Community Benefit Update
Awards and Recognition

America's 100 Best Hospitals for Patient Experience Awarded 2012-2016
The ‘America’s Best’ hospitals demonstrate exceptional ratings and provide the highest level of care and commitment to their patients’ health and well-being. This Award takes into consideration the preferences of women when selecting a hospital. Wooster Community Hospital is one of 13 hospitals in Ohio and one of 100 in the nation to receive this Award.

Best Nursing Homes Awarded 2015 and 2016
Awarded to long-term nursing facilities that provide outstanding patient care to their residents. Wooster Community Hospital is recognized as being in the top 10% of nursing homes nationally to receive this Award.

2016 Get with the Guidelines Stroke
Wooster Community Hospital’s Certified Stroke Center earned a Gold Plus Quality Award for consistently meeting high quality measures that improve clinical outcomes for our patients.

2016 Pioneers in Quality and Solutions Contributor
One of 39 hospitals labeled as Pioneers in Quality and recognized as a Solution Contributor for its use of electronic clinical quality measures.

2016 Community Value Five Star
Awarded to hospitals in the top quintile for providing value to their community. Financial viability and plant reinvestment, cost structure, charge structure and quality performance are key performance areas taken into account.

CareChex 2017 Quality Award
CareChex recognizes the quality of care, outcomes of care, and patient experience at hospitals. Wooster Community Hospital is in the top 10% of healthcare facilities nationally for its cardiac care, heart attack treatment, and neurological and pulmonary care programs. Our stroke care program was recognized as being in the top 10% regionally.

BECKER’S Hospital Review
Awarded 2011 – 2015
This Award recognizes the top 100 Great Community Hospitals in the nation. It recognizes workplace excellence, a commitment to professional development, diversity and inclusion, work-life balance and a sense of community among employees.

HEALTHSTRONG TOP HOSPITAL
Vantage Health Analytics
Awarded 2013 and 2015
A top 100 Hospital Award based on quality, outcomes, patient perspective, affordability and efficiency.

Commission on Cancer® Accredited Program
Accredited Program
Designation for commitment to improving survival and quality of life for cancer patients.

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Healthcare has to be one of the most complex and dynamic businesses in the country. It is highly regulated by numerous agencies, and the largest payer for medical services is the federal government.

Many of the recent changes imposed upon doctors and hospitals do little to improve efficiency or enhance patient care. They often just make things more complicated for the patient, limit the availability of choices, and may actually make medical care less affordable. It doesn’t put the patient first.

My response to this is that bigger isn’t necessarily better, and centralized solutions often do not work. This is particularly true in healthcare. We have recently seen the closing of a surgery facility in Wooster, and the assumption that patients will inconvenience themselves and travel out-of-town for their care. We’ve observed hospitals who are closing their obstetrical services – again assuming expectant mothers will drive an hour or more when it’s time. Medical services are discontinued, or relocated, and patients are told to change their preferences due to a business decision made in another city.

At Wooster Community Hospital, we feel healthcare is best delivered locally. A successful local delivery system keeps doctors and other medical professionals in our community. Care delivered at the community hospital is convenient, high quality and lower cost. There is local accountability. Research often shows that outcomes are better when the patient is in a familiar setting with ease of access to family and friends close by.

Not only does such a local system impact patients in a positive way, but it is good for our community as well. When patients receive their care in Wooster, the dollars spent on that care stay in Wooster, and they are reinvested in our hospital and our community. This, in turn, supports other local businesses – whether they be contractors, grocery stores, car dealers, restaurants, gas stations, drug stores, schools, service providers, etc.

So as we look around at other healthcare providers that want to send patients out of our community, we have a different philosophy: We want to bring needed services to Wooster.

**Keeping care in the community is good for everyone, and every patient has the right to make the choice where they want to receive their medical care – staying local truly matters.**

> “WCH offers a very high level of local treatment, advanced medical technology and board-certified specialists. There is absolutely no need to travel outside of Wooster to receive the best care.”

— Greg Long

*Member of the WCH Board of Governors*
Greg Iannarelli doesn’t remember much of what happened when he arrived at the Wooster Community Hospital Emergency Room. “All I know is that I got all the attention I needed,” said Iannarelli.

When Greg woke up in the middle of the night, he and his girlfriend, Beth Barner, thought maybe he had the flu. “I was really hot,” said Greg, “I kept getting ice water to cool myself down.”

“I went and got dressed and when I came back Greg was pointing to his heart,” Beth explained. Upon arrival at the ER, the team immediately went into action. “The emergency room was awesome,” said Beth. “They even kept someone with me until family arrived.”

Greg described how swiftly they moved to help him. As soon as Iannarelli’s heart was stable enough, he was transferred to the hospital’s new Cardiovascular Institute – Cath Lab. Beth has her own name for it: “Miracle Lab.”

Iannarelli had suffered a massive heart attack and needed immediate attention. If he had not arrived at the hospital quickly, and if the hospital had not been equipped with the necessary interventional cardiology services, the outcome may well have been tragically different.

“If we had needed to transport him to another hospital, it would have been a very difficult resuscitation,” explained Cardiologist, Dr. Daniel Newton. “Time is muscle, literally. Every minute that goes by, more and more heart muscle is dying.” Heart muscle does not grow back, so damage during a heart attack is permanent. “The key is activating the EMS sooner rather than later if you have any symptoms you think might be heart related. They hook up an EKG and it is transmitted back to the hospital so our team is triggered to come in.” That team can now address the problem locally with no need to add on the time of transporting to a larger hospital.

Dr. Newton and his team removed a clot that was blocking blood flow to Iannarelli’s heart. “His artery was 100% blocked,” explained Dr. Newton. “We removed the clot and put a stent in.” A stent is a small wiry tube that is inserted into an artery permanently to help keep the artery open.

Greg Iannarelli experienced firsthand the new interventional cardiology services at Wooster Community Hospital. “It is definitely a benefit to the entire community,” he shared. “Without Interventional Cardiology, I wouldn’t be talking to you right now.”

Interventional Cardiology
Greg Iannarelli’s Story

“IT IS DEFINITELY A BENEFIT TO THE ENTIRE COMMUNITY. WITHOUT INTERVENTIONAL CARDIOLOGY, I WOULDN’T BE TALKING TO YOU RIGHT NOW.”

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(L to R): Dr. Daniel Newton, Greg Iannarelli, Beth Barner and Dr. Cyril Ofori.
Promoting Philanthropy at WCH

Angela Rincon, Wooster Community Hospital’s Director of Development, would like to dispel some common misunderstandings about WCH. The first is to clarify that not all public hospitals receive public/tax funding. For example, the Ohio State (Wexner) Medical Center, is a public facility that receives funding from the state. Metro Health, in Cleveland, is a public hospital that receives funding from Cuyahoga County it is based in. Wooster Community Hospital receives no funding from the city or county.

“While the hospital has grown tremendously in the past decade and expanded its Cardiovascular Institute and Oncology program, there is still much to be done,” said Rincon. And that is where the community comes in.

We want to use the months coming to “tell our story,” said Rincon. “We are a non-profit hospital that is totally dedicated to the community it serves. We’re constantly asking ourselves how can we better serve the community, meet the medical needs of our patients, stay on the cutting edge of medicine and all the while keep patients close to home.”

The addition of interventional cardiology and the expanded oncology department that is affiliated with the OSU James Cancer Network-OSUCCC have been an answer to these questions. So has the addition of a medical withdrawal program for alcohol and drug dependent patients.

Interventional cardiology allows the hospital to place stents and perform angioplasty procedures locally, saving “minutes and muscle,” said Rincon. “The comprehensive cancer center will allow diagnosis and treatment of cancer in house, and provide patients with access to clinical trials that our affiliation with The James grants.”

The hospital’s new fundraising program will focus on energizing individuals, corporations and foundations that share our goal for a stronger community. “Finding those who share our vision of maintaining quality healthcare available close to home, will help advance hospital priorities and supplement what the hospital reinvests financially to expand services, add programs, build buildings and bring medical expertise here. Alone, the hospital has done much. With the support of our community, we will be stronger and able to provide even more to make our community healthier,” said Rincon.

One other fact that Rincon has discovered in her research is how many community services have been incubated at Wooster Community Hospital over the years. The area’s first dialysis service was started at WCH in the early 1990’s when the hospital helped them get state approval to begin this service. The hospital helped the Viola Startzman Clinic (originally called Healthcare 2000) launch their clinic. It was actually located at the hospital for the first ten years. The hospital offered special “family care” rooms for Hospice patients decades before Hospice built their own facility. The hospital has established SANE which is a program for sexual assault victims, supported the Children’s Advocacy Center that is still on our campus, funded the Kinney Walking Path around the Kinney Building, recently partnered with the College of Wooster on a free Community Care Network program, and continues to provide a free medical transportation program for over 5,000 patients a year. Many of these programs have gone on to successfully fundraising on their own, and have been well supported. Yet few people remember that these initiatives started with the hospital.

“Residents of Wayne County have this wonderful opportunity to impact the future of their healthcare,” said Rincon. “The stronger the hospital is the stronger the community. Complementing hospital dollars with community dollars will put WCH in a terrific place to continue to grow and offer more. A successful fundraising program ensures that the best of medicine is available now and for generations to come.”

For more information on how you can make a contribution or include the hospital in your estate plans, e-mail Angela directly at arincon@wchosp.org or call 330.263.8701.

Angela Rincon
Director of Development
It’s no secret to those who live in our region that the business of healthcare can be challenging—the evidence can be seen in the changing service levels at local and regional healthcare providers—some of which have even had to relinquish local ownership—and ultimately, control.

In December 2016, the Centers for Medicare and Medicaid Services (CMS) reported on their webpage that “U.S. healthcare spending grew 5.8 percent in 2015, reaching $3.2 trillion or $9,990 per person. As a share of the nation’s Gross Domestic Product, health spending accounted for 17.8 percent.”

Clearly, healthcare is big business and is a topic that continues to fuel national conversation on how to deliver high-quality care cost-effectively.

Wooster Community Hospital’s (WCH) local Board of Governors is strongly committed to our organization’s mission “to provide accessible, quality healthcare services to all people, to promote community wellness, and to do so with compassion, dignity, and respect of the needs of those we serve.”

This strong local leadership resulted in 2016 being another successful year for our healthcare system. When tough decisions need to be made, rest assured; the Board of Governors at WCH acts solely in the best interest of our community and our local healthcare system.

**MESSAGE**

**Growth and Economic Impact**

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**TABLE 1**

Although WCH is very mission focused, we are also a business that significantly impacts our local economy. This table compares a few key indicators in 2016 to 2015 and shows WCH’s continued growth and economic impact on our local and regional economy.

<table>
<thead>
<tr>
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<th>2016</th>
<th>2015</th>
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<tr>
<td><strong>Total Net Revenue</strong></td>
<td>$132,196,000</td>
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<tr>
<td><strong>Salaries &amp; Wages</strong></td>
<td>$63,719,000</td>
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<td><strong>Number of Employees</strong></td>
<td>1,083</td>
<td>1,029</td>
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**FINANCIALS**

www.woosterhospital.org
Our CEO, Bill Sheron, recently attended a conference where the value of hospitals to their respective communities was a major topic of discussion. This conference reaffirmed that community hospitals:

- Provide necessary and convenient access to local care
- Often result in better healthcare outcomes due to proximity to family/support
- Cost less than academic medical centers, with commercial payers having to spend less in these settings
- Give back to their local communities and provide valuable partnerships

**Notable events in 2016 included:**

- Breaking ground for our $31+ million Outpatient Pavilion—utilizing many local contractors
- Interventional Cardiology began in December, utilizing the newly constructed Cath Lab
- Opened a dedicated area for medical outpatient infusion treatment
- Relocated the Inpatient Pharmacy into its newly renovated space
- Achieving DNV-GL Accreditation
- Implementing the ICU Liberation Program
- Starting an Institution Review Board in preparation for oncology research and clinical trials
- Opening the NOWClinic for non-emergent care needs
- Introducing robotic surgery as an option for hernia repair

As noted in previous Community Benefit Reports, WCH provides care to all people regardless of their ability to pay—as well as free transportation to anyone who has need of hospital or physician services. We’ve maintained this standard even while Medicare and Medicaid (CMS) payments do not cover 100% of our costs for providing care to their members. This “governmental payment shortfall” was approximately $17 million in 2016, up from $13 million in 2015.

In 2016, WCH was named a “Community Value Five-Star Hospital” by Cleverly & Associates for the 11th year in a row. This designation is only given to the top 20% of all hospitals within their size group who perform exceptionally well in four key performance areas:

1. Financial viability and plant reinvestment
2. Hospital cost structure
3. Hospital charge structure and

WCH’s Board and Staff are committed to serving the healthcare needs of our community and being part of the solution to help keep healthcare costs as low as possible. Our entire team wishes to thank you for your trust and choosing WCH when you have a healthcare need!

**Free Transportation** services, serving Wayne and surrounding counties:
- $300,000 annually
- Transported 5,294 patients in 2016 to and from medical appointments

**Community Care Network** is a collaborative program between WCH and The College of Wooster which began in 2013. It is designed to help reduce the need for potentially unnecessary procedures and hospitalizations and promote delivery of evidenced based care. 130 students have completed the program. Over 300 patients have received care.

In addition to our overall low prices, WCH developed many Package Pricing options for our self-pay patients and patients with high deductibles. We have customized over 400 packages from 2014-2016.

**TABLE 2**

Below are a few other indicators that reflect WCH’s local (and regional) economic impact on our community.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Local Vendor Capital and Operating Purchases</td>
<td>$1,651,000</td>
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<tr>
<td>Wooster Income Taxes Paid By WCH Employees</td>
<td>$662,000</td>
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<tr>
<td>Real Estate Taxes Paid By WCH</td>
<td>$152,000</td>
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"Wooster Community Hospital’s affiliation with the Ohio State University — The James Cancer Center is a huge benefit to our Wooster citizens, and the surrounding regional community. The James brings advanced cancer diagnosis and treatment options to our city. They are capable of conducting both Phase I and Phase II cancer trials. This is a project the hospital Board and Administration has been working on for many years, and we are thrilled to be able to bring this advanced care to the Wooster community."

— Mayor Bob Breneman
Chairman of the WCH Board of Governors
Dr. Joseph Prah was interested in all of the exciting developments that help determine the causes of cancer as well as the advanced treatment options available, and thus chose to pursue the field of oncology.

Dr. Prah noted that in recent years, cancer treatment has seen great advances, especially in cancers associated with genetic disorders. One of his goals at Wooster Medical Oncology is to focus on bringing the most effective cancer treatment options to local patients.

“I pride myself in providing up-to-date, quality care, and that is a goal of Wooster Medical Oncology. It’s a good fit in terms of that,” Dr. Prah said. “I’d like to assure every patient that if they have a cancer diagnosis, I will make sure they get the best possible treatment.”

Growing up in Ghana, Dr. Prah was “in the middle” with three brothers and two sisters. His mom was a librarian and his dad worked in administration, first with the government and then with a private company. Many uncles were medical doctors and that drew him to that field of study, he said.

He earned his degree from the University of Ghana Medical School and then came to the U.S. for a residency at New York Hospital in Queens, where he decided to specialize in oncology.

“During the medical training and reading up about oncology, there were so many new things coming up,” he said, citing research and clinical studies that were finding successful therapies that offered more hope and better outcomes than in the past.

Identifying the cause of each cancer is key to finding the best therapy for a cure, Dr. Prah said, noting that cancers caused by genetic defects offer great promise for effective treatment.

“The hope is that we are going to identify the agents that will counter those DNA defects and lead to reversal—or elimination—of certain cancers,” he said.

Dr. Prah joined Wooster Medical Oncology in January. He said he is looking forward to learning more about Wooster and working with the Ohio State University’s James Cancer Hospital (OSUCCC). A comprehensive cancer center housed on the WCH campus is slated to open in the early fall.

“There are resources from The James that enhance the cancer program, so definitely that was a contribution to the decision to come to Wooster,” Dr. Prah said, adding that there’s another big reason he feels confident in his new partnership with WCH. Dr. Ofori, a former medical school classmate, has been a practicing cardiologist at WCH for 18 years and truly enjoys the hospital and the community.

“Recognizing that a cancer diagnosis and subsequent treatment plan brings with it stresses such as significant travel to appointments and high cost of services, I personally can’t think of another operation that can alleviate such concerns by offering local affordable care right out your back door.”

— Justin Starlin
President of the Wooster Area Chamber of Commerce

“The cancer center will be so beneficial to our community. Having the state-of-the-art facility will be an amazing blessing. Imagine the blessing for our neighbors who are going through the difficulties and struggles of cancer to not have the extra stress of time and travel, I wish it were open now for people I care about to be able to take advantage of. I’m so happy that soon this facility will be something that will make the struggles of a terrible disease easier to deal with.”

—Beth Weaver
Executive Director of Habitat for Humanity in Wayne County
A First Step to Recovery: Inpatient Withdrawal Assistance

Last year 3,050 people in Ohio died from an overdose according to the Attorney General. And Wayne County, with its rolling panoramic countryside, sizeable Amish population and plethora of small close-knit communities, was not spared. “We are not immune to the same issues that larger metropolitan areas are facing,” said Donald Hall, director of Medway. “In my 22 years of law enforcement, this current cycle is unlike anything I have ever seen,” and if anything “is under reported.”

Wooster Community Hospital (WCH) was all too aware of the growing drug problem as well and while they had been treating and resuscitating patients at a record rate, they wanted to be part of a broader solution. “We felt we could do more as a community hospital,” said Shelly Huff, Vice President of Patient Services/CNO. “We want to see them break the cycle of addiction and get the help they need.” So began a partnership with New Vision.

New Vision is a company with a “vision of helping people withdraw safely from drug and alcohol addiction,” said Carol Ann Lewis, Service Coordinator at WCH. They contract with hospitals to train medical staff and provide employees to oversee their medical stabilization programs.

In March, with the help of New Vision, WCH opened a voluntary medical stabilization unit to help patients take that first step toward a drug-free life. “The fear of experiencing withdrawal is a huge barrier for people wanting to get well,” said Huff. “If we can get them through withdrawal as comfortable as possible, there’s a good chance we can assist them in getting them to the next step of recovery.”

A typical hospital stay is 3-5 days, said Huff. When a patient is admitted, they undergo strict screening criteria and must demonstrate “the motivation to get better.” All patients are closely monitored by physicians and nurses with the goal of keeping them medically stable throughout their stay.

After completing medical stabilization, patients are then connected with numerous resources in the community to provide the next level of care, whether that is in an inpatient or outpatient setting.

The program has been successful because it includes a “next step,” said Lewis. “We refer our patients to intensive outpatient programs, longer-term rehab or whatever is preferred by the patient. The Wooster community has ongoing treatment resources available which are a great compliment to the services we provide.”

WCH was a good fit for the program because they were “willing to do the hard work of confronting this epidemic head on,” said Lewis. “They understand the growing number of people struggling with addiction. We have had a good working relationship with them from day one.”

The service has seen about 20 enrollees since its inception and Huff is hopeful long-term results will be positive.

“‘The ability for people to be treated ‘at home,’ without travel, and to have added specialists to deal with individual cases continues to enhance the quality of life that is Wooster and Wayne County, Ohio.”

—Sandra Hull
Executive Director of Main Street Wooster, Inc.
The cancer center is a wonderful addition to our hospital. Some people from our area now drive long distances for services. Being able to receive any of those services locally will be an enormous relief and blessing to the patients and their caregivers,” stated Margo Broehl.

Broehl is a Board member of the Whit’s End Community Place. Whit’s End is a new support group for local caregivers and cancer patients.

“I’m delighted that the hospital has been so welcoming to Whit’s End Community Place, Inc, a local cancer support group that provides resources and support for cancer patients, survivors and caregivers. That is an example of the kinds of collaboration that make Wooster and Wayne County the special places we are privileged to call home,” Broehl said.

— Margo Broehl
Attorney, Broehl Law Office

Sandy Kline echoed Broehl in stating the value of more cancer care and added support close to home.

“Being a cancer caregiver, I feel that Wayne County residents will see the benefit of having multiple medical options in our hometown. My daughter fought breast cancer for 2 years and we spent many hours on the roads to big cities getting all options. I am a firm believer in getting many opinions and options when dealing with cancer. I find it relieving to know this can be done right here in Wooster,” said Kline, who is a co-founder of Whit’s End Community Place, LLC

— Sandy Kline
Co-founder of Whit’s End Community Place, LLC

PO Box 133 • Wooster OH 44691 • www.whitsendcancersupport.org
A First Step to Recovery: Inpatient Withdrawal Assistance
For Drug or Alcohol Addiction

- Pre-screening & Assessment (review of medical history, physical, nurse assessment)
- Admission
- Medical stabilization
- 3-5 day stay
- Appropriate discharge planning (community based treatment programs)

For Drug or Alcohol Addiction Call us today at 330.287.2951
Call us today at 330.202.2273

www.woosterhospital.org/wch-todaycare 855.635.1392

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