

X. APPENDIX

X.1. Data Sources

Data Sources Consulted	Web Link
Bureau of Labor Statistics	www.bls.gov
State Occupational Projections	www.projectionscentral.com
Census Bureau	www.census.gov
Tennessee Advisory Commission on Intergovernmental Relations (TACIR)	www.state.tn.us/tacir
Tennessee Department of Labor and Workforce Development	www.state.tn.us/labor-wfd
University of Tennessee, State Data Center	cber.bus.utk.edu
Nashville Health Care Council	www.healthcarecouncil.com
American Hospital Association Annual Survey Database	www.aha.org
ReferenceUSA	www.referenceusa.com
IMPLANpro, Inc.	www.implan.com
CBRE CB Richard Ellis	www.cbre.com
Urban Land Institute (Several study findings on employment density)	www.ulii.org
Bureau of Economic Analysis	www.bea.gov
PricewaterhouseCoopers/Venture Economics/National Venture Capital Association	
Money Tree Survey	www.pwcmoneytree.com
MTSU Business and Economic Research Center (Survey)	www.mtsu.edu/~BERC
Nashville Chamber of Commerce	www.nashvillechamber.com
Expansion Management	http://www.expansionmanagement.com/
Business Facilities	www.businessfacilities.com
City and Places Ranking	Hard Copy
LexisNexis Academic Universe	www.lexisnexis.com



X.2. Survey Instrument

MTSU BERCC NHCC 2009 CEO SURVEY	Page 1 of 5
<p>NASHVILLE HEALTH CARE COUNCIL MEMBER REGIONAL IMPACT AND BUSINESS CONFIDENCE SURVEY 2009</p>	
<p>The purposes of this survey are to (A) create a summary profile of Nashville Health Care Council member companies, (B) measure their local, regional, and global impacts, and (C) create a CEO business confidence index similar to the Conference Board's CEO Confidence Survey. Your cooperation to this survey at the CEO or CFO level is greatly appreciated.</p>	
<p>Please Note: (1) The Nashville MSA in this study refers to the following 13 counties: Cannon, Cheatham, Davidson, Dickson, Hickman, Macon, Robertson, Rutherford, Smith, Sumner, Trousdale, Williamson, and Wilson counties. (2) This survey has three (3) parts: (A) Company Profile, (B) Company Operation, and (C) Future Expectations.</p>	
<p>EXTREMELY CONFIDENTIAL: Individual responses will not be released.</p>	
<p>PART A. COMPANY PROFILE (Please pick one)</p>	
<p>A1. Our company in the Nashville MSA is</p>	
<ul style="list-style-type: none"> a. a branch operation b. headquarters c. both (if more than two (2) sites) 	
<p>A2. Ownership: Our company is</p>	
<ul style="list-style-type: none"> a. privately owned b. publicly traded c. not for profit d. government (including state higher education institutions) 	
<p>A3. How many sites does your company have in the Nashville MSA?</p>	
<ul style="list-style-type: none"> a. 1 b. 2 c. 3 d. 4 or more 	
<p>A4. What is the square footage of space your company occupies in the Nashville MSA (if more than one (1) site, please estimate <u>the total</u>)?</p>	
<ul style="list-style-type: none"> a. Less than 5,000 b. 5,001-10,000 c. 10,001-25,000 d. 25,001-50,000 e. 50,001-100,000 f. 100,001-250,000 g. More than 250,001 	
<p>A5. What percent of the square footage estimated in A4 is <u>health-care related</u>?</p>	
<p>For example, if your business is an information technology services company and has a diverse set of business clients, your health care related square footage may be estimated by using the following ratio:</p>	
<p>Health Care Related Square Footage = (Health Care IT Revenues, Business Clients, or Employees) / (Total Revenues, Business Clients, or Employees)</p>	
<ul style="list-style-type: none"> a. 1%- 15% b. 16%-30% c. 31%-45% d. 46%-60% e. 61%-75% f. 76%-90% g. 90%-100% 	



PART B. COMPANY OPERATION FOR FY 2008-2009 (or latest year available). Please estimate.**B1. Please estimate the current number of employees (by place of work).**

If your business is a branch operation and your headquarter company is located outside the Nashville MSA, please report only your Nashville MSA employment.

<u>Nashville MSA</u> (All Companies)	<u>Tennessee</u> (Headquarters Only)	<u>United States</u> (Headquarters Only)	<u>Global</u> (Headquarters Only)
a. 1-20	a. 1-20	a. 1-20	a. 1-20
b. 21-40	b. 21-40	b. 21-40	b. 21-40
c. 41-60	c. 41-60	c. 41-60	c. 41-60
d. 61-100	d. 61-100	d. 61-100	d. 61-100
e. 101-250	e. 101-250	e. 101-250	e. 101-250
f. 251-500	f. 251-500	f. 251-500	f. 251-500
g. 501-999	g. 501-999	g. 501-999	g. 501-999
h. 1,000-2,499	h. 1,000-2,499	h. 1,000-2,499	h. 1,000-2,499
i. 2,500-4,999	i. 2,500-4,999	i. 2,500-4,999	i. 2,500-4,999
j. 5,000-9,999	j. 5,000-9,999	j. 5,000-9,999	j. 5,000-9,999
k. 10,000 or more	k. 10,000 or more	k. 10,000 or more	k. 10,000 or more

B1a. What percent of your total number of employees is health-care related (by place of work)?

For example, if your business is an information technology services company and has a diverse set of business clients, your health care related employees may be estimated by using the following ratio:

Health Care Related Employees = (Health Care IT Revenues, or Business Clients) / (Total Revenues, or Business Clients)

<u>Nashville MSA</u> (All Companies)	<u>Tennessee</u> (Headquarters Only)	<u>United States</u> (Headquarters Only)	<u>Global</u> (Headquarters Only)
a. 1%- 15%	a. 1%- 15%	a. 1%- 15%	a. 1%- 15%
b. 16%-30%	b. 16%-30%	b. 16%-30%	b. 16%-30%
c. 31%-45%	c. 31%-45%	c. 31%-45%	c. 31%-45%
d. 46%-60%	d. 46%-60%	d. 46%-60%	d. 46%-60%
e. 61%-75%	e. 61%-75%	e. 61%-75%	e. 61%-75%
f. 76%-90%	f. 76%-90%	f. 76%-90%	f. 76%-90%
g. 91%-100%	g. 91%-100%	g. 91%-100%	g. 91%-100%

B2. Please estimate total annualized payroll for all operations (by place of work).

If your business is a branch operation and your headquarter company is located outside the Nashville MSA, please report only your Nashville MSA payroll.

<u>Nashville MSA</u> (All Companies)	<u>Tennessee</u> (Headquarters Only)	<u>United States</u> (Headquarters Only)	<u>Global</u> (Headquarters Only)
a. Less than \$1 million	a. Less than \$1 million	a. Less than \$1 million	a. Less than \$1 million
b. \$1.1-\$2 million	b. \$1.1-\$2 million	b. \$1.1-\$2 million	b. \$1.1-\$2 million
c. \$2.1-\$5 million	c. \$2.1-\$5 million	c. \$2.1-\$5 million	c. \$2.1-\$5 million
d. \$5.1-\$10 million	d. \$5.1-\$10 million	d. \$5.1-\$10 million	d. \$5.1-\$10 million
e. \$10.1-\$25 million	e. \$10.1-\$25 million	e. \$10.1-\$25 million	e. \$10.1-\$25 million
f. \$25.1-\$50 million	f. \$25.1-\$50 million	f. \$25.1-\$50 million	f. \$25.1-\$50 million
g. \$50.1-\$100 million	g. \$50.1-\$100 million	g. \$50.1-\$100 million	g. \$50.1-\$100 million
h. \$100.1-\$250 million	h. \$100.1-\$250 million	h. \$100.1-\$250 million	h. \$100.1-\$250 million
i. \$250.1-\$500 million	i. \$250.1-\$500 million	i. \$250.1-\$500 million	i. \$250.1-\$500 million
j. \$500.1-\$1,000 million	j. \$500.1-\$1,000 million	j. \$500.1-\$1,000 million	j. \$500.1-\$1,000 million
k. \$1,000.1 million or more	k. \$1,000.1 million or more	k. \$1,000.1 million or more	k. \$1,000.1 million or more

B2a. What percent of your annualized payroll is for health care related employees (by place of work)?

For example, if your business is an information technology services company and has a diverse set of business clients, your health care related payroll may be estimated by using the following ratio:

Health Care Related Payroll = (Health Care IT Revenues, or Business Clients) / (Total Revenues, or Business Clients)

<u>Nashville MSA</u> (All Companies)	<u>Tennessee</u> (Headquarters Only)	<u>United States</u> (Headquarters Only)	<u>Global</u> (Headquarters Only)
a. 1%- 15%	a. 1%- 15%	a. 1%- 15%	a. 1%- 15%
b. 16%-30%	b. 16%-30%	b. 16%-30%	b. 16%-30%
c. 31%-45%	c. 31%-45%	c. 31%-45%	c. 31%-45%
d. 46%-60%	d. 46%-60%	d. 46%-60%	d. 46%-60%
e. 61%-75%	e. 61%-75%	e. 61%-75%	e. 61%-75%
f. 76%-90%	f. 76%-90%	f. 76%-90%	f. 76%-90%
g. 91%-100%	g. 91%-100%	g. 91%-100%	g. 91%-100%



MTSU BERCC

Page 3 of 5

B3. Please estimate your company's annual gross revenues by site location. If there is more than one site in a location, please include all.

If your business is a branch operation and your headquarter company is located outside the Nashville MSA, please report only your Nashville MSA revenues.

<u>Nashville MSA</u>	<u>Tennessee</u>	<u>United States</u>	<u>Global</u>
(All Companies)	(Headquarters Only)	(Headquarters Only)	(Headquarters Only)
a. Less than \$1 million	a. Less than \$1 million	a. Less than \$1 million	a. Less than \$1 million
b. \$1-\$5 million	b. \$1-\$5 million	b. \$1-\$5 million	b. \$1-\$5 million
c. \$6-\$10 million	c. \$6-\$10 million	c. \$6-\$10 million	c. \$6-\$10 million
d. \$11-\$25 million	d. \$11-\$25 million	d. \$11-\$25 million	d. \$11-\$25 million
e. \$26-\$50 million	e. \$26-\$50 million	e. \$26-\$50 million	e. \$26-\$50 million
f. \$51-\$100 million	f. \$51-\$100 million	f. \$51-\$100 million	f. \$51-\$100 million
g. \$101-\$250 million	g. \$101-\$250 million	g. \$101-\$250 million	g. \$101-\$250 million
h. \$251-\$500 million	h. \$251-\$500 million	h. \$251-\$500 million	h. \$251-\$500 million
i. \$0.501-\$1 billion	i. \$0.501-\$1 billion	i. \$0.501-\$1 billion	i. \$0.501-\$1 billion
j. \$1.1-\$5 billion	j. \$1.1-\$5 billion	j. \$1.1-\$5 billion	j. \$1.1-\$5 billion
k. \$5.1-10 billion	k. \$5.1-10 billion	k. \$5.1-10 billion	k. \$5.1-10 billion
l. \$10.1-\$20 billion	l. \$10.1-\$20 billion	l. \$10.1-\$20 billion	l. \$10.1-\$20 billion
m. More than \$20 billion	m. More than \$20 billion	m. More than \$20 billion	m. More than \$20 billion

B3a. What percent of your company's annual gross revenue is from your health care related operations?

For example, if your business is an information technology services company and has a diverse set of business clients, your health care related gross revenues may be estimated by using the following ratio:

Health Care Related Revenues = (Health Care IT Employees, or Business Clients) / (Total Employees, or Business Clients)

<u>Nashville MSA</u>	<u>Tennessee</u>	<u>United States</u>	<u>Global</u>
a. 1%- 15%	a. 1%- 15%	a. 1%- 15%	a. 1%- 15%
b. 16%-30%	b. 16%-30%	b. 16%-30%	b. 16%-30%
c. 31%-45%	c. 31%-45%	c. 31%-45%	c. 31%-45%
d. 46%-60%	d. 46%-60%	d. 46%-60%	d. 46%-60%
e. 61%-75%	e. 61%-75%	e. 61%-75%	e. 61%-75%
f. 76%-90%	f. 76%-90%	f. 76%-90%	f. 76%-90%
g. 91%-100%	g. 91%-100%	g. 91%-100%	g. 91%-100%

B4. Please estimate your annual health care related research and development (R&D) expenditures for Nashville MSA only. (Please report only "Scientific and Clinical R&D" expenditures.)

- \$0
- Less than \$100,000
- \$0.1-\$0.5 million
- \$0.6-\$1 million
- \$1.1-\$5 million
- \$5.1-\$10 million
- \$11-\$25 million
- \$26-\$50 million
- \$51-\$100 million
- \$101-\$500 million
- More than \$500 million



PART C. FUTURE EXPECTATIONS (CEO CONFIDENCE SURVEY)**C1. Compared to 12 months ago, how would you evaluate general current economic conditions?**

- | | |
|---------------------------|------------------------------------|
| <u>In the U.S.</u> | <u>In the Nashville MSA</u> |
| a. substantially better | a. substantially better |
| b. moderately better | b. moderately better |
| c. same | c. same |
| d. moderately worse | d. moderately worse |
| e. substantially worse | e. substantially worse |

C1a. Compared to 12 months ago, how would you evaluate current conditions in the health care industry?

- | | |
|---------------------------|------------------------------------|
| <u>In the U.S.</u> | <u>In the Nashville MSA</u> |
| a. substantially better | a. substantially better |
| b. moderately better | b. moderately better |
| c. same | c. same |
| d. moderately worse | d. moderately worse |
| e. substantially worse | e. substantially worse |

C1b. Compared to 12 months ago, how would you evaluate current conditions in your company?

- a. substantially better
- b. moderately better
- c. same
- d. moderately worse
- e. substantially worse

C2. Looking forward to 12 months from now, what is your expectation for

- | | |
|---------------------------------|--|
| <u>the U.S. economy?</u> | <u>the Nashville MSA economy?</u> |
| a. substantially better | a. substantially better |
| b. moderately better | b. moderately better |
| c. same | c. same |
| d. moderately worse | d. moderately worse |
| e. substantially worse | e. substantially worse |

C2a. Looking forward to 12 months from now, what is your expectation for the health care industry

- | | |
|----------------------------|-------------------------------------|
| <u>in the U.S.?</u> | <u>in the Nashville MSA?</u> |
| a. substantially better | a. substantially better |
| b. moderately better | b. moderately better |
| c. same | c. same |
| d. moderately worse | d. moderately worse |
| e. substantially worse | e. substantially worse |

C3. Looking forward to 12 months from now, do you expect the number of your employees in the Nashville MSA to

- a. decrease?
- b. remain the same?
- c. increase?

C4. What are your firm's profit expectations from health care related operations in the Nashville MSA for the next 12 months?

- a. increase substantially
- b. increase moderately
- c. remain the same
- d. decrease

C5. If you expect your profits from health care related operations to increase, what would be the primary reason?

- a. market/demand growth
- b. cost reduction
- c. price increase
- d. new technology



MTSU BERCC

Page 5 of 5

C6. What is your biggest business concern over the next year? (please pick one)

- a. access to capital
- b. labor unions
- c. cost of IT
- d. health care reform
- e. availability of health care professionals
- f. increased uninsured patient population

C7. Over the next year, do you see your organization (please pick one)

- a. acquiring?
- b. growing organically and by same-store sales?
- c. focused on operations?
- d. constricting and selling off assets?

C8. If investing in or entering the health care business today, what sector do you believe to be the most profitable?

- a. health care IT
- b. managed care
- c. health care services
- d. long-term care
- e. pharmaceuticals/ bio-tech

C9. How important is it to your business to be located in Nashville?

- a. very important
- b. important
- c. not important



X.3. IMPLAN Model Information

- The impact of the health care industry cluster on the Nashville economy includes not only the direct employment, business sales, and income generated by the health care industry cluster but also the additional or secondary impacts of all economic activity related to such employment and business sales. Secondary impacts fall into two general categories: **indirect effects** including all employment, business sales, or income generated by the interaction of local businesses with the health care industry cluster and by suppliers to local business transactions, and **induced effects** including all spending by health care industry cluster employees in the local economy
- To quantify secondary impacts, a method called “input-output analysis” was employed through the use of the IMPLAN Model developed by the Minnesota IMPLAN Group, Inc. IMPLAN is a predictive model based on regional accounting matrices; it simulates the inter-industry transactions occurring for any additional increase in demand in a regional economy. In this case, the increase in demand is attributed to the presence of the health care industry cluster and has been measured by jobs, business sales, and personal income. This study also employs a hybrid approach, which means that it combines the use of a survey to gather information on direct impacts with the use of input-output analysis to calculate subsequent secondary impacts.
- Direct Effects
 - ▶ The direct effects of health care industry cluster employment include the total number of reported full-time employees of health care industry establishments.
 - ▶ The direct effect of income includes the total reported pre-tax staff payroll of the health care industry cluster.
 - ▶ The direct effect of business sales includes the total spending of the health care industry cluster to purchase goods and services in the local economy.
- Indirect Effects
 - ▶ Indirect effects include all employment, business sales, or income generated by the interaction of local businesses with the health care industry cluster and by suppliers to local business transactions.
- Induced Effects
 - ▶ Induced effects include all employment, business sales, or income generated by the spending of health care industry cluster employees in the local economy.



XI.4. Health Care Industry Classifications

Detailed Health Care Industry Cluster Definitions¹

Core Health Care Providers

1. **Ambulatory Services (NAICS 621):** Industries that provide service directly or indirectly to ambulatory patients and do not usually provide inpatient services.
2. **Hospitals (NAICS 622):** Industries that provide medical, diagnostic, and treatment services including physician, nursing, and other health services to inpatients and the specialized accommodation services required by inpatients.
3. **Nursing Care Facilities (NAICS 623):** Industries that provide residential care combined with nursing, supervisory, or other types of care as required by the residents.

Health Care Management and Consulting Companies

1. **Management of Companies and Enterprises (NAICS 551):** Industries of three main types: (1) those that hold the securities of (or other equity interests in) companies and enterprises; (2) those (except government establishments) that administer, oversee, and manage other establishments of the company or enterprise but do not hold the securities of these establishments; and (3) those that both administer, oversee, and manage other establishments of the company or enterprise and hold the securities of (or other equity interests in) these establishments.
2. **Accounting, Tax Preparation, Bookkeeping, and Payroll Services (NAICS 54121):** Establishments primarily engaged in providing services such as auditing accounting records, designing accounting systems, preparing financial statements, developing budgets, preparing tax returns, processing payrolls, bookkeeping, and billing.
3. **Computer Systems Design and Related Services (NAICS 5414):** Establishments primarily engaged in providing expertise in the field of information technologies through one or more of the following activities: (1) writing, modifying, testing, and supporting software to meet the needs of a particular customer; (2) planning and designing computer systems that integrate computer hardware, software, and communication technologies; (3) onsite management and operation of clients'

¹Abstracted from 2007 US NAICS Manual. *North American Industry Classification System—United States*. 2007, at <http://www.census.gov/epcd/www/naics.html>



computer systems and/or data processing facilities; and (4) other professional and technical computer-related advice and services.

4. **Administrative and Support Services (NAICS 561):** Establishments engaged in activities that support the day-to-day operations of other organizations.
5. **Management, Scientific, and Technical Consulting Services (NAICS 5416)**
 - a. **Management Consulting Services (NAICS 54161):** Establishments primarily engaged in providing advice and assistance to businesses and other organizations on management issues.
 - b. **Other Scientific and Technical Consulting Services (NAICS 541690):** Establishments primarily engaged in providing advice and assistance to businesses and other organizations on scientific and technical issues (except environmental issues), such as biological consulting services.
6. **Professional Organizations (NAICS 813920):** Establishments primarily engaged in promoting the professional interests of their members and the profession as a whole.

Colleges, Research Organizations, and Public Health

1. **Junior Colleges (NAICS 6112):** Establishments primarily engaged in furnishing academic or academic and technical courses and granting associate's degrees, certificates, or diplomas below the bachelor's level.
2. **Colleges, Universities, and Professional Schools (NAICS 6113):** Establishments primarily engaged in furnishing academic courses and granting degrees at bachelor's or graduate levels.
3. **Technical and Trade Schools (NAICS 6115):** Establishments primarily engaged in offering vocational and technical training in a variety of technical subjects and trades.
4. **Scientific Research and Development Services (NAICS 5417):** Establishments engaged in conducting original investigations undertaken on a systematic basis to gain knowledge (research) and/or applying research findings or other scientific knowledge to create new or significantly improved products or processes (experimental development).



6. **Administration of Public Health Programs (NAICS 92312):** Government establishments primarily engaged in the planning, administration, and coordination of public health programs and services including environmental health activities, mental health programs, categorical health programs, health statistics, and immunization services.

Medical Insurance Companies

1. **Direct Health and Medical Insurance Carriers (NAICS 524114):** Establishments primarily engaged in initially underwriting (i.e., assuming the risk and assigning premiums for) health and medical insurance policies.

Health Care Manufacturing and Wholesalers

1. **Optical Instrument and Lens Manufacturing (NAICS 333314):** Establishments primarily engaged in one or more of the following: (1) manufacturing optical instruments and lens, such as binoculars, microscopes (except electron or proton), telescopes, prisms, and lenses (except ophthalmic); (2) coating or polishing lenses (except ophthalmic); and (3) mounting lenses (except ophthalmic).
2. **Medical Equipment and Supplies Manufacturing (NAICS 3391):** Establishments primarily engaged in manufacturing medical equipment and supplies.
3. **Pharmaceutical and Medicine Manufacturing (NAICS 3254):** Establishments primarily engaged in one or more of the following: (1) manufacturing biological and medicinal products; (2) processing (i.e., grading, grinding, and milling) botanical drugs and herbs; (3) isolating active medicinal principals from botanical drugs and herbs; and (4) manufacturing pharmaceutical products intended for internal and external consumption in such forms as ampoules, tablets, capsules, vials, ointments, powders, solutions, and suspensions.
4. **Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers (NAICS 42345):** Establishments primarily engaged in the merchant wholesale distribution of professional medical equipment, instruments, and supplies (except ophthalmic equipment and instruments and goods used by ophthalmologists, optometrists, and opticians).



5. **Ophthalmic Goods Merchant Wholesalers (NAICS 42346):** Establishments primarily engaged in the merchant wholesale distribution of professional equipment, instruments, and/or goods sold, prescribed, or used by ophthalmologists, optometrists, and opticians.
6. **Drugs and Druggists' Sundries Merchant Wholesalers (NAICS 4242):** Establishments primarily engaged in the merchant wholesale distribution of biological and medical products, botanical drugs and herbs, and pharmaceutical products intended for internal and external consumption in such forms as ampoules, tablets, capsules, vials, ointments, powders, solutions, and suspensions.

Pharmacies, Drug Stores, and Ophthalmic Goods

1. **Pharmacies and Drug Stores (NAICS 44611):** Establishments known as pharmacies and drug stores engaged in retailing prescription or nonprescription drugs and medicines.
 - a. **Optical Goods Stores (NAICS 44613):** Establishments primarily engaged in one or more of the following: (1) retailing and fitting prescription eyeglasses and contact lenses, (2) retailing prescription eyeglasses in combination with the grinding of lenses to order on the premises, and (3) selling nonprescription eyeglasses.



XI.5. Definitions and Ranking Procedure

Location Quotient (LQ)

The location quotient is the most commonly utilized method in regional economic analysis. The LQ is a measure of an industry's concentration in a local economy relative to the national average or any other reference unit.

$$LQ = \frac{\frac{E_{La}}{E_L}}{\frac{E_{Na}}{E_N}}$$

Where E_{La} = refers to industry "a's" employment in the local economy,
 E_L = refers to total employment in the local economy,
 E_{Na} = refers to industry "a's" employment in the national economy, and
 E_N = refers to total employment in the national economy.

Ranking Procedure

Health care indicators are classified into two categories: (1) health care business climate and (2) health care infrastructure indicators.

- (1) Health care business climate indicators: BERC identified 14 indicators that reflect the overall trend in the health care sector in a given economy. Choices of these indicators are based on the review of literature and availability of indicators.
- (2) Health care infrastructure indicators: BERC identified 21 indicators that measure the capacity of the local economy to lay the foundation for growth of the health care industry. In addition to direct health care related indicators, BERC included per capita personal income and unemployment rate in this category.

Standardization Procedure

In order to compare these MSAs using a diverse set of indicators, BERC converted each indicator into a unitless indicator. This procedure makes it possible to get a summary indicator for each category across MSAs. The method used to assign a relative score for each MSA for a given indicator is called cumulative normal distribution, which places each MSA for a given indicator between 0 and 1, depending on how that MSA's value is related to the average and standard deviation of a given series.



X.6. Nashville Health Care Council Member Organizations

2 nd Generation Capital	Deutsche Bank	KPMG	Regions Bank Morgan
Accelecare Wound Centers	Devenney Group Architects	Kraft Healthcare Consulting	Keegan Shattuck
Accuray	Dream Systems	Kraft Search Associates	Hammond
Adams and Reese	e+CancerCare	Lattimore Black Morgan &	Renal Advantage
Advocat	Earl Swensson Associates	Cain	Robert W. Baird & Company
Aegis Sciences Corporation	eDoc4u Conduit Corporation	Lellyett & Rogers Company	Robins & Morton
Ambulatory Services of	Emdeon	LetterLogic	Saint Thomas Health Services
America	Ernst & Young	LifePoint Hospitals	Santé Ventures
American HomePatient	Essent Healthcare	Lipscomb University	Sarah Cannon Research
AMERIGROUP	Fifth Third Bank	The Little Clinic	Institute
AmiCare Behavioral Centers	First Tennessee Bank First	M.J. Harris	Sheridan Healthcare
AmMed Direct	Horizon Bank	Marsh Mercer Kroll	Sherrard & Roe
AmSurg	FirstBank	Marwood Group	Simplex Healthcare
Anesthesia Medical Group	Ford & Harrison	McKesson	Skanska USA Building
Aon Risk Services	FTI Healthcare	McNeely Pigott & Fox	SMS Holdings
Apollo Health Street	Gallagher Benefit Services	MedeAnalytics	Southwind Health Partners
Aquinas College	Gallagher Healthcare	MedSolutions	Specialty Care Services
Ardent Health Services	GE Healthcare	Meharry Medical College	Group
Avondale Partners	Gordian Health Solutions	Metro Nashville Hospital	Spheris
Baker, Donelson, Bearman,	Gould Turner Group	Authority	The SSI Group
Caldwell & Berkowitz	Gresham, Smith & Partners	Microsoft Corporation	STAT Solutions
Bank of America Merrill Lynch	Guardian Home Care	Middle Tennessee State	Stephens
Bass, Berry & Sims	Holdings	University	Stites & Harbison
BDO Seidman	Harbert Management	Modern Healthcare	SunTrust Banks SunTrust
Behavioral Centers of America	Corporation	Nashville Area Chamber of	Robinson
Belmont University	Harpeth Companies	Commerce	Humphrey
BH1	Harwell Howard Hyne	National HealthCare	Symbion
BioMimetic Therapeutics	Gabbert & Manner	Corporation	Take Care Health Systems
BlueCross BlueShield of	HCA	New Mountain Capital	TeamHealth
Tennessee	HCCA International	Noro-Moseley Partners	Tension Ultrasound
Bradley Arant Boulton Cummings	HCP	North Highland Company	TherEX
Brentwood Capital Advisors	Health Care REIT	nTelagent	Trauger & Tuke
Brim Healthcare	Healthcare Management	Oman-Gibson Associates	UBS Financial Services
Brookdale Senior Living	Systems	Owen Graduate School of	Vanderbilt University Medical
The Buffkin Group	Healthcare Performance	Management	Center
C3 Consulting	Strategies	Passport Health	Vanguard Health Systems
Capella Healthcare	HealthSpring	Communications	Vestar Capital Partners
Catalyst Healthcare Research	HealthStream	Payment America	The Viability Company
CCMP Capital Advisors	HealthTeacher	Healthcare Portfolio	Victor Results Advertising
Centerre Healthcare	Healthways	Solutions	W Squared
The CFP Group	Heritage Group	Petra Capital Partners	Waller Lansden Dortch &
Citigroup	Houlihan Lokey	PharmMD	Davis
Cogent Healthcare	Hospice Compassus	PICA Group	Willis HRH
Community Health Systems	The Human Capital Group	PivotHealth	Zycron
Council Ventures	Humana	Ponder & Company	November 20, 2009
Covenant Surgical Partners	IASIS Healthcare	Press Ganey	
CredenceHealth	IBM	PricewaterhouseCoopers	
Cressey & Company	IMI Health	ProjX	
Cross Country Education	Intel Corporation	Psychiatric Solutions	
Crowe Horwath	Interior Design Services	QHR	
Cumberland Consulting Group	Jarrard Phillips Cate &	Raymond James & Associates	
Cumberland Pharmaceuticals	Hancock	- Health Care Investment	
DaVita	Jefferies & Company	Banking	
Dell Perot Systems	Katcher Vaughn & Bailey	RBC Capital Markets	
Deloitte	Public Relations		

