

Wooster Community Hospital 2014 Community Benefits Report

(L to R) Kiley and Kevin McAllister

Special Care Nursery Caring For Our Smallest Patients

Kiley and Kevin McAllister's childbirth story is full of "if's." What if the Level II Special Care Nursery at Wooster Community Hospital (WCH) had not opened January 19? What if their twins had decided to make an appearance a week earlier? What if Kiley hadn't mentioned to her doctor some strange symptoms she was having that January morning? Their journey could have been much different.

As it turned out, one of the twins, baby Kieran, was one of the first patients in the new special care nursery at WCH, which kept the family together at a very vulnerable time.

The unit is really a "hospital within a hospital," said Angie Chapman, BSN, RNC and assistant manager at the Women's Pavilion. "It's a Level II facility that allows us to take care of babies born at 32 weeks gestation and later."

Staffed with Akron Children's Hospital personnel, clinicians are "available 24/7 to all babies born in the pavilion," said Tara Raudebaugh, RN, MSN and pavilion manager. "This is a great benefit to the entire floor."

It certainly was to the McAllisters, who approached the birth of their twins with trepidation. Two years earlier they had experienced a devastating loss.

The McAllisters, who were high school sweethearts, happily awaited the birth of their first son, Rory, in 2013. "My pregnancy was fine," said Kiley. But at 38 weeks, she noticed the baby was not moving like he had been.

An ultrasound revealed there was no life and Kiley was induced at WCH. "The experience was so painful and difficult, but the staff was so supportive and caring," said Kiley.

"The compassion of the nursing staff helped us through that difficult time," said Kevin. "And we were glad we had the twins here so the staff could share our joy this time."

When Kiley got pregnant again, an ultrasound at six weeks revealed they were having twins. "We were thrilled," said Kiley. Because of her previous stillbirth, Kiley received extra monitoring. She often met with Dr. Benekos of Wooster OB/GYN and the maternal fetal medicine staff from Akron Children's, which was reassuring to the expectant mother.

At 35 weeks 6 days, Kiley happened to mention to Dr.

Benekos that her hands and feet were itchy. Blood tests to check for cholestasis of pregnancy (which causes itchy hands and feet) revealed she might have HELLP Syndrome, a type of preeclampsia or toxemia that can affect the expectant mom's liver and have serious consequences for both mother and baby. Dr. Benekos recommended inducing labor. On January 22, at 10:46 pm, Quinn McAllister was born. Three minutes later his twin brother, Kieran, joined the world.

"When we heard the twins crying, it was a tremendous relief," said Kevin. "We were very happy."

— written by Jackie Buckwalter



Bill Sheron, Chief Executive Officer

As I write this article, I am excited to report that the hospital is again planning to expand its facility. We have engaged architects to design an addition on the hospital's north side at the site of the former shopping plaza. This year marks Wooster Community Hospital's sixty-fifth anniversary. WCH is now old enough to be on Medicare!

Through this expansion, the Wooster Community Hospital health system continues to evolve into a regional facility, with patients from many surrounding counties utilizing our excellent physicians and hospital services. We have also attracted some international patients for cardiac care. This is not by accident, as our prudent planning has facilitated this. Patients continue to "do their homework" and recognize that WCH offers an award winning patient experience, documented high quality care, and prices well below most other providers in our

state. We also remain the only truly independent hospital in our county and one of few in the region. This means that decisions are made locally and that we strive to keep our patients in Wooster. Independent (Ohio Hospital Association) data shows that charges at other hospitals can be two to three times higher than those at WCH. You can view this data on our website.

Being independent does not mean that we do not collaborate with others to provide, or enhance, the best care locally. To the contrary, as we continue to develop specialized services, we often work with other providers who share our philosophy of local health care and who bring new services to our community. Recent examples of our partnerships include the development of a Level II special care nursery with Akron Children's Hospital, and our inclusion in The James Cancer Network with The Ohio State University (OSU) Wexner Medical Center. We also work with OSU in the Orthopaedics and Sports Medicine arena. Each of these

demonstrates how we are working together with an established partner to bring advanced services to Wayne County – so that you, the patient, do not have to travel. Our patients tell us over and over again that they prefer to receive their care here in Wooster. Our patient satisfaction data demonstrates that you are pleased with your experience at WCH. Our collaborative efforts will continue in the future.

Community hospitals assess the needs, and reflect the health care priorities of the people they serve. We recognize that we cannot provide every service. However, by working in conjunction with others who share our mission and core values, we can continue to expand our cost effective local system to serve even more of your needs, and to treat you as a member of our health care "family" – whether you are a hospital patient, or simply working out at HealthPoint.

As always, thank you for your support and for entrusting your health care needs to Wooster Community Hospital.

Collaborating For Our Community



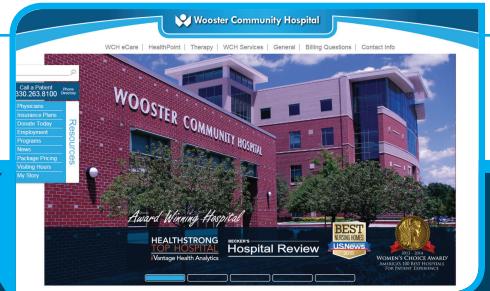
Our Board of Governors



Back Row (L to R): Jerry Packard, Esq.; Gary Thompson; Charles Kiper; Thomas Bruch; and Dan Wakefield
Front Row (L to R): Mayor Robert Breneman; Yvonne Williams, PhD; Greg Long, CPA; Virgil Griffith; Tom Capek
Not Pictured: Jeffrey Perkins, MD; and Tammy Brooks

The Community Benefit Report is a promotional publication of Wooster Community Hospital. The intention of this report is to provide the reader general information about services available at Wooster Community Hospital and is not a substitute for consultation with a personal physician.

We have a **NEW** look for our website. Visit us today at www.woosterhospital.org.



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Jeffrey Perkins, MD, Ward 4
Gary Thompson, Ward 1
Yvonne Williams, PhD, Ward 3
Bill Sheron, Chief Executive Officer



Message From Our CFO

I am pleased to report that 2014 was another successful year for your Wooster Community Hospital (WCH). While our Board of Governors (Board) remained unwavering in their commitment to our mission, WCH continued to experience changes in how it is paid in 2014. Specifically, the Affordable Care Act (ACA) expanded the availability of insurance coverage through the Health Insurance Exchanges, while the State of Ohio expanded access to the Medicaid program—adding thousands of newly eligible members to its rolls. The ACA also continues to link a greater component of WCH payments each year to quality through the **Value-Based Purchasing** (VBP) Program.

The VBP is complex and attempts to measure quality through four categories, also known as domains. These domains are as follows: 1) **Process of Care** – measures specific actions taken by hospitals in providing care; 2) **Patient Experience of Care** – measures how well patients rate their experience while at the hospital; 3) **Patient Outcomes** – measures specific results from the care provided; and 4) **Efficiency** – measures how much Medicare has to pay for the care provided per beneficiary.

WCH performs well in the VBP measures and continues to provide high quality health care services, as evidenced by the number of awards our Hospital continues to receive.

But what “**value**” does a locally owned and controlled community hospital provide **you**? Is the value of WCH to you simply defined by the question “what are you willing

	FY 2014	FY 2013
Total Net Revenue	\$113,409,000	\$107,335,000
Salaries & Wages	\$41,299,000	\$39,811,000
Number of Employees	993	967

to pay for?” I believe the value of WCH goes beyond that question. WCH is one of the major economic engines in our community and helps to make Wayne County a special place to live. Our Board is local and focused on keeping care (business) in our community—which ultimately benefits all of us.

The Board continues to be **good stewards** of our hospital assets. **Table 1 (above)** compares a few key indicators in 2014 to 2013 showing the hospital’s continued growth and impact on our local economy without incurring a single dollar of debt or receiving any tax revenue.

This growth has been achieved while maintaining industry recognized low charges & costs and providing free transportation to anyone who has need of hospital or physician services. For the **9th year in a row**, WCH has been recognized as a 2014 “**Community Value Five-Star Hospital**” by Cleverly & Associates.

WCH continues to make a conscious effort to keep

our prices low. The graphs on the next page use data retrieved from the Ohio Hospital Association Statewide Clinical and Financial Database to show examples of how WCH’s charges compare to average hospital charges in surrounding counties. These comparisons reveal that even if many of those hospitals offered 50% discounts off of their charges, **WCH’s total undiscounted charge would still be lower**. Please refer to WCH’s website for more information on packaged prices, along with information on our prompt pay discounts.

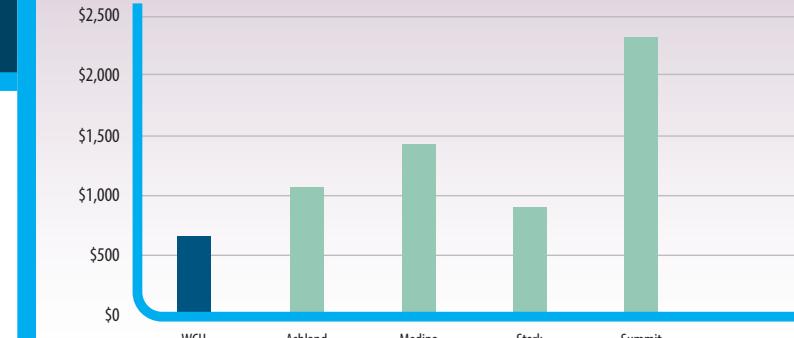
WCH financial reserves stay in our community and are reinvested in our local operations. As the size of the hospital’s operations continue to increase, so has the size of our funded depreciation (reserves). Yet WCH reserves still only represent 10 months of cash on hand at the end of 2014, compared to 9.5 months in 2013.

In **Table 2 (right)**, we have listed a few other indicators that reflect WCH’s economic impact on our community. WCH established Wooster Community Hospital

Average Inpatient Charge Per Day



Average Outpatient Charge for Lab/Ambulatory Surgery/Clinic



Foundation (Foundation) in 1994. The Foundation was formed to “provide programs, projects, activities, and services useful to, connected with, supplementing, or otherwise related to the services provided by, or the operation of, Wooster Community Hospital...” Practically speaking, the Foundation provides WCH the ability to recruit physicians for the Hospital. In 2008, the Foundation formed Bloomington Medical Services to provide a way for the hospital to offer employment to recruited

physicians who did not desire to go into private practice. WCH believes that every dollar invested in physician recruitment and employment is “economic development” for the greater Wooster area. Each physician practice is a small business that employs individuals and attracts patients to our local marketplace. **In 2014, WCH spent nearly \$6 million dollars with the Foundation for this purpose.** Bloomington Medical Services now has approximately 120 employees.

With the expansion of Medicaid eligibility in 2014, WCH was not required to provide as much in the way of charity care as it has in previous years. Nonetheless, WCH still provided approximately \$1.2 million in charity care in 2014.

As noted in previous community benefit reports, WCH also does not receive enough payment from Medicare and Medicaid (CMS) to cover 100% of our costs of providing care to CMS’s members. This “governmental payment shortfall” was approximately \$12.0 million in 2014 compared to \$11.2 million for 2013.

WCH continues to plan for the future. My hope in reading this brief article is that **you continue to see the value of your locally owned and operated community hospital** whose commitment is to continue to deliver excellent services, cost effectively, to our community. We thank you for choosing Wooster Community Hospital!

Wooster Community Hospital

TABLE 2

Other 2014 WCH Economic Impact Indicators

Local Vendor Capital & Operating Purchases	\$2,032,000
Wooster Income Taxes Paid By WCH Employees	\$583,000
Real Estate Taxes Paid by WCH	\$237,000



Shoulder to Shoulder

When Ashland resident, Darrel Barnes was in need of an outstanding orthopaedic surgeon with good outcomes, he found just what he was looking for in Wooster through the collaboration of The Ohio State University Wexner Medical Center and Wooster Community Hospital (WCH).

Darrel’s primary physician had recommended he seek consultation for his shoulder issues. He was experiencing pain, weakness and the inability to use his right arm and shoulder effectively. After checking resources online, Barnes discovered Dr. Michael Todd. Dr. Todd practices in Wooster through The Ohio State Department of Orthopaedic Surgery, Division of Sports Medicine, with an office at Wooster Community Hospital’s HealthPoint facility.

On his initial visit with Dr. Todd, Darrel explained, “He was very thorough in discussing everything from the function of the arm and shoulder and why I was having problems to showing pictures of what to expect with the surgery. He was also very good at explaining the post-op care and what I was going to go through with the physical therapy afterwards.”

Barnes was equally impressed with both Dr. Todd’s attention during his stay at WCH as well as everyone on staff. “I didn’t quite expect that!” Barnes said of Dr. Todd’s daily hospital visits. “I also really want to commend the nursing staff, they were very supportive in meeting my needs throughout the days and

nights, stopping in frequently to check on me. Everyone in every department was wonderful, from dietary to housekeeping!”

Both Dr. Todd and Darrel agree that the collaboration between Ohio State specialists and Wooster Community Hospital has brought a much wider range of medical expertise to our local community. For Darrel Barnes, “it certainly provides the people of Wayne and surrounding counties more experience locally than having to drive to another city for a surgery such as mine. Years ago you had to go to larger hospitals.” The services and resources of a big hospital are now available locally “with a small town familiarity.” Dr. Todd adds, “and for a procedure or case that’s more complex, it’s now just a matter of referral to Ohio State and they can still receive all their physical therapy and follow-up care here in Wooster.”

Would Darrel Barnes recommend Dr. Todd and Wooster Community Hospital to others? “Absolutely!”

— written by Ellen Pill

THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

OSU Orthopaedics and Sports Medicine

330.202.3420



**Wooster Medical
ONCOLOGY**

A MEMBER OF
The James
Cancer Network
THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

Dr. M. Mansoor Alam - Hematology and Oncology

330.262.2800

Cutting Edge Treatment Comes Home

Through WCH’s Affiliation With The OSU James Cancer Network

“I’ve always thought that life is a process, and this is just part of mine,” Dee Stidham says of her experience with cancer. When she received her diagnosis in the fall of 2013, Dee knew she had some major decisions to make, including where to go for treatment.

“I am big on people knowing their options,” she says. “When I was first diagnosed, the natural instinct of a lot of the people around me was that I needed to go big. My response was that I need to go where I am comfortable with the doctors and the treatment.” As it turns out, Dee didn’t have to go far—or to a “big” facility—to get top-shelf care.

For Dee, it was important that she be able to get back and forth from appointments easily—and continue to work while undergoing treatment. When she met Dr. Mansoor

Alam, an Ohio State University Comprehensive Cancer Center – James Cancer Hospital and Solove Research Institute medical oncologist practicing at Wooster Community Hospital – a member of The James Cancer Network, she knew she’d found the right fit.

“His approach, the way he treats his patients, and his staff are all awesome,” she says. “They were all very supportive and very helpful as far as the process goes.”

Cancer treatment presents special challenges—but Dee recalls, “I wanted to remain as normal as possible and do as much as I possibly could.” Part of staying normal was to keep working, even during treatment, and Dee credits Dr. Alam and Wooster Community Hospital for helping her navigate the complications that arise when employment and treatment intersect.

“Dr. Alam and his staff were awesome with the requests for paperwork and about staying positive,” she says, adding that being able to communicate employer concerns to Dr. Alam’s staff and see how willing they were to work with her employer to keep her on the job made a huge difference.

“Dr. Alam was always very positive—very encouraging,” she says. “His focus is about quality of life and about having people be able to do as much as they can in their situation.” In fact, Dee found that while treatment caused recurring issues with her white blood cell count, she was still able to do most of what she wanted to do.

“I traveled quite a bit and did a lot of things in between treatments,” she recalls with a laugh, “and Dr. Alam always was helping me make that happen.”

“But,” she hastens to add, “he also knew that once I was there, I wasn’t going to be out doing lots of things. He’d ask, ‘What’s the closest hospital? What do you need to do?’ Before making one family trip to northern Ontario, for example, Dee says, “I literally had to stop at his office on my way out of town for him to okay me to leave. He understood that it was important for me to do those things and to be able to maintain as active a lifestyle as I could,” she says, “but at the same time, he was also very conscientious of what could I do and what should I do.”

“In between diagnosis and treatment,” says Dee, “you are having a multitude of tests and meeting a lot of doctors, and being given a lot of information. I have friends who have gone through treatment with other providers, and some of them really don’t like those providers, and that’s

because it was all business. There was no ‘how can we make it the best we can’ for that individual person.”

Dr. Alam feels strongly about the individualized approach that meant so much to Dee, stressing that his role as a provider is to come alongside and help the patient in any way he can. “Fighting cancer is a battle,” he says, “and it’s really nice when you have a good outcome—it’s very gratifying.”

That comprehensive approach, focusing on Dee’s life—not just her treatment—is something that Dee believes made a real difference in her recovery. When asked about what the ability to continue as much of her normal routine as possible meant to her, Dee says, “It gave me something to look forward to, because it becomes very easy to sit on your couch and not do anything. Or not get out of bed.” And although her health—aside from having cancer—was good, Dee acknowledged, “I had those days... there were days I didn’t get up. But I had things to look forward to.”

Without the support of Dr. Alam and his staff, Dee says, “It would have made it much more difficult for me to continue to work as long as I did, and just to plan for things and get through the day—to get through that whole time period.”

The staff at Wooster Community Hospital made a difference too, she adds. “Polly—the Patient Navigator—was very helpful...that was an excellent service. She had a lot of knowledge...and things that we talked about that she didn’t know, she went and got the answers and came back with resources.”

After major surgery and two rounds of chemotherapy, Dee had mixed emotions when Dr. Alam told her that her treatment was finished. “The staff almost became like extended family,” she said with a laugh, “When Dr. Alam told me I was done, I was like, well what does that mean?”

So far, it means moving forward. Dee is enjoying a new job and making plans for the future. While many of her friends are amazed how many hours she works now, so soon after treatment, Dee says, “That to me, is also part of being normal.”

As for whether to “go big,” Dee says she made the right choice—choosing The James and their partnership with Wooster Community Hospital based on what she knew was best for her. “I said I would meet my doctors and make my decision,” she said, “and I met the doctors, and I made my decision. I’m glad I did.”

— written by Mary Andre

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