Making A Difference In Our Communities
Community Report 2009/2010

MidMichigan Health
Mission, Values & Vision

Our patients are the focus of everything we do.

» **Our Mission** is to provide excellent health services to improve the quality of life for people in our communities.

» **Our Values** At MidMichigan Health, we hold these values to be fundamental:

  **Excellence** – We offer nothing less than the best. We adhere to the highest standards possible in clinical care and customer service. We continuously measure ourselves and constantly strive to improve.

  **Integrity** – We do the right thing, each time, every time. We treat each individual with compassion and respect, demonstrating the pinnacle of professionalism and dignity. We communicate openly and honestly. We recognize the unique individuality of each person. In all that we do, we exemplify the highest ethical standards.

  **Teamwork** – We provide individual commitment to a group effort. Collaboration benefits everyone, most importantly our patients. It promotes efficiency, fosters professional and organizational growth, encourages learning and stimulates innovation.

  **Accountability** – We accept responsibility for all we do. We are accountable for the outcomes of our efforts. We are responsible to the communities we serve, to our patients and to one another. We recognize that as health care providers we occupy a position of trust.

» **Our Vision** is to be an integrated health system providing seamless care to each person we serve.

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Front cover:
Christina Wittke, 8, releases a butterfly during Cancer Survivors’ Day in Midland.
The people in our communities depend on us, and we reach out to them. Improving their health is our mission.

Our work begins with providing excellent health care. It’s a good foundation, but we can and must go further. Our Strategic Plan focuses our efforts on the needs of our communities, guiding us in the care we provide within our walls and in outreach programs that extend throughout our region. In collaboration with others, we monitor the health status of the region and respond with specific programs that address community health needs. This annual report showcases many of our stories.

This is a great region in which to live, work and play. Within our service area, however, there are people who are at risk and counties that score on the lower end for overall health status. There is no doubt that where we live matters to our health. At MidMichigan Health we strive to reach out to help you, your friends and your neighbors. We encourage healthy lifestyles, and promote screenings and assessments to thwart the development of serious or chronic illnesses. We want to do our part to promote the health of individuals, as well as the vitality of our communities.

Our Strategic Plan charts our direction for the next five years. More importantly, it defines the outcomes we intend to achieve. You will see our work in many ways, as we strive to:

• Become a demonstrated national leader in quality, safety and service.
• Pursue focused clinical growth to strengthen our presence in our communities, enhance access to care and meet evolving health needs.
• Partner with physicians, universities and other health care organizations to align interests and enhance access, quality and affordability of care.
• Build an internal culture of quality and teamwork, committed to innovation, continuous learning and the development of individual potential.
• Ensure that MidMichigan Health excels as an integrated health system with the infrastructure and the structure needed to provide seamless care to each person we serve.

MidMichigan Health was ranked in the top 20 percent of health systems two years in a row by Thomson Reuters. This recognition is a testimony to the excellent caliber and future-focused boards and committees of our leadership, our physicians, employees and volunteers. It also speaks to everyone in the region we serve, because you deserve nothing less than the best.

We will continue to dedicate our efforts to make a difference.
Improving the Quality of Life

Living in a strong, healthy community can make a positive difference for individuals and families, especially in challenging times. In our communities, improving the quality of life by providing excellent health services is the mission of MidMichigan Health.

Now more than ever, we are reaching outside the walls of our Medical Centers, medical offices, long term care facilities, outpatient and urgent care centers and into our communities to address our neighbors’ health and wellness needs.

We’re also forming strong partnerships with more community organizations, schools, businesses and health care providers to extend our expertise and increase access to care, preventive health and wellness. Our partnerships even go beyond health services to support community-based cultural and sports organizations that help strengthen communities and contribute to overall well-being.
Reaching Out

You’ll find our physicians, nurses and other professionals throughout the community. They’re sharing a dose of health information at seminars and health fairs, public events, schools and business expos. You’ll find them at the ballpark and even taking a healthy message to the streets.

As we laid the bricks on the Harlow Building addition at MidMichigan Medical Center–Midland, it wasn’t only our physical structure that was changed. We also reconstructed the way we function by completing an integrated health system strategic plan, our architecture for a strong organization. This plan emphasizes community partnerships and outreach so we can continue building the health of our communities and the people we serve, a mission we take very seriously, that is reflected in everything we do.

$6.1 million in community benefits was provided by MidMichigan Health last year through community education programs, screenings, special events and physician/provider expertise.
Raising the health score. Last year, when the Robert Wood Johnson Foundation reported Michigan’s health scorecard, three counties in our service area were among those whose populations had the worst health statewide. This scorecard is helping us identify priority areas for community partnerships in order to prevent disease and promote healthy lifestyles for our residents.

$78.2 million in unreimbursed and under-reimbursed services was provided by MidMichigan Health last year, including services to those without insurance and those with Medicaid and Medicare.

Taking to the streets with a message of health. In June, MidMichigan sponsored Run or Walk with Your Doc as part of the Midland Community Center’s 25th Dow RunWalk in Midland. There with high visibility were teams of MidMichigan physicians, employees and their families. Pre-race classes by MidMichigan experts supported exercise as a lifelong habit by helping new walkers and runners learn healthy practices for the RunWalk and beyond.

More than 66 fitness- or exercise-related events from MidMichigan reached more than 1,000 people at a cost to MidMichigan of $17,000 last year.

Pitching good health at the ball park. MidMichigan Health’s partnership with the Great Lakes Loons extended health education and screenings to six Loons games last year. From healthy stadium menu options to skin cancer screenings and Good for You lifestyle education, our staff members were there with healthy messages for thousands of Loons fans.

More than 110 men’s health topics were explored by as many MidMichigan specialists in a weekly program on ESPN 100.9 Loons Radio.
Staying fit when it's too cold for recess. On freezing winter days, students in the Alma schools get active on an indoor fitness trail created by MidMichigan Health to stay healthy and have fun.

15 fitness trails will be placed in area schools, community centers and day care centers, funded in part by a grant from the Michigan Baseball Foundation.

School health fairs reach to teach. School health fairs provided students blood sugar, cholesterol, blood pressure and body mass index checks, and taught the benefits of exercise to build cardiovascular and muscle strength. These collaborations between MidMichigan and local schools benefit students, parents and teachers, resulting in measurable improvement in the health status of our children.

779 students went to health fairs in Alma, Beaverton, Breckenridge, Gladwin, Ithaca and St. Louis.

Low-cost health fairs close to home. More important than ever when times get tough, these popular events offer screening for diabetes, high blood pressure, cholesterol, osteoporosis and other health concerns, enabling physicians and other health providers to reach citizens before they become patients.

125 health fairs held throughout the region drew 11,444 people last year.
Touching women’s lives. The wellness series Just Between Women schedules convenient programs for busy women all over MidMichigan’s service area. Information and discussion with health professionals feature topics such as osteoporosis, breast health and coping with stress.

3,340 community outreach events such as educational programs and screenings were provided to 337,390 people by physicians and other health care experts from MidMichigan Health last year.

Coaching for caregivers. The Maria Mencia Cancer Caregiver Support Network offers support for caregivers by linking them with volunteer coaches through a partnership with Cancer Services in Midland. The coach can provide one-on-one support and help with logistical support by linking caregivers with friends, relatives and neighbors to assist with everyday needs. This is a partnership of MidMichigan Health, Cancer Services, The Dow Chemical Foundation, Dow Corning EAP, Strosaker Foundation and Gerstacker Foundation.
Celebrating survival – Celebrating life. Cancer survivors, caregivers and family members celebrated survival and life at two Cancer Survivors’ Day celebrations in June by sharing a butterfly release, inspirational stories and recognition for special caregivers. The events were sponsored in Midland by the Pardee Cancer Center of MidMichigan Medical Center–Midland and Cancer Services and in Alma by MidMichigan Gratiot Cancer Center.

Exercising young minds. Children, parents and grandparents expressed themselves in bricks during The Art of the Brick®, a Lego® exhibit and Lego building activities at Midland Center for the Arts, where they also learned about the history of MidMichigan Medical Center–Midland, the exhibit sponsor.

» 20,997 children and adults from every county in the region attended The Art of the Brick, making it the best-attended summer event in Midland Center for the Arts history.

The Art of the Brick is a registered trademark of Nathan Sawaya, Inc. LEGO is a registered trademark of The Lego Group.
Plans, Goals and Achievements

Last year’s accomplishments reflect new initiatives, progress on existing efforts and proof of our success in meeting expectations for excellence.

MidMichigan Health’s system five-year Strategic Plan was completed and adopted. Based on our Mission, Vision and Values, the plan unites affiliates of MidMichigan Health as one strong organization and maps out how to successfully meet increasing challenges under health reform.

A new, collaborative physician enterprise was formed to support physicians in their efforts to provide outstanding patient care. Included are the employed physician practices and medical education entities throughout MidMichigan Health.

MidMichigan Physicians Group created an employed cardiology practice and thoracic/cardiovascular surgery practice employing five cardiologists and a cardiothoracic surgeon who had been supporting MidMichigan’s heart program. The change provides better patient access to heart care, appointments and services in more locations, and the ability to attract more top physicians to the program.

Multistage implementation of electronic medical records progressed on schedule. The technology is now in use at two MidMichigan physician practices and is scheduled to begin in 2011 in the acute care setting at the Medical Centers in Alma, Clare, Gladwin and Midland.

The Harlow Building Expansion and Renovation is on schedule and on budget, and its six new operating rooms are expected to open in December 2010.
New Physicians and Mid-Level Providers

Physician excellence is vital for all of our strategic initiatives at MidMichigan Health. MidMichigan welcomed 25 new physicians and eight mid-level providers from July 1, 2009 to June 30, 2010 to care for patients at the locations indicated.

Freda Armah, M.D. – Anesthesiology (Alma)
Jeffrey Bonacci, M.D. – General Surgery (Alma, Mt. Pleasant)
Jill Bowerman, D.O. – Anesthesiology (Midland)
Geetha Chandrasekaran, M.D. – Psychiatry (Alma)
Michael Chen, D.O. – Emergency Medicine (Midland)
David Dubriwny, D.O. – Radiology (Midland)
Adriss Faraj, M.D. – Internal Medicine (Alma)
Matthew Fourman, M.D. – General Surgery (Midland)
Syed Hassan, M.D. – Medical Oncology (Midland, Clare, Gladwin)
Karen Huang, D.O. – Gastroenterology (Midland)
James Inman, M.D. – Family Medicine (Gladwin)
Tosin Joshua, M.D. – Obstetrics-Gynecology (Midland, Mt. Pleasant)

Natalie DeNooyer Kroll, D.O. – Obstetrics-Gynecology (Midland, Mt. Pleasant)
Teona Maghlakelidze, M.D. – Internal Medicine (Midland)
Jakub Malarz, M.D. – Family Medicine (Midland, Coleman)
Sulaiman Mohammad, M.D. – Neurology (Midland, Gladwin, Mt. Pleasant)
Mohammad Naveed, M.D. – Interventional Radiology (Alma, Mt. Pleasant)
Leslie Norris, D.O. – Ophthalmology (Midland)
Anuradha Pavuluri, M.D. – Pediatrics (Alma, Mt. Pleasant)
James Pilkington, M.D. – General Surgery (Alma, Mt. Pleasant)
Jose Raygada, M.D. – Internal Medicine (Alma, Mt. Pleasant)
Scott Ross, M.D. – Family Medicine (Midland)

Ahsen Tatar, M.D. – Obstetrics and Gynecology (Alma)
Ravinder Singala, M.D. – Internal Medicine (Midland)
Alex Anderson, P.A.-C. – Family Medicine (Midland)
Jon Daniels, P.A.-C. – Internal Medicine (Alma)
Beth Devries, F.N.P.-B.C. – Gynecology (Midland)
Jamie Gumpel, P.A.-C. – Radiation Oncology (Midland)
Chandra Rasmussen, N.P. – Electrophysiology (Midland)
Annette Spindler, F.N.P.-B.C. – Pain Management (Alma)
John Stroh, P.A.-C. – Family Medicine (Alma)
Jennifer Swinburne, P.A.-C. – Gynecology (Midland)
Clinical Achievements

MidMichigan Health’s commitment to higher medical education was celebrated this year with the 40th anniversary of the Family Medicine Residency Program at MidMichigan Medical Center–Midland, the affiliation of MidMichigan Health and the Michigan State University College of Human Medicine to create an MSU Midland Regional Campus for third- and fourth-year medical student rotations, and plans to partner with Central Michigan University’s College of Medicine.

Minimally invasive heart valve surgery lets patients recover faster and leaves a much smaller scar than other techniques. MidMichigan Medical Center–Midland became the only Medical Center in the region, and one of few in Michigan, to offer this advanced surgical technique.

Joint templating uses MRI images to produce custom jigs for custom-fit implants, which shortens surgery time, reduces blood loss and improves implant alignment/placement.

Expansion of the Infusion Center at MidMichigan Medical Center–Gladwin now enables patients who need chemotherapy to stay closer to home in a comfortable, attractive facility with caring staff certified to provide these treatments.

Redesign and reconfiguration at MidMichigan Stratford Village in Midland is creating “neighborhoods” to support individual person-centered care based on the lifestyle needs and wishes of residents. Both short-term and long-term-care nursing facilities are included.

Advanced imaging technology at Gratiot Medical Center moved forward with addition of digital mammography and the Siemens SOMATOM Definition™ AS 128-slice computed tomography (CT) scanner. Improved imaging resolution and speed enable doctors to more quickly and accurately diagnose patients. Digital mammography is now available at all four MidMichigan Medical Centers, and 128-slice CT scanners are located in Midland and Alma.

By focusing on the most challenging goal—to continuously raise quality and safety to higher levels—MidMichigan Medical Center–Clare (after an onsite survey in June) achieved Joint Commission Accreditation without a single direct standard deficiency.

The 1,000th Gamma Knife® patient was treated at MidMichigan Medical Center–Midland. MidMichigan began offering Gamma Knife treatment in 2003, and in 2007 was the 10th in the nation to upgrade to Gamma Knife Perfexion™ technology.

MidMichigan Medical Center–Clare and MidMichigan Medical Center–Gladwin began the process of working toward Rural Health Clinic designation for physician practices, with completion expected within the next year.
Awards
MidMichigan Health was named in the top 20 percent of health systems in the nation by Thomson Reuters, based on the analysis of 255 organizations. This is the second year in a row that MidMichigan Health has been named, and it is one of only three systems in Michigan to receive the top designation.

MidMichigan Health was recognized by the American Association of Retired Persons (AARP) as one of the Best Employers for Workers Over 50, one of 15 health systems in the nation to receive this award. The award recognizes organizations that have implemented new and innovative policies and practices for older workers. Thirty percent of MidMichigan Health employees are ages 50 and older, with an average employee tenure of 14.8 years.

For the fourth year in a row, the National Association of Female Executives (NAFE) named MidMichigan Health one of the top 10 nonprofit organizations in the nation for its efforts to recruit, develop and advance women. MidMichigan was the only such organization recognized from the state of Michigan.

Three-year full accreditation of the Breast Health Program at MidMichigan Medical Center–Midland was one of only three awarded in the state, and the only one outside southeast Michigan. The National Accreditation Program for Breast Centers is overseen by the American College of Surgeons.

MidMichigan Medical Center–Midland received the HealthGrades 2010 Patient Safety Excellence Award™ for the sixth year in a row. The award demonstrates a top rating for patient safety from HealthGrades, the nation’s leading health care rating agency. The Medical Center was one of only 238 hospitals out of nearly 5,000 nationwide that received the HealthGrades 2010 Patient Safety Excellence Award.

Gratiot Medical Center’s inpatient medical/pediatric care unit received the 2010 Professional Research Consultants (PRC) 5-Star Excellence Award for Quality of Care, given annually to health care facilities whose inpatient units have scored in the top 10 percent of PRC’s national client database and rated excellent in overall care.

Blue Cross Blue Shield of Michigan and Blue Care Network designated MidMichigan Medical Center–Midland as a Blue Distinction Center for Knee and Hip Replacement® in 2010, awarded to medical facilities that have demonstrated expertise in delivering quality health care in knee and hip replacement.

Blue Distinction Center for Knee and Hip Replacement is a registered service mark of Blue Cross and Blue Shield Association.
Financial Performance

MidMichigan Health’s financial position remains strong. During 2010, Standard & Poor’s Ratings Services affirmed MidMichigan Health’s A+ rating and its “Stable” outlook. Similar to national trends, MidMichigan Health experienced soft volumes resulting in lower total operating revenue. Despite its focus on cost reductions in 2009 and 2010, MidMichigan Health’s income from core operations declined in 2010; therefore, management put into place a restructuring plan that included voluntary and involuntary separations in order to “right-size” the operations. Operating income decreased significantly after the one-time charges for restructuring at several affiliates and the cardiology expansion expenses incurred by Midland. The market rebounded compared to 2009 and the investment portfolio experienced increased realized gains for the year. Overall, MidMichigan Health reported total income of approximately $17 million. As a not-for-profit, we reinvest all of our “Total Income” back into our communities to fund capital improvements, enhance patient care, implement technology and improve the quality of life for the people in our communities.

<table>
<thead>
<tr>
<th>Revenue (Amount We Charge for Our Services)</th>
<th>2010 (in thousands)</th>
<th>2009 (in thousands)</th>
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<tbody>
<tr>
<td>For Patient Care and Other</td>
<td>$1,089,118</td>
<td>$1,072,376</td>
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<tr>
<td>Contractual Adjustments</td>
<td>(534,925)</td>
<td>(516,373)</td>
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<tr>
<td>Total Operating Revenue</td>
<td>554,193</td>
<td>556,003</td>
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<thead>
<tr>
<th>Expenses (What It Costs to Provide Services to Our Patients)</th>
<th>2010</th>
<th>2009</th>
</tr>
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<tbody>
<tr>
<td>Provide Compensation and Benefits to Our Employees</td>
<td>273,915</td>
<td>274,895</td>
</tr>
<tr>
<td>Pay Supplies, Fees, Insurance, Utilities and Other Services (Including Uncompensated Care)</td>
<td>226,904</td>
<td>220,814</td>
</tr>
<tr>
<td>Invest in Facilities and Equipment (Depreciation and Interest)</td>
<td>40,784</td>
<td>40,435</td>
</tr>
<tr>
<td>Ongoing Cost of Providing Services to Our Patients</td>
<td>541,603</td>
<td>536,144</td>
</tr>
<tr>
<td>Operating Income From Core Operations</td>
<td>12,590</td>
<td>19,859</td>
</tr>
<tr>
<td>Other Items (Restructuring and Cardiology Expansion)</td>
<td>9,887</td>
<td>—</td>
</tr>
<tr>
<td>Operating Income</td>
<td>2,703</td>
<td>19,859</td>
</tr>
<tr>
<td>In Addition, We Received Interest Income and Realized Gains on Investments</td>
<td>17,011</td>
<td>9,595</td>
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</table>

<table>
<thead>
<tr>
<th>Funds Available for Reinvesting in Programs, Equipment and Facilities</th>
<th>2010</th>
<th>2009</th>
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<tr>
<td>$19,714</td>
<td></td>
<td>$29,454</td>
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<tr>
<th>Market Adjustments for Investments</th>
<th>2010</th>
<th>2009</th>
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<tbody>
<tr>
<td>(2,637)</td>
<td></td>
<td>(70,605)</td>
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<tr>
<td>TOTAL INCOME (LOSS)</td>
<td>$17,077</td>
<td>($41,151)</td>
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**Charity Care: Contributions to Our Communities’ Health**

<table>
<thead>
<tr>
<th></th>
<th>2010 (in thousands)</th>
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<tbody>
<tr>
<td>Total Cost of Charity Care</td>
<td>$28,809</td>
</tr>
<tr>
<td>Total Cost of Community Benefits</td>
<td>6,097</td>
</tr>
<tr>
<td>Total Cost of Charity and Community Benefits</td>
<td>34,906</td>
</tr>
<tr>
<td>Total Cost of Uncompensated Care</td>
<td>13,178</td>
</tr>
<tr>
<td>Total Cost of Unreimbursed Medicare</td>
<td>36,181</td>
</tr>
<tr>
<td><strong>Total Contributions to Our Communities’ Health</strong></td>
<td><strong>$84,265</strong></td>
</tr>
</tbody>
</table>
Where We Receive Our Funds

- Inpatient: 35%
- Physician Services: 9%
- Outpatient: 56%

How We Put Our Funds to Work*

- Supplies, Fees, Insurance, Utilities & Other Services: 37%
- Compensation & Benefits: 51%
- Facilities & Equipment: 7%
- Uncompensated Care: 5%

Capital Investment

(Money We Reinvest in Our Buildings, Technology and Equipment)

(in millions)

- FY 2004: $40
- FY 2005: $22
- FY 2006: $23
- FY 2007: $61
- FY 2008: $73
- FY 2009: $54
- FY 2010: $58

* Ongoing Costs of Providing Services to Our Patients excludes restructuring costs and cardiology expansion-related expenses
Leaders

MidMichigan Health

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Back row from left: Nancy Gallagher; Dan Sorenson, M.D.; Bob Stafford; Eric Blackhurst and Ed Rogers

Middle Row from left: Bill Schmidt, Lynn Weimer, Rick Reynolds, Bill Henderson, Carl Schwind and Ron Verch

Front row from left: Lori Gwizdala; Mary Neely; Jeff Allen, M.D.; Bill Heinze; Joan David and Karen Langeland

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Gary Stefanko, Vice Chair
Diane Nold, Secretary/Treasurer
Gina Butcher
Scott Currie
Rick Ohle
Chris Wolschlager
### Corporate Membership

<table>
<thead>
<tr>
<th>Name</th>
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<td>Raymond Borrowicz</td>
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Our Communities
MidMichigan Health

- Medical Centers
  - MidMichigan Medical Center–Clare
  - MidMichigan Medical Center–Gladwin
  - MidMichigan Medical Center–Midland
  - Gratiot Medical Center

- Medical Offices
  - MidMichigan Medical Offices–Auburn
  - MidMichigan Medical Offices–Clare
  - MidMichigan Medical Offices–Farwell
  - MidMichigan Medical Offices–Freeland
  - MidMichigan Medical Offices–Gladwin
  - MidMichigan Medical Offices–Harrison
  - MidMichigan Medical Offices–Hemlock
  - MidMichigan Medical Offices–Merrill
  - MidMichigan Medical Offices–Midland
  - MidMichigan Medical Offices–Roscommon

  Other Medical Offices:
  - Breckenridge
  - Edmore
  - Ithaca
  - Mt. Pleasant
  - St. Louis
  - Vestaburg

- Outpatient Centers
  - MidMichigan Health Park–Mt. Pleasant
  - MidMichigan Health Park–Houghton Lake

- Urgent Care Centers
  - MidMichigan Urgent Care–Clare
  - MidMichigan Urgent Care–Gladwin
  - MidMichigan Urgent Care–Alma
  - MidMichigan Urgent Care–Freeland
  - MidMichigan Urgent Care–Houghton Lake
  - MidMichigan Urgent Care–Midland

- Physician Services
  - MidMichigan Physician Enterprise
  - MidMichigan Physicians Group
  - MidMichigan Assurance Group

- Long Term Care
  - MidMichigan Gladwin Pines
  - MidMichigan Stratford Village

- Home Care and Hospice
  - MidMichigan Home Care in Alma
  - MidMichigan Home Care in Bay City
  - MidMichigan Home Care in Clare
  - MidMichigan Home Care in Gladwin
  - MidMichigan Home Care in Midland

Other Services and Joint Ventures

- MidMichigan Regional Imaging
  - MidMichigan Medical Center–Clare
  - MidMichigan Medical Center–Gladwin
  - MidMichigan Medical Center–Midland

- Regional Dialysis Services
  - Great Lakes Renal Network–Alma
  - Alpena Dialysis Service
  - Regional Dialysis Services–Bay City
  - Thumb Area Dialysis–Cass City
  - Dialysis Services of Gaylord
  - Regional Dialysis Services–Gladwin
  - Great Lakes Renal Network–Greenville
  - Regional Dialysis Services–Midland
  - Great Lakes Renal Network–Mt. Pleasant
  - Regional Dialysis Services–West Branch

- ConnectCare

- Saginaw Radiation Oncology Center

- Jeppesen Radiation Oncology Center

- Advanced PET Imaging Network
  - Alma
  - Mt. Pleasant
  - Marlette
  - Saginaw
  - Midland
  - Tawas
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