

PROVIDENCE
ANESTHESIOLOGY ASSOCIATES

An Unwavering Presence
2025 Annual Report



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Contents

04	A LETTER FROM THE PRESIDENT
05	A LETTER FROM THE CEO
06	COMPANY STATEMENTS
07	ABOUT PAA
08	PATIENT SAFETY
09	QUALITY CONTROL
10-11	PREOPERATIVE ASSESSMENT
12	THE PATIENT EXPERIENCE
13	CLINICAL EXPERTISE - STRATEGIC GROWTH
14-15	2025 RECOGNITION & PHYSICIAN HONORS
16-17	PAA RECRUITMENT
18-19	EXECUTIVE COMMITTEE
20-24	GROUP GOVERNANCE
25	PARTNERSHIPS
26	PATIENT CARE
27	PATIENT REVIEWS
28	OPERATIONAL EXCELLENCE
29	PAA MOBILE - OFFICE-BASED ANESTHESIA
30-33	MAKING AN IMPACT: COMMUNITY PARTNERSHIPS
34	LOOKING AHEAD

Kevin Crosby, MD | President



When I stepped into this role in 2021, we were a group—and a profession—emerging from the shadow of a global pandemic. With many early retirements, OR closings, and plans put on hold, there were countless unanswered questions regarding the future of not only our practice but our specialty as a whole. What will PAA look like in 2025? 2030? Do we need to hire? Are there even applicants out there? Should we expand during unsure times?

We deliberated over these questions and ultimately decided that we would work to strategically grow within our market.

A major impetus was that we recognized that the anesthesia landscape had a dire need for physician-owned groups. Groups like PAA that are owned and are under the direction of physicians have unique advantages over other groups. We have a deep understanding of perioperative care and what a successful day in the operating rooms looks like because we are in those operating rooms every day. Being there helps us maintain our relentless pursuit of extraordinary patient care. Conversely, groups that are owned and/or run by external entities have lost sight of this goal - many times to their demise.

We recognize that the outpatient setting has many advantages for the patient. Outpatient perioperative care can be delivered more efficiently and economically without sacrificing safety. Guided by our knowledge from the ORs, PAA has developed a recipe for success when partnering with surgeons and ASCs to deliver this care. Extraordinary patient care is our foundation, and things such as OR efficiency, preoperative screening, and consistent staffing all build onto that foundation.

Taking a step out of the ORs, our CEO Matthew Dyer has built a world class administrative team to help us carry out our mission of excellent physician-led perioperative care. We tightly manage our revenue cycle, patient relations, and employee relations and keep a sharp eye on our overhead. The better we are able to run our organization, the better partners we can be for our clients. Furthermore, being physician-owned, we are free from the shackles of having to churn a profit for external investors.

I am now starting my sixth and final year as President. Just as PAA has seen tremendous growth as an organization, this position has allowed for personal growth for me as well. It has been an honor to serve such a talented group of physicians and individuals.

Our group recently held elections, and I am proud to introduce Dr. Jay Duggins as our new President. His tenure in our group exceeds 20 years, and he is a proven leader for PAA as well as within the hospital systems that we serve. I have no doubt that PAA will thrive under his leadership.

With gratitude,

Kevin A. Crosby, MD | President



Matthew Dyer, MBA | CEO



When I reflect on the past several years, I am reminded of the many questions facing healthcare organizations across the country. Questions around workforce stability, operational sustainability, and how best to grow in an evolving environment required thoughtful consideration and clear direction.

What defines PAA is how we chose to respond.

Rather than hesitate, we made the deliberate decision to invest in our future. We committed to thoughtful, strategic growth within our market, while simultaneously strengthening the foundation of our organization. That balance between growth and discipline continues to guide us today.

A key focus has been building a high-performing administrative infrastructure to support our physicians and clinical teams. Over the past several years, we have developed a best-in-class team across revenue cycle management, patient relations, business intelligence, and employee engagement. By maintaining strong operational oversight and financial discipline, we are able to be more effective partners to the facilities and communities we serve.

At the same time, we have remained firmly grounded in our identity as a physician-led organization. This is more than a structural distinction. It shapes our priorities and ensures that clinical excellence and patient care remain at the center of every decision we make. Without the pressure of external investors, we are able to take a long-term view and invest in what matters most: our patients, our providers, and our partners.

We continue to see significant opportunity in the outpatient setting, where care can be delivered efficiently and safely while improving the overall patient experience. By combining operational discipline with deep clinical expertise, PAA has established a strong model for partnering with surgeons and ambulatory surgery centers to deliver consistent, high-quality care.

None of this progress would be possible without the people who make up PAA. The alignment between our physicians, clinical staff, and administrative team is our greatest strength. It enables us to adapt in a changing environment while staying true to our mission.

I would also like to recognize Dr. Kevin Crosby for his leadership and service as President, as he enters his final year in this role. His contributions have been instrumental in shaping the organization we are today. As we welcome Dr. Jay Duggins into this role, we are confident that PAA will continue to build on this strong foundation.

It is an honor to serve as CEO of this organization and to work alongside such a talented and dedicated team.

With gratitude,

Matthew Dyer
Chief Executive Officer



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, healthcare 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.

About PAA



156

Number of Physicians

150

Number of CRNAs

84

Number of Locations

439

Number of Employees

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 Carolina and South Carolina, caring for more than 260,000 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.

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.

Proactive Preoperative Planning

Care begins well before surgery with a comprehensive review of each patient's medical history and individualized anesthetic planning.

Personalized Anesthetic Care

Tailored anesthesia plans designed to maximize patient safety, comfort, and rapid recovery.

Comprehensive Postoperative Support

Ongoing postoperative monitoring and effective pain management to ensure a smooth transition from hospital to home.

Seamless Continuum of Care

Dedicated support guiding patients safely back to daily life following surgery.

Culture of Unparalleled Safety

Continuous outcomes monitoring, proactive risk identification, and ongoing process refinement

Exceeding National Benchmarks

Performance consistently surpasses national standards, including superior results in the National Anesthesia Clinical Outcomes Registry (NACOR), the nation's largest anesthesia data registry.

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.

Data

● We contribute anesthesia quality data to leading organizations including the **American Society of Anesthesiologists' Anesthesia Quality Institute (AQI)**.

Benchmarking

● Our data supports the **National Anesthesia Clinical Outcomes Registry (NACOR)**, the largest anesthesia clinical data registry in the United States.

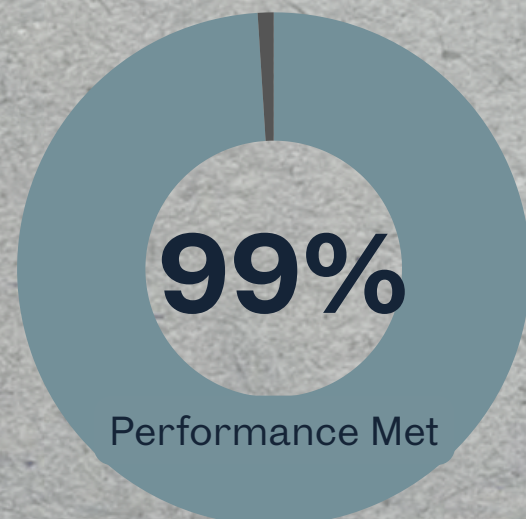
Improvement

● Quality metrics collected through our electronic medical record system allow us to track outcomes and continuously refine patient care.

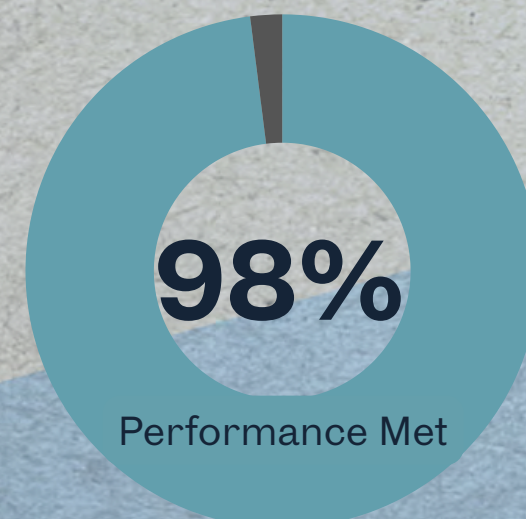
Review

● Our physicians utilize **Real-Time Event Assessment (RTEA)** to evaluate patient outcomes and develop evidence-based pathways that enhance safety and quality.

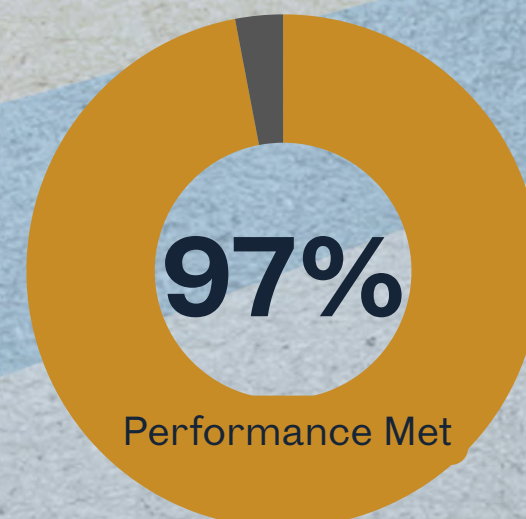
.QID 430: Prevention on PONV (Adults)



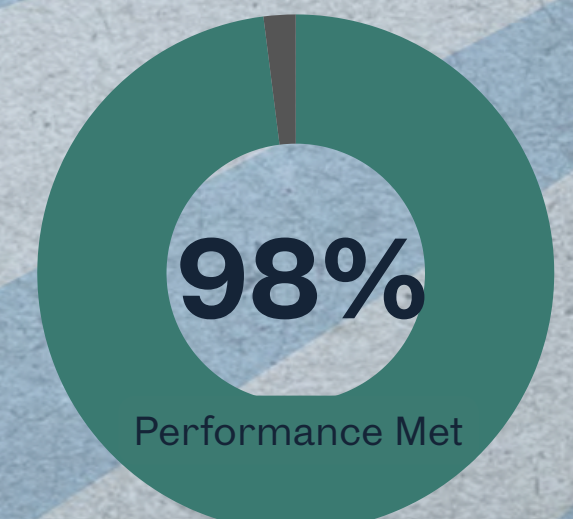
.QID 463: Prevention on PONV (Pedi)



.QID 477: Multimodal Pain Management



.QID 424: Perioperative Temperature Management



Preoperative Assessment



Providence Anesthesiology Associates (PAA) sets the standard in preoperative care, ensuring optimal patient preparation and surgical readiness.

Meticulous Preoperative Assessment Protocols

Enhanced Patient Safety

Reduced Same Day Cancellations

Improved Operational Efficiency & Surgical Readiness

Higher Overall Patient Satisfaction



Patient-Centered Preoperative Care

- Patients receive essential preoperative education and can discuss concerns to reduce anxiety.
- Not all patients require in-person visits.
- Rigorous screening identifies those who need further evaluation.
- Evidence-based practices reduce unnecessary testing.
- This approach minimizes unnecessary procedures, appointments, costs, and surgical delays.

TAILORED SCREENING & PATHWAYS FOR OPTIMAL EFFICIENCY

- We employ validated screening criteria tailored to outpatient and ambulatory surgical settings.
- We utilize perioperative pathways designed specifically for these environments.
- Our structured framework ensures cost-effective, high-quality care.
- We balance patient safety with operational efficiency.
- Our strategies reduce unnecessary healthcare expenditures while maximizing convenience for patients and surgical teams.

COMMITMENT TO PREOPERATIVE COUNSELING & SMOKING CESSATION

- We recognize 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.
- We have achieved impressive long-term quit rates, supporting better overall health outcomes.
- We lead in preoperative care, ensuring safer surgeries, enhanced patient experiences, and greater healthcare efficiency.

The Patient Experience



Patient-centered care remains the cornerstone of our approach, driving improved clinical outcomes, greater patient satisfaction, and more efficient use of healthcare resources. PAA is committed to engaging patients at every stage of the surgical journey, from initial decision-making through recovery, to ensure coordinated, compassionate, and high-quality care.

We Care

In partnership with our hospital partners, PAA developed and implemented the **We Care** handoff protocol, reinforcing patient engagement and patient-centered practices as critical components of safety and satisfaction. Many surgical facilities now incorporate patient satisfaction metrics into anesthesiologist and provider compensation structures.

Talk to My Doc Program

Our **Talk to My Doc** initiative empowers patients through education and encourages active participation in healthcare decisions. The program includes targeted efforts such as smoking cessation counseling and anemia management, promoting informed, shared decision-making.

Patient Feedback

PAA utilizes comprehensive patient surveys to evaluate care experiences and identify opportunities for improvement. After care completion, patients receive an automated interactive voice response survey, generating response rates above 10% and tens of thousands of completed surveys annually, providing statistically significant data for trend analysis.

Efficient Survey Design

The survey includes twelve focused questions and three optional open-ended responses and takes less than five minutes to complete, enabling broad participation while delivering meaningful insights.

Clinical Expertise - Strategic Growth



2025 Clinical Volume & Reach

Providence Anesthesiology Associates has embraced a comprehensive, patient-centered approach that advances both safety and the overall patient experience. Our commitment extends beyond the operating room, supporting patients throughout every phase of the perioperative journey—from preoperative preparation to postoperative recovery.

This section highlights our clinical initiatives, evidence-based best practices, and the breadth of our expertise, illustrating the depth and impact of care we deliver across all settings.



PAA number of cases in 2025

261,782
Hospital & ASC cases

4,381
Office-based

266,163

Total cases

*Not all were surgical operations



PAA cases outside the OR in 2025



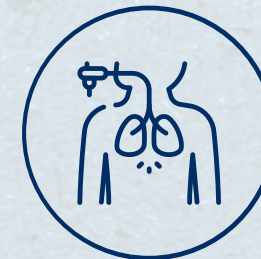
16,230 ENDOSCOPIES



10,980 LABOR EPIDURALS



1,668 TEE



2,649 BRONCHOSCOPIES



554 CARDOVERSIONS



Total joint procedures at ASCs in 2025

4,409

Joints in surgery center

1,035+

Increase from 2024

2025 Recognition & Physician Honors

Providence Anesthesiology Associates is proud to be recognized for excellence in clinical care, organizational leadership, and workplace culture. These honors are a direct reflection of the strength of our partnership and the dedication of our physicians and team members, whose professionalism, collaboration, and commitment to high standards define who we are.

Each award underscores the trust we have earned within our healthcare community and affirms the integrity, accountability, and teamwork that drive our continued success. We view these recognitions not only as milestones, but as validation of the strong foundation and shared values that guide our organization forward.

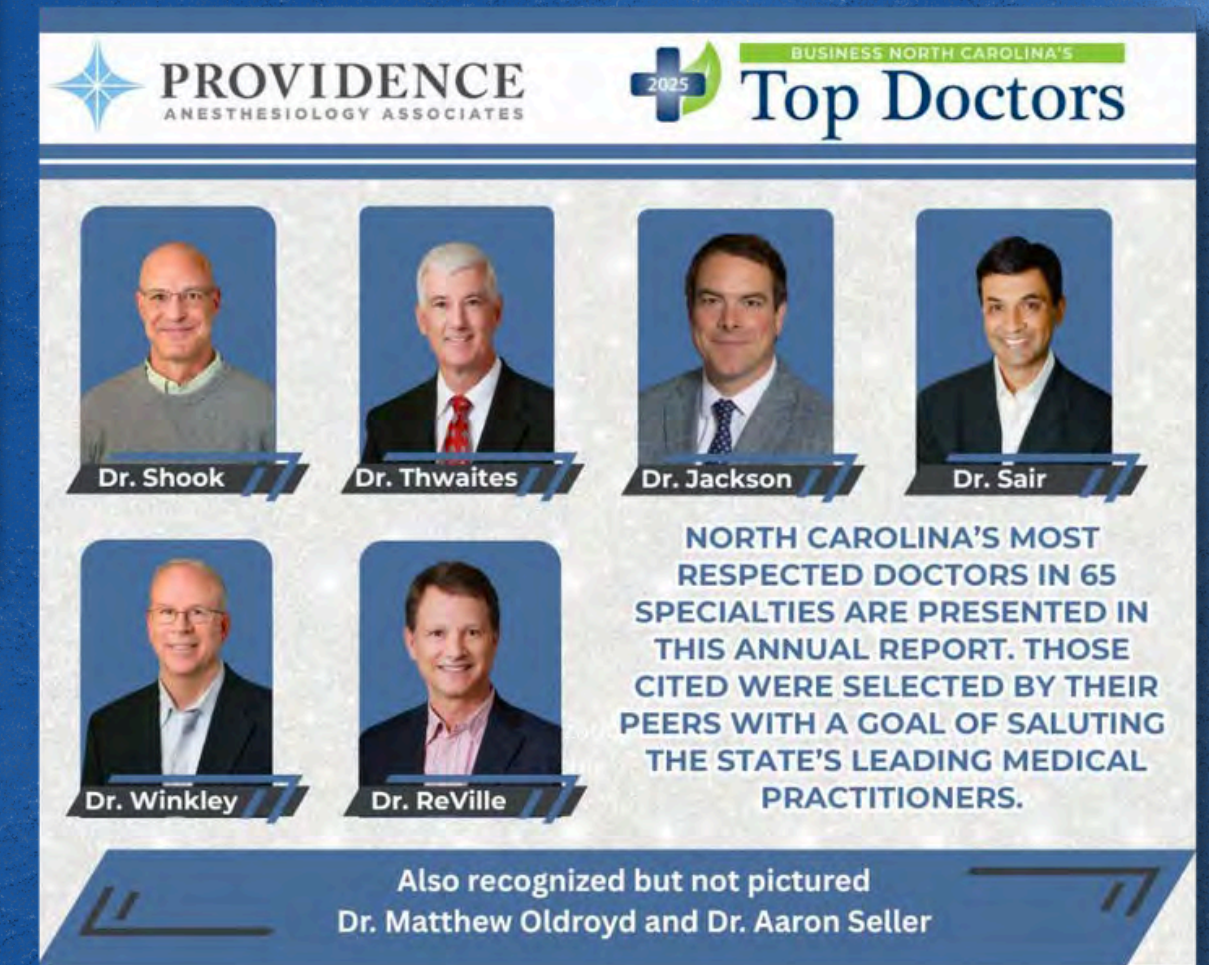
In 2025, Charlotte Magazine recognized sixteen physicians from Providence Anesthesiology Associates (PAA) as Top Doctors. Honorees include Dr. Farrukh Sair, Dr. Courtney Castoro, Dr. James Benonis, Dr. Kate Miller, Dr. Paul Shook, Dr. Kevin Crosby, Dr. Freeman Jackson, and Dr. Katie Yang, Dr. Stephanie Chismar, Dr. Ronald Brannon, Dr. Megan Meuse, Dr. Willem Bok, Dr. Ilka Theruvath, Dr. John Sandoval, Dr. Ashley McDonell and Dr. Ilya Rubin.

Nominated by their peers, these distinguished professionals were celebrated for their outstanding contributions to the medical field and leadership in their respective specialties.



2025 Top Doctors

Multiple Providence Anesthesiology Associates physicians were named 2025 Top Doctors, as recognized by Castle Connolly and Business North Carolina. These distinctions are awarded based on peer nomination and professional achievement, highlighting physicians who exemplify clinical expertise, leadership, and trust within the medical community.



Exceptional Women in Medicine 2025

We are especially proud to celebrate Dr. Kate Miller and Dr. Ashley McDonell, who were recognized among the 2025 Exceptional Women in Medicine. This distinction honors female physicians who demonstrate outstanding leadership, clinical excellence, and dedication to advancing the field of medicine.



These recognitions are more than accolades, they are a reflection of our shared values, our culture of collaboration, and our unwavering focus on delivering safe, compassionate, and high-quality anesthesiology care. We remain deeply grateful for the trust placed in our physicians and proud of the collective achievements that continue to elevate Providence Anesthesiology Associates.

PAA Recruitment



Providence Anesthesiology Associates (PAA) takes a distinctive, physician-led approach to recruiting anesthesiologists. Our Recruitment Committee, composed entirely of current partners, personally evaluates and engages prospective candidates to ensure a strong alignment with our culture, values, and standards of excellence. This deliberate internal process enables PAA to attract and retain exceptional physicians who are committed to both clinical quality and long-term collaboration.

Our anesthesiologists bring outstanding clinical expertise, having trained at leading programs across the United States prior to joining our practice. Recent additions to our team have completed training at nationally recognized institutions, including the University of North Carolina, Duke University, Stanford University, and the University of Kentucky, among other distinguished national and regional programs. Collectively, their subspecialty expertise spans Pediatric Anesthesiology, Cardiothoracic Anesthesiology, Regional Anesthesiology, Neuroanesthesia, Obstetric Anesthesiology, and Bariatric Anesthesia.

Leadership is a hallmark of the PAA physician community. Many of our anesthesiologists assume leadership roles early in their tenure, building on prior experience as Chief Residents and advancing into key positions such as Department Chair, Regional Medical Director, Chairman, Department of Anesthesia, and members of our Recruitment Committee.

PAA is also proud of the many current and retired physicians who have served in leadership roles within the United States Military, exemplifying a longstanding commitment to service, discipline, and excellence that extends beyond the practice of medicine.

2025 Recruits

EMMETT CULLIGAN

CHRISTOPHER WERTH

ARYN ROONEY

JOSH CLONTZ

HAYDEN KIRBY

ALVARO SCHIEBEL

ERIC SAUNDERS

DOUG HANKS

THOMAS MULFORD

AMOGHA KRISHNA

AMY MANCHESTER

LISA ANDERSEN

JUANITA BESS

EVERETT FOX

STEPHEN MUSIC

MICHAEL HANKS

NICHOLAS SPARLER

THOMAS DOOLITTLE

Universities Represented

- Boston College
- The Ohio State University
- Indiana University
- University of North Carolina, Chapel Hill
- Duke University
- The University of Texas
- Stanford University
- University of Illinois
- Brigham Young University
- University of Kentucky
- Pontificia Universidad Javeriana, Bogota, Columbia
- George Washington University
- University of Wisconsin
- Marquette University
- Georgia Institute of Technology
- Wake Forest University
- Louisiana State University
- University of Maryland
- Cleveland Clinic Foundation
- Edward Via College of Osteopathic Medicine
- Virginia Commonwealth University
- Campbell University
- Clemson University
- S.U.N.Y. Upstate Medical University

Miscellaneous

- Outstanding Physician Educator
- Howard Hughes Medical Institute - NIH Research Scholar
- AMG Chief of Anesthesia
- Anesthesia provider - Children of the Americas (C.O.T.A.), Guatemala Mission Trip
- Division Chief Obsteric Anesthesia
- Recipient of the CALI Award for excellence
- Chairman, Dept of Anesthesia
- Chief Resident
- Robert D. Dripps, M.D. Award for Excellence in Anesthesia
- Medical Director OSCA
- Anesthesiology Clinical Researcher
- Adjunct Lab Instructor
- International Medical Mission Trip with VCOM - Dominican Republic
- VCU Planning Committee Member
- VCU MHA Program - Student of the Year
- Robert S. Hudgens Scholarship Recipient
- Vice-Chairman Department of Anesthesiology
- Anesthesia Medical Mission Trip - Tegucigalpa, Honduras
- The Aliasghar Aghdami Award for Excellence in Cardiovascular Anesthesiology

The PAA Model



The elected Executive Committee (EC) provides oversight of the senior management team and ensures regular communication with the Company's shareholders (PAA Partners). Shareholders retain ultimate authority over all significant organizational decisions. Monthly partner meetings are held at the Charlotte administrative office, with participation available both in person and via videoconference for all physicians. Executive Committee positions are filled through annual elections. Partner nominations require both a nominator and a seconder, followed by a vote of the full partnership.

Executive Committee



KEVIN CROSBY, MD
President



CHRISTOPHER DUGGINS, MD
President Elect



MATTHEW DYER, MBA
Chief Executive Officer



CORY KOENIG, DO
VP Business Development



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



JAMES DIERKES, MD
VP Operations



BRETT SHAFFER, MD
VP Revenue Cycle Management



BRIAN KORNRUMPF, MD
VP of Finance

Executive Committee



CORY MAXWELL, MD
Satellite Representative



JAMES BENONIS, MD
EC at Large



WILLEM BOK, MD, MBA
EC at Large



JOSEPH WEIDMAN, MD
EC at Large



KAREN SLOCUM, MD, MPH
EC at Large

Group Governance



Providence Anesthesiology Associates is governed by practicing anesthesiologists, ensuring that leadership roles are held by physicians actively engaged in patient care. This physician-led structure supports informed decision-making that aligns clinical excellence with the long-term interests of both the practice and the patients it serves.



DAVID BACON, MD
Section Chief, NC Specialty
Ortho Hospital



KRISHNA BADDIGAM, MD
Recording Secretary



CRAIG BARNETTE, MD
Section Chief, Watauga MC



ERIC BARUA, MD, MBA
Section Chief, PAA Mobile



JAMES BENONIS, MD
Section Chief, Matthews
Surgery Center



KIM BLUMBERG, MD
Section Chief, Novant Health
Huntersville MC and Novant
Health ASC Huntersville

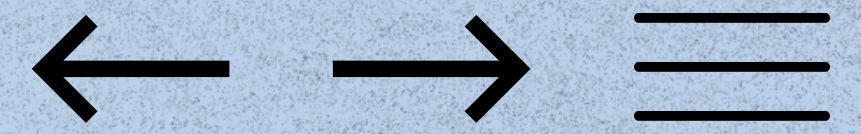


Willem Bok, MD
Section Chief, Kimel Park
Surgery Center



DANIEL BRIGGS, MD
Novant Health Center City
Outpatient Surgery Center

Group Governance



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



STEPHANIE CHISMAR, DO
Medical Director, Presurgical
Services



NEWELL DALY, DO
Section Chief, Hickory



BRIAN EMERSON
Section Chief, Carolina Surgical
Center, Surgery Center of
Edgewater



LAURA GARDNER, MD
Section Chief, OB Novant Health
Charlotte



SAMUEL GOLDSTEIN, MD
Section Chief, Novant Health PMC



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



CHRISTOPHER GUNN, MD
Section Chief, Mallard Creek
Surgery Center

Group Governance



FREEMAN JACKSON, MD
PAA Personnel Committee



LAUREN KOKAJKO, MD
Co-Chair Marketing Committee



JASON KOPENITZ, MD
VP Scheduling



MATTHEW KOZLOWSKI, MD
Chair, PAA Compliance Committee



EUGENE LEE, MD
Section Chief, Holly Springs
Surgery Center



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

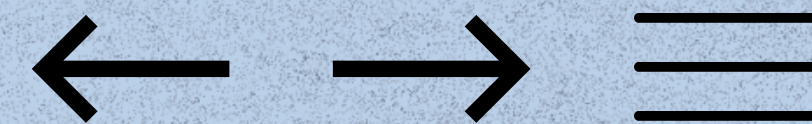


JACOB MATTHEWS, MD
Section Chief, NH Midtown
Outpatient Surgery Center



SCOTT MCCULLOCH, MD
Section Chief, Triangle

Group Governance



TYLER MCCULLOCH, MD
Section Chief, Triangle Surgery Center



ASHLEY MCDONELL, MD
Section Chief, Ballantyne Medical Center



STEPHEN MENDOZA, MD
Section 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
Section Chief, Midtown
Surgery Center, Chair CPC
Committee



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



Atif Raja, MD
Assistant Vice President,
Revenue Cycle Management

Group Governance



JOHN SANDOVAL, MD
Section Chief NH Heart
and Vascular



SARAH SWEETMAN, MD
Section Chief, NH Charlotte
Orthopedic Hospital



ILKA THERUVATH, MD
Chair, Continuous Quality
Improvement Committee



FARRUKH SAIR, MD
Personnel Committee



BRIAN THWAITES, MD
Section Chief, FirstHealth
Moore Regional Hospital



SCOTT TYREY, MD
Section Chief, Halifax
Memorial Hospital



MATTHEW WANG, MD
Section Chief, SouthPark
Surgery Center



KATIE YANG, MD
Assistant Vice President of
Scheduling

Not pictured:

MICHAEL CHO, MD
Section Chief, Asheville Eye Surgery Center,
Western Carolina Surgery Center

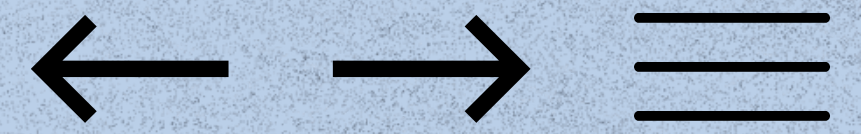
DEREK TOMES, MD
Section Chief, Mills River

JOSEF MUEKSCH, MD
Section Chief,
Brunswick Medical Center

THOMAS MULFORD, MD
Section Chief, Outpatient
Surgery Center of Asheville

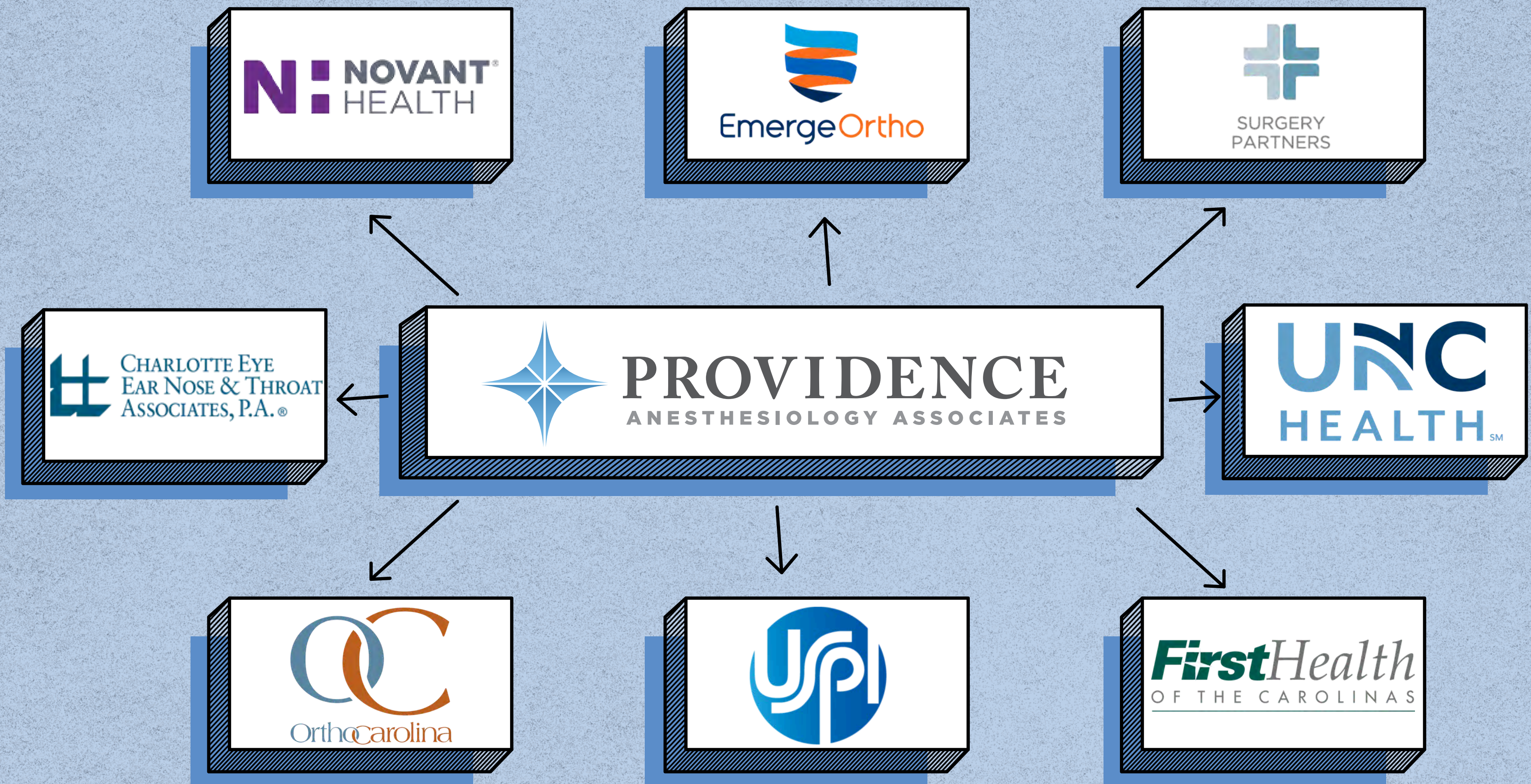
ILYA RUBIN, MD
Section Chief,
Ballantyne Surgery Center

Partnerships

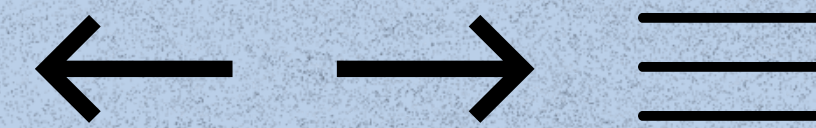


Over the past year, Providence Anesthesiology has strengthened key partnerships across the Carolinas, reinforcing our commitment to high-quality, patient-centered care. Our collaboration with Novant Health remains foundational, supporting perioperative services across multiple sites. We also partner with leading organizations including EmergeOrtho, Surgery Partners, CEENTA, UNC Health, OrthoCarolina, USPI, and FirstHealth of the Carolinas.

These relationships expand access, enhance clinical integration, and drive operational excellence across both hospitals and ambulatory surgery centers (ASCs). Together, we continue to advance safety, efficiency, and innovation in anesthesia care while meeting the evolving needs of the communities we serve.



Patient Care



PAA continues to strengthen its focus on delivering exceptional, patient-centered care while improving access to physician support.

Advancing Patient-Centered Care and Physician Access



Maintain an unwavering commitment to patient safety and the highest standards of care



Uphold a strong reputation through evidence-based anesthetic practices and consistently positive outcomes



Recognize the importance of the overall patient experience alongside clinical excellence



Actively incorporate patient feedback to continuously refine and improve care delivery



Promote open communication between patients and physician anesthesiologists to reduce anxiety and build trust

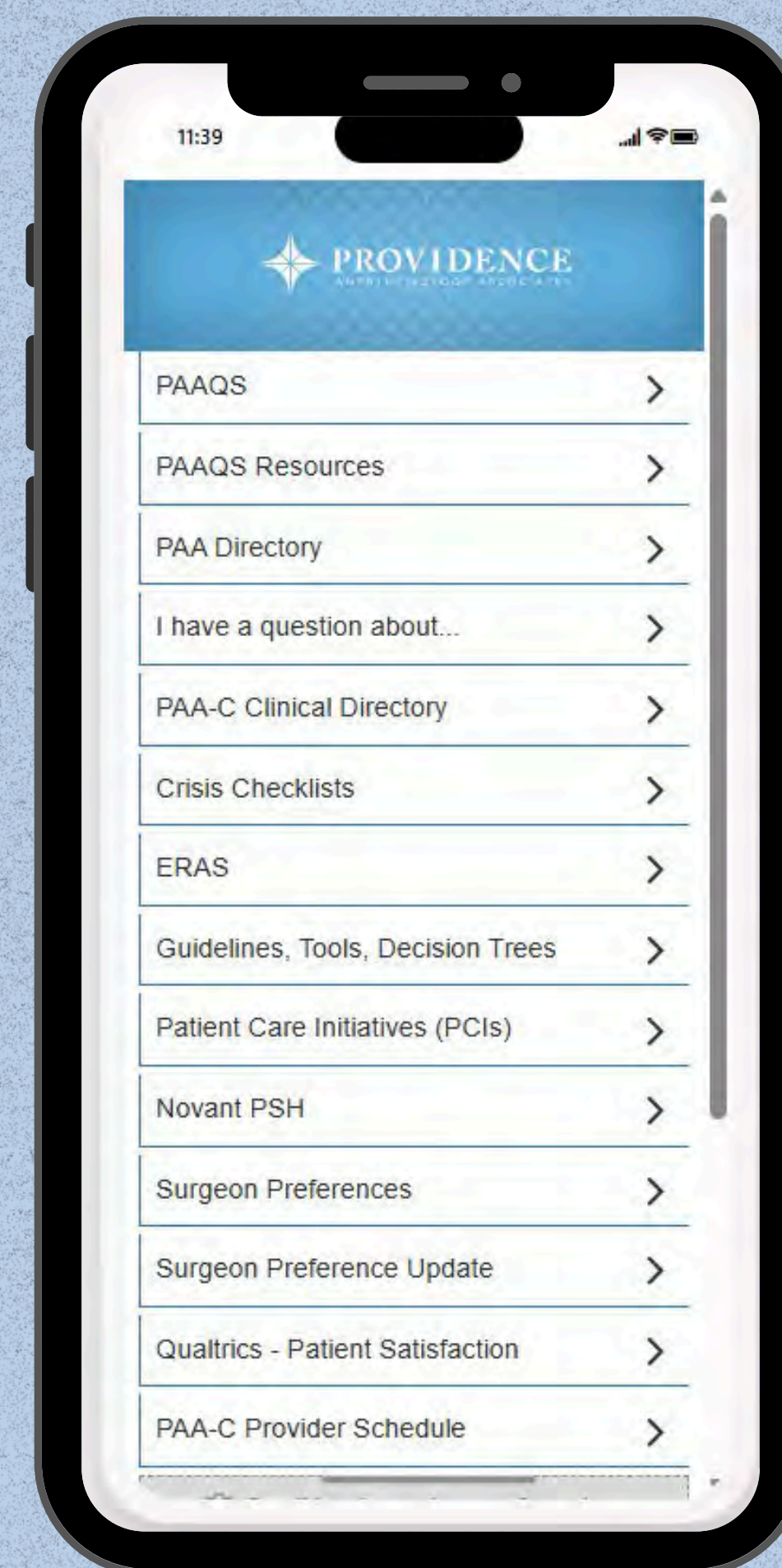


Provide a secure, HIPAA-compliant contact form for easy patient access



Enable direct connection with anesthesiologists for personalized answers, guidance, and reassurance

Enhancing Quality & Clinical Excellence



In 2016, Providence Anesthesiology Associates launched the PAA app to support physicians in their daily practice. 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.

Google Reviews ★★★★★

4.9 star rating | Over 16,000 reviews

“
Dr. Seller provided the best experience getting an epidural possible. While I was in incredible pain, he worked efficiently, explained the process, and was encouraging, which put me at ease. I am SO thankful for Dr. Seller!
”

“
Dr. Miller was a great for my 15 month old adughter. Putting my mind and anxiety at ease. Great bedside manner. My daughter loved her. She checked in before and after surgery. She did a wonderful job and was very thorough.
”

“
I was seen by Dr. Goldstein, and I couldn't have had a better experience...I felt listened to and cared for, and so glad my experience went well for each procedure.
”

“
Dr. Briggs and team are truly amazing. I was thoroughly prepared beforehand. I experienced minimal discomfort afterwards while in recovery. I will say this is the best experience I've had with anesthesia. (Before and after surgery)
”

“
Dr Koenig and his staff were totally amazing, he answered all my questions prior to my surgery regarding the anesthesia , he was wonderful!!!!
”

“
Dr. Sweetman was a sweetheart. She came and spoke with me before the procedure...put my mind completely at ease. She was wonderful
”

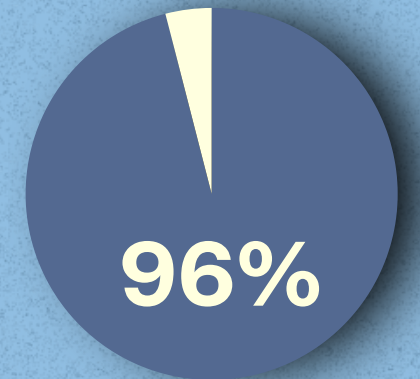
“
Dr. Griggs was very professional, reassuring, and open to any questions. I had no apprehension before or after the procedure. His pre-op and post- op visits were wonderful.
”

“
Dr. Wang and the entire staff at Providence Anesthesiology did a great job and made my total experience stress free.
”

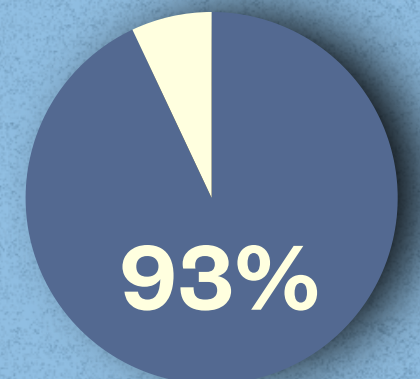


2025 Patient Satisfaction Scores

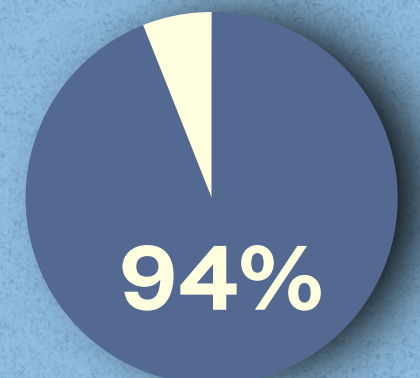
Anesthesiologist respected your privacy



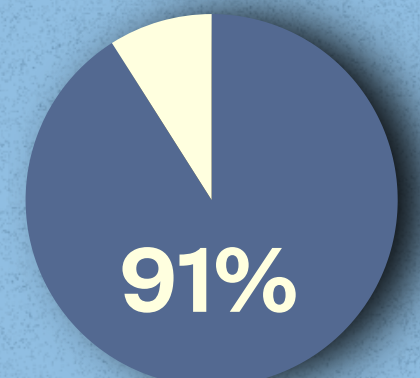
Questions about anesthesia were answered



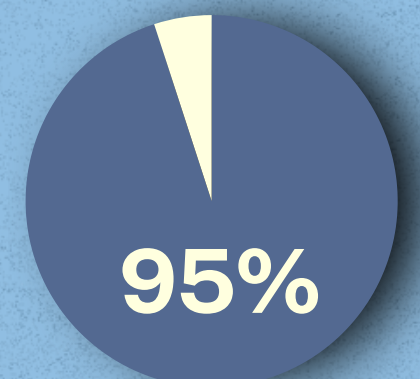
You were well prepared to make decisions



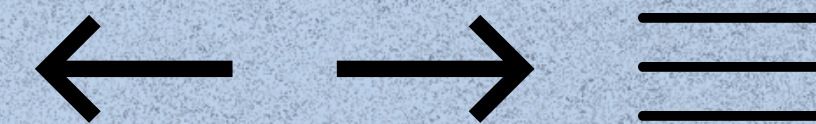
Anesthesiologist eased your anxiety



Ensured your comfort during surgery



Operational Excellence



PAA continues to invest in the people, systems, and insights that support efficient operations and a seamless experience for both patients and partners.

IN-HOUSE BILLING & CUSTOMER SERVICE

PAA's internal billing team delivers high-quality patient support while ensuring efficient and accurate revenue cycle management.

DATA-DRIVEN DECISION MAKING

Billing insights and operational data enable PAA to adapt to the evolving healthcare landscape and improve performance.

STRONG PAYER RELATIONSHIPS

PAA is in-network with all major commercial payers, supporting growth opportunities with current and future partners.

VALUE-BASED CARE PARTICIPATION

The organization participates in bundled payment agreements across the state, aligning with the industry's shift toward value-based care.

PATIENT FINANCIAL TRANSPARENCY

In-house billing allows PAA to provide upfront cost estimates and answer financial questions prior to procedures, improving the patient experience.

INTEGRATED ORGANIZATIONAL SUPPORT

Dedicated internal departments, including Business Analytics, Marketing, Revenue Cycle Management (RCM), Finance, Human Resources (HR), IT, and Operations, support strategic growth and operational excellence.

15+ years as a physician-led practice.

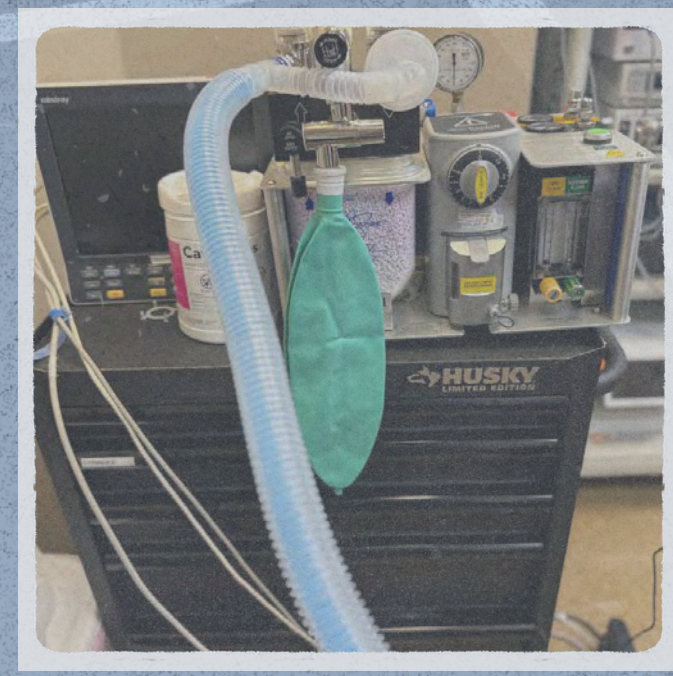
35+ clients across North Carolina | 4,000 procedures annually.

- Physician Anesthesiologist-led teams**
- Leader in Office-Based Anesthesia**
- High patient satisfaction**
- Surgeon benefits**

- Convenient Financial Process**
- Specialized office-based equipment**
- Commitment to Quality**
- Comprehensive Preoperative Screening**



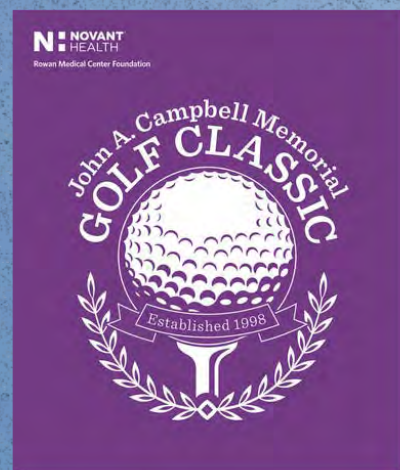
Scan to learn more about Office-Based Care



Making an Impact: Our Community Partnerships

Each year, Providence Anesthesiology Associates actively invests in the health and well-being of our community by raising awareness and sponsoring initiatives that advance meaningful, health-related causes. We are proud to collaborate with respected local and national nonprofit organizations, including the American Heart Association, Healthy Charlotte Alliance, Breakthrough T1D, and ZERO Prostate Cancer.

We also support our valued hospital partner, Novant Health, through philanthropic engagement and sponsorships with the Novant Health Foundation.





“Thanks so much for your generous commitment! Please know how much we appreciate your continued support. Providence Anesthesiology Associates has been such an incredible partner with Breakthrough T1D and we are truly grateful.”

-Sally Langan, Chapter Senior Director, Breakthrough T1D



“We’re so grateful for your generous and continued support of the Annual Lung Force Turquoise Tasting. Your partnership is helping advance the American Lung Association’s mission to end lung cancer and improve lung health for all.”

- Lauren Love, Executive Director, North Carolina, American Lung Association



“We were honored to have PAA as one of our main sponsors...Really appreciate your support and look forward to seeing everyone at the tournament.”

-Stuart Stout, March Forth With Hope Foundation



“Thank you for your generous, long-term support of the American Heart Association and Greater Charlotte Heart Ball!”

-Susan Fisher,
Development Director, Charlotte American Heart Association



“Thanks so much for supporting our holiday toy drive for Hemby! We are so thankful for all you do!”

-Amy McKinney,
Chief Philanthropy Officer,
Novant Health Foundation

Scan to see more about the charitable organizations we support.





LOOKING AHEAD

This past year stands as a powerful reminder of what is possible when expertise, purpose, and collaboration align. Across every facility we serve, our organization has continued to make meaningful progress, advancing the practice of anesthesiology while improving the experience and outcomes of the patients who place their trust in us.

Guided by a culture of excellence and adaptability, our physicians have navigated an increasingly complex healthcare environment with confidence and resolve. Their commitment to clinical integrity, innovation, and teamwork has not only sustained exceptional standards of care but has also deepened our partnerships with Novant Health and healthcare leaders throughout North Carolina.

The accomplishments reflected in this report are the result of intentional leadership and a relentless focus on growth. By investing in advanced capabilities, modern technology, and ongoing professional development, PAA is shaping a practice model that is resilient, forward-thinking, and prepared for what lies ahead.

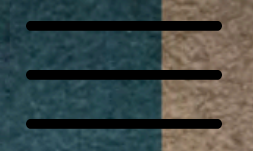
As we enter the next chapter, we do so with gratitude for our physicians, our partners, and the patients we are privileged to serve. With a clear vision and shared purpose, we remain committed to expanding our impact, strengthening the communities around us, and defining the future of anesthesia care—one patient, one moment, and one innovation at a time.



PROVIDENCE
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An Unwavering Presence





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