2010 Annual Report

Decade in Review

Tallahassee Memorial HealthCare

TMH Your Hospital for Life
Message to our Community

The past decade will prove to be one of the most monumental in the history of Tallahassee Memorial HealthCare. With this annual report, we look back at our journey to become a recognized world class community health care system, and we look forward to our continuing efforts to achieve this vision.

One of our most important and currently most visible efforts is our campus expansion onto the 84 acres purchased from Goodwood in 1985. If you drive down Surgeons Drive, you will see over 150,000 square feet of innovative and critical health care facilities under construction. This includes the new Tallahassee Memorial Cancer Center, the Red Hills Surgical Center, (a joint venture of TMH and 35 local physicians) and the Ghazvini Health Education Center being built by Tallahassee Community College.

We continue to make progress on our vision to be recognized as a world class community health care system. This, of course, necessitates that we focus on providing the highest level of quality care. A few notable milestones on this journey include the following:

• In 2001, TMH became one of a dozen hospitals across the nation to receive a three-year “Pursuing Perfection” grant from the Institute for Healthcare Improvement and the Robert Wood Johnson Foundation. Through this grant, we began to improve many of our quality of care measures including our overall mortality rates.

• TMH was recognized with the 2006 and the 2007 Thomson Healthcare 100 Top Hospitals® Performance Improvement Leader Awards for improving hospital wide performance, and TMH was recognized as the overall winner of the Thomson Reuters 2009 Healthcare Advantage Award.

• In 2008, TMH was recognized on the national level as an outstanding employer in the health care industry when we were ranked by Modern Healthcare magazine as one of “100 Best Places to Work in Healthcare.”

• In 2009, President Obama mentioned our reduction of mortality rates when he referred to Tallahassee Memorial as “an Island of Excellence” during a nationally televised speech to the American Medical Association.

• The American Psychological Association presented TMH with its 2010 Psychologically Healthy Workplace Award for its comprehensive efforts to promote employee health and well-being while enhancing organizational performance. TMH is the first hospital in the nation, and the first organization in the State of Florida, to receive this recognition.

• TMH participates in the American Nurses Association’s National Database of Nursing Quality Indicators, which is used to benchmark hospitals across the country on nursing quality of care. During the last 10 quarters, TMH has out-performed the national mean in several categories including injuries from patient falls, catheter associated urinary tract infections, and central line associated bloodstream infections. This is a significant step in our efforts to pursue Magnet Recognition®, the highest international designation for nursing quality of care that a hospital can obtain.

All of this progress would not have been possible without the significant contributions made by our TMH colleagues, physicians, volunteers, educational partners, board of directors, and TMH Foundation board of trustees and donors. We thank them for their dedication.

As we move forward into our seventh decade of service, on behalf of the entire TMH family, we pledge to continue aggressively pursuing our vision of recognized world class health care, and we thank you for entrusting us with your care.
TMH Achieves Level II Trauma Center Designation
After two years of pursuing trauma center status, Tallahassee Memorial officially became a Florida designated Level II Trauma Center on July 1, 2009. This means that all trauma alert patients identified by emergency medical providers within our 10-county service area are now routed to Tallahassee Memorial’s Bixler Emergency Center. TMH’s trauma service area includes Calhoun, Franklin, Gadsden, Jackson, Jefferson, Leon, Liberty, Madison, Taylor and Wakulla counties.

President Obama Recognizes TMH in National Speech
In June 2009, during a speech to the American Medical Association, President Obama recognized Tallahassee Memorial for its continuing efforts to reduce mortality. He noted the effectiveness of the hospital’s rapid response teams and multidisciplinary rounds, and referred to TMH, along with Cincinnati Children’s Hospital, the Geisinger Health System and the Intermountain Health System as, “Islands of Excellence that we need to make the standard in our health care system”.

Innovative Cooling Technology Treats Heart Attack Patients
In the fall of 2009, Tallahassee Memorial began offering a cooling treatment that helps increase survival rates and improve long-term outcomes for certain cardiac arrest patients. The treatment, known as therapeutic hypothermia, involves lowering the patient’s body temperature in order to slow down metabolism and therefore slow down the injury and brain damage that can occur following cardiac arrest. Patients are sedated during the entire process, so they are unaware of the changes in their body temperatures. The treatment is most appropriate for resuscitated patients who arrive at the Emergency Center within 60 minutes of cardiac arrest.

TMH Receives Consumer Choice Award for Fifth Consecutive Year
TMH was named a recipient of the National Research Corporation’s 2009/10 Consumer Choice Award, making it the fifth year in a row that we have received this distinction. The Consumer Choice Award identifies hospitals that health care consumers have chosen as having the highest quality and image in over 250 markets throughout the United States.

Premier Health & Fitness Center opens featuring 55,000 square feet of amenities including free weights, circuit training, fitness classes, two heated pools, an indoor track, racquetball courts and a full size basketball court.

A Hospitalists Program begins consisting of four physicians who are based in the hospital and work closely with patients’ primary care physicians and any specialists involved in their care. Today, TMH has 14 hospitalists on staff.

TMH becomes one of 12 health care organizations in the nation to receive a multi-million dollar “Pursuing Perfection” Grant from the Institute for Healthcare Improvement and the Robert Wood Johnson Foundation launching a decade of quality improvements for the benefit of our patients.
TMH Breaks Ground for New Cancer Center

TMH colleagues and friends gathered on Sept. 9, 2009, to celebrate groundbreaking for the new Tallahassee Memorial Cancer Center, which, once completed, will be home to the hospital’s outpatient cancer services. The new center will provide a unified location for services that are currently widely distributed, thereby improving physician communication and the patient experience. Featuring beautiful furnishings, advanced clinical technology and a healing garden outside the building, the center will guide patients from diagnosis to survivorship through a full range of programs and support services. Additionally, the new Cancer Center is being designed and built to LEED specifications that promote a whole-building approach to environmental sustainability. The 54,412 square-foot building is scheduled to open in early 2011.

Three major construction projects are underway on the TMH campus. All are expected to be complete in 2011. They are the Tallahassee Memorial Cancer Center, Red Hills Surgical Center (an ambulatory surgery center that is a joint venture between TMH and 35 local physicians) and Tallahassee Community College’s Ghazvini Center for Health Care Education.

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TMH welcomes Mark O’Bryant as its new President & CEO.

Colleagues establish I-CARE Values of Integrity, Compassion, Accountability, Respect and Excellence, which guide our mission to provide “leading-edge, patient-centered health care for all.”

The Florida State University College of Medicine

TMH establishes a partnership with Florida State University’s new College of Medicine.
Year in Review

Sleep Center Opens
Tallahassee Memorial opened a Sleep Center in August 2009 to provide patients with evaluation, rapid diagnostic testing and comprehensive treatment for sleep-related problems, such as sleep apnea, chronic insomnia and narcolepsy. David Huang, MD, who is certified in Pulmonology and Sleep Medicine, serves as the center’s Medical Director. More than 70 million people in the United States experience sleep disorders, according to the American Academy of Sleep Medicine.

Robotic Surgery Program Expands
In March 2010, Tallahassee Memorial expanded its robotic surgery program with the acquisition of two new da Vinci Surgical Systems, the most advanced technology in our area. One unit replaces the original da Vinci acquired in 2005, and the second unit has enabled a greater number of TMH surgeons to perform robotic surgery. The new da Vinci Surgical System builds on the core technology of the older model but provides the surgeon with unparalleled precision, dexterity and control. The new da Vinci features improved 3D HD Vision, an upgraded surgical console, expanded fingertip controls, operating room integration, and dual console capability, which allows two surgeons to work simultaneously for proctoring and training.

The Women’s Pavilion, a 110,000 square foot, family-centered birthing place, opens featuring private rooms, a warm and pleasing environment and the region’s only Level III Neonatal Intensive Care Unit.

TMH Foundation initiates a Renewal Fund that enables the hospital to embark on an extensive, multi-year revitalization project that includes renovation of hallways and transition to all private patient rooms.

TMH completes a comprehensive Strategic Plan in June to serve as a road map in our journey to accomplish our vision of being recognized as a world class community health care system.

Tallahassee Memorial Cancer Center signs an affiliation agreement with Moffitt Cancer to enhance the delivery of cancer treatment services in the Big Bend.
Doctors’ Memorial Hospital Signs Management Agreement with Tallahassee Memorial

In late 2009, the Board of Directors of Doctors’ Memorial Hospital reached an agreement allowing Tallahassee Memorial HealthCare to provide management and consulting services for the 48-bed hospital located in Perry, Florida. As part of the agreement, Tallahassee Memorial hired a new Chief Executive Officer, Richard Huth, to run the day-to-day operations of the hospital.

TMH Wins Thomson Reuters 2010 Healthcare Advantage Award

In May, Tallahassee Memorial was presented with a Thomson Reuters 2010 Healthcare Advantage Award for achievement in the area of Strategy and Growth. One of four organizations in the country to be honored in this category, TMH was specifically recognized by Thomson Reuters for its physician practice profile model, a unique initiative for creating greater physician alignment and integration.

2006

TMH becomes the first hospital in the Big Bend to be certified as a Primary Stroke Center by the Joint Commission demonstrating that we follow national standards and guidelines that significantly improve outcomes for stroke patients.

TMH is granted accreditation as a Chest Pain Center by the Society of Chest Pain Centers signifying that we meet or exceed a wide range of stringent criteria including our ability to diagnose and treat patients with chest pain quickly.

TMH is recertified by the state as an Acute Care Brain and Spinal Cord Injury Program and remains the only such certified program within a 100-mile radius.

TMH receives the National Research Corporation’s Consumer Choice Award for the first time, an award we have continued to receive for five consecutive years.

TMH begins offering a Chaplaincy Program for patients, family members and colleagues and a Clinical Pastoral Education Program for theology students and ministers who are seeking clinical training in a hospital setting.

Tallahassee Memorial HealthCare and Doctors’ Memorial Hospital signed a management agreement in late 2009. Seated is Richard Huth, Chief Executive Officer. Standing: (left to right) Gary Brett, Chair of the Board of Directors, Michael Windham, RN, Chief Nursing Officer, and Miles Nelson, MD, Chief of the Medical Staff.
Lipid Center Opens

In January, the Tallahassee Memorial Diabetes Center opened a new Lipid Center to provide additional care to patients managing complex lipid disorders. Designed to complement the treatment of a primary care physician or cardiologist, the Lipid Center offers consultation to physicians, physician assistants, and nurse practitioners in regard to lipid disorders. Direct patient consultation is also offered on a referral-only basis. Upon entry into the program, patients receive in-depth treatment including a thorough evaluation and a customized health plan consisting of education, lifestyle modification, nutrition counseling and lipid medications. J. Orson Smith, MD, who is the Lipid Center’s Medical Director, is board certified in Internal Medicine, Cardiovascular Disease and Clinical Lipidology. Nancy Smith, (no relation), RD, CDE, is a cardiovascular dietitian and provides nutrition counseling at the Lipid Center.

TMH Becomes First Hospital in the Country to Receive National Psychologically Healthy Workplace Award

In recognition of its workplace practices promoting employee well-being and organizational performance, Tallahassee Memorial HealthCare received the American Psychological Association’s 2010 Psychologically Healthy Workplace Award at a ceremony in Washington, DC, in March. One of five employers from across North America to receive the award this year, TMH won in the not-for-
profit category. TMH was also recognized by APA as a Best Practices Honoree in the colleague involvement category for the central role colleagues played in the creation of new values and a mission statement that helped change the organizational culture and became the core of a recovery plan to improve morale, reputation and financial viability. TMH had been honored with the Florida Psychological Association’s Psychologically Healthy Workplace Award in July of 2009, qualifying it to be nominated for the APA award.

**TMH & Physician Partners Break Ground for Red Hills Surgical Center**

Dozens of local physicians, TMH representatives, public officials and other community leaders gathered in May 2010 for a groundbreaking ceremony for the Red Hills Surgical Center, a 17,000 square-foot ambulatory surgery center, scheduled to open near the corner of Miccosukee Road and Surgeons Drive in early 2011. A joint venture between Tallahassee Memorial and 35 local physicians, the Red Hills Surgical Center will be used by physicians representing four specialties: otolaryngology (ear, nose and throat) orthopedic surgery, general surgery and obstetrics/gynecology. It is expected to generate between 40 and 70 new jobs for the Tallahassee area.

TMH was the first hospital in the country to be recognized with the Psychologically Healthy Workplace Award from the American Psychological Association. Accepting the award on behalf of TMH at a ceremony in Washington, DC, were Steve Adriaanse, Chief Human Resources Officer; Melvina MacDonald, LMHC, Director of the Tallahassee Memorial Employee Assistance Program; and Larry Kubiak, Ph.D., a psychologist at the Behavioral Health Center.

The Red Hills Surgical Center, with an estimated opening date of early 2011, will be used by physicians representing four medical specialties: otolaryngology (ear, nose, throat) orthopedic surgery, general surgery and obstetrics/gynecology.

The Angie Deeb Cancer Unit, which provides the only inpatient chemotherapy unit in the Big Bend, reopens following a multi-million dollar renovation and expansion.

Tallahassee Memorial signs agreements with Weems Memorial Hospital in Franklin County and Doctors’ Memorial Hospital in Taylor County to provide management support and help strengthen local health care in these communities.

TMH receives designation as a Level II Trauma Center by the state bringing this vitally needed service to the Big Bend. A 2005 report to the State Legislature had indicated that five of the six counties with high trauma mortality rates were in TMH’s service area and recommended that a trauma center be placed in Tallahassee.
The colleagues and physicians of Tallahassee Memorial HealthCare are dedicated to improving the health of the communities we serve. Our service area encompasses a wide, mostly rural area. Many of the communities surrounding the Tallahassee/Leon County boundaries are not served by any other hospital and in many cases, there are few primary care providers and no physician specialists. TMH is the area’s largest safety net hospital, the only hospital with extensive intensive care services under the direction of physician specialists, and the largest not-for-profit health care system in the Big Bend region.

Our mission statement declares, “With caring hands and hearts, we honorably serve our community and maintain positive, collaborative relationships by providing compassionate, leading-edge, patient-centered health care for all. We pursue perfection in a trusting and learning environment, thus enhancing the quality of life for those we serve.”

Charity and Uncompensated Care
As the area’s only safety net hospital, Tallahassee Memorial provides a significant level of care to low-income, uninsured and vulnerable populations. During the 2008-2009 fiscal year, TMH provided $15,176,176 in charity and uncompensated care. This amount is what it actually costs TMH to provide this care, rather than charges. Charity care includes care provided to those who meet charity care guidelines (150 percent of the federal poverty level). Uncompensated care is care provided to those who are uninsured or underinsured for which the hospital does not receive payment.

Subsidized Health Services
Subsidized Health Services are services that do not generate a positive operating margin but are offered because of a need in the community. During fiscal year 2009, TMH contributed $5,100,995 in subsidized health services. This is the net operating loss for TMH to provide these services. A few of the services provided include the following:

Diabetes Care
Our comprehensive outpatient Diabetes Center is staffed with nurses and dietitians who are certified as diabetes educators. Services include diabetes management classes and individual counseling sessions on a variety of topics including blood sugar testing, managing blood sugar levels, making healthy food choices, and insulin and nutrition therapy.

Emergency and Trauma Care
Like many Emergency Centers at safety net hospitals, the Tallahassee Memorial Bixler Emergency Center has always experienced an operating loss. However, when TMH became a Designated Level II Trauma Center last year, this loss increased due to the expense of operating a trauma program. TMH pursued trauma center status because the need for a trauma center in Tallahassee became clear after a study conducted for the Florida Legislature in 2005 revealed that five of the six counties in Florida with the highest trauma mortality rates were in TMH’s service area.
Kimberly Griffith’s family is thankful that care provided at the Big Bend’s only Trauma Center and Pediatric Intensive Care Unit helped her experience a full recovery.

One Sunday afternoon last summer, a group of children was playing hide-and-seek in a local church as their parents moved supplies and decorations through the building, preparing for Vacation Bible School. One of the children, 4-year-old Kimberly Griffith, was excited to have discovered what seemed like the perfect hideaway.

She and another child walked through the doorway of an upstairs storage area, which was normally kept locked. Just beyond the room was an attic space with enough spare room for one. Not realizing that the open floor space was made up of false ceiling panels, Kimberly stepped forward and immediately crashed through the tiles, falling 16 feet and striking her head on a pew in the sanctuary below.

Terrified, two other hide-and-seek players leapt from their hiding spots and hurried to tell the adults what had happened. “A little 8-year-old boy came running into where all the grown-ups were, saying, ‘Kimmy fell! Kimmy fell!’” recalls Kimberly’s mother, Kelly Griffith. “We raced into the sanctuary and she was just lying there,” says Kelly, her voice wavering as she describes the scene.

After 9-1-1 was called, paramedics were quick to arrive. The ambulance sped to Tallahassee Memorial’s Bixler Emergency Center. A CAT scan revealed that, while Kimberly had no other injuries, the back of her skull was fractured almost from ear to ear.

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She spent four days in the Pediatric Intensive Care Unit, under the close supervision of neurosurgeon Christopher Rumana, MD, and in the care of many TMH nurses. “I can’t say enough about everybody at the hospital,” praises Kelly. “Everybody was just so incredible.” The Griffith’s church community also rallied around the family, showing deep concern by visiting and bringing small gifts for Kimberly, who, after lying semi-conscious for three days, finally opened her eyes and began to speak.

Although the impact of the injury caused severe bruising and swelling to Kimberly’s face, Dr. Rumana was pleased to find she had minimal bleeding considering the extent of the injury. After six days in the hospital, she was allowed to return home, assured that the fracture would continue to heal over the course of the next six months. Today, Kimberly has experienced a full recovery with no residual complications.

According to her mom, Kimberly is a very cheerful, easygoing child who loves the playground, swimming, SpongeBob, Barbie Dolls and drawing. Having been blessed with Kimberly after 16 years of marriage, the Griffiths feel incredibly fortunate that their first and only child has experienced a complete recovery. “Every day when I look at her I’m so thankful,” says Kelly.
Community Benefit REPORT

NeuroScience Center
The NeuroScience Center provides a variety of services to people with injuries and conditions affecting the brain and nervous system. Many of the programs offered by the NeuroScience Center receive some government funding and private grants but still experience net operating losses each year.

Rural Clinics
As part of our commitment to providing access to health care in surrounding rural communities, Tallahassee Memorial operates five Family Medicine practices throughout the Big Bend with doctors’ offices located in Gadsden, Jefferson, Wakulla, Taylor and Calhoun counties.

Education to Health Care Professionals
Tallahassee Memorial contributes millions of dollars each year to the clinical education of health care professionals to meet the needs of our 10-county service area in the Big Bend. This includes training for Florida State University College of Medicine students, hands-on experience for nurses from many different nursing schools throughout North Florida and South Georgia and continuing medical education for physicians in our community.

Family Medicine Residency Program
One of TMH’s most significant contributions to the education of health care professionals is the Tallahassee Memorial Family Medicine Residency Program, which trains students who have graduated from medical school in the specialty of Family Medicine. TMH has operated its Family Medicine Residency Program for more than 30 years and many of its graduating physicians have chosen to remain in TMH’s service area helping to ensure access to primary health care for residents of the Big Bend. Since the program’s inception in 1973, 97 of the 301 graduates have stayed in Tallahassee, and 180 have remained in Florida.

Support to Community Organizations
As part of its Community Benefit Program, TMH and its colleagues contribute both time and dollars to a variety of local nonprofit organizations, particularly those whose missions are to help improve the health and welfare of our community. During the 2008-09 fiscal year, TMH contributed cash and in-kind donations, including administrative support, to approximately 40 different nonprofit organizations including the following:

- Alzheimer’s Project
- American Cancer Society
- American Heart Association
- American Lung Association
- Big Bend Hospice
- Capital Medical Society
- Down Syndrome Association
- FSU Dance Marathon/Children’s Miracle Network
- Healthy Start Coalitions
- Kids Incorporated
- Meals on Wheels
- National Alliance on Mental Illness
- Sickle Cell Foundation
- United Way of the Big Bend

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

Support Groups
TMH health care professionals serve as hosts and facilitators of dozens of support groups every month including Alzheimer’s Disease, Bariatric Surgery, Traumatic Brain Injury, Breast Cancer, Breast-feeding Moms, Caregivers, Diabetes, Epilepsy, Hepatitis, Multiple Sclerosis, Parkinson’s Disease and Stroke.
Life’s Work

An experience as a teenager led Dr. Amanda Shearer on a career path to the Tallahassee Memorial Family Medicine Residency Program.

In the United States, fairs draw in as many as 150 million people each summer. Most of these events drift to the fringes of our memories, blending together as a blurred vision of craft booths and concession stands. However, for Amanda Shearer, MD, now a third year student at the Tallahassee Memorial Family Medicine Residency Program, a community event was the backdrop of an incident that will never be forgotten.

At age 16, she was strolling through the crowd at an outdoor festival, when, right beside her, an elderly man dropped to the ground in the throes of cardiac arrest. His panic-stricken family members began crying out for help, but no one seemed to know how to respond. After finding someone to call 9-1-1, she stood by as paramedics rushed to save the man’s life.

While the experience was alarming, the EMS workers’ empathy and control over the situation was inspiring. “I really didn’t expect to go into medicine when I was growing up,” she now admits, explaining how, from that moment on, she felt compelled to become a doctor. While still in high school, she was offered a job by an ophthalmologist, an experience she continues to credit as a decisive point in her career path. “It was this opportunity that really opened my eyes and made me fall in love with medicine,” she says. “I learned the art of empathy and learned that helping people by being a physician was truly what I wanted to do.”

Dr. Shearer eventually went on to earn her Medical Degree from the Florida State University College of Medicine, where, despite her initial interest in ophthalmology, she developed a passion for the field of Family Medicine. “I like the continuity of care that is provided. I loved every rotation and I couldn’t choose one over another,” she explains.

It was also during her time at the FSU College of Medicine that she first encountered the physicians, nurses and staff at Tallahassee Memorial. The positive interactions she witnessed between residents and physicians left a lasting impression. When she began trying to select a place to complete her residency requirements, Tallahassee Memorial Hospital held high appeal.

Today, Dr. Shearer remains impressed with the program and is grateful for her experiences with patients, her fellow residents and the attending physicians. “TMH as a whole has been a wonderful place to be and I feel very fortunate and blessed,” she says. “The faculty is amazing - they are all wonderful physicians and mentors.”

Her hope is to remain in Tallahassee and continue serving the local community as a family physician. This goal coincides with one significant aspiration of the Family Medicine Residency Program, which is to see the local population benefit from the skills and expertise residents develop during their time at TMH. Since the program’s inception in 1973, 97 of the 301 graduates have stayed in Tallahassee, and 180 have remained in Florida.
With the guidance of Tallahassee Memorial’s Diabetes Center, Mario Hernandez is tackling better health.

When Mario Hernandez visited his primary care physician, Gary Winchester, MD, at the beginning of this year, he learned some disgruntling news: his weight and glucose levels were becoming dangerously high, putting him at risk for developing Type 2 diabetes. The situation had progressed over the years, partially due to Mario’s unconventional schedule as a lieutenant for the Federal Prison System. “Because of my shifts I wouldn’t eat any snacks. Sometimes I would eat supper, or maybe breakfast or some junk while I was on the road and then go all day without eating. A lot of that was causing overeating at times and low sugar levels at other times,” explains Mario.

Luckily, Dr. Winchester suggested that Mario visit the Tallahassee Memorial Diabetes Center, where he could attend educational courses related to diabetes, diet and exercise, gaining the tools to better manage his health. “I was very fortunate that Dr. Winchester recommended this program,” Mario affirms. “It’s been great. I’ve already lost about 30 pounds.”

This significant weight loss reflects Mario’s commitment to applying the advice of his doctor and the nurses and dietitians at the Diabetes Center. “I’ve had to change my lifestyle—a lot,” he acknowledges. The first step was attending a series of classes at the Diabetes Center. “My wife came to the classes with me. We’re doing it as a family,” says Mario of learning to manage the condition. He and his wife of 27 years, Bonita, have replaced starches with whole grain alternatives, incorporated more vegetables into their diet and cut back on their meat intake. They also make a point of getting regular exercise by walking and doing water aerobics. Mario also keeps a log of the foods he eats each day and makes sure to eat healthy meals and snacks on a regular basis. He continues to meet with a dietitian and nurse at the Diabetes Center and is thankful that their expert advice is only a phone call away.

By making these adaptations, Mario has not only lost weight, but is also managing to control his glucose levels without medication. As an added bonus, he’s found he has more energy throughout the day, which is important as he has three young granddaughters to keep up with.

Throughout his journey to better health, Mario’s grandchildren, wife and children have provided incentive and support. In fact, when asked what keeps him motivated to continue with his new lifestyle, he is quick to answer. “My family—period,” he says. “I would like to be around for a long time to see my granddaughters grow up and my son’s future children grow up, too.”

Mario Hernandez has his diabetes under control with the help of his wife Bonita, and the staff of the Tallahassee Memorial Diabetes Center.
Contributing to Extraordinary Care

Our volunteers are an integral part of the team of caregivers at Tallahassee Memorial. They make a difference in the healing process as they practice extraordinary care and demonstrate the ICARE values of Integrity, Compassion, Accountability, Respect and Excellence every day.

This year, our volunteer program included over 600 men, women, teenagers and even pets, each of whom made a difference in our hospital through their generous donation of time and service. These volunteers provided over 84,000 hours of service to TMH patients, families and staff.

As you walk through the hallways at TMH, you will find volunteers serving, helping and encouraging our patients, all while making the patients’ experiences more positive. Below are some of the various volunteer groups that serve at TMH.

Junior Volunteers
The Junior Volunteer Program at TMH is filled with over 100 energetic, outstanding teens. During their summertime work schedule, they bring life and fun to the hospital through their dedicated service. Junior volunteers work throughout the hospital lending extra hands to the staff and patients. Some aspire to be the future of health care. Others simply want to give back to their community. Whatever their ambitions, we thank them for their genuine desire to help others.

TMH Auxiliary
Established in 1949, the TMH Auxiliary includes over 180 men and women who actively serve as greeters, waiting room hosts, tea servers, gift shop cashiers and good will ambassadors. The Auxiliary hosts four fundraisers each year and all profits from these sales as well as the gift shops is reinvested in TMH. Last year, the Auxiliary donated over 64,000 hours of service to TMH.

Other Volunteer Groups
Other volunteers who enhance the patient experience at TMH include pet therapy volunteers, college volunteers, spiritual care volunteers and music/art therapy volunteers.

We thank all of our wonderful volunteers for their service to TMH! For more information on volunteering at Tallahassee Memorial, please call Volunteer Services at 850-431-5331.

Since 2005, pets have been logging volunteer hours at TMH, comforting patients through the animal assisted therapy program.
The following set of quality measures have been selected by the Centers for Medicare & Medicaid Services (CMS) for public reporting because they relate to conditions that are common among the Medicare population and because they are considered best practices.

**PNEUMONIA CARE**

Pneumonia patients who receive the following treatments, if appropriate, have better outcomes than those who do not:

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

- **Influenza Vaccination**
  Patients assessed and given the influenza vaccination.

- **Smoking Cessation Advice**
  Patients who are advised to avoid all tobacco products and second-hand smoke.

- **Appropriate Initial Antibiotic**
  Patients who are given an appropriate antibiotic or combination of antibiotics to treat pneumonia as soon as possible.

- **Initial Antibiotic Timing**
  Patients given initial antibiotic(s) within 6 hours after arrival to hospital.

- **Initial ER Blood Culture Prior to First Dose of Antibiotic**
  Patients whose initial emergency department culture was performed prior to administration of first hospital dose of antibiotic.

The graph shows the percentage of patients receiving each treatment, with TMH Ending September 2009, TMH Ending June 2008, State Average, and National Average percentages indicated for each measure.
for treating people with these conditions. This information comes from quality data submitted to CMS for the period ending in September 2009, which was the latest information available to the public on the Medicare website at the time this report was published. Higher percentages are better. To see the full set of data, visit www.hospitalcompare.hhs.gov.

**SURGICAL CARE IMPROVEMENT / INFECTION PREVENTION**
Surgical patients who receive the following treatments, if appropriate, have better outcomes than those who do not:

<table>
<thead>
<tr>
<th>Treatment</th>
<th>TMH Ending September 2009</th>
<th>TMH Ending June 2008</th>
<th>State Average</th>
<th>National Average</th>
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<tbody>
<tr>
<td><strong>Initial Antibiotic Timing</strong></td>
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<td>Patients who received preventative antibiotic(s) one hour before incision.</td>
<td>98 97 95 91</td>
<td>98 99 95 95</td>
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<td><strong>Appropriate Preventative Antibiotic(s)</strong></td>
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<td>Patients who received the appropriate preventative antibiotic(s).</td>
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<td>82 76 87</td>
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<td><strong>Antibiotic(s) Stopped within 24 Hours</strong></td>
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<td>Patients whose preventative antibiotic(s) are stopped within 24 hours after surgery.</td>
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<td><strong>Beta Blocker Therapy</strong></td>
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</tr>
<tr>
<td>Percent of surgery patients who were kept on beta blockers during the period just before and after their surgery.</td>
<td>82 76 87</td>
<td>95 95 89 89</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Glucose Level for Heart Surgery Patients</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of all heart surgery patients whose blood sugar (blood glucose) is kept under good control in the days right after surgery.</td>
<td>95 95 89 89</td>
<td>95 95 89 89</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Safe Hair Removal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of patients needing hair removed from the surgical area before surgery, who had hair removed using a safer method (electric clippers or hair removal cream – not a razor).</td>
<td>88 90 91 88</td>
<td>88 90 91 88</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

TMH Ending September 2009  TMH Ending June 2008  State Average  National Average
Aspirin at Arrival
Patients who are given aspirin within 24 hours of arriving at hospital unless aspirin is harmful to patient (example, if patient has an ulcer).

ACE Inhibitor or ARB for Left Ventricular Systolic Dysfunction
Patients who are given an ACE Inhibitor or ARB (medicines that treat some heart problems) when leaving the hospital.

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

Smoking Cessation Advice
Patients who are advised to avoid all tobacco products and second-hand smoke.

Beta Blocker at Discharge
Patients who are prescribed a beta blocker when discharged from the hospital.

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

The following set of quality measures have been selected by the Centers for Medicare & Medicaid Services (CMS) for public reporting because they relate to conditions that are common among the Medicare population and because they are considered best practices.
for treating people with these conditions. This information comes from quality data submitted to CMS for the period ending in September 2009, which was the latest information available to the public on the Medicare website at the time this report was published. Higher percentages are better. To see the full set of data, visit www.hospitalcompare.hhs.gov.

**HEART FAILURE CARE**

Heart failure patients who receive the following treatments, if appropriate, have better outcomes than those who do not:

- **ACE Inhibitor or ARB for Left Ventricular Systolic Dysfunction**
  Patients who are prescribed an ACE inhibitor or ARB when leaving the hospital.

- **Assessment of Left Ventricular Function**
  Patients who have their heart checked to see if the left chamber is pumping. (This is called a left ventricular function assessment.)

- **Heart Failure Discharge Instructions**
  Patients who are given information on how to manage their symptoms (such as weighing every day and avoiding certain foods).

- **Smoking Cessation Advice**
  Patients who are advised to avoid all tobacco products and second-hand smoke.

**TMH Collaborative Improvement Efforts**

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

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

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

The Goal of Nursing at Tallahassee Memorial is to Provide Highly Skilled Professional Nursing Practice that Distinguishes TMH from Other Hospitals

During the last year, nurses collaborated with colleagues and departments throughout the organization to make significant advancements in patient care. The continued professional development of TMH nurses was a primary focus. Some of our most significant accomplishments included:

**Magnet Recognition®**
We continued our drive toward Magnet Recognition, a designation conferred by the American Nurses Credentialing Center (ANCC) when a health care organization has demonstrated that it provides an environment of excellence in nursing care. This is a rigorous multi-year process that will culminate in the submission of an application, followed by a site visit.

**Joint Commission Survey**
Nursing Shared Governance Councils contributed to a highly successful Joint Commission survey in 2009.

**Nursing Quality Indicators**
TMH participates quarterly in data collection and submission to the National Database of Nursing Quality Indicators in order to benchmark nursing quality indicators with organizations across the country. Indicators include incidences of patient injuries from falls, catheter associated urinary tract infections and central line associated bloodstream infections. TMH outcomes are well below the national mean—indicating fewer undesirable complications.

**Bedside Shift Change Reporting**
Hourly rounds and bedside shift change reporting were implemented and have been well received by patients and family members. Through this process, patients actively participate in establishing daily goals and their plan of care.

**Smart Pump Technology**
New ‘smart pump’ technology for intravenous medication administration was implemented. Smart pumps virtually eliminate programming errors for patient medications due to a built-in safe dosage library that alerts the nurse if a dose is programmed into the pump that is beyond safe parameters. There have been no medication errors from programming unsafe medication doses since implementation.

**Centralized Patient Placement System**
A Centralized Patient Placement System was launched that uses an electronic bed board to track and assign beds throughout the organization. This new process has resulted in a 60% reduction in the time it takes to get a patient placed in a bed on the appropriate nursing unit.

**MRSA Infection Reduction Program**
A multi-disciplinary MRSA (Methicillin Resistant Staphylococcus Aureus) team launched an active surveillance program for high-risk patients, resulting in a significant reduction in hospital acquired MRSA infections.

![Hospital-Acquired MRSA per 1000 Admissions](chart.png)
**Specialty Certifications and Advanced Practice Licensure**

The number of bedside nurses who hold specialty certifications in their field increased dramatically during the last year. Currently, more than 200 nurses at TMH hold one or more specialty certifications or advanced practice licensure.

**Evidenced-Based Nursing Practice**

At the close of the 2009 fiscal year, over 20 nurses were serving as principle investigators or co-investigators for research projects, signifying TMH’s commitment to evidenced-based nursing practice.

**Commitment to the Community**

TMH nurses contributed their expertise to more than 40 different service projects in our community.

Smart pump technology, implemented at TMH in 2009, virtually eliminates programming errors for patient medications due to a built-in safe dosage library. Pictured are Terell Hand, RN (left) and Ian Clark, RN, (right) of the Cardiac Intensive Care Unit.

2009 has been a year of learning, supported by major system improvements that have benefited our patients and family members. The resources necessary to acquire these tools and implement these initiatives show the commitment our leadership and Board of Directors have to our patients and those who care for them. This commitment helps make TMH the provider of choice for our patients and an employer of choice for our nurses.

Bedside shift change reporting is one of several improvement initiatives implemented by the Nursing Councils in 2009. Pictured with a patient and family member are Jasper Williams, RN, and Stacy Froeschner, RN, of the Diabetes Medical Care Unit.
Foundation Report

Chaplain, Educator, Entrepreneur, Philanthropist – Joseph Sobodowski – Creates Multi-Million-Dollar Endowment with the Tallahassee Memorial HealthCare Foundation

“Joe Sobodowski is an extraordinary volunteer,” said TMH Director of Pastoral Care John Galloway, of the man who is now the program’s Associate Director. “Early in his volunteer tenure, Joe focused on specific patient visits. He then transitioned to the role of spiritual care volunteer and expanded the scope of his work. It was then that I asked him to serve in his present capacity. Joe now carries a full-time schedule and, remarkably, does it all on a volunteer basis.”

Multiple congregations in four states – Florida, Alabama, Kentucky and Illinois – served as either a part-time or full-time pastoral home for Mr. Sobodowski who is also a distinguished secular educator with more than thirty years experience.

Mr. Sobodowski served with distinction as a Visiting Associate Professor of Electrical Engineering Technology at Florida International University and as an Adjunct Professor at Miami-Dade Community College. He implemented an innovative engineering program whereby Southwest Miami High School students were integrated into college-level engineering classes where they earned transferrable college credits upon high school graduation. This program was the only one of its kind in the United States. Also, under the Miami-Dade County Public School System’s “Teacher on Special Assignment” program, he served as Director of Workforce Development. His career as an educator continued at Florida State University’s Developmental Research School where he implemented another award-winning engineering program.

John Galloway, Director of Pastoral Care, conducts chaplaincy seminar.

While maintaining ties to both the church and the classroom, Mr. Sobodowski made his way to the corporate boardroom by way of bench research, invention and innovation and he now holds multiple U.S. and foreign patents. Mr. Sobodowski has diverse business interests and is actively engaged in the strategic, administrative and operational aspects of SmartFleet, an automotive electronics and software systems engineering firm.

“Although I have derived deep personal and professional satisfaction from my life in the church and as an educator and businessman, there has never been anything like the passion I feel for my work and service at Tallahassee Memorial. The hospital offers me the opportunity to live the two greatest commandments — love for God and love for neighbor. At TMH I am fulfilled,” said Mr. Sobodowski. Continuing, he noted, “It is a joy to observe the work of so many dedicated individuals at TMH – the nurses, the doctors, the administrators and staff. I consider it an honor to serve alongside each and every one of them and to be a part of the TMH family.”

“Since God created all things and they belong to Him, we are but temporary custodians of His resources. All I'm doing is transferring custodial care of God's resources to the TMH Foundation because history assures me that they will be used wisely and effectively to benefit our community.”

— Joe Sobodowski

TMH President & Chief Executive Officer Mark O’Bryant and TMH Foundation President & Chief Executive Officer Paula Fortunas join benefactor Joe Sobodowski in the TMH Chapel.
“Mr. Sobodowski has generously expressed, in both word and deed, his confidence in Tallahassee Memorial and its life-saving work by establishing a multi-million-dollar endowment with the Pastoral Care Department as the principal beneficiary,” said Paula Fortunas, President & Chief Executive Officer of the TMH Foundation. “There are also handsome gift provisions for the hospital as a whole and for TMH-FSU College of Medicine joint initiatives.”

Mark O’Bryant, President & Chief Executive Officer of Tallahassee Memorial HealthCare, expressed profound gratitude to Mr. Sobodowski for his volunteer service and financial support, “Just like his inventions and innovations in the classroom and in business, Joe Sobodowski is truly one of a kind and TMH counts him among its finest friends and supporters.”

The Tallahassee Memorial HealthCare Foundation

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

Tallahassee Memorial and its Foundation salute and thank the more than 3,000 “pillars of philanthropy” who gave of their resources during 2008-2009 for the benefit of TMH patients and their families. Inspired by Tallahassee Memorial’s vision – “recognized world class health care” – these generous donors funded hundreds of initiatives for direct patient care services, health education, clinical research, expansion of facilities and acquisition of state-of-the-art technology. These gifts will positively influence health care delivery now and for decades to come.

Focus on Women’s and Children’s Services

The Women’s Pavilion, the Neonatal ICU, the Pediatric Unit and the Pediatric ICU were honored with a variety of unique and highly valued gifts, including a 500-pound, hand-crafted Victorian doll house that now graces the entry way to the Women’s Pavilion. This donation, from Anne and the late Bob Barger, is rich with tradition and a strong sense of family. Local artist, Anne Clark, designed and painted distinctively youth-focused murals for the Pediatric Unit, and an anonymous donor’s gift purchased “Radical Randy,” a 3-D educational, multisensory doll for children with asthma and their parents. Joan and Gary Stout contributed for syringe pumps that administer very small doses of medications, intravenous fluids, blood and blood products to premature and extremely ill babies.

The FSU College of Medicine donated funding through the FSU Dance Marathon and Children’s Miracle Network for 14 neopuffs that are used to provide positive pressure ventilation in infants, a veinviewer that makes I.V. insertion less stressful for young patients and an infant warmer that is an open bed for easy treatment access with an overhead radiant warmer and a built-in scale. The Ronald McDonald House Charities and the Ronald McDonald House Charities of Tallahassee, under the McDonald’s matching grant program, funded the Ronald McDonald Family Lounge in the Neonatal ICU, giving parents, grandparents and guardians a secure and comfortable space for respite and meditation.

Tallahassee Memorial and Florida State University Enter Research Partnership

TMH and FSU signed an agreement to work as research partners on projects with potential to directly impact health care in the Big Bend and across Florida. This powerful partnership embraces the long-range vision of the two institutions and opens medical, clinical and educational initiatives and the corresponding opportunities for philanthropic investment. Multiple grants to support a robust research agenda have been secured and the outlook is positive for increased funding from all sectors.

The Brenda E. and Roger S. Luca Family Endowment Challenges Triple Negative Breast Cancer

The Luca Family Endowment funds research related to triple negative breast cancer and makes provisions for cancer treatment and other cancer patient care needs. The endowment was established prior to Mrs. Luca’s death from triple negative breast cancer and has grown steadily each year from the continued outpouring of memorial tribute gifts and Roger Luca’s generosity.

The Charles A. Frueauff Foundation

The Freauff Foundation has been a part of TMH’s growth for more than 20 years and 2008-2009 was no exception with the Frueauff Foundation’s significant contribution toward the major equipment needs of the Tallahassee Memorial Cancer Center.

Fund-Raising Special Events Reach All-Time High

The Seventh Annual Chrome Divas Poker Run supported A Woman’s Place at Tallahassee Memorial and the Sharon Ewing Walker Breast Health Center. The Chrome Divas are local women who share a love for motorcycling and a joy in giving back to the community.

The Third Annual Cards for a Cure honored the memory of Marsha Click, a beloved Leon High School teacher. All contributions were directed to the Angie C. Deeb Cancer Unit and Leon High School, the lead donor, was publicly recognized and applauded for the event’s active and very productive fundraising efforts. Leon High School has
pledged continuing annual support for the cancer care and treatment programs at TMH.

The Ride for Hope, founded by Lou Farrah, a cancer patient who wanted to make a difference by combining a bike ride with a community celebration of life and service, enjoyed its fourth successful season of raising funds for the Cancer Center. Although Lou died in 2006, his legacy lives on.

The combined proceeds of the 15th Annual Tee Off for Tots and Dinner Carnival were divided equally between the Proctor Endowment for Children with Diabetes and the Proctor Pediatric Services Fund. As the principal sponsors, the Proctor family and the Proctor Dealerships continue to demonstrate their dedication to the health and well being of children.

The Tenth Annual USTA Tallahassee Tennis Challenger marked a decade of philanthropic support for the D. Mark Vogter, M.D. Endowment to advance leading-edge care provisions in TMH’s Vogter Neuro ICU. The Sharon Ewing Walker Breast Health Center was the beneficiary of the tournament’s associated Pro-Am.

Golden Gala, in its 26th year, continued to hold its place as the region’s premier charitable and social event. Golden Gala’s philanthropic tradition is evident throughout the hospital — from neonatal care to adult day care services.

Please contact the TMH Foundation to either request complimentary gift and financial planning information or to make a contribution:

1331 East Sixth Avenue
Tallahassee, Florida 32303
Telephone: 850.431.5389
Fax: 850.431.4483
E-mail: foundation@tmh.org

To make a secure online donation, please visit www.tmhfoundation.org. Click on “Make a Donation,” and then click on “Secure Credit Card Donation.”
Financial REPORT

BALANCE SHEET as of September 30, 2009

<table>
<thead>
<tr>
<th>Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and short term investments</td>
<td>$113,621,500</td>
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<tr>
<td>Accounts receivable, net</td>
<td>36,366,500</td>
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<tr>
<td>Inventories</td>
<td>6,146,100</td>
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<td>Prepaid expenses and other assets</td>
<td>6,464,600</td>
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<tr>
<td>Facilities and equipment, net</td>
<td>189,493,550</td>
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<tr>
<td>Other long term assets</td>
<td>26,637,050</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$378,729,300</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$42,203,450</td>
</tr>
<tr>
<td>Notes and bonds payable</td>
<td>133,043,700</td>
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<tr>
<td>Self insurance reserves</td>
<td>40,473,000</td>
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<tr>
<td>Accrued pension liabilities</td>
<td>108,368,300</td>
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<td>Other liabilities</td>
<td>18,420,550</td>
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<tr>
<td><strong>Net assets</strong></td>
<td><strong>$36,220,300</strong></td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$378,729,300</strong></td>
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EXPENSE DOLLAR

<table>
<thead>
<tr>
<th>Expense</th>
<th>Amount</th>
<th>Rate</th>
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<tbody>
<tr>
<td>Salaries, wages and benefits</td>
<td>$188,528,000</td>
<td>$0.44</td>
</tr>
<tr>
<td>Supplies and other</td>
<td>111,624,000</td>
<td>$0.26</td>
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<tr>
<td>Drugs</td>
<td>18,639,000</td>
<td>$0.04</td>
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<tr>
<td>Insurance</td>
<td>11,997,000</td>
<td>$0.03</td>
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<tr>
<td>Bad debts</td>
<td>62,162,000</td>
<td>$0.14</td>
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<tr>
<td>Depreciation and interest</td>
<td>25,573,000</td>
<td>$0.06</td>
</tr>
<tr>
<td>Other expenses</td>
<td>11,970,000</td>
<td>$0.03</td>
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<tr>
<td><strong>Total operating costs</strong></td>
<td><strong>$430,493,000</strong></td>
<td><strong>$1.00</strong></td>
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TMH STATISTICS

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surgeries</td>
<td>19,826</td>
</tr>
<tr>
<td>Emergency and Urgent Care Visits</td>
<td>94,114</td>
</tr>
<tr>
<td>Births</td>
<td>4,214</td>
</tr>
<tr>
<td>Laboratory Tests</td>
<td>1,234,234</td>
</tr>
<tr>
<td>Radiological Procedures</td>
<td>127,476</td>
</tr>
</tbody>
</table>
**ECONOMIC CONTRIBUTION to our Community**

- Charity at cost: $15,176,176
- Bad debt at cost: 17,194,136
- Subsidized health care programs: 5,100,995
- Medical education (Family Medicine Residency Program): 5,798,242
- Community outreach programs: 282,470
- Foundation support to community: 810,000
- Federal & state income tax: 723,517
- Real estate tax: 968,232
- Sales tax: 162,600
- Other local taxes: 246,824
- Unemployment tax: 252,752

**Total taxes**: 2,353,925

- Capital expenditures: 15,392,215
- Local vendor support: 28,545,128

**ADMISSION AND PATIENT DAYS**

<table>
<thead>
<tr>
<th></th>
<th>Admissions</th>
<th>Patient days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult and pediatrics</td>
<td>16,864</td>
<td>79,306</td>
</tr>
<tr>
<td>Obstetrics</td>
<td>4,418</td>
<td>13,188</td>
</tr>
<tr>
<td>Neonatal and newborns</td>
<td>4,205</td>
<td>17,410</td>
</tr>
<tr>
<td>Behavioral health</td>
<td>1,675</td>
<td>10,350</td>
</tr>
<tr>
<td>Rehabilitation</td>
<td>814</td>
<td>13,456</td>
</tr>
<tr>
<td><strong>Total Admissions</strong></td>
<td><strong>27,976</strong></td>
<td><strong>133,710</strong></td>
</tr>
</tbody>
</table>

**Cardiovascular Lab Tests**: 58,833

**Full time equivalent colleagues**: 3,060

**Physicians on medical staff**: 525

**Volunteers**: 600

**Licensed beds**: 770