



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. ”

JTDMH Times is a publication of Joint Township District Memorial Hospital.
James Chick, President — Martin Dodrill, Editor



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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.

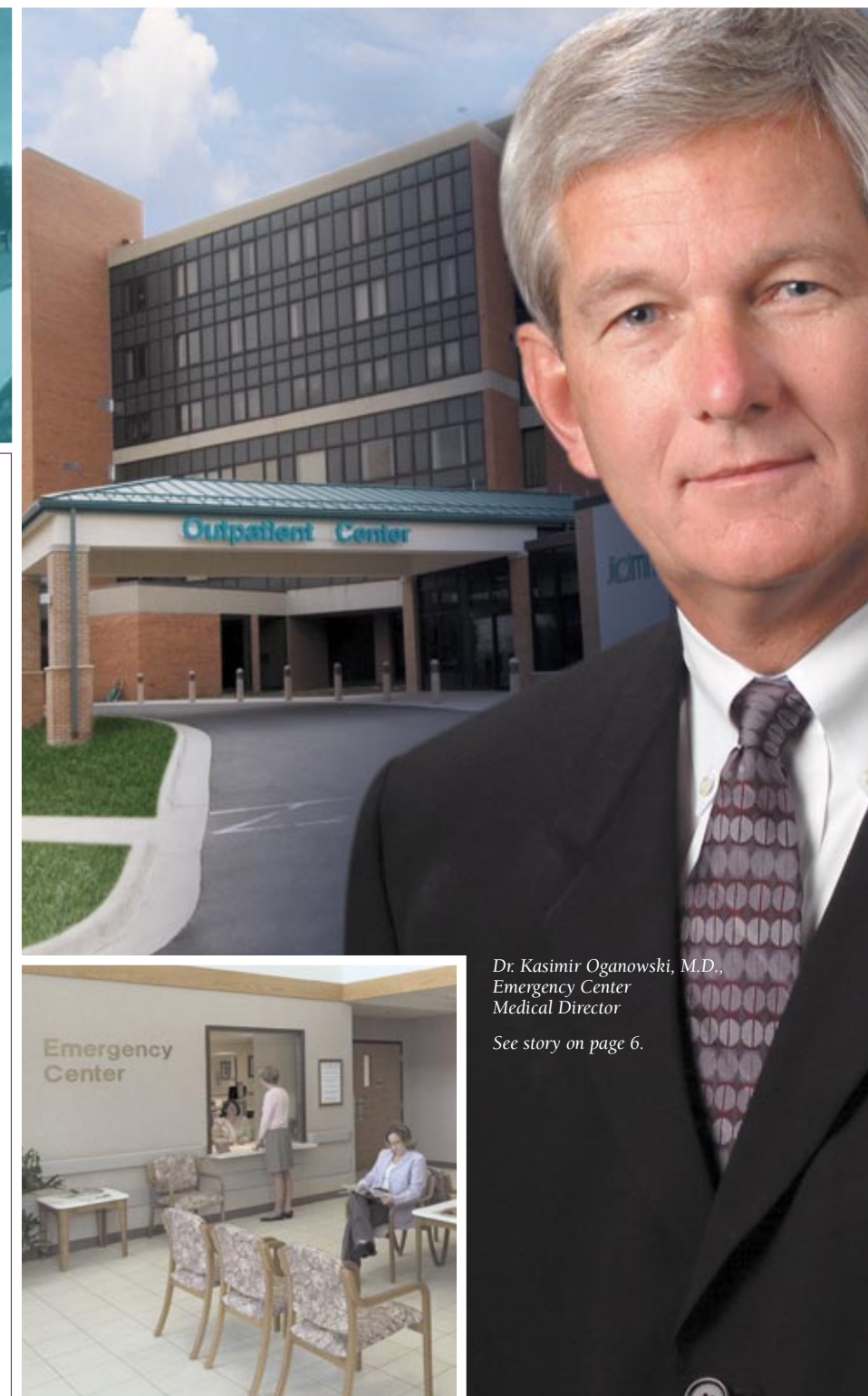


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St. Marys, Ohio 45885-2494

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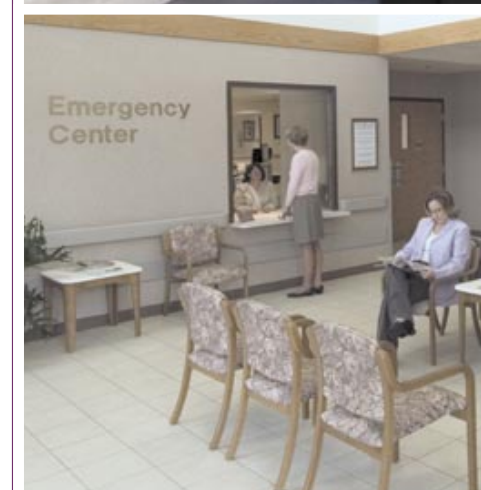
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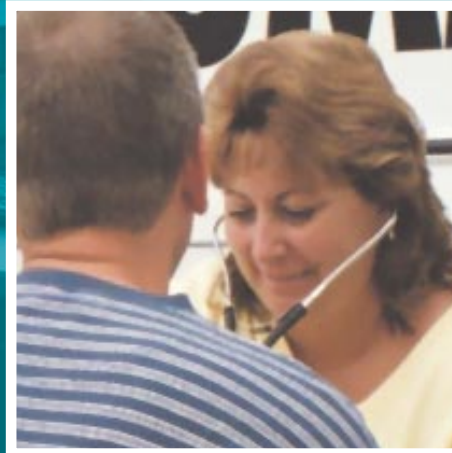


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- Cardiac Center: New Level Of Heart Care
- Emergency Center: Bigger And Better
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- High-Tech Surgery Gives New Lease On Life



Dr. Kasimir Oganowski, M.D.,
Emergency Center
Medical Director
See story on page 6.



Annual Report

To The Community

Message From The President

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 staff and the 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 triennial 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. Considering the impending change in reimbursements, most of us knew this had to change to be competitive and survive. I can truly say that it was not an easy task but one that had to take place. We have been able to lower cost and make respectable bottom 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 commitment to our patients is truly outstanding and commendable.

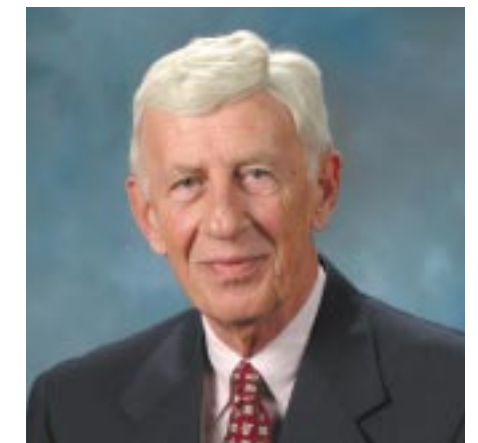
Compare our physical plant to other like-size hospitals – no comparison. We have upgraded the infrastructure and overall size to adjust to our growing market. Listen to all of the outsiders (vendors, physicians, others) and they comment on our cleanliness, general appearance, style and technology, and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

The stresses of the JCAHO accreditation process and demands for continued quality improvement 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
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Where The Money Comes From

We billed for services to inpatients	\$33,545,719	\$29,564,744
We billed for services to outpatients	38,151,233	35,926,314
We had other operating revenue of	<u>625,180</u>	<u>628,867</u>
Total Operating Revenue	\$72,322,132	\$66,119,925

Because We Did Not Receive Full Payment

From those unable or unwilling to pay	(\$2,797,495)	(\$2,838,530)
From Medicare and Medicaid	(18,685,775)	(16,547,475)
From other insurance companies	<u>(4,385,136)</u>	<u>(3,132,157)</u>

Therefore we charged off **(\$25,868,406)** **(\$22,518,162)**

Our Net Revenue Was \$46,453,726 \$43,601,763

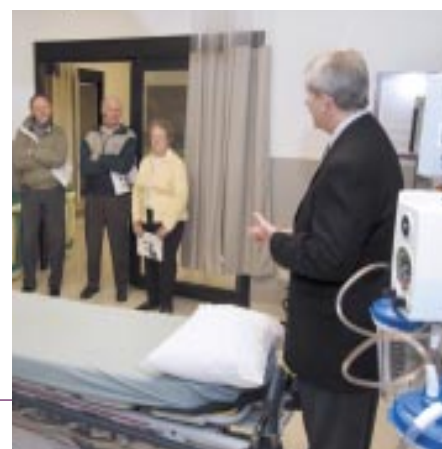
Where The Money Goes

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	2,241,097	2,247,406
To pay for utilities and insurance	<u>891,449</u>	<u>844,550</u>

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

This provides an Operating Margin of \$1,154,038 \$1,475,072
We had income from investments and donations of 610,318 636,483

Funds Remaining To Invest In The Hospital's Future (New equipment, services, etc.) \$1,764,356 \$2,111,555



Balance Sheet

As of December 31

	2004	2003
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Assets

Current Assets

Cash and Investments	\$2,589,212	\$5,729,997
Patients and other payors owe us	6,279,285	7,346,737
Materials and supplies on hand	742,110	751,261
Prepaid expenses	<u>1,506,988</u>	<u>1,474,869</u>
Total Current Assets	\$11,117,595	\$15,302,864

Board Designated Funds

For equipment	\$4,693,756	\$4,545,498
For insurance contingencies	3,460,211	3,352,992
For retirement of long-term bonds	-0-	-0-

Property, Buildings, And Equipment

Land and Improvement	\$600,331	\$600,331
Buildings	34,021,852	27,422,777
Equipment	21,974,892	20,946,617
Less allowances for depreciation	<u>(31,047,808)</u>	<u>(29,756,746)</u>
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	\$-0-	\$-0-
Leased equipment	796,761	6,213
Other amounts due	<u>929,250</u>	<u>1,011,498</u>
Total long term liabilities	\$1,726,011	\$1,017,711

Net value of hospital (fund balance) \$38,997,381 \$37,578,025

Total Liabilities And Fund Balance **\$44,820,829** **\$42,414,333**



Hospital Stats

	2004	2003
Admissions – Inpatient	3,644	3,459
Admissions – TCU/IRU	560	524
Emergency Department Visits	17,290	17,523
Surgeries	3,462	3,352
Outpatient Visits	58,999	59,774



Emergency Center:

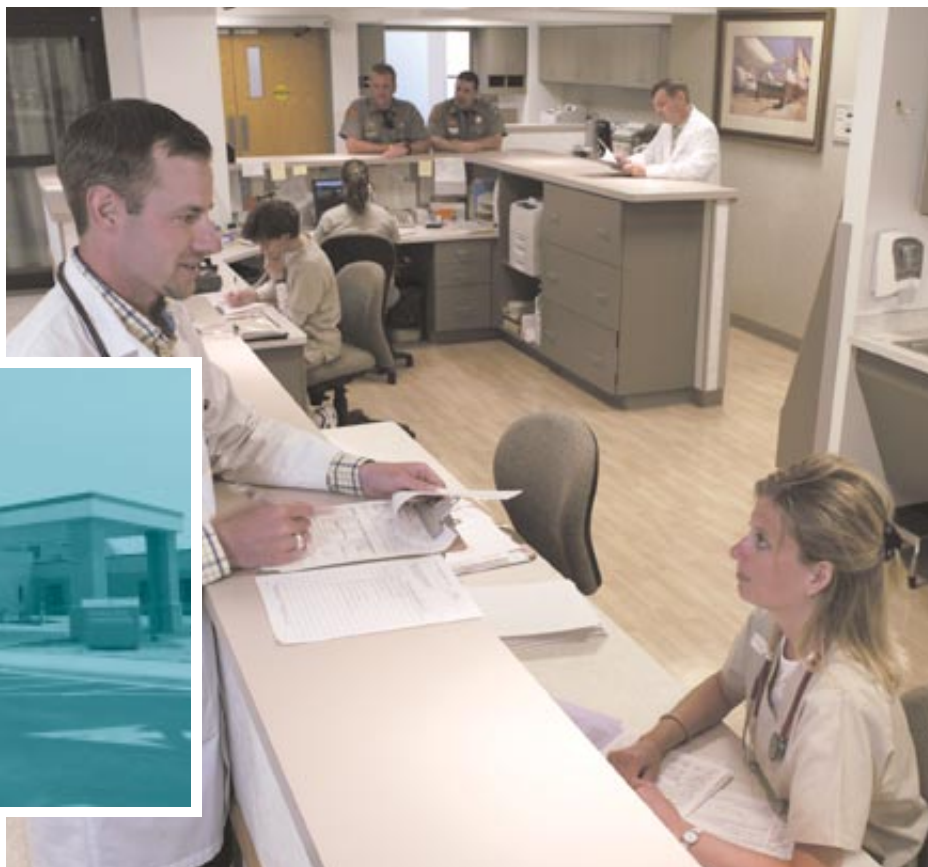
Bigger And Better To Meet Community Needs

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 Kasimir Oganowski, 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.



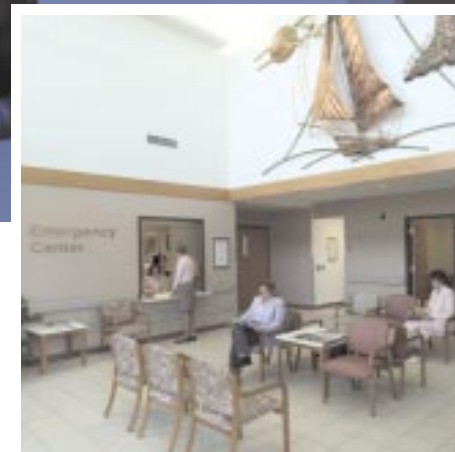
everyone from infants to 100-year olds, and we treat everything from minor complaints to life-threatening emergencies."

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

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. Oganowski. "We see



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.

This room is furnished with comfortable chairs and equipped with a telephone for the family's convenience.

- 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.

Will Rank Among The Best

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

(continued on page 10)

- 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. Oganowski said.
- 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.



New Cardiac Center: New Level of Heart Care

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. This capability allows the hospital's highly skilled medical professionals to view images of the heart and arteries on a monitor, discover the location of blockages and determine subsequent treatment strategies, such as bypass surgery or a heart-valve repair or replacement.



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 cardiography capabilities.

"We've provided more equipment, more room, and more privacy," said Carol Modica, coordinator of cardiac services. "Now two doctors can be working at once."

(continued on page 10)



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,

Outpatient Center: People Will Be Wowed!

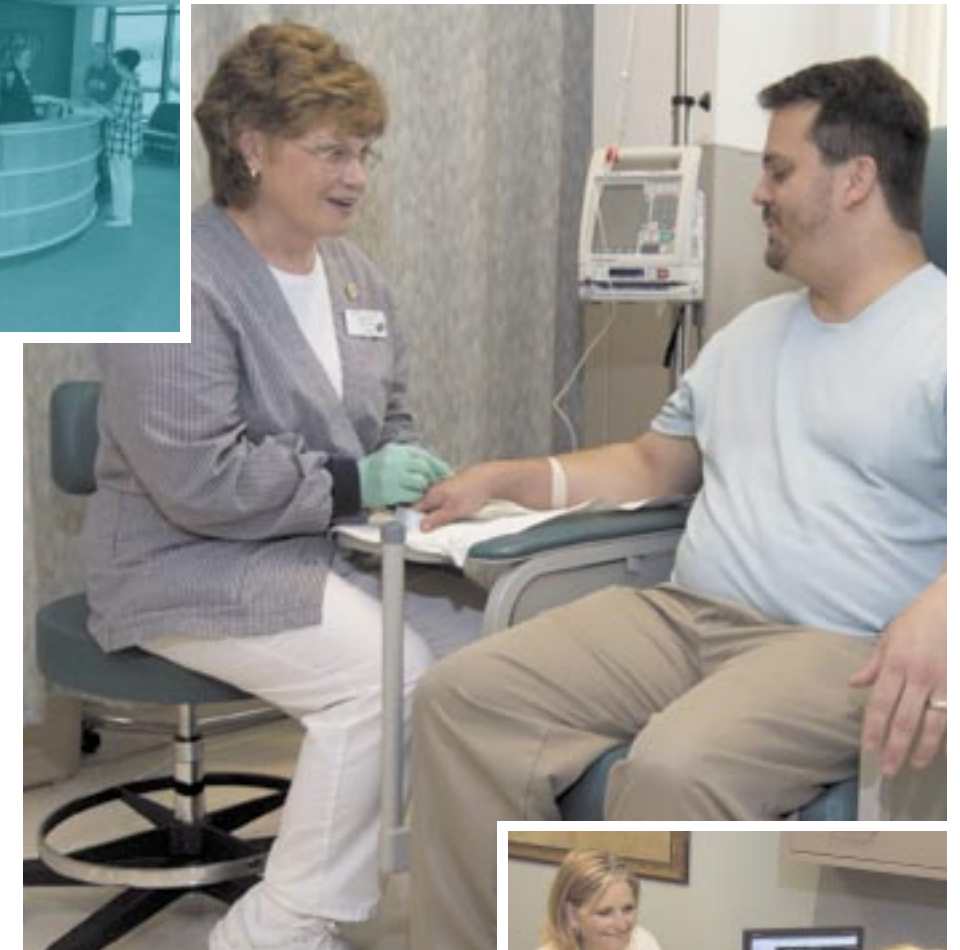
When patients, customers and community members speak, officials at Joint Township District Memorial Hospital listen – and respond. Customer satisfaction surveys, patients' comments and staff input have been the catalyst for a host of Outpatient Center improvements that have enhanced the capacity, comfort, convenience and quality of outpatient services. And the timing couldn't be better. Like so many other hospital services, outpatient visits to Joint Township Hospital have been climbing steadily, reaching nearly 50,000 in 2004.

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 areas."



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.



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Emergency Center (continued from page 7)

facility to rank among the nation's best for community hospitals in the 100-bed size. Just as important, according to officials, is that the enhanced center will match the level of excellence found among its medical professionals, who consistently score among the top one percent in patient satisfaction in surveys of U.S. hospitals.

"We have made vast improvements with the new Emergency Center," noted Dr. Oganowski. "We now have a beautiful facility that matches the beautiful people who work here." 🍷

INSIGHT:

JTDMH Auxiliary Donates To Hospital

JTDMH Auxiliary President, Kay Ramga presented a \$25,000 donation to Joint Township District Memorial Hospital President Jim Chick. The Auxiliary has been raising funds for the Hospital since 1950, during the building plans prior to the 1953 opening. The JTDMH Auxiliary has presented over \$140,000 over the last five years to the JTD Hospital Foundation, the fund raising arm of Joint Township Hospital.



Pictured L to R: Joann Hegemier, Volunteer Coordinator; Colette Dugan, Gift Shop Treasurer; Edna Tontrup, Outgoing Auxiliary Secretary; Kay Ramga, Auxiliary President; Cheryl Kline Incoming Auxiliary Secretary; Carolynn Sidey, Auxiliary Vice President; and Jim Chick, Hospital President. Gift Shop Buyers who were absent from the picture are: Marilyn Ahrens, Jeanette Quellhorst and Angie Guanieri.

Cardiac Center (continued from page 8)

Healthy Lifestyles The Goal

Responding to another growing community need, Joint Township District Memorial Hospital has expanded space and equipment for post-heart attack cardiac rehabilitation and the exercise/wellness program. During cardiac rehab, which usually begins four to six weeks after a heart attack, the patient starts an exercise program in which they are monitored by the medical staff via telemetry to track their heart rate and rhythm as well as blood pressure.

Once they "graduate" from this phase, patients move on to the exercise/wellness program, where the hope is they will make the lifelong commitment to a healthy lifestyle. Featuring aerobic exercise and strength training, the program is now also offered to people with other medical conditions, such as cancer, diabetes and stroke.

"With the hospital promoting a healthier community, we decided to open this program to a wider audience," said Modica. "Many of our clients feel more comfortable knowing they are being supervised by medical professionals during exercise."

Filling a Community Need

According to Modica, the community's demand for the facilities and programs has increased steadily. Patient visits for the two programs having grown from 5,400 in 2001 to 7,200 in 2004, an increase of 33 percent.

No longer sharing space with the hospital's physical therapy function, and half again as large as previously, the new rehab and exercise area is as vogue as any popular health club.

"The many windows make it bright, open and friendly, and the TV's and stereos help exercisers pass the time," Modica said.

"A lot of time and ingenuity have been invested in planning and building this space, and it's all been worth it." 🍷

Outpatient Center (continued from page 9)

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 treatments and exercise equipment have been combined into one large, open room, making it more inviting for users and more efficient for staff.

Another patient-centered enhancement is the repositioned 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 nine comfortably sized stations as compared to the previous five, which were close and cramped. "Our patients no longer feel that they're knee-to-knee with each other," McKee 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 the Outpatient 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, skylights and comfortable seating, has been created. While the existing 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. 🍷

High-Tech **S**urgery Gives Him New **L**ease **O**n **L**ife.



Dr. Lance Bryant, D.O.

For most of his adult life, Shawn Meeker had eaten antacid tablets like candy, indulging both before and after

meals. In fact, he and his wife jokingly referred to them as his "lifesavers." But when his lifelong history of stomach problems took a turn for the worse about five years ago, and the antacids no longer brought relief, Shawn underwent diagnostic testing and learned that he had diverticulitis, an inflammation of the intestinal tract.

Even so, the 43-year-old occasionally took risks with the foods he ate, knowing that a slice of his favorite dessert, baked strawberry pie, or a handful of peanuts might set off acute stomach pains. At their worst the attacks became so severe, he would miss a week of work at a time.

The Latest Advance Is Close To Home

But that was then, and this is now: Shawn's life was recently transformed when he underwent an advanced new surgical procedure, a hand-assisted laparoscopic colon resection, performed by Lance Bryant, D.O. at Joint Township District Memorial

Hospital, where he has been practicing for the past seven years. He was assisted by his partner, Robert Keighley, D.O.

"This was our first time doing this procedure – it is relatively new – but my partners and I knew it could be done at Joint Township Hospital," said Dr. Bryant. "Our challenge was finding the right candidate, someone relatively young and otherwise healthy, and whose colon disease did not involve cancer."

A First At Joint Township Hospital

Using a laparoscope, a tiny video camera with advanced optics, special surgical instruments and a hand access device, all inserted into the abdomen through relatively small incisions, Dr. Bryant was able to remove surgically the diseased portion of Shawn's colon. The camera projected images from inside Shawn's body on to a monitor, and the hand access device allowed the surgeon to slip his non-dominant gloved hand through a special sleeve into the abdominal cavity and use it as he would in an open surgery.

Laparoscopic procedures have been performed routinely in hospitals, including Joint Township, since the early 1990s. The hand access device came into use about five years ago, although the colon resection procedure is a newer advance. Shawn's surgery was the first ever to be performed at Joint Township District Memorial Hospital.

"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 the patient are well documented. The greatly reduced size of incisions results in less pain after surgery, smaller scars, shorter hospital stays and quicker recovery. For example, with a typical open colectomy, 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 or four days and the recovery 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 lifelong St. Marys resident, is enjoying a life free of stomach pain.

"It used to be that if I ate a 'loaded' pizza, I'd pay for it afterwards," Shawn remarked. "Now I just say, 'count me in,' and I don't have to worry about it." 🍷