

## North Shore University Hospital and the North American Partners in Anesthesia (NAPA)

by Thomas D. Delaney, Senior Vice President,  
NAPA Management Services Corporation

North American Partners in Anesthesia (NAPA) is one of the largest private practice anesthesia groups in the country. Founded in 1986 by a group of anesthesiologists at North Shore University Hospital in Manhasset with Peter F. Walker, M.D. as chief, it remains 100 percent physician-owned today.

NAPA has become one of the largest, most progressive and multifaceted private practice anesthesia groups in the country, offering both clinical and business insights to many of the Northeast's leading hos-



Peter Walker, M.D., NAPA Board of Directors.  
Photo courtesy of NAPA.

pitals, independent Ambulatory Surgical Centers (ASCs) and physician office sites. NAPA has approximately 340 full-time anesthesiologists, covering every subspecialty, and 150 Certified Registered Nurse Anesthetists. In addition, the group's wholly owned management company employs over 160 management and administrative staff members at its offices in Roslyn Heights and Syracuse, NY.

The anesthesia practice expanded with the North Shore-LIJ Health System through the late 1980s and 1990s, ultimately managing ten health system anesthesia departments. In 1997, the group began providing service outside of the NS-LIJ Health System, with the inclusion of Vassar Brothers Medical Center in Poughkeepsie, NY. NAPA continued to expand into additional New York hospitals as well as those in neighboring states, adding locations in New Jersey, Maryland, New Hampshire and Pennsylvania. NAPA currently provides anesthesia services to 18 hospitals in five states. The most recent 2008 additions are Westchester Medical Center in Valhalla, NY and Monmouth Medical Center in Long Branch, NJ.

NAPA works with the following hospitals in New York:

- Forest Hills Hospital,\* Forest Hills

- (John Iammatteo, M.D., Anesthesia Chair)
- Franklin Hospital,\* Valley Stream (Jonathan Singer, M.D., Anesthesia Chair)
- Glen Cove Hospital,\* Glen Cove (David Berger, M.D., Anesthesia Chair)
- Huntington Hospital, Huntington (Joseph Russo, M.D., Anesthesia Chair)
- Long Island Jewish Medical Center,\* New Hyde Park (John DiCapua, M.D., Anesthesia Chair)
  - Schneider Children's Hospital,\* New Hyde Park
  - Zucker Hillside Hospital,\* Glen Oaks
- New York Downtown Hospital, New York (Lee Winter, M.D., Anesthesia Chair)
- North Shore University Hospital,\* Manhasset (John DiCapua, M.D., Anesthesia Chair)

- Plainview Hospital,\* Plainview (Fredrick Fabiano, M.D., Anesthesia Chair)
- Syosset Hospital,\* Syosset (Fredrick Fabiano, M.D., Anesthesia Chair)
- Vassar Brothers Medical Center, Poughkeepsie (Timothy J. Dowd, M.D., Anesthesia Chair)
- Westchester Medical Center, Valhalla (Timothy J. Dowd, M.D., Perioperative Director)
  - Maria Fareri Children's Hospital, Valhalla

\*A member of the North Shore Long Island Jewish Health System.

NAPA is led by a team of eleven practicing anesthesiologists who serve as the Board of Directors, as well as eleven Leadership Physicians. Timothy Dowd, M.D., board certified in anesthesia, critical care medicine and pediatrics, heads the board of directors as Managing Partner. Lloyd Straus



Timothy Dowd, M.D., Managing Partner, NAPA Board of Directors, photographed at Westchester Medical Center. Photo courtesy of NAPA.

is NAPA's President and Chief Operating Officer.

NAPA's commitment to quality emanates from the experience of its physicians, the majority of which received training from some of the leading anesthesia programs in the country. Many are fellowship trained in subspecialties that include pediatrics, cardiac and obstetrics. Additional specialties include critical care, neuroanesthesiology, pain management and regional anesthesia. NAPA physicians also hold executive positions with some of the leading medical institutions in the area, including roles as chairmen of hospital medical boards, presidents of medical staffs and heads of committees overseeing quality and surgery. NAPA physicians are consistently recognized for active involvement in the administration of the Operating Room and working cooperatively with hospital administration.

Four member anesthesiologists currently serve variously in the govern-



Lloyd Straus, NAPA's President and Chief Operating Officer. Photo courtesy of NAPA.

nance of the NYSSA. They are Christopher Campese, M.D., Second Assistant Secretary and Chair of the Bylaws and Rules Committee; Robert LaPorta, M.D., Director of District 8; Michael Simon, M.D., Director of District 4; and Alan Strobel, M.D., Chair of the Economic Subcommittee of the Government, Legal and Economic Affairs Committee (GLEA).

In addition to providing OR services, NAPA advocates for the anesthesiology industry and its patients. NAPA is a strong supporter of the Anesthesia Patient Safety Foundation. In 2008, NAPA joined the NYSSA and gastroenterological professionals in an effort to pressure Aetna to reverse its decision to drop coverage for anesthesia services for routine endoscopic services. NAPA also participated in a letter writing campaign targeting CMS for an increase in Medicare reimbursement rates.

NAPA is a founding member of the Anesthesia Business Group (ABG), a national organization comprised of the 12 largest private practices in the country with the goal of identifying and implementing strategies and procedures to improve the efficiency and cost-effectiveness of physician practice management. Through ABG, NAPA supports the development and promotion of a nationwide database for quality assurance measures. Currently, NAPA and ABG are developing a relationship with the Wharton School of Business to create Leadership Training Programs for physicians.

The NAPA secret is to "Always do what is best for the patient." This patient-first focus is the core principle

of NAPA. The group has an adaptable structure that allows both the hospital and anesthesiologists to immediately link a strong set of core clinical expertise to those already in place. Each hospital is recognized as a unique entity and is locally managed, therefore able to retain their distinct culture while simultaneously benefiting from the expertise NAPA provides. Finally, NAPA offers improved Operating Room efficiencies and utilization rates, as well as financial benefits through increased negotiating leverage with outside payers.

NAPA strives to remain the first choice for superior quality in Operating Room management services for hospitals, ASCs and physician offices throughout the Northeast. To accom-

plish this goal, NAPA must recruit and retain top anesthesiologists and nurse anesthetists. NAPA does more than offer each clinician a well-matched position from its geographically and clinically diverse affiliates. It also provides a level of flexibility and stability that ensures professional, financial and personal growth opportunities.

From a small group of dedicated anesthesiologists at North Shore University Hospital in Manhasset, NAPA has built a strong reputation for high-quality surgeon and patient-friendly services that, in turn, lead to increased surgeon and patient satisfaction. NAPA continues to expand into more hospitals across New York State and beyond, while remaining dedicated to individual patient care and safety.

## RETIRED? or PLANNING TO RETIRE?

The Committee on Retirement of the New York State Society of Anesthesiologists is compiling a database containing information from anesthesia departments throughout the state to determine which departments currently employ, or plan to employ, retired anesthesiologists on a part time basis. Such employment might include teaching (in academic departments), pre and postoperative evaluations, vacation relief, quality control, et al. Two polls of our members have shown that many plan to continue to work on a part time basis. If any member of NYSSA wishes to be placed in contact with interested departments, please send us a brief outline (not a complete curriculum vitae) of your education, training, subspecialty experience, and practice experience, needs and wants. Please include the number of hours per week and weeks per year you would be available. Your correspondence will be forwarded to interested departments and you will hear of any interest they may have. If you have any questions or comments the Committee would be delighted to hear from you.

Please send your information to:

Alexander W. Gotta, M.D., Co-Chair  
NYSSA Committee on Retirement  
The New York State Society of Anesthesiologists, Inc.  
85 Fifth Avenue, 8th Floor, New York, NY 10003  
e-mail: maryann@nyssa-pga.org  
Fax: 212-867-7153