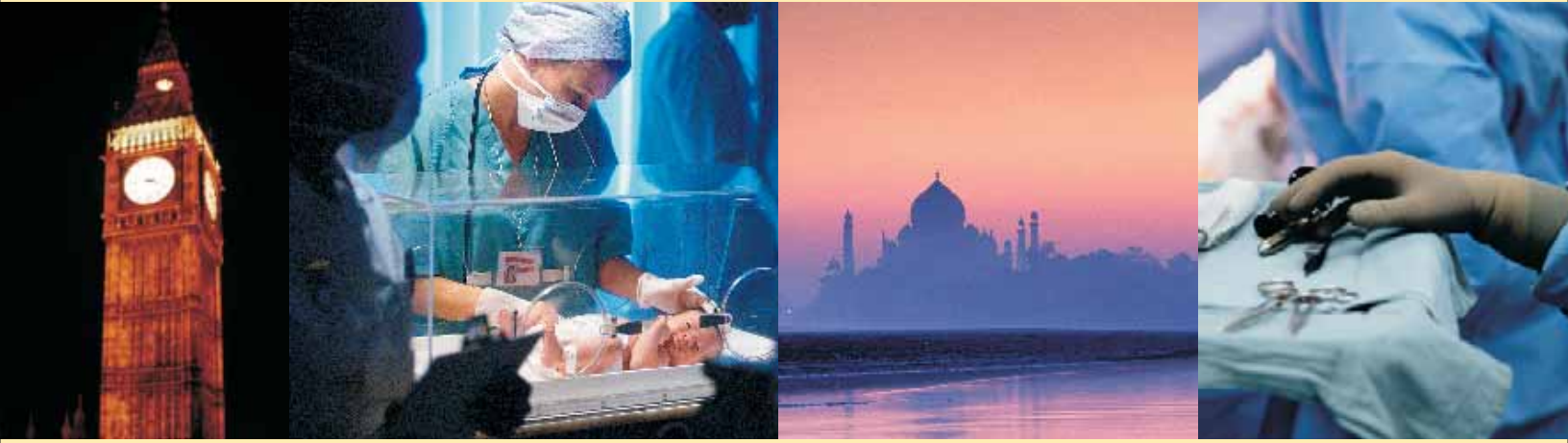




# MANAGING WITH VISION



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# MANAGING WITH VISION



“Healthcare management has no hidden key – or magic solution. Successful management is defined as meeting the needs of the patient through consistent quality standards for reasonable prices in a caring, user-friendly, and professional manner.

Healthcare is a service that should not be limited by geographical borders or political ideology. Advances in care, treatment, technology, and professional management should be appropriately shared amongst all countries to benefit all people. HCCA Management Company does not attempt to introduce, duplicate, transfer or implement the American healthcare system into a country. Rather, we bring Best Practices from many countries and adapt those that work efficiently and effectively within the local market. For over 35 years we have been successful in implementing our program in many countries of the world.

HCCA management has always permitted and encouraged individuality. The company's environment promotes creativity and independence and because of that environment, individuals have always put the team first and the team has always put the client's needs first. This value system is a distinguishing characteristic of HCCA Management Company”

**- Ronald C. Marston,  
President and CEO**



# THE VERY ESSENCE OF LEADERSHIP IS VISION

The *business* of healthcare was conceived in the United States approximately thirty-five years ago. The industry evolves over time to meet demands for improved facilities, technology, and services. Healthcare management groups, both for-profit and not-for-profit, strive for strategic development of programs and services which meet the expectations of patients, healthcare workers, physicians, insurance groups, and government reimbursement programs.

technology. Strategic planning, marketing, and risk management techniques are introduced to insure that facilities and staff are prepared to meet the needs of the communities served.

This new generation of healthcare management professionals has enabled physicians to focus their attention on providing medical care to their patients rather than the day-to-day responsibilities associated with managing the operation.

## HCCA

- develops privately owned and operated healthcare facilities where those with the means to pay, or with access to healthcare insurance, are treated in a private hospital, thus alleviating the demands on the public sector;
- manages facilities for others, either private or public, to improve efficiency, quality of service, and cost containment;
- provides consultant services to support specific needs and requirements within a healthcare organization.

While hospitals are life-saving medical institutions, they are also businesses which demand the latest in management skills and systems. For hospital leaders, the challenges today are tremendous. The scope of expertise that must be available in the hospital grows daily due to changes in patient expectations, medical staff demands, technology, government policies, costs, and more exacting standards.

This is the environment in which Health Care Corporation of America (HCCA) Management Company operates and thrives.

Throughout this evolution, a vibrant and valuable pool of healthcare managers evolves, grows, and prospers. Systems to increase efficiency and productivity are developed. Healthcare workers receive increased training opportunities for better utilization of medical



# COMPANY HISTORY

HCCA is one of the oldest and most respected international healthcare management companies in the world. From its first project in Saudi Arabia, the Company has experienced over 35 years of continued growth and development. HCCA has operated over 40 facilities with approximately 7,500 beds and has recruited over 30,000 healthcare professionals throughout the world. HCCA's commitment to quality of services is unrivaled.

For 17 years, the founders of Health Care Corporation of America directed the overseas arm of Hospital Corporation of America ("Hospital Corp"), the largest owner and manager of hospitals in the world.

In 1973, Hospital Corporation of America was awarded a contract to open, commission, and manage the King Faisal Specialist Hospital in Riyadh, Saudi Arabia. To perform this contract, Hospital Corporation of America established an international subsidiary, a forerunner of HCCA. As a wholly-owned subsidiary of Hospital Corporation of America, the International company experienced consistent growth over the ensuing years. This included the ownership of healthcare entities in the United Kingdom, Australia, Brazil, and Panama; management of hospitals for other owners in



Singapore, Italy, Pakistan, and Saudi Arabia; and numerous recruitment and consulting contracts throughout the world.

HCCA, an independent entity since 1989, continues to expand and build upon the reputation, image, and expertise achieved through its experience in healthcare systems throughout the world. The core business of the company is the management, operation and staffing of hospitals and healthcare facilities. Consulting services are also available and include feasibility studies, facility or department operational reviews, and technology transfers.



# INTERNATIONAL OPERATIONS AND MANAGEMENT

The experience of Health Care Corporation of America's (HCCA) management team is the cornerstone to the company's decades of worldwide success. HCCA has developed its cadre of management talent by providing experienced healthcare executives the opportunity to work in a variety of international environments.

In addition to the experienced HCCA team residing in the host country, the company supports its services with an experienced group in its corporate headquarters. This corporate team provides training programs required by departments within the hospitals; assists with human resources selection, recruitment, and staffing; develops and updates departmental operational policies and procedure models; keeps the on-site team abreast of current healthcare trends and practices in the United States and other regions of the world; provides equipment and supply information and often times procures such items for the facility; functions as advisors to managers within the hospital; and monitors the overall operation on a macro level to insure that optimum results are realized.

Since 1973, HCCA's management team has been involved in owned and managed facilities, varying in size from 26 to 1,600 beds, in countries throughout the world.

**HCCA provides client hospitals with modern and appropriate healthcare management tools.**

## General Management Approach

With the awarding of its first hospital contract, the HCCA management team began implementing and adapting innovative hospital management techniques developed by its former parent, Hospital Corporation of America, to international environments. An aggressive expansion program focused the design and construction of new hospitals and the modernization of older facilities. The HCCA management team has operated its hospitals with unique efficiency and cost effectiveness while maximizing patient care quality.

Through more than three decades of growth, HCCA has rapidly moved to the forefront of worldwide hospital management by demonstrating that existing hospital management and administration can be considerably improved through the use of innovative and modern management techniques.

The key to HCCA's successful performance is its underlying belief in, and adherence to, the principle that every healthcare provider is unique and must be administered with the objective of fulfilling the needs of the people that it serves.



With this awareness, HCCA's three major thrusts of hospital management are: Improving Quality; Enhancing Revenues; and Containing Costs. Each of these is modified by certain realities: quality by reasonableness; revenue by fairness; and cost containment by humanity. Other responsibilities of management such as teaching, mentoring, and practicing community and public relations are incorporated within one or all of these main pursuits. The combination and interplay of these three thrusts produce the art and practice of hospital management.

### **Patient Care Standards**

HCCA is committed to establishing and maintaining the highest level of quality healthcare delivery in managed hospitals. Globally, it has been the practice of HCCA to strive for appropriate standards set forth by accrediting organizations within the United States and elsewhere.

"Quality" is a mandate for HCCA to ensure the operation captures and retains its market edge. It is important to understand what is meant by the term "quality" which may initially be a matter of perception but is more truly a matter of performance and results.

Quality can be defined and measured by the following six points:

- Is the service available?
- Is it timely?
- Is it accurate?
- Is it user friendly?
- Is it delivered in a caring manner?
- Will it improve the clinical outcome?

Each of these points requires perpetual review and improvement in order for performance, the true indicator of quality service, to continue to meet customer expectations.

**HCCA is committed to tailoring its overall management approach, as well as its systems procedures, and operations, to the particular operating environment.**



### **Operational Policies and Procedures**

HCCA's on site team, with support from the corporate office, develops administrative policies and procedures for hospital-wide application, as well as policy and procedure manuals for the various clinical and support departments adapted to the local environment.

It has always been HCCA's practice to thoroughly review existing policies, procedures, and systems in newly acquired or managed hospitals. HCCA then implements those changes which result in a more efficient, cost-effective operation consistent with HCCA's high standards of patient care.

# MANAGEMENT AND CONSULTING EXPERIENCE

## United Kingdom

HCCA management was responsible for a subsidiary that owned and operated eleven acute care medical/surgical hospitals and seven premier nursing homes throughout England. These operations successfully complemented the National Health Service by providing modern equipment, attractive facilities, professional management, and a caring staff responsive to the needs of both the community and physicians. Frequently, these hospitals worked with the National Health Service to provide and/or purchase services thereby improving the overall cost effectiveness of quality care. This operation was subsequently divested to the British United Provident Association (BUPA), the market leader in health insurance.

## Egypt

HCCA has completed a study of the feasibility of a new medical center that will be built to fully modern standards by a world renowned Egyptian development company.

## Kuala Lumpur, Malaysia

In 1997, HCCA was engaged to manage Subang Jaya Medical Center, a 300+ bed tertiary hospital located in a suburb of Kuala Lumpur.

## Medical Tourism

HCCA has advised an American health insurance company and member of the Blue Cross Blue Shield Association on its development of a medical tourism offering. HCCA has also advised acute care hospitals in Asia and in Latin America on medical tourism offerings that resulted in signed provider network insurance contracts to refer patients from America.



### **Istanbul, Turkey**

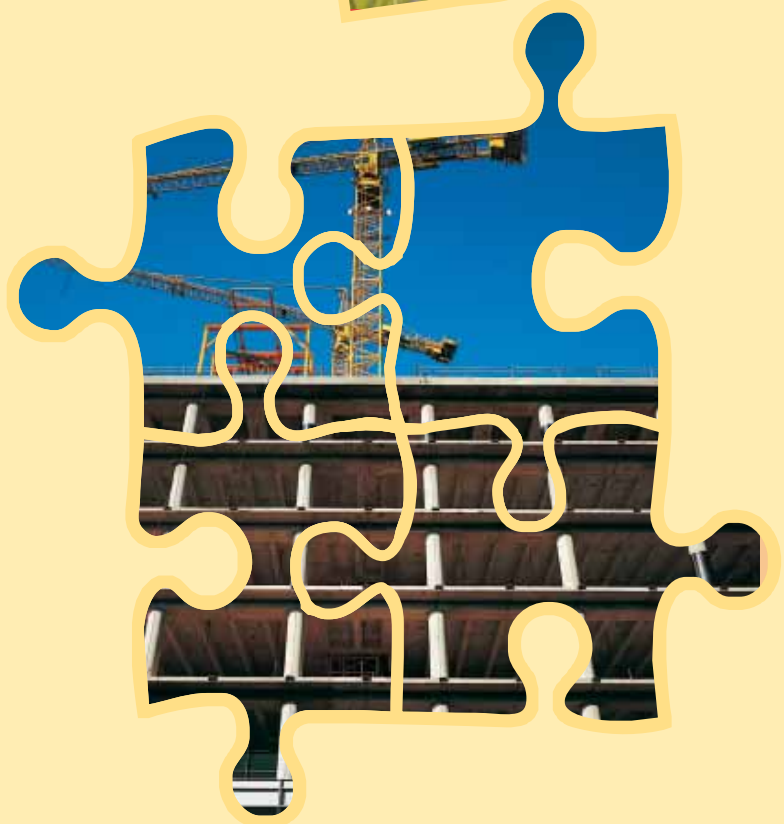
HCCA provided a feasibility study team to evaluate the viability of establishing a private family oriented medical center specializing in healthcare for women and children.

### **Manila, Philippines**

HCCA provided a feasibility study for a 250 bed private tertiary hospital in Canlubang, a suburb of Manila. HCCA also designed, commissioned, and opened a clinic in Makati.

### **Argentina**

HCCA concluded an operational review of Sanitorio de la Trinidad and Sanitorio Jockey Club for a private venture fund. At the client's request upon completion of the reviews, HCCA successfully recruited an American trained Administrator to lead the implementation of the review recommendations.



## Cape Verde

HCCA is developing a plan for the establishment and development of a modern hospital service in this rapidly developing West African country. Cape Verde is a collection of beautiful tropical islands, with pristine beaches and year round sunshine, one hour south of the Canaries. The islands are seen as one of the best locations in the world for investment properties and the presence of modern standard healthcare facilities is a requirement for successful development of this market.

## Australia

After initial entry into Australia in 1978, HCCA established an accreditation program for its owned hospitals. This program created uniform standards and differentiated HCAustralia from other private facilities. With this emphasis on quality, HCAustralia has acted as a catalyst for improving standards, services, and the image of the private hospital industry in Australia. These innovations were adopted as standards of reference throughout the country. This operation was successfully divested to a national healthcare company.

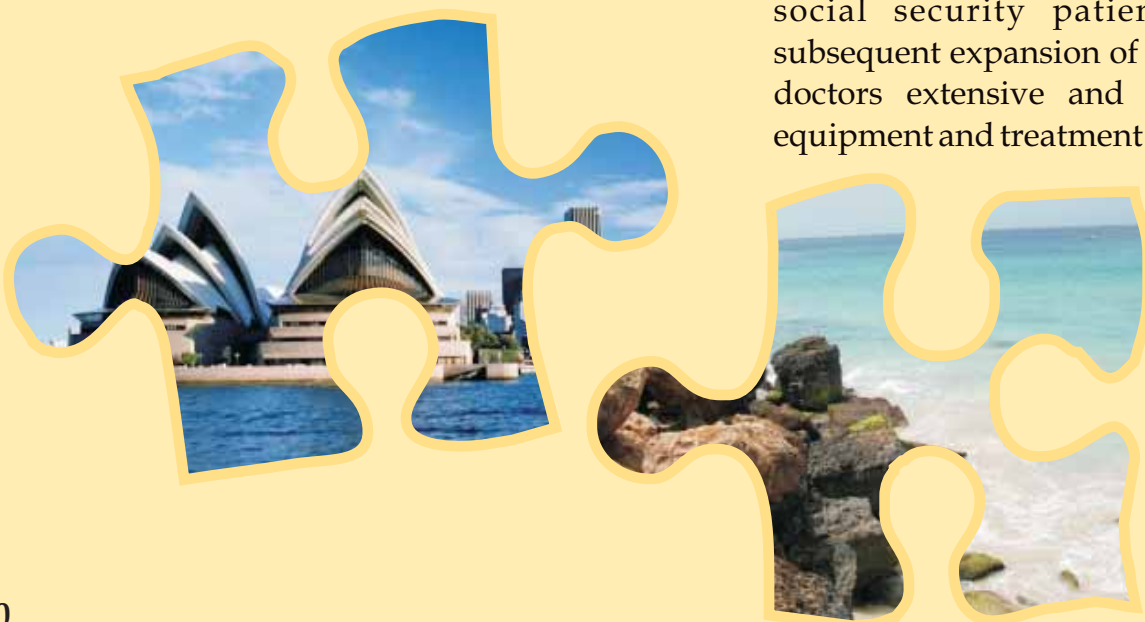
## United States of America

HCCA management was the founder of HCCA International, a company that recruits internationally experienced nurses to work in American hospitals. These nurses are selected based on exceptional clinical qualifications from appropriate markets around the world and are uniquely prepared to practice in an American healthcare environment. They are also provided with acculturation programs that assist them as they adapt to life and work in the United States.

Approximately 500 nurses were employed by American hospital clients with another additional 1000 nurses prepared and ready to travel to the United States when visas are authorized to be issued.

## Panama

HCCA's once owned and now affiliated Centro Medico Paitilla (CMP), a 181-bed tertiary care hospital in Panama City, Panama, is the premier private referral hospital in Panama and Central America. In addition to caring for its private patients, Centro Medico Paitilla works with the government to provide needed state-of-the-art diagnostic testing for social security patients. Through the subsequent expansion of services CMP offers doctors extensive and modern diagnostic equipment and treatment resources.



### **Mexico**

HCCA is developing a modern nursing standards of care improvement initiative for a group of hospitals in Latin America. This group is ultimately seeking recognition as an accredited facility and seeks to include medical tourism as a part of its clinical offerings.

### **Singapore**

In 1988, HCCA entered into a three-year agreement with the Ministry of Health in Singapore to assist in restructuring and managing the Singapore General Hospital, the largest government hospital in Singapore consisting of 1,650 beds. The scope of work was to transition many areas of functionality from the Ministry of Health to the hospital and to implement financial and accounting systems; implement human resources and material management systems; develop department policies and procedures; develop and implement basic customer service training programs; manage the facility on a day-to-day basis; and train replacements for the expatriate group through a counterpart training program.

### **Warsaw, Poland**

HCCA developed a plan for a 100-bed medical/surgical hospital in Warsaw, Poland. This hospital was contemplated to be the first of its kind in this emerging Central European country. Construction has not yet begun and remains subject to successful capitalization.

HCCA is committed to establishing and maintaining the highest level of quality healthcare delivery in all its facilities.



**Saudi Arabia**

HCCA has the longest and most prestigious record of experience of any private foreign hospital management company in the Kingdom. While HCCA's entry into the Kingdom dates to 1973, today HCCA is in active discussion to manage several hospitals in the Kingdom. HCCA's continued presence in this market is evidence of the company's ability to evaluate local conditions and needs and to adapt methods, systems, and procedures as necessary for the effective management of other projects within the Kingdom.

HCCA's legacy in the Kingdom includes many projects with a key milestone being management for the King Faisal Specialist Hospital and Research Centre in Riyadh at its inception in 1973. As Saudi Arabia's most sophisticated and scientifically advanced hospital, this facility has been internationally recognized as one of the finest healthcare facilities in the world.

Another key project for HCCA was delivered through a competitive procurement issued by the Saudi Arabian National Guard through the U.S. Department of Defense. HCCA was awarded a 30-month contract (subsequently extended to over 50 months) to commission and manage the King Fahad Hospital in Riyadh. HCCA was responsible for the phased opening of 250 beds over the original 30-month contract period. HCCA provided the leadership necessary for the Hospital to be accredited by the Joint Commission.

**Russia**

HCCA entered Russia as a member of the American Medical Consortium, a group of American Companies interested in doing healthcare related business in the USSR. With the growing western community in Moscow, HCCA realized the need for the provision of services to expatriate companies and established the American Clinic of Moscow to meet this demand. The American Medical Center - Moscow (AMC) opened as the city's newest and most advanced full-service medical and diagnostic clinic at the time and was the first completely Western medical facility to focus on family practice medicine and outpatient emergency care for the expatriate population of Moscow.

**USAID**

HCCA and AIH (a subsidiary of AIG) formed Healthcare Enterprise International on December 3, 1990 to bid on a 5-year project of the U.S. Government's Agency for International Development (USAID). This contract was for regional healthcare finance and project support for Eastern Europe, the Soviet Union, the lesser-developed countries (LDC's) of North Africa and the Middle East and many of the LDC's in the Far East.

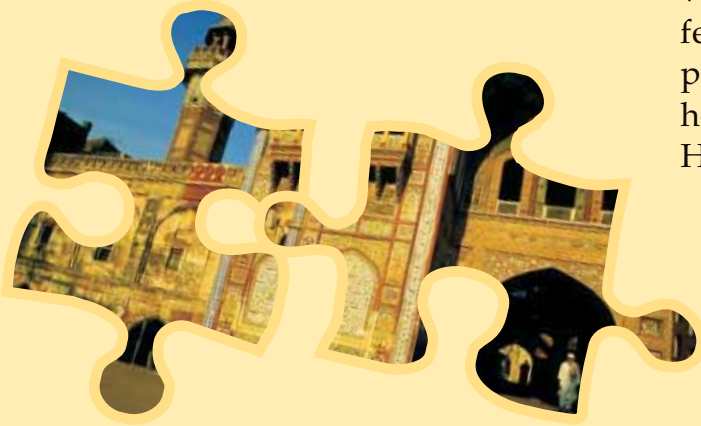


### **Al Ain, UAE**

HCCA provided a feasibility study team to evaluate the possibility of establishing a private hospital in Al Ain.

### **Pakistan**

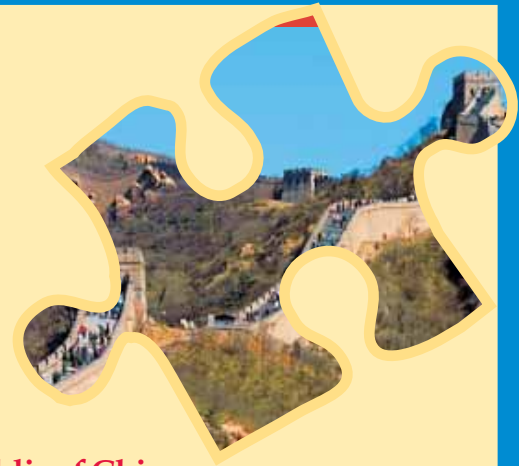
HCCA provided management consulting and technical assistance to the Aga Khan Foundation in conjunction with the design and construction of a 721-bed hospital and medical school in Karachi.



### **India**

HCCA provided consulting services to the Rama Foundation in support of the Sathya Sai Institute of Higher Medicine in Andhra Pradesh, India. The 100-bed hospital focuses on four specialty segments: Nephrology, Neurology, Cardiology, and Cardio-Thoracic Medicine. HCCA also provided expertise in the phasing and purchasing of medical equipment.

Today HCCA participates in the recruitment and advanced training of Registered Nurses in India who wish to work in international locations.



### **Peoples Republic of China**

HCCA was engaged to provide a feasibility study team to evaluate the viability of establishing a Pre-Paid Health Care Plan and associated public hospital in the Pudong New Development Area of Shanghai as well as a private, fee-for-service hospital for the growing expatriate community.

### **Western and Central Europe**

HCCA was engaged by an international venture capital investment fund to provide feasibility study teams to evaluate the potential for the development of small private hospitals in Warsaw, Poland; Budapest, Hungary; and Prague, in the Czech Republic.



# PROJECT STAFFING

HCCA Management Company is associated with HCCA International, which operates a world class in-house healthcare recruitment company. Since 1973, HCCA International has developed a worldwide network of recruitment offices whose professional staff is able to respond to the manpower needs of its projects in the United States and around the world. HCCA International offices provide for the recruitment, screening, evaluation and selection of qualified personnel in a variety of healthcare occupational categories.

Through this recruitment organizational structure, HCCA International has developed a sound knowledge of labor markets around the world with special emphasis and experience in the areas of medical and hospital support personnel. In addition to the established capability to screen, evaluate, and select

personnel to meet the needs of its clients, HCCA International provides a comprehensive orientation program for newly hired employees that emphasizes the environmental and cultural changes to be experienced at the new assignment. This in-depth orientation greatly contributes to the success of our recruitment program and retention of employees at the project location.

HCCA International's experience and proven record of accomplishment, with successful selection and placement of over 30,000 employees for its hospital projects around the world, reflects ongoing expertise in providing quality personnel to its clients. This service may be offered as part of a management or consulting program if so requested.

# OUR DEFINING FACTOR

Nothing defines HCCA Management Company better than its people. They have the vision, expertise and competence that distinguish them from their competitors. HCCA's team has experience in turnkey developments, commissioning, operations, management, project staffing, consulting, training, strategic planning, accreditation and most importantly experience in the international environment. In any business, people are the most important asset and this is especially true for a management company. However, it is not enough to just have people

but they must be competent, experienced, have the required and necessary expertise and they must be interested in the country, the culture, the history, and the people whom they serve. They must also be good mentors and trainers who are willing to teach and to prepare their replacements. You will find those traits, qualities, and values in the HCCA Team.

For more information on our HCCA Management Company Team, please visit our website at [www.hccamgmt.com](http://www.hccamgmt.com).





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