

2007 CECIL CUTTING LEADERSHIP AWARD
Transforming American Healthcare

Cecil Cutting, MD was one of the seven founding physicians of TPMG and served as the Medical Group's first Executive Director from 1957-1976.



With foresight and tenacity, Dr. Cutting was instrumental in overseeing the growth of the Kaiser Permanente Medical Care Program at the conclusion of World War II, when Kaiser Permanente first opened its doors to the public as a commercial health plan. Under his leadership, the Kaiser Research Institute (predecessor to the Division of Research) was founded, intern and residency training programs were established, and KP became a pioneer in exploring the power of computing in medicine.

Dr. Cutting emphasized the importance of day-to-day leadership and management, and in particular the importance of the role of the Chief. He wrote, "...in my opinion the Chief of Service is key to our success as a medical program. It is a most difficult role, balancing the needs of physicians, patients, departments, and the organization. Success will depend on the Chief's ability to develop meaningful relationships of mutual respect, and physicians' willingness and ability to work together." The Cecil Cutting Leadership Award recognizes the achievements of physicians who have distinguished themselves as leaders in TPMG.



NOMAN ABSAR, MD

Assistant Physician-in-Chief
Director, Intensive Care Unit
Vallejo Medical Center

If leaders who are committed to excellence are worth their weight in gold, then Kaiser Permanente's Vallejo hospital has a priceless asset in Noman Absar, MD.

As Assistant Physician-in-Chief for Hospital Operations and Medical Director of the Intensive Care Unit, Dr. Absar has played a critical role in maintaining the clinical quality and smooth operations of the hospital since 2004.

On his daily leadership rounds in the hospital, he inspires teamwork among the physicians and staff. His proactive approach has led to improvements in all aspects of care, from patient safety and satisfaction to patient flow. He takes it upon himself to solve complex social and medical problems that affect individual patients, and he responds to phone calls 24/7 to keep things running efficiently.

“Brings a dynamic and dedicated presence to the Vallejo medical center”

Dr. Absar is equally dedicated to repatriating members who are taken to non-Kaiser Permanente emergency rooms and hospitals. Although Vallejo runs an extremely high census, Dr. Absar is able to find beds for patients at all hours of the day and night. The hospital has had a stellar record of repatriations several years in a row.

Dr. Absar's superb leadership helps Vallejo's quality scores increase year after year and keeps the hospital on track for continued excellence.

Emergency services in the Greater Southern Alameda Area have seen remarkable growth in size, scope, and quality under the skilled and dedicated leadership of Drew Baker, MD.

During his two decades as Chief of Emergency Services, Dr. Baker has been instrumental in making services much more accessible to members in the GSAA, in large part by expanding the department from 16 to 36 physicians.

The challenge of recruiting so many new physicians cannot be overstated, and without exception, Dr. Baker is ideally suited to the task. This “recruiter extraordinaire” attracts some of the country’s most talented emergency physicians, largely on the basis of his enthusiasm for the organization and his ability to communicate the advantages of working within Kaiser Permanente’s integrated health care system.

“Has made a lasting contribution to emergency medicine in the GSAA”

Dr. Baker’s insight and remarkable sense of humor are major reasons why the best and brightest are drawn to his department. He is extremely supportive of staff and patients in what is often an emotionally charged environment, and he provides ample opportunities for physicians to take on administrative roles in addition to their clinical duties.

Dr. Baker’s supportive leadership has helped make TPMG the employer of choice for physicians and Kaiser Permanente the health plan of choice for thousands of people in the GSAA service area.



DREW BAKER, MD

Chief of Emergency Services

Greater Southern Alameda Area

The stellar performance of Richmond's Pediatrics Department rests firmly on the shoulders of one man: Mel Burman, MD, Chief of Pediatrics.

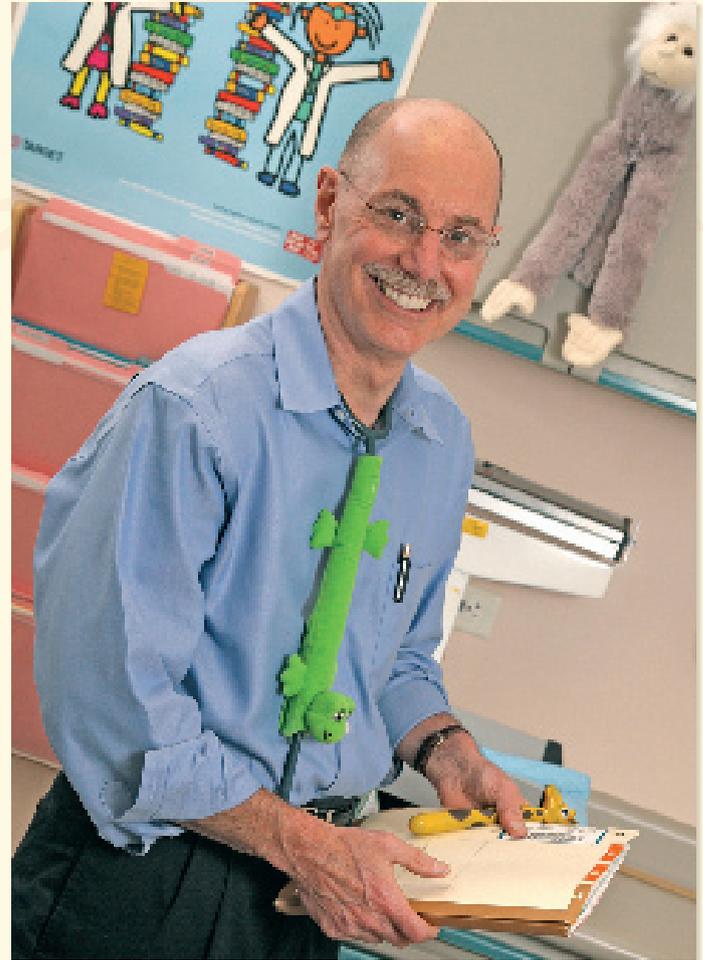
A visible and vital presence throughout the medical center, Dr. Burman demonstrates through his own outstanding clinical performance the kind of care and service he expects from others. He is an exceptional role model, treating each patient with such a winning combination of humor, warmth, and clinical expertise that his average MPS rating for the last five years is the highest in the medical center.

His willingness to mentor, listen, and encourage his colleagues attracts the very best physicians to his team and inspires them to be top performers in regional ratings of quality, efficiency, and professional satisfaction.

“Leads by modeling rather than directing behavior”

Dr. Burman defines what it means to be a great chief: he is generous, inclusive, and empowers others to take leadership roles both inside the department and out. Recognizing his physicians' individual strengths, he guides them with encouragement, support, and wise delegation. This serves to strengthen the department today, and to help develop those who will lead it tomorrow.

Dr. Burman has created a culture in his department that will endure through future generations of physicians.

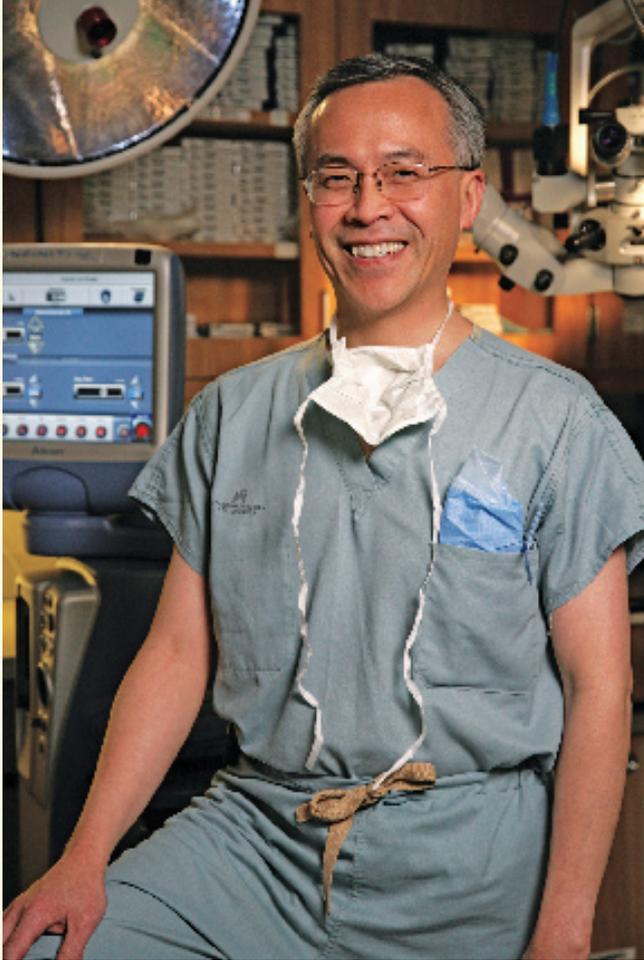


MEL BURMAN, MD

Chief of Pediatrics

East Bay Area

William Jerry Chang, MD, is an ophthalmologist with 20/20 vision for success.



WILLIAM JERRY CHANG, MD

Chief of Ophthalmology
Redwood City Medical Center

Dr. Chang's skill as an eye surgeon is admired by colleagues throughout TPMG, who routinely refer their most challenging cases to him. Since he became Chief of Ophthalmology at Redwood City in 1998, his department has garnered numerous acknowledgements for meeting quality, access, and budgetary goals and has been a top performer in patient satisfaction for the past 21 consecutive quarters.

“Keenly focused to provide the best eye care possible now and into the future”

He helped create numerous best practices that have become standard protocols program-wide. He has influenced the way cataract surgery is performed at Kaiser Permanente by teaching ophthalmologists how to use new materials, technology, and surgical techniques and by enhancing operating room efficiencies.

Always thinking proactively and with KP members in mind, Dr. Chang helped develop Northern California's Laser Vision Correction Services, making refractive/laser surgery available in the region.

Currently, as Chair of the Regional Eye Care Technology Committee, he helps evaluate and obtain the highest quality equipment at the best prices. He also serves as the business sponsor for Northern California's Eye Care PACS System, which will integrate digital ophthalmic images into KP HealthConnect.

Good leaders can save the day; outstanding leaders like Doug Chartier, MD, can save an entire department.



DOUG CHARTIER, MD

Chief of Medicine

Associate Physician-in-Chief

East Bay Area

Dr. Chartier became Oakland's Chief of Medicine at a time when there was a serious need to recruit a significant number of primary care physicians. Fortunately, Dr. Chartier had the leadership and people skills to bring excellent physicians on board and to keep the newly formed department humming.

Today, he heads a department of more than 200 physicians, and he seems to find personal time for each one. He makes it a point to welcome new physicians into The Permanente Medical Group family and to mentor them throughout their careers. He keeps close tabs on his colleagues' aspirations and helps them reach their goals, whether in the area of clinical work, teaching, or administration.

"Takes an active role to help physicians thrive in their careers"

Dr. Chartier has created a department where compassion and collaboration flourish. He is especially supportive of physicians with young children or family issues, going out of his way to help them get through difficult personal times or a tough workday.

Under his leadership, physician retention is incredibly stable. Meanwhile, Dr. Chartier continues to roam the halls to make sure his physicians are thriving.

Ryan Cox, MD, is the first and only Chief of South Sacramento's General Surgery Department, and that suits everyone just fine.

Dr. Cox came to TPMG in 1984, before the hospital was even built, and has had a significant impact on surgical services ever since. A pioneer of innovative surgical treatments, Dr. Cox brought numerous cutting edge technologies to the hospital, including sentinel lymph node biopsy techniques and advanced laparoscopic surgery. He also initiated an endovascular surgical capability, which is available to members throughout the region.

His innovative strategies for surgical scheduling and staffing have helped his department achieve outstanding results in access, service, and cost-effectiveness. The operating room consistently leads the region in quality and member satisfaction ratings and has become a model for other surgery departments.

Dr. Cox built his department from two to ten general surgeons and sub-specialists. Thanks to his warm, open, and inclusive leadership style, no one he has hired has ever left.

With the next generation of surgeons in mind, Dr. Cox has established a strong training program for residents and fellows from the University of California, Davis, and has no problem recruiting the best to join his department.



RYAN COX, MD

Chief of General Surgery

Director of Surgical Services

South Sacramento Medical Center

“Transformed South Sacramento’s operating room into a model for all of Kaiser Permanente”

The best leaders are unafraid to make a change when a different path promises better results. Assistant Physician-in-Chief Diane Craig, MD, has that kind of courage.

In 1994, Dr. Craig became interested in the emerging concept of using hospital-based specialists, particularly as a way to improve quality and patient satisfaction.

“A driving force in developing the concept of hospital-based specialists”

With a remarkable blend of communication and diplomatic skills, she helped overcome myriad challenges in order to implement this revolutionary change in practice – in which inpatients are cared for by hospitalists, rather than by their primary care physicians. Her success in 1996 with this program led to Santa Clara becoming one of the country’s first major medical centers to use hospital-based specialists.

Dr. Craig’s groundbreaking work in Northern California attracted widespread admiration and an invitation to work on a national level to help forge the founding principles of hospital medicine. She also initiated major efforts to enhance inpatient safety, especially to improve processes related to medication administration. She helped change our culture by encouraging people to report medication errors and near misses, while providing the infrastructure needed to respond to such reporting.

Dr. Craig’s many innovations have been incredibly challenging, yet have always put us on the path to doing the right thing.



DIANE CRAIG, MD

Assistant Physician-in-Chief
Santa Clara Medical Center



LAWRENCE DENNEN, MD

Associate Physician-in-Chief
Chair of the Chiefs of Surgery
Greater Southern Alameda Area

Lawrence Dennen, MD, is highly regarded as one of the founding physicians of the contemporary Hayward and Fremont Medical Centers.

A year after joining TPMG at Hayward in 1992, Dr. Dennen transferred to Fremont as Chief of Surgery, where he quickly implemented metrics for access and operating room scheduling. His decisive steps to enhance care and service yielded a significant improvement in departmental morale and overall performance.

“Embodies and models key elements of effective leadership”

But his leadership and contributions extend beyond the surgical suite.

In 2001, he was named an Assistant Physician-in-Chief for the Greater Southern Alameda Area where he co-led the effort to certify and open the Fremont Hospital and Fremont’s Ambulatory Surgery Unit. He was selected as Associate Physician-in-Chief in 2005 and is currently physician co-lead for both the Hayward Hospital Replacement and Fremont Expansion projects.

His desire to improve care in all areas sparked his interest in serving on numerous committees in the past, including the Critical Care Committee, the Adult Primary Care Implementation Team, the Mammogram Outreach Project, and the Breast Cancer Task Force.

Dr. Dennen has had a profound impact on the scope and quality of services in the GSAA. And, while maintaining an active bariatric surgery practice, he continues to provide regional leadership as the Chair of the Chiefs of Surgery.



ANNETTE FINKEL, MD

Former Chief of Pediatrics
Former Assistant Physician-in-Chief
South San Francisco Medical Center

Annette Finkel, MD, has left an indelible mark on quality of care, the practice of collaboration, and communication at South San Francisco.

During Dr. Finkel's tenure as Chief of Pediatrics, the medical center became a regional leader in childhood immunization rates and a site for vaccine research. As Assistant Physician-in-Chief, she spearheaded the first initiatives to link each member with a primary care physician and also worked to improve access in departments throughout the medical center.

As the APIC for Physician Human Resources, she organized orientation programs for new physicians, with a special emphasis on the opportunities for career development within the organization. Her support of Chiefs of Service encouraged collaboration and collegiality among departments.

"Always mindful of what is best for the patient"

While serving as the APIC for Risk, Dr. Finkel led various efforts to satisfy regulations requiring adverse outcomes be openly disclosed to patients and families. She helped educate physicians on how to conduct these delicate conversations and also formed a situation management team, which was available around-the-clock to work with physicians, patients, and families to set things right again.

Dr. Finkel also helped South San Francisco develop a system for medication reconciliation, making the medical center a regional leader in this major initiative to improve patient safety. She continues her pediatric practice and, as Senior Consultant, offers guidance and encouragement to those assuming leadership roles.



CAL GORDON, MD

Assistant Physician-in-Chief
San Jose Medical Center

When Cal Gordon, MD, zeroes in on a problem, it's as good as solved. During his tenure as Assistant Physician-in-Chief at San Jose, he has taken the lead on numerous projects, which have had widespread impact on access and service.

In the early 1990s, Dr. Gordon led the way in defining a vision and strategy for a Call Center to provide members with easier access to their primary care physicians. He then spearheaded the development of Northern California's three Regional Appointment and Advice Call Centers, which have been key drivers of the continued rise in member satisfaction.

"Champions many initiatives of enduring value"

Autism is another issue Dr. Gordon took on with great results. Alarmed by the growing incidence of autism, he sponsored the Autism Spectrum Disorder Center at San Jose. Today, the Center's groundbreaking work in diagnosis and treatment is nationally recognized and has served as the model for a similar center in Rancho Cordova; a center in San Francisco is scheduled to open in 2008.

He took the lead yet again in sponsoring a tertiary Sleep Medicine Center to serve patients with especially complicated sleep problems, who had previously been referred outside the Kaiser Permanente system.

Dr. Gordon represents the very best in Permanente leadership as an exemplary clinician and administrator.



JAMES HINE, MD

Former Chief of Ophthalmology
North Valley

James Hine, MD, is living proof that a successful leader must be flexible, innovative, and ready for anything.

Dr. Hine has been all that and more, while guiding the remarkable growth of his department from 6 to 25 physicians, and expanding the reach of the department from 1 to 5 facilities throughout the North Valley.

“Creates an environment that fosters innovation and excellence”

He was uniquely suited to the challenge of leading and uniting this large, geographically diverse group and keeping it focused on providing patient-friendly service and quality care. He did it by modeling some of the key elements of effective leadership: generating trust, communicating clearly, and creating an environment that fosters innovation.

Dr. Hine also was the first TPMG Chief in the North Valley to hire subspecialists in Ophthalmology. Today, his department is home to the most extensive group of eye subspecialists in TPMG.

After 22 years of building and leading what is now the largest and most comprehensive Ophthalmology Department in the Kaiser Permanente system, Dr. Hine retired as chief in January 2007. He leaves a legacy that positions the department for future growth and success.

Kaiser Permanente members may not know who Steve Hubbard, MD, is, but they certainly appreciate what he's done for them.

That's because Dr. Hubbard was instrumental in revolutionizing primary care access in Kaiser Permanente.

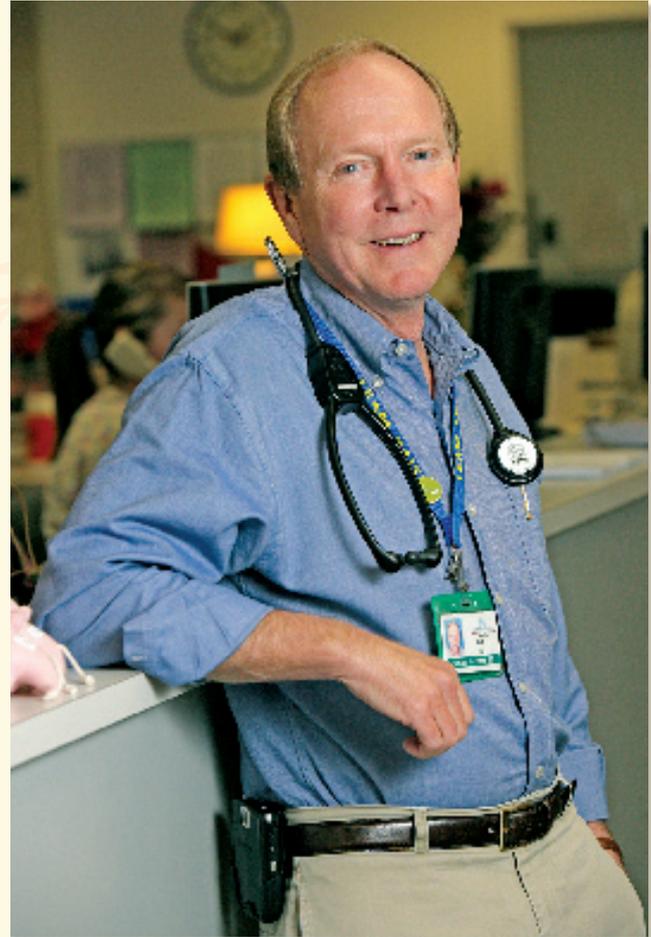
In the late 1990s, primary care access in Northern California was in critical condition. As Assistant Physician-in-Chief, Dr. Hubbard accepted the challenge to implement Advanced Access systems throughout his Department of Family Medicine. Before long, Santa Rosa members who had been able to see their own physicians only 47% of the time were now seeing them more than 80% of the time. The wait for appointments plummeted from six weeks to one to three days.

Hearing of his success, leaders from the Permanente Medical Groups in the Northwest, Mid-Atlantic, and Southern California regions invited Dr. Hubbard to help them solve their significant access problems.

While these regions had the technical understanding to improve access, they lacked the spark. Dr. Hubbard so clearly communicated the benefits of implementing Advanced Access that before long the physicians were excited and willing to make the necessary changes.

“Helps Kaiser Permanente achieve substantial gains in access nationwide”

Dr. Hubbard's leadership and drive have given more than one million members better access to their primary care physicians – proof that one person can have an enormous impact on an entire organization.



STEVE HUBBARD, MD

Assistant Chief of Family Medicine Services
Assistant Physician-in-Chief
Santa Rosa Medical Center

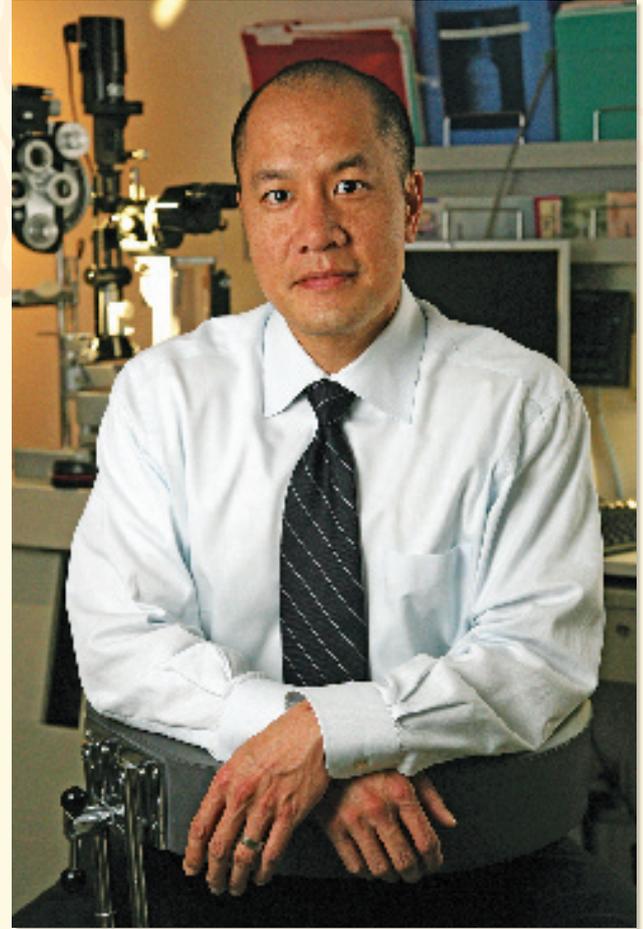
The mark of a great leader is great vision, and Kenneth Ip, MD, sets a clear vision for service excellence and innovation.

He founded the tremendously successful Laser Vision Correction program at the San Francisco Medical Center, which helped address a growing demand for laser/refractive surgery. Some members already had begun going outside of Kaiser Permanente to obtain this popular procedure. However, Dr. Ip's proactive approach brought it under the KP umbrella, ensuring that patients receive the highest levels of quality and service from physicians they know and trust.

**“Inspires excellence in his colleagues
with his leadership style”**

Dr. Ip serves on the Ophthalmology Technology Committee to support the purchase of equipment which will yield the greatest and most enduring clinical value for patients cared for in Departments of Ophthalmology throughout the region. And as a charter member of the Refractive Surgeons Management Group, he brings the best techniques and trends in refractive surgery back to the members of his department.

As Chief of Ophthalmology, Dr. Ip has positioned his department for continual growth and excellence as an outstanding provider of leading edge care. His untiring dedication continues to inspire his colleagues and staff to strive high. Their performance consistently earns excellent ratings on all access and quality measures.



KENNETH IP, MD

Chief of Ophthalmology
San Francisco Medical Center

Like skilled architects, talented leaders excel at building solid foundations able to support continual growth and success. If anyone deserves the title of “architect” of Modesto, it’s Donald Kimzey, MD.

When Dr. Kimzey arrived in 2000 as a newly appointed Assistant Physician-in-Chief, all of Kaiser Permanente’s 50,000 Modesto members were being cared for by contract physicians in contract facilities.

To provide much-needed leadership for this provider network, Dr. Kimzey quickly moved to negotiate major contract changes that required network physicians caring for KP members to meet the same expectations as TPMG physicians.

“Instrumental in establishing TPMG’s presence in Modesto”

Once the provider network was more closely aligned with TPMG standards, Dr. Kimzey began the daunting challenge of building Kaiser Permanente’s presence in Modesto. He was instrumental in establishing a hospital-based specialist program, redirecting consults to TPMG physicians, and developing the business case for Kaiser Permanente’s first medical office building in the area.

Today, there are several Kaiser Permanente medical facilities in Modesto, a new hospital slated to open in 2008, and more than 100 TPMG physicians, many hired with Dr. Kimzey’s assistance. He continues to play an indispensable role in setting Modesto’s course for the future.



DONALD KIMZEY, MD

Assistant Physician-in-Chief
Central Valley Area

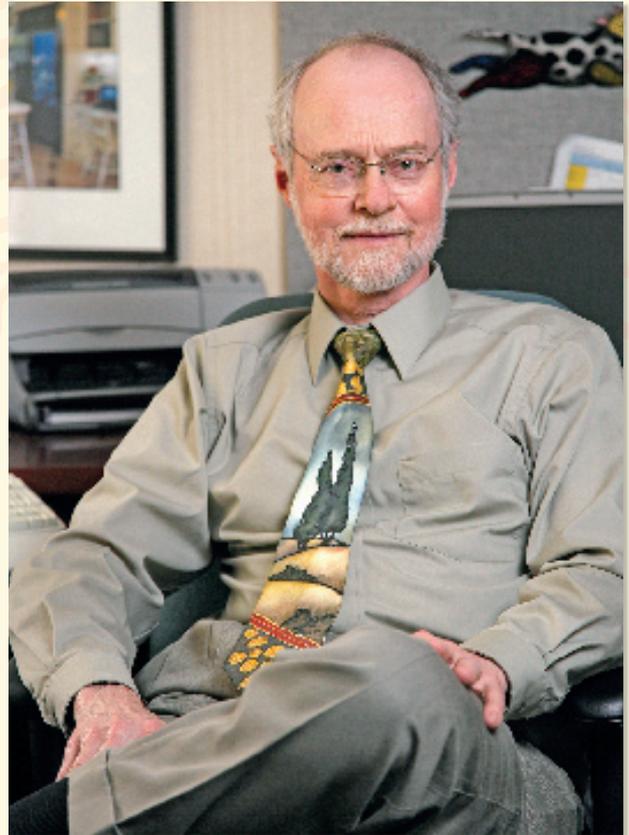
Since becoming the hospital's Assistant Physician-in-Chief and Chief of Staff in 1996, Donald Palmer, MD, has been a driving force behind the care and service improvements which make Walnut Creek's hospital the best in the community.

The trust and relationships Dr. Palmer built with Kaiser Foundation Hospital leadership have been profoundly productive in facilitating many initiatives to improve quality of care: the use of hospital-based specialists, development of a "winter plan" to make more hospital beds available for emergent medical admissions, and the coordination of surgical services following the merger of the Walnut Creek and Martinez medical centers.

To facilitate delivery of emergent coronary interventions for patients with acute myocardial infarction, Dr. Palmer led the collaboration between interventional services from Cardiology, Radiology, and Vascular Surgery in Walnut Creek. Making these services available locally was possible only if the interventional groups would agree to share equipment and facilities, which they did, due to Dr Palmer's guidance and diplomacy.

"Produces significant improvements in patient care and service delivery"

Currently, Dr. Palmer is helping develop and implement a Patient Scheduling program at Walnut Creek that could revolutionize coordination of care and communication with members and their families – yet another effort on behalf of the hospital he continues to serve.



DONALD PALMER, MD

Assistant Physician-in-Chief
Chief of Staff
Diablo Service Area

When many were just learning about information technology for the first time, Glenn Rennels, MD, was already using IT to enhance medical care.

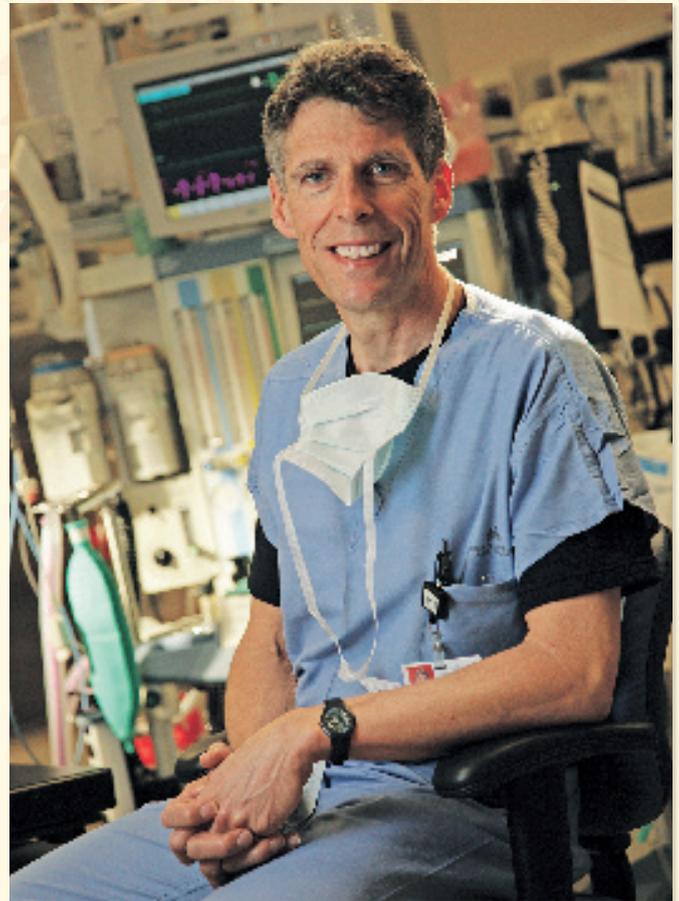
Dr. Rennels' considerable expertise helped transform TPMG into one of the most technologically sophisticated medical groups in the country. His skill and vision in using information technology to improve care to patients became evident soon after he joined TPMG in 1990. After nearly a decade of developing various innovative IT systems, he was tapped to become TPMG's first Chief Technology Officer in 1999.

“Foresaw the power that the Internet could bring to a medical practice”

With his leadership, Physician Home Pages, the Personal Physician Selection Online, eConsult, eRx, and eChart were developed and deployed regionwide. Each of his contributions helped facilitate the transition to KP HealthConnect, the electronic medical record system that promises to further enhance patient care and service throughout Kaiser Permanente.

Dr. Rennels also was instrumental in creating the role of Assistant Physician-in-Chief for Technology – a critically important leadership position as Kaiser Permanente continues to implement KP HealthConnect in Northern California.

Dr. Rennels recently stepped down from the CTO position in order to resume caring for patients in the Anesthesiology Department at Santa Clara, but he still keeps an eye on emerging technology and is committed to being an influential voice in TPMG.



GLENN RENNELS, MD

Former Chief Technology Officer
Regional Office

To build a department from scratch takes a skilled and dedicated leader like Smita Rouillard, MD, who is excited by challenges and undeterred by obstacles.

After returning from maternity leave in 2001, Dr. Rouillard was charged with hiring new physicians to expand the capabilities of the Gastroenterology Department in Fresno. Her desire to build the department was matched only by her ability to do so. She quickly moved to recruit physicians and staff who met her high standards for clinical excellence, hard work, and team spirit.

Her department's outstanding performance is evidence of her skill in choosing wisely. Today, Fresno's GI Department is among the most efficient and productive in the region, based on its volume of patients and procedures. Its MPS scores reflect a continual and significant improvement in member satisfaction.

Dr. Rouillard also shares her talents with other departments. In 2004, she became Chief of Medicine Specialties to help Fresno's 11 medicine specialty departments improve their own leadership capabilities.

In addition, in 2006 she became Chair of the Chiefs of Gastroenterology, providing proactive leadership and continuing her tradition of outstanding service to her department, her medical center, and the entire organization.

"Puts her leadership skills to excellent use in her department and the organization"



SMITA ROUILLARD, MD

Chief of Gastroenterology and Medicine Specialties
Chair of the Chiefs of Gastroenterology
Fresno Medical Center



MICHAEL SEXTON, MD

Past-President, California Medical Association
San Rafael Medical Center

TPMG has an outstanding ambassador in Michael Sexton, MD. His decades of public service helped solidify the organization's reputation as a community leader and major force in local and national health care policy.

In a groundbreaking achievement in 2005, Dr. Sexton became the first Permanente physician to be elected President of the California Medical Association. His election marked the culmination of decades of hard work with the CMA in numerous leadership capacities. It was a particular triumph for TPMG, whose physicians were banned from membership in medical societies in the 1950s and 1960s.

"Sets a new standard of excellence for community outreach and involvement"

During his tenure, Dr. Sexton built a solid foundation for CMA's continuing efforts to expand access to quality, affordable health care for all Californians. His service afforded Permanente medicine an unprecedented voice and presence in statewide medical affairs.

Over the years, he has helped establish and support many programs to enhance community health and save lives. For example, he served as the Medical Director of the San Rafael Fire Department Early Defibrillation Program, and the Director of the San Rafael Paramedic Program, which has been replicated by many communities in the San Francisco Bay Area.

Dr. Sexton's community service shines a positive light on all physicians in The Permanente Medical Group.



ABDUL WALI, MD

Assistant Physician-in-Chief

Co-Chief of Staff

Diablo Service Area

Skilled and dedicated leaders seize every opportunity to change things for the better, and few have made more enduring changes in KP's Martinez and Walnut Creek medical centers than Abdul Wali, MD.

In the mid-1990s, Dr. Wali joined his equally forward-thinking colleagues in TPMG to help implement the emerging concept of using hospital-based specialists in order to provide more personalized care and service. His efforts promoted the success of the HBS program throughout Northern California. He also put together the first team of hospitalists at Martinez and Walnut Creek, and has led this outstanding group since 1997.

“Leads with the integrity and passion of an outstanding caregiver”

To continually improve members' care, Dr. Wali became the lead physician of the DSA's Patient Care Experience Initiative in 2004. Through this program, more than 40 different innovative projects have been launched to improve all aspects of care -- from admission through discharge.

A kind and empathetic leader, Dr. Wali takes utmost care of “his” physicians. Often with a cup of tea, a warm heart, and a willingness to listen, he has helped many of his colleagues resolve issues that may have seemed insurmountable.

Dr. Wali has had a deep and enduring impact on the DSA, to the benefit of patients and physicians alike.

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