Investing in Our Future

Adena Health System
Annual Report 2012
Dear Friends,

The face of healthcare is changing every day, and Adena Health System is committed to investing in our patients to ensure they are receiving the most up-to-date care possible. In addition to nearly 118 years of caring for the people of our community, Adena continues to invest in the technology our patients expect to have access to — close to home.

In October 2012, Adena became the only healthcare facility south of I-70 and east of I-71 to offer da Vinci® robotic surgery. The technology is offering patients access to minimally-invasive surgery, with more precise access to complicated areas of the body. Robotic surgery has been proven to help patients heal faster and get back to their lives sooner.

Adena’s investment in the da Vinci® Surgical System is an investment in the future of medicine in our region, and in the health of every patient. In the first five months of our robotics program, Adena surgeons have completed more than 100 robot-assisted surgeries.

Other recent technology upgrades at Adena include the addition of powerful MRI equipment. Our new 3.0-tesla unit offers patients close-to-home testing that they previously had to travel to other areas of the state to receive. As the only non-government healthcare facility in southern Ohio with this technology, Adena is giving our patients access to more neurology and orthopaedic capabilities, and has enhanced our already strong mammography services.

We have also updated our Core Lab, which produces some two million test results each year. The new technology replaced some that had been in service for nearly 20 years, and is enabling Adena to perform more tests and deliver important results to physicians and patients even faster. In addition, the Adena Cancer Center began offering an innovative breast cancer radiation treatment that provides radiation therapy for some early-stage breast cancers. The treatment reduces radiation therapy from five to seven weeks to less than one week. Mammosite™ is a five-day, precise radiation therapy that works from inside the breast, targeting the area where cancer is most likely to recur and sparing healthy tissue and organs from the effects of radiation.

Investing in our patients means making an investment in their care today, as well as in the future. Last summer, Adena welcomed its first class of physician interns. This team of six new physicians began training in various specialties, along with operating the Adena Residency Clinic. During this first year internship, the new physicians are receiving healthcare training, as well as building their patient care skills under the supervision of seasoned Adena physicians.

Patient care can be delivered in a physician’s office, a hospital or even the supermarket. In 2012, Adena made it more convenient for patients to receive quality healthcare than ever before by opening Clinics at Wal-Mart stores in Chillicothe and Washington Court House. Adena’s medical staff handled some 7,000 cases at these locations in the first year.

Just as technology keeps Adena on the cutting-edge of healthcare, specialty care is an important part of the service we provide to our patients. It also gives our teams of physicians and staff the opportunity to demonstrate what they do best. Recently, Adena Health System was named one of America’s 100 Best Hospitals for Coronary Intervention and ranked 6th in Ohio for Coronary Intervention Procedures in 2013 by HealthGrades. HealthGrades is a national organization that utilizes public data to make its determinations based on quality and safety ratings of healthcare providers.

It is this type of independent recognition, along with our commitment to those we serve that drives us to continue to demonstrate to our community that Adena is committed to providing excellent care for our patients now and in the future.

Sincerely,

Mark Shuter
President and Chief Executive Officer
Adena Health System
Chair’s Letter

Dear Neighbor,

For more than 100 years, Adena Health System has cared for the people of our region. That commitment to caring continues each day at every Adena facility, office and bedside. Investing in our future demonstrates our commitment to the current and future healthcare needs of Adena patients.

Through investments in innovation, such as our new da Vinci® surgical robot, new MRI equipment, laboratory upgrades, and revolutionary treatment protocols, Adena is working to ensure those in our community, and throughout southern Ohio have close-to-home access to quality, compassionate and state-of-the-art care.

In addition to our investment in technology, Adena is also investing in our future caregivers. The Adena Graduate Medical Education program is drawing the best and brightest new physician talent, and is currently hosting its first-ever class of physician residents. These young physicians are immersed in the hospital culture, practicing in a variety of specialties and seeing patients in the new Residency Medical Clinic. This experience provides these physicians with outstanding hands-on experience and the ability to practice medicine in real-life situations, while giving patients access to quality healthcare when they need it most. It is our hope that these young and vibrant residents choose to remain with Adena and continue to build their legacy in our welcoming community.

I am very excited as we move forward in 2013. I am also grateful to the Adena Health System Board of Directors, a group of committed volunteers dedicated to this organization and to those in our communities who rely on Adena to provide quality and compassionate healthcare. I think I speak for the entire board when I say; we are honored and take great pride with the opportunity to serve Adena Health System and our community. I appreciate my fellow board members’ passion, their service, contributions of time and expertise. As we move forward, we will strive to promote growth, financial stability and remain dedicated to serving the healthcare needs of those in our communities for generations to come.

Sincerely,

David Strickland, Chairman
Adena Health System Board of Trustees
Thank you for your interest in Adena Health System. Inside these pages, you’ll discover the many ways we’re helping to shape the future of healthcare in southern Ohio.

In 2012, Adena invested in the latest robotic surgical system and installed the region’s most advanced magnetic resonance imaging technology. We also introduced an innovative new treatment option for breast cancer patients, while completing a major upgrade to our Core Lab for faster test results. And we did all of this without losing sight of the importance of caring and human touch. At Adena, we believe an investment in excellence today sows the seeds for a healthy tomorrow.

“The future belongs to those who believe in the beauty of their dreams.”

Eleanor Roosevelt
Robotic surgery has been used for several years in many metropolitan hospitals. Now, Adena Health System is giving our patients the benefits afforded by robotics with the da Vinci® Surgical System™.

This new technology is offering patients access to surgery that is minimally invasive and gets them back on their feet sooner. “Robotic surgery is the next step in laparoscopy,” said Chief Medical Officer Dr. John Fortney. “Adena is currently using the da Vinci surgical robot for many abdominal surgeries, hysterectomies and prostatectomies.”

Robotics give surgeons more precise access to complicated areas of the body, and helps patients heal and get back to their lives faster.

First in Our Region
For years, people in southern and southeastern Ohio have had to travel to urban cities to have robotic surgery performed. Now, Adena has launched a robotic surgery program, making it the only hospital system in the region (south of I-70 and east of I-71) offering patients access to this state-of-the-art technology.

“By having a surgical robot on site, Adena’s patients won’t have to struggle with the cost and trouble of traveling away from home for some medical procedures,” added Dr. Fortney. “It is also convenient for families to attend the surgeries of their loved one and help care for them as they recover.”

Depending on the patient’s circumstances, the Health System can utilize robotics for: gallbladder surgeries, hernia repair, colon surgery, and small intestine resection; as well as gynecological procedures such as hysterectomies; and prostate removal for male patients.

Investing in the Future of Medicine
Adena Health System is investing in the future by adding the latest robotic surgery technology. Through tiny incisions, our experienced surgeons can perform complex surgery that offers the potential for a faster recovery, less scarring and better outcomes. Adena is redefining the future of medicine — close to home.

Adena Leads the Region With da Vinci® Robotic Surgery

Robotic surgery has been used for several years in many metropolitan hospitals. Now, Adena Health System is giving our patients the benefits afforded by robotics with the da Vinci® Surgical System™.

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Robotics give surgeons more precise access to complicated areas of the body, and helps patients heal and get back to their lives faster.
Benefit to the Patient

Robotic technology enables the surgeon to make small incisions and maneuver tiny instruments in areas of the body that are traditionally difficult to access with the human hand. The result is a minimally invasive procedure with multiple benefits for the patient. “With a small incision and the use of wristed instruments, we see less trauma to the body,” said Dr. Bill Sever, Division Chair, Surgical Services. “When using the da Vinci, the patient doesn’t have as much pain as with traditional surgery, muscles function sooner and recovery times are faster.”

Eighty-nine year old, Osie Deal of Mt. Tebo (Ross County) is one of more than 100 patients to benefit from Adena’s robotic surgery program. Osie had a partial colectomy performed by Dr. Sever. “A traditional surgery would have required a six- to eight-inch incision and weeks to recover,” he said. “Instead, she had three small incisions to accommodate the robotic instruments, and was ready to be discharged from the hospital within 48 hours.”

Within two weeks, Osie was back to her normal routine, caring for her home and playing music at her church.

“I can’t believe it has healed as fast as it has,” said Osie. “I was surprised how quickly I have been able to get out and get around after such a procedure. I can do almost anything.”

Adena’s investment in the da Vinci® Surgical System is an investment in the future of medicine in our region and in the healthcare of every patient. To learn more about Adena’s robotic surgery program, visit www.adena.org/robot. To offer financial support of this and future technology endeavors at Adena Health System, contact the Adena Health Foundation at (740) 779-7774.
A Healthy Outlook

With an eye to the future, Adena continues to invest in the latest technology and in facility upgrades. Our goal is to deliver the very best medical care to our patients now and in the future.

Adena Offering Region’s Most Advanced MRI Technology

Adena Health System is now the only non-government healthcare facility in our region with 3.0-tesla magnetic resonance imaging (MRI) technology. The addition of the new MRI unit offers patients the opportunity for close-to-home testing that they previously had to travel to other areas of the state to receive.

Construction began in late summer for the addition of a 3.0-tesla unit, which is located in Chillicothe at the Adena Medical Center, and a 1.5-tesla scanner, which is located in the Adena Health Pavilion. In addition to these units, a mobile MRI vehicle, equipped with a 1.5-tesla scanner has been added and is now traveling to Adena locations in Jackson, Greenfield and Waverly.

“This was a major initiative to offer patients the technology necessary to have comprehensive MRI testing without having to travel out of our region,” said Dave Zanni, Director of Laboratory Services and Radiology. “The 3.0-tesla scanner is giving our patients access to more neurology and orthopaedic capabilities, and is enhancing already strong mammography services by offering the latest in breast MRI testing.”

The new units include updated software and hardware. These provide advanced digital imaging technology that gathers multiple images simultaneously, allowing the physicians to see more in only half the time.

Additionally, the 3.0-tesla unit’s large 70-cm opening is wide enough to accommodate individuals who have traditionally been hard to image, such as children, obese patients (up to 550 lbs), the elderly, and those who may be claustrophobic. Adena’s new imaging technology is in use now and illustrates our commitment to investing in the future of healthcare.

Special Delivery: We’ll do whatever it takes to bring our patients the latest technology. At left, Adena’s new 3.0-tesla MRI is delivered by crane.
Lab Upgrade Delivering More Results Faster

Adena’s Lab performs approximately 2.2 million tests each year. And for 20 years, those tests have been performed with the same equipment in the first floor laboratory. The old equipment has offered accurate testing, though its age limited our capability to perform certain tests. In addition, the older the equipment got, the more expensive it was to repair.

Last summer, Adena undertook a six-month, $896,000 project to update the equipment in Adena’s Core Lab and to increase the level of testing the Health System is able to perform. Adena’s lab renovation included retiring five large pieces of equipment and bringing in just two large pieces of equipment. The new equipment has the capability to take on Adena’s prior testing load, while adding 12 tests that we previously couldn’t run and had to send to outside laboratories.

In addition to new equipment, the project included the creation of a better process flow to help meet the lab’s 30 minute collection-to-result turnaround time. To achieve this, the pneumatic tube system that delivers specimens from the Medical Center’s blood drawing stations was moved from the Lab’s front office area to the Core Lab. This delivers the specimen directly to the area of the lab where testing is performed, and eliminates the need for a staff member to walk it back from the front office.

Laboratory staff has been fully trained and is now using the new machines to meet the needs of physicians and patients. Laboratory Supervisor, Cathy Brown has worked in the Lab for 34 years. “Once we get completely acclimated on the new equipment, turnaround times will improve,” she said. “The physicians focus on turnaround time. They want quality, but they want it fast!”

The project is wrapping up during the first quarter of the year with the addition of software to ensure function and quality control between the information from the new lab equipment to the hospital computer program. In addition, the 12 new tests are being added in phases over the next few months. The renovations and increase in service capabilities are expected to get patients their test results faster. We view these improvements in technology and service as an investment in the future healthcare of southern Ohio.
An innovative procedure to treat breast cancer is now available at the Adena Cancer Center. MammoSite is a five-day, precise radiation therapy that works from inside the breast, targeting the area where cancer is most likely to recur. This innovative technology spares healthy tissue and organs from the effects of radiation, and allows treatment to be completed in less than one week, instead of the traditional five to seven weeks.

“Instead of the traditional 30 treatments, precise radiation therapy allows the patient to complete their radiation treatments in five days,” said Adena Radiation Oncologist Dr. David Adam Jones. “It’s not a walk in the park. Patients have two treatments a day, six hours apart, and there is some discomfort for them. However, it is an option that fits into the lifestyle of many patients.”

MammoSite therapy is most effective for patients with early-stage breast cancer (Stages 0, 1 or 2) and has the same survival outcomes as a mastectomy. Clinical studies of this precise radiation therapy have shown it to be well-tolerated, with mild side effects that generally last for a short period of time.

The Adena Cancer Center was built to include the equipment necessary to perform this type of procedure, but needed a physician to lead and drive the program. When Dr. Jones arrived in August 2012, he took the steps necessary to begin delivering MammoSite treatments.

“For me it was important to have this as an option for the patient,” he said. “To move our program forward, we must offer our patients treatment options they could find elsewhere, but in a serene setting that is close to home. By offering precise radiation therapy we are now able to do that at the Adena Cancer Center.”

The therapy is covered by most private insurers, Medicare and Medicaid. For more information about the Adena Cancer Center, visit www.adena.org/cancer. Looking toward the future, we’re committed to personalized treatment options designed to fit a range of lifestyles.
Adena Becomes a Training Hospital for Physicians

In June 2012, Adena welcomed its first class of physician interns. In addition to learning through specialty rotations, six intern physicians are treating patients in Adena’s Family Medicine Residency Clinic, providing a full spectrum of family-focused medical care. The clinic is a tremendous option for patients who may not have a primary care physician, or who need follow-up treatments from a previous physician or Emergency Department visit.

Interns work with physicians in the clinic and many areas of the health system, training onsite for 12 months. Adena’s Osteopathic interns include:

- **Seth O. Agiro, DO**, Ohio University Heritage College of Osteopathic Medicine, Emergency Medicine
- **Anna M. Dang, DO**, West Virginia School of Osteopathic Medicine, Emergency Medicine
- **José M. DeJesus, DO**, West Virginia School of Osteopathic Medicine, Emergency Medicine
- **Nisha Haque, DO**, University of Pikeville-Kentucky College of Osteopathic Medicine, Emergency Medicine
- **Courtney Johnson, DO**, University of Pikeville-Kentucky College of Osteopathic Medicine, Emergency Medicine
- **Christopher R. Kieliszak, DO**, New York College of Osteopathic Medicine, Otorhinolaryngology

“We are pleased to have such a diverse, talented and enthusiastic group of students joining us at Adena,” said Dr. David Towle, Adena’s Director of Medical Education. “Overall interest in our new intern education program has been extremely positive, and very competitive. We had interest from students in 12 states. I’m confident we have the best and brightest joining us.”

Internship training is required to practice as a physician in the United States. A residency lasts a minimum of three years for primary care physicians and various specialties, and up to seven years for surgical specialties. Adena plans to expand its internship program to more specialties in the future.

“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
Adena’s Clinics at Wal-Mart Celebrate First-year Success

Investing in Our Community

Adena is committed to the spirit of collaboration and community outreach. As an integral member of the community, we strive to continually improve our services and to make high-quality healthcare more accessible to our neighbors throughout the region.

Adena Health System is continually focused on the healthcare needs of people in our communities. To ensure patients have access to care when and where they need it, Adena partnered with Wal-Mart to open the Clinics at Wal-Mart in Chillicothe and Washington Court House in January 2012. The first year of operation has been a great success. “The clinics have far exceeded our expectation,” says Phil Underwood, Adena’s Central Region Site Director. “In Chillicothe, our expectation was to see eight patients per day, and we have easily doubled that.” In fact, on a recent day in February, the Chillicothe clinic saw 34 patients in one day. For its first year of operation, the Chillicothe clinic served more than 3,800 patients and the Washington Court House Clinic saw 3,400 patients.

Convenient care close to home

One reason for the success of the retail clinics is convenience. Here patients receive care for small ailments such as sinus infections, earaches, and upper respiratory infections. The clinics also offer sports physicals, wellness visits and immunizations. Wal-Mart Clinics also offer evening and weekend hours and have short wait times. Each is located in Wal-Mart stores with pharmacy access.

Brooke Myers is Adena’s Western Region Site Director. She says the Clinic at Wal-Mart is especially attractive to patients in a more rural community like Washington Court House. Patients here are approximately 40 minutes away from a larger Adena facility. “It’s nice that patients now have an Adena choice to get after hours care,” she says. Myers says the clinic has helped build support for the two Adena family physicians who practice in Washington Court House. “Patients trust the continuity of care between the certified nurse practitioners at the clinic, as well as their primary care physicians.” All of the patient records at the Clinic at Wal-Mart are shared electronically throughout the Adena Health System, allowing for follow-up care and better experiences for the patient.
A focus on customer service

Underwood is proud of the excellent patient care provided by the staff, noting that Adena ranks in the 90th percentile of customer service. He attributes this to the staff at each clinic. “Our team is dedicated to the job they do,” said Underwood. “The caring, seasoned nurses make the clinic feel like home for the patient.” The team at Chillicothe includes: Deborah Hensley, CNP, Jennifer Garner, CNP, and medical assistants Charlene Jones and Amanda Pariseau. The team at Washington Court House includes: Valerie Beirise, CNP, and medical assistants Melissa Davis and Maria Duncan.

The Clinics at Wal-Mart offer Adena another avenue to extend its brand and raise awareness of the outstanding patient care provided through the Health System. “The clinic really gets our name out there, and has helped create our brand in Washington Court House,” comments Myers. The clinics have attracted new patients to Adena Health System, as the CNPs staffing them have the opportunity to refer patients to local primary care physicians.

A positive forecast

The Clinics at Wal-Mart each held first anniversary open houses in January. “We welcomed numerous Adena leaders who came to congratulate our staff on a successful first year,” said Underwood of the event in Chillicothe. CEO Mark Shuter, and Chief Medical Officer John Fortney, MD, both attended. Myers says that the Washington Court House event was well received by patients and Wal-Mart shoppers, with approximately 125 people stopping by for information and healthy snacks. Judging from this year’s success, we envision a healthy future for our family-friendly clinics.
Embracing a Safe, Healthy Environment

At Adena, we’re focused on creating a safe, healthy environment that fosters human connection. Guided by best practices, we will continue to embrace health and safety initiatives that benefit both our patients and our employees — while never losing sight of the importance of quality care and compassion.

Hourly Rounding Enhances Patient Safety and Satisfaction

Inpatients at Adena facilities can expect to see a nurse or Patient Care Assistant (PCA) in their room every hour. Intentional hourly rounding is an effort to increase patient safety, give family members peace of mind, and deliver greater patient satisfaction.

“Hourly rounding is a best practice and used in many hospitals,” said Cammie Gilbert, RN, Adena’s System Director of Inpatient Care. “We know our staff members are in patient rooms many times a shift, but they are doing other things such as offering medication or taking vitals. This is about the patient. It’s about checking on them to make sure we can help if they need anything.”

Hourly rounding is intended to increase safety for patients by making sure they have what they need close to the bed, or getting them to the restroom safely. It is also about assessing pain and helping the patient reposition themselves in the bed to avoid pressure ulcers. Hourly rounding has been proven to reduce falls by 50 percent, and pressure ulcers by as much as 16 percent.

In addition to the physical safety of the patient, hourly rounding has been shown to increase patient trust and improve patient communication. “If you tell a patient you are going to check in with them every hour, and someone comes in every hour, it’s going to increase the trust between the caregiver, the patient and the family,” said Lometa Smith, RN, Nurse Manager on Unit 2N.

“From the family standpoint,” added Cammie. “If we say we’ll be in every hour and we are, they will feel their loved one is being cared for and it’s safe for them to go to lunch or go home every night. They will feel that someone really will be there to check on their loved one whether they need to do something for them or not.”

Intentional hourly rounding focuses on the four Ps — pain, position, potty and personal safety. Nurses and PCAs visit patient rooms every hour from 6 a.m. to 10 p.m., with nurses taking the odd hours and PCAs covering the even hours. Between 10 p.m. and 6 a.m., rounding is completed every other hour. Patients are not to be awakened for these visits unless their vital signs need to be recorded or medication needs to be given. As Adena looks toward the future, we will continue to embrace patient safety initiatives defined by kindness and compassion.
Adena Cardiology Recognized by HealthGrades

Adena Cardiology has been ranked among the nation’s best for coronary intervention procedures by HealthGrades, a national organization that provides comprehensive information to patients, physicians and hospitals.

According to HealthGrades, in 2013, Adena Cardiology is:

- Among the 100 Best Hospitals for Coronary Intervention;
- Ranked among the Top 10 in the Nation for Coronary Interventional Procedures; and
- A five-star Recipient for Treatment of Heart Failure for Five Years in a Row (2009-2013).

As the leading online resource for comprehensive information about physicians and hospitals, HealthGrades has more than 225 million visitors to its websites. Visitors rely on HealthGrades to find, evaluate, compare, select, connect and communicate with physicians and hospitals that best meet their treatment needs.
Physician Recognition

Physician Partners Retire Together After 40 Years

Professional partners for nearly 40 years, the founders of Adena Ross Urology retired on September 30, 2012. Dr. Emmanuel Magbag and Dr. Numeriano Jalbuena Jr. each made Chillicothe their home in the 1970s and cared for generations of patients in their urology practice.

Dr. Magbag chose Chillicothe in 1974. As a young physician, he was working in West Virginia and traveled to Columbus to take his state board exam. On his way home, he decided to stop at Adena Hospital to ask if they were hiring. As fate would have it, the urologist at the time was looking for a partner and Dr. Magbag joined the practice soon after.

One year later, Dr. Jalbuena came to visit Magbag in Chillicothe. The two had been medical residents together at a hospital in Erie, Pennsylvania. The previous urologist was leaving and Magbag asked Jalbuena to consider joining him in the practice. The two worked together from that time on.

Both physicians have high praise for Chillicothe, Adena and the patients they have served for four decades. “They appreciate what you do,” said Dr. Magbag. “When they are happy, I am happy.” Dr. Jalbuena has retired completely, pursuing his glass art hobby; and Dr. Magbag is traveling more and continues practicing on a part-time basis at the VA facility.

With the physicians’ retirement, Adena Ross Urology permanently closed its office located on 8 Medical Drive. Staff and patients were successfully transferred to Adena Urology, located on the campus of Adena Medical Center, and are now under the care of Adam Esham, MD, Donald Fuerst, MD, and Stephen Johnson, MD.
Caring for Our Community
Adena’s Award of Excellence is presented to employees who exemplify excellence in the care and service they provide to patients and the organization. Nominated by their peers, 2012’s Award recipients have demonstrated consistent caring, compassion, integrity and teamwork.

Award of Excellence

Russ Conaway
Nuclear Medicine

“Russ is the best!” That’s what the Award of Excellence nomination form said of Russ Conaway, Nuclear Medicine Lead Technologist. Russ has worked at Adena for 19 years. He was nominated for the Adena Award of Excellence based on his integrity, communication, teamwork and innovation. Russ was presented his award from CEO Mark Shuter during a huddle meeting with co-workers and department leadership.

Bryan Piccirillo
Pharmacy Operations

“When thinking about the vision to be the best, Bryan exemplifies this in a multitude of ways, but most importantly he always puts the patient first,” said Jami Snider on Bryan’s nomination form. “Pharmacy wouldn’t be the department it is today if it weren’t for Bryan.” With Jami’s support, and that of many others in the Pharmacy Department, Bryan Piccirillo, Supervisor of Pharmacy Operations, was awarded for his dedication to Adena through teamwork, innovation, integrity and communication.
**EXECUTIVE LEADERSHIP**

MARK SHUTER  
President & CEO

DAWN BENNETT JOHNSON  
Interim Chief Financial Officer

ERIC CECAVA  
Master Black Belt

NATALIE DI IONNO  
General Counsel

JOHN FORTNEY, MD  
Chief Medical Officer

MICHAEL GLANZMAN  
Executive Director, Physician Practices

JUDITH HENSON  
Chief Nursing Officer

MARTHA LIVINGSTON  
Chief Strategy Officer

ERIC PERDUE  
Chief Human Resource Officer

PAT ROAM  
Chief Compliance Officer

LINN WEIMER  
Chief Revenue Cycle and IT Officer

**MEDICAL STAFF LEADERSHIP**

JOHN FORTNEY, MD  
Chief Medical Officer

ANTHONY FREEMAN, DO  
Chief of Staff

JAMES MANAZER, MD  
Vice Chief of Staff

JACK BERNO, MD  
Past Chief

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Chief Medical Officer

JACK BERNO, MD  
Strategy

L. WAYNE COATS, DO  
Inpatient Medicine

SATHISH JETTY, MD  
Chief Medical Information Technology

W. BILL SEVER, DO  
Division Chair, Surgical Services

KIRK TUCKER, MD  
Chief Quality Officer

JOHN YOUNG, MD  
Cardiovascular Services

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Walnut Street UMC

VACANT  
St. Peter’s Catholic Church
**FINANCIALS**

**REVENUE & EXPENSES**

**OUR TOTAL REVENUES:**

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<th>2012 (unaudited)</th>
<th>2011</th>
<th>2010</th>
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<tr>
<td>Bills submitted to Medicare, Medicaid, individuals and commercial insurance companies for care we provided</td>
<td>$949,170,018</td>
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<td>Gain in market values of investments and income from non-patient care services</td>
<td>$26,962,618</td>
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<td>Funds drawn from prior years' earnings</td>
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**FROM TOTAL EARNINGS, WE DEDUCTED:**

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<th>2012</th>
<th>2011</th>
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<td>Charges associated with providing care to patients who were unable to pay for their care (charity care)</td>
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<td>Charges associated with those patients who refused to pay (bad debt)</td>
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**THE TOTAL FUNDS AVAILABLE WERE:**

|             | $407,184,092 | $358,791,647 | $352,952,432 |

**THESE FUNDS WERE USED:**

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<th>2012</th>
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<td>To pay employees wages and benefits</td>
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<td>For depreciation of equipment, buildings and property</td>
<td>$23,976,780</td>
<td>$18,544,727</td>
<td>$17,850,479</td>
</tr>
<tr>
<td>To pay interest expense and amortization</td>
<td>$9,785,885</td>
<td>$9,320,733</td>
<td>$7,222,093</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>$4,775,684</td>
<td>—</td>
<td>$19,888,278</td>
</tr>
</tbody>
</table>

**THE TOTAL FUNDS APPLIED WERE:**

|             | $407,184,092 | $358,791,647 | $352,952,432 |

**OUR BALANCE SHEET**

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASSETS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td>$131,070,928</td>
<td>$134,412,114</td>
<td>$143,619,647</td>
</tr>
<tr>
<td>Other assets</td>
<td>$312,181,692</td>
<td>$301,544,086</td>
<td>$285,535,131</td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td>$443,252,620</td>
<td>$435,956,200</td>
<td>$429,154,778</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
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</tr>
</thead>
<tbody>
<tr>
<td>LIABILITY AND NET ASSETS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>$37,642,800</td>
<td>$36,441,935</td>
<td>$34,202,010</td>
</tr>
<tr>
<td>Long-Term Liabilities</td>
<td>$185,944,348</td>
<td>$195,483,944</td>
<td>$193,709,008</td>
</tr>
<tr>
<td>Net Assets</td>
<td>$219,665,472</td>
<td>$204,030,321</td>
<td>$201,243,760</td>
</tr>
<tr>
<td>TOTAL LIABILITIES AND NET ASSETS</td>
<td>$443,252,620</td>
<td>$439,956,200</td>
<td>$429,154,778</td>
</tr>
</tbody>
</table>