



Community Hospitals
and Wellness Centers

Bryan · Montpelier · Archbold

Annual Report

2020



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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.



An Address to the Community

by CHWC President & CEO Chad Tinkel



Chad Tinkel, CEO

To the Community:

What an unprecedented, unpredictable year! Never did I dream I could walk around our hospital and see almost no patients being cared for like we had from mid-March to the end of April when CHWC—like every other hospital in the state—closed elective procedures and moved clinic visits to virtual appointments due to the COVID-19 pandemic.

I think back to January when we hosted our first-ever Artisan Gala, which was well attended and quite enjoyable to show off our hospital to the community. Then, just two months later, we had to limit services to the public, including a no-visitor policy. What a dramatic change in such a short period of time.

In our CHWC 2019 in review video, there is a clip of me talking about what a great year 2019 had been, and how excited I was for the bright future that lay ahead in 2020. My naivety was not unique for the world pandemic that lay ahead. You will see within this annual report that our patient care volumes and revenues were down for the 2020 fiscal year, all relating to COVID-19. However, thanks to the CARES Act, we were made whole, financially, relative to the prior year.

I am proud of our staff, who have continued to **provide** comprehensive, patient-centered healthcare during these unprecedented and uncertain times. The amount of staff willing to take care of patients with COVID-19 during the onset of the pandemic, as the world tried to determine the contagion level of the virus, is truly humbling.

When we had to implement a no-visitor policy, our staff never lost focus regarding the desire to **respect** the dignity and uniqueness of all, even when patients were struggling without family members there to offer comfort, it was our staff that was called upon to offer such comfort. I have read Mrs. Tinney's testimonial (found on page 8 of this annual report) many times, and each time it brings tears to my eyes to know of the compassion our staff showed her, as I know they provide the same compassionate care for all patients.

I am excited *and* nervous about 2021. I am nervous for what lies ahead with COVID-19, with questions of: Will we see another surge, and will we be able to care for patients if staff are impacted by community spread?; How quickly will the vaccine curtail the pandemic?; When will we get back to our normal levels of care? I am excited about the new providers and services lines we have added in the past year, as they will surely help **enhance** the health, safety and well-being of our community.

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

A handwritten signature in blue ink that reads "Chad".

Human Resources Spotlight

for 2020

As with all other departments throughout CHWC, 2020 provided Human Resources with countless opportunities to shift gears and adapt to an ever-changing environment. Employee support has always been a primary function of Human Resources, however, this year required us to think outside the box and identify new ways that we could positively impact the working environment for our team.



The amount of fear, anxiety, stress and exhaustion that came with 2020 was palpable, so our goal was to alleviate as much of that as possible. Whether that meant small gestures like dressing up in costumes to put some smiles on faces, or bigger initiatives like facilitating a temporary childcare center—aptly named Kiddy City—for our working parents, being intuitive and empathetic to the needs of our incredible employees was a primary focus.

In Human Resources, we do not provide patient care, but we do support those who do. Working behind the scenes to create a positive, rewarding and engaging work experience for employees is not a new concept for our Human Resources team, and 2020 required us to step up and tap into our ability to make a difference like never before.

We understand the seriousness of the work our employees do every day and how taxing that can be on their mental and physical health. Our Human Resources team is dedicated to providing a welcoming atmosphere to employees—one that allows our staff to do their best work each day—while infusing as much fun into our workplace as is reasonably possible. As we look back on 2020, we see growth, resilience and dedication, and we carry those characteristics on to 2021, along with our unwavering support of our incredible CHWC family.



Employee Philanthropy Program

hits \$100,000 donation milestone in 2020

The CHWC Employee Philanthropy Program (EPP) reached a milestone of over \$100,000 in grants to area organizations and individuals/families in 2020. Made up of and led by CHWC staff, the EPP supports 501 (c)(3) organizations from the CHWC service area who help with health, food, housing and safety needs. The EPP also assists employees and their families who are facing a sudden financial need. On average, over 100 employees donate to the fund, and the CHWC Board of Directors provides a dollar-for-dollar match for all funding that staff brings in during pledge drives.

The EPP has supported numerous area organizations, including: NAMI Four County, Sufficient Grace Ministries, Sarah's Friends, Bed Brigade of Williams County, Henry County Health Department (Cribs for Kids), Toledo NW Ohio Food Bank, BAHEC Older Adult Support (Project Lifesaver), Community Education Development, Williams County Community Gardening Association, Sexual Assault Response Team (SART), Mentors for Williams County, Never Let Go Ministries and Sufficient Grace Ministries. EPP has granted over \$50,000.00 to local nonprofit organizations. Additionally, \$53,500 has been granted to employees and volunteers of CHWC as well as their spouses, children and other dependents since the founding of the EPP in the fall of 2016.



Major Equipment Upgrade in 2020

Siemens Altea 1.5 T

In early 2020, CHWC upgraded its MRI equipment with a Siemens Altea 1.5 T magnet for \$955,624.00. This purchase not only greatly improved image quality, but also helped improve the patient experience by more easily adapting to anatomy and thereby reducing the amount of time needed to acquire images. The new equipment also standardizes operations between technologists and improves reproducibility, meaning repeat patients are scanned with comparable images that are not influenced by variances from the way the different imaging technologists scan the patient, making for easier comparisons from one scan to the next.

CHWC Financial Metrics

for 2020

	2020	2019
Net patient service revenue	75,935,236	84,372,516
Operating income (loss)	4,595,719	3,888,854
Excess of revenue over expenses	6,170,088	6,230,693
Cost of services provided to indigent patients	1,806,000	1,456,000
Cost of services that were unpaid	3,261,000	2,188,935
Unfunded Medicaid costs	3,014,009	2,768,358
Patient admissions - Bryan	1,687	2,037
Patient days - Bryan	4,575	5,770
Average length of stay - Bryan	2.7	2.8
ED visits - Bryan	12,034	13,734
Patient admissions - Montpelier	194	281
Patient days - Montpelier	3,179	3,721
Average length of stay - Montpelier	16.4	13.2
ED visits - Montpelier	3,039	3,615
Radiology outpatient scans	13,143	14,530
Lab outpatient tests	202,259	214,929
Surgery outpatient procedures	4,189	5,183
Surgery inpatient procedures	505	635
Pain Management Clinic procedures	1,520	2,322
Cardiac Catheterizations	373	424
Radiation Oncology procedures	8,870	11,567

CHWC Financial Metrics

for 2020

2018	2017	2016	2015
76,654,429	74,220,300	74,811,244	73,067,046
(1,477,078)	867,183	527,992	3,591,217
856,147	3,818,085	3,603,566	4,486,080
2,035,000	1,988,000	1,797,000	1,598,000
1,486,677	1,189,069	1,176,071	944,710
2,762,538	3,359,067	4,098,186	3,977,987
1,954	1,986	2,090	1,940
5,934	5,821	6,339	6,253
3.0	2.9	3.0	3.2
14,163	14,347	14,236	13,964
276	305	371	343
3,749	3,780	4,022	3,862
13.6	12.4	10.8	11.3
3,784	3,906	4,306	4,488
15,208	15,687	14,625	14,408
230,208	213,837	201,867	187,184
4,752	4,643	4,323	3,806
596	504	625	589
2,454	2,490	2,325	2,301
548	643	529	508
9,520	9,436	9,840	10,716

Care During a Pandemic

COVID-19 at CHWC

As COVID-19 hit the U.S., and eventually northwest Ohio, CHWC was tasked with being both proactive and reactive at the same time. We were fortunate to have several weeks of preparation before the first confirmed case of COVID-19 made its way to the area, which allowed CHWC staff to iron out details and prepare for what was to come.

Safety and cleanliness have always been a priority at CHWC, but the pandemic forced us to take the highest possible precautions to keep our patients, staff and visitors safe. We added new equipment and techniques to our already-rigorous cleaning methods and began screening anyone prior to entering our facilities. Screening consists of taking temperatures, asking questions about symptoms and ensuring that face coverings are worn properly.

The first eight months of the pandemic were mostly manageable, with relatively low hospitalization and infection rates in our area. But November 2020 presented much more challenging situations, as numbers skyrocketed. This not only impacted the numbers of hospitalizations—which required us to get creative in expanding our COVID unit—but also impacted our staffing, as more and more employees got sick or had to quarantine and/or care for a sick loved one.

We know that COVID-19 will continue to present us with challenges even into 2021, but look optimistically at what the future will bring—especially with a vaccine becoming widely available.



Patient Testimonial

Patient Recalls Care for COVID-19 at CHWC

Victoria Tinney came home from work one Friday, exhausted. She went straight to sleep and barely woke up through the weekend. “I just thought I had the flu,” she recalls. The following week, she wasn’t well enough to go to work.

Tinney didn’t think she had COVID-19, even after she began coughing. “It wasn’t a deep cough but more like something was caught in my throat; a hard, scratchy cough that wouldn’t go away. That’s when I decided I should go in,” she recalls. Tinney’s lab test confirmed she had COVID-19 and she was admitted to the COVID-19 unit at CHWC-Bryan Hospital.

“I don’t remember much from the first week. I slept a lot. I couldn’t even stand up because I was so weak. Then I started having trouble breathing,” she recalls. “I remember them coming in and taking my blood, checking my oxygen, giving me shots, checking my vitals, but that’s about it.”

Her second week at the hospital was a period of upswing as Tinney was more alert and started feeling better. Her memories from that week are in much clearer focus. “I had excellent care at the hospital. Dr. Tinkel came in every day to check on me,” she says, adding that third shift nurse Paul Diaz spent a lot of time with her when she was having trouble sleeping at night, talking about his everyday life. “I couldn’t sleep and was alone and isolated and hadn’t seen my family in a long time, so it meant a lot for him to spend time with me on a more personal level. I can’t say enough about how great the people were at the hospital.”

Tinney especially recalls her experiences with ICU nurse Heavin McGlaughlin, whose care went above and beyond many times during Tinney’s stay. “When Heavin would leave for the day or if she was going to have a day off before she would see me again, she would come in and ask if there was anything she could bring me from the outside world. One day I had made a comment about how good an Icee sounded—just something really cold for my throat—and Heavin went to Par-T-Pak and got me one. I had gone a long time without being able to wash my hair and it was just awful, so Heavin combed my hair for me every day and bought me some scrunchies and tied my hair back for me. She made me as comfortable as possible. She’s a wonderful person, a really great nurse,” Tinney says.

After Tinney was discharged from the hospital, she spent another 12 days in an isolated area at a local nursing home and then 15 more days in isolation at home before she was given a clean bill of health. Looking back at her experience with COVID-19, Tinney says, “Even when I was at my sickest, I never thought I was going to die. I forced myself as hard as I could, and Heavin was right there pushing me, too. I kept saying, ‘this isn’t going to take me out. This isn’t going to kill me. I’m going to fight. I’m going to get better and I’m going to get my life back.’”



New Physicians

Joined the CHWC team in 2020



Dr. Khalid Minhas
Interventional Cardiologist
Cardiology Clinic



Dr. Monzur Haque
General Surgeon
General Surgery Clinic



Dr. Divya Vijendra
Medical Oncologist
Cancer Care

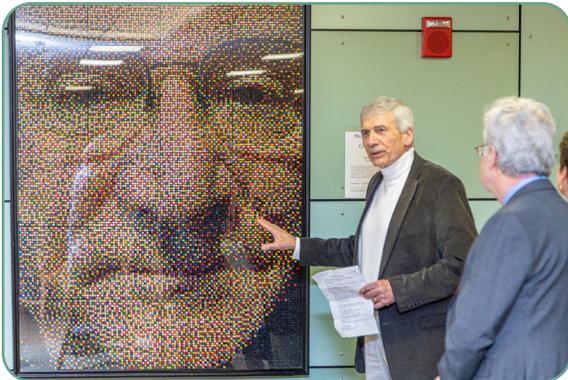


Dr. Wainwright Jaggernauth
Radiation Oncologist
Cancer Care

In 2020, CHWC welcomed four new physicians, pictured above. In January 2020, radiation oncologist Dr. Wainwright Jaggernauth joined our team at the CHWC Radiation Oncology Center, located just across the street from Bryan Hospital. A new General Surgery Clinic was built and developed in summer of 2020 in preparation for Dr. Monzur Haque to begin providing services to the community. Then in the fall, the cancer program at CHWC expanded by introducing medical oncology services—led by Dr. Divya Vijendra—in a new clinic space built specially for cancer care. In December of 2020, interventional cardiologist Dr. Khalid Minhas joined the CHWC Cardiology Clinic team alongside Dr. Jodi Tinkel and Vaishali Patel, CNP.

Artisan Gala

January 25, 2020



On January 25, 2020, CHWC held an elegant Artisan Gala at Bryan Hospital to celebrate the 10th anniversary of our remarkable Artisan Collection. The evening consisted of a social hour, hors d'oeuvres, wine, dinner, a State of the Hospital presentation by CHWC President and CEO Chad Tinkel, and tours to view pieces of the Artisan Collection.

At the Artisan Gala, select artists displayed pieces that were for sale, and attendees also had the opportunity to donate to help expand the Artisan Collection. The event has allowed CHWC to purchase additional artwork worth \$5,600 from local artists.



About the Artisan Collection

During the 2009 construction project for the east tower at Bryan Hospital, a pledge drive for the hospital's three-story image wall in the atrium saw such an enthusiastic response that all 36 tiles were sponsored in just 14 days. It was clear that there was a desire from the community to help make our hospital a warmer, more welcoming place of healing.



That same year, the Artisan Collection was established with \$10,000 in seed funding from the Bryan Hospital Auxiliary. The Artisan Collection has since grown to include over 360 pieces of art from more than 120 artists, all of whom are local or have ties to northwest Ohio. Artwork for the Artisan Collection is purchased through allocated donations; artists are never asked to donate their pieces.

Learn more and view some of the pieces from the Artisan Collection at www.chwchospital.org/artisan-collection.



Bright Spots

Throughout the year, CHWC employees showed appreciation to their coworkers by sharing positive stories, called Bright Spots, on the staff intranet site, CHWCNet. The following are just a few of the 66 fantastic Bright Spots that were shared in 2020.

Staff Live our Core Values

Patient Experience Director Kelly Colon shared this very touching Bright Spot:



I had the opportunity to watch Alex McCord (Guest Services), Michelle Deck (Environmental Services) and Jake Leatherman (Pain Management) deliver an excellent patient experience and live out our core values. Alex was quick on his feet to problem-solve and get the right people involved. He responded to a gentleman in need with respect and timeliness. Michelle came to the rescue with her cleaning supplies, grace and compassion. She didn't ask any questions, just jumped in and had a mess cleaned up while talking with the gentleman and assuring him that his needs would be taken care of. Then Jake came strolling by and jumped in to get the gentleman some scrub pants. I had the pleasure of walking the gentleman out of our facility and learned that he is a veteran. I thanked him for his service and with tears in his eyes, he expressed his appreciation of how helpful and compassionate all involved were. Alex, Michelle and Jake helped maintain the gentleman's dignity, which was extremely important to this Army veteran. This patient experience displays Alex, Michelle and Jake's level of integrity.

Nancy Knotts Keeps Calm in a Stressful Situation

Janice Bearer, RN, submitted this Bright Spot recognizing Respiratory Therapist Nancy Knotts:

In the ER, we are prepared for anything, and teamwork is an essential part of it. I have to commend Nancy Knotts from the Respiratory Department. Nancy went above and beyond to help with a very sick child. She sat with her until EMS arrived to transport her, colored and played with stickers while monitoring her breathing. She took a very stressful situation for all (the patient, the mother and staff) and showed us how important staying calm can be. She did an excellent job and deserves a big THANK YOU!!



Bright Spots

Nurses Cross-Train to Fill a Need at Montpelier Hospital



Hollie Hake, Director of Nursing at Montpelier Hospital, shared appreciation for nurses who helped fill in during a time of need:

Thank you to the nurses from Bryan who have cross-trained to help us out in Montpelier. I cannot express how much this means to us... maybe it is the beginning of a revolution that will help bring staff from different campuses closer together. I have no doubt that Becca Altman's awesome leadership is a part of this movement too. Her openness to encouraging new ways of doing things that support CHWC as a whole is a refreshing change. They come from Med Surg, ICU, TU, and ED: Andi Shipman, Brooke Greathouse, Marcia Fisher, Sarah Wagner, Desi Newman, Maisie Chaffee and Cassie Lawson.

Delivering an Excellent Patient Experience

Lab Supervisor Jenna Royer shared this touching exchange she observed during lunch one day:

I just wanted to share a bright spot from lunch—these two employees showed great compassion for a patient! I was in the cafeteria and there was a patient getting lunch as well. She looked a little shaky and without hesitation Tonya Andrew (Nutrition Food Services) asked if she needed help. She grabbed a chair for the patient to sit down in. Amanda Celani (Surgery RN) saw this, put her lunch down and left right away to retrieve a wheelchair while Tonya stayed with the patient and made sure she was ok. After returning, Amanda took the patient to where she needed to go. How wonderful that these women were present to be this patient's experience!!



Patient Testimonial

Patient Recovers from Stroke at Montpelier Hospital

Stroke survivors often have a long, frustrating path to recovery, having to adjust to a “new normal” way of life. Zee Breininger is one such survivor, whose positive attitude undoubtedly helped her along the way. On August 29, 2020, Breininger had a stroke at her Edgerton home. She was first taken to Community Memorial Hospital in Hicksville, then was airlifted to Lutheran Hospital in Fort Wayne. She spent a couple weeks there before arriving at CHWC-Montpelier Hospital for rehabilitation. Breininger spent 86 days at Montpelier Hospital—even celebrating her 81st birthday there—before heading home. For Breininger, a big part of her recovery was hard work and a positive outlook.

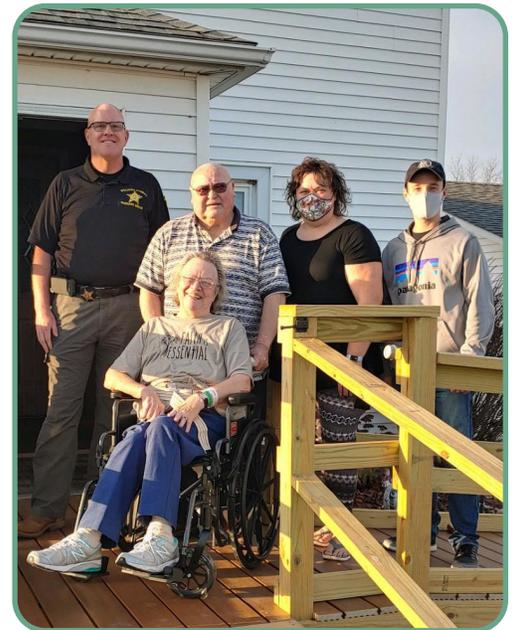
“Every day, I looked forward to the new day. The nurses and therapists and doctors would comment on how pleasant I was and how I kept improving. I really anticipated each day, and I was cheerful, which I don’t think everybody is when they are not feeling good,” Breininger laughs. “I’m just that way. I was okay to try everything they wanted me to try. I felt like I was there to let them help me. And they sure did.”

Much of Breininger’s rehabilitation consisted of relearning how to do everyday tasks. “Just doing a small wave with my fingers and my wrist—that was one of my first achievements. And from there on, it was a steady improvement,” she says, adding that she went through speech therapy and had to learn how to eat and complete other tasks with her left hand due to mobility issues on her right side.

Another important part of what got Breininger through her recovery was being able to see her husband, Hank, every day. Visitors were limited due to COVID-19; CHWC allowed one visitor per patient at the time. She also had window visits and video chats with other family members throughout her stay. “There wasn’t anything that brought me down. The days would get kind of long, but with Hank coming in, he was a cheerful note and we spent time together.”

Although Breininger’s recovery was difficult, she shares only positive memories while describing her stay at Montpelier Hospital. “I have a very warm heart thinking back on the nurses and therapists. They would tell me they were so proud of how fast I was showing improvement. Bless them!”

While in the hospital, Breininger’s family prepared her home for her return, complete with a new wheelchair ramp and an extra gate that allowed her to move in a different direction toward the mailbox. She shares that she’s doing well and is thrilled to be back home. “I like to tell everybody to keep on keeping on. And I *will* keep on keeping on!”



Employees of the Month

In 2020, eight CHWC employees who go above and beyond and are rewarded with Employee of the Month recognition. Due to the pandemic and social distancing restrictions, we refrained from presenting this recognition from March through June.



January 2020
Amanda Cox
ICU/Telemetry



February 2020
Norma Graber
Medical Records



July 2020
Amy Wagner
Physical Medicine &
Rehabilitation



August 2020
Coelyn Snow
Admissions



September 2020
Dave Stark
Maintenance



October 2020
David Andrew
Management Informa-
tion Systems



November 2020
Karen Wyse
ICU



December 2020
Debbie Swartz
Environmental Services

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