Celebrating 120 years of caring for our community

“It is difficult to say what is impossible, for the dream of yesterday is the hope of today and the reality of tomorrow.”

Robert H. Goddard
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Dear Neighbor,

On June 27, 2015, Adena Health System will celebrate its 120th anniversary. In those 120 years, Adena has remained committed to the communities it serves, and has grown its services to meet the healthcare needs of its patients in south central and southern Ohio. Founded by the community, for the community, Adena lives up to the goals of its founders every day and with every encounter.

In 2014, patients visited Adena more than one million times, and 104,570 patients were served by caregivers within our hospitals in Chillicothe, Greenfield and Waverly. Additionally, as one of the region's largest employers, with nearly 2,800 caregivers, Adena contributes more than $198 million in payroll back into our region's economy.

The care provided at Adena makes a difference in our patients' lives. Just one example is the success we are seeing with cancer care. In its first full year, Adena's Lung Cancer Screening program provided free lung CT scans to nearly 600 people, discovering 12 cases of cancer. The National Commission on Cancer has accredited our program for its care and outstanding service – and patients are noticing. In 2014, 17 percent more patients trusted Adena for their cancer care.

Other Adena services are also making a difference in the lives of our patients. We are fortunate to have one of the nation's best orthopedic groups, practicing and changing lives right here in our region; and our surgeons have performed more single-site robotic surgeries than any other in Ohio. Adena's primary care clinics are also achieving recognition for their high quality, as they have adopted a more patient-centered focus. This is assuring our patients the care they get at Adena is the best they will receive anywhere.

I am proud to begin my leadership as chair of the Adena Board of Trustees. The Board of Trustees is made up of physicians, business leaders, educators and professionals – all of whom live in our local communities, with many representing the area churches that founded Adena in 1895. Advised by boards with interests in Waverly and Greenfield, along with committee volunteers, we, as Health System leaders and consumers of Adena's services, are committed to ensuring the healthcare needs of those we serve are sufficiently met – just as Adena's founders intended 120 years ago.

Sincerely,

Steve Burkhardt, Chair
Adena Board of Trustees
Welcome to Adena Health System’s Annual Report.

In 2014, more than 104,570 patients made nearly one million visits to Adena clinics and/or hospitals to receive testing and treatment. The sheer number of visits by our patients, and their choice to trust us with their care is humbling to each and every Adena caregiver.

Meeting the needs of our community is important to us, just as it was to our founders when they created Adena 120 years ago. And while healing and health care is what we do best at Adena, the community-centric focus of our founders is at the heart of everything we do. For instance, in 2014, Adena provided more than $22.1 million in charity care to patients in our region who met our 2014 guidelines for financial assistance.

In this annual report, you will read about some of the many achievements that demonstrate Adena’s commitment to providing quality care while striving to improve the health and well-being of our communities and those who live here. This includes Adena’s proactive efforts to improve the overall health of patients in our primary care clinics, each of which has earned the nation’s highest level of distinction for quality in 2014 – the National Committee on Quality Assurance’s Level 3 designation. This ranking assures our patients that Adena’s primary care clinics follow the highest national standards in providing quality care.

Adena is investing in its facilities and infrastructure across the region to benefit our patients and our caregivers. In 2014, we renovated the inpatient unit at Adena Pike Medical Center, making a difference in the comfort of our patients and in how our caregivers care for them. We also just completed a much-needed renovation of the Emergency Department at Adena Greenfield Medical Center. This fall, we will replace nearly 170 IT systems with one single system, connecting all three hospitals. The change will be transformational for Adena. It will provide significant cost savings by creating increased efficiencies, fewer errors, instant access to medical documentation, and improved billing accuracy for our patients.

We are also investing in the future by teaching and training nursing and medical students and physician residents. The success and rapid growth of our Graduate Medical Education (GME) program has created a need for safe and reliable housing for medical students. We found that a revitalized Carlisle Building would not only serve the housing needs of our medical students, but would also contribute to the revitalization of downtown Chillicothe. By signing a 15-year lease to occupy the Carlisle Building, Adena is proud to make a commitment that is not only meeting a need for our GME program, but is already generating new business investment in the Chillicothe community.

As it has for 120 years, Adena Health System is committed to serving the healthcare needs of our neighbors, families and friends; this, in turn, helps build healthy and thriving communities throughout our region.

Sincerely,

Mark Shuter
President & CEO
Adena Health System
HONORING OUR CAREGIVERS

We acknowledge the contribution of all of Adena’s caregivers and recognize them as our greatest asset. As such, we strive to promote a workplace that values the uniqueness of all individuals.

Recognizing Our 2014 Retired Physicians

Adena Oncologist Dr. Ralph Roach treated patients with cancer at Adena for 32 years. During his tenure, Dr. Roach was instrumental in helping Adena’s cancer program grow from several rooms on the hospital’s third floor to the freestanding, state-of-the-art Adena Cancer Center it is today. “The name Ralph Roach is synonymous with expertise, caring and compassion,” said Dr. John Fortney, Adena’s Chief Medical Officer. “For 32 years, he has never stopped learning or researching the most up-to-date cancer treatments; which he then shares with his patients to ensure they have the best possible opportunities when battling the disease. He has truly been an asset in the development of Adena’s Oncology program and the lives of our patients.”

Dr. Roach and his wife, Dr. Jane Roach, are now able to spend more time with their first grandchild. They also enjoy outdoor activities, such as hiking and biking, as often as they can. The couple continues their service to the Chillicothe community through church and many other organizations and activities. Dr. Roach also fills in at the Cancer Center and at Adena’s Palliative Care program, as needed.

Dr. Donald Fuerst, MD, of Adena Urology, retired after 40 years of caring for patients. He endeared himself to his patients and staff by living by the philosophy of treating his patients the way he would want to be treated, and by focusing on the person as a whole instead of his or her individual health issue. “I have loved caring for my patients, helping them to recover, as well as performing surgery,” said Dr. Fuerst. “I will miss that.” Originally from Cleveland, Dr. Fuerst moved to Chillicothe in 2011 when he joined Adena. He and his wife have plans to enjoy retirement by traveling in their motorhome and devoting time to their hobbies of wine making and knitting.
2014 Award of Excellence Winner

Doing the right thing just comes naturally to Christy Cruse, our 2014 Adena Award of Excellence recipient. Christy is the Educator in Surgical Services and has been an Adena caregiver for 11 years. She was nominated by Chris Clark, with support from many others. In the nomination document, Christy is described as the “epitome of integrity who goes above and beyond her job every day.” She is said to follow up with information and ‘plans of action’ when promised. She also constantly works to improve patient care and safety. After receiving the Award, Christy said, “I was absolutely shocked and beyond flattered. The first thing that came to mind was, ‘This isn’t the Christy Cruse Award. This is the kind of award my mentor would have received.’ So I was just absolutely ecstatic and very, very flattered.”

Christy is also said to have a commitment to excellence that is “unwavering, and she always has the employee and patient at heart in everything she does.” Christy added, “I kind of think that’s just who I am... I was raised that way. You do the right thing for the right reason. Especially in Surgery – our motto down here is, ‘Do the right thing when no one is looking.’ Maybe that’s why I’m a good fit!”

Patient Feedback

We appreciate these kind words from our patients.

“I got such amazing care for my knee replacement that I switched to an Adena primary care doctor for all of my medical needs.”

Adena Knee Replacement Patient

“Everyone at Adena has been more than wonderful... they all treated me like family.”

Adena Cancer Patient

“The cancer care my husband received at Adena was just outstanding! He’s in complete remission!”

Wife of Adena Cancer Patient

“I got such great care on 3NE... I never needed to use the call light because my nurse always anticipated what I needed before I could ask!”

Patient, 3NE Inpatient Unit

“...she always has the employee and patient at heart in everything she does.”
Adena was one of only 25 companies in the world honored with the 2014 Gallup Great Workplace Award. The Award honors exceptional organizations whose leadership has mastered how to engage their workforce to drive real business outcomes.

“This is a huge honor for Adena,” said Chief Learning Officer Gail Games. “This is the first time we have ever qualified for this award, and to subsequently win the award out of hundreds of applicants is fantastic. Gallup is a global company, so our competition was worldwide.”

The Award came for improved employee and physician engagement during calendar year 2013, when the Gallup Employee Engagement Survey’s grand mean score rose to 4.15 from 4.08 the previous year. Every single site saw improved scores, and Adena’s engaged to disengaged ratio increased by three percent. Physician engagement was also up with a grand mean rising to 3.89 from 3.62 the previous year.

“The efforts of our leaders, and our physician leaders is what’s behind this recognition,” said Mark Shuter, president and CEO. “Without their dedication and commitment to make Adena a great place to work and practice, we would never have achieved this honor.”

In May, Adena leaders and members of the Service Excellence Team traveled to Gallup headquarters in Omaha, Nebraska to collect the award at the company’s annual Spring Summit. “It was amazing to be with the other winners from all around the world,” said Gail. “There was a great deal of interest from others to know what we’re doing and how we’re doing it.”

Gail said other hospitals and health systems at the Summit were especially impressed with Adena’s success in physician engagement over the past year. “We are so much further along than many others,” she added. “While Adena engages its physicians by having them involved in a great deal of system-wide decision-making, other hospital systems haven’t even scratched the surface of getting their physicians to the table.”

In addition to picking up the expected Great Workplace Award, Adena was also presented with the “Comeback Champion Award.” That award was given for our improved 2013 Employee Engagement Survey results and for employee engagement resulting in service excellence and improved financial results.

As Chief Medical Officer Dr. John Fortney quickly pointed out after the awards were presented, “This is a big deal. This represents all industries, not just healthcare.”

Thanks to all Adena caregivers for making Adena great for our patients, the organization and the communities we serve.
Adena Caregivers Commit to Move More!

In an effort to promote better health and wellness among Adena’s nearly 2,800 caregivers, the Move More, Adena! program encourages caregivers to add 90 minutes of walking a week to their routine. Studies show that just 90 minutes a week can improve some vital signs, help lower a person’s risk for heart disease and can make it easier to lose weight.

The program was launched in the summer of 2014 with a walking challenge. The goal of the Health & Wellness Committee was to get 500 caregivers registered for the competition. By the time the challenge was underway, nearly 900 caregivers were ready to become more active.

The 12-week challenge was part of Adena’s overall Employee Health & Wellness program, which is intended to help all caregivers achieve the best health possible. It is a way to encourage everyone to live a healthier lifestyle by moving more, making better dietary choices, and managing stress.

In the words of Dr. Reggina Yandila, physician champion of the program, this is something we have to do “for ourselves, for each other and for our community” – that’s the reason we make lifestyle changes such as adding 90 minutes of walking to our week.

Results of the challenge showed Adena caregivers logged more than 1.5 million minutes of walking time over 12 weeks, with some reporting weight loss totals up to 45 pounds. A spring challenge will kick off in May at Adena. In addition, the Health and Wellness Committee is also working with employers in the community who will be starting similar programs for their workforces.
2014’s DAISY Award Honorees

The DAISY Award for Extraordinary Nursing was founded by the family of a patient who received exceptional nursing care during a long hospitalization for an immune disease, which ultimately took his life. To honor those nurses, the family founded DAISY, an acronym for Diseases Attacking the Immune System. The family believes nurses are unsung heroes who deserve far more recognition and honor than they receive. The DAISY was their way to say “thank you” to nurses around the country.

Quarterly, Adena recognizes a nurse who has made an extraordinary difference with the DAISY Award. The following are our 2014 winners:

**Holly Travis, RN** has been a nurse for four years, and has been with Adena for the majority of that time. In addition to her patient care duties on Unit 3A, Holly has taken on the role of clinical educator. She was nominated for the DAISY Award by her nurse manager, who says Holly always goes the extra mile for her colleagues and patients. “Holly is very patient-oriented and focused on education and best practices,” said Nurse Manager Kim Slopko. “She strives to do what is best for her patients and assists her co-workers. She goes above and beyond for each and every patient. Holly is an asset to our team and to our organization and to the profession of nursing.” Helping others is a natural part of Holly’s personality. “I got into the profession because I wanted to make a difference,” she said. “You see people at their worst when they are in the hospital and you want to kind of be there for them during that time – that’s something I’ve always wanted to do.”

**Julie Folden, RN**, works nights on the Women & Children’s Unit and showed how truly dedicated she is when she stayed late to help a new mom. A patient checked in to give birth via a scheduled C-section, and had no one with her. Julie noticed the patient was “a little down,” and after talking to her discovered it was because she was alone. “That’s a special day, it’s a big day – you are bringing your baby into the world,” said Julie. “She wasn’t going to have anyone to take pictures, no one to share it with. It just broke my heart and I thought, ‘Yes, I’m tired but if that was my family sitting there, I’d want someone to be there.’” When her shift ended at 7 a.m., Julie clocked out, and an hour later was in the delivery room with the patient. “It was never a thought for Julie that she just worked a 12-hour shift,” said nominator Jackie Rebman, director of Specialty Services. “She knew she wanted to be there for this patient, and she was. She acted as the patient’s support and captured the moment for the patient with pictures. That is something this patient would have never had if Julie had not been with her.” Julie says being there for the patient was the right thing to do.
Amanda Hays, RN, a patient navigator for Adena Family Medicine Greenfield and Washington Court House was nominated for her exemplary dedication to her patients. Her nominator and manager Amanda Stevens said, “Amanda is an exceptional navigator. She is passionate about her role as a navigator and consistently goes above and beyond for her patients.” An example of that dedication came when a patient had seen a specialist at another hospital, but was unable to have his problem resolved. Amanda spoke with staff at that office and learned the seriousness of the patient’s condition. Not satisfied with the help he was getting from them, Amanda immediately got in touch with the patient’s PCP to get him into the Emergency Department. However, the patient was hesitant to go because he takes care of his son, who also has a serious medical condition. Amanda worked with community resources to make sure the man’s son would be taken care of while his father was in the hospital. Previously an inpatient nurse, Amanda enjoys managing the care of patients after they go home. “As a patient navigator, you get to see a lot of success stories,” she said. Amanda has also taken on the role of diabetes educator to help fill a need she recognized in her community.

Matt Wing, RN, is described as “a true inspiration of caring and compassion.” Matt was nominated for the fourth quarter Daisy Award by his former colleague on 2N, Mary Noble (Matt has since taken a new role with Adena Home Health). In her nomination, Mary praised Matt for being a great example of what a nurse should be. “He sets the example of treating others as he would want to be treated,” Mary said. “I believe Matt possesses that special light that shines and reminds us why we chose this career of taking care of others.” Humbled by the recognition, Matt was quick to praise his colleagues for his success. “I couldn’t do my job without all the help from my co-workers,” he said. “I just think about how I would want my family to be treated, and I make sure I treat everyone like that.”
Adena SCOPES Program Encourages Math and Science Learning

Adena Health System has partnered with Unioto Elementary School for a unique program that is inspiring students interested in Math and Science. School teachers and administrators saw physicians and their families touring our area schools when deciding on where to live while working at Adena, and noticed that many chose to move to Columbus. They said they were looking for a school with a stronger Math and Science curriculum.

Wanting to attract these families to southern Ohio and help students already in the district, Unioto’s principal came to Adena with an idea. She wanted to create an Academy class for the top-performing Math and Science students. The program would give the children more opportunities for hands-on, real-life problem solving.

A few physicians and Adena leaders got behind the idea. They recognize the value of a program like this in our community, the importance of a strong Math and Science-based education, and the potential to begin fostering the interest of children thinking about medical careers at a very early age.

The Science Cooperative of Physicians and Elementary Students, or SCOPES launched at the beginning of the school year.

“It is probably the most amazing program I have experienced in my teaching career,” says SCOPES teacher Jennifer Domo. “This is my 23rd year of teaching. I’ve seen a lot of things come and go but this is huge.”

“I’m really trying to emphasize what Math and Science opportunities we have right here in our backyard.”

– Jennifer Domo
SCOPES Teacher
The program is broken down by first through fifth grades. Each grade level spends one day a week in SCOPES. During class, they work in teams at a series of stations to figure out various problems and test theories. Each student gets a chance to get hands-on experience at each station and offer their suggestions for solving problems. After everyone goes through the stations, they spend time talking about what worked best and what they learned from their experiments.

Fifth grader Candice Thiel says SCOPES is changing the way she learns. “When I’m doing just a test in class I often don’t remember it because I don’t think it’s interesting all the time,” she said. “But when it is hands on, I feel like I can remember it more, I understand it. I can make a hypothesis and go above and beyond the normal teaching standard.”

Jennifer says the program is getting other students not in the class excited about learning, too. “More and more kids want to be in the program and that motivates them to try and perform their best,” she said. Every year, students will be re-evaluated for placement in the class. Jennifer is also taking lessons used in SCOPES to other classrooms so everyone gets a chance to experience hands-on learning.

The teacher is also looking forward to the community getting involved in the program. “I’m really trying to emphasize what Math and Science opportunities we have right here in our backyard,” Jennifer said. “We can bring in professionals from our community to explain how they are using, math, science, and engineering technology in their jobs.”

The students have already had a chance to work with Adena Surgeon Dr. Bill Sever to learn about the da Vinci® surgical robot.

Principal Dana Letts says that after just one month, she is already seeing what an incredible impact this program is having on the students. “It really has been wonderful,” she said. “They are learning things and are really inspired, which is what we were aiming for. We want to make sure they see themselves as kids who can be successful in math and science. It’s already happening this quickly.”

Both Dana and Jennifer agree the program would not be this successful without Adena’s help. “This was a huge leap of faith on Adena’s part to have the confidence to do this,” said Dana. “Adena being on board really gives this program credibility.”

“Just being part of the cutting-edge change in education is huge,” added Jennifer. “This is the best thing to do for kids, and Adena is helping us do that and we really appreciate it.”
Promoting a healthy lifestyle for the children of Ross County has been the catalyst for the Annual Healthy Start for Kids event, held at the Ross County Junior Fair. The event is held each year on “Kids Day,” just before free rides open up. The message is all about making healthy food choices and getting up and moving. The information is presented in an entertaining way that’s easy for kids to understand. Attendance at the 2014 event exceeded the first year of participation by at least two times!

The concept for the event was the idea of Chillicothe Gazette Editor Mike Throne, who in early 2013 approached Adena and the YMCA to partner with him in doing “something to help our community.” Throne, representatives from the YMCA, and an Adena committee including Chief Compliance Officer Pat Roam, Communications Director Maria Smith and Community Health Advancement Director Kim Jones meet throughout the year to come up with new ideas to showcase, organize logistics of the event, as well as create ways to get and keep the children interested in healthy eating and exercise. With the talents of local chiropractor and child-health crusader, Dr. Brandon Hanes, the event serves as a successful learning experience for our region’s children and their parents.

In 2014, we added a partner in the Ross County Public Library, tying in healthy practices with its summer reading program.

The partnership is a great example of how Adena works with community groups and organizations to make a difference in the lives of our neighbors and children.
Adena Health System signed a 15-year lease to occupy downtown Chillicothe’s Carlisle Building. Once renovations by Cleveland-based historic development firm, The Chesler Group, Inc. (TCG) are complete, Adena will occupy the building, using the first floor for community-focused business operations, and the upper floors as housing for physician residents and medical students.

The Chesler Group secured funding sources from JobsOhio, the City of Chillicothe, and the Chillicothe Ross Community Foundation, and will utilize Federal and State Historic Tax Credits for the 35,100 square-foot, $7-million community revitalization project. The building will include approximately 32 apartments for GME residents and students.

“With the solid support of the Adena Board of Trustees, we have taken on this project as a way to meet the housing needs of the young doctors we are bringing to Chillicothe for training and to give back to the community that supports us by helping to spur economic growth in our downtown,” said Adena President and CEO Mark Shuter. “Adena is proud to be able to make this commitment to Chillicothe, our longtime hometown.”

Adena’s growing Graduate Medical Education (GME) program has made it necessary for Adena to invest in housing for physician residents and medical students who are training at the hospital. Mr. Shuter added, “By locating dozens of young professionals in downtown apartments, and employees in first-floor offices, Adena can help generate future economic development, bringing in dollars and creating jobs.”

The plan to utilize the Carlisle Building to house transitional medical students comes as the vision of Director of Medical Education Dr. David Towle, who sees the GME program growing substantially over the next several years. Providing a safe, first-rate place for these young professionals to stay will set Adena’s program apart from others in the training community.

“No one anywhere will provide better accommodations for their student guests,” said Dr. Towle. “Most hospitals aren’t gracious about housing or other support. But the better we treat them now, the more likely they are to come back or stay.”

Adena’s GME program is becoming more and more competitive, and its leaders are careful to select those who will be a good fit for the organization. “We want the brightest and best physicians, but we also want physicians who will be active in the community,” said Dr. Towle. “We know the needs of many aren’t met in a rural situation, so we work to attract folks who will be very comfortable with living in southern Ohio, and who will set down roots here. They will not only become our doctors, but we hope they become our friends and neighbors.”

The Carlisle revitalization project is expected to conclude in fall 2015.
BUILDING A STRONG FOUNDATION

With an eye toward the future, Adena continues to build upon the past.

Adena One Project Streamlines Our IT Structure

The Adena One project to install Meditech 6.1, a single platform computer system for the entire health system, has been underway for much of 2014. The project involves the integration of nearly 670 systems in Adena’s mass information technology structure, and will give Adena a common, clinically-driven system that will lead to better efficiency across the entire health system.

Adena President & CEO Mark Shuter said the new system will provide substantial cost savings, mainly because of increased efficiencies, the elimination of redundant work that is currently being done to populate the same information into multiple systems, and fewer systems on which to pay maintenance fees. It will also increase the time caregivers will be able to spend with their patients, because there will be less time spent on documentation.

Shuter praised the Adena One team, led by Chief Strategic Information Officer, Linn Weimer. The team has committed a great deal of time and expertise to this important project. “Anytime we work together, or practice together, we make Adena stronger,” Shuter said. “The success Adena is having, and the success we will see in the future is going to be because of the work we are doing through Adena One.”
APMC Renovation
40 Years in the Making

In 2014, after four decades, Adena Pike Medical Center received a brand new look. The original 1973 nursing station was replaced and each of the 21 rooms received a makeover, including new overhead lighting, paint, sinks, countertops and new HVAC units. Other upgrades included a remodeled patient shower area and new tiles in the hallway.

The total cost of the renovations was about $300,000.

Our spacious new nurses’ station provides an open, welcoming environment and an efficient workspace for our nurses and caregivers.
ENHANCING THE PATIENT EXPERIENCE

Adena’s clinical integration initiatives focus on quality care and putting the patient first.

Clinical Integration Efforts
Improving Care for Our Patients

For the past several years, Adena has been proactive in its efforts to improve the overall health of our patients, not just when they come to us at their sickest, but in managing their health to avoid episodic illness. Many of the transformations began through changes within the industry and through regulatory mandates. Improving the quality of life for our patients while reducing overall healthcare spending has been a positive outcome of these changes.

Clinics Earn Nation’s Top Level for PCMH Quality

In 2014, all of Adena’s primary care clinics’ Patient Centered Medical Home (PCMH) programs earned the nation’s highest level of distinction for quality from the National Committee on Quality Assurance (NCQA). Each of the clinics joins Adena Family Medicine – Waverly, the Health System’s pilot program, as Level 3-designated programs. By earning a Level 3 designation, patients can be assured Adena’s primary care clinics are following the highest national standards in providing quality care.

“We started an aggressive plan to have our outpatient clinics understand and develop Patient Centered Medical Homes and to apply for formal national recognition through the National Committee for Quality Assurance (NCQA). This was no small feat,” said Dr. H. Takaji Kittaka, Jr., Adena’s Chief Transformation Officer. “Many of our providers and caregivers were extremely engaged in developing PCMH in the interest of improving the quality and coordination of care for the patients whom we all serve.”

The Patient Centered Medical Home is a primary care delivery model designed to strengthen the patient-clinician relationship. A PCMH encourages teamwork and coordination among the patient’s clinicians and support staff, giving patients better access to care and a greater role in making their own care decisions.
Observation Unit Reducing Patient Length of Stay

ARMC opened an Observation Unit on Unit 3B to care for patients who do not meet medical necessity as an inpatient, but their conditions need to be observed over the span of hours. The Unit was necessary to meet the demands of the Affordable Care Act–imposed “Two Midnight Rule,” which determines reimbursement based on the length of time a patient is under observation. A dedicated Observation Unit was also needed to help caregivers effectively manage the needs of patients under observation. Previously, these patients were intermingled with patients whose care was being managed over several days.

“The goal is to expedite patient care, get tests ordered and decisions made to get them back into the comfort of their home sooner,” said Bambi Huffman, VP of Clinical Integration. “In the long run, we expect our length of stay and cost per case to go down and for our patients to benefit by getting the appropriate level of treatment they need, when they need it, at all times.” The new Observation Unit has demonstrated a significant reduction in the length of stay for our patients.

Adena’s Unique Risk Stratification Tool Generates National Interest

Adena has created a self-made risk stratification program that helps its caregivers rate patients based on how “risky” they are. Every patient in the health system has a risk stratification number based on chronic conditions and their overall health. Population managers use the data, along with other information, to look for gaps of care, starting with the most risky patients. For example, a patient may have an appointment with their primary care physician in two weeks. The population manager runs the patient’s risk score and it may show they are elevated and diabetic, but they are missing key indicators such as an eye exam or another important diabetic test. The population manager will reach out to the patient ahead of the appointment and arrange for testing to be completed before the doctor’s appointment. Therefore, when the patients see their physician, their most recent test results are included in their file and the visit is much more valuable.

Last year, the National Association of Managed Care Physicians learned about Adena’s risk stratification tool and asked Dr. H. Takaji Kittaka, Jr. to speak at the group’s national convention. “There is no other risk stratification tool that exists in the U.S.,” said Dr. Kittaka. “This is why others are so interested in learning about our program. We often think it takes a major entity like a Harvard or a Cleveland Clinic to come up with big things, but it doesn’t. Sometimes we can, as a health system, develop great things.” Dr. Kittaka gives credit to the entire team of caregivers who are coming up with new ideas and creating more effective ways to care for our patients.

“The goal is to expedite patient care... to get [patients] back into the comfort of their home sooner.”

– Bambi Huffman
VP of Clinical Integration
Grant for Prenatal Centering Delivering Healthier Babies

Ohio’s infant mortality rate is among the nation’s highest with 7.7 per 1,000 live births. The national average is 6.1 per 1,000 live births. Ohio also ranks 15th in the nation for the number of pre-term births.

Adena Health System has partnered with the Ohio Department of Medicaid and the Strong Start Ohio campaign to reduce pre-term births, improve birth outcomes and lower healthcare costs for high-risk pregnant women and their babies. Adena is one of only three hospitals in Ohio taking part in the 18-month pilot program, which uses a centering group care model to complement traditional prenatal care.

The program brings together women with similar concerns to address prenatal, social, and psychological risk factors related to poor birth outcomes and higher healthcare costs. Adena’s group also includes drug-addicted women, who pose an even greater risk of premature birth, and babies with intense medical needs.

“This program combines prenatal care with community and social support,” said Donna Collier-Stepp, MSW, LISW, and Adena’s Centering Pregnancy Coordinator. “It is another powerful tool for Adena in its mission to help promote healthy births and pregnancies for mothers in our area.”

The data from the first group of women to participate in the Centering Pregnancy Addiction Group is very encouraging. “We are able to show the differences in outcomes for babies even though the group ended up small,” said Donna. “We started with 14 women and had eight who were dropped due to multiple positive drug screens, or they simply left the program. Six new moms successfully completed the program.”

Donna and the team were able to track the six babies born to the moms who successfully completed the Centering program, as well as six babies of moms who were dropped for using, or who left on their own. This gave the team the ability to compare a group of six to six (see chart).

Based on interactions with colleagues from other facilities, Adena seems to be ahead of the curve in its centering program. Other hospitals are just starting to look into the method as a way to help women and babies in their communities. One doctor compared centering programs to a dam at the top of a waterfall – an intervention that can possibly help our patients/mothers avoid falling over the waterfall.

### Centering Group

<table>
<thead>
<tr>
<th>Average gestation</th>
<th>39 weeks (earliest 37 weeks/latest 41)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Had to be medically treated</td>
<td>1 baby</td>
</tr>
<tr>
<td>Went home with mom</td>
<td>6 babies</td>
</tr>
<tr>
<td>Removed from the home</td>
<td>0 babies</td>
</tr>
<tr>
<td>Breastfed 1st 2 weeks</td>
<td>6 babies</td>
</tr>
</tbody>
</table>

### Dropped Group

<table>
<thead>
<tr>
<th>Average gestation</th>
<th>37 weeks (earliest 35 weeks/latest 39)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Had to be medically treated</td>
<td>3 babies / 1 stillbirth</td>
</tr>
<tr>
<td>Went home with mom</td>
<td>2 babies</td>
</tr>
<tr>
<td>Removed from the home</td>
<td>3 babies</td>
</tr>
<tr>
<td>Breastfed 1st 2 weeks</td>
<td>0 babies</td>
</tr>
</tbody>
</table>
Two family friends are forever connected thanks to a heroic act that had them both in the right place at the right time. Invasive Services Radiology Technologist Brian Wilson went to a Unioto High basketball game to watch his nephew play for the reserve team. “I don’t get to all the games, but I try to catch him occasionally,” Brian said. Brian and his family also decided to stay for the varsity game.

Meanwhile, Wayne Neff, a family friend of the Wilsons was also at the game, about three rows behind Brian. At half-time, Brian heard some commotion behind him, turned around and saw Wayne, age 72, slumped over with his brother and sister-in-law shaking him and calling his name.

“I ran up and assessed what was going on,” said Brian. “I picked his chin up and he was cold and clammy, unresponsive, had no pulse and was not breathing. I asked a man beside me to grab his feet because we had to get him to the floor of the bleachers. We got him down flat and I immediately started CPR. Wayne was out for about two minutes.” When he came to, Brian did some assessments on Wayne, asking his name, where he was, etc.

“I was definitely in the right place at the right time,” said Brian humbly. “We handle things like this – code situations – on a daily basis in the Cath Lab, so we’re accustomed to it. It’s one of those deals where you let your work go into play and take care of the situation.”

A squad happened to be on site for the game that night – not a regular occurrence. While Brian was doing CPR, the medics were notified that there was a situation at the top of the bleachers. The crew got a backboard up to the scene, and quickly carried Wayne down and out to the waiting ambulance. He was immediately taken to the Emergency Department at Adena Regional Medical Center and assessed by Cardiologist Dr. Bruce Chen.

Wayne has a history of heart disease, and says his initial tests indicated he did not have a heart attack that night, but that his heart did stop beating. “My heart had stopped beating and Brian got me going,” he laughed. Ruling out a heart attack, and with Wayne’s history, which included a heart bypass 13 years ago, there was some concern that one of his grafts may have failed. He said Dr. Chen performed a heart catheterization on Saturday and determined the grafts were still intact. He then consulted with Dr. John Keller about the possibility of implanting a pacemaker.

The following Monday, Wayne was scheduled to have a pacemaker put in place. When he arrived, Brian was on the case. Before being wheeled into the procedure room, the friends posed for a photo, Wayne joking, “He was there to help me again. He saved me twice!”

Of the reaction and thanks he’s received from Wayne and his family, Brian says, “It’s been kind of crazy. They were definitely glad because the outcome may not have come out so well if we had not been there or responded so quickly. Being the first person to get everything under way is pretty critical when you have somebody in that situation.”

Wayne, an old friend and golfing buddy of Brian’s dad, is forever grateful that Brian was in the gym that night. “Thank goodness for him being there,” he said. “I think the good Lord was looking after me. I told Brian, ‘You’re my guardian angel!’ I love him. He knew what he was doing and he’s given me a wonderful new chance on life, and I owe my life to him. He went beyond the call of duty.” Wayne added, “It wouldn’t matter who needed help, he would have helped anybody in that situation.”

Well done, Brian!

An act of heroism connects Wayne Neff (left) and Brian Wilson (right) forever.
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Chief Strategic Information Officer

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Orchard Hill United Church of Christ

NOBLE YOSHIDA
Walnut Street UMC
REVENUE & EXPENSES

OUR TOTAL REVENUES:

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012 (final)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bills submitted to Medicare, Medicaid, individuals and commercial insurance companies for care we provided</td>
<td>$1,110,211,377</td>
<td>$1,007,665,765</td>
<td>$949,170,018</td>
</tr>
<tr>
<td>Gain in market values of investments and income from non-patient care services</td>
<td>$17,458,350</td>
<td>$23,525,197</td>
<td>$26,962,619</td>
</tr>
<tr>
<td>Funds drawn from prior years' earnings</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>

FROM TOTAL EARNINGS, WE DEDUCTED:

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges associated with providing care to patients who were unable to pay for their care (charity care)</td>
<td>$22,159,109</td>
<td>$39,730,478</td>
<td>$36,171,873</td>
</tr>
<tr>
<td>Discounts to Medicare, Medicaid, etc.</td>
<td>$651,353,343</td>
<td>$539,750,176</td>
<td>$503,154,707</td>
</tr>
<tr>
<td>Charges associated with those patients who refused to pay (bad debt)</td>
<td>$19,087,178</td>
<td>$27,280,761</td>
<td>$29,621,949</td>
</tr>
</tbody>
</table>

THE TOTAL FUNDS AVAILABLE WERE: $435,070,097 $424,429,547 $407,184,108

THESE FUNDS WERE USED:

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>To pay employees wages and benefits</td>
<td>$247,173,881</td>
<td>$228,088,048</td>
<td>$225,092,450</td>
</tr>
<tr>
<td>To buy patient care and other supplies</td>
<td>$65,988,401</td>
<td>$64,927,712</td>
<td>$63,942,103</td>
</tr>
<tr>
<td>To pay for utilities and similar expenses</td>
<td>$77,396,781</td>
<td>$74,872,898</td>
<td>$73,135,881</td>
</tr>
<tr>
<td>To pay professional fees for services to patients</td>
<td>$1,944,824</td>
<td>$3,978,165</td>
<td>$23,976,783</td>
</tr>
<tr>
<td>For depreciation of equipment, buildings and property</td>
<td>$21,388,610</td>
<td>$21,986,231</td>
<td>$23,976,783</td>
</tr>
<tr>
<td>To pay interest expense and amortization</td>
<td>$9,409,455</td>
<td>$9,695,124</td>
<td>$9,785,885</td>
</tr>
<tr>
<td>Debt-restructuring costs</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Decline in market values of investments</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>To provide for future services to the community</td>
<td>$11,568,145</td>
<td>$20,881,369</td>
<td>$4,775,678</td>
</tr>
</tbody>
</table>

THE TOTAL FUNDS APPLIED WERE: $435,070,097 $424,429,547 $407,184,108

OUR BALANCE SHEET

ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>$126,669,736</td>
<td>$158,237,735</td>
<td>$139,812,602</td>
</tr>
<tr>
<td>Other assets</td>
<td>$362,486,269</td>
<td>$315,077,789</td>
<td>$312,083,179</td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td>$489,156,005</td>
<td>$473,315,524</td>
<td>$451,895,781</td>
</tr>
</tbody>
</table>

LIABILITY AND NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td>$50,329,249</td>
<td>$46,727,675</td>
<td>$46,270,266</td>
</tr>
<tr>
<td>Long-Term Liabilities</td>
<td>$173,787,474</td>
<td>$175,977,406</td>
<td>$185,959,971</td>
</tr>
<tr>
<td>Net Assets</td>
<td>$265,039,282</td>
<td>$250,610,443</td>
<td>$219,665,544</td>
</tr>
<tr>
<td>TOTAL LIABILITIES AND NET ASSETS</td>
<td>$489,156,005</td>
<td>$473,315,524</td>
<td>$451,895,781</td>
</tr>
</tbody>
</table>