



2011 Report to our Community



Tallahassee Memorial
HealthCare

Relationships

The Heart of Our Mission, The Reason for Our Success

For more than 60 years, Tallahassee Memorial has served residents of the Big Bend. From those first days at Dale Mabry Field where we were originally located, it was apparent that our patients received the best care when health care providers and other partners in the community worked together in a spirit of cooperation.

Although the health care environment is markedly different today, at Tallahassee Memorial, we believe this is still true. In fact, it is reflected on our mission statement, which says “With caring hearts and hands, we honorably serve our community and maintain positive collaborative relationships by providing compassionate, leading edge, patient-centered health care for all.”

This year’s annual report focuses on relationships. As you read through this report, we hope you gain a sense of how important these relationships are to us. Our successes would not be possible without them, including the most important relationship of all, the one we have with our patients who place their trust in us for their health care needs.

TMH is fortunate to have many truly outstanding partners who are essential to us as we continue moving forward with our vision of providing recognized world class health care. This includes our TMH colleagues, physicians, volunteers, educational partners, government officials, community members, board of directors and the TMH Foundation board of trustees and donors. We thank each of them for their commitment to the mission of our organization.



Pictured L-R: Mark O’Bryant, President & Chief Executive Officer, Tallahassee Memorial HealthCare; Joseph Camps, MD, Chair, TMH Board of Directors; and Stephen Sarbeck, MD, Chair, TMH Medical Executive Committee.

Mark O’Bryant
President & Chief Executive Officer
Tallahassee Memorial HealthCare

Joseph Camps, MD
Chair, TMH Board of Directors

Stephen Sarbeck, MD
Chair, TMH Medical Executive Committee

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Tallahassee Memorial
HealthCare

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Stewardship

The TMH Board of Directors Manages the Affairs of One of Our Community's Most Valuable Assets

In 1947, Tallahassee Memorial Hospital was created by local civic leaders who volunteered their time to help bring high quality health care to their community. That tradition continues today with the volunteer board of directors who serves as stewards of Tallahassee Memorial HealthCare, a private not-for-profit community health care system that serves a population of over one million residents in North Florida and South Georgia.

Over many years, the board of directors continually improved its structure of financial, administrative and quality-of-care oversight. Aside from monthly meetings of the full board of directors, standing committees provide focused attention on individual operational aspects of the seventh largest hospital in the state of Florida.



Frank Gredler, MD **Alma Littles, MD** **Debra Austin, EdD** **Martin Proctor** **David Saint, MD** **Mark O'Bryant**
 President & CEO,
 Tallahassee Memorial
 HealthCare, Ex-Officio

Stephen Sarbeck, MD
 Chair, TMH Medical Staff
 Ex-Officio

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 President, TMH Auxiliary
 Ex-Officio

Jeffry Wahlen
 Chair, TMH Foundation
 Ex-Officio

- The Executive Committee of the Board gives advice and consent to the Chief Executive Officer and may develop activities designed to increase interest and confidence in TMH.
- The Finance Committee monitors the corporation's financial performance, insurance and risk management reports and reviews audits and meets with outside, independent auditors as part of their function.
- The Planning Committee oversees the strategic planning process and helps the TMH colleagues take steps to achieve their goals.
- The Combined Resolution Committee helps to maintain an effective coordination and harmonious cooperation between administrative functions and the medical staff.
- The Professional Affairs Committee oversees the clinical privileges and compliance with Medical Staff bylaws, rules and regulations. They also assist in the establishment and maintenance of quality assurance, utilization review and risk management programs.
- The Nominating Committee prepares nominations for board of director vacancies.
- The Compensation Committee establishes goals, reviews the performance and sets compensation for the CEO. They also review compensation for executive leadership to assure market-based standards.
- The Audit/Compliance Committee ensures the integrity of the corporation's financial statements and compliance with appropriate laws and regulations.

Powerful Healing

The New Tallahassee Memorial Cancer Center Provides Advanced Technologies in a Healing Environment

In January, Tallahassee Memorial unveiled its new Cancer Center featuring the most powerful cancer technologies in the Big Bend and a host of complementary programs and services offered in an environment designed to promote healing.

With the opening of the new Cancer Center, the Big Bend is now home to one of the most advanced radiosurgery systems, the Novalis Tx with RapidArc and the ExacTrac system. The Novalis Tx includes a powerful linear accelerator, which rotates around the patient to deliver treatment beams anywhere in the body from virtually any angle. This enables doctors to carry out highly accurate, non-invasive shaped-beam radiosurgery treatment quickly and with great precision.

“The Novalis Tx radiosurgery platform with RapidArc and the ExacTrac system offers us unparalleled image guidance tools and treatment beam-shaping capabilities, so we can achieve a precise level of targeting of the tumor to protect the patient’s normal tissue during the treatment,” says Dale Wickstrum, MD, a radiation oncologist at the Tallahassee Memorial Cancer Center.

It also delivers the treatment very quickly, so that patients spend less time immobilized on the treatment table. “Treatments delivered more quickly are much more comfortable for the patient,” he says. “It’s hard for anyone to hold still for long periods of time and movement can compromise treatment accuracy. With the Novalis Tx radiosurgery platform, treatments that would have taken up to an hour or more using other techniques can be completed in minutes with no compromise in accuracy.”

Dr. Wickstrum explains, “Novalis Tx radiosurgery shapes the radiation beam precisely to the patient’s tumor or lesion, ensuring that the best possible treatment dose is delivered while healthy, normal tissue is spared.”

A Healing Environment

Located on a new street on the TMH campus called One Healing Place, the Cancer Center features comfortable furnishings, patient-centered amenities and a beautiful, outdoor Healing Garden. The building was designed and constructed to meet LEED (Leadership in Energy and Environmental Design) requirements, a third-party program and the nationally accepted benchmark for the design, construction and operation of high performance green buildings.

Other features incorporated into this healing environment include close and convenient parking, an indoor café offering healthy refreshments, a patient resource center and beautiful artwork throughout the building created by local artists, many of whom are cancer survivors. The second floor of the building is planned to be the future home of a chemotherapy outpatient suite and a pharmacy.

In addition to the Novalis Tx radiosurgery system, a variety of other leading edge technologies are available at the new Cancer Center including the following:

>> **CLINAC IX** – Two more powerful linear accelerators have been acquired for the new Cancer Center that perform advanced radiation therapy treatment techniques including intensity modulated radiation therapy (IMRT) and image guided radiation therapy (IGRT.)

>> **HIGH DOSE BRACHYTHERAPY** – A cancer treatment technique that uses internally-administered radiation therapy, which fights cancerous cells through radioactive materials or “seeds” placed within the body. It can be used to treat tumors in many areas of the body, such as the prostate, cervix, breast, lungs and eyes.

>> **MAMMOSITE RADIATION THERAPY SYSTEM** – A brachytherapy system that may allow treatment of certain early-staged breast cancer in a shortened timeframe. TMH has offered Mammosite for more than five years and participated in the initial research trials for this treatment technique.

>> **TOPEX SRT 100 SYSTEM** – A radiation therapy that treats skin cancer through non-invasive therapeutic x-ray procedures with improved cosmetic outcomes.

>> **RESPIRATORY GATING** – A non-invasive, video-based system that allows clinicians to correlate tumor position in relation to the patient’s respiratory cycle. It facilitates the treatment of the lungs, liver and pancreas and helps minimize the dose to the heart in breast treatments.

>> **CT SIMULATOR** – A system that gives the radiation oncology team the ability to outline critical body structures and view these structures to determine the exact location and size of the area to be treated.

>> **PET/CT SCANNER** – Position Emission Tomography, and Computerized Tomography are imaging tools that allow physicians to more accurately detect cancer and pinpoint its exact location.

>> **PROSTATE ULTRASOUND** – A diagnostic device that measures the prostate with the smallest probe and highest resolution imaging available today to help plan treatments for interstitial brachytherapy or “seed” implants for prostate cancer.

Inside a treatment vault at the New Cancer Center, Radiation Oncologists Philip Sharp, MD, Dale Wickstrum, MD, Shellieah Newman, MD, and Timothy Bolek, MD, stand beside the Novalis Tx radiosurgery system.



Growing with the Medical Community

TMH Collaborates with Physicians in Expansion of the Medical Campus

Visitors to the east end of Surgeons Drive on the TMH campus could not help but notice three major construction projects underway during 2010. Two of these three facilities involve collaborations with other health care partners in our community.

In April 2011, the Red Hills Surgical Center opened for business. This 17,000 square-foot ambulatory surgery center is a joint venture between Tallahassee Memorial Hospital and 35 local physicians who perform surgery at the center in five different specialties including ophthalmology, otolaryngology (ear, nose and throat), orthopedic surgery, general surgery and gynecology. The facility is unique to Tallahassee in that it provides an observation corridor where high school, nursing and medical students can observe multi-specialty surgical operations through a glass window aided by video cameras showing details. In addition to addressing the need for more outpatient surgical suites, it also brings 30 new jobs to the Tallahassee area.

Down the street, Tallahassee Community College's (TCC) Ghazvini Center for Health Care Education will open this summer on land donated for use to the college by TMH. It will feature 85,000 square feet of learning space devoted to diagnostic medical sonography, emergency medical services, nursing, radiologic technology and respiratory care. The Center will house classrooms, conference rooms, a library, laboratory space, a simulation center and administrative offices for TCC's Division of Health Care Professions.

These two new buildings follow the opening of the Tallahassee Memorial Cancer Center, a 52,000 square-foot outpatient treatment center that provides patients from throughout Florida's Big Bend and Southwest Georgia with powerful cancer-fighting technology in a healing environment. *(See previous article.)*




RED HILLS
 SURGICAL CENTER

Partners in Education

TMH and FSU College of Medicine to Establish Internal Medicine Residency Program

In August 2010, the TMH Board of Directors and the Florida State University College of Medicine announced plans to pursue a joint internal medicine residency program for the Big Bend region. Graduates of the program will be equipped with three years of training in the field of internal medicine, a specialty dealing with the prevention, diagnosis and treatment of adult diseases. The Tallahassee Memorial and Florida State University Internal Medicine Residency Program will be housed on the TMH main campus and the FSU College of Medicine will be the institutional sponsor. A target date of fall 2011 has been set to begin accepting applications from residents, with physicians entering the program in summer 2012.

The new residency program will complement Tallahassee Memorial's already strong Family Medicine Residency Program, which has served the Big Bend region for more than 30 years and was recently re-accredited at the highest level by the Accreditation Council for Graduate Medical Education.

Studies show that roughly 60 percent of doctors practice where they complete their residency. A second residency program at TMH has the potential to bring many new physicians to our region, aiding the state in facing its longstanding challenge to retain doctors.

"While the FSU College of Medicine is committed to training the kinds of doctors that Florida needs the most, we can do only part of the job," said College of Medicine Dean John Fogarty, MD "In 2010, 60 percent of our graduating seniors left the state to pursue their residency training. It is critical that we develop new programs to train these residents locally to keep them here in Florida.

"It is wonderful to partner with TMH in this endeavor and build on the record of success they have had with the family medicine residency program. Internal medicine is the next logical step to increase the primary care workforce here in Tallahassee."

"As the nation's newest medical school with graduates, we see the development of additional residency training programs as a natural next step for us," said Alma Littles, MD, senior associate dean for medical education and academic affairs at the College of Medicine and member of the TMH Board of Directors.



Tallahassee Memorial Hospital
Florida State University
Internal Medicine Residency Program

THE FLORIDA STATE UNIVERSITY
COLLEGE OF MEDICINE



Participating in the press conference in 2010 to announce that TMH and the FSU College of Medicine will pursue an internal medicine residency program were (left to right) John Fogarty, MD, dean of the FSU College of Medicine, Alma Littles, MD, senior associate dean for medical education and academic affairs at the College of Medicine, Mark O'Bryant, TMH president & CEO, Lorna Stewart, MD, TMH hospitalist; and Lance Tegan, who was a fourth year FSU medical student.

Innovative Collaboration

Transition Center Helps Hospital Patients Who Need Follow-up Care

A unique new relationship between Tallahassee Memorial and other local health care organizations aims to reduce health care costs by lowering the number of hospital readmissions in Leon County.

Tallahassee Memorial HealthCare, Capital Health Plan and the Florida State University College of Medicine are collaborating on the Transition Center, an innovative new facility that opened in February 2011 to provide follow-up care to patients discharged from Tallahassee Memorial Hospital who are at risk for readmission. Patients seen at the Transition Center include adults who were hospitalized at TMH and meet any of the following criteria when they are discharged.

- >> Patients without a primary care provider.
- >> Patients without health insurance.
- >> Patients who are not able to obtain a follow-up appointment with a physician within seven days of discharge.
- >> Patients who have been hospitalized three or more times over the last 12 months.

The Transition Center is part of an Institute for Healthcare Improvement (IHI) initiative called Triple Aim, a multi-organization international collaborative that pursues new health care delivery designs aimed at accomplish three objectives: (1) to improve the health of a community's population; (2) to enhance the patient experience of care (including quality, access, and reliability); and (3) to reduce, or at least control, the per capita cost of care.

Patients may be seen at the Transition Center for a variety of reasons. It's a place where health care professionals can connect patients to any care they need following their time in the hospital, whether this means filling prescriptions, arranging physical therapy or other rehabilitation services, or getting in touch with case management or social work for intervention. The Centers for Medicare and Medicaid Services believes lowering the incidences of hospital readmissions can dramatically reduce the overall cost of health care.

TMH Chief Medical Officer Dean Watson, MD, developed the original idea for the center. He explains, "In essence, we want to be available to provide care for patients who can't see their physician within five to seven days of discharge from the hospital. We want to make sure they get the care and support they need to prevent them from having to come back to the hospital."

Stephen Quintero, MD, who is a faculty member at the FSU College of Medicine, serves as the facility's medical director helping to oversee the center, along with TMH colleague Judy Griffin, ARNP, who is the center's nurse practitioner. Working specifically with patients age 65 and older at the Transition Center are Kenneth Brummel-Smith, MD, and John Agens, MD, of the FSU College of Medicine Geriatrics Department. These two physicians are often accompanied by fourth year FSU medical students who are completing their geriatrics rotation.

One unique aspect of the Transition Center is the role of our RN Care Coach. The Coach calls patient after discharge from the hospital and in between appointment visits to encourage, educate, and motivate patients on their disease and support their role in self management

"Establishing a place where discharged hospital patients can receive care is the focal point of phase one of this facility."

— Dean Watson, MD, TMH Chief Medical Officer

"Establishing a place where discharged hospital patients can receive care is the focal point of phase one of this facility," stresses Dr. Watson. "Phase one is a creative collaborative effort of the hospital and community.

This approach will leave the center open to many possibilities for expansion in the future. However, there are some clearly defined long-term plans for the facility. "Phase two of the center will involve expanding care for patients with chronic diseases, such as heart failure, COPD and diabetes, as well as further developing the educational component of the program," Dr. Watson explains.

Ultimately, the center will provide a multi-disciplinary learning environment, bringing together the Tallahassee Memorial Family Medicine Residency Program, the FSU College of Medicine, College of Social Work and College of Nursing, the FAMU College of Pharmacy, and Tallahassee Community College's Respiratory Therapy and Medical Technology Programs.

"Nursing, physical therapy, respiratory therapy, medical, pharmacy, and allied health professional students will be learning side-by-side from the beginning of their educations.

This isn't being done across the country. We will have a safety-net Transition Center and multi-disciplinary education coming together at the same facility," says Dr. Watson.

Gretchen Moss (standing) is a licensed practical nurse at the Transition Center who works with other health care professionals to provide follow-up care to patients discharged from TMH.



New Treatments and Technology

During the last year, Tallahassee Memorial has introduced several new treatments and technologies to meet the needs of patients in our community, many of them available in the Big Bend Region for the first time.

>> **Percutaneous Treatment of Atrial Septal Defect (ASD):** A minimally invasive alternative to open heart surgery, percutaneous treatment of ASD (a hole in the heart) can drastically reduce recovery time for certain patients. In April 2011, Tallahassee Memorial HealthCare became the first hospital within a 200-mile radius to offer the procedure, which was not previously available in cities closer than Atlanta, Jacksonville and Gainesville. “This is a good thing for the City of Tallahassee—for our patients and our medical community,” stated William C. Dixon IV, MD, who first performed this procedure at TMH.

>> **Endovascular Stent Graft for Aortic Aneurysm:** Endovascular stent graft therapy is a minimally invasive surgical procedure that offers an alternative to open-chest or open-abdominal aneurysm surgery. Cardiothoracic surgeons are now using this technique to treat aortic aneurysms, a potentially life-threatening bulge in the body’s largest blood vessel. The treatment involves inserting a catheter into a small incision in the groin and directing it into the aorta, then placing the stent into the weakened area. “A thoracic aneurysm is more dangerous than one located in the abdomen and often requires emergency open-chest surgery,” says Julian Hurt, MD, one of the cardiothoracic surgeons who performs this procedure at TMH. “For the right patient, placing a stent mean there will be less pain and a speedier recovery.”

>> **Ultrasound Accelerated Thrombolysis (USAT) for the Treatment of Deep Vein Thrombosis (DVT):** USAT is a minimally invasive technology that can rapidly and completely break up clots in the bloodstream. Compared to alternative treatment methods, USAT offers reduced bleeding complications and quicker treatment times. It also works along with a lower drug dosage than other techniques, which allows patients to experience fewer side effects. Robert Scott Brumberg, DO, a vascular surgeon, recognized USAT as both extremely effective and safe for virtually all DVT patients and was instrumental in bringing the technology to our hospital.

>> **Lobectomy via da Vinci Robotic Surgery System:** For patients needing a lobectomy, or partial removal of the lung, surgeons at TMH now have the ability to perform this as a minimally invasive procedure using the da Vinci robotic surgery system. David L. Saint, MD, is the first cardiovascular and thoracic surgeon, to perform the procedure at TMH. A da Vinci lobectomy has many potential benefits over traditional surgery, including minimized pain, lower blood loss, fewer complications, faster return of pulmonary function, shorter hospital stay and quicker recovery period.

>> **Transoral Incisionless Fundoplication (TIF):** Jeff Crooms, MD., a general surgeon at Tallahassee Memorial, is the first in the region to offer a new treatment for gastroesophageal reflux disease (GERD). Transoral incisionless fundoplication (TIF) is a minimally invasive, low-risk surgical solution that repairs and strengthens the valve connecting the esophagus and stomach to help prevent acid reflux. One of the most notable benefits of TIF is that it is a long-term solution to GERD. Successful in over 85 percent of patients, the treatment corrects the underlying anatomical problems that cause reflux disease and its accompanying symptoms and prevents progression of the disease.

>> **Intrathecal Baclofen Pump Therapy:** The intrathecal Baclofen pump is a surgically implanted device that can continually deliver medication directly into the spinal fluid of patients with neurological disorders such as multiple sclerosis, cerebral palsy, stroke, and spinal cord or brain injuries. This delivery method allows the medication to work effectively without side effects, such as weakness, dizziness and drowsiness, that often come with taking the medication orally. Ultimately, the intrathecal Baclofen pump efficiently reduces spasticity and involuntary spasms, promoting a more active lifestyle, better sleep and reduced need for oral medicines. “All of the neurosurgeons at Tallahassee Memorial are happy to be helping patients control their spasticity so they can function and receive relief from their conditions through this procedure,” says Neurosurgeon Christopher Rumana, MD.

The physician(s) referred to herein are independent practitioners and are not agents or employees of TMH.



Julian Hurt, MD, is one of the cardiovascular and thoracic surgeons at TMH who has the ability to perform endovascular stent grafts for aortic aneurysm as an alternative to open-chest surgery.

Bridging the Gap

TMH is Helping to Fill the Need for More Physicians in the Big Bend

As part of our commitment to advancing the health care of the communities we serve, TMH is actively involved in identifying where shortages of certain types of physicians exist and helping to alleviate those shortages. During 2010 and early 2011, Tallahassee Memorial opened several new physician offices in the Big Bend area to help meet identified health care needs.

Tallahassee Medical Specialists

Located in SouthWood, **Sandeep Rahangdale, MD**, was the first physician to join this practice, and he serves as its medical director. Dr. Rahangdale is board certified in internal medicine. In October 2010, he was joined by **Marcus Foos, MD**, who is also board certified in internal medicine. They are focusing their practice on diabetes and hypertension management, cardiovascular disease prevention, stroke prevention and endocrine disorders, chronic obstructive pulmonary disease and asthma management, as well as general internal medicine.



Sandeep Rahangdale, MD



Marcus Foos, MD

Address: 3900 Esplanade Way, Tallahassee
Phone: 850-431-3867

Tallahassee Memorial Cardiology Specialists

This new practice in Marianna is being led by **Ray Marling, MD**, who is board certified in both internal medicine and clinical/interventional cardiology disease. Dr. Marling brings extensive cardiology experience to Marianna and the surrounding areas.

His patient focus is responding to the area's growing need for cardiac care, providing screenings and wellness programs as well as sophisticated diagnostic and therapeutic services. The practice strives to



Ray Marling, MD

provide the highest quality cardiac care to patients and streamline the process for referring doctors to make it easy, friendly and efficient.

Address: 3030 Fourth St., Marianna
Phone: 850-482-2205

Tallahassee Memorial Chronic Pain Management

Joseph Pagano, MD, is the first physician at this new practice located in Tallahassee, Florida. Dr. Pagano, is a board certified pain management specialist with a subspecialty in addiction medicine. He is providing outpatient medical management of chronic pain and addiction and minor interventional procedures. This includes trigger point injections, peripheral nerve blocks, joint injections and uncomplicated epidural or caudal injections.



Joseph Pagano, MD

Address: 2727 Capital Medical Blvd., Tallahassee
Phone: 850-431-3276

Tallahassee Memorial Family Medicine Perry

Ingrid Jones-Ince, MD is the first physician at this new practice in Perry, Florida. Dr. Jones-Ince is a board certified internal medicine specialist. She focuses her practice in the areas of diabetes and hypertension management, cardiovascular disease prevention, stroke prevention, women's health, endocrine disorders, chronic obstructive pulmonary disease, and asthma management, as well as general internal medicine.



Ingrid Jones-Ince, MD

Address: 1706 S. Jefferson St., Perry
Phone: 850-838-8636

Building Healthy Communities

Tallahassee Memorial HealthCare has a long and rich tradition of providing community benefit in the counties we serve. We are committed to improving the health and quality of life for individuals who live in these communities, and we do it in multiple ways. We are proud to share some of these ways with you in this section of our Annual Report.

>> Charity and Uncompensated Care

Providing medical care to the vulnerable and uninsured is one of the most significant ways we contribute to the health of our communities. Tallahassee Memorial is the area's largest safety net hospital, the only hospital with extensive intensive care services under the direction of physician specialists, and the largest not-for-profit health care system in the Big Bend Region.

During the 2009-2010 fiscal year, TMH provided \$17,040,569 in charity and uncompensated care. This amount is based on the actual cost to TMH rather than charges. Charity care includes care provided to those who meet charity care guidelines (150 percent of the federal poverty level). Uncompensated care is care provided to those who are uninsured or underinsured for which the hospital does not receive payment.

>> Emergency and Trauma Care

Like many Emergency Centers at safety net hospitals, the Tallahassee Memorial Bixler Emergency Center has always experienced an operating loss. However, when TMH became a Designated Level II Trauma Center in 2009, this loss increased due to the expense of operating a trauma program. The need for a trauma center in this area became apparent when the University of South Florida conducted an assessment of the state's trauma system for the Florida Legislature. The 2005 report came to several conclusions that prompted TMH's entry into trauma service. First, the study found that counties without a trauma center reported higher mortality rates for trauma patients. Second, the study found that five of the top six counties with the highest mortality rates were in the trauma service area served by TMH. Third, the authors of the study recommended that, "Trauma centers should be placed in Tallahassee and in Bay County, which do not currently have a trauma center." TMH's trauma service area includes the following counties: Calhoun, Franklin, Gadsden, Jackson, Jefferson, Leon, Liberty, Madison, Taylor and Wakulla.

>> Educating Future Health Care Professionals

Tallahassee Memorial contributes millions of dollars each year to the clinical education of health care professionals. This includes training for Florida State University College of Medicine students, Florida A&M College of Pharmacy students, hands-on experience for nursing students from many different schools throughout



Students from Lincoln High School observe the consequences of a simulated car crash during Operation Prom Night, a trauma awareness event designed to educate teens about the dangers of drinking and driving. Operation Prom Night is conducted by the staff of the Tallahassee Memorial Trauma Center in partnership with local law enforcement and emergency service providers.

North Florida and South Georgia, and continuing medical education for physicians in our community.

>> Family Medicine Residency Program

One of our most significant contributions to the education of health care professionals is the Tallahassee Memorial Family Medicine Residency Program which has been training physicians in the specialty of family medicine for more than 30 years. The Residency Program operates like a doctors' office providing primary care to patients. It also contributes to the health of our rural communities by partnering with local health departments in the provision of prenatal care to expectant moms. Throughout the years, many of the program's graduating physicians have chosen to remain in TMH's service area helping to ensure access to primary health care for residents of the Big Bend.

>> Land Donated for Ghazvini Center for Health Care Education

Tallahassee Memorial has donated 6.5 acres for use by Tallahassee Community College (TCC) as part of its plan to develop a Health Education Partnership Campus on a portion of the larger tract of undeveloped land it owns or controls behind the hospital. The Ghazvini Center for Health Care Education is currently under construction with a planned completion date of summer 2011. The 85,000 square-foot center will house classrooms, laboratory space, simulated environments and administrative offices for all of TCC's health care programs, including nursing, respiratory care, radiology technology, emergency medical services technology and its dental hygiene and dental assistant programs.

>> The Memory Disorder Center

A part of the NeuroScience Center, the Memory Disorder Center is a partnership between TMH, the Alzheimer Resource Center and researchers from Florida State University. The center, which opened July 1, 1998, was at that time one of 13 across the state being funded through a grant from the Florida Department of Elder Affairs. It offers free public screenings for those who are concerned about their memory. People also can learn how to improve their memories by using simple strategies explained at the screenings. The center also offers a quarterly eight-hour training course for caregivers called "Caregiver 101." Other programs include a monthly support group for caregivers, Alzheimer's comfort pets classes, CarFit community presentations, and Memory loss/Alzheimer's presentations for the community.

>> The Parkinson's Center

Another component of the NeuroScience Center, the Parkinson's Center provides diagnostic, consultative and high-quality patient care services, as well as educational classes, caregiver training, counseling and ongoing support groups. The center also participates in ongoing data collection and research with the National Parkinson Foundation in Miami and other satellite centers around the state of Florida.

>> Rural Clinics

As part of our commitment to providing access to health care in surrounding rural communities, TMH opened Tallahassee Memorial Family Medicine in Perry, Florida, and Tallahassee Memorial Cardiology Specialists in Marianna, Florida during the last year. The establishment of Tallahassee Memorial Cardiology Specialists was a response to that rural area's growing need for a full-time cardiac care specialist. Currently, TMH also operates five family medicine practices, with 12 physicians and six advanced registered nurse practitioners, throughout the Big Bend with offices located in Gadsden, Jefferson, Taylor, Wakulla and Calhoun counties.

>> Support to Community Organizations

As part of its Community Benefit Program, TMH and its colleagues contribute both time and dollars to a variety of local nonprofit organizations, particularly those whose missions are to help improve

Stomping Out Type 2 Diabetes

TMH has partnered with the Foundation of Leon County Schools for the last two years to sponsor and help present "Stomping Out Type 2 Diabetes," a fun-filled morning designed to raise awareness about the potential effects of obesity in children, as well as raise funds for school wellness programs.



During the event, participants are led in a warm-up routine by staff from Premier Health & Fitness Center, which is owned by TMH.



Dietitian Roberta Stevens of the Tallahassee Memorial Diabetes Center plays an educational game with children called "The Wheel of Nutrition."

the health and welfare of our community. During the 2009-2010 fiscal year, TMH contributed cash and in-kind donations, including administrative support, to approximately 40 different not-for-profit organizations.

>> Stomping Out Type 2 Diabetes

Tallahassee Memorial Hospital and the Foundation for Leon County Schools began collaborating in 2010 to address obesity and its potential health effects through an annual event called “Stomping Out Type 2 Diabetes.” The event serves a dual purpose of raising awareness and raising funds for wellness programs in Leon County Schools. Body Mass Index (BMI) data collected at Leon County Schools over the last two years indicates that one-third of the county’s students and over one-third of school system’s employees are at risk for developing type 2 diabetes because they are obese, according to Sheila Costigan, President of the Foundation for Leon County Schools.

For the last two years, TMH has been the main sponsor of Stomping Out Type 2 Diabetes. In addition, colleagues from both TMH and Premier Health & Fitness Center (which is owned by TMH) help with the event by staffing a variety of health information and activity booths and organizing a celebrity fitness challenge featuring athletes from Florida State University and Florida A&M University.

>> United Way of the Big Bend

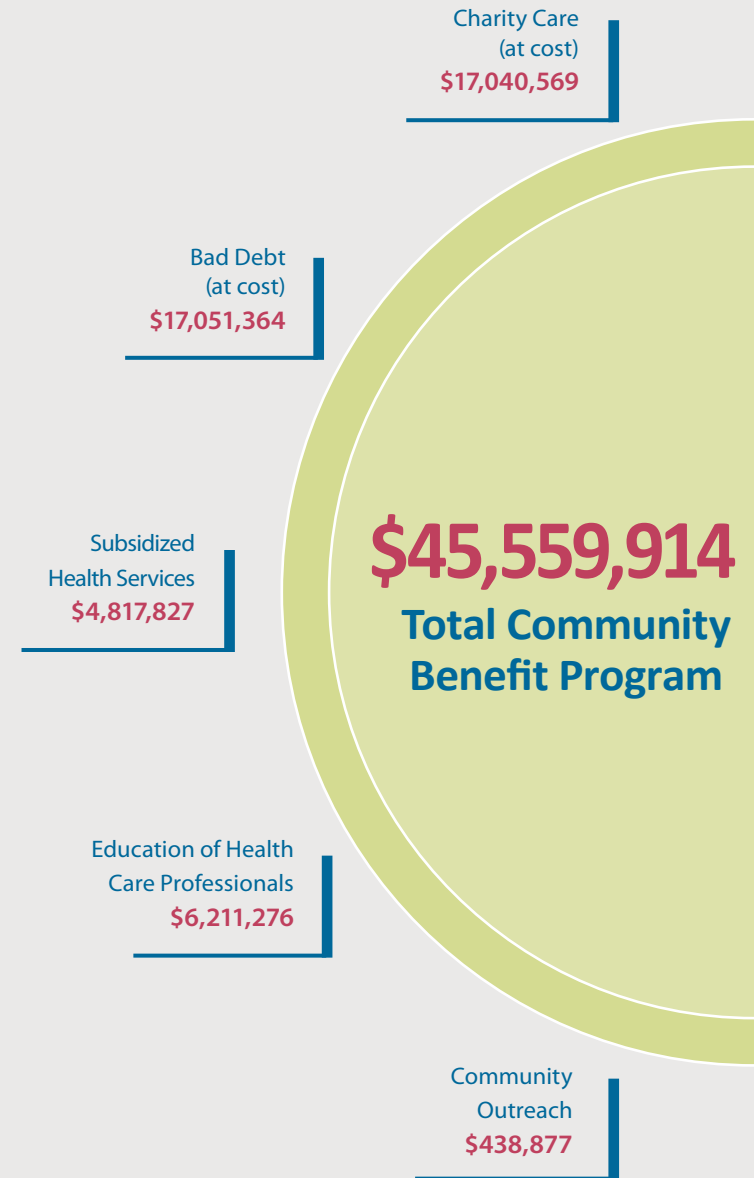
Recognizing the vital services provided by more than 100 not-for-profit organizations that are funded by United Way of the Big Bend, Tallahassee Memorial contributes significant funding and human resources to the United Way each year. For the last six years, TMH has provided three TMH managers to support the United Way during their campaign season. These loaned executives help other local businesses and organizations conduct their employee campaigns. TMH also places a major priority on conducting its own employee campaign with giving levels among our colleagues reaching an all-time high during the most recent campaign. Additionally, TMH President & CEO Mark O’Bryant served as the 2010-11 campaign chair.

>> Community Outreach Programs

TMH colleagues participate year-round in a variety of health fairs, health screenings and community education presentations including our annual prostate screening, cardiovascular screenings, blood pressure checks, heart health presentations, stroke risk assessments and our women’s health education series offered through our Healthy Living for Women Program.

>> Support Groups

TMH health care professionals serve as hosts and facilitators of dozens of support groups every month including Alzheimer’s Disease, bariatric surgery, traumatic brain injury, breast cancer, breast-feeding moms, caregivers, diabetes, epilepsy, hepatitis, multiple sclerosis, parkinson’s disease and stroke.





Lisa Jernigan, MD, of the Tallahassee Memorial Family Medicine Residency Program provides prenatal care to Rody Mendez at the Madison County Health Department.

Special Delivery

Working Together to Provide Prenatal Care to Expectant Moms in Rural Communities

Since the early 1980s, the Tallahassee Memorial Family Medicine Residency Program and local health departments have partnered to bring prenatal care to thousands of women in the Big Bend's rural counties, enabling them to receive care during most of their pregnancy while remaining close to home.

Beginning with Wakulla County as the first partner site in 1984, the outreach effort has expanded over the years and now operates in Gadsden, Jefferson, Madison, Taylor and Leon counties as well. Last year alone, the Family Medicine Residency Program had 2,861 patient visits in these counties.

"The distance that we travel is up to 70 miles," explains Lisa Jernigan, MD, Assistant Director of the Tallahassee Memorial Family Medicine Residency Program. "In every county, we are doing this in cooperation with the county health department—and could not do it without them. They provide the infrastructure, we provide the doctors."

Faculty physicians and certified nurse midwives from the Family Medicine Residency Program usually visit each clinic once a week. The family medicine residents also accompany them during their obstetrical rotations. Most of the clinics have either an advanced registered nurse practitioner or certified nurse midwife who is available to see the patients on remaining days. In addition, all of the clinics have limited ultrasound capabilities. "The service of the county personnel is so valuable," emphasizes Dr. Jernigan. "Their nurses and providers and the Healthy Start Coalition do the heavy lifting, and we just help them do their work."

The county health departments are equally appreciative of the partner they have found in the Family Medicine Residency Program. The administrator of the health departments in Jefferson and Madison counties, Kim Barnhill states, "In these counties, the health departments are the only providers of prenatal care. Without our arrangement with TMH, there would be no prenatal care."

As it stands, the health departments are able to offer all pre-delivery services, including pregnancy tests, prenatal care and physician requested ultrasounds. "It's an exceptional partnership," says Kim. "It affords us the opportunity to provide care to women who can't easily travel to Tallahassee, and it's good for TMH as well. Their residents need to deliver babies in order to complete their training."

Each Tallahassee Memorial Family Medicine resident is required to deliver a total of 40 infants during the course of their three-year residency. In addition, each resident must follow at least 10 patients through the complete cycle of prenatal care, delivery and postpartum evaluation. By partnering with our local health departments, the Family Medicine Residency Program provides residents many opportunities to fulfill these requirements. As they receive this vital training in the full scope of the maternity care continuum, our community reaps the benefits of ongoing pre-delivery care throughout the region, as well as the assurance of an amply-prepared stream of physicians entering the workforce each year. Of the 11 graduates of the Family Medicine Residency Program in 2010, five are serving in Tallahassee and an additional two remained in the state of Florida.

"In every county, we are doing this in cooperation with the county health department—and could not do it without them. They provide the infrastructure, we provide the doctors."

— Lisa Jernigan, MD, Assistant Director
Tallahassee Memorial Family Medicine Residency Program

The Joan Futch Nursing Resource Center

The Joan R. Futch Nursing Resource Center is an educational center within the hospital where nurses can network, conduct literature searches of current publications and research findings, and consult with Roxanne Hauber, RN, PhD., regarding (Evidence-Based Practice (EBP) projects. Dr. Hauber is a faculty member of the Florida State University College of Nursing and the first nurse researcher for the Nurse Scientist Scholar Program at Tallahassee Memorial.

In July 2010, the Nursing Resource Center at TMH was named in honor of Joan Futch, RN, an outstanding professional who exemplified professional nursing. Joan began her career at TMH as a staff nurse in 1969 and progressed through the organization to senior vice president for Nursing Administration & chief nursing officer in 1986, a position she held until her retirement in 2001. She passed away in March 2011, but her legacy lives on through the Joan R. Futch Nursing Resource Center.

The Science of Nursing

TMH Nurses are Using Evidence-Based Practice to Improve Patient Care

Nurses at Tallahassee Memorial are embracing Evidence-Based Practice (EBP), a scientific method of identifying solid research findings and implementing them into their professional practice in order to increase the quality of patient care. A core group of nurses have become experts in the EBP process and are now educating other nurses within the organization, mentoring them as they develop EBP projects for their specific patient populations.

“The steps of evidence-based practice include: identifying the idea or question, searching the available evidence, evaluating the evidence and then determining how to implement the findings,” explains Jessica Bahorski, ARNP, MSN, the clinical specialist in the Pediatric Department at TMH who helps lead the mentoring sessions.

Many of the TMH nurses also work in consultation with Roxanne Hauber, RN, PhD, a faculty member of the Florida State University College of Nursing, and the first nurse researcher for the Nurse Scientist Scholar Program at Tallahassee Memorial. The Nurse Scientist Scholar Program is a partnership between TMH and the FSU College of Nursing, established through the Florida State University and TMH Foundations in 2009.

Examples of recent and ongoing EBP projects include the following:

- >> **Adela Mitchell, RN**, a certified diabetes educator, completed a project to discover best practices related to helping children with type 1 diabetes and their families make decisions about how to manage their insulin administration.
- >> **Kathy Barnett, RN, MSN**, a clinical specialist, is leading an evidence-based practice project conceived by the nursing staff of the Postoperative Care Unit and aimed at improving their patients’ postoperative experience and pain management through pre-operative patient education.
- >> **Donna Florence, RN, MS**, a clinical nurse specialist, is facilitating a team from the Family Care Unit focused on mitigating an uncomfortable side effect of an epidural medication often experienced by patients.
- >> **Donna Ranner, RN**, a certified pediatric nurse, and **Jessica Bahorski, ARNP, MSN**, a clinical specialist, are leading a team of Pediatric Department nurses and are developing a research study to investigate what interventions are most effective for decreasing pain and distress associated with giving children IVs.
- >> **JoAnn Green, RN, MSN**, a clinical education coordinator, is implementing an evidence-based program focused on supporting the nurses who serve as clinical preceptors for new TMH colleagues. Using evidence to guide the educational preparation for preceptors, best practices have been established for the unit-specific orientation process.
- >> **Deb Nicoll, RN, MSN**, a clinical specialist, and **Susan King, ARNP, MSN**, Director of Clinical and Patient Education, have facilitated a multidisciplinary project on glycemic control. This project addresses the management of hyperglycemia in adult inpatients at TMH.



Adela Mitchell, RN, of the Tallahassee Memorial Diabetes Center shows Heath Plair of Port St. Joe how an insulin pump works. Adela completed an Evidence-Based Practice (EPB) study that compared the effectiveness of insulin pump therapy and multiple injections for controlling blood sugars in pediatric diabetes patients.

Focus on Quality

Tallahassee Memorial HealthCare is focused on the quality and service of the care it delivers. TMH has been recognized for results in quality through the following:

- Two-time recipient of the Thomson Reuters 100 Top Performance Improvement Winner Award. Although Thomson Reuters no longer gives this award, TMH continues to be above the 90th percentile in improvement over the last five years. TMH is improving its results faster than 90 percent of the other teaching hospitals across the U.S.
- TMH has been recognized by Thomson Reuters with six individual achievement awards in the last five years in the categories of Clinical Excellence and strategy.

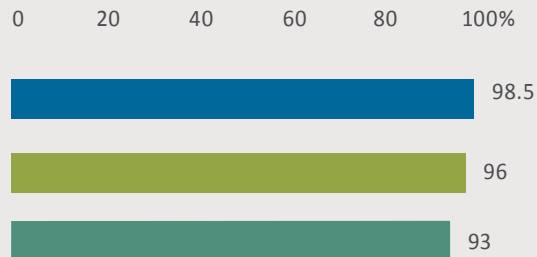
TMH Collaborative Improvement Efforts

Tallahassee Memorial HealthCare participates in a variety of collaborative projects with others hospitals for the purpose of achievement of best practices. Some of the improvement initiatives we are currently involved in include the following:

- Numerous VHA collaboratives to improve the patient experience.
- Florida Hospital Association Surgical Improvement Initiative.
- Florida Hospital Association Comprehensive Unit Based Safety Initiative.
- VHA Readmission Reduction Efforts.
- Collaborative to Reduce Ventilator Acquired Pneumonia and Blood Stream Infections.
- Triple Aim – Improving Community Health, Patient Outcomes and Experience, and Costs.

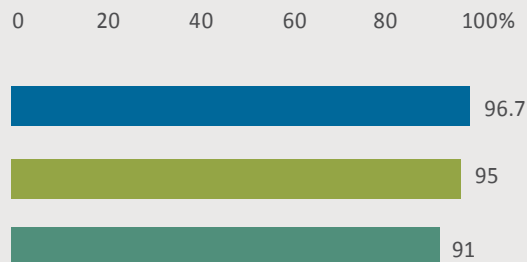
Further information about these initiatives can be found at www.tmh.org/quality.

PNEUMONIA CARE



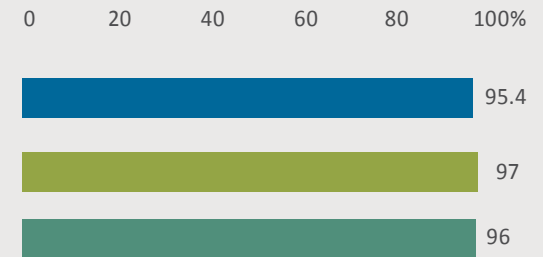
Pneumococcal Vaccination

Patients who are given a pneumonia vaccine, if they have not already had one, before they leave the hospital.



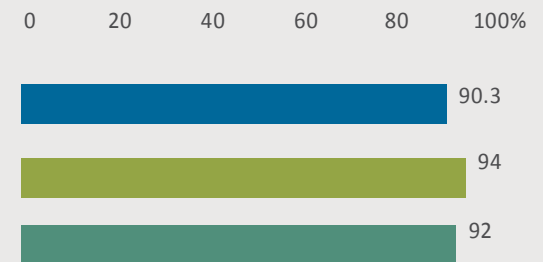
Influenza Vaccination

Patients assessed and given the influenza vaccination.



Initial ER Blood Culture Prior to First Dose of Antibiotic

Patients whose initial emergency department culture was performed prior to administration of first hospital dose of antibiotic.

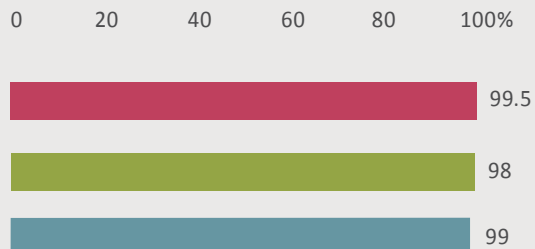


Appropriate Initial Antibiotic

Patients who are given an appropriate antibiotic or combination of antibiotics to treat pneumonia as soon as possible.

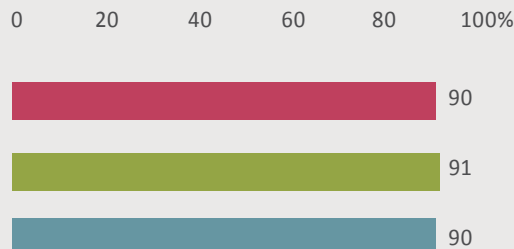
These quality measures have been selected by the Centers for Medicare & Medicaid Services (CMS) for public reporting because they related to conditions that are common in the Medicare population and because they are considered best practices for treating people with these conditions. The information comes from quality data submitted to CMS for the period ending December 2010.

HEART ATTACK (AMI) CARE



Aspirin at Discharge

Patients who are prescribed aspirin when discharged from the hospital, unless it would be harmful to the patient.

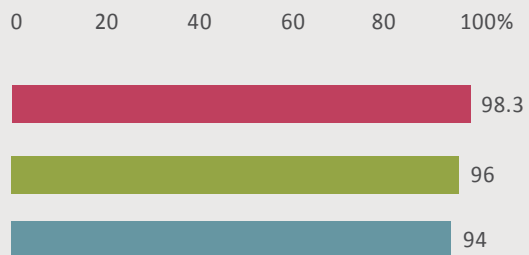


PCE within 90 Minutes of Arrival

Patients who receive Percutaneous Coronary Interventions (PCI) within 90 minutes of arrival to the hospital.

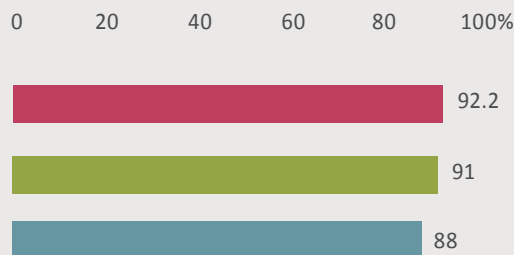


HEART FAILURE CARE



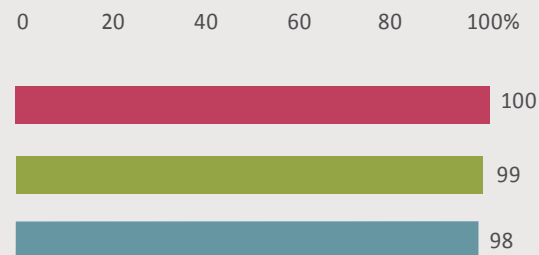
ACE Inhibitor or ARB for Left Ventricular Systolic Dysfunction

Patients who are prescribed an ACE inhibitor or ARB when leaving the hospital.



Heart Failure Discharge Instructions

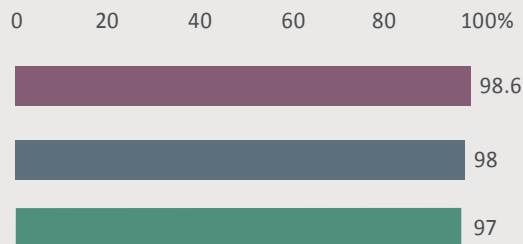
Patients who are given information on how to manage their symptoms (such as weighing every day and avoiding certain foods).



Assessment of Left Ventricular Function

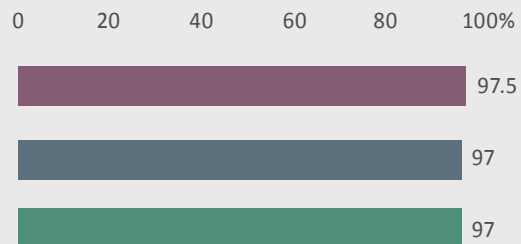
Patients who have their heart checked to see if the left chamber is pumping. (This is called a left ventricular function assessment.)

SURGICAL CARE IMPROVEMENT / INFECTION PREVENTION



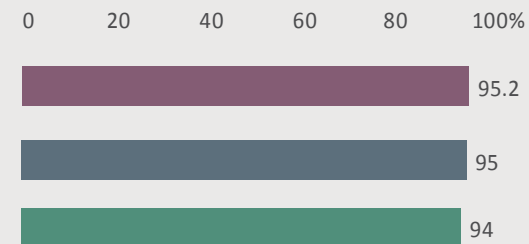
Initial Antibiotic Timing

Patients who received preventative antibiotic(s) one hour before incision.



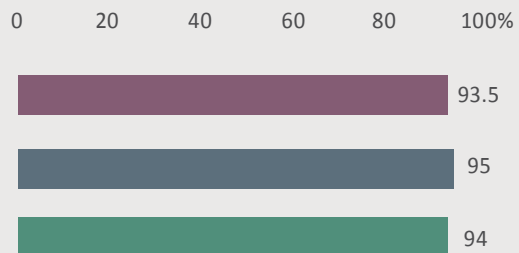
Appropriate Preventative Antibiotic(s)

Patients who received the appropriate preventative antibiotic(s).



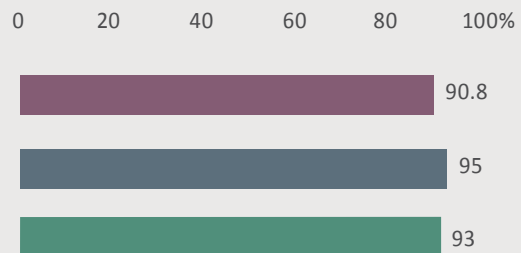
Antibiotic(s) Stopped within 24 Hours

Patients whose preventative antibiotic(s) are stopped within 24 hours after surgery.



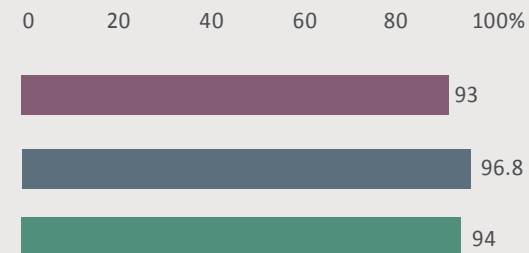
Treatment to Prevent Blood Clots Ordered by Doctor

Doctors ordered treatments to prevent blood clots (venous thromboembolism).



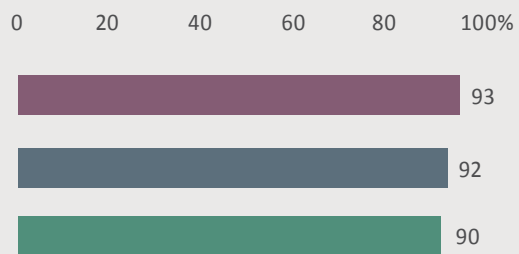
Treatment to Prevent Blood Clots within 24 Hours

Patients who received treatment to prevent blood clots within 24 hours before or after selected surgeries.



Beta Blocker Therapy

Percent of surgery patients who were kept on beta blockers during the period just before and after their surgery.



Glucose Level for Heart Surgery Patients

Percent of all heart surgery patients whose blood sugar (blood glucose) is kept under good control in the days right after surgery.

These quality measures have been selected by the Centers for Medicare & Medicaid Services (CMS) for public reporting because they related to conditions that are common in the Medicare population and because they are considered best practices for treating people with these conditions. The information comes from quality data submitted to CMS for the period ending December 2010.

The Gift of Time

Volunteers Contribute More Than 100,000 Hours of Services to TMH

The TMH Auxiliary – the heart of Volunteer Services at Tallahassee Memorial -- was established in 1949. Now, more than six decades later, the TMH volunteer corps numbers over 500 and includes individuals from all walks of life, including high school and college students, mid-life adults and senior citizens. During 2010, these dedicated and hardworking volunteers spent more than 100,000 hours serving Tallahassee Memorial, its patients and their families.

“There is remarkable synergy among our volunteers and the teamwork between TMH colleagues and volunteers is evident in both inpatient and outpatient settings,” said Amy McDaniel, director of Volunteer Services. “The volunteers are devoted to the TMH mission and this translates into better care for patients and a more welcoming atmosphere for families, friends and visitors.”

TMH’s dedicated and generous volunteers use their time and talents in a variety of service settings that include, but are not limited to: hospitality, gift shops, waiting rooms, playrooms, animal therapy, spiritual care, music and art therapy, gardening and fundraising. The volunteers meaningfully contribute to the overall well being of the lives they touch.

Here is an overview of the programs and projects organized, supported and conducted by TMH volunteers during 2010 – in both the hospital setting and the community at large.

- Guest Navigator Program
- Tea Cart Services
- Cancer Center
- Hospital Elder Life Program
- Perinatal Bereavement Program
- Balloons for Birthdays
- Pediatric Services Treasure Chest
- Gift Shop Renovation
- Bears for the Bixler Emergency Center
- Baby Christmas Blankets
- Hygiene Kits for Patients
- Book Cart
- Sewing Club – Patient Blankets, Hats and Lap Robes
- Annual Prostate Screening
- Services of Remembrance
- Colleague Activities
- Golden Gala Fund-raising
- Jewelry Sale Fund-raising
- Book Sale Fund-raising
- Uniform Sale Fund-raising



Georgeann Hartsfield and June Ragans, who have both served as president of the TMH Auxiliary and chair of the Gift Shop Committee, at the dedication of the newly-renovated TMH Gift Shop. (See Foundation Report on next page for more information.)



Hospitality Volunteer Dick Urwick assists with greeting guests upon entry to the hospital Atrium.



Center: Paula Fortunas, TMH Foundation President & CEO, and Mark O'Bryant, TMH President & CEO, are flanked left to right by Foundation staff members – Leonard Parkhurst, Director of Major Gifts; Felicia McCoy, Fund Development Specialist; Judi Taber, Annual Fund Officer; Bonnie Cannon, Assistant to the President & Special Events Coordinator; Janet Borneman, Director of Planned Giving and Aaron Kinnon, Director of Community Outreach.

The Tallahassee Memorial HealthCare Foundation Named 2010 Outstanding Professional Philanthropic Organization at National Philanthropy Day Celebration

"National Philanthropy Day is set aside each year to recognize and pay tribute to the philanthropic community and to focus on those who give generously as well as the recipient charitable organizations," said Sharon Davidson, Director of Development and Communications for Elder Care Services and an officer of the Big Bend Chapter of the Association of Fundraising Professionals, the lead sponsor of this region's National Philanthropy Day celebration. "The Tallahassee Memorial HealthCare Foundation is a sterling example of philanthropy's profound impact and it richly deserves this recognition as 2010's Outstanding Philanthropic Organization."

In this pivotal time of history-making change and challenge for the health care industry, TMH continues to perform well on both operational and clinical measures and has gained national recognition as a leader in performance improvement. "Prominent among the reasons Tallahassee Memorial remains a viable and secure health care organization is the TMH Foundation's remarkable fund-raising success under the leadership of Paula Fortunas," said Talbot "Sandy" D'Alemberte, FSU President Emeritus, who presented the TMH Foundation's award. Mrs. Fortunas responded, "The heart of our work resides within the hospital's community of donors and it beats through the dedicated service of each and everyone associated with TMH. In the final analysis, each of us is inspired because we know, in no uncertain terms, that every dollar raised translates and transfers to the life-saving work of TMH."

"Although it comes as no surprise, it is a great honor for our TMH Foundation to receive such a well deserved recognition. Paula Fortunas and her team have demonstrated great success over these past several years in securing the philanthropic support of our community, which has played a significant role in our ability to advance Tallahassee Memorial's vision of becoming a recognized world-class community health system. Let's join together in thanking them for their extraordinary commitment to our mission of care," noted Mark O'Bryant, TMH President & Chief Executive Officer.

Over the past seven years, the TMH Foundation has experienced an 800% increase in donations to benefit Tallahassee Memorial, its patients and their families. In addition to this 2010 recognition, TMH Foundation benefactors Dr. Louis Bender and Mrs. Betty Bender were named 2005 Philanthropists of the Year and Paula Fortunas was named 2007 Fundraising Professional of the Year.

TMH Foundation Consolidated Gifts & Grants Report

Year ended September 30, 2010

GIFTS AND GRANTS OUTRIGHT	
Operations-Unrestricted	\$ 1,516,470.29
Operations-Restricted	3,018,370.84
Endowments and Capital-Unrestricted	5,608.20
Endowments and Capital-Restricted	131,612.47
Total	4,672,061.80

GIFTS AND GRANTS DEFERRED	
Operations-Unrestricted	0.00
Operations-Restricted	0.00
Endowments and Capital-Unrestricted	0.00
Endowments and Capital-Restricted	2,000,000.00
Total	2,000,000.00
GRAND TOTAL	\$ 6,672,061.80

GIFTS AND GRANTS DESIGNATION	
Behavioral Health Center	\$ 34,275.54
Bixler Emergency Center & Trauma Center	649,286.68
Cancer Center	884,722.14
Cancer Center-Deferred	1,000,000.00
Family Medicine Residency Program	295,890.48
Heart & Vascular Center	7,618.19
Heart & Vascular Center-Deferred	1,000,000.00
Medicine Services	219,121.22
Orthopedic & NeuroScience Centers	614,360.87
Surgical Services	93.93
Women's & Children's Services	297,115.23
Hospital-Wide Services	1,669,577.52
GRAND TOTAL	\$ 6,672,061.80

The TMH Foundation, a tax exempt, not-for-profit corporation, is an integral part of Tallahassee Memorial's operational structure and is recognized by the Internal Revenue Service as a public charity within the provisions of Internal Revenue Code Section 501(c)(3). Therefore, donors may claim income tax charitable deductions for their contributions to the extent their personal circumstances permit under the Internal Revenue Code. Members of the Foundation's Board of Trustees are community leaders charged with overseeing fund-raising projects, managing the Foundation's assets, distributing funds to the hospital, encouraging community involvement in wellness and health care initiatives and promoting the general health of the TMH service area through educational training programs and research projects.

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G. Mark O'Bryant
President & CEO Tallahassee Memorial HealthCare

Pillars of Philanthropy

Tallahassee Memorial and its Foundation salute and thank the more than 3,600 “pillars of philanthropy” who gave of their resources during 2009-2010 for the benefit of TMH patients and their families. Inspired by Tallahassee Memorial’s vision – “recognized world-class health care” – these generous donors funded hundreds of initiatives for direct patient care services, health education, clinical research, expansion of facilities and acquisition of state-of-the-art technology. These gifts will positively influence health care delivery now and for decades to come.

Medical Music Therapy and Arts in Medicine Program

The Medical Music Therapy and Arts in Medicine Program is a partnership between Tallahassee Memorial HealthCare and Florida State University. It is funded jointly by the FSU College of Music and the TMH Foundation. Under the direction of Jayne Standley, PhD, who is recognized worldwide for research in music therapy, this collaboration is one of the most innovative medical music therapy clinical programs in the nation for high quality, research-based medical music therapy and leading-edge training for music therapy students and professionals. All TMH inpatient units and intensive care units, inpatient rehabilitation, outpatient pediatric rehabilitation, Adult Day Care Services, and the Cancer Center benefit from music therapy interventions that meet the patient’s physical, psychosocial, physiological, emotional and cognitive needs. The program is consistently acclaimed with coverage in U.S. News and World Report and it is the recipient of the coveted Blair Sadler Award from the Society in Arts and Healthcare along with recognition by the Green Foundation. Articles, based on research studies conducted at TMH, have been published in national and international journals.

Research and protocols in neonatal intensive care music therapy, such as Dr. Standley’s invention of the Pacifier Activated Lullaby (PAL™) system, are hallmarks of the program. The PAL™, an FDA approved device that attaches a sensor to an infant pacifier, triggers music when the infant sucks and is designed to stimulate the sucking response sometimes lacking in premature infants. The PAL™ recently received \$1,500,000 from Power Device Technologies, Inc. and a \$200,000 grant awarded by State University Research Commercialization Assistance to fund commercial production. In 2004 the TMH/FSU Music Therapy program created the National Institute for Infant and Child Medical Music Therapy. This institute serves as a training program for neonatal intensive care music therapy research, techniques and protocols. The Institute attracts medical professionals and music therapists from around the world. Another key component of the TMH-FSU collaboration is the Arts in Medicine Program, an interdisciplinary group of volunteers, artists, musicians, performers, students and clinicians who offer a myriad of art opportunities and options to TMH patients and their families.



The Proctor Family benefits children with Diabetes – Martha Anne and Theo Proctor, Jr. with granddaughter Emily Proctor.

Focus on Children at the Tallahassee Memorial Diabetes Center

The pediatric diabetes team of trained nurses and dietitians at the Tallahassee Memorial Diabetes Center sees children and their families on an individual basis and works closely with them and their doctors. The program also offers support groups and other planned events. There are two generous endowments at the TMH Foundation specifically established to benefit children with diabetes – the Proctor Family (W. Theo Proctor, Jr., W. Theo Proctor, III, Martin W. Proctor and the late M. Julian Proctor, Sr.) Endowment for Children with Diabetes and the Madelon and J. Robert Sweat, Jr. Diabetes Youth Camp Endowment. The earnings from these endowments fund education, detection and treatment programs and provide management and individual patient support training to school nurses and health aides so that reasonable goals are met for each child’s school-day care, activities, food servings and emergency responses. The summer Diabetes Camp and the Diabetes Family Weekend are funded through endowment earnings and outright gifts. In 2010, thanks to the generosity of Elva and Tom Brady, 24 children received full scholarships to the TMH Summer Diabetes Camp. Each camper benefits from excellent medical care, instruction in diabetes management, independence and confidence in handling their disease – along with the fun of a recreational camp setting.

Lifeline Scholarships for Senior Citizens

Aging brings many challenges and one of the toughest is the need to balance safety and self-sufficiency. Since 1972, local seniors and their families have placed their trust in Tallahassee Memorial HealthCare Lifeline Systems for emergency assistance 24 hours a day, 365 days a year. In 2010 a new Lifeline Cordless Phone Communicator and the Lifeline with AutoAlert option were introduced. The new communicator is designed to address many of the challenges seniors face, such as loss of dexterity, vision and hearing. Further, it boasts several unique safety features that include allowing calls for help even if the phone is left off the hook and operating during a power outage for a limited period of time. The AutoAlert provides an added layer of protection by automatically placing a call for help if a fall is detected and the subscriber cannot press the help button. Since all seniors who need Lifeline cannot afford to subscribe, donors to the TMH Foundation annually fund Lifeline scholarships for more than 30 seniors in the TMH service area.

Local Businesses Renovate and Refurbish Legendary TMH Gift Shop

To underscore the value of the legendary TMH Gift Shop located on the hospital's ground floor and the TMH Auxiliary's service mission, Childers Construction, Brian Barnard's Flooring America, Moore Doors & Specialties and RT Electric joined forces with the TMH Construction & Facility Planning Unit for a major renovation of the Gift Shop space. "Each of us who contributed feels this is a statement of respect for TMH, the TMH Auxiliary and the TMH Foundation and the important roles they play for the betterment of this community," said Sam Childers, spokesperson for the donors. There is a second TMH Gift Shop located in the Women's Pavilion.

The Tallahassee Memorial Cancer Center – Powerful Technology, Powerful Team, Powerful Philanthropy

The Tallahassee Memorial Cancer Center Fund-Raising Steering Committee, under the auspices of the TMH Foundation, has experienced remarkable success in securing philanthropic commitments for the Cancer Center. Its co-chairs are Claude Walker and Jim Messer, both Trustees of the TMH Foundation. According to Paula Fortunas, TMH Foundation President & CEO, "The TMH community of donors deserves enormous credit and high praise. This extraordinary effort to raise funds for the benefit of cancer patients and their families is a testament to the personal philanthropy and dedication of the Boards of the Hospital and Foundation, the Fund-Raising Steering Committee, the Cancer Patient and Family Advisory Council, the physicians, nurses, therapists, patient navigators; indeed, the Cancer Center's entire healing team." Combined with this great sense of accomplishment is an imperative for continued and progressive fund-raising activity.

The Christopher and Dana Reeve Foundation Awards Second Grant for the Stroke Wellness Program

A Quality of Life grant from the Christopher and Dana Reeve Foundation has been received by the TMH Foundation for the TMH Stroke Wellness Program entitled, "Kitchen Reintegration: Taking the First Step . . . Again." This grant was one of only 75 awarded in the United States and Canada in the "Bridging Barriers" category. It is the second Reeve Foundation grant for the Tallahassee Memorial Stroke Center; the first, in 2007, served to establish the Stroke Wellness Program.

The Kitchen Reintegration program, funded by the grant, was created to assist stroke patients. It was found that after therapy at the Tallahassee Memorial Rehabilitation Center, over 95% of stroke patients returned to their own homes. "Many discharged patients reported barriers to safe independent function in their kitchens," said Judy Greenwald, Administrator of Orthopedics and Neurology at TMH. "Some patients were giving up on grocery shopping, cooking or even following a nutritionally balanced diet due to barriers encountered in the kitchen."

Under the Stroke Wellness Program, each patient participates in multiple sessions in the Rehabilitation Center's home kitchen to learn safe navigation in the kitchen and safe operation of kitchen appliances. The program also includes nutritional planning

and community reintegration through trips to the supermarket. To maximize success, family members – from children to geriatric spouses – frequently join their loved ones in the sessions for re-learning the kitchen.

The Junior League of Tallahassee Pediatric Services Waiting Room

The Junior League of Tallahassee Pediatric Services Waiting Room was dedicated at Tallahassee Memorial in 2010. In her remarks at the dedication, then Junior League President Betsy Couch, said, "It is our mission to create, fund and support programs that directly improve the lives of women and children. The Junior League is very pleased to provide funding for this waiting room." The Pediatric Services Fund-Raising Steering Committee, headed by Chair Sara Brown, worked with the TMH Foundation and the Junior League to complete the project. The full complement of donors includes Mike and Christy Askari of Express Rent A Car, Sara and Brewser Brown, Carpet Studio, General Sheet Metal, Gulf Winds Track Club, DOCS, Keith McNeill Plumbing, North Florida Pediatrics Associates, Almena and Brooks Pettit, Zachary and Selena Richardson, Scott Burnett, Dr. and Mrs. Stan Shepard and Sun Coast Electric. "It is wonderful to see individuals and organizations in the community come together to provide more comfortable surroundings for the families and friends of hospitalized children," noted Kathy Waleko, R.N. Ph.D. who serves as the Administrator of Women's and Children's Services. In expressing her feelings, Christy Askari said, "It was a way for our family to give back, as we are very grateful to TMH for the care of our children."



The Junior League of Tallahassee Pediatric Unit Waiting Room – Left to Right: Robin Glady, RNC, Pediatric Services Assistant Nurse Manager, Betsy Couch, President of the Junior League of Tallahassee, Selena Richardson and Christy Askari, Donors.

Balance Sheet as of September 30, 2010

Cash and short term investments	145,667,400
Accounts receivable, net	38,758,600
Inventories	6,576,400
Prepaid expenses and other assets	9,833,700
Facilities and equipment, net	209,859,500
Other long-term assets	27,782,700

Total assets	\$438,478,300
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Accounts payable and accrued expenses	\$54,237,900
Notes and bonds payable	139,112,800
Self insurance reserves	33,913,000
Accrued pension liabilities	124,212,500
Other liabilities	19,226,900
Net assets	67,775,200

Total liabilities and net assets	\$438,478,300
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Expense Dollar

Salaries, wages and benefits	\$206,857,000	\$0.46
Supplies and other	113,762,000	\$0.25
Drugs	20,334,000	\$0.05
Insurance	5,719,000	\$0.01
Bad debts	65,972,000	\$0.15
Depreciation and interest	15,345,000	\$0.03
Other expenses	21,795,000	\$0.05

Total operating costs	\$449,784,000	\$1.00
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TMH Statistics

770	Licensed beds
19,169	Surgeries
95,845	Emergency & Urgent Care Center visits
3,907	Births
1,258,444	Laboratory tests
121,073	Radiological procedure
62,584	Cardiovascular lab tests
3,130	Full time equivalent colleagues
549	Physicians on medical staff
600	Volunteers

Economic Contribution to Our Community

Charity care (at cost)	\$ 17,040,569
Bad debt (at cost)	17,051,364
Subsidized health services	4,817,827
Education of health care professionals	6,211,276
Community outreach programs	438,877
Foundation support to the community	890,100
Capital expenditures	27,037,859
Local vendor support	41,389,464.84

Taxes

Federal & state income tax	440,655
Real estate tax	913,420
Sales tax	154,971
Other local taxes	246,535
Unemployment tax	256,225
Indigent care tax	included in charity at cost number above

Admissions Patient days

Adult and pediatrics	17,409	82,430
Obstetrics	4,154	12,477
Neonatal and newborns	3,802	17,066
Behavioral health	1,836	10,022
Rehabilitation	874	14,525
Total admissions	28,075	136,520

TMH *Your Hospital for Life*SM



Tallahassee Memorial HealthCare



Psychologically Healthy
Workplace Awards

www.TMH.org

The region's **first Certified Stroke Center** and only state designated Brain & Spinal Cord Injury Center.

An **Accredited Chest Pain Center with Percutaneous Coronary Intervention**.

The **Big Bend area's only accredited community hospital cancer program**, affiliated with the Moffitt Cancer Center.

The **only birth facility in the Big Bend** equipped to care for high-risk moms and critically ill babies.

A **State Designated Level II Trauma Center**.

Offering a wide range of **minimally invasive surgeries including da Vinci® robotic surgery** and single-incision procedures.

The **region's only Neurological, Pediatric and Level III Neonatal Intensive Care Units**.

First hospital in the country to be recognized by the American Psychological Association as a Psychologically Healthy Workplace.

Winner of the National Research Corporation's **Consumer Choice Award for the sixth year in a row**.