

“There are many causes for celebration. Healthy patients is just one of them.”

GROUP HEALTH PHYSICIANS | 2010 ANNUAL REPORT



Acclaim

YOUR HARD WORK  
AND MANY CONTRIBUTIONS  
HAVE EARNED IT

“Group Health Physicians demonstrated a monumental leap forward in providing patients the health care they need and want. This medical group was our unanimous choice for their significant role and impact in delivery system transformation.”

DONALD W. FISHER, MD, PRESIDENT, AMERICAN MEDICAL GROUP ASSOCIATION  
UPON PRESENTATION OF THE 2010 AMGA ACCLAIM AWARD TO GROUP HEALTH PHYSICIANS

**DEAR FELLOW SHAREHOLDERS:**

2010 has been an amazing year, with much you can be proud of. Our work as caregivers—and as partners with Group Health Cooperative—achieved an unprecedented level of excellence. With this came more recognition and validation than many of us are used to.

*We're just doing what we're supposed to do, you say. And that's the point. Excellence as a baked-in, systemwide characteristic comes from years of doing ordinary things extraordinarily well over and over. Then you take stock of your efforts and realize you've moved a mountain.*

That's why Dr. Fisher's words above are so important. We did not receive the award for an isolated improvement or single new initiative. We were recognized for a body of transformational work achieved over nearly a decade. We could not have done it without each one of you. Nor could these innovations in care have been realized outside of Group Health's circle of strength—where care, coverage, research, and philanthropy work together.

And yet, the market will continue to ask more of us. Health care in our region—and across our nation—will continue to change rapidly. Challenges and opportunities abound. Paying close attention to the following areas will guide us through the next five years.

**RELEVANCE** Group Health is in its seventh decade as a rational, integrated system in a chaotic health care world. Pre-paid medical care, delivered by salaried physicians, has gone in and out of fashion over the years. What hasn't changed is the relevance of clinicians who are driven by evidence-based care, shared decision making, and medical management principles focused on patients—not the demands of volume-based business models. Our focus on prevention helps create better outcomes. Affordable, safe, high quality care never goes out of style.

The post-reform world creates opportunities for us to build an even stronger and more relevant enterprise. Group Health's five-year strategic plan is bold. Group Health Physicians, delivering care in Group Health Medical Centers, is at its center.

*The 2011-2015 Strategic Plan calls for*

- Enrollment growth in the number of patients paneled with our clinicians in Group Health Medical Centers.
- Capital spending to support added capacity for that growth.
- Growth through new kinds of collaborations, such as those launched with The Everett Clinic in Snohomish County and Providence Health Care in Spokane in 2010.
- A continuing journey to create operational excellence.

Above all, a continuously improving organization keeps its relevant edge. So we will remain true to our values as we continue to try new things, learn from what happens, and adjust according to our patients' needs.

**REPUTATION** As a medical group, we have made great strides in our reputation for high quality and service. In 2011 we'll turn up the volume on our strengths and stories so that more people choose Group Health for the depth and breadth of excellent primary and specialty care found here.

To boost the visibility of our group practice and clinicians, the GHP Board of Directors elected to begin using Group Health Physicians as a DBA, or "doing business as" name. This doesn't change our corporate structure, our valued relationship with The Permanente Federation, or our legal name of Group Health Permanente, PC. Using Group Health Physicians in promotional communications will make it easier for members and the public to understand our role at Group Health and the coordinated care we provide in Group Health Medical Centers.

But no matter the name, message, or medium, a great reputation must be supported by great quality. Group Health and our medical group continued to climb higher in regional and national assessments.

*Major quality recognition in 2010*

- The American Medical Group Association's Acclaim Award, which honors physician-directed organizations that best incorporate the six care attributes called for by the Institute of Medicine: safe, effective, patient-centered, timely, efficient, and equitable. The AMGA represents over 100,000 physicians who serve more than 100 million patients. Not only were we selected for the award, but we were the unanimous choice, on the first ballot in a blind evaluation of multiple entrants.

- Group Health Medical Centers rated highest of 76 medical systems comprising 240 clinics in the Puget Sound Health Alliance's 2010 "Community Checkup." Our clinics or care locations have had the highest performance in each of PSHA's four reports since their inception.
- The National Committee for Quality Assurance (NCQA) ranked Group Health in the top four percent of Medicare plans nationally, and in the top 26 percent of commercial plans.
- J.D. Power and Associates ranked Group Health "Highest in Member Satisfaction among Commercial Health Plans in the Northwest" for 2010.
- The 2010 results from eValue8, a purchaser-led assessment of health plans, shows that Group Health was the highest-ranking plan in the region for six of seven categories, including Pharmaceutical Management, Behavioral Health, Prevention, and Chronic Disease Management.
- NCQA awarded each of our 26 primary care facilities its highest recognition status—Level III—for Physician Practice Connections—Patient Centered Medical Home (PPC—PCMH) in October 2010, recognizing the vital role clinicians play in advancing quality.

**RELATIONSHIPS** The coming year will bring new regional relationships as we work with network colleagues through the process of clinical integration. We will work with compatible organizations to improve the quality and affordability of care for each of our patients, with a business model that works for Group Health.

The health care world is watching our journey as we work on clinical integration with other organizations and medical groups to bring care coordination to our communities. We're creating a shared future and learning to be better together.

No doubt 2011 will bring plenty of excitement, stresses, innovations, and ideas. You have our full commitment to do all we can to foster our role as a thriving and forward-thinking medical group and care delivery system in the years ahead.

We have a continued imperative to support your sense of purpose and pathways for contribution. As you support your patients in their goals, we must support you in yours. When we are fully engaged, we are incredibly powerful.



**MICHAEL SOMAN, MD**

*President & Chief Medical Executive, GHP*



**PAUL FLUGSTAD, MD**

*Chair, GHP Board of Directors*

# Celebration

OUR PATIENTS SHARE IT WITH US

## TREATING THE WHOLE PERSON

In a Group Health primary care intervention called TEAMcare, patients were treated for depression and physical disease together. Researchers at Group Health Research Institute and the University of Washington published findings in the December 30, 2010 *New England Journal of Medicine*. The result for patients: less depression, better control of blood sugar, blood pressure and cholesterol, and improved quality of life.

## COLLABORATION IN CARE


Specialists focused on increasing use of shared decision making in 2010, and reported a 100 percent volume increase in its use. Patients received over 3,600 of our shared-decision-making videos this year to help them choose treatments based on their lifestyles and preferences. They responded with a 95 percent satisfaction rate.



"Your help completely changed my life.

*I wanted to start exercising again. Dr. Hastings, my primary care doctor, asked a specialist to check my painful knee. Dr. Agostini in sports medicine helped with the right physical therapy and supplements for my vitamin D deficiency. The difference is just amazing."*

GROUP HEALTH MEMBER TRACY TALLMAN VOLUNTEERS  
AT A MOVING EVENT AT THE SHORELINE HISTORICAL MUSEUM.



"I can be the mother  
I want to be, thanks to you.

*Nursing my baby was a big goal of mine.  
But my employer said I couldn't pump milk at work.  
My care team helped me with some research, and I learned  
there's a law that says it's allowed. They even helped me  
with talking to my supervisor."*

MELINDA RAMIREZ-LEVASSER IS PART OF A PILOT PROJECT  
FOR YOUNG SPOKANE FAMILIES IN HEALTHY OPTIONS,  
FUNDED BY A GROUP HEALTH FOUNDATION  
PARTNERSHIP FOR INNOVATION GRANT.

#### FOLLOW THROUGH

Primary care teams completed follow-up calls with patients after discharge from an emergency room, inpatient setting, or urgent care at least 90 percent of the time. Our hospital readmission data show that patients who have this kind of coordinated follow-up are less likely to be re-hospitalized because of avoidable complications.

**PATIENT SATISFACTION** scores show steady increase from 2008 to 2010:

- Group Health's overall "health care rating" rose from 72 to 77 percent.
- "Got help/advice when contacted primary care physician by phone" rose from 74 to 79 percent.
- "How often was it easy to get appointments with specialists" rose from 81 to 84 percent.

#### DRUG SAFETY

At Group Health Medical Centers, less than 1 percent of medications used by patients over 65 are considered high risk—one of the best rates in the country. More importantly, this results in fewer visits to the ER or hospital for drug-related problems.

“Teamwork makes the difference between hospitalization and going home.

*When anyone in our medical center reports chest pain, it kicks off a team response demanding excellent communication and problem solving. Getting critical tests interpreted quickly in our own building means a patient's next step in care is exactly what's needed, when they need it.”*

AUSTEN FREEDA, MD, INTERNAL MEDICINE, TACOMA MEDICAL CENTER

KELSEY MILLIKEN, RN, CARDIOLOGY, TACOMA MEDICAL CENTER

BJORN LARSEN, PA-C, CARDIOLOGY, TACOMA MEDICAL CENTER



## Achievement

WE SHARE IT WITH EACH OTHER

### ACCESSIBLE SPECIALISTS

Our 350 medical and surgical specialists provide 35,000 patient visits per year. Specialty care logged approximately 1,000 virtual consults each month in the Epic electronic medical record system last year, capturing important specialty care recommendations. Patient calls go directly to specialty care teams, not voice mail, and 50 percent of calls result in first call resolution.

### TIMELY INTERVENTION

Group Health Medical Centers uses CT angiography for the vast majority of its diagnostic work, and the CT Department is able to see urgent patients on the day their need arises. Rather than have patients come back for their study and another visit to review, they can often get the CTA before or after being seen by their physician, and then review the results and plan intervention the same day.

## Honor

IT DRAWS THE BEST TO PRACTICE HERE

### MEDICAL EXCELLENCE

95 percent of our physicians and clinicians are board certified or board eligible. Since 2006 our clinicians and physicians have been recognized by their peers and patients as “Top Docs” in regional magazines more than 200 times.

### PATIENT CENTERED

Our new clinicians complete a three-year associates program emphasizing effective patient communication and teamwork in care settings. Systemwide, we're focused on continuous care improvements that honor and respond to individual patient preferences, needs, values, and goals—everything from one-on-one interactions, to service availability, to new designs for care facilities.

“I’m able to do the right thing for my patients.

*It’s a new world. Before Group Health, I spent sixteen years in a practice where we asked patients to come to our office for everything. Sometimes it just wasn’t necessary. Now I can offer more choices and I can use technology to save everyone some time. I can give care in ways that really work for each patient.”*

PHILIP FELICIANO, MD

VASCULAR SURGERY, CAPITOL HILL CAMPUS, SEATTLE



# A Position of Strength

## GROUP PRACTICE ENROLLMENT GROWTH

The Group Health competitive advantage comes from managing the health care dollar from insurance to care. This is an enormous benefit we have over other health care systems and insurance companies. Our owned-and-operated delivery system is our key asset; it is where cost and quality intersect.

In 2010, 57 percent of new enrollees in Group Health health plans chose to get their care in our group practice, validating the value of getting care from clinicians with Group Health Physicians, practicing at any of Group Health Medical Centers' 26 locations.

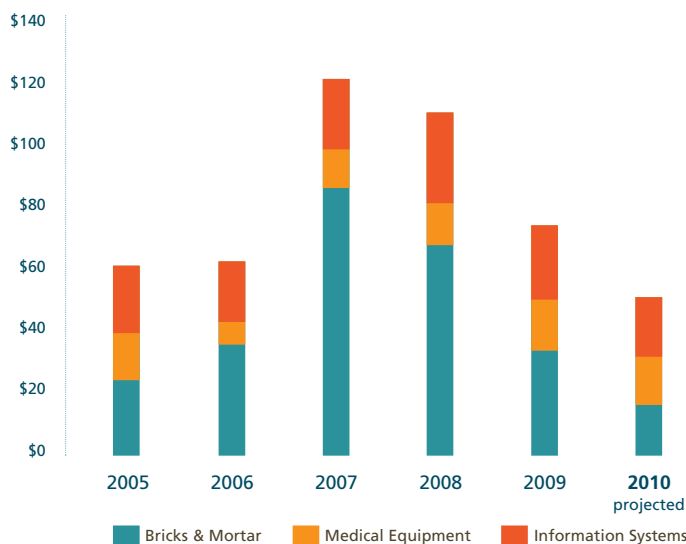
**Members seen in our group practice at year end.**  
**Overall Group Health enrollment at 2010 year end was 661,496 members.**



## CAPITAL INVESTMENT

Although capital dollars come from the Group Health Cooperative budget, GHP leaders participate in capital planning and the GHP Board has regular input and updates on our capital processes. Responsible use of capital dollars assures that we make the right amount of investments in our facilities, IT systems, equipment needs, and infrastructure. To have funds for capital investments requires hitting our margin targets.

**Group Health Cooperative Capital Expenditure by Category (in millions)**



## MEDICAL STAFFING

Highly qualified candidates continue to seek us out. We are able to hire the best of the best, and we dropped nearly ten weeks off our average hiring time in 2010. Family medicine is now staffed to meet the clinician needs of the Medical Home model. In specialty care, many new clinicians are fellowship trained, which adds to the depth of knowledge and expertise available to our patients.

### 2010 Medical staff hires

Primary Care: 45  
 Specialty: 44

### Time to hire

2010 Average: 18.75 weeks per hire  
 2009 Average: 27.97 weeks per hire

Employee Type	2010 actuals-average		2009 actuals-average	
	Clinical	Admin	Clinical	Admin
Medical Group	792.36	84.49	757.63	82.24
Administrative Support	0.00	40.66	0.00	40.41
Subtotals	792.36	125.15	757.63	122.65
<b>TOTALS</b>	<b>917.51</b>		<b>880.28</b>	

Source: Ceridian monthly FTE reports and 2010 Labor Budget report  
 Admin FTEs include FTEs associated with OB Coverage, MD rounding, Community Call, etc.

## RETURN ON DELIVERY SYSTEM INVESTMENT

### Medical Home

Over a recent two-year period, Group Health Research Institute investigators tracked the impact of Group Health's Patient Centered Medical Home on health outcomes, patient experience, provider burnout, and costs of care. In May 2010, *Health Affairs* published significant results from the two-year medical home pilot at our Factoria Medical Center.

### Results

- 29 percent reduction in emergency room visits
- 6 percent drop in hospital days
- \$1.50 returned on every \$1.00 invested
- \$40 million per year projected savings across 26 Group Health Medical Centers locations

### Emergency Department / Hospital Inpatient initiative (EDHI)

With major work phases launched in 2009 and 2010, EDHI has strengthened the care we provide to our patients through their care transitions. From intake to discharge—or between levels of care—this system brings specialists, nurses, hospitalists, and care managers into tightly coordinated planning modes.

### Results

- Hospital days decreased by 29 days per 1000 patients.
- Clinical cost trends have stayed below the climbing national average, contributing to an estimated \$51 million in cost savings for 2010.
- Group Health patient satisfaction with their hospital experience is up, as indicated by Press Ganey survey results comparing Group Health patients hospitalized at Seattle's Virginia Mason with national averages. They began rising from the 65th percentile upon implementation of EDHI, and have remained in the 90th percentile throughout 2010.

# Group Health Permanente, P.C.

## Balance Sheet

UNAUDITED DECEMBER 2010 and AUDITED 2009

	Dec 2010 (unaudited)	Dec 2009 (audited)
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash & cash equivalents	\$ 14,218,274	\$ 4,573,549
Short-term investments-CD/PIMCO	\$ 2,254,502	\$ 2,607,421
Accounts receivable	\$ 86,936	\$ 126,347
Receivable from Group Health Cooperative	\$ 25,899,093	\$ 31,158,112
Deferred tax asset	\$ 0	\$ 990,815
Prepaid expenses	\$ 300,000	\$ 136,120
<b>Total Current Assets</b>	<b>\$ 42,758,805</b>	<b>\$ 39,592,364</b>
<b>Long-Term Assets</b>		
Long-term investment-PMG	\$ 993,489	\$ 857,149
Long-term investment-CD	\$ 1,314,039	\$ 807,880
<b>Total Long-Term Assets</b>	<b>\$ 2,307,528</b>	<b>\$ 1,665,029</b>
Assets Restricted for Use	\$ 643,292	\$ 0
<b>TOTAL ASSETS</b>	<b>\$ 45,709,625</b>	<b>\$ 41,257,393</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Accounts payable	\$ 2,935,063	\$ 2,747,895
Long-term capital lease	\$ 89,121	\$ 38,585
Related party-Group Health Cooperative	\$ 5,000,000	\$ 5,000,000
Accrued pension-DB plan	\$ 2,352,155	\$ 811,307
Accrued salaries and pension	\$ 2,866,085	\$ 2,407,230
Accrued vacation	\$ 7,339,855	\$ 6,701,792
Accrued and deferred taxes & dues	\$ 3,898,527	\$ 5,343,678
<b>Total Current Liabilities</b>	<b>\$ 24,480,806</b>	<b>\$ 23,050,487</b>
<b>OWNERS' EQUITY</b>		
Capital dues	\$ 1,852,000	\$ 1,650,000
Note-shares	\$ (110,402)	\$ (78,527)
Capital in excess of par value	\$ (1,567,903)	\$ (1,300,252)
Retained earnings	\$ 17,935,685	\$ 16,682,243
Year-to-date net gain	\$ 3,119,439	\$ 1,253,442
<b>Total Owners' Equity</b>	<b>\$ 21,228,819</b>	<b>\$ 18,206,906</b>
<b>TOTAL LIABILITIES AND OWNERS' EQUITY</b>	<b>\$ 45,709,625</b>	<b>\$ 41,257,393</b>

NOTES: Current assets limited as to use – Cash reserve for CME (Continuing Medical Education) \$ 968,512. Current Ratio: 1.75 (A "current ratio" is a measure of a company's paying ability using current assets & liabilities.) In December 2010, for every \$1.00 of debt, GHP has \$1.75 in liquid assets to cover those debts.

# Group Health Permanente, P.C.

## Statement of Operations

UNAUDITED DECEMBER 2010

	ACTUAL	BUDGET	VARIANCE
<b>REVENUE</b>			
Revenue per Group Health Cooperative contract	\$ 293,050,233	\$ 302,573,569	\$ (9,523,336)
Margin sharing/incentives	2,500,000	–	2,500,000
Interest income	180,553	120,000	60,553
Miscellaneous revenue	3,186,267	2,831,128	355,139
New business income	500,494	500,494	–
<b>TOTAL REVENUE</b>	<b>\$ 299,417,547</b>	<b>\$ 306,025,191</b>	<b>\$ (6,607,643)</b>
<b>EXPENSES</b>			
Compensation	214,564,515	223,733,054	9,168,539
Incentive compensation	5,237,012	5,538,265	301,253
Benefits	58,169,093	60,149,987	1,980,894
Outside labor	1,868,765	1,749,600	(119,165)
<b>TOTAL LABOR COSTS</b>	<b>\$ 279,839,384</b>	<b>\$ 291,170,906</b>	<b>11,331,521</b>
Operating supplies	37,384	36,084	(1,300)
Services purchased	2,273,890	2,033,504	(240,386)
Communications and utilities	6,752	17,724	10,972
Taxes	5,939,216	5,074,000	(865,216)
Rental/leased parking	449,883	686,543	236,660
Staff business	428,787	644,683	215,896
Education and training	4,188,842	4,053,133	(135,709)
Other	512,353	742,158	229,805
<b>TOTAL NON-LABOR COSTS</b>	<b>13,837,107</b>	<b>13,287,829</b>	<b>(549,278)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 293,676,491</b>	<b>\$ 304,458,735</b>	<b>\$ 10,782,243</b>
<b>NET INCOME (OR LOSS) before taxes</b>	<b>\$ 5,741,056</b>	<b>\$ 1,566,456</b>	<b>\$ 4,174,600</b>
<b>MARGIN AS % OF REVENUE</b>	<b>1.92%</b>	<b>0.51%</b>	<b>1.41%</b>
Federal & state income taxes	2,621,616	–	(2,621,616)
<b>NET INCOME (OR LOSS)</b>	<b>\$ 3,119,440</b>	<b>\$ 1,566,456</b>	<b>\$ 1,552,984</b>
<b>MARGIN AS % OF REVENUE</b>	<b>1.04%</b>	<b>0.51%</b>	<b>0.53%</b>

The share value increased from \$24,542 in 2009 to \$25,393 in 2010. This results in a maximum share redemption value of \$19,045, an increase of \$638 from the prior year for a group member who has been a shareholder/member for at least 15 years.

# 2010 Shareholders & Associates

## SHAREHOLDERS

Travis Abbott, MD  
Nancy Adam, ARNP  
Kristin Adams, MD  
Mohamed Ahmed, MD  
Liz Alberti, PA-C  
Veronique Alcaraz, MD  
Gregory Allen, MD  
Jill Allen, MD  
Susan Almeida, PA-C  
Ann Alvarez, MD  
Lee Amsler, MD  
Arne Andersen, MD  
Aaron Apodaca, MD  
Esther Argenyi, MD  
Mark Arrant, PA-C  
James Arrigoni, MD  
Kerri Ashling, MD  
Rebecca Asomaning, MD  
Mark Backus, MD  
Desiray Bailey, MD  
Benjamin Balderson, PhD  
Daniel Baldini, MD  
Michael Balfe, MD  
Janet Ball, MD  
Timothy Baltz, MD  
Bill Baluch, PA-C  
Thomas Barale, PA-C  
Mary Bartholomew, MD  
Diane Baskin-Thompson, CNM  
Carrielyn Bays, PA-C  
David Becerril, MD  
Bruce Beck, MD  
Randi Beck, MD  
Rosemary Beck, MD  
Ian Becke, MD  
Leslie Becker, MD  
Mary Lee Beckmann, MD  
George Beito, MD  
Kirk Bellon, PA-C  
Michael Belz, MD  
Edward Benson, MD  
James Benson, MD  
James Bergman, MD  
Joe Berkson, MD  
Steve Berman, MD  
Mary Bethune, PA-C  
Yashoda Bhaskar, MD  
James Bingham, MD  
Chris Bjarke, MD  
Alisa Blitz-Siebert, MD  
David Blomgren, PA-C  
Matthew Bloom, MD

Sara Bloomer, MD  
Danica Bloomquist, MD  
Steve Blum, OD  
Steven Bock, MD  
Christopher Bogarosh, MD  
Charles Bohannon, MD  
Susan Bohnemann, PA-C  
Patricia Boiko, MD  
Jennifer Bolnick, MD  
Judith Bond, PA-C  
Marivic Borromeo, MD  
Marie Boudreaux, MD  
Peggy Braile, MD  
Bob Brakke, OD  
Heather Brennan, MD  
Jeff Brodie, MD  
Richard Brodsky, MD  
Kate Brostoff, MD  
Larry Brostoff, MD  
Ted Brow, MD  
Melody Brown, PA-C  
Sheila Brown, MD  
Deborah Brunner, MD  
Michael Brush, MD  
Theodore Burke, MD  
Steven Burrows, MD  
Marianne Busch, ARNP  
Dennis Buschman, MD  
William Butler, MD  
David Butler, MD  
Mia Caballero, PA-C  
Chris Cable, MD  
S. Kent Callahan, MD  
Christopher Canning, MD  
Robin Capwell, MD  
Mark Carlson, MD  
Dean Carr, MD  
Janet Carroll, MD  
Elizabeth Carter, MD  
Nancy Carter, MD  
David Caton, OD  
James Cefalu, MD  
Sanders Chai, MD  
Roger Chamusco, MD  
Michael Chang, MD  
Tien-Bao Chao, MD  
Emily Chao, DO  
Thomas Charles, PA-C  
David Charney, MD  
Katherine Chatham, PA-C  
Troy Chatwin, PA-C  
Eric Chen, MD  
Ty Chen, MD

Janet Chestnut, MD  
Ruth Childs, MD  
Curtiss Chin, MD  
Yun-Sun Choe, MD  
Tat Choi, MD  
Janet Chu, MD  
Lee Chu, MD  
Peter Chuang, MD  
Andrea Chun, MD  
Gakyung Chung, MD  
Grace Cinciripini, MD  
Terry Clark, OD  
Susan Coffin, MD  
Robert Colbert, MD  
Dan Conrad, MD  
Mark Cook, MD  
Lisa Corthell, MD  
Lee Coslow-Hutton, MD  
Derek Costa, MD  
Brian Crain, MD  
John Crocker, MD  
Sallie Dacey, MD  
Diane Dakin, MD  
Patricia Daly, OD  
Tobias Dang, MD  
Christopher Dattan, MD  
Cricket Davenport, MD  
Doug Davidson, MD  
Amado Daylo, MD  
Tatiana Deriugin, MD  
Barbara Detering, MD  
Chris Diehl, MD  
Jane Ann Dimer, MD  
Dick Dobyns, MD  
Wayne Dodge, MD  
Stacey Donion, MD  
Philip Dooley, MD  
Michael Dorney, MD  
Ted Doughten, MD  
Steven Dow, PA-C  
Ronald Doyen, PhD  
Lynda Driskell, CNM  
Joseph Duffy, MD  
Renee Dunaway, OD  
Steve Duncan, MD  
Larry Dunlap, PA-C  
Andrea Dunn, PA-C  
Andrew Dunn, MD  
John Dunn, MD  
Molli Dutra, OD  
James Edstam, MD  
Susan Egaas, MD  
Rick Eggers, PA-C

John Eggert, MD  
Ariel Ehrlich, MD  
Kenneth Elam, MD  
Dennis Elonka, MD  
Ruth Emerson, MD  
John Enyeart, PA-C  
Michael Erickson, PA-C  
Rick Eskenazi, PA-C  
Michael Evans, MD  
Sara Fahey, MD  
John Faith, MD  
Lisbeth Faulstich, OD  
Andrew Feld, MD  
Eric Feldman, MD  
Amihan Ferrer, MD  
Alan Fine, MD  
Bill Fine, OD  
Robert Flack, MD  
Stephanie Flagg, MD  
Paul Fletcher, MD  
Ron Fletcher, MD  
Paul Flugstad, MD  
Tracey Flum, MD  
Christine Fordyce, MD  
Robert Francis, MD  
Stuart Frank, OD  
Austen Freeda, MD  
Lynne Freeman, MD  
Lore Friend, MD  
Hervey Froehlich, MD  
Eric Froines, MD  
John Fure, MD  
Rich Gailey, PA-C  
Margaret Gaines, MD  
Michael Gannon, MD  
Cristopher Garlitz, MD  
Rachel Garton, MD  
Paul Gast, MD  
Jennifer Gastineau, CNM  
David Gauger, MD  
John Gayman, MD  
Jeffrey Gelgisser, MD  
Robert Gertler, MD  
Salma Gharib, MD  
Emily Ghilarducci, CNM  
Warren Gibbs, MD  
Tim Gilmore, MD  
Pamela Girres, MD  
Steven Glasner, MD  
Stacy Globerman, MD  
Alan Golston, MD  
Frank Goodman, MD  
Dharini Gopalan, MD



**OUTSTANDING  
CLINICIAN LEADER-  
SHIP AWARD** in honor  
of Jerome F. Beekman  
Amanda Lee, MD  
Consultative Internal  
Medicine, Everett  
Medical Center  
Joined Medical Staff  
in 2004



**CLINICAL  
EXCELLENCE AWARD**  
in honor of Ward C. Miles  
Diane Dakin, MD  
Family Medicine,  
Olympia Medical  
Center  
Joined Medical Staff  
in 1984



**SERVICE QUALITY  
AWARD** in honor  
of Jesse Mantel  
Barbara Schinzing,  
MD  
Family Medicine,  
Capitol Hill Family  
Health Center  
Joined Medical Staff  
in 1993

Patricia Gorai, MD  
Debra Gore, MD  
Michael Gorman, MD  
Ronald Graff, MD  
Janice Graham, MD  
John Graham, MD  
Rob Gramenz, DO  
Bev Green, MD  
Douglas Green, MD  
Nathan Green, MD  
Lisa Greenberg, CNM  
Nina Greenblatt, MD  
Steven Greene, MD  
James Greene, MD  
Jeffrey Grice, MD  
Basil Grieco, MD  
Birgit Grimlund, MD  
Lynn Gross, PA-C  
David Grossman, MD  
Bob Grumer, DO  
John Gustafson, OD  
Jan Hajnosz, OD  
Jeffrey Halpern, MD  
Matt Handley, MD  
Roger Hanson, MD  
Abid Haq, MD  
Ellen Hardin, MD  
Thomas Harnly, MD  
Amy Harper, MD  
Deb Harper, MD  
Scott Harriage, MD  
Chris Harris, MD  
David Harris, OD  
Sheryl Harris, MD  
Carol Hartley, MD  
Benjamin Haslund, MD  
Shukra Hassan, MD  
Mary Beth Hasselquist, MD  
Michael Hassur, OD  
Denise Hastings, MD  
Scott Haugen, MD  
Ky Haverkamp, PA-C  
Fred Heidrich, MD  
Kent Hein, OD  
Michelle Heng, MD  
Paul Herstein, MD  
Richard Hert, MD  
Philip Herzog, MD  
Alisa Hideg, MD  
Robert Highley, MD  
David Hillier, MD  
John Hoagland-Scher, MD  
Steven Hockeiser, MD  
Susan Hodgson, CNM  
Shane Hoffman, MD  
Steven Hokoda, OD  
Cynthia Holdren, MD  
Kim Holland, MD  
Gunnar Holmquist, MD  
Louis Holtzman, PA-C

David Honari, MD  
Jamshid Honari, MD  
Ming Hong, MD, MPH  
Kim Hoover, OD  
Scott Horvath, OD  
Robert Houk, PA-C  
Marc Houser, MD  
Rafi Hovsepian, MD  
Michael Howard, MD  
Raymond Hsia, MD  
Carol Hsiao, OD  
Richard Hsu, MD  
Xuewei Huang, MD  
Billy Huang, MD  
Megan Hubbard, MD  
Bill Huff, MD  
Geoffrey Hui, MD  
Sarah Hulsey, MD  
Lewis Humphreys, PhD  
Timothy Hunter, PA-C  
David Hunter, MD  
David Huntington, MD  
Linda Hurst, ARNP  
Peter Huzyk, MD  
Randy Ideker, PA-C  
Annie Iriye, MD  
Brian Ito, MD  
Lisa Jackson, MD  
Tamara Jackson, PA-C  
Eric Jaecks, MD  
Irene Japha, MD  
Dan Jensen, MD  
Denise Jensen, MD  
Amy Jermann, PA-C  
Timothy Jernberg, MD  
Cindy Johnson, PA-C  
Elsa Johnson, MD  
Maureen Johnson, MD  
Shannon Johnson, MD  
Sylvia Johnson, MD  
Adam Jonas, MD  
Marty Jones, MD  
Kathleen Jones, CNM  
Charles Jung, MD  
Yordanos Kahsay, MD  
Michael Karbowski, MD  
Bob Karl, MD  
John Kaschko, MD  
Frederick Kassab, MD  
Amado Katigbak, MD  
Evelyn Katigbak, MD  
Patricia Kato, MD  
David Kauff, MD  
Rachel Kaufman, MD  
Susan Kaufmann, MD  
Cathy Kawamoto, MD  
Susan Kearnes, PA-C  
Sofya Kefely, PA-C  
Georgie Kelley, PA-C  
Heather Kelly-Hedrick, MD

Nancy Kennedy, OD  
Jerry Kent, MD  
Donna Kentley, PA-C  
David Kersey, MD  
Jason Kettler, MD  
James Keyes, PhD  
John Kiernan, PhD  
Kyle Kim, MD  
Lynna Kim, OD  
Man Kim, MD  
Kelly King, MD  
Jacob Kirkman, MD  
Sarah Kirkpatrick, MD  
Alex Kistler, MD  
Tony Klaassen, MD  
Lawrence Klassen, MD  
Kathy Kline, PA-C  
Joe Knight, MD  
Doug Knopp, MD  
Brent Kooy, PA-C  
Marcia Kramer, PA-C  
Robin Krause, MD  
Marvin Krober, MD  
Al Krouse, MD  
Cynthia Kusiak, PA-C  
Kaye Kvam, PA-C  
George Lamb, MD  
Drew Lambert, MD  
Mary Jane Lambert, MD  
Melissa Lambertson, MD  
Don LaPlant, MD  
Bjorn Larsen, PA-C  
Rosanne Larsen, MD  
Sumi Lavin, MD  
Stephen Lavine, MD  
Johanne LeBlanc, MD  
Amanda Lee, MD  
B. Stephen Lee, MD  
Cara Beth Lee, MD  
Gabriel Lee, MD  
Michael Lee, MD  
Suji Lee, MD  
David LeFevre, OD  
Kathleen Leppig, MD  
Sara Lerner, MD  
Marty Levine, MD  
Sarah Levy, MD  
John Lewicki, PA-C  
Alison Lewis, MD  
David Lewis, MD  
Paul Lewis, MD  
Keith Leyden, MD  
Yi-David Li, OD  
Peter Lightbody, MD  
Andrew Lim, MD  
Wendy Lim, OD  
Elizabeth Lin, MD  
Ashley Lindell, MD  
Jeff Lindenbaum, MD  
Thomas Lindquist, MD

Peter Link, MD  
Rochelle Linscott, PA-C  
Thanuja Liyanarachchi, MD  
Janiese Loeken, MD  
Michael Logue, MD  
Donna Lohmann, MD  
Maxi Lohrengel-west, PA-C  
Mark Lonergan, OD  
Jon Lowe, PA-C  
Marc Lowe, MD  
Peter Lucas, MD  
Thomas Lueck, MD  
Donald Lum, MD  
Minh Luu, MD  
Richard Lyman, MD  
Jian Ma, MD  
Sandy Ma, MD  
Lindsay MacDougall, MD  
Dawn MacLennan, CNM  
James Macon, MD  
Priscilla Madsen, MD  
Karin Madwed, MD  
Michael Madwed, MD  
Ruby Malik, MD  
Ron Marshall, MD  
Larry Marx, MD  
Susan Masonis, MD  
Lance Matsuda, OD  
Shamsa Mawjee, MD  
Michael Maxin, MD  
Mary Maxwell-Young, MD  
Alan Mayer, MD  
Scott McAfee, MD  
Carol McCandless, MD  
Lori McClintock, CNM  
Karen McConnell, CNM  
David McCulloch, MD  
Sean McElhaney, MD  
Jeffrey McFeely, OD  
Ann McKee, MD  
Michael McManus, MD  
William McQuinn, MD  
David Mehlum, MD  
Richard Meltzer, MD  
Ron Merchant, MD  
John Mercier, MD  
John Merslich, OD  
Richard Mesher, MD  
Rommel Mesola, MD  
Timothy Meyer, MD  
Brian Miller, MD  
David Miller, MD  
James Miller, Jr., MD  
Zach Miller, MD  
Sarah Minor, PhD  
Randy Moeller, MD  
David Moershel, MD  
Robin Moore, PA-C  
Marc Mora, MD  
Genevieve Moran, MD



**OUTSTANDING NON-  
PHYSICIAN AWARD**

in honor of Steven  
Turnipseed  
Linda Radka, ARNP  
Family Medicine,  
Silverdale Medical  
Center  
Joined Medical Staff  
in 1993



**INNOVATION/  
RESEARCH AWARD**

in honor of Don Miller  
Robert Reid, MD  
Associate Medical  
Director, Translational  
Research  
Joined Medical Staff  
in 2003



**INNOVATION/  
RESEARCH AWARD**

in honor of Don Miller  
Elizabeth Lin, MD  
Family Medicine  
Joined Medical Staff  
in 1979



**TEACHING  
EXCELLENCE AWARD**  
David Kauff, MD  
Family Medicine,  
Downtown Medical  
Center, Medical  
Director for Practice  
Leadership Development  
Joined Medical Staff  
in 2005



**TEACHING  
EXCELLENCE AWARD**  
Art Resnick, MD  
Cardiology, Capitol  
Hill Campus  
Joined Medical Staff  
in 1984



**PRESIDENT'S AWARD**  
Olga Mantilla  
Human Resources  
Consultant  
Joined Medical Staff  
in 2004

Joseph Morris, MD  
Pamela Mouser, MD  
Kathleen Mraz, PA-C  
Jan Mueller, MD  
Jerome Mueller, MD  
James Murphy, Jr., MD  
Lisa Murphy, MD  
Tolani Mwatha MD  
Carl Myers, Jr MD  
Dan Myhre PA-C  
Kenneth Namkung, MD  
Kim Ness, PA-C  
Rolf Nesse, MD  
Michael Nevins, MD  
Courtney Nevitt, MD  
L. Raymond Newcombe, Jr, MD  
Harvey Niebulski, MD  
Judith Nielsen, MD  
Leroy Nill, MD  
Tim Nivala, OD  
Clarisse Noel, MD  
Rob Nohle, MD  
Kumiko Nomoto, MD  
Asher Nov, MD  
Kristen Nygaard, PA-C  
Sarah Nyland, MD  
Eugene Ocampo, MD  
Esther O'Connor, MD  
Gigli Oh, MD  
Hyung Oh, MD  
Michelle Oh, MD  
Stephen Olsen, MD  
James Olson, MD  
Chris O'Neill, PA-C  
Rachel Opel, MD  
Ina Oppliger, MD  
John Osgood, MD  
Robert Ostericher, MD  
Larry Otwell, OD  
Robin Ozerkis, CNM  
Mamatha Palanati, MD  
Ajitha Palukuru, MD  
Anshul Pandhi, MD  
Jenny Pang, MD  
James Parker, MD  
Raymond Parker, PhD  
Phil Paros, OD  
Pallavi Patel, MD  
Diane Patnode, MD  
P Z Pearce, MD  
Holly Peng, MD  
Don Petersen, OD  
John Peterson, MD  
Robert Piston, MD  
Christine Pizzute, MD  
Janet Ploss, MD  
Benjamin Podemski, MD  
Vladislav Polyakov, MD  
Gilbert Ponce, PA-C

Brad Pope, MD  
Tony Posch, MD  
Don Potter, MD  
Ron Powell, PhD  
Matthew Quick, MD  
Michael Quirk, PhD  
Linda Radka, ARNP  
James Ralston, MD  
Don Rappe, MD  
Tom Reagan, MD  
Brian Reeh, OD  
Gary Reeves, MD  
Rob Reid, MD  
Gregory Remien, PA-C  
David Remis, MD  
Rich Renner, MD  
Gordon Rennie, MD  
Art Resnick, MD  
Franklin Retherford, MD  
Jonathan Rhim, MD  
Dorothy Rhoades, MD  
Yolanda Richardson, MD  
Kim Riddell, MD  
Robert Riggs, MD  
Kenneth Rinehart, ARNP  
Tim Ritchey, MD  
Monte Ritter, PA-C  
Dean Roehl, MD  
Mike Rogoza, MD  
Josh Rohr, PA-C  
Barbara Romero, PA-C  
Daniel Root, MD  
John Roper, MD  
Sheldon Rosen, MD  
Michael Rosenbloom, PA-C  
Jill Rosenthal, MD  
Murray Rouse, DO  
John Rowland, MD  
Sim Rubenstein, MD  
Sarah Rudnick, MD  
Cristina R Zappoli Ryser, PA-C  
Clarice Sackett, MD  
Susan Salo, MD  
Daniel Salyer, MD  
Diptendu Samanta, MD  
Rob Sandblom, MD  
Kurt Sandine, MD  
Julie Sands, MD  
Charlotte Saxby, MD  
Bill Sayres, Jr, MD  
Tim Scearce, MD  
Thomas Schaaf, MD  
Daniel Schaffer, MD  
Jonathan Scheffer, MD  
Steven Schiffelbein, OD  
Mariah Schimpf, MD  
Barbara Schinzingler, MD  
Christopher Schmitt, MD  
Steven Schneider, MD

Eric Schoen, MD  
Timothy Scholes, MD  
Rosemary Schreoter, MD  
Frank Schumann, MD  
Karen Schwartzbauer, MD  
Seth Scott, MD  
Travis Sears, PA-C  
Eric Seaver, MD  
Michael Secrest, OD  
Sally Sekijima, MD  
M. Timothy Seppa, MD  
Lindsey Sewell, OD  
Robert Sexton, MD  
William Shaul, MD  
Uma Shenoy MD  
John Shepard, PA-C  
Rick Shephard, MD  
Kyle Shephard, MD  
Paul Sherman, MD  
Linda Shewey, CNM  
Robert Shim, MD  
Marian Shinobu, MD  
Andy Shors, MD  
Steven Short, MD  
Harry Shriver, MD  
Gail Shuler, MD  
Michael Sikora, MD  
Noah Silver, MD  
Stephen Sim, MD  
Greg Simon, PA-C  
Divya Singh, MD  
Mark Sinkey, MD  
Arnold Skolnik, OD  
Paul Skrei, MD  
Wayne Sladek, MD  
Les Sloan, PA-C  
Allison Smith, MD  
Britt Smith, MD  
Bruce C. Smith, MD  
Bruce Smith, MD  
D. Scott Smith, MD  
David Smith, MD  
Kendra Smith, MD  
Lenny Smith, PA-C  
Nan Smith, MD  
Paula Smith, MD  
Shauna Smith, MD  
Stephen Smith, MD  
Steven Smith, MD  
Mark Snyder, PA-C  
Richard Snyder, MD  
Michael Soman, MD  
John Sparks, MD  
Mark Spee, MD  
Margurite Staab, PA-C  
Mary Stanton-Anderson, MD  
Brad Steinfeld, PhD  
Bryn Stevens, MD  
James Stewart, PA-C

Thomas Stoll, MD  
Jennifer Stone, PA-C  
Susan Storck, MD  
Errett Story, MD  
Scott Strongin, MD  
Paula Stuart, MD  
Susana Su, MD  
William Su, MD  
Ginny Sugimoto, MD  
Mark Sugimoto, MD  
Jeffrey Sullivan, MD  
Sandra Sultan, MD  
Ann-Kristin Sundell, MD  
Izabella Surenyants, PA-C  
Marlene Susumi, OD  
Jana Swett, CNM  
Julianne Swift, CNM  
Virginia Sybert, MD  
Tim Symonds, MD  
Melissa Szocik, PA-C  
Steve Tanaka, MD  
Richard Tanaka, MD  
Hank Tanz, MD  
Steve Tarnoff, MD  
Sue Taylor, MD  
Paula Terhaar, MD  
Regina Terranova, MD  
Tihut Teshome, PA-C  
Tu Thai, MD  
Darrow Thom, MD  
Kathleen Thomas, PA-C  
Sanju Thomman, MD  
Lester Thompson, MD  
Robert Thompson, MD  
Sara Thompson, MD  
Gayle Thuot, MD  
Barbara Tochiura, OD  
Paula Togawa, PA-C  
James Tomich, MD  
William Toth, MD  
Michael Toubbeh, MD  
Kevin Touney, MD  
Thomas Townsend, PA-C  
Duong Tran, PA-C  
Claire Trescott, MD  
Kris Trimis, MD  
Nhumei Tropp, PA-C  
Al Truscott, MD  
Albert Tsien, MD  
Dmitry Tsimberov, MD  
Thomas Tubbesing, MD  
Loren Tubbs, MD  
Gunjan Tykodi, MD  
Peter Van Wagenen, MD  
John Vandergrift, MD  
Isaac Varon, OD  
Greg Vaughan, MD  
Carlos Vigil, PA-C  
Thomas Vimont, MD



**OUTSTANDING  
COMMUNITY SERVICE  
AWARD**

Dan Baldini, MD  
Anesthesiology, Bellevue Medical Center  
Joined Medical Staff in 1980



**OUTSTANDING  
COMMUNITY SERVICE  
AWARD**

Christine Fordyce, MD  
Family Medicine, Northgate Medical Center  
Joined Medical Staff in 1985



**OUTSTANDING  
COMMUNITY SERVICE  
AWARD**

Cindy Johnson, PA-C  
Family Medicine, Northgate Medical Center  
Joined Medical Staff in 1983

Kristen Vittone, PA-C  
Kim Waarvick, MD  
Neil Waddington, MD  
Barbara Walker, MD  
Janet Walker, MD  
Steven Walker, MD  
Robert Wallach, MD  
Jean Walsh, MD  
John Walter, MD  
Mike Wanderer, MD  
Bennet Wang, MD  
Susan Warwick, MD  
Richard Watkins, MD  
Alan Wegermann, MD  
Randy Weiler, PA-C  
Glen Weller, MD  
Adrianne Wesol, MD  
Jennifer Westmoreland, MD  
Thomas Whang, MD  
Young Whang, MD  
Joseph Whatley, MD  
Bruce Wheeler, MD  
Jane Whetzel, PA-C  
Almut White, MD  
Donna White, MD  
Jeffrey White, MD  
Timothy Whiteley, MD  
Ginger Williams, PA-C  
Jennifer Williams, MD  
Bruce Wilson, MD  
John Winther, MD  
Merrell Wiseman, MD  
Connie Wohrle, PA-C  
Mark Wolf, MD  
Jason Wong, MD  
Jon Wongsurawat, MD  
Wende Wood, MD  
Alan Wood, MD  
Al Wright, MD  
Rhinee Yeung, MD  
Im Yi, MD  
Tom Ylvisaker, MD  
Catherine Yoo, MD  
Bill Young, PA-C  
Les Youngblood, PA-C  
Ryan Yuan, MD  
Ellen Yuncastro, OD  
Donald Zatochill, MD  
Ilan Zawadzki, MD  
Lawrence Zeidman, MD  
Yuan Zhang, MD  
Louis Zibelli, MD  
Jerome Zink, MD  
Kenneth Zirinsky, MD

Karen Ackerman, MD  
Sean Adelman, MD  
Rosemary Agostini, MD  
Bridget Albright, PA-C  
Beverley Allen, MD  
Richard Anderson, OD  
Alex Angeles, PA-C  
Monica Anselmetti, MD  
Jamie Antoine, MD  
Candy Arias-Ceja, OD  
David Arterburn, MD  
Patricia Auerbach, MD  
Molly Baggett, MD  
Bonnie Baker, MD  
Lisa Baker, DO  
Tatyana Bakhtinova, PA-C  
Andrea Barnes, MD  
Andrew Batchelder, MD  
David Baughan, MD  
Douglas Bell, DO  
Gina Bell, MD  
Jeremia Bernhardt, MD  
Nipali Bharani, MD  
Neeta Bhogal, MD  
Marni Bonnini, MD  
Mychelle Bowers, PA-C  
Alena Boyd, PA-C  
Ann Branchaud, MD  
Kim Brandt, MD  
George Brennan, MD  
Stephanie Breunig, PA-C  
Brenda Bruns, MD  
Helen Burbank-Schmitt, MD  
Hannah Burdge, DO  
Jason Burns, DO  
Robert Butler, MD  
Thomas Byrne, MD  
Andrew Cahn, PA-C  
Ryan Caldeiro, MD  
Hieu Campus, MD  
David Castle, PA-C  
Wellesley Chapman, MD  
Lynn Chapman, MD  
Christina Chen, MD  
Eric Chesley, DO  
Frederic Chi, MD  
Ru-Chen Chi, MD  
Jean Chin, MD  
Jaron Christianson, MD  
Alison Chromy, PA-C  
Maha Coles, MD  
Kris Colletto, MD  
Kristin Conn, MD  
Darcy Constans, MD  
Jon Converse, OD  
Christopher Coppeans, MD  
C. James Corral, MD  
Christopher Covert-Bowlds, MD  
Kathleen Cozza, PA-C

Laura Crabill, PA-C  
Blain Crandell, MD  
Timothy Cristman, PA-C  
Emalee Danforth, CNM  
Hung Dang, MD  
Robyn Davies, MD  
Bonnie Davis, MD  
Joseph Davis, MD  
Kevin Dehart, DO  
Jenny DelCampo, MD  
David Dempster, MD  
Mark Doane, MD  
Bruce Douglas, PA-C  
Diane Dozois, MD  
Sascha Dublin, MD  
Staci Dumas, PA-C  
Noelle Egge, PA-C  
Gayle Ely, MD  
Nancy Encke, PA-C  
Anne Eng, OD  
Tallat Fahim, MD  
Ted Fahy, MD  
Gloria Fann, MD  
Lilia Fannin, MD  
Matthew Fei, MD  
Philip Feliciano, MD  
Douglas Felts, MD  
Kyle Ferguson, PhD  
Debra Fetherston, MD  
William Fike, MD  
Mark Flanagan, MD  
Susan Friesen, MD  
Annelise Gaaserud, MD  
Vishal Gala, MD  
Sandi Gerling, CNM  
Amarbir Gill, MD  
George Gleva, MD  
Melissa Glick, PA-C  
Peggy Goldman, MD  
Brad Goldworm, PA-C  
Paul Gott, MD  
Andrea Grace, MD  
Roger Grayson, PA-C  
Nalini Gupta, MD  
Daniel Guralnick, MD  
Maria Gutierrez-Yach, MD  
Wendy Haas, MD  
Katrina Hanna, CNM  
Cora Hannon, MD  
Scott Hansen, MD  
Byron Hanson, MD  
James Hardy, PA-C  
Michelle Heath, MD  
Ronald Hebard, MD  
Jeffrey Hellman, PA-C  
Sarah Hipps, MD  
Joyce Hogan, PA-C  
David Hogness, MD  
Barbara Holloway, PA-C

Jennifer Hoock, MD  
Tara Hook, PA-C  
Annette Yi Huang, MD  
Robertta Huang, MD  
Lynn Hughes, DO  
Elizabeth Hughes, MD  
Michelle Hunter, PA-C  
Gelea Ice, OD  
Rumi Iqbal, MD  
Craig Iriye, MD  
Scott Isenhath, MD  
Christopher Jack, MD  
Elisabeth Jacobs, MD  
Charlene Jalovi, PA-C  
Marie Johantgen, MD  
Forrester Johnson, MD  
Judith Johnson, MD  
Carey Julian, MD  
Dieter Kaizer, PA-C  
Mahmood Kakar, PA-C  
Nicholas Kaley, PA-C  
Douglas Kalunian, MD  
Elizabeth Kang, MD  
Jeremy Kassebaum, MD  
Eyal Kedar, MD  
Jessica Kehoe, MD  
Alan Kelley, MD  
Ian Kenning, MD  
Peggy Kibbel, CNM  
Sony Kilgore, MD  
Albert Kim, MD  
Kevin Kolostyak, MD  
Callan Kosnik, PA-C  
Jonathan Kryman, MD  
Aya Kuribayashi, MD  
Jeffrey Landers, MD  
Marius Laumans, MD  
Tommy Le, DO  
Chong Lee, MD  
Kenneth Lee, PA-C  
Kyung Min Lee, MD  
Ling Lee, MD  
Mary Lehtinen, MD  
Jessica Leung, MD  
JC Leveque, MD  
John Lewis, MD  
Heather Linder, MD  
Thomas Lindquist, MD  
Susan Links, MD  
Daniel Lipson, PA-C  
Cesar Lirio, MD  
David Liu, MD  
Yan Liu, MD  
Elizabeth Loggers, MD  
Dahlia Luke, MD  
Vinh Luu, MD  
Timothy MacCurdy, PA-C  
Brad MacKinnon, MD  
Alan Maddox, MD

**ASSOCIATES**

Joonis Abdulkhader, MD  
Sumam Abraham, MD

Sarita Mahtani, MD  
 Michael Mandzuik, MD  
 Kristina Manion, DO  
 Randall Mapes, MD  
 Thejana Marasinghe, MD  
 Robert Margraf, MD  
 Charles Mayer, MD  
 Kelly McBroom, CNM  
 Julie McCormick, DO  
 Cynthia McNabb, MD  
 Khushboo Mehta, MD  
 Lupe Mesina, MD  
 Lorette Meske, MD  
 Jennifer Meyer, MD  
 Maria Michas, MD  
 Sheryl Militar, MD  
 Donald Milligan, MD  
 Joseph Minore, MD  
 Donna Moore, MD  
 Leo Morales, MD  
 Carl Morris, MD  
 Gabrielle Morris, MD  
 Geunther Muens, MD  
 Elizabeth Nega, MD  
 Jeffrey Newman, MD  
 Christine Nguyen, DO  
 Chuong Nguyen, MD  
 Natalia Nisevich-Lurie, MD  
 Shenton Oh, MD  
 Gwendolyn O'Keefe

Stephen Olivar, MD  
 Kimberly Painter, MD  
 Jeremy Palmer, PA-C  
 Valentine Paredes, MD  
 Esther Park, MD  
 Kwang-Hie Park, MD  
 Lyudmila Petruk, MD  
 Debra Phelps, CNM  
 Sarah Philp, MD  
 Teresa Pliskowski, MD  
 Maya Porrino, MD  
 Michael Puruckherr, MD  
 Gerard Rebagliati, MD  
 Gayatri Reddy, MD  
 Megan Reitz, MD  
 Rebecca Jo Renn, MD  
 Andrew Richter, MD  
 Jackie Riddick, MD  
 Shannon Ries, PA-C  
 Benjamin Riter, MD  
 Deandra Rivera, MD  
 Kirsten Robinson, MD  
 Rosa Rodriguez, OD  
 Laurie Rogers, PA-C  
 Judy Rose, MD  
 Peter Rowinsky, MD  
 Nicole Saint Clair, MD  
 Sarah Salemy, MD  
 Sanela Samardzic, PA-C  
 Anitha Sampathkumar, MD

Christine Schlenker, MD  
 Grant Scull, MD  
 Michelle Seelig, MD  
 Rajiv Sethi, MD  
 Daniel Shepherd-Banigan, MD  
 Nawang Sherpa, MD  
 Vanathi Siddaiah, MD  
 Andrew Sinfuego, MD  
 Wendy Siu, MD  
 David Slack, MD  
 Julia Sokoloff, MD  
 Angela Sparks, MD  
 Shannon Staples, MD  
 Harold Stewart, MD  
 Sean Stitham, MD  
 Gerald Strode, PA-C  
 Megan Strowd, PA-C  
 Amanda Sun, MD  
 Lavanya Sundararajan, MD  
 Dengda Tang, MD  
 Meldy Taswin, MD  
 Edward Tay, MD  
 Elizabeth Tenpenny, MD  
 Chris Thayer, MD  
 Ali Thomas, MD  
 Alex Thompson, MD  
 Chris Thompson, MD  
 Paul Thottingal, MD  
 Natalia Tishkevich, MD  
 Robert Tomford, MD

Candice Tong, PA-C  
 Rebecca Townsend, MD  
 Hana Trnka, PA-C  
 Michelle Trowbridge, MD  
 Lawrence Tsai, MD  
 Eric Tubbs, MD  
 Nicki Ullery, CNM  
 Michael Vaughan, MD  
 Felecia Waddleton-Willis, DO  
 Kellyann Walsh, PA-C  
 Natalya Warner, MD  
 Jacob Weidert, PA-C  
 Alexis Weil, MD  
 Kathy Weltzin, PA-C  
 Joelene Werden, DO  
 Cicely White, MD  
 Cynthia White, MD  
 Neil Wiegand, PA-C  
 Mary Wierusz, MD  
 Amy Wilkerson, MD  
 Lisa Williams, MD  
 Elizabeth Wood, PA-C  
 Ronald Yeh, MD  
 Xing Jim Yi, MD  
 Vee Yoong, PA-C  
 Faiza Zafar, DO  
 Lee-Ching Zhu, MD  
 Debra Zimmerman, MD  
 Richard Zimmerman, MD

## Board of Directors

*Board members are practicing physicians, elected by medical group shareholders. They are committed to making Group Health the best place to give care and the best place to get care.*

### PAUL FLUGSTAD, MD

*Board Chair*

### STEPHEN DUNCAN, MD

*At-Large Representative*

### ROBERT KARL, MD

*Vice Chair; At-Large Representative, Consultative Care South*

### ERIC FROINES, MD

*At-Large Representative, Consultative Care North*

### MICHAEL SOMAN, MD

*GHP President and Chief Medical Executive*

### DAVID O. MILLER, MD

*At-Large Representative, Primary Care South*

### JILL ALLEN, MD

*At-Large Representative, Primary Care*

### ZACHARY I. MILLER, MD

*At-Large Representative, Consultative Care*

### BARBARA DETERING, MD

*At-Large Representative, Primary Care North*

### ROBERT RIGGS, MD

*At-Large Representative, East*



**LIFETIME AWARD**  
Joe Berkson, MD  
 Family Medicine,  
 Bellevue Medical  
 Center  
 Joined Medical Staff  
 in 1976



**TEAM EXCELLENCE AWARD**  
Group Health Radiology Service Line



**LIFETIME AWARD**  
Lester Thompson, MD  
 Urology, Capitol Hill  
 Medical Center  
 Joined Medical Staff  
 in 1975

Group Health Physicians is among the largest and most honored medical groups in the United States. Our 1,300 doctors and clinicians practice in 26 Group Health Medical Centers locations in Washington and north Idaho, including more than 350 specialists working in 26 specialties. Our surgeons and hospitalists serve as medical staff at major Washington hospitals. Group Health Physicians contracts with Group Health Cooperative to provide care to nearly 400,000 Group Health members. They also arrange and oversee care for more than 200,000 patients in Group Health Cooperative's health plan networks of individual providers and clinics.

