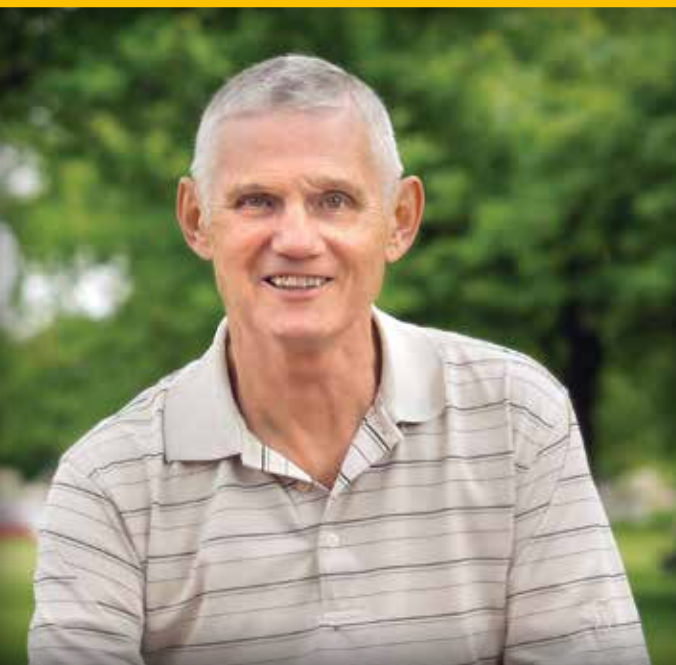


Community Report 2013

# More for You Than Ever Before



# 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.



Diane Postler-Slatery, President/CEO, and Eric P. Blackhurst, Chair of the Board of Directors, MidMichigan Health

## Look for Stories of Excellent Care In These Pages

**On the Cover:** Sue Myers of Midland, top left, found freedom from pain with a new bladder procedure at MidMichigan Health. Exercise became medicine through WellSport for sisters Theresa and Mary Foy of Midland, top right. Janet Griffith of Houghton Lake, bottom right, enjoys her job as a floral designer after recovering from a heart attack and making a 911 call that saved her life. And Roger Bell of St. Louis, bottom left, is deeply grateful for the care he received every step of the way through his life-threatening ordeal.

# Partnering for Health, More Life



ERIC

In 2013 we implemented some key moves for MidMichigan Health and our communities. We completed our affiliation with the University of Michigan Health System (UMHS), which broadens our clinical capabilities and access for patients. Our new president and CEO, Diane Postler-Slattery, Ph.D., also took the helm following the retirement of Richard M. Reynolds as president and CEO. As chairman of the MidMichigan Health Board of Directors, I've had the pleasure of working closely with both Rick and Diane. Under Rick's leadership, the MidMichigan/UMHS partnership was conceived and much of the work toward affiliation was initiated. Rick prepared MidMichigan Health well for this momentous collaboration, as he did on so many fronts during his tenure. Diane and our team then finalized and are now moving MidMichigan forward in the UMHS partnership as well as our strategic plan.

Diane, we're glad that you joined us here at MidMichigan Health in January 2013. In addition to your strong administrative experience, you bring us vitality and a keen understanding of the clinical world.



DIANE

I am fortunate to have followed Rick into this role, and to now be working with an excellent group of physicians, leaders and employees as we strive together to position MidMichigan Health for the future and reinforce our ability to continue to improve the quality of life for people in our region.



ERIC

There are challenges, too. We are preparing for a future within the parameters of the Affordable Care Act and with diminishing reimbursement from other payers. But we have a strong governance team that recognizes the importance of developing our UMHS partnership and delivering results within our strategic framework. Diane, tell us about the key initiatives MidMichigan Health plans to drive in 2014.



DIANE

Our strategic framework spans five important areas: Quality, Growth, Collaboration and Physician Integration, Our People, and Operational Excellence. We are seeking input from our communities through our corporate members and community alliances, and we are collaborating with University of Michigan Health System physicians and clinical partners across many disciplines for clinical excellence and to achieve the highest possible quality, creating new health care access for the people we serve.



ERIC

Delivering excellent care for the people in the communities we serve is essential to our mission. By doing so we ensure a successful and bright future for our organization. While there is much work ahead to deliver the promise of our new partnership, we know that together we are stronger and more capable than ever.

The combination of our collaboration with UMHS and our understanding of our communities' needs promises a better MidMichigan Health and the best of life and health for our communities.

Eric P. Blackhurst  
Chair, Board of Directors  
MidMichigan Health



Diane Postler-Slattery  
President/CEO  
MidMichigan Health

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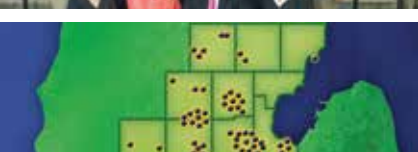
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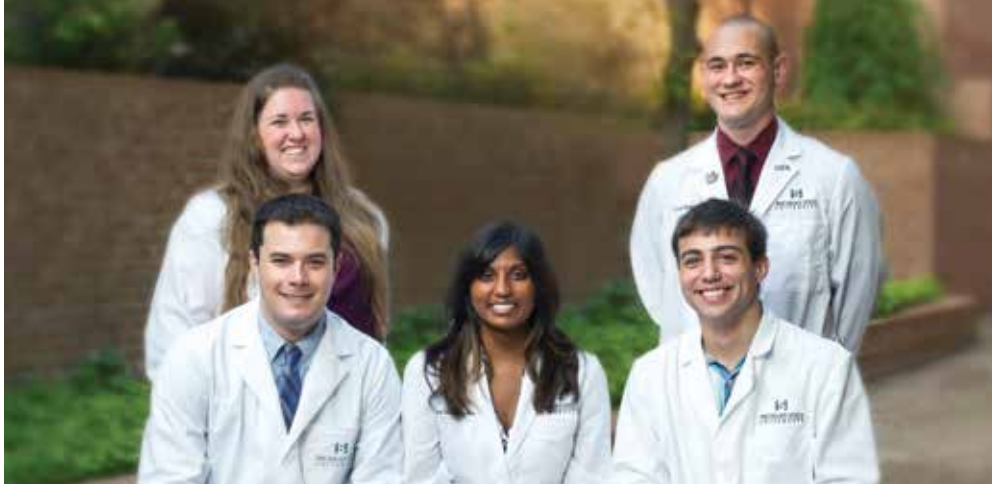


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# Educating Future Clinicians



Back row from left: Ashley Hilbrand, Dan MacHue  
Front row from left: Kevin Buria, Karsha Sathianathan, Jeffrey Marcoe

MidMichigan Health is committed to higher medical education on every level with multiple Michigan university and community college partners for the goal of training future physicians and health care professionals.

MidMichigan has one of the first family medicine residency programs in the U.S., and our relationship with Michigan State University's College of Human Medicine is long-standing and successful. We have trained more than 200 family medicine physicians in this MSU-affiliated program since 1969.

MidMichigan Health recognizes MSU's excellent medical education program, and we continue to build upon our relationship with the MSU College of Human Medicine for family medicine residency education as we plan together with the college for an Alma, Michigan-based residency program to start in 2015 and ultimately reach throughout MidMichigan Health.

The Michigan State University College of Human Medicine—Midland Regional Campus was established in 2011 and 12 third- and fourth-year medical students are working toward their medical degrees with physicians throughout MidMichigan.

Additionally, learning experiences for medical students, residents and health care professionals are established throughout MidMichigan Health with Central Michigan University College of Medicine and CMU College of Health Professions, Saginaw Valley University, Alma College, Mid Michigan Community College, Delta College and many other colleges and universities throughout the region.

The advantage to students and physician residents of being associated with MidMichigan Health for medical education is that our physicians foster hands-on learning experiences and stay abreast of the most up-to-date techniques and technologies. MidMichigan providers base their practice upon the best clinical protocols and research available, and we have a collaborative learning environment without regard to university "team" alliances.

# Advancing Together for Knowledge, Innovation and Healing



These MidMichigan Health and University of Michigan Health System leaders celebrated a new partnership in June 2013. From left: David Spahlinger, M.D.; Diane Postler-Slattey, Ph.D.; Ora Pescovitz, M.D.; Lydia Watson, M.D.; Doug Strong; and Darrell (Skip) Campbell Jr., M.D.

Members of the MidMichigan Medical Center—Midland Adult Trauma Team simulate response to a medical emergency.

## Who We Are

### MidMichigan Health And The University of Michigan Health System Partner For Even Better Health Care

The partnership of MidMichigan Health and the University of Michigan Health System will help deliver more value for patients, expanding access, options, quality and level of care. It will provide our medical team deeper “bench strength” and more clinical development, and will encourage innovation and best practices. With a proven record in population health management and accountable care, UMHS will be a great partner in the new health care environment. Together MidMichigan and UMHS will improve patient health and find new ways to cooperate for better care. We will speed access to clinical specialists and treatments, and expand teamwork between our doctors, first in cancer and cardiovascular services and then in other medical specialty areas.

## Even Better Heart Care

Advanced technology and approaches offered at MidMichigan now enable more effective care for the heart and vascular system. MidMichigan Regional Imaging can now perform 64-slice CT scans of the heart to evaluate arteries and assess the heart’s function. Appropriate heart catheterization patients can now have a transradial procedure that accesses a blood vessel in the wrist instead of the groin for shorter recovery, less bleeding and less pain. MidMichigan Health also now provides a vascular screening clinic in the cardiology practice of MidMichigan Physicians Group, and a congestive heart failure clinic is planned to assist patients in managing their condition.

## A Heart Cath Lab in Clare

A new cardiac catheterization laboratory opened at MidMichigan Medical Center—Clare in April. The new lab’s technology helps cardiologists better diagnose the

severity of blockages in a heart’s blood vessels and identify the best ways to treat them. Real-time digital images can be stored for physician reference.

## Immediate Treatment For Trauma

A provisional trauma center is now in full operation at MidMichigan Medical Center—Midland, as we continue on course to become a verified Adult Level II Trauma Center. Around-the-clock emergency and surgical services provide local trauma care in the vital first hour of critical injury, when it is most likely to prevent death. Immediate, 24-hour access to physician specialists, including general surgeons, neurosurgeons, orthopedic surgeons and anesthesiologists, enables concurrent treatment for multiple types of injuries, such as rib fractures and collapsed lungs, internal organ injuries, fractured bones, back and spine fractures, severe wounds and lacerations, and spinal cord and head trauma.



Imelda Morrison enjoys music and a comfortable environment with Physical Therapist Jennifer Root, D.P.T., in the new complementary therapy room at the Infusion Center in Midland.



Sisters Theresa and Mary Foy agree that WellSport's Performance Enhancement and Personal Fitness Program met their individual needs.

## Diabetes Care Recognized for Quality

Several MidMichigan Physicians Group physicians have been honored for meeting key diabetes care measures. With quality care, patients are less likely to suffer complications such as heart attacks, stroke, blindness, kidney disease and amputations. The National Committee for Quality Assurance (NCQA) and the American Diabetes Association (ADA) recognized Madhura Mansabdar, M.D., Egle Klugiene M.D.; William Dery M.D.; Arturas Klugas M.D.; Eric Becker, M.D.; Gail Colby, M.D.; Kelly Hill, M.D.; Scott Ross M.D.; and Sasha Savage, M.D., who submitted data demonstrating performance meeting key measures for eye exams, blood pressure tests, nutrition therapy and patient satisfaction.

## Every Advantage For Fighting Breast Disease

The Breast Health Program at MidMichigan Medical Center—Midland received full re-accreditation by the National Accreditation Program for Breast Centers (NAPBC) of the American College of Surgeons. Accreditation recognizes programs that commit to the highest level of quality breast care and undergo rigorous evaluation and performance review.

To earn accreditation, MidMichigan's Breast Health Program demonstrated proficiency in clinical management, research, community outreach, professional education, center leadership and quality improvement – evidence of a firm commitment to offer patients every significant advantage in their battle against breast disease.

## Exercise Became Their Medicine

After WellSport's Performance Enhancement and Personal Fitness Program gave sisters Theresa and Mary Foy of Midland a new start on being healthy, they decided to continue with a yearlong membership at the Fitness Center at MidMichigan Medical Offices—Campus Ridge 1. "I feel healthier with each passing week," Theresa said. "Once I got going, I found working out enjoyable, and I do feel better. The WellSport program was convenient and affordable. It was a good decision." WellSport, MidMichigan's sports medicine program, works with athletes and exercise enthusiasts to prevent, evaluate, and treat injuries and to enhance performance and fitness.

# Advancing Together for Knowledge, Innovation and Healing Continued



Since having InterStim® therapy, Sue Myers of Midland has been able to return to the activities she loves, including horseback riding.

## Who We Are

### What Is MidMichigan Physicians Group?

MidMichigan Physicians Group, part of the MidMichigan Health family of organizations, is a medical practice of more than 200 physicians and mid-level providers covering 26 medical specialties in primary and specialty care. The organization serves the MidMichigan Health service area, with a commitment to provide patients convenient access to compassionate, quality medical care with innovation and value. Doctors, nurse practitioners, and physician assistants with MidMichigan Physicians Group have offices in Auburn, Breckenridge, Clare, Farwell, Freeland, Gladwin, Harrison, Hemlock, Houghton Lake, Ithaca, Midland, Mt. Pleasant, Sanford, St. Louis and West Branch. MidMichigan Physicians Group also provides specialized services such as billing, coding, practice management and computer services to other area physician practices.

### Freedom After Forty Years of Pain

Sue Myers of Midland suffered with bladder issues for more than 40 years. With the help of Urologist Karla Witzke, D.O., and a new procedure called InterStim® therapy, she has finally found freedom from pain. The procedure involves surgically implanting a device that stimulates the sacral nerve and acts like a pacemaker for the bladder. Today, more than 50 percent of her symptoms are gone and she no longer has to take medications.

Meeting with Dr. Witzke changed Myers' life. "She is wonderful!" Myers said. "She has so much compassion. I wasn't just a patient to her. She truly cares."

InterStim is a registered trademark of Medtronic, Inc.

### 'Dietary' Becomes Culinary Health

Mealtime now means fine dining at MidMichigan Stratford Village and MidMichigan Gladwin Pines. Executive Chef Jeff Murray adds flair with local fresh food choices and creates visually appealing meals nutritionally appropriate for medical conditions that residents may be managing, such as diabetes and heart disease.

### Hospitalist Now Serves Gladwin

Internal Medicine Physician Cheryl Loubert, M.D., now provides hospitalist service at MidMichigan Medical Center—Gladwin. A hospitalist is a hospital-based physician who cares for patients while they are in the hospital, working closely with patients, family members, primary care physicians, specialists and other hospital departments to provide high quality, effective inpatient care. Hospitalists now serve all four MidMichigan Medical Centers.



# New Providers Extend the Care Offered to Our Communities



MidMichigan Physicians Group welcomed Russell Pacquette, M.D., to this Internal Medicine Practice. From left: Ipe G. Kalathoor, M.D.; J. Christopher Hough, M.D.; Phillip Kadaj, M.D.; Roschelle Houston, D.O.; Teona Maghlakelidze M.D.; Sarah Sokolov, P.A.-C; Aparna Vallabhaneni, M.D.; Russell Pacquette, M.D.

Clinical excellence is achieved and sustained through the work of our physicians and providers. These physicians and advanced practice providers established new practices throughout MidMichigan Health this year.

## Physicians

Daniel C. Spear, M.D., Radiology/Gratiot	July 1, 2013
Syed M. Mohsin Raza, M.D., Nephrology/Clare/Gladwin	July 8, 2013
Robert Kuzel, M.D., Anesthesiology/Midland	July 15, 2013
Donald La Barge, M.D., Interventional Radiology/Midland	July 15, 2013
Phani D. Vadlamudi, M.D., Family Medicine/Harrison	July 15, 2013
Fawaz Alismaan, M.D., Hospital Medicine/Midland	July 22, 2013
Odoma Achor, M.D., Pediatrics/Midland	August 5, 2013
Uzoamaka Esan, M.D., Family Medicine/Midland	August 5, 2013
Roshani Jadia, M.D., Family Medicine/Midland	August 5, 2013
Behzod Rostam, M.D., Family Medicine/Urgent Care	August 5, 2013
Elizabeth A. Hamber, M.D., Anesthesiology/Gratiot	August 12, 2013
Himali Wijesooriya, M.D., Family Medicine/West Branch	September 3, 2013
Diana Castanon, M.D., Dermatology/Midland	September 16, 2013
Lizbeth Dalaza-Hingst, D.O., Hospital Medicine/Midland	September 16, 2013
Atul Kapoor, M.D., Hospital Medicine/Regional Rotation	September 16, 2013
Russell Pacquette, M.D., Internal Medicine/Midland	September 30, 2013
David Randolph, M.D., Hospital Medicine/Regional Rotation	September 30, 2013
Taylor Wofford, M.D., Hospital Medicine/Midland	September 30, 2013
Querobin Calvin, Jr., M.D., Hospital Medicine/Midland	October 13, 2013
Vivian Ko, D.O., General Surgery/Clare	December 9, 2013

## Advanced Practice Professionals

Kate Schisler, P.A., Critical Care/Midland	July 8, 2013
Jennifer Muzzy, N.P., Pulmonology/Midland	July 22, 2013
Kristin Schneider, P.A., FM/Freeland	July 22, 2013
Rachel Kerttu, N.P., Home Care/Hospice	August 19, 2013
Kara Mondeau, P.A., Family Medicine/Clare	September 30, 2013
Alison Beckman, P.A., Hospital Medicine/Midland	October 14, 2013
Jennifer Dietzel, N.P., Home Care/Hospice*	October 14, 2013
Jodie Risnes, N.P., Hospital Medicine/Midland	October 14, 2013

# Achieving Excellent Care That Works for Patients



MidMichigan Health Park–Harrison will open in the spring 2014. A groundbreaking occurred this year with the help of, from left, Greg Rogers, president and CEO of MidMichigan Medical Center–Midland; Ray Stover, president and CEO of MidMichigan Medical Centers in Clare and Gladwin; Carl Schwind, MidMichigan Health Board of Directors member; Mary Kushion, retired director of the Central Michigan District Health Department; Ron Verch, MidMichigan Medical Center–Clare board chair; and Thomas J. Veryser, D.D.S., M.H.S.A., CEO, Michigan Community Dental Clinics.

## Who We Are

### What Are the Top Specialties Of MidMichigan Health?

- Experienced physicians offer state-of-the-art cancer-fighting innovations as a nurse navigator guides patients through treatment in an environment of patient comfort and convenience.
- Comprehensive cardiac care includes emergency and critical care, advanced diagnostic testing, cardiac catheterization labs, heart surgery, electrophysiology treatments, in-home recovery and care, and cardiac rehabilitation.
- Advanced technology and physician expertise in neuroscience, including Gamma Knife® Perfexion® and deep brain stimulation, the only health system north of Southeast Michigan to have both.
- Bariatric surgery in a comprehensive program designed to help patients succeed at weight loss.
- Expertise for bones, muscles and joints with orthopaedic specialists for hips, knees, backs, shoulders, hands and feet.
- Family Medicine – Including more than 130 primary care providers throughout the region.

### Closer Is Better: Now Better Is Closer

Harrison-area residents will have easier access to primary care and specialist physician offices, laboratory services and physical therapy when MidMichigan Health Park–Harrison opens in spring 2014. MidMichigan's partner in the new facility is the Central Michigan District Health Department. The 24,000-square-foot facility will also offer a community education room for health education programs and screenings, and a dental clinic.

Renovations at MidMichigan Health Park–Mt. Pleasant will accommodate additional physicians and advanced practice providers. Expanded ancillary service areas will include nuclear imaging and chemotherapy services. Ancillary service areas will be expanded and renovated to include nuclear imaging and chemotherapy services. Completion of the project, which began in June 2013, is anticipated in March 2014.

### Blue Distinction+ for Spine, Knee and Hip Procedures

MidMichigan Medical Center–Midland is now designated a Blue Distinction Center+ for Spine Surgery and Knee and Hip Replacement by Blue Cross Blue Shield of Michigan and Blue Care Network. Facilities receiving this national designation demonstrate expertise in delivering quality specialty care, with robust quality measures for improved patient health and safety as well as new cost-efficiency measures.

### Saving Lives, Saving Hearts

The American Heart Association presented MidMichigan Medical Center–Midland the Mission: Lifeline® Receiving Center Bronze Level Recognition Award for improving STEMI systems of care. The Mission Lifeline goal is to improve treatment of patients who experience the most severe form of heart attack, called STEMI, or ST segment elevation myocardial infarction.

Gamma Knife and Perfexion are trademarks of Elekta Group.  
Mission: Lifeline is a registered trademark of the American Heart Association, Inc.



Blue Cross Blue Shield of Michigan leaders presented MidMichigan Community Health Services board members and employees a grant for further development of MidMichigan Medical Offices–Beaverton.

MidMichigan Home Care celebrated Veteran's Day 2012 by honoring those patients who had served their country.

## EMR Progress In Top 10 Percent

MidMichigan Health is in the top 10 percent of U.S. hospitals in implementing electronic medical record (EMR) technology, according to the Healthcare Information and Management Systems Society. The ranking was awarded in 2012 based on a survey of 5,071 non-federal medical/surgical hospitals. EMRs, which replace paper patient charts in hospitals and physician offices, offer patient safety advantages and help improve quality of care.

## Commission on Cancer Accredits Medical Center

The Commission on Cancer of the American College of Surgeons has granted three-year accreditation with commendation to the cancer program at MidMichigan Medical Center–Midland.

## Grant Supports Health Care Access

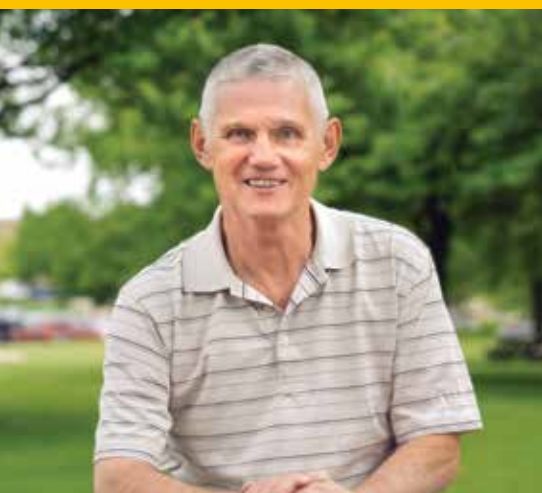
MidMichigan Medical Offices–Beaverton is now a Federally Qualified Health Center (FQHC) under the management of MidMichigan Community Health Services, which also manages MidMichigan FQHCs in Houghton Lake and Roscommon. Blue Cross Blue Shield of Michigan (BCBSM) awarded MidMichigan Community Health Services \$100,000 in December 2012 in support of the organization's continued commitment to provide and expand health care access to the region's uninsured and underinsured people. The grant will help with start-up funding for MidMichigan Medical Offices–Beaverton and efforts to offer medical services to more residents in the region. The funding will also be used to recruit a physician and a case manager and to purchase equipment for the new facility.

## Adding Patient-Centered Medical Homes

Twenty-two medical practices at MidMichigan Health are now Patient-Centered Medical Home practices (PCMH), as designated by Blue Cross Blue Shield of Michigan. In the PCMH model, primary care physicians (pediatricians, internal medicine physicians and family practice doctors) lead care teams that work with patients to keep them healthy. The practice coordinates a patient's medical care and follow-up such as specialist visits or hospitalization.

Customer service is emphasized with extended hours, same-day appointments for sick visits or urgent needs, a well-defined plan for after-hours care, electronic tools to request appointments and prescription renewals, tracking tools to proactively notify patients when they need certain tests or procedures, and easy access to services such as nutrition counseling, education or support groups.

# Uniting for the Health Of Our Communities



Roger Bell of St. Louis is deeply grateful for the care he received every step of the way through his life-threatening ordeal.



More than 2000 students learned to add more physical activity to each day through the Fitness Watch Project this year.

## Feeling Lucky To Be Alive After Abdominal Aneurysm

Roger Bell of St. Louis feels lucky to be alive after suffering from a life-threatening abdominal aortic aneurysm. Bell is deeply grateful for the care he received every step of the way through his ordeal. He said everyone, from the 9-1-1 operator, to the Emergency Department staff, to the surgeon who saved his life, was simply awesome. After Roger was flown by helicopter to MidMichigan Medical Center—Midland, Vascular Surgeon Omar Haqqani, M.D., used an innovative technique called endovascular stent grafting to repair his aorta.

## Learning To Be Fit

The Fitness Watch Project, sponsored by MidMichigan Health in collaboration with the Great Lakes Loons and schools in Clare, Gladwin, Gratiot and Midland Counties, incentivizes activity for better physical fitness and less childhood obesity. Fourth and fifth graders work toward the U.S. Surgeon General's standard of moderate physical activity at least 60 minutes a day for five or more days, with a goal to increase the number of days and minutes of moderate intensity exercise.

## Planning For Community Health

MidMichigan Health has designed and approved a plan to assess the health of the communities we serve, identify needs and respond with educational programs and services with input from community partners in Clare, Gladwin, Gratiot, Isabella and Midland Counties. The community health areas of focus are:

- Access to care including initiation and coordination of care, continuity of services and health care insurance.
- Health outcomes including heart disease, cancer and diabetes.
- Health care behaviors including smoking, healthy diet, physical activity and healthy weight.
- Maternal and infant health including birth weights and breastfeeding.



MidMichigan Medical Center–Gratiot laid out plans for a new education center and simulation lab to assist in the training of new clinicians.

The special bond between humans and dogs can enhance patients’ positive feelings, relieve stress, and help the healing process in a new pet therapy program at MidMichigan Medical Center–Alma.

## Taking Healthy Steps

More than 120 area women found help and encouragement to achieve health goals at women’s health conferences in Alma, Clare and Midland. Free health screenings, demonstrations and informational booths helped attendees assess their current health status, set goals and take specific actions. MidMichigan Health providers were on hand with advice and the Women’s Guide to Living Well. Participants who requested follow-up calls received them a few months later to talk about their progress in making behavioral changes into healthy habits.

## Canine Comfort

The Pet Therapy Service program at MidMichigan Medical Center–Gratiot welcomed 21 new canine volunteers and their handlers in the spring. They will visit patients to provide comfort during a hospital stay and greet those in the waiting area for outpatient testing. Pet therapy is also available at MidMichigan Medical Center–Midland.

## Support For Cancer Caregivers

MidMichigan Health’s service for families touched by cancer is expanding with a \$50,000 grant from The Hearst Foundation, Inc., MidMichigan, the Maria M. Mencia Cancer Caregiver Support Network and Cancer Services that will provide a support system to caregivers for loved ones suffering from cancer. Lou Mencia of Midland helped launch the program in 2009 in memory of his late wife, Maria. Grant funding expands the service in several counties served by MidMichigan Health.

## Who We Are

### What Is Our Community Benefits Plan?

Community benefits are programs and services designed to improve the community’s health and increase access to health care. Often MidMichigan Health provides these services free or at a discount. MidMichigan Health’s Community Health Needs Assessments (CHNA) create a picture of the health status of the people living in the regions we serve, identifying areas of need and action for measurable improvement. Community outreach activities are based on the Community Health Needs Assessment Plans, with many partnerships and collaborations participating in these efforts. Community Health Needs Assessment Plans for Alma, Clare, Gladwin and Midland are available online at [midmichigan.org/about/community-benefits/chna/](http://midmichigan.org/about/community-benefits/chna/).

# Uniting for the Health Of Our Communities Continued



Andrew Boguszewski, M.D., and Steven Gellman, M.D., joined other cardiologists and community members at an event to raise funds for cardiovascular care.



Steve French of Beaverton and Pat Peil of Midland, who both had heart bypass surgery at MidMichigan Medical Center–Midland, stand with Great Lakes Loons Center Fielder James Baldwin.



Janet Griffith of Houghton Lake enjoys her job as a floral designer. She is glad that she didn't wait to call 911 when suffering from a heart attack earlier this year.

## Who We Are

### Quick Facts About MidMichigan Health

A non-profit health system headquartered in Midland and partnering with the University of Michigan Health System.

- Serving more than 700,000 people in a 14-county region.
- Medical centers in Midland, Alma, Clare and Gladwin, with urgent care centers, home care, nursing homes, physicians, medical offices and other services.
- Provides care through more than 500 associated physicians and advance practice providers.
- Known for advanced technologies, quality facilities and campuses enhanced by generous local foundations and donors.
- Employs more than 4,684 people who together earn more than \$300 million in annual wages and benefits.
- MidMichigan Home Care serves patients in their residences with nursing, therapies, hospice, home medical equipment, home infusion, specialty services and more throughout 12 counties. Last year, 9,520 patients received services, including more than 500 hospice patients.

### Ballpark Fundraiser Benefits Heart Care

At a June fundraiser for cardiovascular services, participants rented the Dow Diamond suites to enjoy a high-energy night of baseball, entertainment and a silent auction. Proceeds of \$26,000 will benefit the MidMichigan Heart Fund.

### WellSport Marks First Year

More than 1,500 parents, athletes, coaches, administrators and community members learned about concussion management from WellSport during its first full year. The region's only medically directed sports medicine program, WellSport offers state-of-the-art, evidence-based care to exercising, athletic and active individuals of all ages. Jack Pinney, M.D., and Matthew Taylor, M.D., help patients use "exercise as medicine" to maximize health and performance and minimize effects of any illness or injury.

### Glad That She Didn't Wait To Call 911

Earlier this year, Janet Griffith of Houghton Lake was clearing a little snow from her porch when she began having a heart attack. Despite suffering the most serious type of attack – an ST elevation myocardial infarction, or STEMI – Griffith's heart had minimal damage thanks to quick action taken by Houghton Lake EMS and MidMichigan Medical Center–Midland.



Kelli Jankens, MidMichigan injury prevention and trauma outreach coordinator, talks with a young lady who has just been fitted with one of 700 bicycle helmets distributed this year.



Open bore magnetic resonance imaging (MRI) units are now available in Midland and in Mt. Pleasant, through a joint venture there.

## Enabling Students To Experience Clinical Care

Students from the region who are enrolled in the Physician Assistant Program at Central Michigan University have been gaining valuable on-the-job experience with physicians and staff at MidMichigan Health. Physician Assistant students complete clinical rotations in family medicine, internal medicine, pediatrics, surgery, obstetrics and gynecology, psychiatry, emergency medicine and a final rotation of the student's choosing. Each five-week-long rotation is capped off by testing and a presentation by the student. Last year 17 second-year students completed a total of 43 five-week clinical rotations with providers associated with MidMichigan Health. Additionally, 10 first-year students completed mentorship placements with MidMichigan as they explored their areas of interest in health care.

## Bike Helmets Protect Young Heads

MidMichigan Health has donated and fitted more than 700 bicycle helmets to children around the region this past year. MidMichigan Medical Center—Midland's Adult Trauma Program gave away more than 250 children's bike helmets during a Great Lakes Loons game this summer. In addition to distributing helmets, Injury Prevention and Trauma Outreach Coordinator Kelli Jankens supervised a team of Medical Center volunteers who spent time fitting each helmet and educating parents and children on the importance of always wearing a helmet, even on short rides. When used properly, bike helmets are proven to be 85 to 88 percent effective in preventing head and brain injuries.

## Who We Are

### What Are MidMichigan's Technology Highlights?

MidMichigan Health has some of the latest and most advanced technologies in the state, so patients don't need to travel long distances for state-of-the-art care. Surgical and treatment technologies include cardiac catheterization using the Siemens Axiom Artis FC imaging system, da Vinci® robotic surgery, Gamma Knife® surgery, deep brain stimulation, image guided radiation therapy using RapidArc® technology, MammoSite® brachytherapy, the Velocity® 3-D mapping system for electrophysiology procedures, Silverhawk™ plaque excision, and stereotactic breast biopsy and vagal nerve stimulation. Advanced imaging technologies include capsule endoscopy, digital mammography, ImageChecker® for mammography, magnetic resonance imaging, (including 3.0 Tesla fixed MRI and 1.0 Tesla Open MRI), PET scanning and ultrafast CT.

# Financial Results

	2013 (in millions)	2012 (in millions)
<b>Revenue</b> (Amount We Charge for Our Services)		
For Patient Care and Other	\$1,201	\$1,131
Contractual Adjustments	(594)	(555)
Provision for Bad Debts	(37)	(32)
<b>Total Operating Revenue</b> (Amount We Receive from the Fees We Charge)	<u>570</u>	<u>544</u>
<b>Expenses</b> (What It Costs to Provide Services to Our Patients)		
Provide Compensation and Benefits to Our Employees	301	293
Pay Supplies, Insurance, Utilities and Other Services	211	211
Invest in Facilities and Equipment (Depreciation and Interest)	53	51
<b>Ongoing Cost of Providing Services to Our Patients</b>	<u>565</u>	<u>555</u>
Operating Income (Loss) From Our Core Operations	5	(11)
Restructuring Charge	0	3
<b>Operating Income (Loss)</b> (Amount Left After Paying Expenses)	<u>5</u>	<u>(14)</u>
In Addition, We Received Interest Income and Realized Gains on Investments	20	15
<b>Funds Available for Reinvesting in Programs, Equipment and Facilities</b>	<u>25</u>	<u>1</u>
Unrealized Market Adjustments for Investments	(1)	6
<b>TOTAL INCOME*</b>	<u>\$24</u>	<u>\$7</u>

\* Does not include \$22.9 million of gain from the sale of our renal network in FY 2013.

2013  
(in millions)

<b>Charity Care: Contributions to Our Communities' Health</b>	
Total Cost of Charity Care	\$33
Total Cost of Community Benefits	6
Total Cost of Charity Care and Community Benefits	39
Total Cost of Uncompensated Care	16
Total Cost of Unreimbursed Medicare	19
<b>Total Contributions to Our Communities' Health</b>	<u>\$74</u>

MidMichigan Health showed improved operating performance during fiscal 2013, and its financial condition remains very strong. This strength results from the underlying conservative principles we use to manage our balance sheet. These principles include:

- **Strong Liquidity:** We have over \$450 million in investments at June 30, 2013, or the equivalent of approximately 331 Days Cash On Hand.
- **Investment in Facilities and Technology:** Over the past few years, we invested approximately \$122 million in the Harlow Expansion Project (resulting in state-of-the-art operating rooms and private patient rooms) and acute and ambulatory electronic medical records (EMRs). In fiscal 2013 we received "Stimulus Funds"/ "Meaningful Use" Funds of \$9.1 million and expect to receive a total of approximately \$23 million over a five-year period.
- **Net Revenue Reserves:** We continue to be appropriately conservative in how we record net patient care revenue and maintain appropriate reserves for changes in estimates with respect to billing and third-party payor audits.
- **Conservative Funding of Our Pension Plan:** For the last several years, we have continued to fund our pension plan in excess of our requirements. In fiscal 2013 the discount rate has positively impacted our Plan and our balance sheet. Our Plan is funded at approximately 100% on a PPA basis.
- **Strong Capital Structure:** Our debt-to-capitalization ratio of 27% as of June 30, 2013 continues to be lower than most organizations our size.

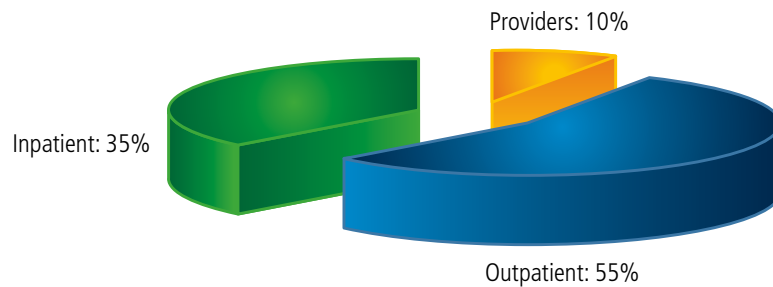


In Fiscal 2013, total operating revenue increased as a result of the growth in new providers (physicians, physician assistants and nurse practitioners) and the benefits from establishing a stronger clinical documentation program. Fiscal 2013 results included the following significant expense-related items:

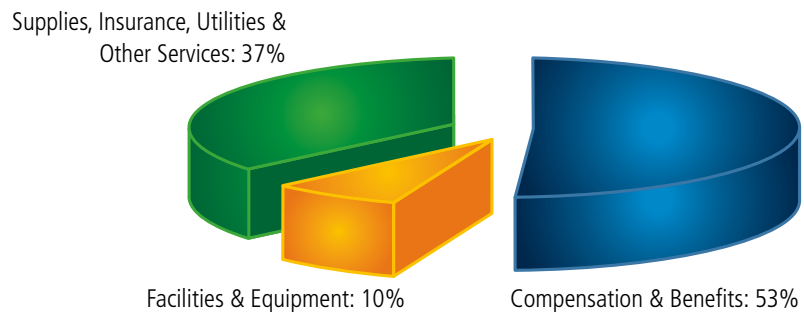
- **Ongoing expense related to the EMR: \$13.0 million** (primarily depreciation, remote hosting contract service, software maintenance and labor)
- **Impact of Employee Incentive Plan: \$4.0 million** (compensation and related benefits) and
- **Expenses related to the University of Michigan Health System affiliation: \$1.2 million** (primarily consulting and legal fees)

Overall, MidMichigan Health reported Total Income of approximately \$24 million. As a not-for-profit, we reinvest our "Total Income" back into our communities to fund capital improvements, improve patient care, invest in our employees, and implement technology that will allow us to provide excellent health services to improve the quality of life for people in our communities.

## Where We Receive Our Funds

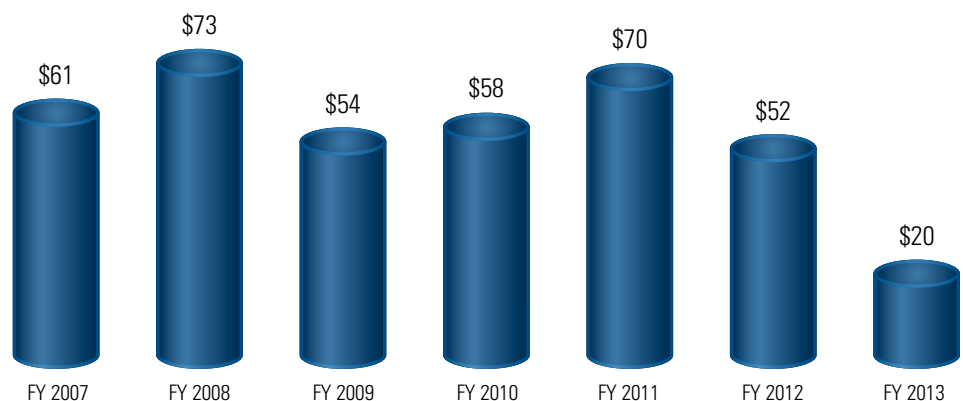


## How We Put Our Funds to Work



## Capital Investment

(Money We Reinvest in Our Facilities, Technology and Equipment)  
(in millions)



# 2012-2013 Leaders



Members of the Board of Directors of MidMichigan Health are: front row from left, Margueritte Kuhn, M.D.; Bobbie Arnold; Eric Blackhurst; Diane Postler-Slattery. Middle row from left Sara Wassenaar, D.D.S.; Glenn Smith; David Spahlinger, M.D.; Joan David; Bill Henderson; Ron Verch; and top row from left, Jeff Allen M.D.; Doug Strong; Carl Schwind; and Don Sheets. Not pictured: Bob DeNooyer, Nancy Gallagher, Margaret (Ranny) Riecker and Bill Weideman

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<sup>1</sup> Members appointed by Physician Associates of MidMichigan (MidMichigan Health Joint Venture Partner)

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# Our Communities

## MidMichigan Health

- Medical Centers

- MidMichigan Medical Center—Clare
- MidMichigan Medical Center—Gladwin
- MidMichigan Medical Center—Gratiot
- MidMichigan Medical Center—Midland

- Medical Offices

- MidMichigan Medical Offices—Auburn
- MidMichigan Medical Offices—Beaverton
- MidMichigan Medical Offices—Clare
- MidMichigan Medical Offices—Farwell
- MidMichigan Medical Offices—Gladwin
- MidMichigan Medical Offices—Harrison
- MidMichigan Medical Offices—Hemlock
- MidMichigan Medical Offices—Midland
- MidMichigan Medical Offices—Roscommon
- MidMichigan Medical Offices—Sanford
- MidMichigan Medical Offices—Shepherd

Other Medical Offices:

- Breckenridge    Mt. Pleasant
- Ithaca            St. Louis

- Outpatient Centers

- MidMichigan Health Park—Freeland
- MidMichigan Health Park—Harrison\*
- MidMichigan Health Park—Houghton Lake
- MidMichigan Health Park—Mt. Pleasant
- MidMichigan Health Park—Roscommon
- MidMichigan Health Park—West Branch

- Urgent Care Centers

- MidMichigan Urgent Care—Alma
- MidMichigan Urgent Care—Clare
- MidMichigan Urgent Care—Freeland
- MidMichigan Urgent Care—Gladwin
- MidMichigan Urgent Care—Houghton Lake
- MidMichigan Urgent Care—Midland
- MidMichigan Urgent Care—West Branch

- Physician Services

- MidMichigan Physicians Group

- Continuing Care

- Gratiot RehabCentre
- MidMichigan Gladwin Pines
- MidMichigan Stratford Village
- MidMichigan Home Care—Alma
- MidMichigan Home Care—Bay City
- MidMichigan Home Care—Clare
- MidMichigan Home Care—Gladwin
- MidMichigan Home Care—Midland

## Other Services and Joint Ventures

- Advanced PET Imaging Network
- ConnectCare
- Jeppesen Radiation Oncology Center
- Great Lakes Bay Surgery & Endoscopy Center
- Mackinac Straits Health System Management Services
- MidMichigan Assurance Group
- MidMichigan Regional Imaging
- Open MRI—Mt. Pleasant
- Saginaw Radiation Oncology Center
- Wound Treatment Center



\*Opening Spring 2014.

MidMichigan Health Park-Houghton Lake, Medical Offices—Roscommon and Beaverton, and the Other services and Joint Ventures are not a part of the UMHS partnership.

# Gifts of Wellness, With Sincere Appreciation to Our Donors

## Gifts of Wellness

A new corporate and giving recognition program was introduced in the summer of 2011 to donors across the affiliates of MidMichigan Health. Called Gifts of Wellness, the program annually totals all contributions that a donor makes to any affiliates of MidMichigan Health during the year to establish their distinct level of giving and corresponding recognition for that year.

Following are our donors representing their total support given between January 1, 2012 and December 31, 2012. We offer our sincere gratitude to each and every donor listed – for it will be through gifts of care, courage, compassion, strength, hope and healing – that Wellness will continue.

### Gifts of Healing \$10,000+

John and Sandy Bartos  
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Margaret Ann Riecker  
The Charles J. Strosacker Foundation  
Three Rivers Corporation  
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### Gifts of Hope \$5,000-\$9,999

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