



# PROVIDENCE

ANESTHESIOLOGY ASSOCIATES

An Unwavering Presence

**2024 Annual Report**





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**2024 Annual Report**

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A portrait of Kevin Crosby, MD, a middle-aged man with short grey hair and a beard, wearing a dark suit, white shirt, and blue tie. He is smiling and standing in front of a modern glass-walled building with green trees in the background.Three navigation icons in the top right corner: a left-pointing arrow, a right-pointing arrow, and a hamburger menu icon.

## A LETTER FROM THE PRESIDENT

# Kevin Crosby, MD

Looking back on the past year at PAA, one word stands out: momentum. For several years, we have focused on strategic growth. We have been successful with this growth, and we have certainly learned some lessons along the way. As we continue to expand our footprint, our focus remains on strategic partnerships that will allow us to continue this momentum and extend our unmatched anesthetic care across our region.

This past year, we welcomed new partners with the addition of our Western Piedmont satellite, expanded further into additional ASCs, and grew alongside our well-established hospital and surgical partners. Our ability to achieve these things while maintaining the highest standard of care is a testament to our strong foundation - rooted in independent physician-led anesthesia care.

Despite the ever-changing anesthesia market in the Carolinas and beyond, PAA remains the preeminent group in our region. How have we been able to stay at the forefront? We offer STABILITY. Our leadership team offers well over 100 years of combined experience in private practice anesthesia. Granted, PAA has not been immune to the challenges common to any anesthesia group. However, our commitment to our mission of independent, physician-led anesthesia care has remained our guiding purpose. This unwavering commitment was a recipe for success at our inception nearly 40 years ago and continues to steer our strategic initiatives today.

One of the most exciting developments shaping our 2025 outlook is the recent reform of North Carolina's Certificate of Need (CON) laws. These changes significantly reduce barriers for new ambulatory surgical centers (ASCs), allowing for greater accessibility, increased competition, and more expansion opportunities. As a result, we anticipate an acceleration in ASC growth across the state - growth that PAA is well-positioned to support. We look to continue to foster innovation, efficiency, and improved patient access to high-quality perioperative care as these new ASCs emerge.

Admittedly, I am an optimist at heart. That being said, I am especially excited about our growth prospects in 2025 and the years that follow. PAA remains well-positioned for unprecedented growth and leadership in the ASC space. I look forward to the new partnerships and successes that 2025 will bring.

A handwritten signature in black ink, reading "Kevin A. Crosby".



## A LETTER FROM THE CEO

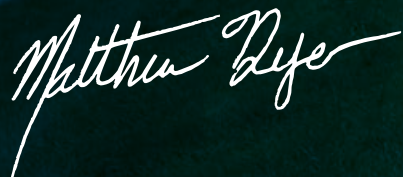
# Matthew Dyer, MBA

Reflecting on the past year, PAA experienced not just growth, but intentional, strategic expansion. This progress brought deeper insight into the evolving anesthesia landscape and positioned us for continued success. Our strength lies in building a resilient, high-performing organization grounded in clinical excellence and innovation, allowing us to remain agile while consistently delivering exceptional care.

What sets PAA apart is our ability to evolve while staying true to our foundation: patient-centered, physician-led care. In a rapidly changing environment, our independent model provides rare stability with purpose. In 2024, we broadened our reach across North Carolina, deepened relationships with hospital and surgical partners, and expanded into new ambulatory surgery centers. These milestones were no accident, they resulted from thoughtful planning, collaborative leadership, and a strong belief in our mission.

We are also investing in advanced technology to drive efficiency and value across our operations. From improved data integration to smarter resource utilization, these tools enable better decision-making and position PAA for long-term success. Most importantly, thank you. Your dedication and support have been the backbone of our achievements. Your commitment has brought strength and stability through every challenge and success.

Looking ahead, 2025 holds great promise. With a strong foundation and a clear vision, PAA is not just prepared for the future, we're shaping it. Together, we'll continue to lead with purpose, guided by the same core values that have brought us this far. There is much to look forward to, and I am proud to be part of this journey with each of you.





# Company statements and about PAA

## Mission

To provide extraordinary physician-led perioperative care.

## Vision

Providence Anesthesiology Associates provides remarkable perioperative care, which is safe, reliable, value-driven, evidence-based, and measurably of the highest quality. We strive to better the health of our community, decrease healthcare costs, and improve the patient experience, one patient at a time.

## Core Values

We will be AN UNWAVERING PRESENCE in all that we do and for everyone, we serve, with a strong commitment to each of our **Core Values**:

## Core Values



**COMPASSION** We genuinely care about our patients as individuals. We aim to optimize the patient experience through a patient-centered approach to medical care. With every patient, we pledge to provide comfort and ensure safety.

**CLINICAL EXCELLENCE** We have a passion for excellence that drives our clinical care. Our physicians are of the highest caliber. All our anesthesiologists are board-certified or board eligible. We provide uncompromising quality in all aspects of patient care by practicing in evidence-based facts, measuring our outcomes, and continuously striving to improve those outcomes.

**HIGH-RELIABILITY** In the highly complex perioperative environment where the risk of adverse events is high, we hold ourselves to the standards of all High-Reliability Organizations. In doing so we foster a culture and track record of unsurpassed safety. We will relentlessly measure and address patient risk and implement processes to drive the best possible outcomes: aiming to exceed the national benchmarks.

**INTEGRITY** We will maintain the highest standards of behavior and always do the right thing for our patients, our partners, and the communities we serve.

**PHYSICIAN LEADERSHIP** We place tremendous value in our strong physician leadership, which guides us in every aspect of our clinical practice, leads our corporation, and manages our business.

**AUTONOMY AND INDEPENDENCE** We are an independent group of physicians who take great pride in our unparalleled organizational and clinical excellence. We are passionate in our belief that independent physician practices drive the highest levels of productivity, creativity, professionalism, and clinical excellence. We will continue to encourage and assist other practices in maintaining their autonomy.

**STRENGTH THROUGH COLLABORATION AND PARTNERSHIP** While we are a strong, independent group, we recognize the benefits of forming partnerships and alliances. We will continue to grow by collaborating with other like-minded physicians, health-care professionals, and healthcare systems in symbiotic relationships.

**DIVERSITY AND INCLUSION** We acknowledge and embrace the diversity of our patients, partners, and employees. We are committed to creating an environment that champions the value of each member of our organization. The strength of our team increases as we include people with varied backgrounds and experiences. We harness this strength as we provide care for all patients in the communities we serve.



**156****number of  
physicians****84****number of  
locations****153****number of  
CRNAs****411****number of  
employees**

## About PAA

Founded in 1991, Providence Anesthesiology Associates (PAA) is an independent practice of over 150 anesthesiologists dedicated to delivering exceptional anesthesia and perioperative care. Headquartered in Charlotte, North Carolina, we serve a growing network of hospitals and healthcare facilities across North and South Carolina, caring for more than 246,000 patients each year.

Our team consists of top-tier specialists in pediatric, cardiovascular, and orthopedic anesthesiology, as well as pain management and other subspecialties. At PAA, we uphold the highest standards of patient care by following evidence-based practices, rigorously measuring our outcomes, and continuously striving for improvement.

Patient care is at the heart of everything we do. Our patient-centered approach prioritizes both safety and satisfaction, extending beyond the operating room to encompass the entire perioperative experience. From the moment a patient decides to have surgery through recovery and their return to daily life, we remain committed to their well-being.

As an independent practice, we believe that autonomy fosters excellence. Our anesthesiologists are passionate about delivering the highest levels of clinical care, professionalism, and innovation. By maintaining our independence, we set our own rigorous standards—ensuring that every patient benefits from the expertise and dedication of the PAA team.

# Clinical expertise – strategic growth



## PAA 2024 BY THE NUMBERS

Providence Anesthesiology Associates has adopted a patient-centered approach to elevate both safety and satisfaction. Our commitment extends beyond the operating room, encompassing the entire perioperative experience.

The **"By-the-Numbers"** section offers a detailed look at our clinical initiatives, best practices, and the broad reach of our expertise.







## PAA number of cases in 2024

**241,605**

hospital & ASC cases

**4,600**

office based

**246,205**

total cases\*

\* Not all were surgical operations



## PAA total joint procedures at ASCs in 2024

**3,334**

joints (in surgery center) which exceeded the 2024 goal of 3,000 procedures

**880+**

more than 880 over 2023



## PAA cases outside the OR in 2024



**15,247**

endoscopies



**10,417**

labor epidurals



**1,556**

TEE



**2,425**

bronchoscopies



**477**

cardioversions



# Patient Safety

**We go to great lengths to ensure the highest level of safety for our patients, not just during anesthesia, but throughout their entire journey with us. From the moment surgery is scheduled, we provide personalized care that spans preoperative preparation, postoperative recovery, and beyond.**

Our approach begins well before the patient arrives, with a thorough review of their medical history and the development of a tailored anesthetic plan designed to maximize safety, comfort, and a swift recovery. Following surgery, our commitment continues with comprehensive postoperative care and effective pain management, ensuring a smooth transition from hospital to home and back to daily life.

We have fostered a culture of unparalleled safety, continuously monitoring outcomes, addressing patient risks, and refining processes to achieve the best possible results. Our performance consistently exceeds national benchmarks, as demonstrated by our superior scores on the National Anesthesia Clinical Outcomes Registry (NACOR), which sets the standard for 16,000 anesthesiologists nationwide.

Through these efforts, we remain steadfast in our mission to provide exceptional, research-driven, and patient-centered anesthesia care.



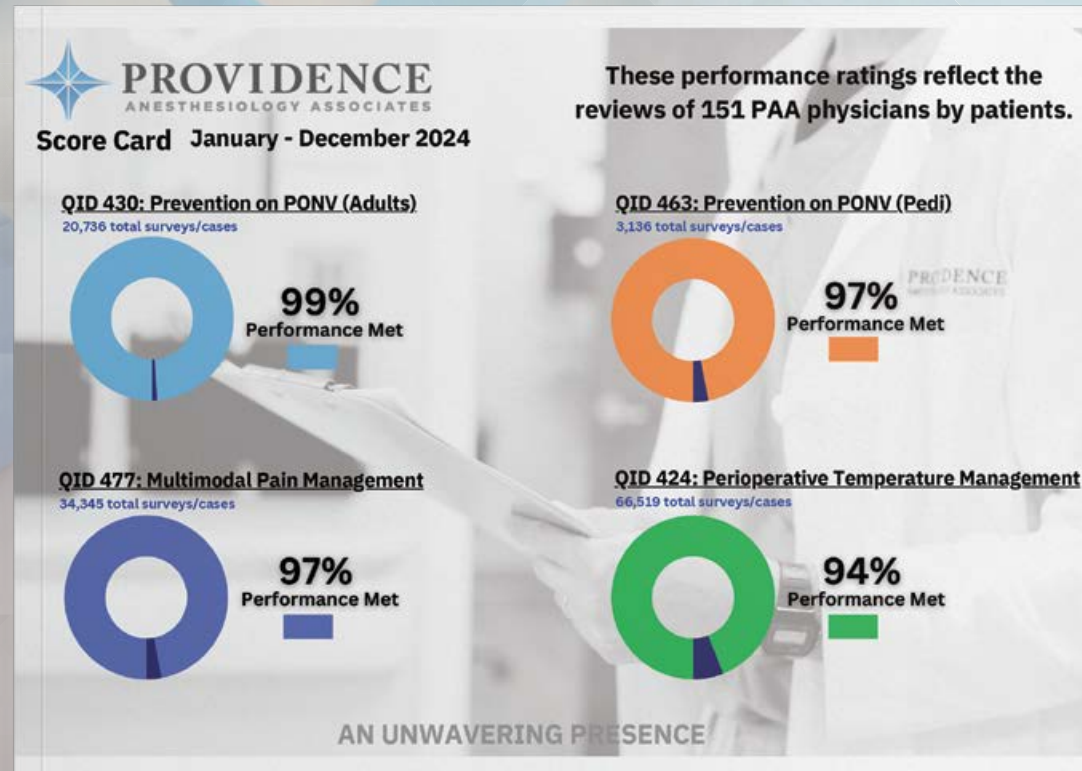


# Quality

At PAA, we take immense pride in our commitment to exceptional patient care and uncompromising safety. Our reputation is built on evidence-based anesthetic plans and a consistent track record of positive outcomes, all driven by our steadfast dedication to quality measurement and continuous improvement.

To support these efforts, we have developed our own comprehensive quality system, PAAQS, a powerful internal resource that allows us to collect, analyze, and report data across 51 quality metrics for each patient we treat. This system provides valuable insights from every patient experience, enabling us to refine and enhance our practices.

In addition, our physicians utilize Real-Time Event Assessment (RTEA) to monitor and discuss patient outcomes as they happen. RTEA alerts are securely transmitted through a HIPAA-compliant platform to our Medical Review Committee (MRC), which diligently works to develop evidence-based pathways that further advance patient safety and quality care.



We also contribute our quality metrics to national organizations dedicated to improving anesthesia care. The American Society of Anesthesiologists' (ASA) Anesthesia Quality Institute (AQI) plays a key role in standardizing quality indicators and aggregating data from member practices nationwide. Additionally, the National Anesthesia Clinical Outcomes Registry (NACOR), the largest clinical data registry in the country, relies on contributions like ours to benchmark performance across the field. Through PAAQS, we have submitted data from over 60,000 patient cases to NACOR, allowing AQI to generate reports that compare our results to national benchmarks, driving continuous enhancements in patient safety and care.

# The Patient Experience

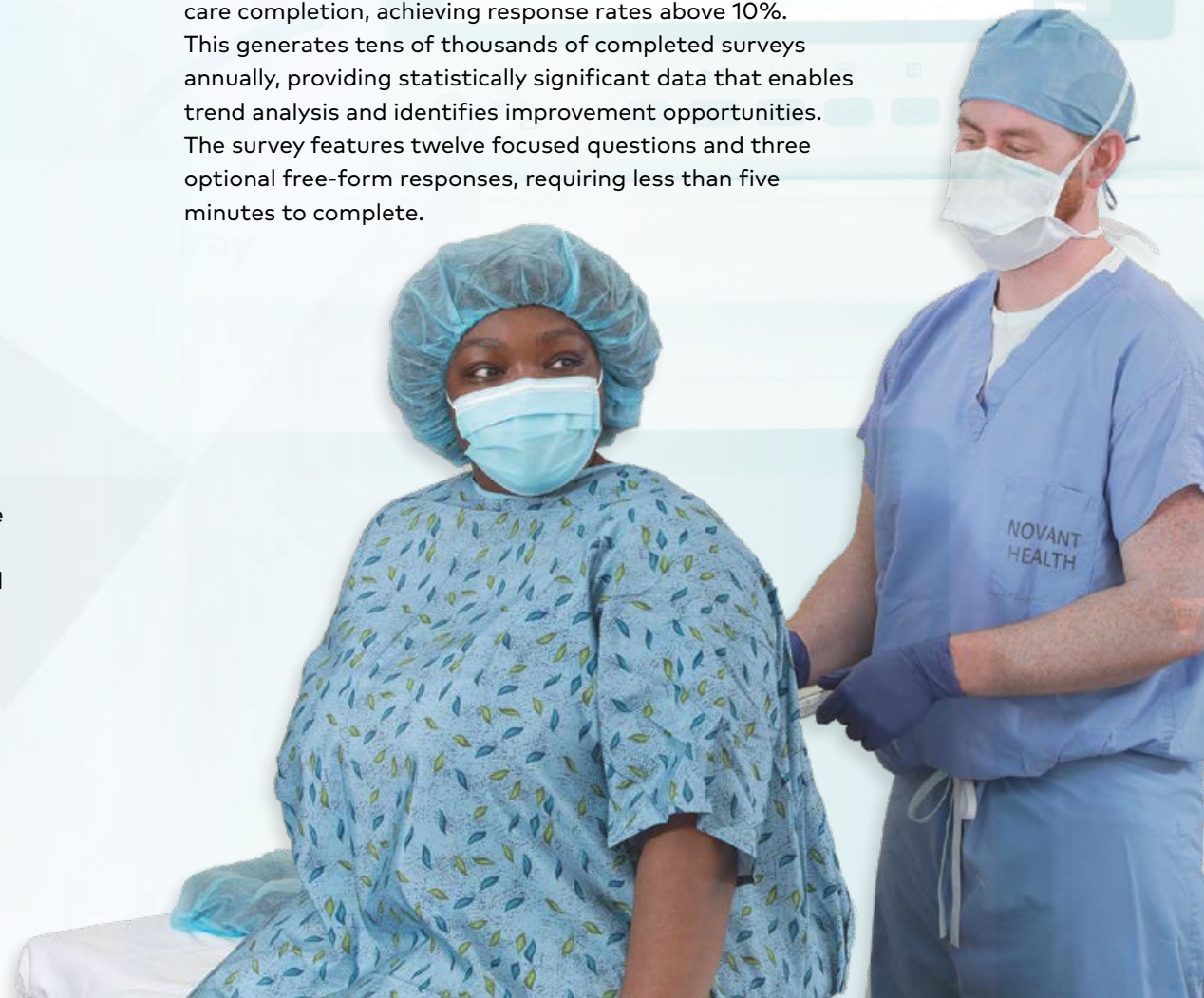
Patient-centered care is our cornerstone, delivering better outcomes, higher satisfaction, and potential cost reductions. PAA remains committed to engaging patients throughout their surgical journey, from initial decision to complete recovery.

In partnership with our hospitals, we've developed and implemented the **"We Care"** handoff protocol, recognizing that patient engagement and patient-centered approaches are essential for safety and satisfaction. Many surgical facilities now incorporate patient satisfaction metrics into compensation structures for anesthesiologists and other providers.

Our **Talk to My Doc** program empowers patients through education and encourages active participation in healthcare decisions. This includes targeted initiatives like smoking cessation counseling and anemia management, all designed to promote shared decision-making.



To measure our effectiveness, we've implemented comprehensive patient surveys. Each patient receives an automated interactive voice response survey after care completion, achieving response rates above 10%. This generates tens of thousands of completed surveys annually, providing statistically significant data that enables trend analysis and identifies improvement opportunities. The survey features twelve focused questions and three optional free-form responses, requiring less than five minutes to complete.



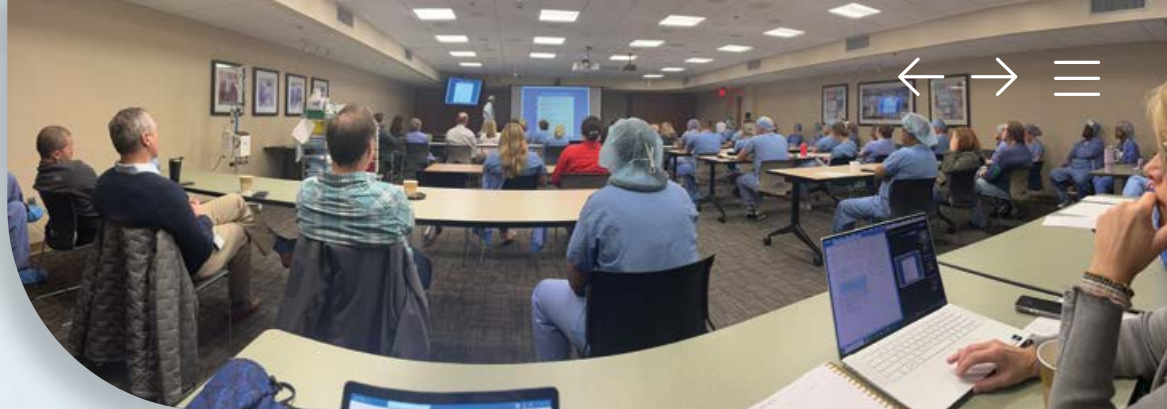


# Clinical Education

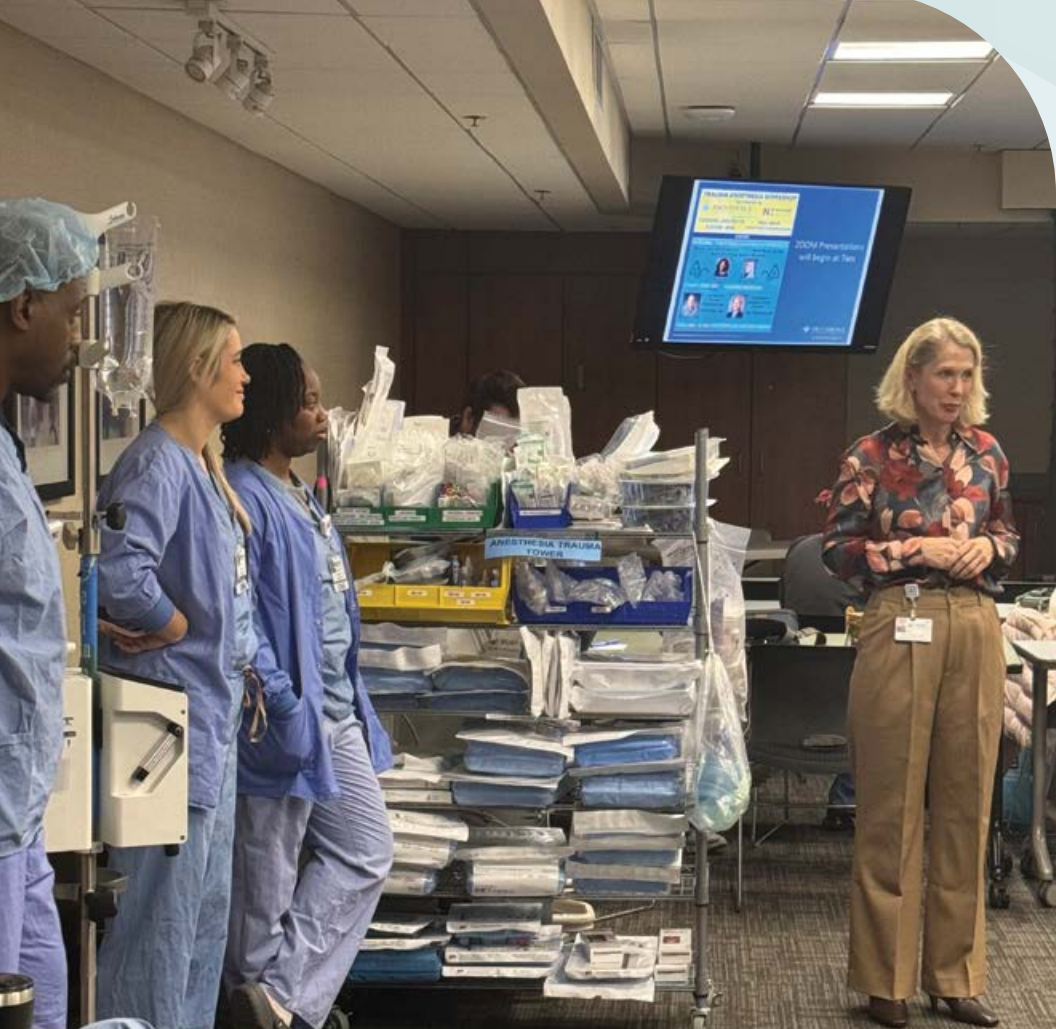
At the core of our practice are dedicated physicians and clinicians who exemplify a commitment to excellence and lifelong learning. As perpetual students of medicine, they stay at the forefront of emerging advancements, regulatory changes, and industry trends that shape our field.

Our Clinical Practice Committee (CPC) plays a pivotal role in this pursuit, continuously reviewing clinical perioperative research and literature to identify insights that impact patient outcomes both locally and nationally. These findings are shared at our monthly PAA meetings and provided in detailed reports to our CRNA partners at Novant. Equipped with the latest evidence, we refine our anesthesia protocols and strategies to maintain the highest standards of safety in surgical care.

Supporting our commitment to education, we hosted two specialized workshops in 2024: the **"Trauma Anesthesia Workshop"** and the **"Pediatric Airway Workshop."** These focused sessions provided accredited continuing education for physicians, CRNAs, physician assistants, nurse practitioners, and nurses. With 75-100 participants at each event, we created dynamic environments for professional development and collaborative learning.

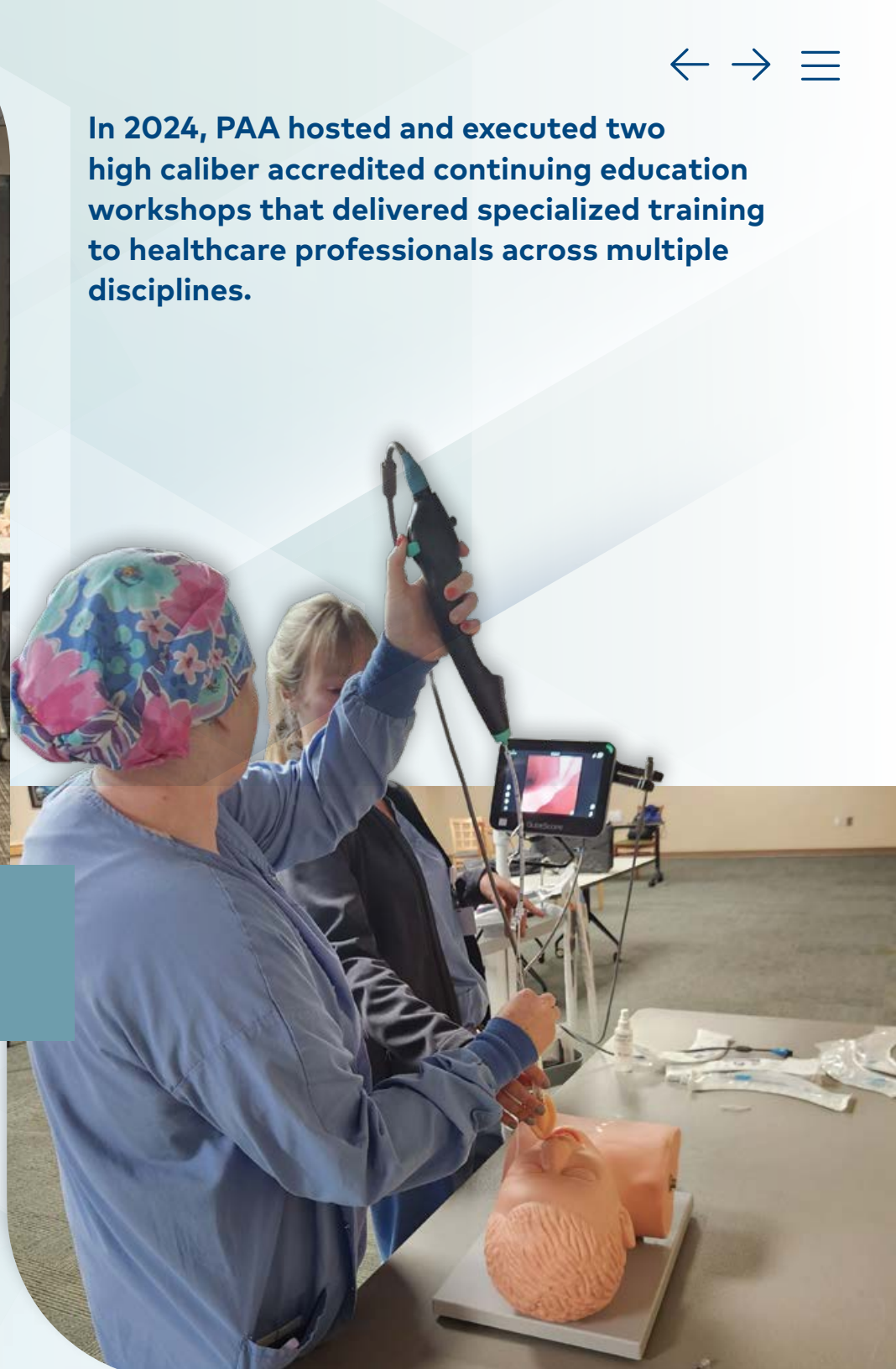


In 2024, PAA hosted and executed two high caliber accredited continuing education workshops that delivered specialized training to healthcare professionals across multiple disciplines.



# PAA Workshops

Above: Trauma Anesthesia Workshop,  
Right: Pediatric Airway Workshop





## Pediatric Airway Workshop

The "Pediatric Airway Workshop" provided comprehensive instruction on managing the unique challenges of pediatric airways. This intensive workshop featured expert-led sessions on:

- **Pediatric Airway Basics:**  
Fundamental anatomical differences, developmental considerations, and standard management techniques
- **Difficult Pediatric Airway and Troubleshooting:**  
Advanced approaches for challenging cases, including congenital anomalies and emergency scenarios
- **One Lung Ventilation in Pediatric Patients:**  
Specialized techniques for pediatric thoracic procedures, equipment selection, and ventilation strategies



## Trauma Anesthesia Workshop

The "Trauma Anesthesia Workshop" focused on critical care aspects of trauma management with sessions covering:

- **Rapid Transfusion System (Belmont):**  
Hands on training with this essential technology for massive transfusion protocols in trauma settings
- **Updates in Trauma Anesthesiology:**  
Latest evidence-based practices, protocols, and clinical guidelines from leading trauma centers
- **Transfusion Management in Trauma:**  
Comprehensive strategies for blood product administration, damage control resuscitation, and coagulopathy management



Both workshops featured interactive simulations, case-based discussions, and hands on equipment demonstrations led by specialists in their respective fields. Participants earned valuable continuing education credits while developing practical skills directly applicable to improving patient outcomes in these critical care areas.



# Pre-Surgical Services & Pre-Anesthesia Testing

**Providence Anesthesiology Associates (PAA) sets the standard in Pre-Surgical Services (PSS) and Pre-Anesthesia Testing (PAT), ensuring optimal patient preparation and surgical readiness. Our meticulous preoperative assessment protocols have significantly reduced same-day cancellations, enhancing operational efficiency and elevating patient satisfaction.**

Through our integrated Perioperative Surgical Home model, we emphasize patient safety, minimize complications, and improve surgical outcomes. Our structured approach allows providers to gather critical medical history, perform necessary diagnostics, and seamlessly coordinate care with surgeons and the broader clinical team.



## Patient-Centered Preoperative Care

Patients receive essential preoperative education and have the opportunity to discuss concerns, alleviating anxiety before surgery. Not all patients require in-person visits; our rigorous screening criteria efficiently identify those needing further evaluation. By leveraging evidence-based medicine, we reduce unnecessary testing, ensuring that only complex cases receive detailed assessments minimizing unnecessary procedures, appointments, costs, and surgical delays.

## Tailored Screening & Pathways for Optimal Efficiency

PAA employs validated screening criteria and perioperative pathways designed specifically for outpatient and ambulatory surgical settings. This structured framework ensures cost-effective, high-quality care, balancing patient safety with operational efficiency. Our strategies focus on reducing unnecessary healthcare expenditures while maximizing convenience for both patients and surgical teams.

## Commitment to Preoperative Counseling & Smoking Cessation

Recognizing the impact of smoking on surgical outcomes, we provide dedicated preoperative counseling for patients who smoke. Our approach has led to significant success in day-of-surgery smoking cessation and has contributed to impressive long-term quit rates, supporting better overall health outcomes.

Through these comprehensive strategies, PAA continues to lead in preoperative care, ensuring safer surgeries, enhanced patient experiences, and greater healthcare efficiency.

## Comprehensive Management of Complex Medical Conditions

To enhance patient outcomes, PAA has developed detailed **perioperative management protocols** for patients with conditions such as:



Coronary stents



Obstructive sleep apnea



Diabetes and insulin pumps



Pacemakers and AICDs



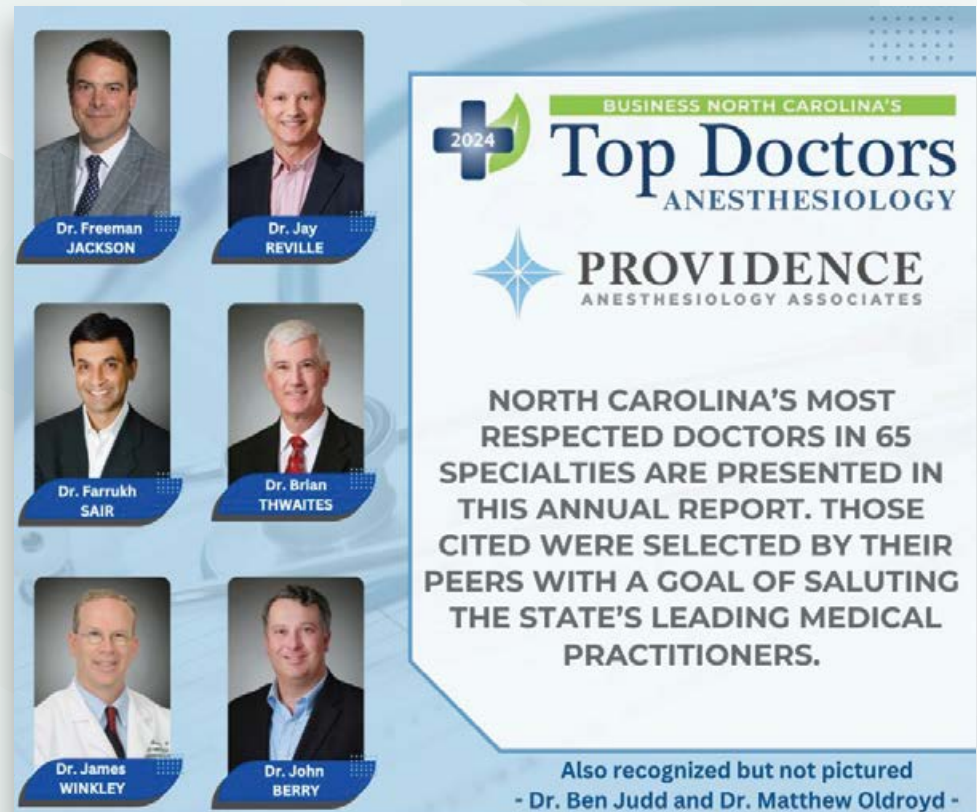
Antiplatelet or anticoagulant therapies

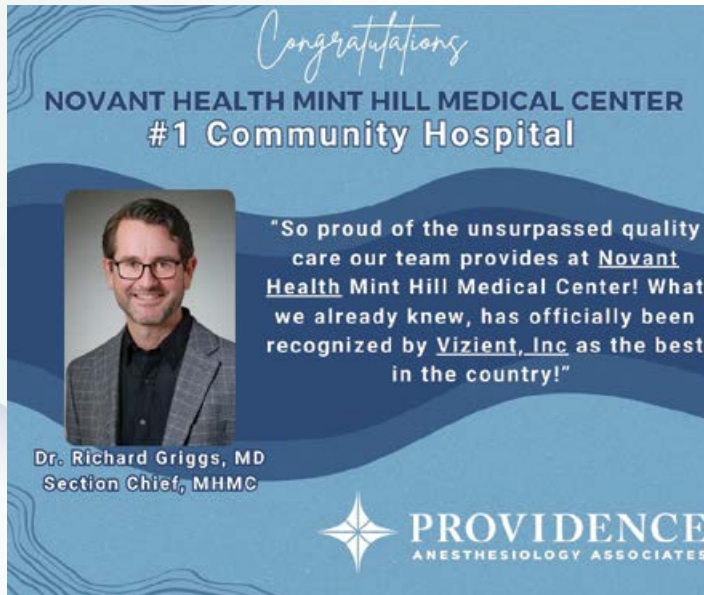


# Awards | 2024

Providence Anesthesiology Associates is dedicated to creating a dynamic and supportive work environment. Our partners and team members work together to build a cohesive workplace rooted in mutual respect and appreciation. We strive to foster a culture of trust and collaboration, where colleagues rely on one another and unite to achieve shared goals. We take great pride in the lasting impact and strong foundation of our organization!

In 2024, **Business NC Magazine** recognized eight physicians from Providence Anesthesiology Associates (PAA) as Top Doctors. Honorees include Dr. Farrukh Sair, Dr. John Berry, Dr. Brian Thwaites, Dr. James Winkley, Dr. Jay Reville, Dr. Matthew Oldroyd, Dr. Freeman Jackson, and Dr. Ben Judd. Nominated by their peers, these distinguished professionals were celebrated for their outstanding contributions to the medical field and leadership in their respective specialties.





Each year, Healthgrades publishes its prestigious lists of Top General Hospitals and Top ASCs. In 2024, PAA is proud to be affiliated with recognized facilities such as Novant Health Mint Hill Medical Center, FirstHealth Moore Regional Hospital, and Novant Health Huntersville Medical Center. Additionally, our commitment extends to top ASCs, including Novant Health Huntersville Outpatient Surgery Center and Novant Health Ballantyne Outpatient Surgery Center.

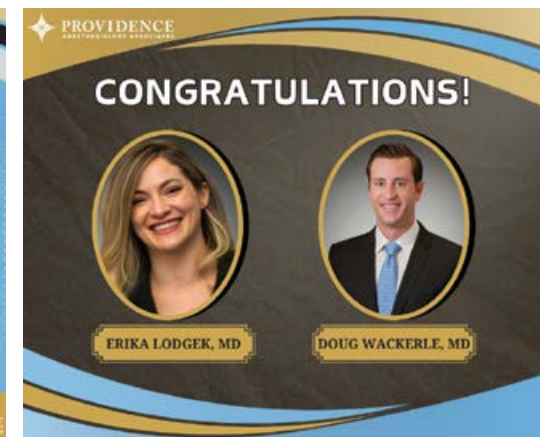
Additionally, Novant Health Mint Hill Medical Center was recognized as the #1 Community Hospital by Vizient, Inc in 2024!

2024 was a milestone year for our ASC locations in North Carolina and South Carolina. PAA achieved a major accomplishment by completing 3,300 same-day total joint replacements at freestanding ASCs—surpassing our goal of 3,000 procedures for the year!



BECKER'S  
**ASC REVIEW**

**PAA achieved a major accomplishment by completing 3,300 same-day total joint replacements at free-standing ASCs—surpassing our goal of 3,000 procedures for 2024!**







# PAA Recruitment

**Providence Anesthesiology Associates takes a distinctive approach to recruiting anesthesiologists. Our dedicated Recruitment Committee, made up of current partners, carefully evaluates and engages with potential candidates to ensure a strong cultural and professional fit. This internal process allows us to attract and retain top-tier physicians who align with our values and commitment to excellence.**

Our anesthesiologists bring exceptional expertise, having trained at top programs across the United States before joining our practice. Recent team members have come from esteemed institutions such as the University of North Carolina, Duke University, Georgetown University, and the University of Southern California, among other distinguished national and local programs. Their specialized skills span multiple fields, including Pediatric Anesthesiology, Cardiothoracic Anesthesiology, Regional Anesthesiology, Neuroanesthesia, Obstetric Anesthesiology, and Bariatric Anesthesia.

At PAA, many of our physicians take on leadership roles soon after joining, having served as Chief Residents and holding key positions such as Chair, Department of Surgery, Regional Medical Director, Surgical Services Joint Committee Chair, and members of the Recruitment Committees.

We are also proud that many current and retired PAA physicians have held leadership roles in the United States Military, reflecting their dedication to service and excellence beyond the medical profession.

## UNIVERSITIES REPRESENTED

University of North Carolina - Chapel Hill  
University of North Carolina School of Medicine  
The College of William & Mary  
Medical University of South Carolina  
University of Virginia  
Wake Forest University  
University of Tennessee – Knoxville  
Louisiana State University  
Louisiana State University School of Medicine  
Philadelphia College of Osteopathic Medicine  
Arizona State University  
Brigham Young University  
University of Oklahoma Health Science Center  
University of Michigan  
Michigan State University  
Weber State University  
Dartmouth – Hitchcock Medical Center  
Duke University  
East Carolina University  
U.S. Navy  
Clemson University  
Virginia Commonwealth University  
Georgetown University  
Cornell University  
University of Nevada  
University of Southern California  
Oregon Health and Science University  
University of Maryland  
University of New England College of Osteopathic Medicine  
Northwestern University  
University of Texas Medical School at San Antonio  
Elon University  
Indiana University School of Medicine  
Boston University School of Medicine  
State University of New York at Stony Brook  
Autonomous University of Guadalajara  
Medical College of Georgia  
Mercer University  
The University of Georgia  
American University of the Caribbean School of Medicine (St. Maarten)  
Missouri State University  
University of Missouri – Columbia School of Medicine

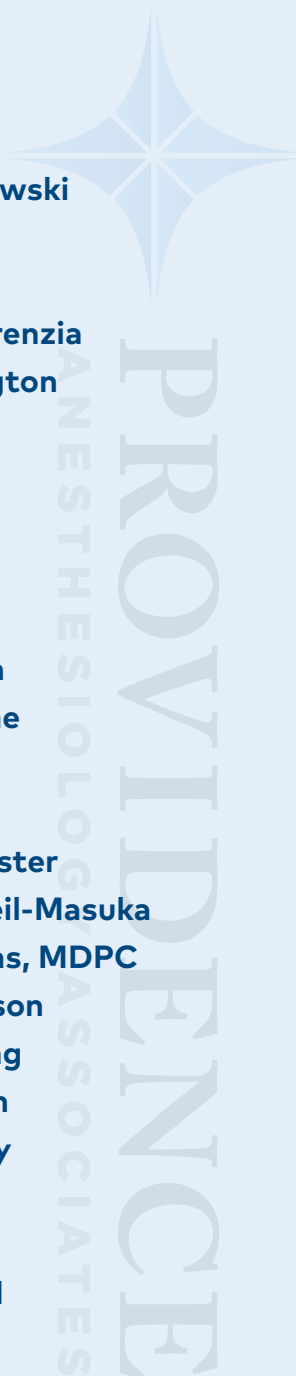


## 2024 RECRUITS

### MISCELLANEOUS

Board of Trustees, RHI Legacy Foundation  
Chief Resident - MUSC  
Virginia Health Association Board Member  
The College of William & Mary Cross Country & Track – All-East Honors  
Davidson College Baseball. Catcher  
Assistant Professor, Dept. of Anesthesiology - Wake Forest Baptist Medical Center  
Arizona State University Water Ski Team, Captain  
Medical Volunteer – LIGA International "Flying Doctors of Mercy" – Central Mexico  
Medical Volunteer – Calzada Cancer Clinic, Tijuana, Mexico  
Regional Director of Anesthesiology Services – Transylvania Regional Hospital  
Chemist – TCR Composites  
Animal Caretaker – Ogden Nature Center  
Western Piedmont Anesthesiology - Treasurer  
Catawba Medical Center – Surgical Services Joint Committee Chair  
Founder and Chair, CUSOM Bereavement Fund  
Georgetown University – Women's Tennis Captain  
Georgetown University – Women's Basketball Letter Winner  
Cornell University - - Women's Tennis Letter Winner  
Intercollegiate Tennis Association Scholar Athlete  
William A. Zamboni, MD Award winner, Undersea and Hyperbaric Medicine Society, Pacific Chapter  
Physician on-site for Diana Nyad during record-breaking swim from Cuba to Florida  
Resident Selection Committee – Duke University  
Varsity Track Team – Elon University  
American Medical Women's Association - IUSM West Lafayette Branch – Secretary  
Maryland State Board Case Analyst/Reviewer  
Book Author – Children's Book "My Surgery"  
Medical Mission – Operation Rainbow, Orthopedic mission – Esteli, Nicaragua  
Army Achievement Medal  
Defense Meritorious Service Medal  
Army Commendation Medal  
Joint Services Commendation Medal  
Anesthesia Chief Resident  
Fleet Marine Force Warfare Officer  
Navy and Marine Corps Achievement Medal  
Chairman, Department of Surgery, SSM- St. Mary's Hospital  
Regional Medical Director – HCA Healthcare Anesthesia Services

Alex Szczukowski  
Doug Arno  
Maggie Bell  
Christina Cerenzia  
Derek Covington  
Will Cox  
Newell Daly  
Lee Elliott  
Paige Gerbic  
Peter Gerst  
Doug Guyton  
Corbin Harline  
Perrin Jones  
Michael Lee  
Amy Manchester  
Janelle McNeil-Masuka  
Tiffany Owens, MDPC  
Elena Patterson  
Soheyla Pilling  
Bryan Renken  
David Stanley  
Derek Stout  
Derek Tomes  
David Tunnell  
Kelly Wilson





# The PAA Model



Providence Anesthesiology Associates operates under the guidance of practicing anesthesiologists, ensuring that leadership positions are held by those actively involved in patient care. This structure enables informed decision-making for the benefit of both the practice and its patients.



**KEVIN CROSBY, MD**  
*President*



**MATTHEW DYER, MBA**  
*Chief Executive Officer*



**JOHN SANDOVAL, MD**  
*Chair of Anesthesiology for Novant Health Greater Charlotte Market*



**CORY KOENIG, DO**  
*Vice President of Operations;  
Chair of the Recruitment Committee*



**FRANCIS STRANICK, MD**  
*Vice President of Business Development*



**BRIAN KORNRUMPF, MD**  
*Vice President of Finance*

## Group Governance

The elected Executive Committee (EC) supervises the senior management team, which provides updates to the shareholders (PAA Partners). Shareholders retain authority over all major decisions. Monthly partner meetings are held at the Charlotte administrative office, where all physicians can participate either in person or via video conference. Elections for positions take place annually. To be included on the ballot, a Partner must be nominated and seconded by another Partner, followed by a vote from all Partners.



**WILLIAM ASKINS, MD**  
*Chief, OR Manager*



**KRISHNA BADDIGAM, MD**  
*Recording Secretary*



**CRAIG BARNETTE, DO**  
*Section Chief, Watauga Medical Center*



**ERIC BARUA, MD**  
*Section Chief, PAA Mobile*



**JAMES BENONIS, MD**  
*Section Chief, Matthews Surgery Center, Chair of the Recruitment Committee*



**KIM BLUMBERG, MD**  
*Section Chief, Novant Health Huntersville Medical Center, Section Chief, Novant Health Huntersville Ambulatory Surgery Center*



**WILLEM BOK, MD, MBA**  
*Section Chief, Kimel Park Surgery Center, Section Chief, Western Carolina Surgery Center*



**DANIEL BRIGGS, MD**  
*Section Chief, Novant Health Charlotte Orthopedic Hospital; Section Chief, Novant Health Center City Outpatient Surgery Center*



## Group Governance



**COURTNEY CASTORO, MD**  
Subspecialty Chief Cardiac Anesthesiologist, PAA Personnel Committee



**STEPHANIE CHISMAR, DO**  
Medical Director, Presurgical Services



**NEWELL DALY, DO**  
Section Chief, Hickory



**CHRISTOPHER DUGGINS, MD**  
Executive Committee at Large



**LAURA GARDNER, MD**  
Section Chief, OB Novant Health Charlotte



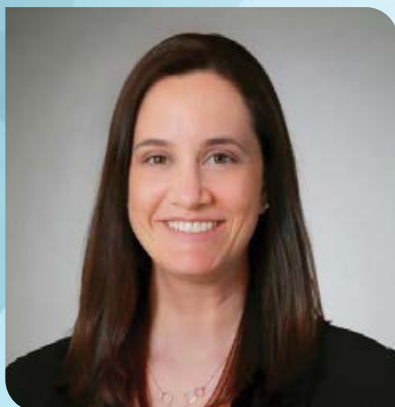
**RICHARD GRIGGS, MD**  
Chief of Surgery at Novant Health Mint Hill Medical Center, Section Chief, Novant Health Mint Hill Medical Center



**CHRISTOPHER GUNN, MD**  
Section Chief, Mallard Creek Surgery Center



**FREEMAN JACKSON, MD**  
PAA Personnel Committee



**LAUREN KOKAJKO, MD**  
*Co-Chair, PAA Marketing Committee*



**MATTHEW KOZLOWSKI, MD**  
*Chair, PAA Compliance Committee*



**DARRYL MALAK, MD**  
*Section Chief, Novant Health  
Matthews Medical Center*



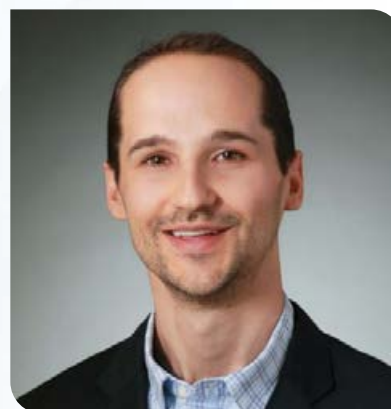
**SCOTT MCCULLOCH, MD**  
*Section Chief, Triangle*



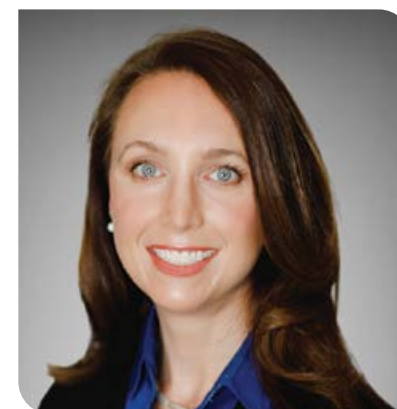
**ASHLEY MCDONELL, MD**  
*Section Chief, Ballantyne Medical  
Center*



**STEPHEN MENDOZA, MD**  
*Subspecialty Chief, OB Anesthesiology,  
Chair PAA Personnel Committee*



**JOHN MEYER, MD**  
*Section Chief, Novant Health Charlotte  
Outpatient Surgery Center, Co-Chair,  
PAA Marketing Committee*



**KATE MILLER, MD**  
*Chair CPC Committee, Section Chief,  
Midtown Surgery Center*



## Group Governance



**WARREN MILLS, MD**

*Division Chief, Iredell Memorial Hospital; Iredell Surgery Center; Iredell Surgery Center at Mooresville*



**VAUGHN NELSON, MD**

*Division Chief, Rowan Medical Center, Rowan Outpatient Surgery Center*



**FARRUKH SAIR, MD**

*Personnel Committee*



**BRETT SHAFFER, MD**

*Vice President of Scheduling*



**KAREN SLOCUM, MD/MPH**

*President of the NC Society of Anesthesiologists*



**ILKA THERUVATH, MD**

*Chair, Continuous Quality Improvement Committee*



**BRIAN THWAITES, MD**

*Section Chief, FirstHealth Moore Regional Hospital*



**BRENDEN TRIBBLE, MD**

*Section Chief, The Surgery Center at Edgewater; Section Chief, Carolina Surgical Center*



**MATTHEW WANG, MD**  
Section Chief, SouthPark Surgery  
Center



**JOSEPH WEIDMAN, MD**  
Section Chief, Novant Health Presbyterian  
Medical Center



**KATIE YANG, MD**  
Assistant Vice President of Scheduling

*Not Pictured:*

**ILYA RUBIN MD**  
Section Chief, Ballantyne Surgery Center

**JOSEF MUEKSCH, MD**  
Section Chief, Brunswick Medical Center





# Novant Health Partnership

**PAA is proud to collaborate with Novant Health**, a non-profit, comprehensive healthcare system serving 4 million patients annually across Virginia, North Carolina, South Carolina, and Georgia. Through an exclusive agreement, PAA provides physician anesthesia services within the Greater Charlotte area under the Novant Health System. Our dedicated team of anesthesiologists supports Novant facilities in Charlotte, as well as community hospitals in Matthews, Huntersville, Mint Hill, Rowan, and Brunswick, along with ambulatory centers throughout the region.





**PAA Anesthesiologists** are embedded within Novant leadership and serve in numerous key roles throughout the system. PAA-C anesthesiologists have held or currently hold positions such as a Board of Trustees member, Chief of Surgery, Chair of the Invasive and Procedural Services Subcommittee, Chief of Staff for the Southern Piedmont Region, Chief of Staff, Medical Director, and Chairman of the Surgical Peer Review Committee. They also serve on the Presbyterian Medical Center Steering Committee, the Novant Credentials Committee, the Novant Enterprise Integration Committee, and the Physician Specialty Council to the President and CEO, among many other important positions.



### Some of the places where we provide services are:

- **Novant Health Presbyterian Hospital Main Campus**  
*(Cardiac and OB units are located here)*
- **Midtown Ambulatory Surgery Center**
- **Novant Huntersville Hospital + Surgery Center**
- **Novant Matthews Medical Center**
- **Novant Mint Hill Hospital**
- **Novant Health Charlotte Orthopedic Hospital**
- **Novant Health Julian Road Surgery Center**
- **Novant Health Huntersville Outpatient Surgery Center**
- **Charlotte Outpatient Surgery Center**
- **Southpark Surgery Center**
- **Ballantyne Outpatient Surgery Center**
- **Ballantyne Medical Center**
- **Rowan Medical Center**
- **Brunswick Medical Center**
- **Various Office-Based Locations**





# Patient Care

## Putting Patients First

At PAA, we are unwavering in our commitment to elevating safety and patient care to the highest standards. Our reputation is built on evidence-based anesthetic practices and a proven track record of positive outcomes. Yet, we recognize that a patient's experience is just as vital as the care they receive. We deeply appreciate our patients' honest feedback, which helps us continuously refine and improve our approach.

## Connecting With Our Physicians

Facing surgery, whether elective or necessary, can be overwhelming. At PAA, we believe that open communication with a physician anesthesiologist can ease many concerns. To support our patients, we offer a secure, HIPAA-compliant form for easy access. By submitting this form through our **Contact Us** page, patients can connect with an anesthesiologist who will provide answers, guidance, and reassurance.

## The PAA App: Enhancing Quality & Clinical Excellence

In 2016, Providence Anesthesiology Associates launched the PAA app to support physicians in their daily practice. A key feature of the app is our proprietary quality reporting system, PAAQS, designed to drive internal improvement initiatives. PAAQS allows us to collect, analyze, and track data across 51 quality metrics, ensuring precise monitoring of each patient's journey.

The insights gathered through PAAQS enable us to report quality metrics to leading external organizations, including the National Anesthesia Clinical Outcomes Registry (NACOR) and the American Society of Anesthesiologists' (ASA) Anesthesia Quality Institute (AQI).

Beyond quality reporting, the PAA app has evolved into an essential tool for managing complex clinical scenarios, offering seamless access to proprietary resources, and strengthening practice standards and protocols.

## 2024 Patient Satisfaction Scores

"Very positive experience at the Surgical Center with Dr. McKinley. He was professional, attentive and thorough in his descriptions and explanations. He was available before and after anesthesia and gave many opportunities to ask questions."

– Kathy

"Amazing anesthesia team!!! Unfortunately, I have had bad experiences in the past with anesthesia but this team handled everything beautifully. No trouble waking up. No nausea! Dr. Benonis and team are wonderful!"

– Julie

Great team, professional care. Nothing but positive things to say! Keep up the great work."

– Scott

"Best anesthesia experience. Everything was explained and I was comfortable the whole time."

– Deanna

"Dr Briggs was a very much a professional at his job he would answer any questions you had and explain the surgery from start to finish it was never any questions and felt very much at ease even called twice that weekend from the house to check and see if everything was okay."

– Richard

"Dr. Sandoval was particularly Pleasant and seemed very knowledgeable as we discussed anesthesia. He was sure to have me prepared in a way that prevented nausea or vomiting, which I had had with anesthesia before. I lost any concerns I had and it turned out to be a good experience"

– Linda

"Dr. Baddigam took great care of me during my foot surgery recently. He was very through in explaining the procedures he would use and the safety concerns with each. I felt very well cared for and enjoyed meeting him."

– Michele

"Professional and experienced anesthesia team, made my surgery experience seamless. Dr. Malak and the nursing team were patient, addressed my concerns, answered all of my questions and provided great patient care experience. Thank you!"

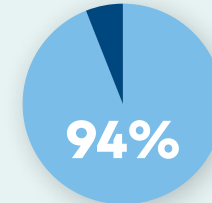
– Ari

"The anesthesia staff was so kind and informative. I could not ask for better providers!"

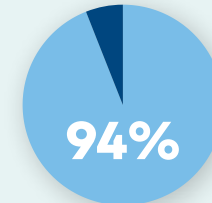
– Sharon

"Absolutely the best. Answered questions and made me very comfortable with the procedure."

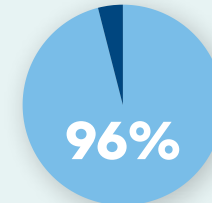
– Kineta



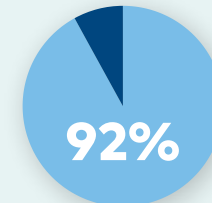
**Ensured your comfort during surgery**



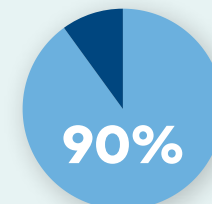
**You were well prepared to make decisions**



**Anesthesiologist respected your privacy**



**Questions about anesthesia were answered**



**Anesthesiologist eased your anxiety**



# PAA-Mobile

## Office Based Anesthesia

**PAA Mobile** continues to lead the way in office-based anesthesia, achieving a flawless 100% net promoter patient satisfaction score. Our anesthesia services are delivered by experienced physician anesthesiologists, supported by skilled critical care nurses who expertly manage preoperative and postoperative care. Utilizing state-of-the-art equipment tailored for each day's procedures, we ensure the highest standard of safety, efficiency, and patient comfort.

With over 15 years as a physician-led practice, PAA-Mobile has built a strong reputation for excellence, serving more than 50 esteemed clients across North Carolina and administering nearly 10,000 procedures in the past two years.

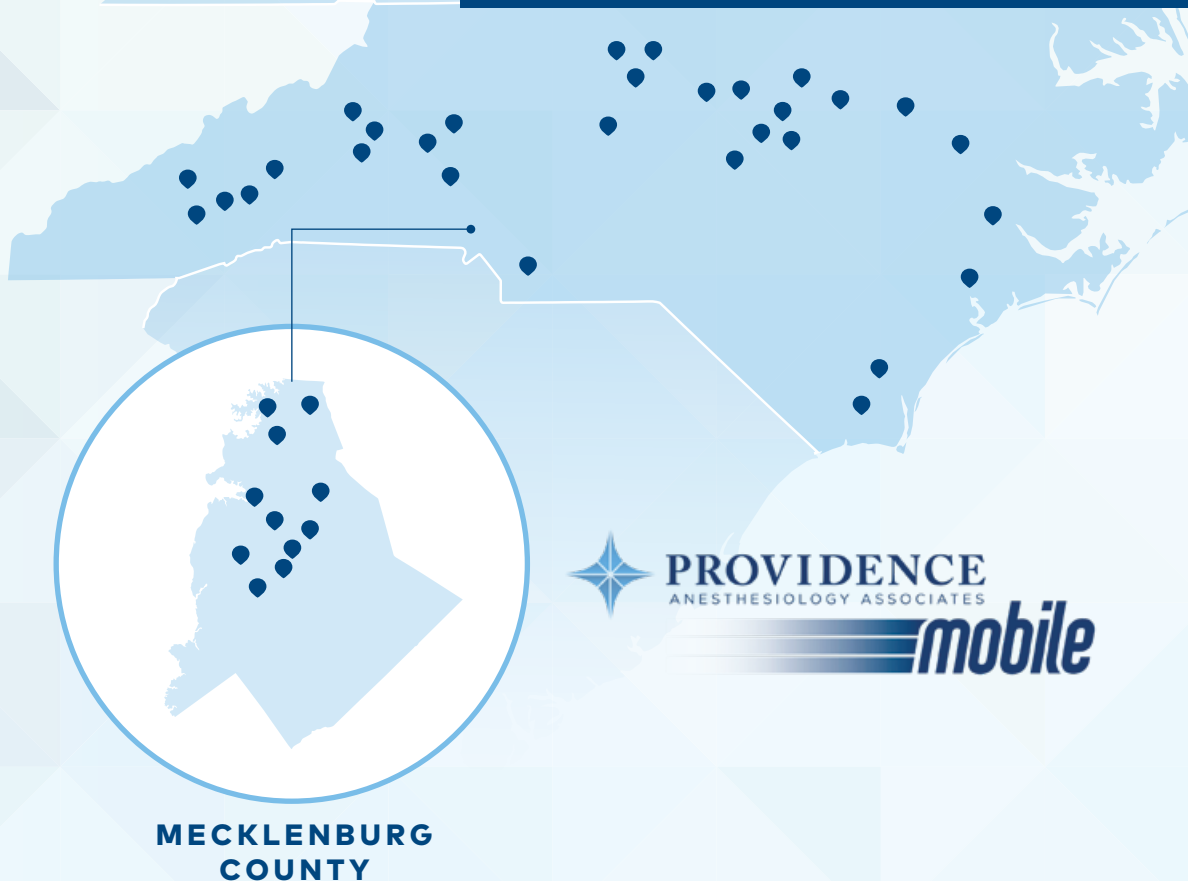
Partnering with PAA-Mobile offers significant advantages for both patients and surgeons. Patients benefit from lower costs, reduced infection risks, and enhanced safety through personalized care provided by our expert physician anesthesiologists. Surgeons enjoy the convenience of operating in their own facilities, ensuring seamless patient flow, readily available block time, minimal surgical delays, and increased revenue potential. Familiar teams and specialized instrumentation further optimize patient outcomes, reinforcing our commitment to exceptional care.



**97%** Patient engagement rate



## PAA-Mobile Locations



Maintaining these high standards requires a steadfast focus on patient engagement and continuous quality improvement. Our Quality Assurance Committee rigorously evaluates performance metrics, consistently exceeding ambulatory benchmarks. Through innovative digital solutions, PAA-Mobile achieves a 97% patient engagement rate, streamlining pre-procedure screenings, recovery tracking, and patient experience assessments via electronic forms.

To enhance patient convenience, we provide pre-procedure insurance estimates and flexible electronic payment options, helping to minimize out-of-pocket expenses and ensure a smooth financial experience.



**15** Years of office-based anesthesia experience



**4,509** Procedures in 2024



**50+** Clients throughout NC



# Making an Impact: Our Community Partnerships

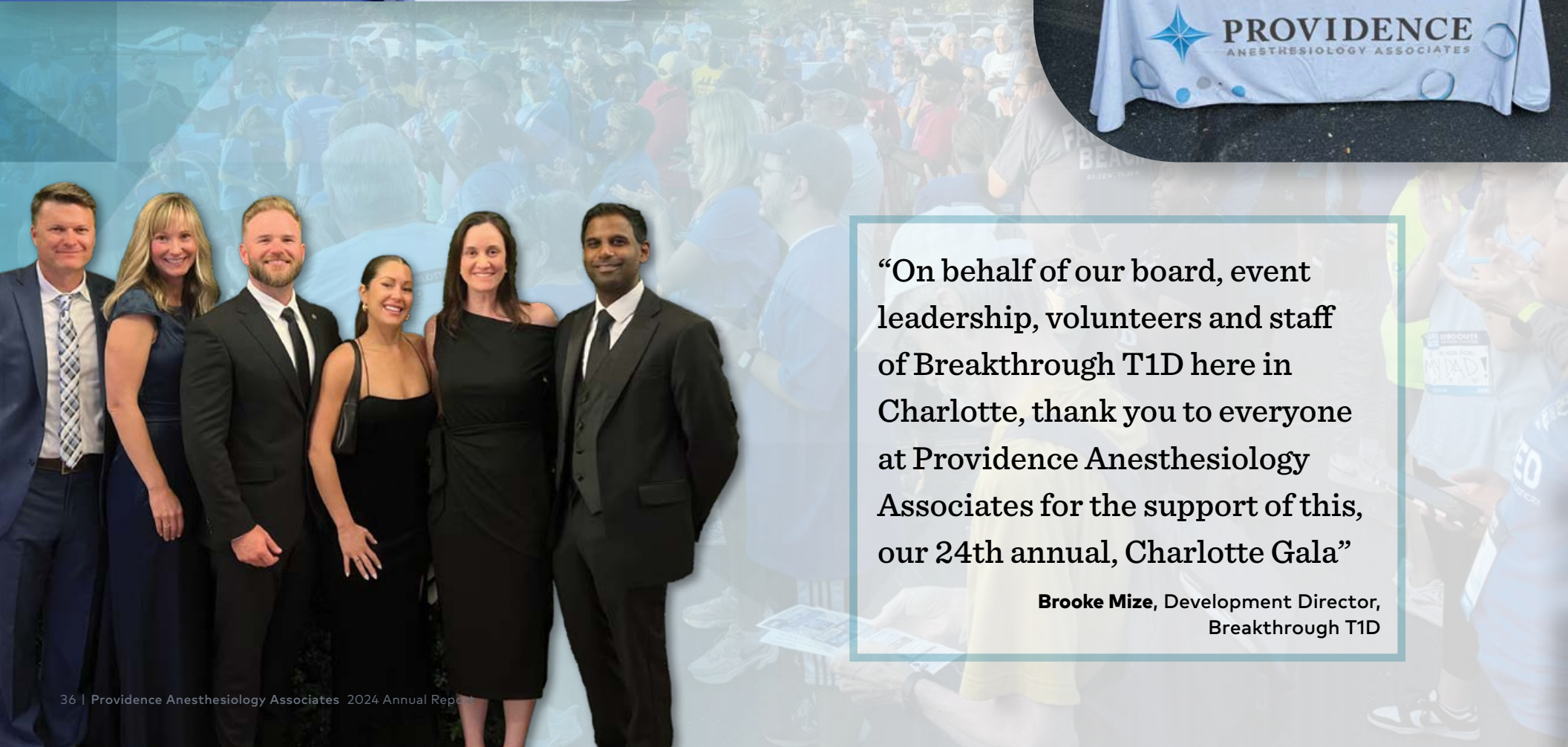
Each year, Providence Anesthesiology Associates supports our community by raising awareness and sponsoring events for various health-related causes. We proudly collaborate with local and national non-profit organizations such as the American Heart Association, Healthy Charlotte Alliance, Breakthrough T1D, and Zero Prostate. Additionally, we support our hospital partner, Novant Health, through sponsorships via the Novant Health Foundation. Through these philanthropic efforts, we express our gratitude, inspire generosity, and strengthen our connection with the community we serve.











“On behalf of our board, event leadership, volunteers and staff of Breakthrough T1D here in Charlotte, thank you to everyone at Providence Anesthesiology Associates for the support of this, our 24th annual, Charlotte Gala”

**Brooke Mize**, Development Director,  
Breakthrough T1D





“Thank you, Providence Anesthesiology Associates for attending the Hospitality House of Charlotte Annual Fall Luncheon yesterday. We enjoyed spending time with you! The impact you have already made is so amazing and our team is blown away by you generous support!”

**Emily Muller**, Community Engagement Manager, Hospitality House of Charlotte







Reflecting on another year of dedication, innovation, and excellence in anesthesiology, we reflect with deep appreciation on the milestones we have achieved and the lives we have touched. Our commitment to delivering the highest standard of care has not only enhanced patient safety and satisfaction but has also reinforced our role as trusted leaders within the medical community.

Our physician team has demonstrated remarkable resilience amid healthcare's evolving landscape, consistently delivering clinical excellence while pioneering innovative approaches to anesthesia services. This commitment has yielded not only outstanding patient safety metrics and satisfaction scores but also strengthened our collaborative relationships with Novant Health and other healthcare partners throughout North Carolina.

The achievements highlighted in this report reflect the collective expertise and dedication of our anesthesiologists, whose clinical mastery and leadership continue to elevate standards across our served facilities. Their tireless efforts, combined with strategic investments in advanced technologies and specialized training, position PAA at the forefront of anesthesiology practice.

As we move forward, we remain steadfast in our mission to provide exceptional anesthesia care while expanding our capabilities to meet the evolving needs of our community. With profound gratitude to our physician team, healthcare partners, and most importantly, the patients who entrust us with their care, we embrace the future with optimism and renewed purpose.

Together, we will continue building healthier communities, one patient at a time.



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