

ANNUAL REPORT

2022



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AN ADDRESS TO THE COMMUNITY

by CHWC President & CEO Chad Tinkel



To the Community:

It has been a year of transformation, distress and resilience. It was one where we experienced system implementations, leadership transitions, staffing shortages, strategic planning, accomplishments, growth and financial adversity.

We successfully implemented a

new electronic medical record a year ago, enhancing our patient care with increased interoperability with area healthcare providers. We continue to look for efficiencies within the system specific to the revenue cycle management utilization. We have dedicated additional resources to collect for the services provided to the community.

It was also a stressful year for leadership, resulting in a transition for multiple leadership positions: we welcomed two new senior leaders and seven new directors to our leadership team in 2022. We are excited about the team we have in place and each leader’s willingness to take on the challenges the healthcare industry has ahead of it.

The year started with our COVID inpatient census at an all-time high and patient care staff experiencing exhaustion and burnout. In addition, there was an increase in patients’ physical and verbal violence toward healthcare professionals. These, along with a national healthcare staffing crisis, resulted in an atypical number of open positions. We were able to make adjustments throughout the year to assure that we maintained the staff needed to care for the community, but it came with an additional cost.

As a whole, the healthcare industry is struggling financially, and we find ourselves addressing similar challenges as the industry. Regional and national healthcare providers have reported operational losses during the year and area hospitals have closed service lines to deal with their negative financials. We do not foresee these financial stressors relenting in the near term, and we are taking proactive measures to address challenges that are under our control.

We enjoyed the successful completion of two accrediting body surveys for our hospital as a whole and our laboratory. We were also recognized by Professional Research Consultants for excellence in inpatient healthcare for both Bryan Hospital and Montpelier Hospital.

We accomplished the creation of a three-year strategic plan. The plan’s priorities are to be the employer of choice, evolve our healthcare services, elevate our brand awareness and educate for a healthier community. I enjoyed the ability to have town hall meetings again—the first since the pandemic—that allowed for the review of the strategic plan with our staff.

I am grateful for our board’s desire to keep our mission at the forefront as we grapple with the headwinds the industry is experiencing.

Chad Tinkel
 President and Chief Executive Officer

HR SPOTLIGHT

The Human Resources Department at CHWC is comprised of not only HR-specific professionals, but also individuals who specialize in training and development, scheduling and employee wellness. We are a relatively small team for a workforce of 800, however, we are all quick to wear multiple hats and jump in wherever needed.

This past year has called on the expertise of each member of the HR team, time and time again. Like most healthcare organizations, CHWC has experienced a variety of staffing shortages throughout multiple departments. Our schedulers have worked diligently to ensure staffing holes are covered, while numerous recruiting efforts were underway by other HR staff.

Our employee wellness staff implemented a new system this year to better meet the needs of our employees. They are always proactively working to provide CHWC employees with information and tools to manage their overall health, especially during the last two years where additional stress has become a factor.

Training and development is always at the forefront of our priorities and this year we were able to identify some areas that needed to be addressed more comprehensively. Our education and training specialist created new assessments to help staff better understand some of the issues we feel are important to the work we do.

Our HR team strives to be a welcoming resource for all CHWC employees. We truly enjoy serving our incredible employees and helping to create a work environment where everyone feels valued, respected and appreciated. We're even able to throw some fun in the mix by partnering with our Rewards and Recognition Committee. Together, we host events and initiatives designed to provide CHWC employees with a fun outlet to interact and engage with one another. Here in HR, we are proud to be the ambassadors for the CHWC family culture.

“

I love working at CHWC because we are a team and we are family. There is great reward in seeing our patients recover, especially when they return to visit. The patients and families greatly appreciate the care they receive. I always tell the patients that good communication is good care.

”

Renee Garrow

RN, PICC Nurse and Case Manager
at Montpelier Hospital

“

My coworkers are such kind people who “compete” for who can help each other the most. I appreciate being part of this team and appreciate the care we have for one another.

”

Amber Wright

Physical Therapist
at Bryan Hospital

CHWC FINANCIAL METRICS

| | 2022 | 2021 |
|--|-------------|-------------|
| Net patient service revenue | 93,252,941 | 90,958,369 |
| Operating income (loss) | (5,454,280) | (1,825,520) |
| Excess of revenue over expenses | (9,041,885) | 2,714,524 |
| Cost of services provided to indigent patients | 1,341,000 | 1,229,000 |
| Cost of services that were unpaid | 2,608,000 | 1,596,000 |
| Unfunded Medicaid costs | 3,779,000 | 3,578,424 |
| Patient admissions - Bryan | 2,312 | 1,975 |
| Patient days - Bryan | 5,979 | 5,334 |
| Average length of stay - Bryan | 3.03 | 2.7 |
| ER visits - Bryan | 15,678 | 12,612 |
| Patient admissions - Montpelier | 170 | 171 |
| Patient days - Montpelier | 2,154 | 2,660 |
| Average length of stay - Montpelier | 12.9 | 15.4 |
| ER visits - Montpelier | 4,565 | 3,210 |
| Radiology outpatient scans | 17,275 | 15,371 |
| Lab outpatient tests | 242,248 | 292,681 |
| Surgery outpatient procedures | 4,609 | 4,747 |
| Surgery inpatient procedures | 436 | 425 |
| Pain management procedures | 1,997 | 2,251 |
| Cardiac catheterizations | 478 | 407 |
| Radiation oncology procedures | 10,712 | 9,650 |
| Employees (head count) | 820 | 768 |
| Employees (full time equivalents) | 574 | 547 |

| 2020 | 2019 | 2018 | 2017 |
|------------|------------|-------------|------------|
| 75,935,236 | 84,372,516 | 76,654,429 | 74,220,300 |
| 4,595,719 | 3,888,854 | (1,477,078) | 867,183 |
| 6,170,088 | 6,230,693 | 856,147 | 3,818,085 |
| 1,806,000 | 1,456,000 | 2,035,000 | 1,988,000 |
| 3,261,000 | 2,188,935 | 1,486,677 | 1,189,069 |
| 3,014,009 | 2,768,358 | 2,762,538 | 3,359,067 |
| 1,687 | 2,037 | 1,954 | 1,986 |
| 4,575 | 5,770 | 5,934 | 5,821 |
| 2.7 | 2.8 | 3.0 | 2.9 |
| 12,034 | 13,734 | 14,163 | 14,347 |
| 194 | 281 | 276 | 305 |
| 3,179 | 3,721 | 3,749 | 3,780 |
| 16.4 | 13.2 | 13.6 | 12.4 |
| 3,039 | 3,615 | 3,784 | 3,906 |
| 13,143 | 14,530 | 15,208 | 15,687 |
| 202,259 | 214,929 | 230,208 | 213,837 |
| 4,189 | 5,183 | 4,752 | 4,643 |
| 505 | 635 | 596 | 504 |
| 1,520 | 2,322 | 2,454 | 2,490 |
| 373 | 424 | 548 | 643 |
| 8,870 | 11,567 | 9,520 | 9,436 |
| 746 | 719 | 752 | 767 |
| 527 | 524 | 541 | 546 |

CHWC EMPLOYEE PHILANTHROPY PROGRAM

The CHWC Employee Philanthropy Program (EPP) is made up of and led by CHWC staff, and it 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, unexpected financial need.

Since the inception of the EPP in the late fall of 2016, CHWC has granted over \$172,000 to area organizations and CHWC families. 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.

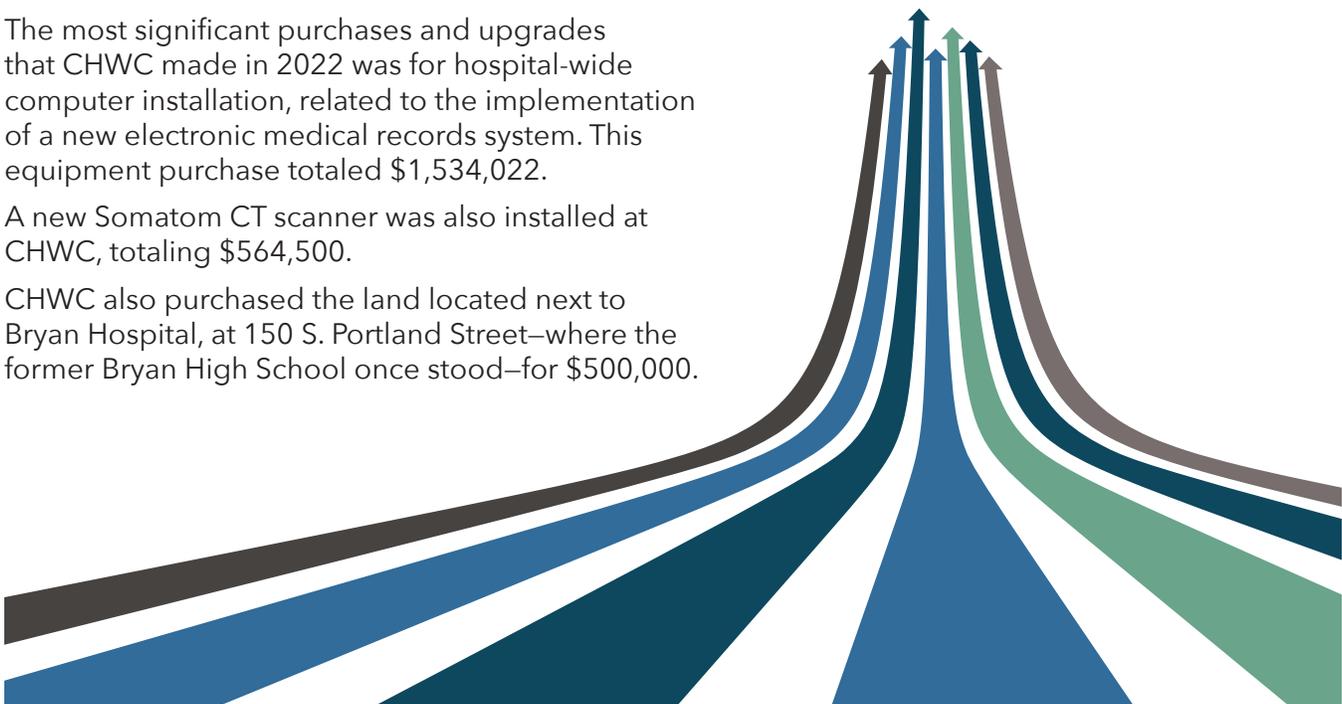
| 2022 Employee Philanthropy Program Grants | |
|---|-----------------|
| The Center for Child and Family Advocacy | \$5,000 |
| Williams County Family YMCA - People Helping People Program | \$4,000 |
| Bryan Parks & Recreation - Inclusive Playground | \$5,000 |
| Village of Edon - Inclusive Playground | \$2,500 |
| CHWC Employees / Families (5) | \$19,605 total |
| Sarah's Friends, Inc. | \$5,000 |
| Grand Total | \$41,105 |

MAJOR PURCHASES & UPGRADES

The most significant purchases and upgrades that CHWC made in 2022 was for hospital-wide computer installation, related to the implementation of a new electronic medical records system. This equipment purchase totaled \$1,534,022.

A new Somatom CT scanner was also installed at CHWC, totaling \$564,500.

CHWC also purchased the land located next to Bryan Hospital, at 150 S. Portland Street—where the former Bryan High School once stood—for \$500,000.



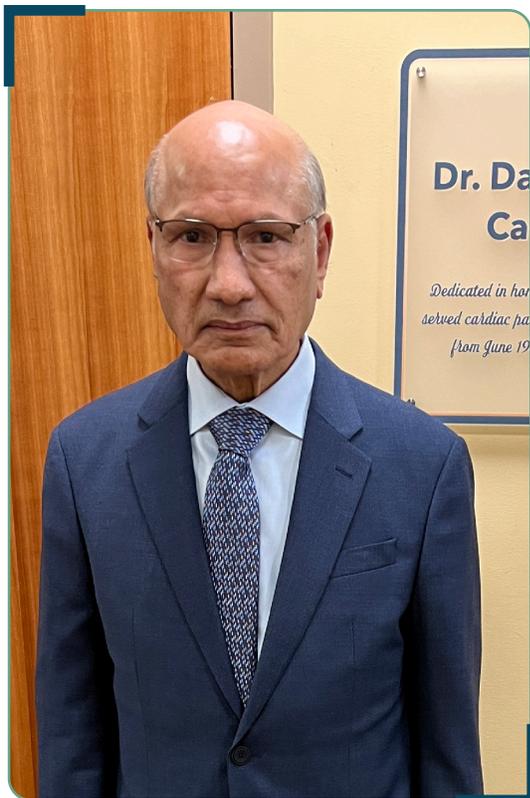
DEDICATION OF THE DR. DAMODER KESIREDDY CARDIAC CATH LAB

On December 2, 2022, CHWC honored cardiologist Dr. Damoder Kesireddy by naming the cardiac catheterization lab after him: the Dr. Damoder Kesireddy Cardiac Cath Lab.

Dr. Kesireddy has served countless patients in our community since 1981. He has been the primary physician at the cath lab since it opened in 2001, and in 2004, with Dr. Kesireddy's help, Bryan Hospital became one of the first hospitals in Ohio to be a level two cath lab, providing PCIs (percutaneous coronary intervention) without an open-heart surgical team on-site.

Dr. Kesireddy and the cath lab team average 400 catheterizations per year, with almost 45 of those being emergent. In addition to catheterizations, Dr. Kesireddy implants approximately 75 devices per year. For most of the past 17 years, Dr. Kesireddy has been the sole physician to cover the cath lab, with very little to no time away. With 45 emergent cases per year, that's equivalent to being called almost every week at all hours of the day and night to come in for an emergent case. Dr. Kesireddy's commitment to his work and the people of this community has resulted in many patient testimonials of his life-saving care. Almost every person in our community has either been taken care of by Dr. Kesireddy or had a family member who was cared for by him.

CHWC is so grateful for the decades of life-saving care he has provided, and is also thrilled that Dr. Kesireddy continues to assist in covering the cardiac catheterization lab on a part-time basis after his retirement at the end of 2022.



*A humble, heartfelt thank you to
Dr. Kesireddy for his 40+ years of
service to our community.*



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. Here are just a couple notable Bright Spots that show how dedicated our staff are to living CHWC's mission, vision and values.

Jennifer Rittenhouse Brings Joy and Positivity to ENT Clinic

One of the staff members at the CHWC ENT, Sinus & Allergy Clinic sent in this praise of Jennifer Rittenhouse, Certified Nurse Practitioner (CNP):

Jennifer Rittenhouse is our CNP here in the ENT clinic. Let me just tell you, this woman is AMAZING with children. Jennifer goes out of her way to make children comfortable, makes sure they trust her and gives them more time than any other physician I have ever met would give. Recently we had a child with autism come into the office. Knowing children on the spectrum can be a little more challenging, we went in to the room together. She went in with the sweetest tone in her voice and the most positive attitude. Not only was Jennifer kind and gentle when approaching, but she was sensitive to his needs and got down on the floor with the patient and performed her exam on her knees so he felt comfortable. The response from the child was so heartwarming to witness. The fact that she saw a special need and went above and beyond to give the patient the same care everyone deserves speaks volumes. When a child has a fear, Jen takes the time to let them become "brave" enough to face it, she talks them through the entire process and lets them feel the instruments so they are not afraid, making their experience one they will remember in a positive way. Jennifer's positivity radiates through the clinic and she is such a joy to work with.



Cindy Seaman Praises Patient Experience

Cindy Seaman, Acute Care Patient Navigator at CHWC, shared her experience going from an orthopedic navigator to a patient:

I want to just share with you a Bright Spot on what an amazing hospital we have. I had two total knee replacements last year, and I went from being the orthopedics patient navigator to the patient. It was an eye opener being on the other side of the bed. From the moment that I walked into the hospital and was greeted by Guest Services to when I was discharged, it was an amazing journey.

I'm the one who coordinates a plan of care for patients: arranging, educating along with anything that will ensure the patient has an excellent experience here at CHWC. It was different, being the one taken care of, and everyone went above and beyond to make my stay an excellent experience.



Therapy was the one department that I spent the majority of my time. Esther Axle, Jeannie Batt and Ann Bowers were amazing with getting me back to where I am today. Our rehab staff go above and beyond to get patients back to living their lives. They are very knowledgeable in what they do, they problem-solve when things aren't going as planned, and they're very supportive. I couldn't have done it without them.

This has been a learning experience for me to be able to assist our orthopedic patients and to get them back to living life the way it should be. Thank you to everyone for making our hospital one of the best, and for providing excellent care to all of our patients.

PATIENT TESTIMONIAL: LUANN DENOI SHARES HER STORY

A humble thank you to LuAnn DeNoi for sharing her phenomenal story of survival through two breast cancer diagnoses that spanned two decades. Her strength and positivity has been an inspiration to so many.

My first breast cancer diagnosis at age 41, ductal carcinoma in situ, was 19 years ago. It was detected on my yearly mammogram. I had a biopsy followed by a lumpectomy and seven weeks of daily radiation. I then took oral Tamoxifen for five years. I continued with my yearly exams until seven years ago when my daughter detected a lump in her breast at just age 25. Thankfully, that was benign. Her doctor recommended that I get genetic testing. After the testing, I learned that I was a carrier of the CHEK2 gene, which put me at a higher risk of recurrence, not only breast cancer but also colon cancer. At that point, I started seeing a specialist at the high-risk cancer clinic at Parkview in Fort Wayne. My regimen was screening every six months, I either had a breast MRI or a 3D mammogram. I had one scare about two years ago, but after a biopsy, it was determined benign.

All was well until my six month check in March 2021. I was scheduled for a 3D mammogram with contrast. Immediately after the test, I had an ultrasound on a suspicious area. A biopsy was scheduled the following day. That biopsy showed invasive ductal carcinoma of the left breast, ER positive, HER2 negative. One week later, on April 9, after consultation with the surgeon, I had a bilateral mastectomy. I chose not to have reconstruction. Upon further testing of the mass, it was determined that I would need chemotherapy. That started the end of May, 2021.

My husband and I met with oncology here in Bryan prior to treatment. Everything was reviewed with us and they discussed possible side effects of the drugs they would be infusing: Docetaxel and Cyclophosphamide. My schedule for infusions were every three weeks with weekly blood tests. I was fortunately able to stay on schedule and finished infusions the first of August 2021. I experienced fatigue, insomnia, loss of taste, and some nausea (although minimal, as I was able to control that with meds). I also lost my hair after the first treatment. That was difficult for me. Getting out and taking a walk or bike ride every day helped me so much. My ability to taste returned about a month after my last treatment. I still don't have the endurance I once had, but I try and give myself some grace. I'm still healing, physically and emotionally.

The entire staff in oncology at Bryan Hospital were and are so wonderful. So kind, supportive and loving. I was blessed to have the same nurse for each infusion, Ashtin Nihart. She's the BEST! Being a nurse myself, the thing I treasured most about her was the fact that she never treated me like a nurse, she treated me like a patient. She never assumed I knew what to expect, always explained everything to me and my husband, who by the way, was beside me for every treatment, every appointment, and every procedure. Family support is so important and I certainly have the best! Some days they pushed me, pulled me or carried me. Every day they were beside me. I'm so blessed. I'm also very grateful to Dr. Park, who was with me every step of the way. I'm grateful for Dr. Afifi and the entire oncology staff who always greet me with a smile.

Moving forward, I'm scheduled for frequent checkups and daily Arimidex for at least the next five years, and Prolia injections every six months to promote bone strength.

Anyone who has ever experienced this knows that it changes you. It makes you appreciate every day, because none of us know what tomorrow will bring. Don't sweat the small stuff, because in the grand scheme of things, that small stuff doesn't matter. I'm so grateful to God for blessing me with another day.



EMPLOYEES OF THE MONTH

Ten CHWC employees were rewarded with Employee of the Month recognition in 2022, beginning in March after a brief hiatus to allow staff to focus on the influx of COVID-19 inpatients early in the year. A special thank you to our Rewards and Recognition Committee is in order, for their diligent work honoring CHWC's Employees of the Month. Congratulations, and thank you to our Employees of the Month, who truly live CHWC's mission and core values every day!

MARCH



Sandy Miller
Montpelier Med Surg

APRIL



Lynn Schaffner
Montpelier Med Surg

MAY



Lamar Robarge
Information Systems

JUNE



Jake Leatherman
Pain Management Clinic

JULY



Jennifer Pinkham
Obstetrics

AUGUST



Mitchell Bowling
Surgery

SEPTEMBER



Nicole Elswick
Pain Management Clinic

OCTOBER



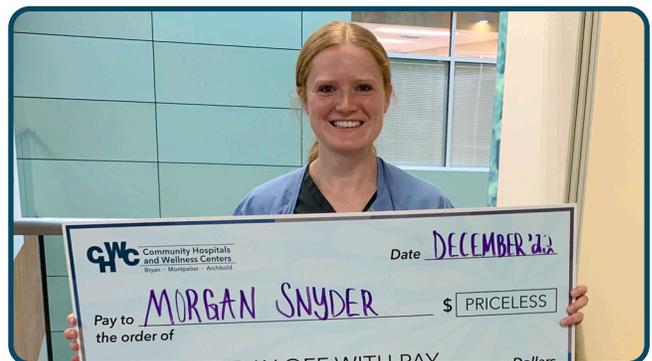
Judy McGill
Bryan Environmental Services

NOVEMBER



Paul Baatz
Archbold Maintenance

DECEMBER



Morgan Snyder
Bryan Med Surg

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.

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