>Facility Charge Calculator>"accept"			
99282	3781010	SERVICE LEVEL 2 ED	Charge Capture (via Disposition) >Facility Charges>Facility Charge Calculator>"accept"			
99283	3781028	SERVICE LEVEL 3 ED	Charge Capture (via Disposition) >Facility Charges>Facility Charge Calculator>"accept"			
99284	3781036	SERVICE LEVEL 4 ED	Charge Capture (via Disposition) >Facility Charges>Facility Charge Calculator>"accept"			
99285	3781044	SERVICE LEVEL 5 ED	Charge Capture (via Disposition) >Facility Charges>Facility Charge Calculator>"accept"			
36430	3781093	BLOOD ADMIN	Charge Capture (via disp)>+Other Procedures (or Blood Admin Flowsheet>\$ED Blood Admin-yes)			
90471	3781135	INJ IMMUNIZATION INITIAL	Automatically generated through documentation on the MAR			
90472	3781143	INJ IMMUNIZATION EACH ADDL	Automatically generated through documentation on the MAR			
96360	3781333	ED HYDRATION ONLY 1ST HR	ONLY to be entered by Charge Capture Analysts (CCA's)			
96361	3781341	ED HYDRATION ONLY SUBSEQ HR	ONLY to be entered by Charge Capture Analysts (CCA's)			
96372	3781358	ED NONCHEMO INJ IM SQ EACH	ONLY to be entered by Charge Capture Analysts (CCA's)			
96374	3781366	ED NONCHEMO IV PUSH 1ST	ONLY to be entered by Charge Capture Analysts (CCA's)			
96375	3781374	ED NONCHEMO IV PUSH EA NEW DRUG	ONLY to be entered by Charge Capture Analysts (CCA's)			
96365	3781382	ED NONCHEMO MED INF 1ST HR	ONLY to be entered by Charge Capture Analysts (CCA's)			

# Facility Revenue Tracker

For Revenue Posted Yesterday and between 8/1/2011 and 8/16/2011

Location(s) Selected : Salmon Creek

CC #	CC Name	Source	YESTERDAY					CUMULATIVE					
			Total Posted	Difference	Variance	Rev per Patient	# of Patients	Total Posted	Difference	Variance	Rev per Patient	# of Patients	
6003045	LSC PAIN MANAGEMENT CENTER		<b>ACT.</b>	\$0	\$(1,429)	(100.00%)	\$0	0	\$214	\$(15,243)	(98.62%)	\$214	1
			<b>EXP.</b>	\$1,429			\$179	8	\$15,457			\$174	89
		Comments											
6003080	LSC ANESTHESIOLOGY		<b>ACT.</b>	\$44,392	\$(2,634)	(5.60%)	\$1,531	29	\$588,412	\$24,701	4.38%	\$1,282	459
			<b>EXP.</b>	\$47,026			\$1,206	39	\$563,711			\$1,320	427
		Comments											
6003110	LSC RESPIRATORY THERAPY		<b>ACT.</b>	\$104,734	\$27,394	35.42%	\$643	163	\$1,066,395	\$(51,473)	(4.60%)	\$641	1,663
			<b>EXP.</b>	\$77,340			\$684	113	\$1,117,868			\$689	1,622
		Comments											
6003145	LSC ENDOSCOPY		<b>ACT.</b>	\$0	\$(15,849)	(100.00%)	\$0	1	\$112,505	\$(43,862)	(28.05%)	\$1,654	68
			<b>EXP.</b>	\$15,849			\$1,585	10	\$156,366			\$1,518	103
		Comments											
6003210	LSC EMERGENCY DEPARTMENT		<b>ACT.</b>	\$226,279	\$17,005	8.13%	\$1,561	145	\$3,034,502	\$4,603	0.15%	\$1,329	2,283
			<b>EXP.</b>	\$209,274			\$1,125	186	\$3,029,899			\$1,168	2,594
		Comments											
6003311	LSC LAB CLINICAL LABORATORY		<b>ACT.</b>	\$114,077	\$(3,286)	(2.80%)	\$538	212	\$1,502,180	\$(224,939)	(13.02%)	\$477	3,152
			<b>EXP.</b>	\$117,363			\$526	223	\$1,727,119			\$531	3,251
		Comments											



# Revenue & Usage Report for Reconciliation

Revenue and Usage Report - Daily Charge Vol LMP ED [603867]									
Service Area: LEGACY HEALTH [10]		Starting Post Date: 01/04/2014				Hospital Account			
Locations: LEGACY MERIDIAN PARK MEDICAL CENTER [100300]		Ending Post Date: 01/05/2014				Procedure			
Cost Centers: LMP EMERGENCY DEPARTMENT [3003210]									
Procedure	Quantity	Amount	Num Charges	Late Charges	Avg Orig Lag	Avg Adj Lag			
3781036 - HC SERVICE LEVEL 4 ED	1		1	0	0.0	0.0			
3781572 - HC LAB DRAW CVC OR PERIPH LINE	1		1	0	0.0	0.0			
<b>TOTAL</b>	<b>2</b>		<b>2</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>			
Procedure	Quantity		Num Charges	Late Charges	Avg Orig Lag	Avg Adj Lag			
3781012 - HC SERVICE LEVEL 2 ACU ED	1		1	0	0.0	0.0			
<b>TOTAL</b>	<b>1</b>		<b>1</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>			
Procedure	Quantity		Num Charges	Late Charges	Avg Orig Lag	Avg Adj Lag			
3781010 - HC SERVICE LEVEL 2 ED	-1		-1	0	0.0	1.0			
3781028 - HC SERVICE LEVEL 3 ED	1		1	0	1.0	1.0			
3781341 - HC ED HYDRATION ONLY SUBSEQ HR	1		1	0	1.0	1.0			
3781366 - HC ED NONCHEMO IV PUSH 1ST	1		1	0	1.0	1.0			
3781374 - HC ED NONCHEMO IV PUSH EA NEW DRUG	2		1	0	1.0	1.0			
3781424 - HC ED NONCHEMO IV PUSH EA SUBS DOSE	1		1	0	1.0	1.0			
<b>TOTAL</b>	<b>5</b>		<b>4</b>	<b>0</b>	<b>1.0</b>	<b>1.0</b>			
Procedure	Quantity		Num Charges	Late Charges	Avg Orig Lag	Avg Adj Lag			
3781044 - HC SERVICE LEVEL 5 ED	1		1	0	0.0	0.0			
3781341 - HC ED HYDRATION ONLY SUBSEQ HR	1		1	0	0.0	0.0			
3781366 - HC ED NONCHEMO IV PUSH 1ST	1		1	0	0.0	0.0			
3781424 - HC ED NONCHEMO IV PUSH EA SUBS DOSE	1		1	0	0.0	0.0			
3781572 - HC LAB DRAW CVC OR PERIPH LINE	1		1	0	0.0	0.0			
<b>TOTAL</b>	<b>5</b>		<b>5</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>			

# Obstacle and Lessons Learned

- IS and Clinical teams slow to embrace/understand concept of COD
- First hospital struggled with charging at go-live
  - > More Department Specific Training (Documentation to charge as end result)
- Charge Maps developed for next hospital – much better
- New charge review and monitoring procedures
- Training – Needed more!
- Timed flowsheet rows – Issues (hourly oxygen)
- Infusions and hydrations – CMS regulations do not fit COD methodologies, need clinical review for accuracy
- Observation hours – CMS regulations for intervention versus non-intervention



# Obstacle and Lessons Learned continued

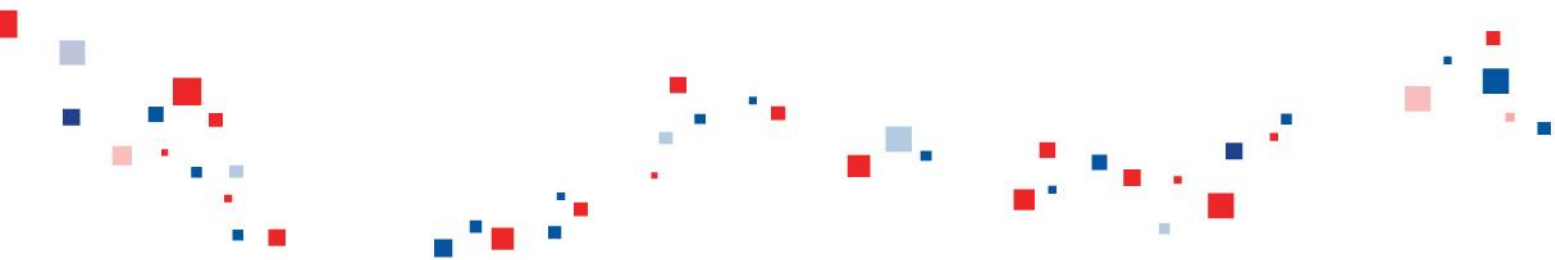
- Ownership – Is it a clinical or revenue cycle process?
- Testing – How does it change with COD? (philosophy)
- Training – Should it change for COD?
- Departments needed additional follow-up meetings a year after being on the Electronic Record to review Charge Capture and Reconciliation processes
- E-mails to Staff/Managers when documentation is not done correctly causing charging issue
  1. Staff is responsible to correct documentation which fixes charges
  2. Additional training may be needed



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# Questions?



EMANUEL Medical Center	GOOD SAMARITAN Medical Center	MERIDIAN PARK Medical Center	MOUNT HOOD Medical Center	SALMON CREEK Medical Center	
THE CHILDREN'S HOSPITAL Legacy Emanuel		LEGACY MEDICAL GROUP	LEGACY LABORATORY	LEGACY RESEARCH	LEGACY HOSPICE





Thank you!



EMANUEL Medical Center	GOOD SAMARITAN Medical Center	MERIDIAN PARK Medical Center	MOUNT HOOD Medical Center	SALMON CREEK Medical Center	
THE CHILDREN'S HOSPITAL Legacy Emanuel		LEGACY MEDICAL GROUP	LEGACY LABORATORY	LEGACY RESEARCH	LEGACY HOSPICE