



Community Hospitals
and Wellness Centers
Bryan · Montpelier · Archbold

Annual Report

2019



419-636-1131

www.chwchospital.org

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Our Mission Statement

We will **provide** comprehensive, patient centered healthcare;
We will **respect** the dignity and uniqueness of all;
We will **enhance** the health, safety and well being of our community.

Our Core Values

Accountability

We recognize the value of reliable and responsible staff, holding all accountable for their actions.

Respect

We recognize the value of receiving respect and earning respect; that respect is part of the basis for integrity.

Integrity

We recognize the importance of holding ourselves to the highest ethical and performance standards while demonstrating professionalism and sincerity.

Compassion

We recognize every person as a valued human being with different needs that must be met through listening, empathizing and nurturing.

Honesty

We recognize the importance of doing the right thing for the right reasons every time; that honesty is the basis for integrity.



Opening Comments by CHWC President & CEO Chad Tinkel

To the Community:

As I reflect on the past year, some of the fondest memories include many Bright Spots, staff embracing our Mission Statement and living our Core Values come to mind. I believe our Mission Statement is utilized by the board, leadership and staff as a guidepost more than ever before. If we continue to **provide** the services the community desires, **respect** the dignity and uniqueness of all, and **enhance** the health, safety and well-being of our community, the future of our hospital and community is bright.

I am humbled when I witness staff living our values, or community members sharing their experiences that reflect those values. When our team embraces our core values of **accountability, respect, integrity, compassion** and **honesty**, it allows the community to have a wonderfully unique experience at CHWC. We hope that you have noticed how these little things can make a big difference in your care and experience at CHWC. We have also been encouraging our staff to demonstrate our values outside of our four walls as we enhance the safety and well-being of our community. I so appreciate the team of talented healthcare workers I get the privilege to serve with.

I am grateful for the collaborative leadership of Dr. Peggy Watson as Chief of Staff and Christopher Cullis as Board Chairperson. Both of these individuals have committed tremendous resources to CHWC as have the other members of the Board of Directors and Medical Executive Committee during this transformational year. I am proud to work every day with the talented members of the senior leadership team as we have accomplished much this past year, with the highlight of those efforts being the creation of a robust three year strategic plan, approved by the board and certain to ensure our bright future.

I along with the rest of the community owe a tremendous amount of gratitude to the physicians and providers that take care of the community's healthcare needs. CHWC places a high level of importance in retention of our excellent providers and in the recruitment of new physicians if and when the need arises.

CHWC's family is grateful that the community has entrusted us to serve their healthcare needs. Your support is greatly appreciated. Feel free to reach out to us to let us know how we could best serve your healthcare needs.

I am humbled, grateful and proud to be our community hospitals' CEO and President,



Chad Tinkel, CEO

Chad

Financial Metrics for 2019

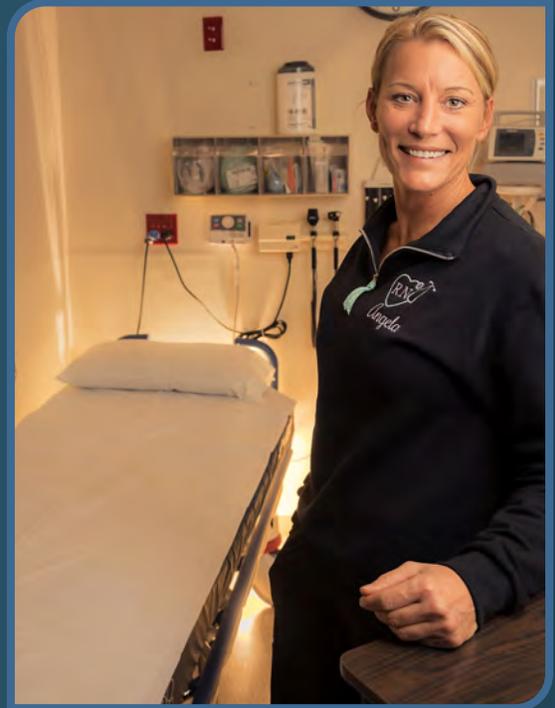
Patients trust CHWC to fulfill their healthcare needs. Through their investment, CHWC earned a 4.5% operating margin in 2019. This positive margin reflects a 5% increase in inpatient utilization and a 4% overall increase in total patient volumes. With this year's financial success, we can reinvest in the healthcare needs of Bryan, Montpelier, Archbold and our other surrounding communities.

	2019	2018	2017
Net patient service revenue, less provision for bad debts	84,372,516	76,654,429	74,220,300
Operating income (loss)	3,888,854	(1,477,078)	867,183
Excess of revenue over expenses	6,230,693	856,147	3,818,085
Cost of services provided to indigent patients	1,456,000	2,035,000	1,988,000
Cost of services that were unpaid	2,188,935	1,486,677	1,189,069
Total Medicaid shortfall	2,768,358	2,762,538	3,359,067
Patient admissions - Bryan	2,037	1,954	1,986
Patient days - Bryan	5,770	5,934	5,821
Average length of stay - Bryan	2.8	3.0	2.9
Emergency Department visits - Bryan	13,734	14,163	14,347
Patient admissions - Montpelier	281	276	305
Patient days - Montpelier	3,721	3,749	3,780
Average length of stay - Montpelier	13.2	13.6	12.4
Emergency Department visits - Montpelier	3,615	3,784	3,906

Human Resources Snapshot: 2019

There were many opportunities in 2019 to continue recruiting a talented workforce for CHWC. With the help of our online applicant tracking system, we attracted over 4,000 applicants for our 120 positions. This allows us to reach a larger audience and be selective in finding staff who have the technical skills for their roles and can truly live CHWC's values of accountability, respect, integrity, compassion and honesty.

With a desire to reduce the time to fill open nursing positions, nursing leadership and human resources held hiring events for registered nurses, licensed practical nurses and patient care technicians. These events allowed candidates to interview and interact with nursing leadership and potentially leave with a conditional offer. At these events, we made offers to over 60% of those who attended, and retained over 70% of those direct event hires for over a year with the organization.



Employee Philanthropy Program

The CHWC Employee Philanthropy Program is made up of and led by staff whose goal is to support causes and help others in financial need. Each CHWC employee who chooses to deduct \$1 or more per pay period is entitled to shareholder status, making them eligible to serve on a governing council which votes on all matters pertaining to the program. Additionally, the CHWC Board of Directors provides a dollar-for-dollar match for all funding staff brings in during pledge drives.



The EPP grants funding to tax-exempt organizations operating or proposing to operate programs that benefit residents within CHWC's service areas of Williams, Defiance, Fulton and Henry counties.

In 2019, the Employee Philanthropy Program provided nearly \$12,700 in support to organizations and individuals/families.

Outstanding Achievement Award Presented to CHWC Cancer Program

In 2019, the CHWC Cancer Program was presented with the Commission on Cancer Outstanding Achievement Award for its accomplishments in 2018. CHWC is one of a select group of 24 U.S. accredited cancer programs—and the only cancer program in Ohio—to receive this national honor.

The purpose of the award is to encourage cancer programs to raise the bar on quality cancer care, with the ultimate goal of increasing awareness about high quality, patient-centered care. In addition, the award is intended to:

- Recognize those cancer programs that achieve excellence meeting the Commission on Cancer Standards.
- Motivate other cancer programs to work toward improving their level of quality cancer care.
- Facilitate dialogue between award recipients and health care professionals at other cancer facilities for the purpose of sharing best practices.
- Encourage honorees to serve as quality care resources to other cancer programs.



CHWC's cancer program was evaluated on 34 program standards categorized within five cancer program activity areas:

- Program management
- Clinical services
- Continuum of care services
- Patient outcomes
- Data quality

The cancer program was further evaluated on seven commendation standards. To be eligible, all award recipients must have received commendation ratings in all seven commendation standards, in addition to receiving a compliance rating for each of the 27 other standards.

President's Initiative Task Force Projects



Improvements initiated by President and CEO Chad Tinkel began in the spring of 2019 with the purpose of improving the patient experience and continuing to elevate CHWC as the preferred healthcare provider to our community.

Concierge Service

Help patients and visitors find their destinations with ease, and implement a more welcoming, comforting environment. Actions in the works:

- Director hired to develop program.
- Education provided to all CHWC employees and volunteers.
- Created care carts with snacks and drinks for loved ones of critically ill patients.

ER Experience

Provide exceptional patient experience in the Emergency Department. Actions in the works:

- Improved registration process.
- Evaluating ease of access to ER.
- Redesign of intake and discharge processes.

Survey Feedback

Streamline process of surveying discharged patients and utilize feedback. Actions in the works:

- Revised, refined and shortened existing patient satisfaction survey.
- Developed and implemented patient satisfaction surveys in areas at CHWC that had not surveyed patients in the past.
- Implementing measures to increase survey completion rates.

Facilities Improvements

Improve the aesthetic of our facilities. Actions in the works:

- Matching signage on the exterior of CHWC's buildings.
- Benches and landscaping added.
- Flagpoles installed at each CHWC facility.

Admissions & Registration

Improve the overall impression of our facilities. Actions in the works:

- Make patients aware of the registration process as soon as they enter our buildings.
- Better communication that registrars are available in our main registration areas.
- No-stop registration for ER, point-of-service registration in certain departments.

CHWC Specialty Clinics Provide Exceptional Care



In recent years, CHWC has made a priority of bringing specialty healthcare to our community. One way of accomplishing this has involved the vetting of skilled professionals who will not only establish care with a patient right at CHWC, but also keep a majority of their services and surgeries local, versus requiring them to travel to a larger city like Fort Wayne or Toledo.

The CHWC specialty clinics include:

Cardiology Clinic at Bryan Hospital & Archbold Medical Center
Jodi Tinkel, MD and Vaishali Patel, CNP

ENT, Sinus & Allergy Clinic at Bryan Hospital & Archbold Medical Center
Michael Nosanov, MD

Gastroenterology Clinic at Bryan Hospital & Archbold Medical Center
D. Matt Cooley, MD

Massage Therapy Clinic at Bryan Hospital
Crystal Roehrs, LMT and Tonya Imm, LMT

Orthopedics Clinic at Bryan Hospital
Maged Hanna, MD; Osama Elattar, MD; Chris Sanford, MD

Pain Management Clinic at Bryan Hospital & Archbold Medical Center
Thomas Kindl, MD; Andrius Giedraitis, MD; Heather Auxier, CNP



Urology Clinic at Bryan Hospital
Daniel Murtagh, Sr., MD

Women's Health Clinic at Bryan Hospital
Hanan Bazzi, MD and Samar Hassouneh, MD

Wound Care Clinic at Bryan Hospital
George Magill, MD and Ashtin Miller, WOCN



Second Annual Michelle Bard Geary Community Cancer Symposium

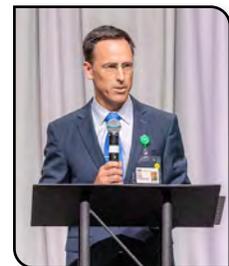
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Sponsored by the James & Joan Bard Family, CHWC and Parkview Physicians Group, the Michelle Bard Geary Community Cancer Symposium returned to Bryan for its second year on October 17, 2019.

The day included:

- Free skin and head/neck screenings
- Continuing education for medical professionals
- Recognition of Super Survivor Lana Keppeler and Super Caregiver Amy Beck
- Luncheon featuring keynote address by Shannon Miller, Olympic gold medalist and ovarian cancer survivor
- Panel discussion with cancer survivors and caregivers

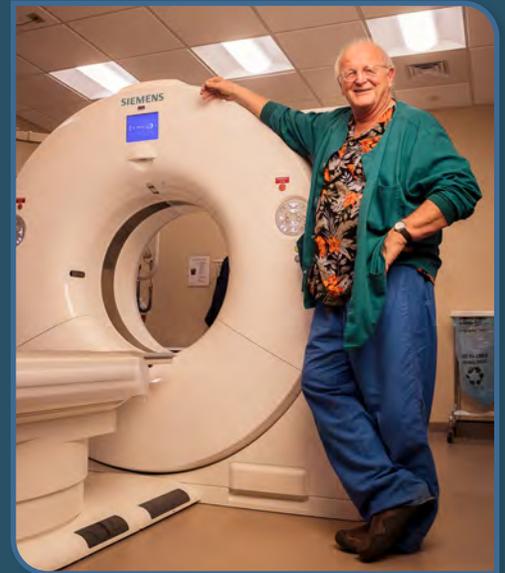


2019 Equipment Upgrades

The CHWC Imaging Department received some upgrades in 2019 that allowed for an even higher level of care to every patient who enters our doors.

Imaging at Bryan Hospital replaced an aging MRI scanner with a Siemens 1.5T. This update provided much improved functionality and image quality.

Imaging at Montpelier Hospital replaced a 6 slice CT scanner with a 64 slice Siemens CT scanner in August, providing access to testing that could not be accomplished at Montpelier Hospital previously.

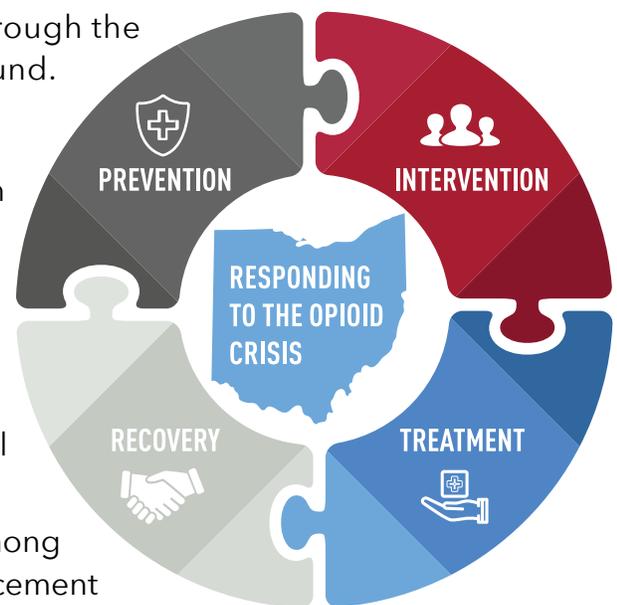


Opioid Education Program Presented by Harvard Medical School

In April 2019, CHWC and Northwest State Community College hosted a series of educational initiatives with healthcare providers, policymakers and local residents—presented by Harvard Medical School and made possible through the support of the Eugenio Madero Family Medical Education Fund.

The program included:

- Film screening and discussion of “The Providers” which recounts the experience of medical providers as they bring care to a rural American community struggling with a shortage of doctors and the ravages of the opioid epidemic. Filmmaker Anna Moot-Levin and film subjects Dr. Leslie Hayes and Chris Ruge, NP, discussed their experiences treating addiction in rural communities and the filmmaking process.
- Town forum on addiction prevention and treatment among local healthcare professionals, policymakers, law enforcement and residents.
- Continuing education for medical and addiction treatment professionals, led by Harvard Medical School faculty on key aspects of treating opioid addiction.



Bright Spots

Throughout 2019, CHWC employees began sharing their positive stories (dubbed Bright Spots) on the staff intranet site, CHWCNet. Here are just a couple notable Bright Spots worth sharing.

Mutual Gratitude Shared Among Med Surg and Emergency Department

Emergency Department (ED) nurses Tyler Wilson and Leah Anderson recognized Kris Edwards, Montpelier Med Surg nurse, for going above and beyond to help others outside of her unit. Leah said,

We had two critical patients come in back to back and the ED was very busy. We needed one patient transferred to an outside facility quickly and we were both with patients. I called to Med Surg to ask if we could get help with arranging transportation. Kris did not hesitate to drop everything and help us out. We really appreciate her willingness to assist on such short notice. Without her, I'm not sure if the patient would have been transferred out as quickly as she was.

Kris then responded back with this message:

I would like to point out that Tyler and Leah are amazing nurses. Those that need our ER are very lucky to have them. Many people do not understand how busy and how much responsibility a nurse takes on in those emergency moments. I am in awe sometimes watching them work. I am just happy to help them with the extras so that they can focus on the patients.



Renee Garrow Enhances Patient's Experience

Jan David, VP of Patient Care at CHWC, shared that one day as she neared Dilworth Center at Montpelier Hospital, she observed a man seated at the bedside with a smile on his face, and the patient in bed was a man with developmental delays. The nurse, Renee Garrow, exited the room and was surprised to see Jan. She said with a laugh, "you caught me singing!" and explained that as she starts the patient's IV, they sing his favorite song, "Hakuna Matata" from *The Lion King*. She also gives him a Disney sticker after the IV is started.

Jan notes, "as Renee was telling me this, I could hear him singing in the room. It was a very touching experience!"



Patient Testimonial: Tommy Morr Credits ER for Saving His Life

Tommy Morr and his wife were eating dinner one night in summer of 2019 when he noticed he was having trouble swallowing. He'd had swallowing issues in the past, but it had always relieved itself. This particular evening was different.

After dinner, Tommy threw up what he calls, "a whole mess of blood." His wife drove him to Bryan Hospital, and by the time they arrived, Tommy was lightheaded and pale. "They took one look at me and immediately started working on me," Tommy says. While at the hospital, Tommy threw up blood three more times.



The team stabilized Tommy enough that he was able to safely fly to Fort Wayne. He recognizes the incredible work of Dr. Felix, nurses Jackie Sherry, Jacie Lamberson, Cassie Hoffman and Crystal Garcia, unit secretary Kristi Arend and lab staff. "These people saved my life. They are well trained, they have a lot of experience, they know what they're doing and they take their job very seriously," Tommy says. "I want people to know how fortunate we are to have such good people working here."

The issue Tommy faced was a ruptured vein in his esophagus. Tommy suspects that this rupture was due to daily acid reflux that could have caused an ulcer. Despite how critical his case was, he is doing great now and is back to doing the things he loves. "It was quite a humbling experience. I'm very blessed," Tommy says with a smile.



Bright Spots, Continued

Al Word Praises Chelsi Mearse

Security Officer Al Word had high praises for Chelsi Mearse, Emergency Department (ED) nurse. He noted,

"On two different occasions I've observed her working with patients who were extremely difficult, angry, loud, vulgar and verbally threatening to others. I had been summoned to the ED and as I stood waiting for her to give me the nod to get involved, she de-escalated the patients in a calm, caring and understanding voice. Her caring, kind and understanding ability provides CHWC patients

an opportunity regain some sort of order and calmness. My hats off to this nurse who I'm very proud to work with and who is a valuable asset to CHWC and her coworkers."

Patient Testimonial: Marty Brace Thanks Gastroenterology Clinic Staff

Marty Brace suffered for two years with debilitating gastrointestinal (GI) issues before a referral from her primary care provider brought her to see Dr. Matt Cooley at the Gastroenterology Clinic at Bryan Hospital. *"My life was totally disrupted,"* she recalls. *"Dr. Cooley saved me. I'm finally enjoying life again."*

Marty notes that Dr. Cooley tried a couple different remedies with her before they found what worked best. She remembers that once, while out of town, she was running low on medication and called the Gastroenterology Clinic, where the staff helped her get what she needed.

"Dr. Cooley and his team really took care of me. It's clear that they really care about their patients. He didn't just write me a prescription and send me on my way; he checked in and kept track of me to see how I was doing and what was working," she remembers.

Now, the everyday things many of us take for granted are a reality once again for Marty. *"I recommend Dr. Cooley to people and ask, 'why are you suffering? He will take good care of you.' He's fresh, he's up-to-date and he kind of sparkles because he loves what he does, and he cares. We are so lucky to have him,"* she says.



Bright Spots, Continued

Kind Gestures: What We're All About

One staff person saw a kind gesture on a rainy day and shared the following Bright Spot:

This morning when I was walking in, I saw Cheri Yochum (Med Surg nurse) go out of her way to walk in and share her umbrella with Randy Stemen (Central Stores). It warmed my heart and I feel like this is exactly what our CHWC family is all about.

When followed up with for a photo, Cheri laughed it off and said it "wasn't a big deal," but noted that someone had recently done the same thing for her and it was nice. It's important to remember that seemingly small gestures of compassion contribute to CHWC truly living its core values!



Employee of the Month

The success of CHWC is due to the talented, committed, compassionate employees who provide comprehensive, patient-centered care for every patient, every time. The CHWC Rewards and Recognition Committee reviews and votes on anonymous nominations for Employee of the Month, keeping in mind our Core Values of accountability, respect, integrity, compassion and honesty.

Employees of the Month receive an up-close parking spot, an Employee of the Month pin and certificate, a custom dessert, a tower of goodies and an extra day off with pay. Congratulations to all of our Employees of the Month!



January Employee of the Month
Martha Miller
Intensive Care Unit



March Employee of the Month
Whitney Smith
Central Stores



May Employee of the Month
Jonda Borck
Imaging



February Employee of the Month
Tammy Sumner
Sleep Lab



April Employee of the Month
Jean Herman
Bryan Medical-Surgical Unit

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Employee of the Month, continued



June Employee of the Month
Brandie Thomas
Imaging



July Employee of the Month
Michelle Nofziger
Obstetrics



August Employee of the Month
Betty Baldwin
Central Stores - Surgery



September Employee of the Month
Martha Jones
Occupational Therapy



October Employee of the Month
Heather Dunson
Montpelier Medical-Surgical Unit



December Employee of the Month
Jennifer Simmons
Archbold Surgery



November Employee of the Month
Curt Wright
Emergency Department

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