For More Information
Joint Township District Memorial Hospital's web page www.jtdmh.org has helpful information about the Hospital. You can find a schedule of events and educational programs, as well as a Directory of Physicians, Job Opportunities, and other information about Hospital services. Please join us on the web at www.jtdmh.org.

Our Mission
Our Mission is to always provide — now and in the future — high-quality, low-cost, sensitive health care that is properly housed, equipped and staffed to meet the primary, acute and rehabilitative health service needs of our communities.
I approached our Annual Report to the Community with mixed emotions. Sorry for it to be my last report, but extremely happy and proud that I can report on positive outcomes from our many activities in 2004.

After many weeks of watching construction and anticipating the outcome, we held our grand opening for WCORHA’s Bellefontaine and Celina Cancer Centers in March of 2004. Both sites have exceeded our expectations and we project their future success.

We continued to show leadership in bringing state-of-the-art technology to the community as exemplified by our new 16-slice CT scanner. With great cooperation by our management and medical staff, we were able to meet our financial goals for the year and assure continued availability of technology and facilities upgrades. Our hospital and medical staff committees continue to work diligently to improve patient quality, patient safety and meet JCAHO accreditation standards. In September 2004, we were visited and reviewed for our initial JCAHO inspection. The Hospital met all standards with no deficiencies (a very high achievement) and received full accreditation. Our home health agency also received full accreditation.

Much of our activity in 2004 was associated with the construction of our new Emergency Center, creation of the new Cardiac Center, and expansion of the Outpatient Center. The recent spring 2005 completion of this project assures the community of Joint Township Hospital’s commitment to continued excellence. Our new Emergency and Cardiac Centers are spacious and state-of-the-art additions to our community. The expanded and remodeled Outpatient Center is comfortable and accommodating for our patients. Our community should be very proud of these new additions.

In summary, I want to close with a twenty-year review at Joint Township District Memorial Hospital and a challenge to all who will continue to make use of the premier small hospital in the region and the state.

In 1985, we were highly leveraged, the second highest cost hospital in West Central Ohio, and had one of the highest FTE ratios in comparison to other area hospitals. Over the last nine years (three cycles), we have been able to lower cost and make respectable bottoms lines. Joint Township is fiscally responsible to its constituents.

The quality of our management team has improved through selection, education, and commitment. The culture of the organization has changed from top to bottom. Our service attitude, employee turnover rate, and medical staff quality and commitments to our patients is truly outstanding and commendable.

Compare our physical plant to other like-size hospitals – no comparison. We have upgraded the infrastructure and overall size to adjust to our growing market. Listen to all of the outsiders (vendors, physicians, others) and they comment on our cleanliness, general appearance, style and technology, and we should justifiably be proud.

The stresses of the JCAHO accreditation process and demands for continued quality improvements have challenged all American hospitals. Over the last nine years (three cycles), we have had two perfect scores and one full accreditation with one recommendation. Not only have the scores improved, but the real meaning of quality is evident and we do not just go through the process.

Joint Township District Memorial Hospital has made tremendous progress through the years to provide an affordable quality product to its customers.

Respectfully submitted,

James R. Chick
President
Operating Statement

As of December 31

2004    2003

Where The Money Comes From

We billed for services to inpatients $33,545,719 $29,564,744
We billed for services to outpatients 38,131,231 35,926,314
We had other operating revenue of $23,140 $28,605
Total Operating Revenue $72,322,132 $66,119,925

Because We Did Not Receive Full Payment

From those unable or unwilling to pay ($2,747,493) ($2,838,530)
From Medicare and Medicaid (18,685,772) (16,547,475)
From other insurance companies (4,585,380) (3,132,157)

Therefore we charged off ($23,968,406) ($22,518,162)

Our Net Revenue Was $46,353,726 $43,601,763

Where The Money Goes

To pay our 623 employees $16,824,526 $16,245,524
To provide employees benefits 7,003,754 6,301,304
To purchase supplies and services 18,338,862 16,487,907
To allow for wear and tear on buildings & equipment 2,241,207 2,247,406
To pay for utilities and insurance 891,449 844,550

Our Total Expense Was $45,299,688 $42,126,691

This provides an Operating Margin of $1,154,038 $1,475,072

Funds Remaining To Invest In The Hospital’s Future (New equipment, services, etc.) $1,764,356 $2,111,393

Balance Sheet

As of December 31

2004    2003

Assets

Cash and Investments $2,589,212 $3,720,997
Materials and supplies on hand 6,279,285 7,346,737
Prepaid expenses 3,967,736 3,728,865
Total Current Assets $11,117,395 $15,302,864

Board Designated Funds

For equipment $4,943,996 $4,545,498
For insurance contingencies 3,460,211 3,332,992
For retirement of long-term bonds -0- -0-

Property, Buildings, And Equipment

Land and Improvement $60,331 $60,331
Buildings 34,021,852 27,422,777
Equipment 21,974,892 20,946,617
Less allowances for depreciation (31,047,808) (29,756,746)
Total property, buildings, and equipment $25,549,267 $19,212,979

Total Assets $44,820,829 $42,414,333

Liabilities And Fund Balance

Current Liabilities

Wages and salaries owed $3,411,301 $3,108,107
Money we owe our suppliers 686,136 710,490
Bonds due within one year -0- -0-
Total current liabilities $4,097,437 $3,818,597

Long Term Liabilities

Bonds due after one year 5,000 5,000
Leased equipment 796,761 679,431
Other amounts due 3,011,420 3,011,420
Total long term liabilities $3,323,381 $3,011,420

Net value of hospital (kind balance) $38,497,438 $37,372,913

Total Liabilities And Fund Balance $44,820,829 $42,414,333
Extreme makeovers aren’t just for people in search of glamour and good looks. In true makeover fashion, the Emergency Center at Joint Township District Memorial Hospital has undergone dramatic changes, being enhanced, upgraded, enlarged and reconfigured to meet the community’s growing need for emergency medical care. Currently at about 18,000 emergency-patient visits per year, that need is projected to increase at an annual rate of two percent for the foreseeable future.

Needs Are Greater And More Complex

“Our hospital’s reputation for quality has grown, so we’re seeing people who could go to other facilities choose ours instead,” said Joint Township Hospital Emergency Center Medical Director Kazimir Ogarnowski, M.D. “Plus, people who don’t carry medical insurance, or who don’t have a regular doctor, tend to use the emergency center as a source of primary care.”

Not only is the volume of patients growing, so too is the complexity of their medical needs.

Patients suffering from heart attacks, troubled breathing and broken bones are commonplace in the emergency room these days. An aging population also tends to increase challenge by presenting multiple ailments.

“We have to be prepared for everything here,” said Dr. Ogarnowski. “We see everyone from infants to 100-year olds, and we treat everything from minor complaints to life-threatening emergencies.”

Improvements Are Far-Reaching

As part of the ‘makeover,’ the Emergency Center’s space has been tripled. Now at 12,000 square feet, it allows for better efficiency, less congestion and improved services. While additions for acute care and the treatment of cardiac problems are the newest high-profile features, improvements will affect virtually every person who comes in contact with the Center:

• The number of patient rooms has been increased from nine to 11. They have been enlarged to accommodate family members, and except in rare overflow situations, they will also be private. In response to patient input, each is equipped with a television and a telephone to help patients pass the time.

• Two large rooms have been designated for trauma patients. They feature new, life-saving equipment and facilities that maximize the capabilities of the hospital’s medical staff.

• A private room has been designated as a grieving room, where families can gather to deal with the death of a loved one.

• The community’s emergency medical technicians and paramedics now have their own special room, complete with a computer that allows them to file state-required reports for every run and lockers for their equipment. “It’s also nice for them to have a place where they can close the door and wind down from their stressful runs,” Dr. Ogarnowski said.

• Work areas for emergency-room nurses and physicians have been expanded, providing them more room for staff consultations and completion of their record-keeping requirements.

• Area employers will appreciate the availability of an area dedicated to occupational medicine, where industrial injuries can be treated and job-screening health tests can be performed.

• Space has been set aside for the future development of a non-emergency urgent care center.

With the new Emergency Center in place, officials at Joint Township District Memorial Hospital have set an ambitious goal for the future.

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When ailing hearts need mending, it’s good to know that the best care available is close to home. The new Cardiac Center at Joint Township District Memorial Hospital, a major component of the recent $7 million construction and remodeling project, opens the door on an array of advanced services for the prevention, diagnosis and treatment of heart disease.

“The need has grown in the community, so we’re bringing in cardiac services that weren’t available here in the past,” said Timothy Markus, M.D., the hospital’s medical director for cardiac catheterization.

Advanced Diagnostic Tools, Close To Home

One high-profile addition is the low-risk cardiac catheterization facility for patients whose treatment plan does not include angioplasty. In fact, before the addition of the service at Joint Township Hospital, some 200 local patients every year were traveling outside the area for this testing. But thanks to the affordability of the imaging equipment today, the ready availability of qualified physicians and support staff to use it, and the hospital’s commitment to address the community’s most pressing healthcare needs, this advanced diagnostic tool is now available close to home. “This truly is a big asset to the community,” said Dr. Markus.

Fifteen years ago, this type of catheterization service was available only in larger medical facilities. In fact, before the addition of the service at Joint Township Hospital, some 200 local patients every year were traveling outside the area for this testing. But thanks to the affordability of the imaging equipment today, the ready availability of qualified physicians and support staff to use it, and the hospital’s commitment to address the community’s most pressing healthcare needs, this advanced diagnostic tool is now available close to home. “This truly is a big asset to the community,” said Dr. Markus.

In addition to the low-risk cardiac catheterization service, new equipment and space have been added to expand stress testing and echo cardiology capabilities. “We’ve provided more equipment, more room, and more privacy,” said Carol Modica, coordinator of cardiology services. “Now two doctors can be working at once.”

When patients, customers and community members speak, officials at Joint Township District Memorial Hospital listen — and respond. Customer satisfaction surveys, patients’ comments and staff input have been the catalyst for a host of new patient care improvements that have enhanced the capacity, comfort, convenience and quality of outpatient services.

With the recent construction project and the outpatient facility expansion of 5,000 square feet, patients aren’t the only ones who will notice the enhancements in their community hospital. Many changes have been geared toward improving the experience for the family members and friends who come along to support the patient.

“In planning the changes to our facility, we really listened to our customers about their needs,” said Vice President of Patient Care Services Debra McKee. “We think people will be ‘wowed’ when they see what they have in their own community.”

The enhanced experience begins to unfold even before a person steps inside the Outpatient Center. A new, canopied drive-in entrance provides direct access to the front door, replacing the long walk from the parking lot that was troublesome for many of the center’s users. Once inside, visitors are just steps from the new reception area that features clearly marked directions to various destinations.

“We pride ourselves on making everything accessible and convenient,” McKee said. “That was our number one priority in developing the new area.”

Patient-Centered Enhancements

For the small percentage of patients who are not pre-registered, three separate rooms have been created where registration information can be shared in complete privacy with a designated staff member.

(continued on page 10)
One of the most striking features of the new Outpatient Center is the expansion of physical therapy and rehabilitation services. Not only is the entire space much larger, but the areas for physical therapy, occupational therapy, and exercise equipment have been combined into one large, open space, making it more inviting for users and more efficient for staff.

Another patient-centered enhancement is the repurposed and expanded area for the drawing of blood, a prerequisite for many outpatient procedures. Because of the high demand, hospital officials decided to locate it closer to the center's entrance. They also expanded the area to provide more comfortably sized stations as compared to the previous free, which were close and cramped. "Our patients no longer feel that they're line-to-liner with each other," McKenzie noted.

Recognizing the convenience and quality of the healthcare provided at Joint Township Hospital, area physicians are increasingly referring patients there for services such as intravenous treatments, including chemotherapy and antibiotic therapies. As part of a Patient Center improvements, the I-V area has been expanded to accommodate more patients and also offer them the choice of a private room as they undergo their treatment.

Improvements For Family And Friends

The Outpatient Center's waiting areas have also been expanded, reconfigured and transformed to provide options for non-patients. A bright new space, featuring a wall of windows, sky-light and comfortable seating, has been created. While the waiting area has been left intact with a television and children's play area, the seating has been rearranged, making the room less crowded and more pleasant. In total, the seating capacity has been doubled to 80.

"If current trends continue, outpatient care will continue to grow as the preferred course of treatment for an increasing number of medical conditions. The new Outpatient Center at Joint Township Hospital, redesigned with users in mind, is well positioned to meet the community's needs now and for many years to come."

Dr. Lance Bryant, D.O.

"This is one of the most advanced procedures being performed," the surgeon said. "It's unusual this early in the game for a hospital of Joint Township's size to have this sophisticated equipment."

Advantages Are Well Documented

The hospital's commitment to meet the healthcare needs of the community drove that decision. Laparoscopic procedures are in demand because the advantages to patients include smaller incisions, shorter hospital stays, less pain and discomfort, and faster recovery. For example, with a typical open fecotomy, the incision would be at least six to eight inches long, the hospital stay seven or eight days and the recovery time no less than six weeks. With laparoscopy, incisions are one-half inch to three inches, the hospital stay three to four days and the recovery time about two weeks.

"It has been exciting to see Shawn do so well," said Dr. Bryant. "We couldn't have asked for better results."

For his part, the I-V area, which was once a crowded and cramped space, is now enjoyed by a life free of stomach pain.