2012 REPORT TO OUR Community

Tallahassee Memorial HealthCare
LEADERSHIP TEAM FROM LEFT TO RIGHT:

Kim Williams
Chair, TMH Board of Directors

Mark O’Bryant
President & Chief Executive Officer

Albert S. Lee, MD
Chair, Medical Executive Committee
More Physicians, More Experience, More Options

For Tallahassee Memorial HealthCare, the past year has been a time of expansive growth and many accomplishments, all with a focus on enhancing care for our community. We witnessed the opening of several new buildings on our campus, we welcomed new physicians and colleagues to our team, and we introduced a wide variety of new services to better meet the healthcare needs of our region.

Tallahassee Memorial’s broad range of services and the skilled physicians and staff to support them remains unsurpassed in our region. This is one of our area’s greatest strengths and was born many years ago when M.T. Mustian, Tallahassee Memorial’s CEO from 1964 to 1989, realized that our community needed the comprehensive care only a large, state-of-the-art hospital could provide.

This vision is woven through the history of growth TMH has experienced since that time. Each new service has allowed more people of the Big Bend to receive healthcare locally. In many cases, these new programs did not pay for themselves. Such was the case when TMH developed a pediatric intensive care unit. The census in our area could not support the additional beds, but making this care available locally has allowed many children and their families to receive needed treatment without traveling miles from home.

Mr. Mustian and the Board of Directors also bettered healthcare in Tallahassee through the creation of a medical residency program. It was an idea that had the support of the community, but was accomplished as an independent venture of Tallahassee Memorial. Since 1973, those efforts have made it possible for 312 physicians to graduate from the Tallahassee Memorial Family Medicine Residency Program, many of whom provide healing care throughout our region.

Today, our physicians and other clinical leaders continue in that tradition, developing new skill sets in cutting-edge, state-of-the-art care, while also recruiting the best physicians available to secure new, distinctive expertise for our region. In fact, Tallahassee Memorial takes great pride in being a recognized leader for introducing innovative technologies, procedures and other solutions to better meet the healthcare challenges facing both our community and our nation.

While the fate of health reform through the Patient Protection and Affordable Health Care Act of 2010 still has yet to be decided, how health care is delivered will undoubtedly change in the years to come. As the region’s only not-for-profit, community-based hospital and health system for over 60 years, Tallahassee Memorial is committed to shaping change that will not only provide better care to patients within our facilities, but also focus on improving the overall health of individuals. To do that, we are creating relationships in our community designed to improve wellness through new approaches and collaborative research.

The Tallahassee Memorial Transition Center, created in partnership with Capital Health Plan and Florida State University College of Medicine, is one such program. Designed to help discharged patients receive prompt follow-up care and avoid readmission to the hospital, the Transition Center acts as a safety net for patients who cannot afford insurance, do not have a primary care doctor, or are unable to follow up with their physician in a timely manner. Our research shows that these barriers to timely follow-up care are a major cause of readmission and may have a negative impact on the patient’s quality of life. Our Transition Center has garnered attention in national media as a progressive way to support patients’ needs by overcoming these barriers.

Finally, Tallahassee Memorial plans to introduce even more new services and physicians over the next year to better position our community as a regional center for healthcare. In doing so, we will not only allow more families to stay in Tallahassee for medical treatment, but we will also attract new patients to our area from around the region, thereby strengthening our local economy.

As we work to improve the health and welfare of our region, we hope to give you even more reason to consider TMH your hospital for life.
LEADERSHIP Rooted IN SERVICE
Board of Directors Pays Homage to a History of Stewardship

The story of Tallahassee Memorial HealthCare begins more than 60 years ago, when a group of local civic leaders banded together, volunteering their time to achieve a vision of high-quality healthcare for their families, friends and neighbors in this community. Today, the Tallahassee Memorial HealthCare Board of Directors carries on that tradition of service to our region. As citizens of Tallahassee, these Leon County leaders act not
as shareholders, but as community stakeholders. Because they call the Big Bend their home, improving local healthcare services to meet the growing needs in our region is a cause close to their hearts. The board’s provision of financial, administrative and quality-of-care oversight continually strengthens Tallahassee Memorial’s system of care, which serves 16 counties in North Florida and South Georgia.
GROWING IN SERVICE

2011 Timeline

THROUGHOUT THE 2010-2011 FISCAL YEAR, TALLAHASSEE MEMORIAL HEALTHCARE HAS GROWN IN SERVICE TO OUR COMMUNITY THROUGH THE EXPANSION OF OUR CAMPUS TO INCLUDE THREE NEW FACILITIES, THE ADDITION OF NEW, LEADING-EDGE PROGRAMS AND SUPPORT SERVICES.

TMH Unveils New Cancer Center
The state-of-the-art center guides patients from diagnosis to survivorship through a full range of programs and support services.

TMH Creates Transition Center for Patients in Need of Follow-Up Care
To support patients at high risk of readmission to the hospital, this innovative facility provides follow-up care in a multi-disciplinary setting for certain patients who have been recently discharged from the hospital and are clinically stable.

TMH Announces Plans for Emergency Center–Northeast
In June 2011, TMH unveiled plans for an exciting new project that will make TMH’s emergency care faster and more convenient than ever before while maintaining the same high level of clinical quality you have come to expect. The new emergency center will provide special emphasis on pediatric and geriatric care.

2011 Timeline

Tallahassee Memorial Cardiology Specialists Opens In Marianna
Dr. Ray Marling’s patient focus is responding to the area’s growing need for cardiac care.

TMH and Physician Partners Establish Red Hills Surgical Center
The 17,000 square foot multi-specialty ambulatory surgery center features five operating rooms and several pre-op and recovery rooms where physicians perform surgery in five medical specialties.

TMH Provides Minimally Invasive Alternative to Open Heart Surgery
One of Tallahassee Memorial’s many advances in cardiac care this year, TMH was the first in our region to perform a minimally invasive treatment for ASD (Atrial Septal Defect).
Tallahassee Memorial Opens New Outpatient Recovery Center
The focus of this clinic is to continue providing the highest quality treatment for patients who are suffering from addictions, as well as providing information about addictions to family members.

TMH Embraces Telemedicine Technology
With a grant awarded through federal funding, TMH installed telemedicine equipment that allows the Tallahassee Memorial Trauma Program to digitally connect with nearby hospitals. The new technology enhances trauma care in neighboring rural areas, by allowing TMH to use tools such as videoconferencing to support partnering emergency departments in our trauma region, including George E. Weems Memorial Hospital and Jackson Hospital in Marianna.

Bariatric Center Opens
The first of its kind in our area, the Bariatric Center is providing treatment and long-term management of obesity.

InQuicker Enhances the Patient Experience
TMH adopted the InQuicker system, which allows Tallahassee Memorial patients with non-life-threatening medical emergencies to bypass the waiting room by digitally holding a place at the ER or Urgent Care Center. With this service, patients can complete the check-in process online and wait in the comfort of their own homes until their projected treatment time.

TCC Ghazvini Center Opens on TMH Campus
In August, Tallahassee Memorial HealthCare welcomed more than 400 TCC students to the hospital’s campus with the opening of the new 85,000-square-foot, three-story educational center.

TMH Begins Conversion to New Electronic Medical Records System
In order to improve patient care with consolidated, accessible files, TMH began transitioning to a new Electronic Medical Records system.

Funding Awarded for Internal Medicine Residency Program
Graduates of the proposed Florida State University Internal Medicine Residency Program at Tallahassee Memorial HealthCare would have the expertise to help solve puzzling diagnostic problems and could use their comprehensive medical knowledge to serve as primary care doctors.

Clinical Genetics Center
The first clinical practice of its kind in the Big Bend, the Tallahassee Memorial Clinical Genetics Center is serving a unique and vital role within our region.

TMH Replaces Hundreds of Patient Beds
TMH purchased hundreds of brand-new, high-tech Stryker S3 beds to replace all of the adult medical-surgical beds in the main hospital and ten beds in the Behavioral Health Center. The overhaul also involved the delivery of new cribs for pediatrics, and more than 50 technologically advanced stretchers for transport and procedural areas.

Read more about these 2011 events on the following page.
A CLOSER LOOK AT OUR YEAR IN REVIEW

Stories of Tallahassee Memorial's new construction, new and improved services and new plans in 2011

TMH and Physician Partners Establish Red Hills Surgical Center

In late April of 2011, 35 community partners saw a long-term goal realized with the completion of the Red Hills Surgical Center. Plans for the cooperative center grew from the shared interest of TMH and 34 local surgeons in addressing a shortage of operating rooms in our area.

Duncan Postma, MD, Chairman of the RHSC Board of Directors, cuts right to the chase when explaining the group's unanimous vision. “There needed to be more operating rooms in Tallahassee,” he says. “The Red Hills Surgical Center helps patients, because it is more accessible and efficient… That helps surgeons for the same reasons, and also by creating greater surgical capabilities as a result of the additional operating rooms.”

For the surgeons who first developed ideas for the RHSC, finding an ally in Tallahassee Memorial was an unanticipated victory. “The cooperation we’ve had with TMH is unusual,” muses Dr. Postma. “I think Mike Guarino, [Manager at Red Hill Surgical Management Company] was skeptical about whether this project would work, but after his first meeting with Mark O’Bryant, Tallahassee Memorial HealthCare President & CEO, he said, ‘Wow. This is a different place’.”

“At TMH, we embrace opportunities to foster partnerships that support our medical community and help achieve positive growth in local healthcare services. We were pleased to work with this dedicated group of surgeons to create the Red Hills Surgical Center and enhance treatment options for our patients,” says Mark O’Bryant.

Located on what Dr. Duncan Postma calls the “perfect site”, the center stands directly across from the new Tallahassee Memorial Cancer Center. The 17,000-square-foot, multi-specialty ambulatory surgery center features five operating rooms, several pre-op and recovery rooms, as well as an educational observation room. Rarely seen in the United States, the educational observation room offers an exceptional learning tool to local medical students.

“Healthcare is, and will continue to be, one of this region’s economic drivers and this education model will have a direct impact on the development of the workforce pipeline. The facility is unique by providing an observation corridor where high school, nursing and medical students
can observe multi-specialty surgical operations through a glass window, aided by video cameras showing details,” says Dr. Postma.

“There are all kinds of medical education opportunities to explore here,” affirms Debbie Shapiro, CEO/ Executive Director of the Red Hills Surgical Center.

With sights set on this new goal, the center is already creating a welcome new location for surgery in five medical specialties: otolaryngology (ear, nose and throat), orthopedic surgery, general surgery, ophthalmology and gynecology. Catering specifically to patients in need of one-day, outpatient operations, the center currently treats 150-200 patients each month. “We are selective about which patients would do well with a completely outpatient approach. This is a special subset of patients,” clarifies Dr. Postma.

Anonymous feedback from patients shows that this subset of patients has high praise for the center, commending everything from the staff to the convenient and ample parking. “We are very proud of the results of our quality studies,” states Shapiro.

Additionally, with the support of the Economic Development Council of Tallahassee/Leon County, local governments, educational institutions and Workforce Plus, the Red Hills Surgical Center brought approximately 30 new jobs to the Tallahassee community.

TCC Ghazvini Center Opens on TMH Campus

On August 29, Tallahassee Memorial HealthCare welcomed more than 400 Tallahassee Community College students to the hospital’s campus with the opening of the new Ghazvini Center for Healthcare Education.

The 85,000-square-foot, three-story educational center includes six classrooms, 13 laboratories, a multi-purpose 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 five years.

Soon after arriving in Tallahassee, our President & CEO Mark O’Bryant led the effort to bring students on campus. Land is also available for Florida State University and Florida A&M University to place medical education facilities near the TCC Ghazvini Center.

“We share in TCC’s excitement about its Center for Health Education. TCC is the first to develop on this land gift, provided by TMH, that we hope will serve as a collaborative campus for health education and research,” said O’Bryant. “Our strategic plan specifically speaks to the value of educational partnerships and this represents a major step in that direction.”
TMH Unveils New Cancer Center

During the first week of January 2011, TMH celebrated the opening of the new, state-of-the-art Tallahassee Memorial Cancer Center. Featuring leading-edge clinical technology, the center guides patients from diagnosis to survivorship through a full range of programs and support services. With the opening of the new Cancer Center, the Big Bend became home to one of the most advanced radiosurgery systems in the world, the Novalis Tx with RapidArc and the ExacTrac system.

TMH kicked off the opening of the Cancer Center with a campaign featuring one of our former patients, breast cancer survivor Temeka Hunter. The day she was diagnosed, Temeka remembers hearing a powerful statement from one her treating physicians, Dr. Blank. “She said ‘We are going to fight and we never give up!’” recalls Temeka. “At that point, I thought to myself, ‘Wow!’”

“My doctors told me the reality [of my cancer]. They told me, ‘This is what we have to do,’” she adds. “They are just amazing doctors.”

After successful surgery and radiation treatments, Temeka returned to a very full life. “I got married shortly after treatment, and he’s still sticking with me,” she smiles. Temeka has also graduated from TCC with her associate’s degree in Early Childhood Education.

Recovery has given her a far-reaching perspective, which is evident in her endeavors to educate other women about breast cancer and early detection. Temeka is involved in raising awareness of breast cancer in as many forums as possible, including the internet and the local women’s prison where she works. “When I think about life, I don’t think about what I’m going to do; I think about the legacy I’m going to leave when I’m gone,” she says.

With the expanded treatment options available at the new Cancer Center, Tallahassee Memorial has gained the healing technology and advanced capabilities to bring even more cancer patients in our region to recovery.
TMH Creates Transition Center for Patients in Need of Follow-Up Care

In February 2011, Tallahassee Memorial HealthCare opened the Transition Center, an innovative facility that provides follow-up care to TMH patients who have recently been discharged from the hospital and may be at high risk of readmission.

Whether these patients are at risk of readmission because they do not have a primary care physician, do not have insurance, or cannot see their own doctor in a reasonable period after leaving the hospital, the Transition Center acts as a safety net, helping them to avoid a second hospital stay. Created in partnership with Capital Health Plan, the Center is a place where healthcare professionals can connect patients to any care they may need following their time in the hospital, whether this means filling prescriptions, arranging physical therapy or other rehabilitation services, or getting in touch with case management or social work for intervention.

“In essence, our purpose is to be available to provide care for patients who can’t see their physician within 5-7 days of discharge from the hospital. We want to make sure they get the care and support they need,” explained Dean Watson, MD, TMH Chief Medical Officer, who developed the original idea for the center.

By the end of the year, the Center had treated more than 600 patients, reducing emergency room visits and hospital readmissions for the identified, high-risk population by an astounding 61 percent. The Center’s success in helping these at-risk patients garnered national media attention in an article featured in the Washington Post.

Stephen Quintero, MD, who is a faculty member at the FSU College of Medicine, serves as the facility’s part-time physician helping to oversee the Center along with TMH colleague Judy Griffin who is the Center’s full-time Advanced Registered Nurse Practitioner. The Center also has a part-time social worker on staff.

Tallahassee Memorial Opens New Outpatient Recovery Center

The Tallahassee Memorial Recovery Center opened a new Outpatient Recovery Center, which began offering group and individual counseling for substance abuse on July 5.

Since 2009, the Recovery Center has been providing treatment for the dependence and/or abuse of over-the-counter medication, illicit drugs, prescription drugs and alcohol. Patients at the new Outpatient Recovery Center have access to a number of treatment options, including individual and group counseling, Intensive Outpatient Group (IOP) therapy, family therapy, dialectic behavioral therapy, extensive psychological assessments, Suboxone treatment and a 12-week aftercare program.
“The Outpatient Recovery Center is continuing the spectrum of care for individuals with addictions,” said Clinical Director Jeffery Ferraro, MD. “The focus of this clinic is to continue providing the highest quality treatment for patients who are suffering from addictions, as well as providing information about addictions to family members.”

Patients at the Outpatient Recovery Center are under the care of Clinical Director Jeffery Ferraro, MD, board certified in addiction medicine. The Outpatient Recovery Center’s team includes certified addiction specialists, a licensed psychologist, licensed mental health counselors, and chronic pain specialist and the area’s only addictionologist, Joseph Pagano, MD.

**TMH Introduces Minimally Invasive Treatments for Cardiac Patients**

During 2011, Tallahassee Memorial made a number of advancements in minimally invasive cardiac procedures. Often providing an alternative for major operations such as open heart surgery, these minimally invasive, or percutaneous, procedures allow for excellent results with quicker recovery times. Better still, patients can receive care right here in Tallahassee, sparing them long-distance trips for treatment.

One such patient, Debra Jackson of Funston, Georgia, underwent a percutaneous procedure for an Atrial Septal Defect (ASD). The procedure, performed at Tallahassee Memorial Hospital by William C. Dixon IV, MD (Tallahassee Cardiology Associates, P.A.), provides an alternative to open heart surgery for certain patients suffering from ASD, a condition in which the wall separating the top two chambers of the heart is not fully developed. Though ASD is present from birth, the condition can present no symptoms and go undetected for many years. Left untreated, it may result in such serious conditions as heart failure, pulmonary hypertension or stroke.

Debra was experiencing a racing heart and shortness of breath when she first sought medical attention. Originally planning on having open heart surgery, she then learned about the minimally invasive option at TMH. “I was scared at first, but I felt better once Dr. Dixon explained the procedure,” Debra recalls.

The treatment closes the hole in the heart with a device called an Amplatzer Septal Occluder, which is inserted via a small incision in the groin and then threaded up to the heart through the blood vessels. According to Dr. Dixon, the Amplatzer procedure, when performed on an appropriate candidate, is as effective as open heart surgery. “The difference,” he attests, “is that Mrs. Jackson goes home the day after the Amplatzer procedure with a Band-Aid on her leg, as opposed to being in the hospital for 4-5 days with an incision down her chest.”

Today, Debra is back to her routine—and doing some things she knows she would not have been able to enjoy as much before the procedure, such as spending time with her one-year-old granddaughter, who was born just days after the operation. Debra lights up when the baby girl, her first grandchild, is brought up in conversation. “I went home on Friday, and Peyton was born on Tuesday. I keep her three days a week,” she says.

In a study conducted by the Journal of Invasive Cardiology, the Amplatzer Septal Occluder was found to have excellent results in 106 out of 117 consecutive patients. Offering this procedure locally is certain to be of great benefit to many in the Big Bend and surrounding regions. “This is a good thing for the City of Tallahassee—for our patients and our medical community,” states Dr. Dixon.

After Debra’s operation, several other patients underwent the Amplatzer procedure at Tallahassee Memorial during the past year. Recently, Tallahassee Memorial has also introduced a number of other minimally invasive cardiac procedures to our region, including percutaneous balloon mitral valvuloplasty and Conformable GORE® TAG® Thoracic Endoprosthesis.
“My doctors at the Tallahassee Memorial Cancer Center told me, ‘We are going to fight and we never give up!’”

— TEMEKA HUNTER
Breast Cancer Survivor

Debra Jackson is all smiles after a successful operation that served as an alternative to open heart surgery. She is shown here with the physician who performed the procedure at TMH, William C. Dixon IV, MD.
A CLOSER LOOK AT OUR YEAR IN REVIEW

Stories of Tallahassee Memorial’s new construction, new and improved services and new plans in 2011

Bariatric Center Opens, Offering Specialized Treatment for Overweight and Obese Patients
A first-of-its-kind facility for our area, the brand new Tallahassee Memorial Bariatric Center is providing treatment and long-term management of obesity. These services are in high demand in our community from both patients and physicians. In fact, Florida is the tenth heaviest state in the nation with about two-thirds of adults being overweight or obese. Our region of the state has a particularly marked need for this form of care, as the population has one of the higher BMI (body mass index) averages.

The focus of the bariatric center is to educate and empower patients to participate in their treatment with a goal of reducing BMI, medical problems, and medications, thereby improving overall health. The center utilizes a team approach consisting of a bariatric physician, dietitian, therapist and exercise specialist, with referrals to bariatric surgery and other specialists.

Tallahassee Memorial Opens Clinical Genetics Center
In November 2011, Tallahassee Memorial HealthCare introduced a new center that is serving a unique and vital role within our region. The first clinical practice of its kind in the Big Bend, the Tallahassee Memorial Clinical Genetics Center is designed to provide members of our community with evaluations and treatments for a wide variety of genetic conditions.

For years, Tallahassee families have had access to Geneticist Roderick F. Hume, MD, who specializes in prenatal genetics. The new center has significantly expanded the genetic services available in our community by providing treatment needed at any point after birth. Focused on four areas of genetic care, the Tallahassee Memorial Clinical Genetics Center offers services in adult, pediatric, cardiovascular and hereditary cancer genetics.

In the past decade, the ability to diagnose, treat, and preventively manage genetic disorders has evolved rapidly and so has the understanding of the basis of common diseases. Improved technology in genetics has enabled us to discover the underlying cause of many patients’ disorders providing answers to many families.

Genetic information can help physicians determine the best types of therapy and the most needed screenings for their patients. Genetic information has also helped physicians explore exciting new treatments for certain metabolic, genetic and hereditary disorders, such as autism, QT syndrome and certain hereditary cancer disorders.

Medical Director Lea Kristin Parsley, MD, is pleased to be offering these services to the North Florida area. “This is a new and growing field. We just unraveled the human genome ten years ago, so we are discovering new therapies, effective diagnoses and treatments,” she says.

TMH Announces Plans for Emergency Center-Northeast
In June 2011, Tallahassee Memorial HealthCare unveiled plans for an exciting new project that will make TMH’s emergency care faster and more convenient than ever before while maintaining the same high level of clinical quality our patients have come to expect. The project is a new, freestanding emergency center specifically designed to meet the increasing demands of our growing Big Bend region. The new emergency center will be located at the Thomasville Road and I-10 interchange. Care will be provided by our outstanding TMH emergency physicians, clinicians and staff, able to respond to emergency situations involving stroke, heart attack and other life threatening illnesses. Innovative healthcare systems around the country have developed similar freestanding emergency centers to improve access and drive down wait times for those in critical need of emergency treatment.

The Tallahassee Memorial Emergency Center-Northeast will be equipped to handle any emergency situation and built with special consideration for both our pediatric and geriatric patients and their families. This includes a separate entrance and waiting area designed specifically for our pediatric patients.
Funding Awarded for Proposed Internal Medicine Residency Program

The Tallahassee Memorial HealthCare Board of Directors and the Florida State University College of Medicine first announced plans to pursue a joint internal medicine residency program in August 2010. On August 16, 2011 the proposed residency program cleared a major hurdle when the Centers for Medicare & Medicaid Services (CMS), announced that the program will receive funding for 39 new residency positions.

Graduates of the proposed Florida State University Internal Medicine Residency Program at Tallahassee Memorial HealthCare would have the expertise to help solve puzzling diagnostic problems and could use their comprehensive medical knowledge to serve as primary care doctors or further their study to become specialists in fields such as cardiology or endocrinology.

The source of these residency slots is a redistribution of over 1,300 residency positions throughout the United States. The Florida State University Internal Medicine Residency Program tied for the second highest number of added slots for any one hospital in the nation. “CMS’s decision to place 39 residency slots at Tallahassee Memorial speaks to the need for additional physicians in the Big Bend and to the success of our current Family Medicine Residency Program to keep its graduates in our region,” said Mark O’Bryant, TMH’s President & CEO.

Since 1973, the Tallahassee Memorial Family Medicine Residency Program has produced 312 graduates, with 189 staying in Florida, including 102 in Tallahassee. As studies show that roughly 60 percent of doctors practice where they complete their residency, a second residency program at Tallahassee Memorial would have the potential to bring an even greater number of physicians to our region, aiding our state in addressing a critical shortage of primary care doctors.

With funding for the internal medicine residency positions in place, administrators of Tallahassee Memorial HealthCare and Florida State University have taken another step toward making the proposed program a reality with the selection of Gregory Todd, MD as the first permanent Program Director.
CULTIVATING A COMMUNITY OF CARE

Reaching Across Gaps in Healthcare Access through Charitable, Uncompensated and Subsidized Services

As a not-for-profit community healthcare system, Tallahassee Memorial HealthCare often provides charitable, uncompensated and subsidized services in order to meet the needs of our neighbors throughout the Big Bend. At times, offering these charitable services means a child, newly diagnosed with diabetes, can learn to manage their condition with the help of the pediatric diabetes team at Tallahassee Memorial’s Diabetes Center. At other times, benevolent care means a man, injured on his farm in a nearby county, can be treated right away at one of our hospital’s rural physician offices. And sometimes, benevolent care means an accident victim with no insurance can visit the Bixler Emergency Center to receive the care they need, but cannot afford. In each instance, offering charitable, uncompensated and subsidized care illustrates a key element of the TMH mission to “…honorably serve our community and maintain positive, collaborative relationships by providing compassionate, leading-edge, patient-centered healthcare for all…”

During fiscal year 2010-2011, TMH provided $34,563,000 of charitable and uncompensated services at cost. In total, Tallahassee Memorial’s contributions to the community—taking into account charity care, bad debt, subsidized services, education of healthcare professionals and community outreach—amounted to $48,300,000 for the year.

Tallahassee Memorial Diabetes Center

The work of the Tallahassee Memorial Diabetes Center is just one example of the benefits these contributions provide to our community. Established at the direction of local endocrinologists, the center improves the educational experience of patients through diabetes management classes and individual counseling sessions on topics such as managing high and low blood sugar, testing blood sugar, making healthy food choices, and initiating insulin and nutrition therapy. These Diabetes Center services have improved the lives of many within our community, and, for some, they would be unattainable without financial assistance.

“About a third of our patients do not have insurance that covers diabetes education. Without subsidized care through the Diabetes Center, our community would have a lot of people with less...”
well-controlled diabetes,” says Larry Deeb, MD, Medical Director of the Tallahassee Memorial Diabetes Center.

Instead, the Diabetes Center helps prevent hospital admissions by teaching patients about their condition and how to manage it expertly. “Diabetes is the leading cause of blindness, kidney failure and non-traumatic amputation, but I don’t see those complications with our patients,” Dr. Deeb asserts.

Preventative Care

Preventative care and patient education are also a focus of Tallahassee Memorial’s rural clinics, which provide thousands of dollars in subsidized care each year. Located in Gadsden, Jefferson, Wakulla, Taylor and Calhoun counties, Tallahassee Memorial’s rural clinics provide a full spectrum of care in order to meet the needs of patients from birth to geriatric care. By treating patients with conditions such as diabetes, hypertension, coronary artery disease as well as upper respiratory ailments and common injuries, while also providing services such as small surgical procedures and biopsies, blood draws, and classes in chronic disease management, these rural clinics give patients the care they need close to home. Ultimately, convenient, accessible medical care buoys wellbeing in these counties by encouraging regular checkups.

“Many people in rural areas want to stay in rural areas at all times,” explains Wesley D. Scoles, MD, of Tallahassee Family Medicine Center, Monticello. “If it meant driving into town, these individuals might not see their doctor regularly, and poorly managed conditions result in more hospitalizations and emergency room visits.”

A greater number of hospitalizations and emergency room visits would not only reflect more serious risks to the health of our community, it would also result in higher costs for care. Partnering with TMH allows Tallahassee Memorial’s rural clinics to maintain the clarity of this “big picture”.

— Wesley Scoles, MD
“Without rural clinics, the costs of providing medical care to our community would go up,” states Dr. Scoles. “Private practices have to consider their bottom line… As they accept patients, their first question is, ‘What insurance do you have?’ At our clinic, this becomes a secondary concern. We can ask, ‘What brings you in today?’, because TMH recognizes that preventing patients from being hospitalized or visiting the ER is a savings—on many levels—in the long run.”

Care for the Uninsured and Underprivileged

Of course, hospitalizations and emergency rooms visits cannot always be averted, and everyone, including the uninsured, may someday face a medical emergency. “That’s the critical service that Emergency Centers provide; they are a safety-net for everyone,” says Sam Ashoo, MD, Medical Director of Tallahassee Memorial’s Bixler Emergency Center.

Dr. Ashoo estimates that as many as 25 percent of Tallahassee Memorial’s emergency and trauma patients are completely uninsured. “Without Tallahassee Memorial’s Emergency and Trauma Services, a lot of very sick people wouldn’t seek the care they need,” he contends. “At TMH, especially, ancillary services are set up with the expectation that some people are not going to be able to pay for them. We are prepared to connect those patients with resources throughout the hospital and our community.”

Our uninsured and underprivileged patients are often coping with multiple psychosocial and financial problems. In follow-up calls made by Tallahassee Memorial’s social workers, these patients may disclose a lack of heat, utilities, food or medicine. Mary Martin LCSW, Indigent Healthcare Coordinator, is one of the individuals who helps connect our uninsured and underprivileged patients with resources in the community that can help.

“We are fortunate to have community agencies willing to assist even if it means a home visit on a Friday before Christmas Eve. Only the persons assisted know of this great work. I often wish our administration and supporters could hear the relief in our patients’ voices and see the joy in their eyes when they receive help that was desperately needed. We are privileged to partner with such compassionate people,” she says.

Pictured from left to right are: Sam Ashoo, MD, Medical Director of the Tallahassee Memorial Bixler Emergency Center; Freda Lyon, Service Line Administrator of the Tallahassee Memorial Bixler Emergency Center; and Eric Hartigan, RN, MSN, Director of Tallahassee Memorial Emergency Services.
As the largest not-for-profit community hospital in the Big Bend, Tallahassee Memorial continually seeks out new data to assess the healthcare needs in our region. These identified needs, and our desire to meet them, directs all operations of our organization.

In addition to these examples of charitable services, each year, our NeuroScience Center experiences a significant net loss, in order treat those in our region who suffer injuries and conditions affecting the brain and nervous system.

As the largest not-for-profit community hospital in the Big Bend, Tallahassee Memorial continually seeks out new data to assess the healthcare needs in our region. These identified needs, and our desire to meet them, directs all operations of our organization. In addition to the subsidized services provided through our rural clinics, Diabetes Center, and Emergency and Trauma Centers, Tallahassee Memorial HealthCare also reaches out to the local, underserved population in numerous ways, from donating thousands of dollars to regional nonprofit organizations, to building charitable community partnerships.

**Defining Charity, Uncompensated and Subsidized Care**

Charity, uncompensated and subsidized healthcare are alike in that Tallahassee Memorial provides each at a financial loss. However, each of these terms applies to a specific form of benevolent, negative-margin healthcare service. Charity care includes care provided to those who live at 150 percent of the federal poverty level, thereby meeting charity care guidelines. Uncompensated care is care provided to those who are uninsured or underinsured for which the hospital does not receive payment. Lastly, subsidized care refers to negative-margin medical services provided within the community because they satisfy a defined medical need of the population.
NEW BEDS MAKE A DIFFERENCE TO EVERY PATIENT WHO STAYS AT TMH AND EVERY NURSE WHO PROVIDES THEIR CARE

Tallahassee Memorial HealthCare has recently made a change that will positively affect each and every person receiving inpatient care at our hospital. Beginning in December 2011, hundreds of brand-new, high-tech Stryker S3 beds replaced all of the adult medical-surgical beds in the main hospital and ten beds in the Behavioral Health Center. The overhaul also involved the delivery of new cribs for pediatrics, and more than 50 technologically advanced stretchers for transport and procedural areas.

“When we talk about beds, we are talking about the environment in which 100 percent of our patients will be cared for, and our patients come in every size and shape and have a wide variety of clinical needs,” says Barbara MacArthur, RN, MN, FAAN, Vice President/Chief Nursing Officer of Tallahassee Memorial HealthCare.

The journey to bringing this new equipment to TMH began in 2007. “We needed to explore new technology, materials and surfaces that provide a safe, comfortable place to rest, sleep, and move for patients. Additionally, we needed to consider the ability for our nursing staff to access the patient for care, respond to emergencies, weigh patients, reposition those patients who have limited mobility and avoid injuries to themselves during these interventions,” says MacArthur.

After careful deliberation, the Stryker S3 bed series was selected as the best option to meet those needs. The new beds use the latest technology to provide a higher quality of care safely, conveniently and consistently. Special features help safeguard patients from falling or developing pressure ulcers. The Stryker S3 also has a built-in scale that provides accurate weight measurement, while the patient rests comfortably in any position. Each of these features strengthens our caregivers’ ability to monitor patients and meet their needs.

Meanwhile, the beds are also specially designed to protect caregivers from experiencing injury or physical strain on the job. Features such as one-hand operation of siderails, center-mounted brakes, the one-touch in-bed scale and superior ergonomics help reduce the frequent bending and twisting that can injure caregivers.

While many vital infrastructure improvements, such as new generators or air handlers, can go largely unnoticed, acquiring new beds for the hospital is an investment that has direct, tangible benefits for our patients and colleagues alike. “I am thrilled that we have actualized one of TMH’s most vital infrastructure changes in a number of years,” states MacArthur.
VOLUNTEER SERVICES

During 2011, our remarkable TMH volunteers continued to provide their time, talents and compassion to help make a positive difference in the experience of our patients, families, visitors and staff. In a facility as large as TMH, the extra attention to details given by our volunteers is invaluable. Whether it was giving directions, serving tea, escorting a visitor, transporting a patient, providing music, art or animal therapy, over 500 TMH volunteers selflessly donated over 70,000 hours of service. Our volunteers embrace and exemplify the TMH ICARE Values, of Integrity, Compassion, Accountability, Respect and Excellence.

We invite caring, committed adults, college students and teens to contribute their time and talent to meet the needs of our mission, our community and the patients we serve. In return, volunteering is an excellent way to learn new skills, explore careers and meet new friends.

TMH Auxiliary

The TMH Auxiliary includes men and women who serve as greeters, patient ambassadors, tea service attendants, gift shop attendants, craftsmen/women and many other helpful positions.

Since 1949, this group of active volunteers has brought their kindness and caring to many at TMH. Their smiles brighten lives and touch hearts.

In addition to contributing thousands of hospital service hours, the TMH Auxiliary engages in multiple fund-raising activities and generated more than $30,000 in 2010-2011. The TMH Auxiliary is an integral part of TMH, its values, vision and mission.

Gail O’Kelly and Rosa Strickland, TMH Auxiliary Tea Cart Volunteers
As we pursue our vision of recognized world class healthcare, Tallahassee Memorial seeks, not only to provide the best possible patient care, but also to see excellence reflected empirically in measurable standards of quality.

A quality measure is information from a patient’s record, or an operational process, that is converted into a rate, percentage or time that shows how well providers are taking care of their patients. The graphs provided in this report illustrate the height of quality TMH has achieved in recent years. Our steady effort to improve health indicators shows we are committed to delivering the best possible care to the patients we serve.

### National Hospital Quality Measurements  Base Year vs Performance TYD

Tallahassee Memorial has a history of high quality care and continues to seek perfection in service. To better illustrate our progress, which ranges from figures of 91.7 percent to 100 percent, we have focused the scale of the graphs below.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Aspirin at Arrival</td>
<td>99.3</td>
<td>98.8</td>
</tr>
<tr>
<td>Patients who are given aspirin within 24 hours of arriving at hospital unless aspirin is harmful to patient (example, if patient has an ulcer).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aspirin at Discharge</td>
<td>99.3</td>
<td>98.8</td>
</tr>
<tr>
<td>Patients who are prescribed aspirin when discharged from the hospital, unless it would be harmful to the patient.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ace Inhibitor or ARB for Left Ventricular Systolic Dysfunction</td>
<td>100</td>
<td>98.8</td>
</tr>
<tr>
<td>Patients who are given an ACE Inhibitor or ARB (medicines that treat some heart problems) when leaving the hospital.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beta Blocker at Discharge</td>
<td>99.4</td>
<td>100</td>
</tr>
<tr>
<td>Patients who are prescribed a beta blocker when discharged from the hospital.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PCI within 90 Minutes of Arrival</td>
<td>100</td>
<td>91.7</td>
</tr>
<tr>
<td>Patients who receive Percutaneous Coronary Interventions (PCI) within 90 minutes of arrival to the hospital.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Statin Prescribed at Discharge</td>
<td>99.3</td>
<td>98.2</td>
</tr>
<tr>
<td>Acute myocardial infarction (AMI) patients who are prescribed a statin at hospital discharge.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
National Hospital Quality Measurements  Base Year vs Performance TYD
Tallahassee Memorial has a history of high quality care and continues to seek perfection in service. To better illustrate our progress, which ranges from figures of 90.6 percent to 100 percent, we have focused the scale of the graphs below.

Heart Failure Discharge Instructions
Assessment of Left Ventricular Function

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

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

TMH Quarterly Central Line-Associated Blood Stream Infections
Recognizing that patients can be harmed and even die as a result of hospital acquired infections, it is our goal at TMH to do everything we can to protect our patients from infection while in our care. We are proud of the strides we have made in making CLABSIs incredibly rare at our hospital.—Cynthia Blair, Tallahassee Memorial Vice President/Chief Improvement and Planning Officer

Mortality Risk Adjusted
In June 2009, during a speech to the American Medical Association, President Obama recognized Tallahassee Memorial for our fervent efforts to reduce mortality. Since that time, TMH has continued to place a sharp focus on reducing mortality—an effort that means fewer patient deaths are occurring at TMH than ever before.
FOCUS ON QUALITY

Tallahassee Memorial has a history of high quality care and continues to seek perfection in service. To better illustrate our progress, which ranges from figures of 88.2 percent to 100 percent, we have focused the scale of the graphs below.

Each initiative helps to drive quality achievement in the patient care at TMH. “We actively collaborate at any opportunity we have to improve the quality of our care,” says Cynthia Blair, Tallahassee Memorial Vice President/Chief Improvement and Planning Officer.

**National Hospital Quality Measurements  Base Year vs Performance TYD**

Tallahassee Memorial has a history of high quality care and continues to seek perfection in service. To better illustrate our progress, which ranges from figures of 88.2 percent to 100 percent, we have focused the scale of the graphs below.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Base Year</th>
<th>Performance TYD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pneumococcal Vaccination</td>
<td>100</td>
<td>97.8</td>
</tr>
<tr>
<td>Blood Culture in ICU</td>
<td>100</td>
<td>88.2</td>
</tr>
<tr>
<td>Initial ER Blood Culture Prior to First Dose of Antibiotic</td>
<td>96.8</td>
<td>88.6</td>
</tr>
<tr>
<td>Smoking Cessation Advice</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Appropriate Initial Antibiotic</td>
<td>96.3</td>
<td>89.8</td>
</tr>
</tbody>
</table>

Further information about these initiatives can be found at [www.tmh.org/quality](http://www.tmh.org/quality)

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TMH participates in a variety of collaborative projects with other hospitals for the purpose of achieving best practices. Some of the improvement initiatives we are currently involved in include the following:

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

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National Hospital Quality Measurements  Base Year vs Performance TYD
Tallahassee Memorial has a history of high quality care and continues to seek perfection in service. To better illustrate our progress, which ranges from figures of 60.9 percent to 100 percent, we have focused the scale of the graphs below.

- **Initial Antibiotic Timing**
  - Patients who received preventative antibiotic(s) one hour before incision.

- **Appropriate Preventative Antibiotic**
  - Patients who received the appropriate preventative antibiotic(s).

- **Antibiotic Stopped within 24 Hours**
  - Patients whose preventative antibiotic(s) are stopped within 24 hours after surgery.

- **Appropriate Hair Removal Methods**
  - Percent of patients who had hair removed using a safe method (electric clippers or hair removal cream – not a razor).

- **Urinary Catheter Removed by Second Post-op Day**
  - Urinary catheter removed on Postoperative Day 1 (POD 1) or Postoperative Day 2 (POD 2) with day of surgery being day zero.

- **Perioperative Temperature Control**
  - Surgery patients with perioperative temperature management.

- **Beta Blocker Therapy**
  - Percent of surgery patients who were kept on beta blockers during the period just before and after their surgery.

- **Treatment to Prevent Blood Clots Ordered by Doctor**
  - Doctor ordered treatments to prevent blood clots (venous thromboembolism).

- **Treatment to Prevent Blood Clots within 24 Hours**
  - Patients who received treatment to prevent blood clots within 24 hours before or after selected surgeries.
## The Charitable Year in Review

In 2010-2011 Tallahassee Memorial’s community of donors – each of you – donated more than $8,800,000 to the TMH Foundation. This represents a $2,000,000 increase over 2009-2010 and includes an amazing $351,000 in gifts from 1,815 TMH colleagues. Many of your gifts served the hospital’s basic areas of healthcare delivery while 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

Nursing Research and Evidence-Based Practice, the Nurse Scientist Scholar Program, the Transition Center, the Genetics Clinic, Graduate Medical Education, Scholarship/Loan/Tuition Reimbursement Program, Arts in Medicine and Medical Music Therapy, the TMH-FSU Research Collaborative, Health-related community outreach initiatives, Women’s and Children’s Services, Heart & Vascular Center, the Cancer Center, Adult Day Care, the Rehabilitation Center, Bereavement Programs, Pharmacy, Animal Therapy, the Diabetes Center, Orthopedic Services, the Neuroscience Center, Behavioral Health Center, the Bixler Emergency Center and the Trauma Center.

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### GIFTS AND GRANTS OUTRIGHT

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations-Unrestricted</td>
<td>$1,024,736.29</td>
</tr>
<tr>
<td>Operations-Restricted</td>
<td>$3,547,414.24</td>
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<tr>
<td>Endowments and Capital-Unrestricted</td>
<td>$767.00</td>
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<tr>
<td>Endowments and Capital-Restricted</td>
<td>$1,407,622.59</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$5,980,540.12</strong></td>
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</tbody>
</table>

### GIFTS AND GRANTS DEFERRED

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations-Unrestricted</td>
<td>$0.00</td>
</tr>
<tr>
<td>Operations-Restricted</td>
<td>$0.00</td>
</tr>
<tr>
<td>Endowments and Capital-Unrestricted</td>
<td>$0.00</td>
</tr>
<tr>
<td>Endowments and Capital-Restricted</td>
<td>$2,850,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,850,000.00</strong></td>
</tr>
</tbody>
</table>

**GRAND TOTAL** $8,830,540.12

### GIFTS AND GRANTS DESIGNATIONS

<table>
<thead>
<tr>
<th>Destination</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavioral Health Center</td>
<td>$2,950.00</td>
</tr>
<tr>
<td>Bixler Emergency Center &amp; Trauma Center</td>
<td>$364,266.05</td>
</tr>
<tr>
<td>Cancer Center</td>
<td>$1,336,726.22</td>
</tr>
<tr>
<td>Diabetes Center</td>
<td>$112,483.84</td>
</tr>
<tr>
<td>Diabetes Center-Deferred</td>
<td>$25,122.54</td>
</tr>
<tr>
<td>Family Medicine Residency Program</td>
<td>$496,709.09</td>
</tr>
<tr>
<td>Heart &amp; Vascular Center</td>
<td>$25,122.54</td>
</tr>
<tr>
<td>Orthopedic &amp; Neuroscience Centers</td>
<td>$519,320.59</td>
</tr>
<tr>
<td>Orthopedic &amp; Neuroscience Centers-Deferred</td>
<td>$250,000.00</td>
</tr>
<tr>
<td>Women’s &amp; Children’s Services</td>
<td>$497,578.20</td>
</tr>
<tr>
<td>Women’s &amp; Children’s Services-Deferred</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>Hospital-Wide Services</td>
<td>$2,625,383.59</td>
</tr>
<tr>
<td>Hospital-Wide Services-Deferred</td>
<td>$2,500,000.00</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>$8,830,540.12</strong></td>
</tr>
</tbody>
</table>
PILLARS OF PHILANTHROPY

Tallahassee Memorial and the TMH Foundation salute and thank the more than 4,045 “pillars of philanthropy” who gave of their resources during 2010-2011 for the benefit of TMH patients and their families. Inspired by Tallahassee Memorial’s vision – “recognized world class healthcare” – these generous donors funded hundreds of initiatives for direct patient care services, health education, clinical research, expansion of facilities and state-of-the-art technology acquisition. These gifts will positively influence healthcare delivery now and for decades to come.

Matilda “Tillie” Austin Allen

Matilda “Tillie” Austin Allen – known and beloved by all for her indomitable spirit — has chosen the Tallahassee Memorial Cancer Center and its Healing Garden as the site for a memorial tribute to her late husband – the remarkable E. C. Allen. The E.C. Allen Memorial Fountain now graces the Healing Garden and stands as a soothing water feature amidst the garden’s foliage, ambling paths and outdoor seating – a natural retreat for patients, families and staff. “This garden makes people feel safe, less stressed, more comfortable and even invigorated. It is the perfect place to honor E.C.,” said Mrs. Allen.

Mrs. Allen has been a philanthropic leader at Tallahassee Memorial for decades. She was prominent among the founders of TMH’s premier fund-raising event, the Golden Gala, and her dedicated support of it has been continuous for 29 years – both as a distinguished donor and volunteer on the decorations and design team. Furthermore, Mrs. Allen and the late Mr. Allen generously made gifts to the TMH Foundation for the Tallahassee Memorial Heart & Vascular Center, the NeuroScience Center, the Diabetes Center, Women’s and Children’s Services and Emergency Medical Services.

Mrs. Allen is a philanthropist in every sense of the word – she seeks the ‘greater good’ by giving of herself as an inspirational volunteer and by contributing financially to those causes and charities she holds dear. The personal time she expends to improve the lives of others is inestimable.

Michael J. Ford, MD

Michael J. Ford, MD, owner of Southeastern Dermatology and cyclist, is committed to providing quality care to his patients at Southeastern Dermatology and to the principle that all people in this region should have access to the best “Cancer Care Close to Home.” This is underscored by his dedicated philanthropic support of the Tallahassee Memorial Cancer Center through the Ride for Hope cycling event. Southeastern Dermatology was the Ride’s Presenting Sponsor in 2011 and will be again in 2012 and 2013. Southeastern Dermatology named a Cancer Center room in memory of Dr. Ford’s mother Joyce Marie Ford.

C. David Fonvielle

C. David Fonvielle, III, a local attorney and cyclist, served as Honorary Chair for the 2011 Ride for Hope and played a key fund-raising role making it the most successful Ride to date. Mr. Fonvielle’s passion for cycling is matched by his dedication to individuals

Paula Fortunas Named 2011 Woman of Distinction in Health

Paula Fortunas, Vice President/Chief Advancement Officer at Tallahassee Memorial and President/CEO of the TMH Foundation, was recognized as the 2011 Woman of Distinction in Health by the Girl Scout Council of the Florida Panhandle. This council serves 6,000 girls across 19 counties with more than 100 troops.

According to Raslean M. Allen, Chief Executive Officer of the Girl Scout Council of the Florida Panhandle, “Girl Scouts are proud to honor Mrs. Fortunas as a leader in our community. It is important to note that she is being recognized not only for her professional excellence and achievement but also for her ingenuity and the ability to overcome barriers that still exist for women. She is a role model for us all.”

“The Awards Ceremony was a very special occasion for the TMH family as many gathered to salute Paula and her outstanding record of accomplishment and everyone’s heart was truly touched when Paula dedicated the award to her mother who passed away in September,” said Mark O’Bryant, TMH President and Chief Executive Officer.

Paula Fortunas at Awards Ceremony

Charlotte E. Maguire, MD congratulates Paula Fortunas at Awards Ceremony

Paula Fortunas named 2011 Woman of Distinction in Health

Matilda “Tillie” Austin Allen

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and their families who have faced the news, “You have cancer.” That ongoing commitment has been expressed through his personal gifts, business charitable contributions and through The Fonvielle Family Foundation. Mr. Fonvielle and his wife Debby named a room at the Cancer Center in memory of Mrs. Fonvielle’s mother Ruth Caulley Sukys.

**Walt Haley, the Haley Family and Forms Management, Inc.**

The generosity of Walt Haley, the Haley Family and Forms Management, Inc. is evidenced day-in-and-day-out at Tallahassee Memorial as Patient Advocates visit each new patient and offer a generously-filled bag of essential personal care products and supplies. The bags and their contents are charitable contributions from Mr. Haley, his family and his company. When the need for this service was first identified, Mr. Haley stepped up immediately to address it and has continued the funding for five consecutive years. Mr. Haley is a member of the TMH Foundation Board of Trustees and has served as the Chair of the Tee Off for Tots Golf Tournament for more than a decade. Under his leadership, the tournament has become increasingly successful — yielding vitally important resources for the Proctor Endowment for Children with Diabetes and Pediatric Programs.

**Tyler J. Huston**

Tyler J. Huston’s abiding devotion to his parents combined with his desire to positively influence the research and education focus of Tallahassee Memorial’s NeuroScience Center led to the establishment of the Ralph T. and Donna M. Huston Family Endowment. Mr. Huston’s philanthropy includes both outright and deferred contributions. The Huston Family Endowment’s earnings will be dedicated to the prevention, amelioration, treatment, and repair of injuries or damage to the brain and spinal cord resulting from traumatic injury, stroke, genetic and degenerative diseases and other causes.

**Linda O’Neall, PhD**

Linda O’Neall, PhD made a handsome gift provision for the Tallahassee Memorial Neonatal Intensive Care Unit (NICU). When Dr. O’Neall came to Tallahassee to pursue her doctorate at Florida State University, she fell in love with the area and, in retirement, made Tallahassee her permanent home. During the course of her early career at the Institute for Development of Human Resources at Random House in New York City, Dr. O’Neall worked on “Child Find,” a national effort to locate handicapped children who had been denied access to public schools solely based on their disabilities. As a result of her efforts, thousands of children were found and educated. Her gift to the NICU was driven by that experience and reflects her compassion for and support of the smallest and most helpless among us.

**Jimmie and W. Fred Lindsey, MD**

Jimmie and W. Fred Lindsey, MD have generously and steadfastly supported Tallahassee Memorial since their 1959 arrival in Tallahassee. In 1961, Dr. Lindsey and David McCulloch, MD, formed the Radiology Associates of Tallahassee partnership and were soon joined by George Bonk, MD. Over the past 50 years, the group has continued to grow and now has 16 radiologists with a combined total of 248 years of experience here in Tallahassee. As a group and individually, these doctors and their families are major contributors to Tallahassee Memorial. TMH salutes them one and all.

Dr. Lindsey was also active and enormously successful in the business community and he and Mrs. Lindsey always shared their good fortune with Tallahassee Memorial. Furthermore, they were highly involved with the region’s tennis contingent and were among the founders of Forestmeadows Tennis Center. Mrs. Lindsey actually selected and christened the name Forestmeadows. Interestingly, Forestmeadows is now the home of the USTA Tallahassee Tennis Challenger which benefits the D. Mark Vogter, MD Neuro-Intensive Care Unit at Tallahassee Memorial and the associated Pro-Am’s proceeds go to the Tallahassee Memorial Sharon Ewing Walker Breast Health Center. The Lindsey family has indeed touched and positively influenced the lives of thousands of area residents.
<table>
<thead>
<tr>
<th>Service</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency and Urgent Care Visits</td>
<td>100,888</td>
</tr>
<tr>
<td>Radiation Oncology Procedures</td>
<td>9,227</td>
</tr>
<tr>
<td>Laboratory Tests</td>
<td>1,294,387</td>
</tr>
<tr>
<td>Radiological Procedures</td>
<td>121,562</td>
</tr>
<tr>
<td>Cardiovascular Lab Tests</td>
<td>63,294</td>
</tr>
</tbody>
</table>
### Balance Sheet as of September 30, 2011

<table>
<thead>
<tr>
<th>Asset Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and short term investments</td>
<td>172,982,900</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>49,105,000</td>
</tr>
<tr>
<td>Inventories</td>
<td>6,902,700</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>7,810,700</td>
</tr>
<tr>
<td>Facilities and equipment, net</td>
<td>223,893,800</td>
</tr>
<tr>
<td>Other long-term assets</td>
<td>29,600,200</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$490,295,300</strong></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>42,642,700</td>
</tr>
<tr>
<td>Notes and bonds payable</td>
<td>142,107,500</td>
</tr>
<tr>
<td>Self insurance reserves</td>
<td>27,418,000</td>
</tr>
<tr>
<td>Accrued pension liabilities</td>
<td>160,096,200</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>19,689,600</td>
</tr>
<tr>
<td>Net assets</td>
<td>98,341,300</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$490,295,300</strong></td>
</tr>
</tbody>
</table>

### Economic Contribution to Our Community

<table>
<thead>
<tr>
<th>Expense Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charity care (at cost)</td>
<td>$17,534,600</td>
</tr>
<tr>
<td>Bad debt (at cost)</td>
<td>$17,028,300</td>
</tr>
<tr>
<td>Subsidized health services</td>
<td>$6,632,200</td>
</tr>
<tr>
<td>Education of healthcare professionals</td>
<td>$6,707,000</td>
</tr>
<tr>
<td>Community outreach programs</td>
<td>$398,100</td>
</tr>
<tr>
<td>Foundation support to the community</td>
<td>$723,100</td>
</tr>
<tr>
<td>Capital expenditures</td>
<td>$24,601,300</td>
</tr>
<tr>
<td>Local vendor support</td>
<td>$46,694,200</td>
</tr>
</tbody>
</table>

### Taxes

- Federal & state income tax: not available
- Real estate tax: $834,100
- Sales tax: $138,000
- Other local taxes: $234,600
- Unemployment tax: $317,200

- Indigent care tax: included in charity at cost

### Expense Dollar

<table>
<thead>
<tr>
<th>Expense Category</th>
<th>Amount</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries, wages and benefits</td>
<td>$213,763,600</td>
<td>$0.46</td>
</tr>
<tr>
<td>Supplies and other</td>
<td>119,533,100</td>
<td>$0.26</td>
</tr>
<tr>
<td>Drugs</td>
<td>20,218,200</td>
<td>$0.04</td>
</tr>
<tr>
<td>Bad debts</td>
<td>68,749,700</td>
<td>$0.15</td>
</tr>
<tr>
<td>Depreciation and interest</td>
<td>17,198,800</td>
<td>$0.04</td>
</tr>
<tr>
<td>Other expenses</td>
<td>23,298,600</td>
<td>$0.05</td>
</tr>
<tr>
<td><strong>Total operating costs</strong></td>
<td><strong>$462,762,000</strong></td>
<td><strong>$1.00</strong></td>
</tr>
</tbody>
</table>

### Admissions and Patient days

<table>
<thead>
<tr>
<th>Category</th>
<th>Admissions</th>
<th>Patient days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult and pediatrics</td>
<td>17,424</td>
<td>82,054</td>
</tr>
<tr>
<td>Obstetrics</td>
<td>4,033</td>
<td>13,034</td>
</tr>
<tr>
<td>Neonatal and newborns</td>
<td>3,752</td>
<td>17,032</td>
</tr>
<tr>
<td>Behavioral health</td>
<td>1,945</td>
<td>11,330</td>
</tr>
<tr>
<td>Rehabilitation</td>
<td>801</td>
<td>14,096</td>
</tr>
<tr>
<td><strong>Total Admissions</strong></td>
<td><strong>27,955</strong></td>
<td><strong>137,546</strong></td>
</tr>
</tbody>
</table>
There’s No Place Like Home...

Especially when you’re not feeling well.

With InQuicker, you no longer have to wait in a crowded ER. At Tallahassee Memorial, you can now check-in online to hold your place in line for the ER or Urgent Care Center and then rest comfortably in your own home while waiting for your emergency care visit.

With InQuicker, your ER wait is over. Check-in at tmh.org to hold your place in line, online today.

*InQuicker is only for patients experiencing non-life threatening conditions and does not affect the wait times of other emergency room patients. Priority treatment is always given to those with the most urgent medical conditions.