



Community Hospitals  
and Wellness Centers  
Bryan · Montpelier · Archbold

# Annual Report

## 2021



419-636-1131

[www.chwchospital.org](http://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 Vision

To be your first choice for exceptional care, delivered by exceptional people.

## 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

### To the Community:



When I look back on 2021 and review last year's annual report, it is hard to believe we are still dealing with a global pandemic along with a national staff shortage.

I've never been so proud, wanting to shout that pride for CHWC's caregivers from the rooftop, and at the same time wanting to parentally protect those same dedicated caregivers. As you will read within the annual report testimonials of staff—specifically those working the COVID unit—may it have a similar impact on you as it did me. In that it filled me with pride to live in a community with selfless sacrifices that staff are making to take care of their community, and it brought me sorrow for what they are having to deal with: long patient stays allowing staff to become more connected to patients, patients showing signs of improvement then crashing, patients going on vents never to communicate to their families again, families projecting their frustrations onto staff as they are not understanding what is happening to their loved ones, and employees having to pick up extra shifts as there are just not enough staff to take care of the influx of COVID patients within our community.

I look back at all the amazing things we were able to accomplish during this pandemic as well. We were able to get the majority of our service lines back to pre-pandemic levels, while launching new provider clinics and services.

We also created our first vision statement (see page 1) to help inspire and generate excitement for our future. I appreciate all of the input from staff, leaders and the board of directors in creating and adopting this vision statement. We truly have exceptional people at CHWC!

A handwritten signature in blue ink that reads "Chad". The signature is written in a cursive, flowing style.

## HUMAN RESOURCES SPOTLIGHT 2021

The Human Resources Department at CHWC provides a variety of behind-the-scenes support and services to the CHWC team. Throughout this past year, we have continually tested our adaptability as it relates to the changes brought on by COVID. Like other healthcare facilities throughout the nation, CHWC has faced staffing shortages in almost every department. Human Resources has responded to the difficulty in recruiting employees by changing processes to meet the current needs, seeking outside assistance from agencies and providing as much support and collaboration as possible to leaders.

In addition to focusing on recruitment, it's imperative that we continue supporting the valued employees that we already have here at CHWC. COVID and staffing shortages have led to increased stress and frustration, which we combat by utilizing our strong family culture. Our culture is something we are extremely proud of, and the CHWC family embraces opportunities to put it to good use. In collaboration with the Rewards and Recognition Committee, Human Resources facilitates fun events, an internal staff newsletter and opportunities to give back to the community. We understand the importance of providing positive outlets so staff can continue to do their best every day.

To improve efficiencies, many areas throughout CHWC welcomed new software systems this year. Human Resources implemented an entirely new HRIS/timekeeping/payroll/scheduling platform, which was a huge undertaking that in the long run will be very beneficial.

Much like the rest of the CHWC team, Human Resources is ready to do what is needed to keep us moving forward by continuously implementing initiatives that allow our employees to enjoy a positive and rewarding work experience. We are grateful and in awe of the compassion and dedication the CHWC family has demonstrated for the past two years. **We are honored to work alongside them.**

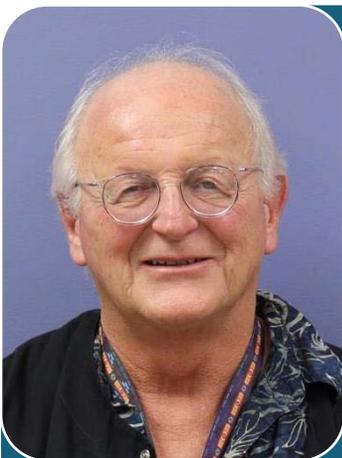


## STAFF QUOTES

"I've been [at CHWC] for a little over six years and my commute is quite a while—I drive to work, it's about an hour and 10 or hour and 15 minutes one way and then back home, same. Some days can be long and they can be rough but seeing how the patients progress here and the teamwork we have here really makes it worth it to come back. I probably could obtain a job elsewhere that could be much more convenient for home, but I also would sacrifice the appreciation that I have here... I think it speaks, at least for me coming this far, that if you're appreciated, people will go the extra mile and they're going to continue to come back when they feel appreciated."



-Caitlin Timmons, Physical Therapist at CHWC-Montpelier Hospital



"I've been at CHWC for over 36 years now. I can't believe it sometimes that I've been here that long, it just seems like it went so fast. But I think the reason it went so fast is I've always enjoyed my time here, I've always enjoyed being a part of CHWC... I think it's family, I think it's a small hospital but we do a lot of different things that larger hospitals do. There's more, at least as a technologist, of patient-to-technologist interaction. Sometimes I've got 15 minutes with a patient, but those 15 minutes I might have with them, at the most, you make them feel like they're the most important thing in your life at that moment."

-Curt McBride, Radiologic Technologist at CHWC

## CHWC FINANCIAL METRICS 2021

	2021	2020
Net patient service revenue	90,958,369	75,935,236
Operating income (loss)	(2,082,009)	4,595,719
Excess of revenue over expenses	2,714,524	6,170,088
Cost of services provided to indigent patients	1,229,000	1,806,000
Cost of services that were unpaid	1,596,000	3,261,000
Unfunded Medicaid costs	3,378,424	3,014,009
Patient admissions - Bryan	1,975	1,687
Patient days - Bryan	5,334	4,575
Average length of stay - Bryan	2.7	2.7
ER visits - Bryan	12,612	12,034
Patient admissions - Montpelier	171	194
Patient days - Montpelier	2,660	3,179
Average length of stay - Montpelier	15.4	16.4
ER visits - Montpelier	3,210	3,039
Radiology outpatient scans	15,371	13,143
Lab outpatient tests	292,681	202,259
Surgery outpatient procedures	4,747	4,189
Surgery inpatient procedures	425	505
Pain management procedures	2,251	1,520
Cardiac catheterizations	407	373
Radiation oncology procedures	9,650	8,870
Employees (head count)	768	746
Employees (full time equivalents)	547	527

# Annual Report 2021

2019	2018	2017	2016
84,372,516	76,654,429	74,220,300	74,811,244
3,888,854	(1,477,078)	867,183	527,992
6,230,693	856,147	3,818,085	3,603,566
1,456,000	2,035,000	1,988,000	1,797,000
2,188,935	1,486,677	1,189,069	1,176,071
2,768,358	2,762,538	3,359,067	4,098,186
2,037	1,954	1,986	2,090
5,770	5,934	5,821	6,339
2.8	3.0	2.9	3.0
13,734	14,163	14,347	14,236
281	276	305	371
3,721	3,749	3,780	4,022
13.2	13.6	12.4	10.8
3,615	3,784	3,906	4,306
14,530	15,208	15,687	14,625
214,929	230,208	213,837	201,867
5,183	4,752	4,643	4,323
635	596	504	625
2,322	2,454	2,490	2,325
424	548	643	529
11,567	9,520	9,436	9,840
719	752	767	740
524	541	546	531

## COVID CARETAKERS

### Rosie Branham, RN

Rosie Branham had been an ICU/telemetry nurse at Bryan Hospital for five years. After the conclusion of her interview for this article, Rosie disclosed that she would be transferring to a different department at CHWC, citing COVID burnout as the one and only reason she couldn't continue in her ICU/telemetry position any longer.

*How has nursing changed for you since the pandemic started?*

**Rosie:** Everything has changed. The way we take care of patients, the interaction with families, interaction with patients, even interactions with the doctors. COVID and non-COVID has been affected, it doesn't matter, your care is drastically different than the care you would have gotten before 2020. Our first COVID patients that we took care of were just requiring a little bit of oxygen, mostly were fatigued, couldn't get up to go to the bathroom or complete their care of themselves... But last winter, the sickness kind of changed and I can't explain why but they just got so sick. And we take care of sick patients all the time and that's our job, our job is to make people feel better, help them heal, but everything we did wasn't making a difference.

*What have been some of the more difficult aspects of your job over the past couple years?*

**Rosie:** I just want people to know how real COVID is, that it's a tragedy and it's a reality that not everyone gets to experience. I'm grateful not everyone gets to experience. I'm almost jealous of people who think that COVID isn't real because they haven't seen what I've

seen. It's a burden to know and to have seen what we've seen. For someone to look at you and beg you for more air and they're already on

oxygen that until COVID, I've never seen a patient on that amount of oxygen. I did not know it was possible to have two different types of oxygen: a nasal canula and a mask both on, I didn't even know that was possible and for them to be completely maxed out on the amount of oxygen that we're giving them and they still are looking at you, saying, 'I can't breathe, I can't catch my breath,' it's so hard because I can't help you. I can sedate you, I can give you pain medicine, that's the only thing I can do to help you. It takes a toll on you.

*How do you cope with all of it?*

**Rosie:** In nursing school, they tell you that you have to leave what happens at work at work. And on a normal nursing day that's really difficult. But to keep doing what we're doing, you can't leave it at work... We're physically exhausted, we're mentally exhausted. We just need these people not to be as sick as they are, we just need a cure. We need something they can't give us. It's been really hard.



## Lynn Gors, RT

Lynn Gors has been a respiratory therapist for 40 years, and has worked at CHWC for 15 of those years. She and her fellow respiratory therapists have spent significant time treating COVID patients over the course of the pandemic.

*How has treating COVID patients been different than treating other patients?*

**Lynn:** There's nothing like this I've ever seen, no disease that does this to lungs like I've ever seen before. [Patients] have been so much sicker and we've put so many more on vents and we can't transfer them. So from our side, we're trying so hard to keep them alive, but we're also trying to minimize the damage done to the lung with the vent and the oxygen because oxygen has a lot of toxic side effects—too much of it creates a lot of problems for the lung itself, and then you take the COVID on top of it, so it's a double-edged sword. It's a really emotional time, we've seen a lot of death lately. *A lot of death. And that's heartbreaking.*

*A lot of death.  
And that's heartbreaking.*

*What I'm hearing from you is, kind of, despair. Do you think sometimes, 'I don't think I can do this anymore'?*

**Lynn:** Oh yes... You see somebody give you a glimmer of hope and then you come in and they're on a vent and it's just crushing. It is despair right now. I don't actually know that most people even consider, they have no clue that we're still in the thick of this like we are. I really don't think that they know that.

*What else do you want to share?*

**Lynn:** This has definitely been the most difficult two years of my entire life. In the beginning, we drew strength from each other, we were teams, and we're still teams and we still support each other. It's definitely very taxing, very wearing on us just to keep the strength to come in and see those patients, see them struggle and really know there's not pretty much a damn thing you can do about it.

## COVID CARETAKERS

### Ellen Beaverson, LPN

Ellen Beaverson has been a licensed practical nurse for nearly 17 years, working primarily third shift ICU/telemetry at Bryan Hospital.

*What was your job like before COVID, and how has that changed?*

**Ellen:** It was a completely different world. We'd get patients with chronic illnesses, we knew what to do, we knew how to take care of them. And then COVID came and nobody knew what to do. We went from losing a person every four to five months to losing three, four, five a week. We felt like we were fighting a losing battle. That no matter what we did, we weren't going to make a difference.

*You really felt like you weren't making a difference?*

**Ellen:** We make a difference for the people at the time, we do the best we can, we try to give them comfort. We try to let them know somebody's here with them. We try to reach out to families and let them know that their loved ones are being taken care of.

But I think when I say we don't make a difference, it's that we go into [nursing] because we want to help people and when COVID came, a lot of us just felt defeated because we couldn't fix them.



*Have you looked at what's going on and thought, 'I can't do this anymore'?*

**Ellen:** Yes.

*What keeps you coming in?*

**Ellen:** My coworkers. My patients. I don't regret becoming a nurse. Not for one minute. I love my patients. My only regret is I didn't start doing this earlier in my life. My daughter's going to school to be a nurse. I'm so proud of her. She tells me she's seen what I do and how I am and she wants to do that, too, she wants to be like me. What's a greater honor than that?

## PATIENT TESTIMONIAL

### Sherry Sebring, Orthopedics Patient

Sherry Sebring was one of the first patients to receive care in the CHWC Orthopedics Clinic's new clinic space, now located on the second floor at Bryan Hospital. Sherry expressed deep gratitude for her positive experience, and happily agreed to share her testimonial with others as well:

*I would like to share my experience by passing it along to you. I could not be happier from beginning to end. I was allowed enough visits ahead of the procedure to establish trust with all the personnel from the surgeon and all staff I was lucky to be cared for by. Everyone was very professional, warm and informative. All my questions and being allowed to see all x-rays and tests along the way greatly reduced any concerns I had regarding my surgery. And I've found that to be true all the way through follow-up visits and contacts with the hospital and surgery staff.*

*My spinal issues have been going on for several years. I have had previous back surgery and the original hardware had to be removed and replaced. I had other issues with my spine as well including a severely pinched nerve for many years.*

*The care and skill I received in making these changes have been truly life-changing for me. I have had virtually no pain (except for a few days for the surgery itself) and continue improving every day. For at least the last five years, I could not stand upright and had increasing difficulty in walking. My back is now solid and I am upright again. I am regaining my walking abilities and back to walking 8-10 miles a week.*

*My life truly has changed with this experience and I am highly recommending CHWC and the clinic to everyone. This has undoubtedly been the best experience with my health that I have ever had. Thanks to all very much!*

## EPP UPDATE

Since its founding in the fall of 2016, the CHWC Employee Philanthropy Program (EPP) has provided nearly \$150,000 in grants to individuals, families and local organizations in need. The EPP supports 501(c)(3) organizations from the CHWC service area who help with health, food, housing and safety needs, as well as providing grant dollars to CHWC employees and their families who are facing a sudden financial need. The EPP is made up of and led by CHWC staff, and the board of directors provides a dollar-for-dollar match for all funding that staff brings in during pledge drives.

In 2021, the CHWC Employee Philanthropy Program provided the following grants:	
Sufficient Grace Ministries	\$5,000
Trinity Lutheran Church AED	\$1,500
Sanctuary Homeless Shelter	\$5,000
Compassion Clinic	\$5,000
Community Education for Development	\$5,000
CHWC employees/families (4)	\$11,022 total
<b>Grand total</b>	<b>\$32,522</b>

## MAJOR UPGRADES, RENOVATIONS & PURCHASES

Most of the major purchases in 2021 were facility-related upgrades or renovations. This includes construction of the new Medical Oncology Clinic, located on the second floor of Bryan Hospital (\$620,569.26) and construction of west tower clinic spaces at Bryan Hospital for the ENT, Sinus & Allergy Clinic and the new General Surgery Clinic, which share a reception area (\$548,719.73).

Other major purchases and upgrades in 2021 included a C-Arm OEC Elite Ergo (\$197,495.50) for the CHWC Imaging Department, construction for the Orthopedics Clinic move to the second floor of Bryan Hospital (\$147,455.00) and a HistoCore PELORIS dual retort rapid tissue processor for CHWC Laboratory (\$140,318.51).

## BRIGHT SPOTS

Throughout the year, CHWC employees show appreciation to their coworkers by sharing positive stories, called Bright Spots, on the staff intranet site, CHWCNet. The following are just a couple of the 53 fantastic Bright Spots that were shared in 2021.

### Montpelier Staff Come Together During a Difficult Time

It was an especially difficult year for CHWC employee Trinia Baughman (Environmental Services- Montpelier): she had lost her brother and her mother within a week of one another, and her husband was diagnosed with cancer. During that time, her daughter graduated from high school and she had been planning her graduation party in the midst of these tragedies. That's when Trinia's coworkers stepped in to help during her time of need—they made all the food and provided supplies and other goodies for her daughter's graduation party so that she was able to be with her family, and they also chipped in to provide a donation for a little extra peace of mind. Trinia shared

that she cannot thank her coworkers at Montpelier Hospital enough for stepping up during such a painful time. *"They are the greatest people of all,"* Trinia says. *"Every one of them are angels in my family's eyes. Thank you again and God bless, from the Baughman family."*



## Teamwork to Keep a Patient Calm

Respect and compassion were on display one September day when Staci Laney (Admissions- Bryan) and Theresa Brumbaugh (Imaging) helped keep a patient with dementia calm. Theresa explains that an elderly patient arrived in Imaging from a nursing home with no family member or nurse to assist in her care. The patient was confused about what was going to happen at her appointment and quickly grew upset and afraid, in tears thinking she was going to have surgery instead of a CT scan. "Staci personally brought her back to the Imaging waiting

room and stayed with her while we tried to calm her down and reassured her that we weren't going to harm her," Theresa recalls, adding that Staci got the patient's son on the phone to help explain what was happening. "Once the patient was settled and seemed to be okay, Staci gathered her things and started to walk back toward the front of the hospital. The patient got upset again and didn't want her to leave, so Staci came back and sat with her a while longer—it turns out Staci was already clocked out for the day." After a bit more back-and-forth while they awaited the patient's scan, a kind woman

who was waiting for an MRI offered to sit with the patient and keep her company.

The two patients were calmly, comfortably talking as they waited for their scans. "What a wonderful staff and community we have!" Theresa says.



# EMPLOYEES OF THE MONTH 2021

In 2021, there were 11 CHWC employees rewarded with Employee of the Month recognition. December was the only month in which an Employee of the Month celebration was not held, due to a busy workload for staff as they worked through a major electronic medical records upgrade, the holidays and caring for an influx of COVID-19 patients.



**Izzy Huffman**  
January • OB



**Tanya Fleischmann**  
February • Physical Therapy- Archbold



**Jenna Florkowski**  
March • Surgery



**Carole Petersen**  
April • ICU



**Jean Batt**  
May • Physical Therapy- Bryan

# Annual Report 2021



**Dayna Tilly**  
June • Imaging/Radiology



**Ethan Zaerr**  
July • Guest Services- Bryan



**Sean Wheeler**  
August • Rehab Nursing- Montpelier



**Vicki Chappuis**  
September • Physical Therapy- Archbold



**Esther Axle**  
October • Physical Therapy- Bryan



**Jean Thorp**  
November • Nutrition Food Services- Bryan

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