OUR NEW VISION
LEADING OUR COMMUNITY TO BE THE HEALTHIEST IN THE NATION

OUR NEW MISSION
TRANSFORMING CARE. ADVANCING HEALTH. IMPROVING LIVES.

Tallahassee Memorial HealthCare
The 2014 Annual Report is produced by the Tallahassee Memorial Public Relations Department. Content written by Jennifer Ewing. 1300 Miccosukee Road, Tallahassee, FL 32308 | (850) 431-1155.
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Chair, Medical Staff Executive Committee

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President & Chief Executive Officer
Building the Future of HealthCare

WITH CRITICAL INFRASTRUCTURE NEEDS, TALLAHASSEE MEMORIAL IS TAKING STRIDES TOWARDS A $170 MILLION EXPANSION THROUGH THE DEVELOPMENT OF A NEW SURGICAL AND ICU TOWER.

The end of Tallahassee Memorial HealthCare’s fiscal year coincided with the announcement of an almost decade-long project. It was soon after Mark O’Bryant arrived at Tallahassee Memorial that the hospital administration began to focus on the critical infrastructure needs of the hospital. Of the several needs identified one would be the most challenging of all, updating our surgical suites to accept the technology of the future. Also, intensive care units used by many surgical patients were located all over the hospital. Their lack of proximity to each other is inefficient. Plus, in the future there will be a need to expand the number of surgical suites and intensive care beds. The challenge in planning for expansion was to find the money to pay for the new building. After several years of budget deficits in the early 2000s and late 1990s, cash was critically low.

Today, Tallahassee Memorial is primed to build the second most expensive single building in the city’s history. The new Surgical and ICU Tower will create nearly 300,000 square feet of space for patient-centered care, utilizing the latest technology. The ultimate price tag will be somewhere in the neighborhood of $170 million.

None of this would be possible if ten years ago, physicians, colleagues and our community, under the direction of the Board of Directors, had not come together to define the vision of what was needed. The road map to the building was the creation of two five-year strategic plans. Those plans set the long, steady course to not only right the dire fiscal situation, but created budgets that would finance a massive new wing of the hospital.

Each strategic plan involved our community by getting their input into what they wanted to see at TMH. It was their passion to see great medical care thrive at their “hospital for life” that inspired the hospital’s leadership to focus every day toward our goal.

The story behind this new building has been replicated many times in many ways. You will see the results in our quality data and the new programs and services detailed in this report. We thank everyone involved in creating excellence and our community for helping us achieve it.
Committed to Serving the Community

As a not-for-profit hospital founded by local civic leaders, Tallahassee Memorial’s mission has always been defined and driven by a desire to serve our community. Today, TMH continues to be guided by a volunteer Board of Directors who give their time to advance healthcare in the Big Bend by providing financial, administrative and quality-of-care oversight.

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14 CHRISTOPHER S. RUMANA, MD 15 GARY L. WINCHESTER, MD 16 ANDREW WONG, MD 17 G. MARK O’BRYANT, President/CEO, TMH Ex-Officio 18 JOSEPH M MAZZIOTTA, MD, Chair of the Medical Staff, Ex-Officio 19 TISH BEVIS, President, TMH Hospital, Auxiliary, Ex-Officio 20 RICK CARROLL, Chair, TMH Foundation, Ex-Officio
I have been converted to a new attitude about emergency room service from my experience at the Emergency Center Northeast.

As a retired electrical engineer for a nationwide company, Dick Orndorff has lived in and visited the emergency centers of major metropolitan areas across the country, including cities like Milwaukee, Cleveland and Pittsburgh. Unfortunately, the experiences led him to expect the worst when an injury called for a trip to the ER one March afternoon.

Oddly enough, Dick was preparing for a possible crisis by building a shed for his emergency generator when an immediate emergency arose. As he was drilling a hinge onto the shed, his drill bit snapped, causing the drill to lurch backward and cut through the bone of his left forefinger.

“My wife was home at the time, and I told her, ‘I’m not going to an ER,’” Dick recalls.

However, after finding a nearby walk-in clinic did not accept his insurance, Dick was advised by his daughter, a local pharmacist, to try visiting the Tallahassee Memorial Emergency Center–Northeast.

Within a few moments of arriving, Dick was ushered back to a patient room and into the care of the center’s physicians and nurses.

“Even though I was injured, it was a pleasant experience,” says Dick. “I have been converted to a new attitude about emergency room service from my experience at the Emergency Center–Northeast.”

Dick received a tetanus shot and medicine to alleviate his pain, and his hand was set in a splint to heal. Although the clinical care put him on the mend, what struck him most about his visit was the confidence and kindness of the staff.

“I was expecting the worst, but the group at the Emergency Center–Northeast really cares about the patient,” he says. “If anything else happens, I would go back there in a jiffy second.”

Putting the **Hospitality in Healthcare**

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The modern design and leading-edge technology of the new freestanding facility offers special features to promote comfort and support.
Providing a Sense of Calm
DURING A TIME OF NEED

The Borschel family was enjoying a quiet Sunday afternoon with their neighbors when four-year-old Faith suddenly yelled out in pain.

Faith was playing with the neighbors’ child and quietly came into the room where the adults were visiting. She innocently leaned across a small metal folding table, pushing herself off the ground. With her full weight on the tabletop, it suddenly collapsed, catching Faith’s finger in between the table edge and floor. The accident nearly severed her finger at the tip and left the normally energetic, happy-go-lucky preschooler frightened and badly hurt.

After cleaning, icing and bandaging the wound, it was clear emergency care was in order. The family, who live in Monticello, had recently taken a trip to Panama City and had noticed the Tallahassee Memorial Emergency Center-Northeast under construction near the I-10 overpass. They decided to give it a try.

“The next day, she was already using her hand,” says Faith’s mother Claire.

The staff also took care to make treatment as painless as possible. Dr. Glaze numbed Faith’s finger with lidocaine before sewing the wound. Faith bounced back from the injury right away, experiencing only occasional discomfort for the following week.

“The Borschel family was enjoying a quiet Sunday afternoon with their neighbors when four-year-old Faith suddenly yelled out in pain.

The family was greeted and quickly led to a treatment room where staff members began checking Faith’s vital signs and discussing observations to share with Michael Glaze, MD. The team not only showed interest in gathering clinical information but also in making Faith and the rest of the family feel comfortable.

“Everyone was so nice. The staff asked Faith her favorite color and then brought her a small, pink stuffed animal,” says Kevin. “We were very impressed.”

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“It’s perfect,” her mom smiles.

A separate children’s entrance starring the TMH Super Kids, Tally and Ace, opens to a lobby and play area outfitted with an iPad bar.
Continuing a long tradition of advanced care in the region, Tallahassee Memorial launched telemedicine services this year, making it easier for rural residents to access specialties or services not available in their area.

Telemedicine is the remote delivery of health care services and clinical information using telecommunications technology. This includes a wide array of clinical services using internet, wireless and satellite media. For TMH, the use of laptops with special software and cameras for video conferencing brings care to the rural communities included in the initial telemedicine launch.

“Telemedicine allows patients to access the care they need that was previously unavailable due to transportation challenges, lack of time and resources or even the intimidation of coming to a different community,” says Lauren Faison, Service Line Administrator of Regional Development and Telehealth.

TMH actively uses telepsychiatry services in the Emergency Department at Doctors’ Memorial Hospital in Perry. ER physician Joda Lynn, MD is a champion of telemedicine. “In the past, patients admitted through the ER for psychiatric evaluation were transferred by law enforcement officers to Tallahassee.” Using telemedicine technology, a psychiatrist from TMH’s Behavioral Health Center can now conduct a private evaluation with the ER patient through videoconference on a laptop computer. “Not all cases require transfer to Tallahassee – a patient may simply need an adjustment in their current medication,” says Lynn. Behavior Health Center psychiatrists also work collaboratively with primary care physicians at Doctors’ Memorial Clinic in Perry and Weems East Clinic in Carrabelle for patient consultations and evaluations.

Doctors’ Memorial also uses telemedicine for dietary consults. Case Manager Dana Leggett notes, “It’s often overwhelming for newly-diagnosed patients with type 2 diabetes to absorb all the information about lifestyle changes and menu planning. Recently we used telemedicine for a consultation with Rodger Young, a registered dietitian from TMH’s Dietary department.” A laptop computer on a cart, or telecart, was brought to the patient’s room for the consult. “It was very personal and the patient could ask specific questions based on her needs,” says Leggett.

TMH will continue its implementation of telemedicine in the region in an effort to increase access to primary and specialty care, improve patient outcomes and increase efficiencies by reducing costs. The next phases of implementation include using telemedicine to serve patients at the TMH Rehab Center and expanding dermatology and wound care.

“The future of telemedicine is incredibly exciting - we’re just scratching the surface of its potential,” says Faison.
Encouraging Bonding through BREASTFEEDING

When Lissette Logan found out she was expecting, she knew immediately that she wanted to breastfeed. Her sister, a mother of two, was passionate about the benefits and had found success with breastfeeding after joining a support group in her area.

While her sister lives in Hawaii, Lissette was pleased to learn she could follow suit by joining a local breastfeeding support group offered by Tallahassee Memorial. She and baby Nylah attend the group sessions twice a week and have quickly transcended the challenges breastfeeding can present.

“The support group made all the difference for me,” Lissette says. “Having the lactation consultants and nurses come by in the hospital and supplying a pump to new moms in the hospital shows TMH is focused on supporting breastfeeding.”

For Lissette, it was reassuring to find that the same lactation consultants who visit patients at TMH also lead the breastfeeding support group.

“They remembered me from the hospital,” she says.

At that point, breastfeeding was still a struggle. Nylah was mostly formula feeding, but Lissette pressed on with the help of the Tallahassee Memorial Breastfeeding Support Group. Now, Nylah no longer wants formula at all.

“IT is amazing to have that bond and know you are nourishing your baby. Everything Nylah needs, she gets from me,” says Lissette.

Recognizing the benefits for mothers and babies, TMH has made supporting breastfeeding a special focus throughout the last year. The hospital is pursuing a Baby-Friendly designation through the Baby-Friendly Hospital Initiative, a global recognition program for hospitals and birth centers that provide high-quality care for new moms who choose to breastfeed.

Many positive developments are taking shape as TMH pursues this goal. A newly formed physicians’ advisory group is examining ways TMH can better support breastfeeding. One of the first initiatives of the group, which includes obstetricians and pediatricians, was to develop an alternative giveaway bag without infant formula for new moms who deliver at TMH and have elected to breastfeed.

While TMH currently offers both breastfeeding and formula friendly giveaway bags, eventually only the bag without infant formula will be provided. Other steps on the horizon include specialized training for the staff, including approximately 200 nurses.

“We are pushing ahead to give our patients what is right for them,” says Connie Styons, Service Line Administrator for Women’s and Children’s Services.
Comforting Care at the CHILDREN’S CENTER

The Children’s Center has a child life specialist on staff to provide kid-friendly explanations for tests and procedures.

What started out as a week of spring break fun ended with a hospital stay for seven-year old Shelby Bassett.

“Shelby was visiting my sister in Tampa,” says Meghan Bassett, Shelby’s mom. “My sister called Thursday night to say Shelby wasn’t feeling well.” Shelby had stubbed her toe at school the week prior and stubbed it again. She had a fever and her toe was red and warm. “We drove to Tampa to pick her up.”

It was 12:30 a.m. when the Bassets arrived at TMH’s Emergency Center-Northeast. “Thankfully, parking was very convenient and we didn’t have to wait long at all,” said Meghan. Due to Shelby’s high fever, her pediatrician, Dr. Anna Koeppel, admitted her right away to the Children’s Center, TMH’s inpatient pediatric unit, for observation and an MRI.

A hospital can be a scary place for a sick child, but it doesn’t have to be. The Children’s Center has a child life specialist on staff to provide kid-friendly explanations for tests and procedures as well as procedural support. TMH Child Life Specialist Lauren Sherrill recalls, “I told Shelby the MRI looks like a giant doughnut, and we all like doughnuts, right?” I used a picture book to show her exactly what the machine looks like and said it makes a loud sound, but it won’t hurt you.”

Osteomyelitis – an infection in the bone – was suspected. “Dr. Wong, the orthopedist, was great and so quick to speak to us after the MRI,” said Megan. Shelby spent four days in the hospital and was discharged, continuing her antibiotics.

Ten days later, Shelby had a fever of 102 degrees and was readmitted. She had developed scarlet fever, an infection caused by strep bacteria. “The infection settled in her fractured toe,” said Meghan. “I know scarlet fever can be very serious. I’m a pediatric nurse, but when your own child is sick, it’s tough.” A PICC line – a peripherally inserted central catheter – was prescribed for extended antibiotic therapy.

The trip back to the Children’s Center meant seeing familiar faces. Child Life Specialist Lauren Sherrill worked with Shelby again, this time to explain the PICC line. “I showed her where the catheter inserts in her arm and how it looks once taped up.” Explaining what to expect was calming for Shelby and her mom. Once she was feeling better, the art therapist visited Shelby and colored pictures with her – a comforting and familiar activity she does at home.

Shelby is fully recovered and doing very well. The Bassett family is grateful for her care at every step and especially the extra care given to make her comfortable and unafraid. “We were very confident with the care she received,” said Meghan.
Aneurysm Patient Survives Thanks to REVOLUTIONARY CARE

As a full-time accountant, a part-time graduate student and a leader in her church, Tracy Peppers keeps a packed schedule. When she began experiencing severe headaches, stress seemed to be the obvious explanation, even after the pain led to emergency room visits on two occasions.

In reality, the headaches were symptomatic of a latent health problem, which became frighteningly clear one evening in late August.

“I had sat down on the couch to watch TV and fell asleep – the next thing I knew, the dog was going crazy,” says Tracy.

Alarmed by the barking, Tracy’s son rushed into the room to find his mother experiencing a seizure. He ran for Tracy’s husband, James, and they called 9-1-1. An ambulance transported Tracy and James to the Tallahassee Memorial Bixler Trauma & Emergency Room, where tests revealed an intracranial aneurysm in the frontal lobe of the brain.

Fortunately, Adam Oliver, MD, one of the region’s only two neurosurgeons capable of providing endovascular treatment for aneurysm and stroke, had recently begun practicing in the Big Bend. Dr. Oliver scheduled Tracy for an endovascular surgery the following day. The minimally invasive procedure allows for the removal of aneurysms without an incision to the skull. Dr. Oliver and Matthew Lawson, MD, are the only physicians in the area offering this state-of-the-art procedure.

“Dr. Oliver was sent here for me, I think,” says Tracy.

After the operation, Tracy recovered in the Tallahassee Memorial Intensive Care Unit for three weeks. Dr. Oliver and the clinical staff monitored her recovery and vital signs. Persistent bleeding in the brain called for a second operation, but following two more weeks in the hospital, Tracy was able to begin rehabilitation to restrengthen her cognitive and physical abilities.

Today, she has returned to all her normal activities and plans to graduate with her master’s degree in Health Administration in July 2014. Tracy even recovered in time to enjoy a cruise through the Western Caribbean that she and her husband had been looking forward to for months before the emergency.

“I haven’t had a headache since the surgery!” she says.

“What Dr. Oliver did – performing the procedure, explaining it to where the family could understand it, the sensitivity he showed and for Tracy to come out the way she did – you can’t overstate that. And the fact that Tallahassee now has that capability is wonderful,” says James.
8.0 with a BROKEN HIP

Even a hip fracture could barely slow down Sally Rosser. An energetic mother of two college-aged daughters, she reached the eighth mile of the Seaside Half Marathon before excruciating pain led her to the sidelines.

Having spent months training for the event with friends, she had attributed some recent discomfort in her leg to arthritis or a pulled muscle. However, as the race progressed she had to tell her friends to run ahead. Eventually, the pain in the hip proved unbearable even at a slower pace.

“It was the first half-marathon I had ever run in,” Sally says. “Fortunately, my husband decided to surprise us on the race course.”

In another fortunate turn of events, a friend of the family and orthopedist at Tallahassee Memorial, Hank Hutchinson, MD, was also on the course. At his advice, Sally and her husband returned home and visited the Tallahassee Memorial Bixler Trauma & Emergency Center, where an x-ray and MRI confirmed a fracture in Sally’s right hip.

Two days later, Dr. Hutchinson performed surgery to bolster the fractured bones with a metal rod and pins. Sally was able to walk with crutches and leave the hospital within only 24 hours. Before being discharged, she agreed to participate in the “Own the Bone” quality improvement project. This project educates patients with fragility fractures and provides guidelines to prevent future broken bones.

“TMH was a great hospital for me. I felt like, if I had a question, I could ask,” says Sally.

After the surgery, Sally recuperated with the assistance of home health services for three weeks. She’s also following a regimen of daily injections of Forteo – a bone-building osteoporosis medicine. Along with an increased intake of vitamin D and calcium, regular exercise continues to help rebuild the strength in Sally’s bones.

While Sally has traded running for walking, horseback riding and exercising on an elliptical machine, she remains incredibly active. Also, courtesy of her friends and fellow runners, her car now proudly displays a custom bumper sticker that reads, “8.0 with a Broken Hip.”

Sally also traveled to Guatemala for a mission trip and is headed to South Africa on an 18-day safari with her family. At 56 years old, she is taking care of her health without letting it hold her back.

“I can’t stop life,” she says.
Recognizing that knowledge and research are the cornerstones of medical advancement, Tallahassee Memorial is invested in strengthening partnerships with academic institutions and mentoring medical students and residents. TMH continually evolves in its quest to be an academic medical center and reached a number of milestones in that effort during the last year.

In July, the Tallahassee Memorial Family Medicine Residency Program celebrated its 40th anniversary with a weekend of special events for current residents, past graduates, faculty members and their families. The occasion was an opportunity to reunite residents from each year since the program’s inaugural class in 1973.

“It was a chance to celebrate all the residency has accomplished and touch base with our graduates. We were thrilled to see them and thankful to the hospital for allowing us to celebrate,” says Donald Zorn, MD, Director of the Tallahassee Family Medicine Residency Program.

Of the 320 graduates invited, more than one-fourth were able to attend. With a number of the residency program’s first graduates now approaching retirement, the event also crystallized the need for continual training of new primary care physicians in our community. Over the years, the program has helped bring 115 physicians to the Big Bend.

In fact, the success of the program in retaining graduates, the compelling need for physicians in the state of Florida and the fact that roughly 60 percent of doctors practice where they complete their residency, led to the creation of a second residency program at Tallahassee Memorial in 2012.

The Florida State University College of Medicine Internal Medicine Residency Program located at Tallahassee Memorial HealthCare represents a joint effort of both institutions. As the name would suggest, the residency is housed within Tallahassee Memorial’s main campus and is sponsored by the Florida State College of Medicine. The program equips residents with three years of training in the field of internal medicine, a specialty dealing with the prevention, diagnosis, and treatment of adult diseases.

“Tallahassee Memorial Hospital embraced the opportunity to expand medical training and care on our campus for the benefit of our region’s citizens and graduating medical students. The program complements Tallahassee Memorial’s already strong Family Medicine Residency Program, which serves our community so well,” says Mark O’Bryant, President & CEO of Tallahassee Memorial HealthCare.

Now entering its third year, the program will accept a new class of residents this summer and begin operating at full capacity for the first time. These first, second and third-year residents not only hold promise of bringing more physicians to the Big Bend in the future, but they also meet immediate medical needs in the area during their residency training.

“Residency programs serve as the only access to care for many patients in the areas where they are located,” says Gregory Todd, MD.

While residency training is generally a licensing requirement for all new physicians in the United States, hospitals across the country are discovering that similar programs can offer vital support to those beginning careers in nursing. Last year,
As a program director and educator for physicians, I have the opportunity to improve the healthcare of hundreds of thousands of patients. Who wouldn’t be excited about that!

— Wade Douglas, MD
TMH became one of the first hospitals in Florida to introduce a nurse residency program designed to support new graduates as they transition into professional nursing practice.

Nurse residents benefit from a yearlong series of learning experiences, including seminars, guidance from an experienced nurse preceptor in their unit and support from peers in the program. In addition, nurse residents collaborate on research projects relevant to patient care at TMH.

“The research project was probably the most meaningful part of the Nurse Residency Program to me, though other parts of the program have been incredibly helpful like collaborating with nurses from other floors and attending lectures,” says Janelle Kuder, RN, a nurse in the Bixler Trauma & Emergency Center and a recent graduate of the residency program.

Together, Janelle and colleague Julie Lovelly, RN, conducted a residency research project investigating the best way to administer aspirin to patients experiencing chest pain.

As Tallahassee Memorial encourages nursing research throughout the hospital, both for residents and established nurses, a new facility is providing vital support. In the summer of 2012, a long-vacant wing of Florida State University’s Duxbury Hall nursing complex became home to the Tallahassee Memorial HealthCare Center for Research and Evidence-Based Practice. The space serves to facilitate the work of faculty, graduate students and TMH nurses committed to improving patient outcomes through evidence-based approaches and research.

Through the center, the Florida State College of Nursing provides TMH with technical and statistical assistance, research technologies, an extensive virtual library, a conference room, three research workrooms, printing services for professional-quality poster boards and connection with faculty, clinicians and students interested in conducting evidence-based quality improvement and research. A dynamic research hub, the center positions TMH for the future of nursing practice.

Tallahassee Memorial is also continuing to look ahead in regard to the community of physicians in the Big Bend. While residency programs in Family Medicine and Internal Medicine

serve the community well, the need for a third residency program is clear.

In early 2014, the Tallahassee Memorial HealthCare Board of Directors and the Florida State University College of Medicine recently announced plans to create a general surgery residency program in Tallahassee. The program, expected to produce two new general surgeons a year when at full capacity, will be the first surgery residency program in Northwest Florida.

Wade Douglas, MD, a 1991 graduate of Florida A&M University and 1992 graduate of the Florida State University Program in Medical Sciences has been named the program’s director after a national search. Douglas, who earned his medical degree at the University of Florida College of Medicine in 1995, is currently director of the general surgery residency program at the Edwards School of Medicine at Marshall University.

“As a surgeon, I have the opportunity to improve the health of a few thousand people during my career, but establishing and developing a quality residency program will provide the opportunity to directly and indirectly improve the health of a few hundred thousand people,” he said. “That’s something I’m very excited about.”

“With the addition of a new general surgery residency program, Tallahassee Memorial takes another step in its commitment to expand access to care in the Big Bend region through graduate medical education,” said Mark O’Bryant, President & CEO, Tallahassee Memorial HealthCare. “Like each step in Tallahassee Memorial’s journey as an academic medical center, this program will enhance the academic and clinical expertise available to our patients, and strengthen the TMH mission to transform care, advance health and improve lives.”

The program will add to the learning environment at Tallahassee Memorial, along with each of the other residency programs and the establishment of the Tallahassee Community College Ghazvini Center for Healthcare Education on the hospital campus.
Tallahassee Memorial Family Medicine Residency Program

Back Row: Gary Brown, MD, Mitchell Whitehead, MD, Aaron Ward, MD, Nam Huynh, MD and Todd Hewitt, MD

Front Row: Jannice Beckford, MD, Leah Anderson, MD, Megan McNeil, MD, Dwaipayan Choudhury, MD, Sasha Gittens, MD and Marian Babalola, MD

The Florida State University College of Medicine Internal Medicine Residency Program at Tallahassee Memorial HealthCare

Left to Right: Raymond Shashaty, MD, Asst. Program Director, Sahar Naeem, MD, Gregory Todd, MD, Program Director, Tomonori Oyadomari, MD, Sammy Ashouri, MD, Anthony Herzog, MD, Vishal Dahya, MD, Salil Shah, MD, Jillianne Grayson, MD, Rachel Tripoli, MD, Rochelle Marill, MD, Marta Klisinska, MD and Marian Babalola, MD
THE BIG PICTURE
Serving Our Community

As the largest safety net hospital in a service area spanning 17 counties in North Florida and South Georgia, Tallahassee Memorial has a long history of improving health and quality of life throughout the region. During fiscal year 2013, TMH contributed $14,254,400 in subsidized health services, expanded access to care by bringing new physicians, facilities and technologies to the area and reached the community with educational events and initiatives. The photographs below offer a glimpse of the myriad ways TMH touches lives and improves health throughout our service area.

Subsidizing Medical Care

As a not-for-profit community healthcare system, Tallahassee Memorial often subsidizes health services that do not generate a positive operating margin but are needed in the community. The majority of these services are provided by the Diabetes Center, the Neuroscience Center, the Transition Center, the Bixler Trauma & Emergency, the Emergency Center–Northeast and rural clinics throughout the Big Bend.

Through classes and individual or family counseling sessions on topics such as managing and testing blood sugar, choosing healthy foods, and starting insulin and nutrition therapy, the Diabetes Center helps patients better manage their condition and avoid complications. Nearly a third of Diabetes Center patients access care through subsidized services.

The NeuroScience Center provides a variety of support services to patients with injuries and conditions affecting the brain and nervous system.

An innovative facility designed to reduced emergency room visits and hospital readmissions, the Transition Center provides follow-up care to patients who may be at high risk for readmission after leaving the hospital.

Tallahassee Memorial’s rural clinics, including Family Medicine practices in Gadsden, Jefferson, Taylor, Wakulla, and Calhoun counties ensure patients in Tallahassee’s surrounding communities are able to receive care close to home.

Since 2009, the Tallahassee Memorial Bixler Trauma & Emergency Center has operated as the region’s only Level II Trauma Center. In 2013, TMH also opened the Emergency Center Northeast, expanding emergency care options for our service area.

Improving Access to Healthcare

TMH has made many investments in order to offer the community greater access to needed healthcare services. In addition to the establishment of the Transition Center and the recent opening of the Tallahassee Memorial Emergency Center–Northeast, telemedicine technologies and the continual development of residency programs allow more people to receive care at TMH.
Virtual healthcare tools known as telemedicine allow physicians to connect with patients and fellow physicians for online consultations greatly expanding access to care for residents of our rural communities.

Residency programs in Family Medicine, Internal Medicine, General Surgery, Nursing and Pharmacy improve access to care and help develop the Big Bend’s medical community.

**Improving Metabolic Health**

Both Leon and Gadsden counties fall into the bottom quartile of Florida counties for percentage of overweight adults. Tallahassee Memorial is actively involved in helping adults and children in our region achieve greater metabolic health.

Through annual sponsorship of Stomp Out Type 2 Diabetes, a partnership with Leon County schools and other community organizations, TMH helps promote fun physical activities and health awareness education among Leon County students and their families in order to prevent diabetes.

TMH also provides scholarships that allow children with diabetes to attend a fun and educational Diabetes Camp offered each summer.

**Improving Maternal/Fetal Health**

Tallahassee Memorial is committed to improving the health of mothers and infants through initiatives within the hospital and a variety of community outreach and education initiatives.

Attracting more than 500 families in 2013, the annual Baby & Family Fair highlights TMH services available to the community and provides health resources for all ages and entertainment for children. Continue to support to the March of Dimes Launch a TMH Labor & Delivery Unit initiative to begin skin-to-skin contact of mother and newborn for a minimum of 60 minutes after delivery to promote initial breastfeeding.

Through a collaboration with area churches, TMH is helping to educate women about safe sleep positions for babies and the importance of breastfeeding.

**Improving Cardiovascular Health**

While Leon County compares favorably, or better than, the state averages for most cardiovascular health indicators, the neighboring counties do not. Gadsden, Jefferson and Wakulla counties each have elevated ratings of risk factors for cardiovascular disease, such as hypertension, high cholesterol and smoking. In both Gadsden and Jefferson counties, death due to heart failure is more common than in other areas of the state, and in Jefferson County, this is also true of stroke related deaths. TMH is invested in helping the community achieve greater cardiovascular health through educational initiatives and corporate sponsorships.

In 2013, TMH collaborated with the Alpha Phi Foundation through grant and partnerships with Leon County EMS to provide free hands-only CPR training to hundreds of people in Leon County.

Tallahassee Memorial colleagues also raised nearly $40,000 for the American Heart Association, earning the title of Top Fundraising Company in the Big Bend Heart Walk.
State-of-the-Art Healthcare *for the NEXT 50 YEARS*

Tallahassee Memorial announced one of the largest construction projects in the history of the hospital and all of Leon County when the Board of Directors approved plans for a new five-story, 294,000-square-foot surgery and adult intensive care facility to be located on the southeast corner of the hospital’s main campus, flanked by Miccosukee Road and Medical Drive.

The building will connect the main hospital and the acute care building near the Bixler Trauma & Emergency Center, reducing the travel distances between surgery, intensive care and the emergency room. The design will also focus on patient-centered improvements such as convenient drop-off area, improved wayfinding aids, and easy access to the entire campus. Most importantly, the building will be designed to serve the community for decades to come with space to accommodate new surgical technologies and increasing healthcare needs.

“Our vision is to develop a structure that will facilitate the surgical suites of the future, taking into account the space required for changing technologies that we anticipate being incorporated into the surgical process. This building will also be designed to grow with our community, providing a state of the art platform for the next 50 years,” said Mark O’Bryant, Tallahassee Memorial President & CEO.

As such, the surgical center will initially replace the hospital’s current 20 operating rooms and will also include shell space for the addition of 12 to 16 rooms in the future. The number of adult intensive care units will increase from 40 to 48, with shell space for up to 72 units total.

The proposed surgical and intensive care building will pay homage to an inspiring figure who led TMH for 25 years, M.T. Mustian. Mustian served as Chief Executive Officer of Tallahassee Memorial from 1964 to 1989, sculpting from the framework

M.T. Mustian’s legacy will carry on in a five-story surgery and adult intensive care unit facility to be constructed on the southeast corner of the TMH campus.
of a small, city-owned community hospital, a leading, non-profit regional medical center. Under his leadership, TMH overcame many challenges to experience growth in terms of services, technology and facilities, staff size and morale, community perception and financial fortitude.

Developments that took place during Mustian's tenure include the establishment of the Family Medicine Residency Program, the start of the nuclear medicine program, the opening of the cardiac catheterization lab, the launch of the open heart surgery program, the introduction of ambulatory and Life Flight services, as well as the construction of the North and South wings of the hospital, the first Professional Office Building, the original parking deck and the freestanding Behavioral Health Center. TMH also began offering laser surgery and became designated as a Level II Trauma Center during this time.

“Mr. Mustian inspired tremendous growth at Tallahassee Memorial, including the development of key areas such as behavioral health, cardiovascular, surgical and intensive care services. As we continue to expand in order to better serve our region, it is only fitting that a testament to that growth would bear Mr. Mustian’s name in honor of his leadership and vision,” says Mark O’Bryant, Tallahassee Memorial President & Chief Executive Officer.
Measuring the Quality of Patient Care

**Rate of Readmission for Heart Attack Patients**
- Tallahassee Memorial HealthCare: 17.1%
- US National average: 18.3%

**Death Rate for Heart Attack Patients**
- Tallahassee Memorial HealthCare: 16.1%
- US National average: 15.2%

**Rate of Readmission for Heart Failure Patients**
- Tallahassee Memorial HealthCare: 19%
- US National average: 23%

**Death Rate for Heart Failure Patients**
- Tallahassee Memorial HealthCare: 12.5%
- US National average: 11.7%

**Rate of Readmission for Pneumonia Patients**
- Tallahassee Memorial HealthCare: 16.5%
- US National average: 17.6%

**Death Rate for Pneumonia Patients**
- Tallahassee Memorial HealthCare: 12.2%
- US National average: 11.9%

*Lower percentages are better.*
As Tallahassee Memorial strives to deliver the highest quality care to patients, objective assessments through national and state organizations offer insight into our progress. The most recent data from Hospital Compare, which evaluates more than 4,000 Medicare-certified hospitals across the country, shows TMH is outperforming the national average in many measures of quality. These measures indicate that TMH is following best practices to prevent readmissions, complications and deaths.
The Charitable Year in Review

IN 2012-2013, TALLAHASSEE MEMORIAL’S COMMUNITY OF DONORS CONTRIBUTED $10,049,185.36 TO THE TMH FOUNDATION.

Many of your gifts served the hospital’s basic areas of healthcare delivery, others were a catalyst for innovation and yet others elevated the environment of care to match its quality. This is strategic philanthropy, effectively deployed to fulfill Tallahassee Memorial’s mission: “Transforming Care. Advancing Health. Improving Lives.” and to fuel its vision: “Leading our community to be the healthiest in the nation.”

Ronald McDonald House Charities Fund
Milk Warmer Project for the Tallahassee Memorial Neonatal Intensive Care Unit

Ronald McDonald House Charities of Tallahassee (RMHCT) and RMHC Global recently awarded the Tallahassee Memorial HealthCare (TMH) Foundation a grant to fund a breastfeeding education program and a milk warmer project in the hospital’s Neonatal Intensive Care Unit (NICU). Milk warmers provide gradual, controlled warming for each NICU baby’s feeding. This results in enhanced tolerance and, in turn, consumption of the much-needed additional calories. The milk warmers allow for consistent and precise temperatures of the milk, often their own mother’s, given to critically ill and premature babies. The education program for NICU mothers will deliver information on the importance of breast milk and feeding at a natural, average body temperature created by the milk warmers to improve each baby’s clinical outcome.

Over the past decade, RMHCT has made multiple contributions to the TMH Foundation; most recently, its gifts were for the creation of two Family Lounges – one in the Children’s Center and another in the NICU.

Joan Stout, RMHC Board Chair (L) and Melode Smelko, RMHC Immediate Past Board Chair (R) present the gift check to Paula Fortunas, TMH Foundation President/CEO.

CONSOLIDATED GIFTS & GRANTS REPORT

Year Ended September 30, 2013

Gifts & Grants Outright
Operations-Unrestricted $ 957,974.95
Operations-Restricted 4,145,907.13
Endowments & Capital-Unrestricted 995,834.47
Endowments & Capital-Restricted 268,803.81
Total 6,368,520.36

Gifts & Grants Administered by Others
Operations-Restricted 1,655,665.00
Endowments & Capital-Restricted 975,000.00
Total 2,630,665.00

Gifts & Grants Deferred
Operations-Restricted 50,000.00
Endowments & Capital-Restricted 1,000,000.00
Total 1,050,000.00

GRAND TOTAL $ 10,049,185.36

Gifts & Grants Designations
Behavioral Health Center $ 32,657.00
Bixler Trauma & Emergency Center 6,800.00
Bixler Trauma & Emergency Center - Deferred 1,000,000.00
Cancer Center 777,621.91
Cancer Center-Deferred 50,000.00
Diabetes Center 95,466.09
Family Medicine Residency Program 657,861.87
Heart & Vascular Center 99,211.06
Orthopedic & NeuroScience Centers 835,430.54
Ortho-Neuro Centers-Administered by Others 1,400,000.00
Surgical Services 1,020.00
Women’s & Children’s Services 372,387.71
Hospital-Wide Services 3,490,064.18
Hospital-Wide Services-Administered by Others 1,230,665.00

GRAND TOTAL $ 10,049,185.36

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 healthcare initiatives and promoting the general health of the TMH service area through educational training programs and research projects.
To Make a Secure Online Donation:
Please go to www.tmhfoundation.org.
Click on Make a Donation, and then click on Secure Credit Card Donation.

Tallahassee Memorial HealthCare Foundation
1331 East Sixth Avenue, Tallahassee, Florida 32303
Telephone: 850.431.5389 Facsimile: 850.431.4483
E-Mail: paula.fortunas@tmh.org
Website: www.tmhfoundation.org
<table>
<thead>
<tr>
<th>TMH STATISTICS</th>
<th>Emergency and Urgent Care Visits</th>
<th>Radiation Oncology Procedures</th>
<th>Laboratory Tests</th>
<th>Radiological Procedures</th>
<th>Cardiovascular Lab Tests</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>106,786</strong></td>
<td><strong>43,736</strong></td>
<td><strong>1,328,939</strong></td>
<td><strong>124,069</strong></td>
<td><strong>70,401</strong></td>
</tr>
</tbody>
</table>
### Balance Sheet as of September 30, 2013

<table>
<thead>
<tr>
<th>Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and short term investments</td>
<td>$169,460,600</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>$69,081,400</td>
</tr>
<tr>
<td>Inventories</td>
<td>$8,196,700</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>$6,983,500</td>
</tr>
<tr>
<td>Facilities and equipment, net</td>
<td>$261,759,100</td>
</tr>
<tr>
<td>Other long term assets</td>
<td>$30,870,700</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$546,352,000</strong></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$44,344,300</td>
</tr>
<tr>
<td>Notes and bonds payable</td>
<td>$133,985,600</td>
</tr>
<tr>
<td>Self insurance reserves</td>
<td>$20,738,400</td>
</tr>
<tr>
<td>Accrued pension liabilities</td>
<td>$84,556,200</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>$12,421,800</td>
</tr>
<tr>
<td>Net assets</td>
<td>$250,305,700</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$546,352,000</strong></td>
</tr>
</tbody>
</table>

### Economic Contribution to Our Community

<table>
<thead>
<tr>
<th>Program</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>$9,098,200</td>
</tr>
<tr>
<td>Physician Clinics</td>
<td>$10,550,200</td>
</tr>
<tr>
<td>Transition Center</td>
<td>$554,694</td>
</tr>
<tr>
<td>Home Health Care</td>
<td>$1,334,000</td>
</tr>
<tr>
<td>Diabetes</td>
<td>$1,014,700</td>
</tr>
<tr>
<td>Neuroscience center</td>
<td>$407,100</td>
</tr>
<tr>
<td>Community Outreach</td>
<td>$393,700</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$23,352,600</strong></td>
</tr>
</tbody>
</table>

### Taxes

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal &amp; state income tax</td>
<td>$464,400</td>
</tr>
<tr>
<td>Real estate tax</td>
<td>$658,100</td>
</tr>
<tr>
<td>Sales tax</td>
<td>$118,900</td>
</tr>
<tr>
<td>Other local taxes</td>
<td>$205,700</td>
</tr>
<tr>
<td>Unemployment tax</td>
<td>$310,200</td>
</tr>
<tr>
<td>Indigent care tax</td>
<td></td>
</tr>
<tr>
<td><strong>Total taxes</strong></td>
<td><strong>$1,757,300</strong></td>
</tr>
</tbody>
</table>

### Admissions and Patient days

<table>
<thead>
<tr>
<th>Category</th>
<th>Admissions</th>
<th>Patient days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult and pediatrics</td>
<td>18,617</td>
<td>84,239</td>
</tr>
<tr>
<td>Obstetrics</td>
<td>4,104</td>
<td>12,426</td>
</tr>
<tr>
<td>Neonatal and newborns</td>
<td>3,716</td>
<td>17,511</td>
</tr>
<tr>
<td>Behavioral health</td>
<td>2,040</td>
<td>9,772</td>
</tr>
<tr>
<td>Rehabilitation</td>
<td>851</td>
<td>13,908</td>
</tr>
<tr>
<td><strong>Total admissions</strong></td>
<td><strong>29,328</strong></td>
<td><strong>137,856</strong></td>
</tr>
</tbody>
</table>

### Other Information

- **Surgeries**: 16,555
- **Births**: 3,773
- **Full time equivalent colleagues**: 3,597
- **Physicians on medical staff**: 558
- **Volunteers**: 600
- **Licensed beds**: 772
THE MOST COMPREHENSIVE EMERGENCY AND URGENT CARE SERVICES IN THE REGION. PERIOD.

FROM THE REGION’S ONLY TRAUMA CENTER, TO AN URGENT CARE FACILITY FOR MINOR INJURIES AND ILLNESSES, AND A NEW FREESTANDING EMERGENCY CENTER DESIGNED TO TREAT EVERYTHING IN BETWEEN, NO WHERE ELSE IN THE REGION WILL YOU FIND A MORE COMPREHENSIVE EMERGENCY SYSTEM TO MEET YOUR NEEDS.

Bixler Trauma and Emergency Center
- Most advanced care available for heart attack, stroke and trauma
- All board-certified emergency medicine physicians
- Highest chest pain accreditation in the region

OPEN 24 HOURS A DAY, 7 DAYS A WEEK
1300 Miccosukee Road

Emergency Center – Northeast
- All board-certified emergency medicine physicians
- Special training in emergency care for children and seniors
- Comfort features include: iPad bar, light dimmers, deluxe padded beds

OPEN 24 HOURS A DAY, 7 DAYS A WEEK
1260 Metropolitan Boulevard

Urgent Care Center
- Excellent option for minor illnesses and injuries
- Extended week day and weekend hours
- Wait from the comfort of home with InQuicker

OPEN 10 AM - 10 PM, 7 DAYS A WEEK
1541 Medical Drive

Tallahassee Memorial HealthCare
1300 Miccosukee Road
Tallahassee, FL 32308