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The 2013 Annual Report is produced by the Tallahassee Memorial Public Relations Department
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LEADERSHIP TEAM

Mark O’Bryant
President & Chief Executive Officer

Laurie L. Dozier, III
Chair, Board of Directors

James S. Killius, MD
Chair, Medical Staff Executive Committee
Charting the Course to Community Health

“WOULD YOU TELL ME, PLEASE, WHICH WAY I OUGHT TO GO FROM HERE?” ASKED ALICE.

“THAT DEPENDS A GOOD DEAL ON WHERE YOU WANT TO GET TO,” SAID THE CAT.

“I DON’T MUCH CARE WHERE —” SAID ALICE.

“THEN IT DOESN’T MATTER WHICH WAY YOU GO,” SAID THE CAT.

This passage from the book Alice’s Adventures in Wonderland is an example we use often to illustrate the critical value of planning. The moral of the interaction between Alice and the Cat is that without a plan, you are apt to meander left and right, back and forth, and unlikely to arrive at any place of great consequence. However, if you have a clear plan and the resolve to follow it, your chances of achieving success are significantly enhanced.

For the last decade we have effectively followed two five-year strategic plans. During this past year we worked with our community to develop a third five-year roadmap. Each of these plans has emphasized the importance of increasing the quality of care we provide to our patients. The plans have also directed Tallahassee Memorial to be a sound fiscal steward with a focus on developing the ability to reinvest in a quality workforce, first-class facilities and advanced technologies.

We are pleased to report that our journey down both roads has been successful. While our work on quality has received national recognition for its steep rate of improvement, we also recognize that it is neverending.

This past year we’ve been fortunate to bring key cutting-edge, academic level services to TMH that distinguish our medical community from most. We are also involved in a number of new and upgraded facilities that will begin to go online in the coming months, including our new freestanding emergency center in northeast Tallahassee. In addition, we have recently announced a major new addition to address the region’s future need for more and larger operating rooms and intensive care units.

As the area’s not-for-profit, regional safety-net hospital, Tallahassee Memorial plays a central role in the quality of life of our community.

Chances are one of our 4,332 colleagues and 489 physicians are part of your family or close circle of friends. We are proud to let you know that our TMH Board, physicians and colleagues have collectively and diligently worked to arrive at the milestones set out by our two prior strategic plans. And the results put us on a strong platform to move our new plan ahead.

But, you should know that as we have worked to meet these strategic goals, we realize that they are more than simply words on paper. Instead, they represent the commitment we have made to transform care, advance health and improve the lives of those whom we have been given the privilege to serve.

It is the roadmap we planned, followed and will look to as we press forward.
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.

Here the Board poses in one of Tallahassee Memorial’s most significant investments of the year, a leading edge neurovascular suite where patients can receive minimally invasive intervention for acute strokes and treatment for intracranial aneurysms and arteriovenous malformations.
From left to right

FRONT ROW: Avery D. McKnight, Esq., Alma Littles, MD, Tish Bevis, Harold A. Brock, Jr., and David L. Saint, MD.

SECOND ROW: Erin Ennis, Laurie L. Dozier III, Gary Winchester, MD, Albert Lee, MD, James Killius, MD, Christopher Rumana, MD, Martha Barnett, Esq., Richard A. Moore, Randy Guemple, Mark O’Bryant, Steve Evans, Glenda Thornton, Esq., Susie Busch-Transou, Joseph L. Camps, Jr., MD, and Frank E. Gredler, MD.
Investing in Community Health

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. DURING FISCAL YEAR 2012, TMH CONTRIBUTED $14,401,176 IN SUBSIDIZED HEALTH SERVICES IN OUR SERVICE AREA, WHICH SPANS 17 COUNTIES IN NORTH FLORIDA AND SOUTH GEORGIA.

This figure can be traced to Tallahassee Memorial’s many centers and clinics that operate at a net loss each year in order to provide needed care in the region. In addition, Tallahassee Memorial gives back to the community through organizing and participating in free health fairs and screenings and annually investing millions in the clinical education of healthcare professionals.

Providing Subsidized Care

For thousands of patients in the Big Bend, needed health services would be out of reach without the care Tallahassee Memorial centers and clinics provide at a financial loss. In some instances, negative margin care is provided due to a defined medical need in the community. In other cases, it ensures care for those who live at 150 percent of the federal poverty level, as well as those who are uninsured or underinsured for which the hospital does not receive payment. At TMH, most of these negative margin services are provided through the Diabetes Center, the Neuroscience Center, the Transition Center, the Emergency Center and rural clinics throughout the Big Bend.

The Diabetes Center was established at the direction of local endocrinologists and helps pediatric and adult patients learn to manage their diabetes 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. About a third of Diabetes Center patients do not have insurance that covers diabetes education. Subsidized care allows these patients to better manage their condition and avoid complications.

Patients with injuries and conditions affecting the brain and nervous system find a variety of support services in the Neuroscience Center. A clearinghouse of information, the center is home to a neuroscience library and provides patient education and support, conducts clinics on epilepsy, balance disorders and headaches, and is also a center for research, bringing new information to light though clinical trials involving state-of-the-art procedures and cutting-edge medicine. The center also assesses patients for dementia illnesses and neuromuscular and neuropsychological conditions, provides treatment and rehabilitation, and coordinates support groups.
One branch of the Neuroscience Center, the Memory Disorder Clinic, is a partnership of TMH, the Alzheimer Resource Center, and researchers from Florida State University. The Memory Disorder Clinic offers free public screenings for people concerned about memory loss. The public also can learn how to improve their memories by using simple strategies explained at the screenings. The Memory Disorder Clinic offers a quarterly training course for caregivers called “Alzheimer’s 101.” Other programs include a monthly support group for caregivers, Silver Alert presentations, ADI training, and community presentations on memory loss and Alzheimer’s disease.

Another branch of the Neuroscience Center, the Parkinson’s Center, provides diagnostic and consultative services and high-quality care to patients with Parkinson’s disease. The center offers education and support through classes, caregiver training, counseling and ongoing support groups.

In February 2011, Tallahassee Memorial opened the Transition Center, an innovative facility that provides follow-up care to patients who may be at high risk for readmission after leaving the hospital. These patients may be at risk because they lack a primary care doctor, lack insurance or are unable to see their doctor as quickly as needed.Regardless of the circumstances, the Transition Center acts as a safety net, helping patients avoid a second hospital stay by filling prescriptions, arranging physical therapy and other rehabilitation services, conducting lab work, or connecting patients with case management or social work services.

One of only a handful of transitional care facilities in the country, in its first year alone, the Transition Center treated more than 600 patients and reduced emergency room visits and hospital readmissions for the high-risk population by an astounding 61 percent.

Tallahassee Memorial’s rural clinics also operate at an annual net loss to improve healthcare access throughout the Big Bend. Family Medicine practices in Gadsden, Jefferson, Taylor, Wakulla, and Calhoun counties ensure patients in Tallahassee’s surrounding rural communities are able to get the care they need close to home, whether they are managing a chronic condition such as diabetes or simply need a routine checkup.

To meet an unaddressed need for cardiac care in the rural community, Tallahassee Memorial also established TMH Physician Partners – Marianna Cardiology Specialists in 2011. By providing convenient, accessible care in these outlying areas, TMH aims to help patients maintain their health and avoid hospitalizations and Emergency Room visits.
While a great deal of the subsidized care TMH provides is preventative in nature, Tallahassee Memorial is also prepared to provide emergency and trauma care to patients in our region, regardless of their ability to pay. While the Bixler Emergency Center has always experienced an operating loss, this loss increased when TMH expanded services and became a Designated Level II Trauma Center in 2009. Providing trauma services in the area has met a need identified by the University of South Florida during an assessment of the state’s trauma system for the Florida Legislature. The 2005 report found that counties without trauma centers had higher mortality rates, and some of the highest mortality rates in the state were in counties served by TMH. Offering this care in the region is a lifesaving investment. Tallahassee Memorial’s trauma service area includes Calhoun, Franklin, Gadsden, Jackson, Jefferson, Leon, Liberty, Madison, Taylor and Wakulla counties.

Participation in Health Fairs and Screenings

Community health fairs offer Tallahassee Memorial an opportunity to engage with the public and provide helpful information on topics as diverse as diabetes management, compression garments, nutrition, mental health, and breastfeeding. In many cases, these events are also a way to offer members of the community insight into their health status through screenings for common conditions such as depression, high cholesterol, and heart risk.

Well represented at local health fairs throughout the year, Tallahassee Memorial also organizes the annual TMH Baby & Family Fair. Attracting more than 500 families in 2013, this community outreach event highlights TMH services available to the community and provides health resources for all ages and entertainment for children.

Educating Future Healthcare Providers

Tallahassee Memorial actively supports the education of future nurses, pharmacists and physicians through residency programs and affiliations with many local academic institutions. In recent years, the growing presence of students across the hospital campus has clearly illustrated Tallahassee Memorial’s ongoing commitment to medical education.

One of TMH’s most significant contributions to the education of healthcare professionals over the years has been the Tallahassee Memorial Family Medicine Residency Program, which trains physicians who have graduated from medical school in the specialty of Family Medicine. The Family Medicine Residency Program has produced 320 graduates since its inception in 1973. Of those, 135 have chosen to practice in the area, helping ensure access to primary healthcare for residents of the Big Bend.

Just down the street from the building that houses this longstanding program is the recently constructed Ghazvini Center for Healthcare Education, which has ushered hundreds
of Tallahassee Community College students onto the hospital campus since opening in 2011. The new facility was built on land TMH granted to Tallahassee Community College as part of its plan to develop a Health Education Partnership Campus on a portion of undeveloped property behind the hospital.

The 85,000-square-foot, three-story educational center includes six classrooms, 13 laboratories, a multipurpose library and learning commons, six simulation centers, plus additional space for expansion and a 296-seat auditorium. The center is expected to be home to as many as 900 students within the next four years.

On the other side of the hospital campus, medical education at TMH also expanded in the fall of 2011 with a second residency program in Internal Medicine. The program was established jointly by Tallahassee Memorial and the Florida State University College of Medicine to help meet the Big Bend’s immediate and projected need for primary care. The program currently has sixteen residents and will ultimately build to a complement of 24 residents.

In addition to these initiatives, Tallahassee Memorial supports clinical education by providing training for Florida State University College of Medicine students and Florida A&M pharmacy students, and offering hands-on experience for nurses from many different nursing schools throughout North Florida and South Georgia. The colleagues of TMH also serve as mentors and educators to hundreds of college and high school students majoring or considering careers in healthcare. TMH currently has 70 affiliation agreements with high schools, universities and vocational schools throughout our region.
New Strategic Plan Guides Organization

As the landscape of the healthcare industry continues to change, Tallahassee Memorial has recently developed a new mission, vision and strategic plan designed to guide us in leading our community to better health. This new plan has refined the driving focus of our organization and is centered on promoting lifestyles that foster health and wellbeing, creating and strengthening a lasting partnership with our physicians, and looking inwardly at our organization to build an environment that will better serve our patients.

**POPULATION HEALTH MANAGEMENT AND CARE COORDINATION**

TMH, with leadership from its medical staff, will evolve its regional care delivery model to engage populations in preventive and health management while providing coordinated care across preventive, ambulatory, inpatient and post acute settings.

Our colleagues will partner with others in the community to garner public and private support to empower individuals to manage their long-term health and wellness thus achieving our vision of being the healthiest community in the nation. A system which provides a continuum of care will also allow for the receiving of care in a seamless manner.

**PHYSICIAN ALIGNMENT**

TMH will advance an alignment among the hospital and physicians to foster shared goals, collaboration, and transparent communication to achieve high quality, safety and value of care provided to the patients and communities served.

Our colleagues will provide both TMH Physician Partners and independent physicians a platform for achieving high quality, evidence based, patient-focused services. Our organization will continue to find and recruit highly skilled clinicians to bring new and innovative services to our region.

**REGIONALIZATION**

TMH will lead a network of partners with which it can share and obtain the knowledge, capabilities and resources to further its vision and mission toward population health.

Our system of care is strengthened by expanding our base of knowledge through partnerships and continuing to listen to the needs of our region. Tallahassee Memorial will continue to refine our access to care and expand our reach through technologies like telemedicine and telehealth.

**CULTURAL DEVELOPMENT**

TMH’s culture will be patient-centric in its orientation as well as collaborative and quality-driven in its operations, thus yielding best practice for improving all components of the Triple Aim. Our culture will attract and retain physicians and colleagues motivated to provide the best possible care for our patients and families.

Improving the patient experience is achieved with effective coordination of care, cross-role collaboration, and a reduction of bottlenecks in the system. Management will continually communicate the ideal future state to which TMH aspires through the use of transformational leadership.
This will involve many components, from continuing to bring leading-edge technologies to the Big Bend to developing an infrastructure designed to serve us for the decades ahead. We will also be examining our culture and raising it to higher levels as we center our energies around our patients and their families. The plan will center on seven focus areas: Population Health Management and Care Coordination, Physician Alignment, Regionalization, Cultural Development, Technology Enablement, Academic Medical Center Development, Operational Efficiency and Financial Performance.

TECHNOLOGY ENABLEMENT

TMH will have leading clinical and information technologies that advance care and serve as a differentiator in the region. Our colleagues will create information technology to position TMH to exceed national standards of clinical, operational, financial, and patient experience outcomes. The information platform must be flexible enough to adapt to quickly changing industry standards and needs. The newest technologies will also provide the most advanced care for our population.

ACADEMIC MEDICAL CENTER DEVELOPMENT

TMH will continue to evolve toward becoming an Academic Medical Center. Knowledge and research are the cornerstone to medical advancement. Tallahassee Memorial will strengthen its partnerships with academic institutions and recruit physician sub-specialists to mentor medical students and residents.

OPERATIONAL EFFICIENCY AND FINANCIAL PERFORMANCE

TMH and its affiliates will operate as an integrated system, with an emphasis on building its financial strength, capital capacity, and transformational leadership capability. Our patient-centered focus will dictate our decisions to improve overall service, physical plant changes and, ultimately, patient satisfaction. We will maintain our national leadership position on operational efficiency, supply chain management and optimal staffing.

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

OUR NEW MISSION
TRANSFORMING CARE.
ADVANCING HEALTH.
IMPROVING LIVES.
ONE HEALING PLACE
Provides All Outpatient Cancer Care

CANCER CENTER EXPANDS WITH NEW SERVICES, STAFF AND AFFILIATION WITH UF HEALTH

When Tallahassee Memorial broke ground on the Cancer Center in 2009, the future site was dubbed One Healing Place even before a street had been paved or a shovelful of dirt had been turned. The proposed address reflected the vision for what the new facility would become—not just a building with the latest cancer-fighting technology, but a center that would bring Tallahassee Memorial’s cancer services under one roof, allowing patients to receive all outpatient care in a single location.

Since its opening, the Cancer Center has steadily progressed toward this goal. First offering radiation therapy treatments on the ground floor, the Cancer Center opened its second story space in July 2012, creating room to provide additional services previously offered across the hospital campus in Tallahassee Memorial’s main building. Now patients can receive not only radiation therapy, but also chemotherapy infusion and hematology treatments in one location. The building also houses an onsite laboratory and designated pharmacy.

“What this means for our community and specifically for patients is that they can come to the Cancer Center for all outpatient cancer care services,” says Matt Sherer, Administrator of the Tallahassee Memorial Cancer Center. “Going to multiple locations can be time consuming, and, when you have a condition like cancer, challenging, as well. This expansion simplifies the journey for patients by centralizing all outpatient cancer services under one roof.”

Centralizing these services also allows the outpatient cancer care team to work in the same space, promoting collaboration among the center’s physicians, nurses, registered dieticians, social workers, patient navigators, and full complement of medical assistants and support staff. Along with the expansions, this care team has grown to include four new hematologist-oncologists who practice alongside Tim A. Broeseker, MD, including Jeannine M. Silberman, MD; Janice Lawson, MD; Amit Jain, MD, MPH; and Iman Imanirad, MD. These specialists treat cancer as well as malignant and benign blood disorders that can develop in conjunction with cancer.

“The addition of new oncologists raises the level of cancer services available in our community and increases access for patients in our region,” explains Matt Sherer.

Another way Tallahassee Memorial is increasing access to care for cancer patients is through an official affiliation with UF Health. The alliance formalizes a longstanding relationship and supports a shared goal to provide cancer patients in the Big Bend with comprehensive, leading-edge care.

“As one of the national leaders in cancer care, UF Health is an ideal partner for expanding our oncology offerings here at TMH,” says Mark O’Bryant, President & CEO.

The affiliation facilitates communication between the medical teams of TMH and UF Health and offers local patients greater access to teleconferencing, clinical trials, and face-to-face consultations with the physicians of UF Health. Along with opening more treatment space and bringing more physicians to the area, the affiliation has helped the Tallahassee Memorial Cancer Center expand to provide more services and enhance care for patients in our community.

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MATT SHERER — Administrator of the Tallahassee Memorial Cancer Center
A view of the Cancer Center’s newly opened second floor space where patients receive chemotherapy infusion and hematology treatments.

The Cancer Center’s Healing Garden provides a place of respite for patients, visitors and staff.

TMH Physician Partners Cancer & Hematology Specialists from left to right: Amit Jain, MD, MPH; Jeannine M. Silberman, MD; Tim A. Broeseker, MD; Iman Imanirad, MD; and Janice Lawson, MD.
Mom Beats Cancer Twice

For much of the time that Sydrena Osborne has been a mom, she has also been engrossed in a fight against breast cancer, and daughter Sydney, now 8, has been by her side through it all.

“She was in preschool when my battle with cancer began, and I decided I couldn’t hide it from her. She was there when I was diagnosed and when I opened my eyes after having a double mastectomy,” says Sydrena.

While many might shy away from talking about cancer, for Sydrena, being open about her condition was crucial, especially in relation to Sydney.

“She knows everything about my treatment; she saw the scars, tubes and reconstruction. I think it’s so important to be open, because she understood what I was experiencing and why I was limited,” Sydrena says.

Initially, the journey to remission led Sydrena through not only a double mastectomy at Tallahassee Memorial, but also chemotherapy. When the cancer returned, appearing in several lymph nodes a year-and-a-half later, Sydrena underwent aggressive radiation treatment at the new Tallahassee Memorial Cancer Center.

“The second time I was diagnosed, I was more afraid, but from my first visit to my last, I felt like everyone at the Cancer Center knew me and my specific situation,” she says.

In fact, Sydrena was so impressed that when a friend’s mom was diagnosed with cancer and unsatisfied with the care she was receiving in her home state of Alaska, Sydrena convinced her to come to TMH.

“The way the physicians work together in Tallahassee makes me think everyone with cancer should get treatment here,” she explains. “I feel 100 percent better and trust that the right decisions were made about my treatment.”

Today both Sydrena and her friend’s mother are in remission. Sydrena will continue to manage her risk of breast cancer with a lifelong medication regimen, but cancer no longer keeps her from doing what matters most in her life, spending time with her daughter.

“It has been a joy to be in remission for the last year,” says Sydrena. “My energy is slowly but surely getting back to normal and allowing me to be a mom without limitations.”

The smiles of breast cancer survivor Sydrena Osborne and daughter Sydney brighten the Cancer Center’s Healing Garden.
Family Unites in Fight Against Cancer

The fight against breast cancer has long been a passionate subject for survivor Claire Harrison and her family.


With the loss of Sharon, Claire's family determined to invest in local cancer care by helping to establish the Sharon Ewing Walker Breast Health Center. Since that time, they have continued to actively support the area's cancer services. Claire's brother, Claude Walker, serves on the THM Foundation Board and the TMH Cancer Center Fund-Raising Steering Committee, and their mother, Maye Walker, leads the volunteer group that cares for the center's healing garden. Last year, their efforts proved to be a source of support not only to the community, but also for one of their own.

After a 10-year remission period, Claire had a mammogram that revealed some suspicious calcifications. Debilitated by a severe ankle injury at the time, she was unable to have a diagnostic mammotome for several months. When the test was performed, she found she was battling cancer again and would need a full mastectomy, chemotherapy, and long-term treatment with medication.

Claire began chemotherapy treatments in Tallahassee Memorial's main hospital building where she had received radiation therapy throughout her first battle with cancer. In mid-July 2012, services expanded at the new Cancer Center, allowing Claire to receive all of her remaining treatments in the new space.

"The new facility is cheerful and offers more privacy during treatments, which puts you in a better state of mind. And the people are the same. Everyone I have come into contact with at the Cancer Center has been fantastic," she says.

After a total of 18 months spent healing from her ankle injury and undergoing complete cancer treatment, Claire was eager to get back to one of her favorite pastimes—horseback riding. "It feels like a million bucks to be horseback riding again," she says.

Having returned to her hobbies and full health, Claire has also inspired another generation in her family to rally in the fight against breast cancer. Learning to ride a racing bike at age 21 so she could compete in the Florida Ironman Triathlon as a tribute to her mom, Claire's daughter, Kate, has raised $7,050 for the Tallahassee Memorial Cancer Center and won a qualifying spot for the 2013 Ironman World Championships in Kona, Hawaii this October.

"When you go through something like this, it really pulls your family together. My family was great and that really is the silver lining," says Claire.
Enhancing Care for Heart Patients

OVER THE PAST YEAR, TALLAHASSEE MEMORIAL HAS MADE NUMEROUS STRIDES IN HEART AND VASCULAR CARE WITH THE INTRODUCTION OF NEW TECHNOLOGIES, PROCEDURES AND PROGRAMS.

In many cases, these new services bring hope to heart patients who would have had no other treatment options.

One such advancement, transcatheter aortic valve replacement (TAVR), introduced at TMH in October 2012, offers a treatment possibility to aortic stenosis patients who would be ineligible or high-risk candidates for open heart surgery. For these patients, TAVR is a welcome, and often solitary, alternative to lifelong symptom management through medication. TMH was the first non-teaching hospital in Florida to successfully perform this leading edge, minimally invasive procedure.

Several months after introducing TAVR, TMH also became the only heart center in the Florida panhandle to offer the Lariat procedure, a minimally invasive surgery to reduce stroke risk in patients with atrial fibrillation. The most common form of irregular heartbeat, atrial fibrillation places all sufferers at high risk of stroke, but most manage the risk by taking blood thinners. For those who experience complications on these medications, the groundbreaking Lariat procedure offers a way to significantly reduce stroke risk.

Patients with atrial fibrillation and other types of arrhythmias are also benefitting from a new electrophysiology lab, which opened at TMH in August 2012. The lab is equipped with advanced x-ray, 3-D mapping and recording technology that allows physicians to more easily diagnose and treat arrhythmias, helping to decrease patients’ risk factors for stroke, additional heart rhythm problems and heart failure.

As heart patients recover from cardiac events and procedures, or learn to manage a newly diagnosed heart condition, they can now turn to the Tallahassee Memorial Cardiopulmonary Rehabilitation Program established in January 2013. The program helps participants attain better health and lead more full lives by offering guidance on exercise, diet, stress management and other elements of a healthy lifestyle.

SECURE FROM STROKE RISK with Innovative Heart Procedure

For most people with atrial fibrillation, a condition that causes the heart to beat irregularly, blood thinning medications are vital to stave off the associated risk of stroke. When these medicines are ineffective or create complications, patients are left with few options for treatment.

One such patient, Doris Oberhardt, 76, understands the dilemma all too well. Six months after she started taking the blood thinning medication Coumadin, serious internal bleeding brought Doris to the Tallahassee Memorial Intensive Care Unit where she needed a transfusion of seven units of blood and five units of plasma to reach stable levels. While the bleeding stopped, the source was never determined.

From that point forward, Doris was unable to take Coumadin, leaving her at very high risk of experiencing a stroke. She moved in with her daughter and was left reliant on an oxygen tank, a walker, and regular sessions with a physical therapist, occupational therapist, and a registered nurse who visited her at home.
“When you live with that risk of stroke, it makes you apprehensive all the time. Anytime you feel a pain, or feel a little dizzy, you worry that this could be it,” Doris recalls.

She had resigned herself to this quality of life until one day she received a surprise phone call from interventional cardiologist Wayne Batchelor, MD. Dr. Batchelor had identified Doris as a strong candidate for the Lariat procedure, an innovative, minimally invasive operation that reduces the risk of stroke in atrial fibrillation patients who cannot take blood thinners. After meeting with Dr. Batchelor and fellow cardiologist Farhat Khairallah, MD, to learn more about the Lariat technique, Doris became the first to undergo the procedure at TMH.

“I was a little anxious but excited,” she says. “I could see that if it worked, it would dramatically improve my quality of life—and it did.”

Within four days of the procedure, Doris had returned home and was back to her normal activities. With renewed energy and freedom from the threat of stroke, Doris was able to quit using her oxygen tank and walker and discontinue her routine appointments with the nurse and therapists.

Today, she is able to work part-time and live independently in her own home. She also has not had a single episode of atrial fibrillation since the surgery—a phenomenon many physicians have noted in their Lariat patients, leading to further research into the procedure as a possible solution to the overall condition. Whether the procedure has resolved her atrial fibrillation or not, for Doris, it has been a game changer.

“I live as normally as possible, and I feel great,” she says.
93 CANDLES
Thanks to New Heart Procedure

AT 92 YEARS OLD, JOE MILLS HAD SURVIVED A KAMIKAZE ATTACK IN WORLD WAR II BUT WAS AT RISK OF LOSING HIS LIFE TO SEVERE AORTIC STENOSIS.

The condition, which causes the aortic valve to narrow, obstructing blood flow through the body leads sufferers to feel weak and short of breath and can lead to cardiac arrest or heart failure.

Considered too high-risk for a traditional operation, Joe was turned down for open heart surgery by multiple physicians before being identified as a candidate for a new minimally invasive procedure, transcather aortic valve replacement (TAVR). As only a small incision is needed with the TAVR procedure, it is generally much easier on the body than traditional surgeries, while offering the same benefits.

While still waiting to hear if his insurance would approve the operation at a hospital nearly 300 miles away, Joe learned that TAVR had been introduced right here at Tallahassee Memorial. Without hesitation, he became the second person to undergo the procedure at TMH.

“It was an operation that came at the opportune time. My heart wasn’t as strong as it should be and the procedure allowed me to continue with my life. Who knows where I would be without it...” says Joe.

Currently, TMH is the only hospital between Gainesville and New Orleans providing this procedure. Addressing this need for our region was a collective effort of cardiothoracic surgeons, interventional cardiologists, cardiac anesthesiologists, allied healthcare professionals, and the administration of Tallahassee Memorial. For patients like Joe, the chances of surviving aortic stenosis are approximately 50 percent without treatment, so this procedure offers patients not only better quality of life but also a greater chance of survival.

“The operation was performed with no difficulties, and I’ve held my own since then,” says Joe who is now able to carry on all his usual activities from working in the yard to singing in his church choir.

He is also enjoying time with his family, which has grown even since the operation with a new great granddaughter born in November and two more great grandchildren on the way.

“Right now, I don’t see any limitations,” says Joe. “I’m planning to hang on until at least 100. I’ve got too many things to do.”

“We had about three birthday parties for him this year,” says wife Christine. “He really lived it up.”
JOE MILLS, one of the region’s first patients to beat aortic stenosis with an innovative heart procedure.
NEW PROGRAM EASES RECOVERY for Heart Attack and Stroke Victims

WHILE MANY PEOPLE RESOLVE TO IMPROVE THEIR HEALTH AT THE START OF THE YEAR, A SUDDEN CRISIS ENSURED PAUL BADEAU FOLLOWED THROUGH ON THE GOAL.

Having experienced some mild chest tightness during the holidays, he called a primary care physician on January 2 to schedule his first routine physical in about 13 years. That afternoon, severe chest pain led Paul to the Bixler Emergency Room where he quickly fell into cardiac arrest, collapsing in pain at the foot of the triage station.

Treated with a therapeutic electrical shock to the heart, he spent three days in the hospital.

“To be 42 and having a heart attack—it changes your life,” says Paul. “When you are shocked at 300 joules, you decide to make some changes.”

Although he had never had serious health problems in the past, Paul also had not been particularly health conscious, shirking exercise and selecting foods that scored points for taste rather than nutrition. Despite his resolve to lead a healthier lifestyle, his back-to-back medical emergencies had left him worried and unsure what to do next.

“The heart attack was a total shock to me, and I was terrified to do anything that might be too much for my heart,” he says.

Fortunately, Paul found guidance and support through Tallahassee Memorial’s newly established Cardiopulmonary Rehabilitation Program. The expertise and presence of the staff gave him a needed sense of safety and reassurance as he began changing his eating habits and diving into a new exercise regimen.

The program helps participants focus on exercise, lipid management through diet, weight loss, stress management and relaxation techniques, smoking cessation, medication compliance, diabetes compliance, and managing depression and anxiety.

“This is not just exercise,” says Mark Lui, MS, Director of Cardiopulmonary Rehabilitation. “Our participants tend to have a number of comorbidities, so we pull together a host of resources and professionals that can help them improve their health and lifestyles on all levels.”

The program consists of physicians, nurses, exercise physiologists, respiratory therapists, dietitians, and wellness coaches, and works collaboratively with the Tallahassee Memorial Lipid Center, Diabetes Center, Bariatric Center, Behavioral Health Center, and the Cancer Center’s smoking cessation programs.

“It’s a great program that is well-run and topnotch. I wouldn’t be where I am today if it hadn’t been available,” says Paul.

Having lost 30 pounds since he began his new routine, Paul continues to stay active and maintain a healthy diet. He has finished his training with the Cardiopulmonary Rehabilitation Program but works out at Premier Health & Fitness Center several times a week and also stays fit by running and golfing.

“"It’s a great program that is well-run and topnotch. I wouldn’t be where I am today if it hadn’t been available.”

PAUL BADEAU — Golf Enthusiast and Heart Attack Survivor
After surviving a heart attack, 
PAUL BADEAU is back 
on course with the help of 
Tallahassee Memorial's 
new Cardiopulmonary 
Rehabilitation Program.
TMH BRINGS REVOLUTIONARY Neurovascular Services to the Big Bend

During the last year, Tallahassee Memorial has made a number of significant advances to meet the need for complex neurovascular services in our region. Patients in our community can now receive treatment for a wider range of neurovascular conditions and can benefit from leading-edge procedures that allow brain surgery to be performed through an incision to the groin rather than an opening in the skull.

“TMH is undergoing rapid expansion in neurovascular surgery and neurovascular services and that is my area of expertise, so this was a great time to come on board and help that field grow,” says neurovascular surgeon Matthew Lawson, MD, who joined both the TMH team and Tallahassee Neurological Clinic/Neurosurgery in September 2012.

With the opening of a brand new neurovascular suite and Neurological Intermediate Care Unit, as well as the addition of Dr. Lawson, TMH became the first and only center in the area to provide endovascular intervention for acute stroke and offer treatment for intracranial aneurysms and arteriovenous malformations (AVM). Previously, patients in the region who presented with AVM or other cerebrovascular emergencies required transport to Jacksonville, Gainesville, or Tampa. Often these patients were life-flighted out of the area and required extended hospital stays away from home.

“Expanding these offerings at TMH is helping to address a significant need for complex neurovascular services, locally as well as regionally. With these advancements, patients with time-critical neurovascular conditions can receive more immediate care, closer to home,” states Judy Greenwald, Administrator, Tallahassee Memorial Orthopedic and Neurological Services.

Since the neurovascular lab opened, 156 patients have received neurovascular care in the new space. Tallahassee Memorial and Tallahassee Neurological Clinic/Neurosurgery will welcome a second neurovascular surgeon, Adam Oliver, MD, in July 2013 with a goal of opening the region’s only comprehensive stroke center and providing rapid, around-the-clock coverage for stroke patients.

“TMH is undergoing rapid expansion in neurovascular surgery and neurovascular services and that is my area of expertise, so this was a great time to come on board and help that field grow.

MATTHEW LAWSON, MD — Neurovascular Surgeon at Tallahassee Memorial HealthCare
With the addition of neurovascular surgeon Matthew Lawson, MD, and the opening of a state-of-the-art neurovascular suite, TMH is equipped to provide leading-edge, minimally invasive treatments for stroke, aneurysms and arteriovenous malformations.
Until last year, Doug had rarely been to the hospital but was a familiar face at Tallahassee Memorial’s Premier Health & Fitness Center, where he had been a member for 16 years. Despite an active lifestyle and excellent health, he suffered a stroke one day after his routine workout, suddenly collapsing beside an elliptical machine.

Len Harvey, Director of Premier Health & Fitness Center rushed to his side, and staff members immediately contacted emergency services.

“I am very fortunate I was at Premier, surrounded by people who are trained to recognize when someone is in distress,” says Doug.

First directed to the Bixler Emergency Center, when medications to break up the clot were ineffective, Doug was immediately transferred to Tallahassee Memorial’s brand new neurovascular suite for a state of the art procedure.

“Time is critical for stroke patients, which is why bringing advanced neurovascular treatments to the region was such an important undertaking for Tallahassee Memorial,” says endovascular neurosurgeon, Matthew Lawson, MD. “With care immediately available in our community, stroke patients can get the care they need quickly, which is key to better outcomes long term.”

Doug was the first in the region to undergo a thrombectomy to treat stroke. The minimally invasive procedure allows for the removal of blood clots in the brain without an incision to the skull.

Following his procedure and two weeks in rehabilitation, Doug was eager to return to the gym. “I am convinced there is no way I would have recovered as well if I hadn’t been in as good of health before the stroke. As soon as I finished with rehab, I wanted to be back at Premier,” he says.

Doug quickly discovered he was not quite ready for this step but found support through another new offering at Tallahassee Memorial, the Cardiopulmonary Rehabilitation Center. Here, Doug spent three-and-half months working out under the guidance of expert trainers. Today, he is back at Premier Health & Fitness Center, working out on a regular basis. He has regained almost full muscle strength and control, returned to work, and is looking forward to vacationing with his grandchildren.

“I am so thankful Dr. Lawson was here, and the technology and programs were available so my treatment could take place. I cannot say enough about all the resources at TMH,” Doug says.
DOUG WRIGHT survived a stroke thanks to timely developments in the region’s neurovascular services.
EXPANDING EMERGENCY CARE with New Freestanding Center

THIS YEAR, TALLAHASSEE MEMORIAL BROKE GROUND ON A NEW, FREESTANDING EMERGENCY CENTER SPECIFICALLY DESIGNED TO MEET THE INCREASING NEEDS OF OUR GROWING BIG BEND COMMUNITY.

Projected to open in August 2013, the Tallahassee Memorial Emergency Center-Northeast will provide the region with more convenient access to emergency care, faster service, and special features for pediatric and geriatric patients and their families. The center will hinge on hospitality and will offer a number of comfortable amenities for patients and visitors.

“At TMH, we are excited about the expansion of our emergency services to include an off-campus, freestanding facility that focuses on delivering high quality, patient centered service. The Tallahassee Memorial Emergency Center - Northeast will set a new standard of care for geriatric and pediatric patients in our community,” says Mark O’Bryant, Tallahassee Memorial HealthCare President & CEO.

With separate entrances and lobby areas for children and adults, patients will experience customized care from the moment they step through the doors of the new facility. In the children’s area, an iPad bar preloaded with kid-friendly games and programs will keep pediatric patients and their siblings entertained during their visit. A designated sick kids room will provide space for children who have contagious conditions or would prefer to be in a quiet environment.

Many features that will enhance care for patients of all ages will be especially beneficial for geriatric patients. The building has been designed to be easy to navigate, and has low glare flooring throughout. The center’s technologically advanced beds and stretchers will have comfortable, thickly padded mattresses and built-in scales allowing patients to be weighed without getting up.

Color coded uniforms will identify members of the staff, and frosted glass doors throughout the building will ensure patient privacy and promote a sterile environment. To expedite care, the Emergency Center-Northeast will also offer four vertical treatment spaces for patients who have mild emergencies and can sit up during their entire visit.

The new emergency center will be located just south of the Thomasville Road and I-10 interchange on Metropolitan Boulevard.

“At TMH, we are excited about the expansion of our emergency services to include an off-campus, freestanding facility that focuses on delivering high quality, patient centered service. The Tallahassee Memorial Emergency Center - Northeast will set a new standard of care for geriatric and pediatric patients in our community.

MARK O’BRYANT — President & CEO Tallahassee Memorial HealthCare
Construction of the Emergency Center-Northeast began in May 2012 and the facility is scheduled to open in August 2013.
Preparing a New Generation of Nurses

Between the 1960s and 1980s, thousands of baby boomers proudly entered the field of nursing. Today, nearly a third of the nursing workforce is 50 or older, and more than half intend to retire in the next 10 years, according to a Nursing Management Aging Workforce Survey by the Bernard Hodes Group. With retirement pending for the majority of baby boomers and young professionals drawn to a wide array of career opportunities, our nation is facing a critical shortage of nurses.

Across the country, many hospitals are addressing this issue by establishing comprehensive, 12-month nurse residency programs to support new nurses as they begin their careers. The programs attract more applicants to nursing positions, provide needed support to beginning nurses, and strengthen the channel of communication between new and experienced nurses while there is still a fairly even balance of both groups in the field.

Tallahassee Memorial established such a program this year, accepting an inaugural class of 36 nurses in early February. The program supplements the hospital’s traditional orientation programs with a one-year series of learning experiences, work in small groups, and career planning under the guidance of an experienced nurse.

“The residency program addresses the unique needs of new graduates as they transition into their first position as a professional nurse in an acute care hospital setting. The program will improve their critical thinking skills, advancing their confidence and competence as leaders at the patient’s bedside, where they provide safe, excellent nursing care,” said Kathy Mason, Ed.D., RN, Clinical Educator and Coordinator of the Nurse Residency Program.

“The goal behind the program is to create a more supportive environment for our new graduates to grow and learn. As a teaching hospital, this program is really special for us. It gives us an edge in recruiting top talent, because entering a residency program is a definite preference of the top candidates in the market. This in turn helps the hospital hire and retain a strong nursing workforce,” echoed Justin Sharpe, Tallahassee Memorial RN Recruiter.

Moving forward, all new nurse graduates hired by TMH will be enrolled in the Nurse Residency Program. TMH will admit three classes per year with orientations in February, June and September.

The residency program follows the model of the University HealthSystem Consortium (UHC), which is well-researched and has proven successful in both retaining nurses and helping them to advance their practice. The 94th to be sanctioned by the UHC, the nurse residency program at TMH is one of only two in the state of Florida.

“I sought out a nurse residency program because I feel they are more supportive of new graduates. The program at Tallahassee Memorial has offered help and guidance, seminars on high-stress situations and opportunities to talk with other nurses experiencing similar situations and feelings.”

FRANCES EARLY, RN — Tallahassee Memorial HealthCare
The Tallahassee Memorial Nurse Residency Program’s inaugural class.
NEW ASSESSMENT TOOL
Improves Care for Alcohol Withdrawal

Recently, the desire to provide better care to Tallahassee Memorial patients experiencing alcohol withdrawal united colleagues and physicians across the entire hospital in implementing a new tool for assessment and treatment. Based on decades of research and considered the gold standard in alcohol withdrawal care worldwide, the Critical Institute for Withdrawal Assessment for Alcohol Revised (CIWA-Ar) helps providers identify the level of alcohol withdrawal a patient is experiencing and provides specific guidelines for providing safe and effective treatment.

“In cases of alcohol withdrawal, determining the dose of medication to administer is an art. By using a scientifically proven scale like CIWA-Ar, you have more consistent results,” says Peter Debelius-Enemark, MD, one of the hospital’s torchbearers for initiating the CIWA-Ar implementation.

After seeing the value of implementing CIWA-Ar at the Tallahassee Memorial Behavioral Health Center, Dr. Debelius and Kelly Sunshine, RN, set out to bring the assessment tool to the main hospital. The system was presented to the hospital’s primary care physicians, piloted on the Intermediate Care Unit, and finally introduced on every floor.

“Before we began using CIWA-Ar, we had no universal, standardized approach to patients experiencing alcohol withdrawal. We did not have a formal tool to evaluate or educate our physicians and nurses on what to look for,” recalls Federica Falomo, RN, another leader in jumpstarting CIWA-Ar at TMH.

This was a significant need, considering the frequency of alcohol-related hospital visits and medical complications. Nationally, an estimated 40 percent of patient admissions to a trauma center are either directly or indirectly related to alcohol consumption.

Nationally, an estimated 40 percent of patient admissions to a trauma center are either directly or indirectly related to alcohol consumption.

Alternatively, some patients admitted for elective procedures who are unaware of the seriousness of their addiction may experience withdrawal postoperatively. This can lead to prolonged hospitalization, greater incidence of complications and difficulties healing.

“Oftentimes, people who have substance abuse issues have a skewed perspective. They are out of touch with the reality of how much they are consuming. There is also a popular misconception that you can ‘power through’ detox,” says Federica.

In truth, alcohol withdrawal can cause delirium, hallucinations, tremors, mood changes, mental confusion, severe seizures and a storm of hormones and neuroreceptors that sends the body into an upheaval. According to the Archives of Internal Medicine, complicated alcohol withdrawals had a 15 percent mortality rate before modern treatments.

“Certainly, the primary benefit of using CIWA-Ar is fewer complicated withdrawals,” says Dr. Debelius. “The CIWA order set empowers the care team and gives the nurse the authority to take action and use clear, evidence-based steps to appropriately treat the patient.”

With the CIWA-Ar order set as a hospital-wide standard, care is more immediate, more consistent and more beneficial for patients experiencing any level of alcohol withdrawal. The order set has the added benefit of encouraging providers to deepen their awareness of and empathy for patients experiencing alcohol withdrawal.

“As medical professionals, it is important for us to recognize the alcoholic patient as being afflicted with a condition instead of guilty of an offense. When you are in the business of helping people, you have to have the right attitude,” says Federica.

The implementation of CIWA-Ar was a collaborative effort of Tallahassee Memorial physicians, nurses, hospital administration, and colleagues in pharmacy, nursing administration, nursing education and information technology.
A nurse in the Intermediate Care Unit, KIKA FALOMA, RN, helped lead the hospital-wide implementation of a scientifically proven approach to patients experiencing alcohol withdrawal.
Measuring the Quality of Patient Care

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 Florida average in many measures of quality. These measures indicate that TMH is following best practices to prevent readmissions, complications and deaths.

**Rate of Readmission for Heart Attack Patients**

17.4% (TMH) vs. 19.7% (National Average)

**Death Rate for Heart Attack Patients**

14.7% (TMH) vs. 15.5% (National Average)

**Rate of Readmission for Heart Failure Patients**

11.5% (TMH) vs. 11.6% (National Average)

**Death Rate for Heart Failure Patients**

16.5% (TMH) vs. 18.5% (National Average)

**Rate of Readmission for Pneumonia Patients**

10.6% (TMH) vs. 12% (National Average)

**Death Rate for Pneumonia Patients**

10.6% (TMH) vs. 12% (National Average)

TMH scores better than national average

Tallahassee Memorial HealthCare average

US National average
Improving Quality through Cultural Change

A cultural change project has launched at TMH with the goal of improving the patient experience, including the flow of patients from admission to discharge. The project is expected to play an integral role in shaping the hospital’s culture over the next two to three years. A team of TMH colleagues are working with a consulting anthropologist to take the lead on this important dimension of the Tallahassee Memorial strategic plan.

Those working as part of the core team include TMH colleagues Regina Campbell, Marilyn Morales, Amy Stenberg, Hannah Stone, Kate Sumsion, and Rosemary Younger, as well as Elizabeth Briody, Ph.D., TMH’s consulting anthropologist. The executive committee members taking the lead on this important dimension of our strategic plan include sponsors Cindy Blair and Robert Moore.

Many of the team’s recent interviews have focused on colleagues’ views of the patient experience. These interviews have already led to a number of recommendations to reduce patients’ wait times. The interviews have also empowered those most familiar with particular issues to work together toward solutions that will have a significant impact on TMH’s future.
THE CHARITABLE YEAR IN REVIEW

IN 2011-2012, TALLAHASSEE MEMORIAL’S COMMUNITY OF DONORS CONTRIBUTED $9,076,855.83 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 benefit Tallahassee Memorial’s patients, their families and the region’s population at large.

Highlights of Your Gifts in Action – A Signature Donation

The Florida State University officially named and dedicated the Tallahassee Memorial HealthCare Center for Research and Evidence-Based Practice at Florida State University’s College of Nursing. According to FSU President Eric Barron, “The creation of this Center marks the largest direct investment in research infrastructure in the 60-year history of the College of Nursing.”

Left to Right: Dianne Speake, FSU College of Nursing Interim Dean; Marie Cowart, TMH Foundation Trustee, FSU College of Social Sciences and Dean Emerita; Roxanne Hauber, FSU College of Nursing Associate Professor and TMH Nurse Scientist; Barbara Alford, TMH Vice President and Chief Nursing Officer; Eric Barron, FSU President; Paula Fortunas, TMH Foundation President & CEO; Mark O’Bryant, TMH President & CEO.

CONSOLIDATED GIFTS & GRANTS REPORT

Year Ended September 30, 2012

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<tr>
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<td>Operations-Restricted</td>
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| GRAND TOTAL                                 | $9,076,855.83 |

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<th>Gifts &amp; Grants Designations</th>
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<tbody>
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<td>Behavioral Health Center</td>
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<td>Bixler Emergency Center &amp; Trauma Center</td>
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<td>Family Medicine Residency Program</td>
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<td>Heart &amp; Vascular Center</td>
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<td>Orthopedic &amp; NeuroScience Centers</td>
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<td>Women’s &amp; Children’s Services</td>
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<td>Hospital-Wide Services-Deferred</td>
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| GRAND TOTAL                                 | $9,076,855.83 |

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.
Emergency and Urgent Care Visits: 104,832
Radiation Oncology Procedures: 9,177
Laboratory Tests: 1,343,849
Radiological Procedures: 123,582
Cardiovascular Lab Tests: 68,988
## Tallahassee Memorial HealthCare

### FINANCIAL REPORT

#### Balance Sheet as of September 30, 2012

<table>
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<tr>
<th>Asset Category</th>
<th>Amount</th>
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<tr>
<td>Cash and short term investments</td>
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<tr>
<td>Accounts receivable, net</td>
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<td>Inventories</td>
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<td>Prepaid expenses and other assets</td>
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<td>Facilities and equipment, net</td>
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<td>Other long term assets</td>
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<td><strong>Total assets</strong></td>
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<td>Accounts payable and accrued expenses</td>
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<td>Notes and bonds payable</td>
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<td>Accrued pension liabilities</td>
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<td>Net assets</td>
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<td><strong>Total liabilities and net assets</strong></td>
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#### Expense Dollar

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<td>Supplies and other</td>
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<td>Drugs</td>
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<tr>
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<td>Depreciation and interest</td>
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<td>Other expenses</td>
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<td><strong>Total operating costs</strong></td>
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<table>
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<th>Other Costs</th>
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<tbody>
<tr>
<td>Charity &amp; Uncompensated care, at cost</td>
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<td>Bad debt, at cost</td>
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<td>TMH Foundation contributions</td>
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#### Economic Contribution to Our Community

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<td>Education</td>
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<td>Transition Center</td>
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<td>Home Health Care</td>
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<td>Diabetes</td>
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<td>Neuroscience Center</td>
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<td>Community Outreach</td>
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<td><strong>Total</strong></td>
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#### Taxes

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<td>Sales tax</td>
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<td>Other local taxes</td>
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<td>Unemployment tax</td>
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<td>Indigent care tax</td>
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#### Admissions

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<tr>
<th>Department</th>
<th>Number of Admissions</th>
<th>Number of Patient Days</th>
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<tr>
<td>Adult and pediatrics</td>
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<td>84,433</td>
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<tr>
<td>Obstetrics</td>
<td>3,913</td>
<td>11,978</td>
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<tr>
<td>Neonatal and newborns</td>
<td>3,655</td>
<td>16,093</td>
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<tr>
<td>Behavioral health</td>
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<td>10,808</td>
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<td>Rehabilitation</td>
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<td><strong>Total admissions</strong></td>
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<td><strong>137,491</strong></td>
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#### Key Performance Indicators

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<th>Value</th>
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<td>Surgeries</td>
<td>17,119</td>
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<td>Births</td>
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<td>Full time equivalent colleagues</td>
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<td>Physicians on medical staff</td>
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</tr>
<tr>
<td>Volunteers</td>
<td>500</td>
</tr>
<tr>
<td>Licensed beds</td>
<td>772</td>
</tr>
</tbody>
</table>
THE MOST ADVANCED HEART CENTER IN THE REGION PERIOD.

There is a reason why 8 out of 10 heart surgeries in the region are performed at Tallahassee Memorial. From diagnosing and treating complex heart arrhythmias to replacing defective heart valves without opening the chest, no other center provides more treatment options. And more options equal better outcomes for our patients.

Trust your heart to the most advanced heart center in the region.

Tallahassee Memorial Heart & Vascular Center

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