



2016  
**Annual  
Report**



DEKALB HEALTH



2016

# Annual Report



## MISSION

Promote, Preserve, Restore Health.

## VISION

To be the Healthcare Organization of Choice for Patients, Payors and Healthcare Professionals.



## VALUES

**Creativity** Pursuing continuous improvement through innovation, imagination and resourcefulness.

**Integrity** Earning the respect and confidence of our community through professional and ethical business practices and having the courage and commitment to uphold our values.

**Quality** Emphasizing an ongoing commitment to excellence through a continuous process of education, communication, evaluation, efficiency and improvement.

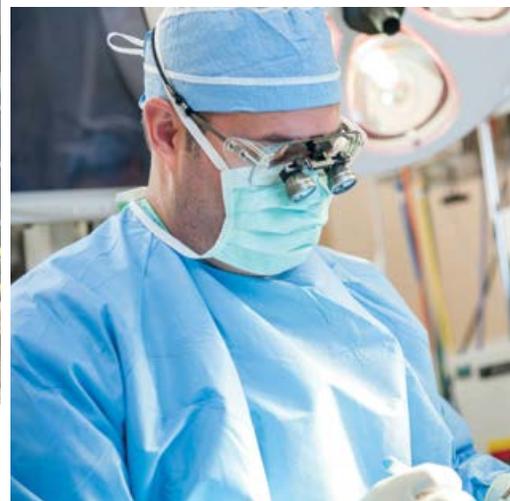
**Service** Identifying and satisfying the needs of our patients, community, employees and partners.

**Teamwork** Capitalizing on the strengths of each employee and working collectively in the best interest of our patients and community.

**Independence** Continue to function organizationally as an independent, not-for-profit hospital and healthcare organization.



In our 2016 Annual Report, we proudly share the many ways DeKalb Health has advanced the quality and breadth of its facilities and technologies. We have forged partnerships with physician groups that provide our community access to almost every medical specialty—right here on campus. We continue to donate time and resources to help our schools, businesses and organizations thrive. We reaffirm our commitment to being your independent nonprofit community hospital. And with every new investment, we continue to bring world-class care home to you.





## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER **CRAIG POLKOW**

Over the past year, DeKalb Health has continued to advance its strategic, sustained effort to strengthen and expand service lines, and improve our infrastructure to better serve our patients. Areas of focus this past year have been improving patient experience, enhancing team member wellbeing and establishing operational efficiencies.

In addition to our newly renovated patient rooms, we have implemented a number of initiatives to improve our patients' experience. We launched "Behaviors Leading to Excellence" to provide clear and specific behavioral expectations for all of our team members that lead to excellent patient care. Hourly rounding was initiated to better meet the needs of our patients. Communications Boards were installed in each patient room, and bedside shift reports were begun to enable our patients and their families to have a better understanding of the care they are receiving. Through these initiatives and many others, we remain committed to providing the highest quality of care and an excellent experience for all of our patients.

This year we have had a renewed focus on our most valuable asset—our team members—who make DeKalb Health a success and the special place that it is. With that in mind, we honed our focus on how we could better serve our staff and improve wellbeing. As part of this effort, we developed a highly competitive compensation package including annual merit increases, outstanding health benefits, 403b match and market wage adjustments as needed. We will continue these efforts in 2017 with the implementation of a bonus program for all team members.

In addition to the compensation improvements, we also made a commitment this past year to improve communication with team members throughout the organization. We launched quarterly forums, senior leadership rounding, annual checkups for all and a 60-day checkup for new team members. All of these efforts were made to ensure our team members are fully engaged and find working at DeKalb Health a rewarding experience.

With the ongoing financial challenges facing healthcare providers today, we recognize the importance of operational efficiency. We have worked this past year to identify overhead costs that could be eliminated without any impact to patient care. Budget oversight and planning played an important part in this process. At the same time, we looked for ways to increase revenues through physician recruitment efforts and marketing business-driving service lines such as orthopedics, obstetrics, ER, diagnostics and screenings. As a result of these combined efforts, I'm proud to say our 2016 bottom line is trending positive, compared to losses in recent years.

We will remain focused on our patients, our team members and operating DeKalb Health efficiently in 2017. We put in a lot of hard work over the past year to lay the groundwork for success, and I'm confident that through the careful stewardship of our team members, board and the continued innovation of our medical staff and clinical leadership, DeKalb Health is fulfilling our promise to remain viable and independent for years to come.

# Fulfilling our Promise





## LEADERSHIP TEAM



**CRAIG POLKOW**  
Chief Executive Officer



**BRET CLAGHORN**  
Vice President,  
Chief Financial Officer



**KELLY DUNHAM**  
Vice President,  
Chief Operating Officer



**TASHA EICHER**  
Vice President, Physician Services,  
Strategy and Development



**ED HOBBS**  
Vice President,  
Chief Information Officer,  
HIPPA Security Officer



**SARA LEY**  
Patient Experience Officer



**EMILIO VAZQUEZ, MD**  
Vice President,  
Chief Medical Officer



**DONNA WISEMORE**  
Vice President,  
Chief Nursing Officer

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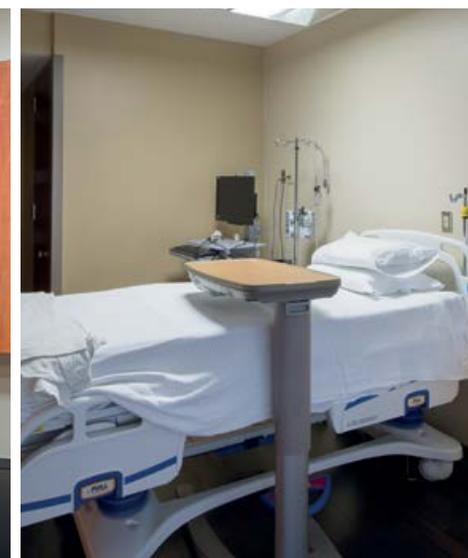
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Jodi L. Strock, MSN, NP-C\*  
Richard P. Toupin, MD\*  
Jody M. Trent, MSN, CPNP  
Emilio Vazquez, MD\*

**\*Denotes Medical Group Community Service Hours**

DeKalb Health Medical Group generously helped our community in 2016. Without compensation, these medical practitioners gave many hours of their time providing care at free clinics, conducting public education, reaching out to the community, and mentoring medical students and residents.

# Culture of Excellence

At DeKalb Health, "Patients First" is more than a talking point or a training message. It is a core philosophy of our organization from the top down. Providing a better patient experience is a priority for our team. From recruiting and retaining quality physicians and staff to providing ongoing support and training, our culture of excellence is dependent on those who live it every day. Our compassionate staff understands our patients' needs and emotions, advocates for their wellbeing, and helps navigate and simplify the care process, regardless of the patient's condition. From our excellence in patient care to our motivation and commitment to be the best we can be in everything we do, you will notice the difference at DeKalb Health.



# Expertise Across the Board



## MESSAGE FROM THE BOARD CHAIR MARK FOGT

2016 was a year of renewed focus for DeKalb Health. As we continue to lay the groundwork for growth and a sustainable future, our new senior leadership will drive much of our momentum. With that in mind, the leading priority for our Board was establishing a responsive and insightful senior leadership team.

The change started a little over a year ago from the top down, led by a series of strategic new appointments. On August 3, 2015, we hired Craig Polkow as our new Chief Executive Officer. Mr. Polkow brought over 25 years of healthcare experience, including St. Thomas Health in Tennessee, where he directed fiscal operations for a five-hospital system including 13 ambulatory surgery centers, eight imaging centers, a 250-member physician practice and other subsidiaries across Nashville.

The decision to hire Craig Polkow was a perfect fit as he returned to Auburn, Indiana and DeKalb Health familiar with its community, operations and culture from an earlier tenure in the '90s as the Chief Financial Officer. Following the hiring of Mr. Polkow, the executive leadership team was strengthened through additional appointments of Tasha Eicher as Vice President of Physician Services and Development, and Bret Claghorn as Chief Financial Officer.

These administrative appointments were not the only additions to bring expertise to DeKalb Health. New leadership and perspective were also provided at the board level with the appointment of Kassy Davis and Tom Hartman in January.

While leadership changes occurred behind the scenes, brick-and-mortar improvements—including a new inpatient pharmacy and the PharmaCare satellite soon to open in Garrett—provided visible evidence of our priorities to lower healthcare costs through improved access and efficiency.

There were numerous other highlights which are shared in this report for your review. We look back with a sense of accomplishment on the fiscal year 2016. We have a reinvigorated leadership team and a financial vision for our organization that is aligned with a commitment to making decisions that enhance the patient care capabilities in DeKalb County. I am excited to see the result of these significant moves in the months and years ahead.

Our success would not be possible without the collective efforts of the executive team, medical staff, all the team members of DeKalb Health and the Board of Directors. We also owe a debt of gratitude to our patients and community, who continue to support DeKalb Health as their healthcare provider of choice.

### Board Officers

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*Chairman*

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Beth Freidenberger  
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## BOARD OF DIRECTORS



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# The Right Balance

At DeKalb Health, our ability to remain independent hinges greatly on our own fiduciary responsibility. We understand that to thrive in today's competitive healthcare landscape, we must leverage ingenuity in investing and managing healthcare dollars. To that end, we are always looking for ways to be more efficient and drive down costs. Balance that with meeting the needs of our patients to provide the best practices in medical care and technology. Through smart planning and purchasing, strategic investments in labor, equipment, technology, improved processes and procedures, we are proud of the many ways we have embraced value without sacrificing quality of care. Our keen understanding and practice of fiscal prudence and responsiveness to patient care are what have uniquely positioned us to meet the growing healthcare needs of our community.



# Charting the Course Ahead

## MESSAGE FROM THE MEDICAL CHIEF OF STAFF MARK SOUDER, MD

In 2016, DeKalb Health made significant strides to remain the local healthcare provider of choice, and a steward of advancing medicine for our community. Helping us achieve this momentum was a change in leadership. Craig Polkow brought an invigorated drive for improvement and a new vision of our health system.

The medical staff implemented several new policies and procedures further directing our ability to provide the best quality care possible at all times.

The always important work of the QUEST team continues to provide significant progress for our clinical teams and the quality of patient care.

We are also proud of our efforts to connect with other experts in our field to give our quality patient care even more depth. For example, through expanded alliances with Ear Nose and Throat Associates and Women's Health Advantage, we now offer even more ENT and OB options closer to home. Also, we have enhanced orthopedic care through a strengthened collaboration with the surgeons of Fort Wayne Orthopedics.

Our efforts to achieve and sustain excellence are also supported by ongoing work alongside Information Technology and the DIGIT committee as we help assist in the evaluation of future Electronic Medical Record systems.

I also want to thank the various medical staff committees that have been hard at work including: *Medical Executive, Radiation, By-Laws, Credentials, Medical Services, Case Management, Surgical Services, OB, Ethics, PAC, Liaison, Board Quality, Information Technology (DIGIT) Planning, MSQI and Joint Advisory.* My colleagues have provided incredible expertise, and it shows our strengths as a healthcare system.

Our ability to advance medicine and rise to the challenge in so many ways tells the story of our past year and the culture of DeKalb Health. I am intensely proud of all involved.

It has been a privilege to work with such a cohesive, dedicated and qualified physician team as the Chief of Staff. The citizens of our area can be proud and confident that their hospital and physician staff will do everything possible to meet their needs.

### Medical Staff Officers

Mark Souder, MD  
*Chief of Staff*

Scott Armstrong, DO\*  
*Secretary*

Lee Ann Pixley, MD\*  
*Vice Chief of Staff*

Emilio Vazquez, MD\*  
*Chief Medical Officer*



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Susan Nasri, MD  
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Gregg Pollander, MD  
William Pond, MD  
Joseph Putman, MD\*  
Tracy Rahall, MD  
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\*Denotes DeKalb Health Medical Group

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Corbett Smith, MD  
Mark Souder, MD  
Christopher Steffy, MD  
Arvind Surendran, MD  
Richard Toupin, MD\*  
Stephanie VanderHorst, CNM, MSN  
Emilio Vazquez, MD\*  
John Wagel, MD  
Thaddeus Weghorst, MD

# Connect to Purpose

Every day, we strive to foster a workplace culture of respect, appreciation and connection to purpose. We believe having a happy, engaged and informed workforce is essential to providing the very best care for our patients. As one of our core goals, DeKalb Health set team member wellbeing as a top priority. To this end, this fiscal year we initiated key projects to review and address wages, salaries and benefits, merit increases, paid time off, communication, rewards and recognition.



# Dreams Become Reality



## MESSAGE FROM THE AUXILIARY PRESIDENT **AJ KUHN**

The past year was full of major accomplishments for DeKalb Health, and I'm so very proud of the contribution the Hospital Auxiliary made to this great effort.

Our biggest milestone was the transition of the Curiosity Shop to its new location at 1209 South Randolph Street in Garrett. A specialty resale shop managed by the Auxiliary, the Curiosity Shop offers quality and affordable priced merchandise such as men's, women's and children's clothes, books, gifts, jewelry and household items. The proceeds of all sales from the Curiosity Shop benefit DeKalb Health.

The Coordinating Council managed the Curiosity Shop's move at every phase of the project. In the exploratory phase, it worked to prepare for the possible purchase of a different building for the Curiosity Shop. Throughout the process, a property in Garrett came to the attention of the Building Relocation Committee. Located on a busy thoroughfare, the 4,200-square-foot building was move-in ready, and had been built as a retail establishment with off-street parking. The Curiosity Shop opened at its new home on July 20, 2016.

New signage costs were underwritten in part by contributions from DeKalb Health, Miller Supermarkets and Miller Sign Company. However, the relocation would not have been possible without the incredible response from the community in meeting the Auxiliary's financial and physical needs. We thank the many people who volunteered more than 650 hours of labor to design the layout of the new space, move the store stock, provide repairs and inspections, and a myriad other tasks.

In addition to our major relocation project, we ended the year with 74 active members on roster, and 14,953 volunteer hours served. These hours contributed to efforts such as biweekly popcorn sales, which generated more than \$600. Serendipity, the gift shop in the hospital, raised over \$9,000 for DeKalb Health. The Auxiliary volunteers also staffed the Floral Committee, made hats for newborns, partnered with United Way to assemble "Let's Talk" gift boxes for parents of newborns and mended hospital-owned items.

We are also proud to report the Hospital Auxiliary once again provided three \$1,000 scholarships to residents of DeKalb County studying for a career in healthcare.

This has been an amazing year to be a part of and I look forward to many rewarding days on the horizon. Thanks to the wonderful volunteers who made this dream become reality.



### Auxiliary Guild Officers

AJ Kuhn  
*President*

Andrea Clarke  
*Secretary*

Darley Bennett  
*Treasurer*

# Working for Good

DeKalb Health administrators were thrilled to stand alongside the Mayor and other Garrett city officials at the ribbon cutting of the new Curiosity Shop this fall. The resale shop relocation exemplifies a commitment to strengthening and serving our neighboring communities. Not only does the Curiosity Shop help support the hospital, but it also benefits many people at the individual level. It is an excellent example of DeKalb Health, its partners and area communities working together for the benefit of all.



# Foundation



## MESSAGE FROM THE FOUNDATION PRESIDENT ANGIE LOCKWOOD

2016 was a transitional year for the DeKalb Health Foundation as we searched for a full-time Director. Through an exhaustive search process, we were able to find someone who has been an outstanding representative of our local community and has expertise not only in not-for-profit work, but also in sales and marketing. It is exciting to welcome Sarah Payne as the Director of the DeKalb Health Foundation. Sarah brings not only a wide variety of experiences and expertise to this role, but also a sincere passion for the DeKalb County community. Through her talent and leadership, the DeKalb Health Foundation will continue to grow in its service to DeKalb Health and residents of DeKalb County.

During 2016, the Foundation provided a grant of \$10,000 to DeKalb Health to use toward Indiana's HIP 2.0 funding of patients' POWER accounts. This is a true community partnership as it allows DeKalb Health to ensure that patients eligible for this program have the ability to leave the hospital with insurance coverage, both retroactive to the first of the month of the application and going forward. Of the initial \$10,000 grant, \$553 has been spent thus far, providing coverage to 53 patients and resulting in over \$31,000 of reimbursements to the hospital. This is such a wonderful program that benefits both the patients and the hospital. It is a great example of the types of activities the Foundation continues to support.

The Century Society was created in 2013 to provide an opportunity to support exemplary healthcare for those in our community. Each Century Society member has committed donations of at least \$10,000 over the next ten years to support DeKalb Health in meeting health services needs in DeKalb County. Meeting those needs is the primary focus of the DeKalb Health Foundation.

Our other focus is communication. There is a common saying that it takes a village to raise a child. I believe it also takes a village to help a local, independent, community hospital continue to thrive in today's healthcare environment. It takes a true partnership between the community, community leaders and the hospital. The DeKalb Foundation board members and the Century Society members believe in the role that DeKalb Health plays for the benefit of the community. The quality of care and community support provided by DeKalb Health is truly exceptional. I would like to challenge all of us to continue to be ambassadors on behalf of DeKalb Health. Talk to friends, neighbors, family members, colleagues and co-workers and encourage them to take advantage of the outstanding services provided by DeKalb Health and our committed team of healthcare professionals.

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*Treasurer*



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# Our Community



## COMMUNITY SPONSORSHIPS DONATIONS AND PARTICIPATIONS

ACD Festival  
 All About the Dog  
 A Walk to Remember  
 American Cancer Society Relay for Life  
 Anthony Wayne Area Council Boy Scouts Camporee  
 Auburn Bowl c/o DeKalb High School Bowling  
 Auburn Classic Noon Lions Club  
 Auburn Cord Duesenberg Museum  
 Auburn Garden Club  
 Auburn Girls Softball League  
 Auburn Lions Club  
 Auburn Little League/Classic City Crush Baseball  
 Auburn Little League  
 Auburn Police  
 Auburn Rotary Club Grapes & Hops  
 Autism Society of Indiana  
 Autism Support Group  
 Big Brothers Big Sisters  
 Bobcat Youth League  
 Boy Scouts  
 Boomerang Backpacks  
 Butler Bowl Youth Program  
 Butler Community Food Pantry  
 Butler Girls Softball League  
 Butler Public Library  
 Camp Red Cedar  
 Cancer Services of Northeast Indiana  
 Celiac Support Group  
 Children First Center  
 Cobblestone Ladies' Golf Association  
 Community Foundation of DeKalb County Annual Meeting  
 Community Memorial Hospital Foundation  
 Country Meadow Elementary School  
 Cub Scout Pack 3169  
 DABA-Downtown Auburn Business Association  
 DeKalb Alumni Fund (Baron Athletics Golf)  
 DeKalb Alumni Fund (Science Fair)  
 DeKalb Central Foundation (DeKalb Dash 5k)  
 DeKalb Chamber Partnership  
 DeKalb County Free Fall Fair  
 DeKalb County Interagency  
 DeKalb County Domestic Task Force Annual Conference  
 DeKalb High School Band  
 DeKalb High School Marching Band Invitational  
 DeKalb High School Student Government  
 DeKalb Humane Society  
 DeKalb Middle School  
 DeKalb YMCA Swim Dolphins  
 Diabetic Support Group  
 Dr. Ken Arnt 5k  
 Drug Free DeKalb  
 Eastside After Prom Committee  
 Eastside Jr./Sr. High School  
 Eckhart Public Library  
 Elite Martial Arts - Back 2 School Bash & Safety Day  
 Erin's House  
 Fort Wayne Mad Ants  
 Fort Wayne Medical Education Program  
 Garrett Boys Baseball  
 Garrett Chamber of Commerce  
 Garrett Girls Softball

Garrett Heritage Days  
 Garrett High School After Prom  
 Garrett Middle School  
 Garrett Rotary  
 Garrett Youth Soccer  
 Girl Scouts Troop 00531  
 Hamilton After Prom  
 Hamilton Community Schools  
 Hamilton Summer League  
 Hip on Hep C Support Group  
 Hometown Collaboration Initiative (ADAC Auburn)  
 Hope's Landing  
 Impact Basketball - DCIC  
 Ivy Tech Community College  
 Jackson Township Athletic Association  
 Jackson Township 4-H Auction  
 JAM Center  
 JAM Kids Safety Day  
 JE Ober Science Fair  
 JR Watson  
 JR Watson Color Me Watson Run/Walk  
 Junior Achievement  
 Junior Achievement - East Central DeKalb  
 Junior Achievement - Pro Am  
 Kate's Kart  
 Kiwanis Bicycle Safety Day  
 Lakewood Park Christian School  
 Leukemia & Lymphoma Society  
 March of Dimes March for Babies 2016  
 March of Dimes Signature Chef's Auction  
 McKenney-Harrison Elementary School  
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 National Kidney Foundation of Indiana  
 National Multiple Sclerosis Society - Indiana State Chapter  
 Northeastern Indiana Tri-State Regional Science Fair  
 Quiet Knight, Inc. (Sons of Am. Lgn. Post 178)  
 Rangers Soccer Academy  
 Rangers Academy  
 Riley Children's Hospital  
 Riverdale Youth League  
 Serenity House  
 Smith Farms  
 Special Olympics of DeKalb County  
 Special Olympics Indiana  
 St. Joe Pickle Fest  
 St. Joseph School  
 St. Martin's Healthcare Clinic - Circle of Friends Tea  
 St. Martin's Healthcare Clinic - Passport Adventure Gala  
 St. Martin's Healthcare Clinic - Golf Benefit  
 Tri Kappa  
 Tri Kappa Christmas Boutique  
 Tri Kappa Pink Out DeKalb County  
 Toupin, Richard M.D.  
 United Way of DeKalb County  
 United Way of DeKalb County & Learning Link DeKalb County  
 United Way of DeKalb County Day of Caring  
 University of St. Francis  
 Wilmont Force Elite  
 YMCA of DeKalb County



## COMMUNITY OUTREACH

Better Health  
 Community Health Needs Assessment  
 DeKalb County Council on Aging - Adult Health Fair  
 DeKalb County Health Department - School Flu Vaccines  
 DeKalb County Interagency  
 DeKalb Health/South Bend Medical Foundation Blood Drive  
 Diabetes Fair  
 Healthcare Enrollment Assistance

Health Occupations Education  
 Healthy Expectations - Family BirthPlace & Women's Care Center  
 Healthy Halloween Fair  
 Life Is Cool  
 Play.Learn.Soar.  
 Transportation

# FY 2016 By the Numbers

**ADMISSIONS** 2,642 PY 2,809

**OBSERVATIONS** 1,042 PY 744

**DISCHARGES** 2,621 PY 2,784

**LENGTH OF STAY** 2.85 PY 2.76

## VISITS

**74,848**  
DEKALB HEALTH  
MEDICAL GROUP  
(PHYSICIAN PRACTICES)  
PY 74,418

**6,468**  
CLINICS\*  
PY 7,216

## CORE SERVICE LINES

**3,170**  
SURGERY\*\*  
PY 3,315

**442**  
OBSTETRICS  
PY 457

## ECONOMIC IMPACT

**667**  
TEAM MEMBERS  
FULL AND PART TIME

**\$91,544,200**  
CAPITAL EXPENDITURES SINCE 1964

**\$375,754.92**  
COMMUNITY, SPONSORSHIPS & DONATIONS

**\$29,184,707**  
PAYROLL

**\$12,110,817**  
CHARITY AND UNCOMPENSATED CARE  
(Uncompensated care is defined as the amount of cost in excess of payments received from Medicare, Medicaid and uninsured patients)

## EMERGENCY SERVICES

**18,005**  
EMERGENCY ROOM  
PY 17,875

**4,779**  
EMS AMBULANCE SERVICE  
(NUMBER OF TRIPS)  
PY 4,938

## ANCILLARY SERVICES

**273,823**  
LABORATORY  
PY 264,388

**44,590**  
IMAGING TOTAL\*\*\*  
PY 44,073

**4,554**  
ULTRASOUND  
PY 4,483

**7,014**  
CT  
PY 6,013

**5,235**  
MAMMOGRAPHY  
PY 5,151

## THERAPY SERVICES

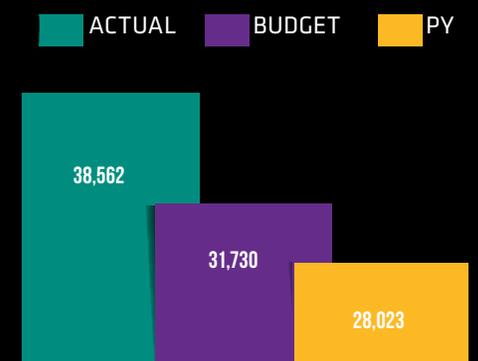
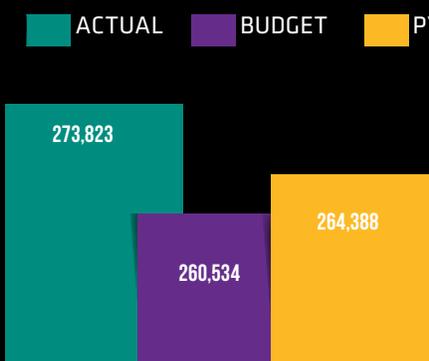
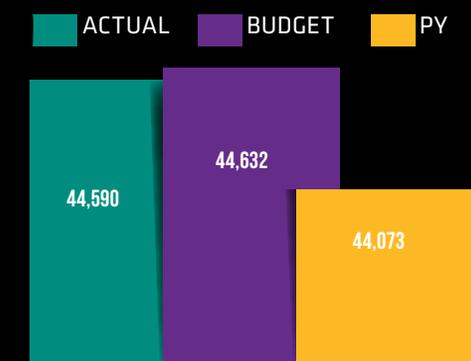
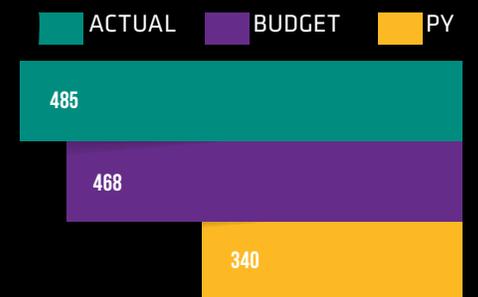
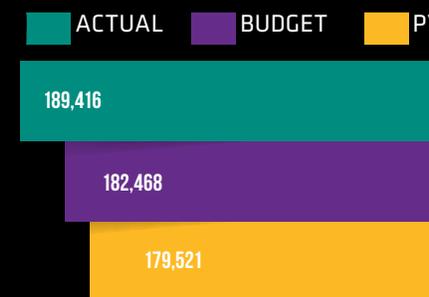
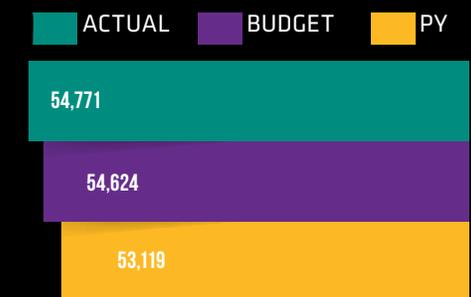
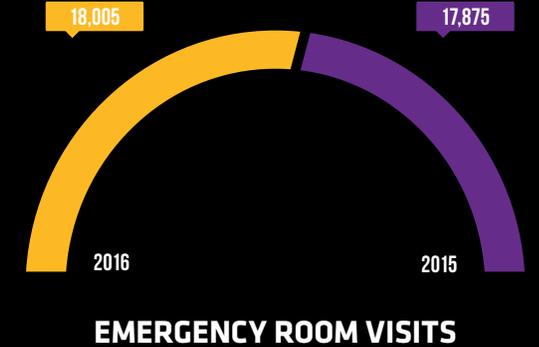
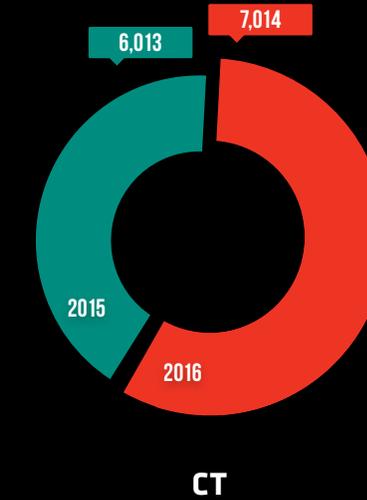
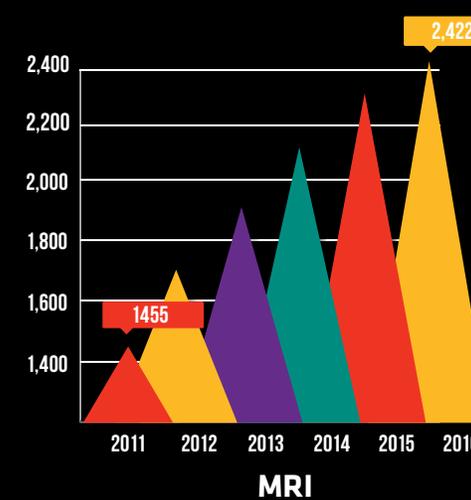
**27,898**  
PHYSICAL  
THERAPY  
PY 18,301

**10,664**  
OCCUPATIONAL  
THERAPY  
PY 9,722

**29,436**  
RESPIRATORY  
THERAPY  
PY 39,751

**5,373**  
SPEECH  
THERAPY  
PY 4,895

**1,631**  
CARDIOPULMONARY  
REHAB  
PY 2072



\* Anti-Coagulation Clinic, Wound Care Clinic  
 \*\* Surgery and Endoscopy  
 \*\*\* Imaging includes: X-ray, EKG/EEG, Nuclear Medicine, Ultrasound, CT, Mammography, MRI  
 \*\*\*\* PT/OT Total includes: Physical Therapy and Occupational Therapy Procedures  
 PY = Prior Year



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