



2014 ANNUAL REPORT

# Honor the past. Invest for the future.

While we reflect on the success stories of the past year, DeKalb Health will have an eye on the future. In the months ahead, we will build on the foundation we laid in 2014 and continue to seek innovative ways to optimize our organization while still maintaining the quality and caliber of services that are our hallmark.







## Raising the bar.

As we close the book on 2014, I see a DeKalb Health that looks incredibly different than it did just one year ago. The past 12 months have been full of changes and opportunities for our healthcare system. We have made a positive impact on the health of the community, supported the excellence of our medical staff, and made decisions to ensure superior outcomes in an ever-changing healthcare environment.

Thanks to the commitment of the Board of Directors, DeKalb Health has pursued several interdependent initiatives that are key to securing the long-term health of the organization.

By forging ahead with construction of the north campus, Central Business Office, technical laboratory and inpatient facilities, we have taken critical steps to reshape core frameworks of our healthcare system. Optimizing business models, solidifying physician partnerships and modeling best practices in new healthcare delivery models will ensure that DeKalb Health is primed for efficiency and exceptional patient care experiences, now and in the future.

First, we are now in a unique position for growth in orthopedics and sports medicine through our partnership with Fort Wayne Orthopedics, and wellness and sports performance through our partnerships with the

DeKalb County YMCA and Dr. Jason Russell of Optimum Sports Performance.

Second, we are the only provider to offer specialists from both Northeast Indiana cardiology groups, Parkview Physicians Group Cardiology and Lutheran Medical Group Cardiology. This is a very exciting prospect that will elevate the level of care in our community and provide the kind of “front door” appeal that enhances patient experience, access and comfort.

Third, we will continue to seek opportunities through clinical co-management, as evidenced by our collaborations with Fort Wayne Orthopedics, Parkview Physician’s Group-Cardiology, Women’s Health Advantage and Professional Emergency Physicians. DeKalb Health has recently made great strides in turning regional competitors into valuable partners. Our progressive approach brings additional top practice groups to our campus and offers tremendous convenience to patients, families and DeKalb Health referring physicians.

Fourth, we will continue to refine our facilities and processes for optimal patient experience. Our current construction is evidence of our ongoing efforts to align our infrastructure with strategic initiatives for patient-centered care—one of the most visible signs of the changes underway system-wide.

Finally, DeKalb Health continued to champion educational opportunities on campus and services to better manage chronic conditions in the community. In the year ahead, we will advance new strategies to address preventative care and population health. We are proud of our relationships with our schools and industries. This year we welcomed the IMPACT Institute to our campus.

I want to thank our leadership, staff, providers, vendors and community for their commitment and dedication—especially our community. Without their support, this community resource would cease to exist. Each of you played a vital role in making 2014 a very successful year. I envision that 2015 will be just as important for DeKalb Health, and look forward to seeing what our organization will be offering to our patients and community.

**Fred Price**  
*Chief Executive Officer*







# No bones about it.

**Investing in the future of orthopedics.** We will continue to heed the cues provided by healthcare models and find new ways to provide efficient, accessible and comprehensive Orthopedic, Sports Medicine and Sports Performance services. To facilitate growth in this area, we made great strides toward developing infrastructure options with an eye toward grouping service lines that have synergy in terms of both foot traffic and referral patterns.



A Portion of DeKalb Health and Fort Wayne Orthopedic Surgical Team Members are Pictured Above  
(Seated L to R): Ronnie Douglas, CST, EMT; Beth Byall, RN, BSN; Niles Schwartz, MD; Jason Hanna, MD; Kathy Synesall, RN. (Standing L to R): Susan Lee, RN; Kevin Rahn, MD; Gage Caudell, MD; Emily Mazanowski, PA

Pictured Left: Niles Schwartz, MD, performing surgery





## A higher standard of care.

Those of us in the healthcare business can't afford to get too comfortable. Changes are occurring on a regular basis and are often unpredictable. Although there are increased demands for more efficiency, accountability and transparency, the patient will be the ultimate beneficiary.

There is a lot to be hopeful about in DeKalb Health's future. We are one of DeKalb County's most valuable assets. Our 50th anniversary has reminded us of the vision and commitment that started DeKalb Health. That same kind of vision and dedication exists today, and it enables us to continually offer outstanding value-based healthcare.

One of the most exciting aspects of serving on the board is being a witness to the continual efforts to improve. And, we are getting better. When I observe and listen to our doctors, nurses and many of our employees, I realize how dedicated they are. As I sit in on some of the many meetings that take place, one subject always comes to the top: patient care. DeKalb Health is blessed with an abundance of talent throughout the entire organization, and that talent and dedication are making our quality of care a source of pride for the entire community.

We are also fortunate to have the support and engagement of the DeKalb Health Foundation. Their willingness to be part of our progress and to work collaboratively with us

bodes well for our future. We also have neighbors in healthcare with whom we share services and consider to be partners.

Patients will notice several changes at DeKalb Health in the coming year. Virtually all of these changes are geared toward even better patient comfort and care. Will you notice? Yes; it's already happening.

**Robert Menzie**  
Board Chair





## Kicking it up a notch.

**Investing in the future of rehabilitation.** DeKalb Health elevated its efforts to deliver convenient and truly personalized services. As a center for community health, we understand that to provide the best care for our rehabilitation and therapy environments, we need to be highly accessible and engaging. Over the last year, we prioritized improvements to help create a modern healing destination that appeals not only to those seeking care, but to their care providers.



**Pictured Above:** Chad Parent, PT, DPT; Ginger Wilks, Patient

**Pictured Left:** Erin Ritter, PTA; Robert Winebrenner, Patient





Scott Armstrong, DO, meets and examines patient Pat Kleeman and consults with Mary Seltenright, RN



## The experience you deserve.

In 2014, our medical services reached new levels through a strategic, year-long effort to strengthen and expand service lines. In addition to the introduction of an after-hours primary care facility, we added new and expanded specialist coverage from Fort Wayne Orthopedics, Summit Radiology, Parkview Physicians Group Cardiology, Lutheran Medical Group Cardiology, and Women's Health Advantage. In addition, Professional Emergency Physicians (PEP) has committed to begin on January 1, 2015.

DeKalb Health Medical Group also grew its expertise through the addition of ENT physician David Lee, MD and Family Medicine physicians Lance Burton, M.D.; Dana Forrest, M.D.; and Todd Page, M.D.

An exciting new position was created. Sara Ley, MS, PXO, will serve as Patient Experience Officer as DeKalb Health introduces new improvement initiatives.

The hospital repurposed the former cath lab space, allowing Parkview Physicians Group Cardiology to relocate to the renovated suite. And, July saw the opening of the new technical lab.

We successfully launched myDeKalbHealth and myDeKalbHealthMD, electronic medical record portals that provide our patients with secure access to online health records.

Changes for the coming year include the renovation of second and third inpatient floors to all private rooms as well as internal medicine support from Northeast Internal Medicine. This inpatient strategy, along with our eICU, will allow us to treat patients with more severe illness.

I'm proud of the continued commitment and dedication from the Medical Staff, as well as all the medical and patient care advancements made across our entire organization in 2014.

**Richard Toupin, MD**  
*Chief of Staff*

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*Chief Medical Officer*

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# Perfection in every detail.

**Investing in the future of diagnostics.** Committed to creating more efficient processes in 2014, the technical lab moved into a newly renovated 3,300-square-foot space in the former Wellness Center. Our clinical laboratory professionals are vital members of today's healthcare team, and your quality medical care depends on them. Every day, nurses, physicians and other medical workers rely on laboratory professionals to perform tests of bodily fluids, interpret the results and help provide a complete picture of a patient's health. Without this precise and valuable information, medicine would simply become guesswork. And we just made it more cost effective.



Pictured Above (L to R): Brenda Seely, BA, MT (seated); Rick Smith, MT; Shawna Demorest, MT; Julie Voirol, MT; Sue Aschleman, MLT; Mary Hutton, MT; Kathy Malcolm, MT

Pictured Right: MT Shawna Demorest working with the microscope







Gift Shop volunteer, Deb West, assists Avery Moore, age 2, with his purchase



## Why we do what we do.

The Auxiliary experienced yet another year of supporting DeKalb Health in multiple ways. Although the details of that support have changed over the past 50 years, the organization continues to assist in meeting the needs of the hospital, patients, visitors, and staff. At the end of the past fiscal year, we report a tally of 71 active-status members, and a total of over 15,400 volunteer hours donated. Volunteers operated and staffed the Curiosity Shop and provided assistance in the hospital through reception/information desks, Surgery Department hosts, Obstetric

Department hosts, gift shop clerks, hospitality/way-finding assistance, handcrafting baby hats for our newborns, mending linen, updating the hospital scrapbook, and selling popcorn on “payday.”

Through the scholarship fund (formerly the student loan fund), established with the “life-memberships” paid by individual members over the years, the Auxiliary awarded a scholarship to the one remaining loan recipient to cover the balance of the student loan. In addition, the Auxiliary awarded four \$1,000 scholarships to college students pursuing a degree in a medical field, concentrating on students that have progressed beyond their first year of higher education, and also are DeKalb County residents. Our fundraising efforts include operating the Curiosity Shop thrift store in downtown Auburn, Serendipity gift shop in the

hospital, and popcorn sales. We also changed some key leadership roles in the Curiosity Shop and continued to support the hospital by pledging funding for a patient information project.

On a personal note, my husband and I financially supported the original construction of this hospital, and it is my pleasure to continue to support the community and the hospital in this volunteer role.

**Pat Lumpkins**  
*Auxiliary Guild President*

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*Secretary*

**Meredith Storer**  
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to the CEO



KIM WEIMER  
Executive Assistant  
to the CNO



CHERYLE GERIG  
Assistant to Finance





# Winning strategies. Off and running.

2014 realized the launch of a strategic partnership with the new YMCA and Optimum Performance Sports.

DeKalb Health Sports Medicine Athletes:  
Katie Moreland, Harrison Price, Kristen McKown



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A greater good.

The year 2014 found the DeKalb Health Foundation entering a phase of new purpose and activity.

The Foundation provided a \$1 million seed gift to jump start construction of the new North Campus entrance and medical offices that will provide a greatly expanded walk-in and business health clinic, dedicated space and amenities for physical therapy services, and a much larger area for Fort Wayne Orthopedics.

We are most excited about the 63 community members who have answered the initial call to join the Foundation's Century Society. Each of them committed at least \$10,000 over the next ten years to assist DeKalb Health meet the health services needs in DeKalb County. Their pledges so far total \$472,500. The Century Society's first gift purchased a breast coil MRI at a cost of \$44,400. It will allow more accurate early detection of breast cancer in women. DeKalb Health will be the first in the region outside of Fort Wayne to have this technology.

Anna Nixon, our first Executive Director, provided the support and vision for the Foundation to succeed in its new mission. While she resigned her position in mid-2014 to pursue another opportunity, she remains an active volunteer and enthusiastic supporter of the Foundation and DeKalb Health. We continue to be deeply appreciative of her efforts.

With Anna's departure, your Foundation Trustees are taking the opportunity to study the best legal and staffing structure that will allow the Foundation to expand its support base. You will hear more about that as decisions are made in the coming months.

Meeting the health services needs in DeKalb County is our business—our only business. The Century Society members and all of our donors allow the Foundation to assist DeKalb Health in meeting those needs.

I encourage you to join us.

**Rick James**  
*Foundation President*



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# Strong community roots.

For more than 50 years, DeKalb Health has had close bonds with the communities it serves. Today, we continue to donate time and resources in support of schools, businesses, charitable organizations and other worthy causes to help them thrive. With every community investment we grow stronger together.



**Pictured Above (L to R):** 2014-15 IMPACT Health Occupations Education members Ashleigh Route, Megan Shoemaker, Kendra Schieber, Taylor Beachy, Sarah Harper, Kailoni Somkit, Kelly Strabala, Lisa Price (Instructor), Vanessa Deck, Kaylee Yoder, Isabella Gieck, Emily Wallace, Sarah Strong, Emily Long, Hannah Walls  
**Pictured Top:** Hannah Hefty, RN

## COMMUNITY BENEFICIARIES

- American Cancer Society 2014 Relay for Life of DeKalb Co.  
Area Rotary Clubs (Auburn, Garrett, Butler)  
ATA  
Auburn Cord Duesenberg Festival  
Auburn Cord Duesenberg Museum  
Auburn Duesy Walk  
Auburn Girls Softball League  
Auburn Little League  
Auburn Lions Club  
Auburn Noon Lions Club  
Auburn Parks & Recreation  
Auburn Police Department  
Auburn Professional Firefighters Local 2454  
Beat Breast Cancer 5k  
Big Brothers Big Sisters  
Birth Matters  
Bobcat Youth League  
Boomerang Backpacks  
Bridgewater Golf Club  
Butler Bowling Youth Organization  
Butler Days Festival  
Butler Fire Department  
Butler Girls Softball  
Butler Public Library  
Camp Red Cedar  
Cancer Services of Northeast Indiana  
Children First Center  
Choice Academy  
CMH Foundation  
Cobblestone Ladies' Golf Association
- Community Foundation of DeKalb County  
Country Meadow Fall Carnival  
Cystic Fibrosis Foundation  
DABA  
DCBL  
DeKalb Alumni Foundation  
DeKalb Chamber Partnership  
DCP/Learning Link /DCEDP/WorkOne  
Northeast  
DeKalb County Domestic Violence Task Force  
DeKalb County Economic Development Partnership  
DeKalb County Fair Association  
DeKalb County 4H Horse & Pony Club  
DeKalb County Voting Site  
DeKalb Health Foundation  
DeKalb High School Music Department  
DeKalb Junior Lady Baron Basketball  
DeKalb Middle School  
DeKalb New Tech (DCIC)  
Dr. Kenneth Arnt 5K Run/Walk  
Eastside High School  
Eckhart Public Library  
Erin's House for Grieving Children  
First United Methodist Church Men's Group  
Focus on Health - Avilla Site  
Fort Wayne Mad Ants Fitness Challenge  
Fort Wayne Public Television, Inc.  
Fort Wayne Zoological Society  
Garrett Bowl  
Garrett Chamber of Commerce
- Garrett Ghoul Spooktacular  
Garrett Girls Softball  
Garrett Heritage Days  
Garrett High School  
Garrett-Keyser-Butler CSD  
Garrett Middle School  
Garrett Rotary Club  
Garrett Youth Football  
Garrett Youth Soccer  
Habitat for Humanity  
Hamilton Community Schools  
Hamilton Summer League  
Healthcare Careers Education  
Hip on Hep C Support Group  
IMPACT Health Occupations Education  
Indiana Chamber of Commerce  
Jackson Township Athletic Association  
Jackson Township 4-H Auction  
JAM Recreation Center  
JE Ober Elementary School  
JR Watson Elementary  
JRW PTO Fundraiser 2014  
Junior Achievement East/Central DeKalb County  
Junior Achievement Pro Am  
K-9 Companions  
Lakewood Park Christian School  
Laurels of DeKalb  
Leukemia & Lymphoma Society  
March of Dimes  
Miss Northeast Scholarship Pageant
- National Kidney Foundation of Indiana  
Golf Classic  
National Multiple Sclerosis Society - Indiana State Chapter  
Northeastern Center - New Hope Clubhouse  
Northeast Indiana Regional Partnership  
Oak Farms Montessori School  
Parkview Foundation  
PBS39 Holiday Auction  
POP 5k  
Quiet Knight Inc. (Sons of Am. Lgn. Post 178)  
Rangers Academy  
Richland Cornhuskers  
R.I.S.E. Inc.  
Safe Sitter  
Serenity House  
Special Olympics Indiana  
St. Joe Pickle Festival  
St. Martin's Healthcare  
Strawberries in the Park  
Dr. Richard Toupin  
Tri Kappa  
United Way of DeKalb County  
University of Saint Francis  
Upward Basketball and Cheerleading  
Walmart Distribution Center 6074  
Waterloo Elementary School  
YMCA of DeKalb County  
YWCA of Northeast Indiana

## COMMUNITY OUTREACH

- A Taste of Women's Health  
Auburn Community Pool Day  
Better Health Magazine  
Bicycle Helmets  
Blood Drives  
Breast Cancer Awareness  
Car Seat Inspections  
DeKalb County Free Fall Fair
- Diabetes Education  
Diabetes Fair  
Early Heart Attack Care  
EMS Coverage at Public Events  
First Aid/CPR Education  
Fitness Presentations  
Health Fairs  
Health Insurance Marketplace Navigator
- Assistance & Education  
Health Occupations Education  
Healthy Expectations  
Healthy Halloween Fair  
Junior Achievement  
Life Is Cool Organ & Tissue Education  
Look Before You Lock Brochures  
Nutrition Education
- Play.Learn.Soar.  
Safe Driving  
Safety Presentations for Children (Car Seat, Water, Personal, Pedestrian, Bicycle, Poison)  
Sports Physicals  
Student Focus on Health  
Summer Cruise In



In 2014, DeKalb Health pursued a number of strategic teamings, nontraditional mergers and alliances to streamline our operations, eliminating redundant services and costs, and allowing DeKalb Health to focus on critical service lines in the market.

X-Ray  
176,969

MRI  
2,108

Mammography  
4,872

Lab  
211,215

Visits

24,971  
CLINICS\*\*\*

64,806  
DEKALB HEALTH  
MEDICAL GROUP  
(PHYSICIAN PRACTICES)

11,860  
HOME HEALTH  
AND HOSPICE

101,637  
TOTAL VISITS

Total Outpatient Services

239,366  
ANCILLARY\*

16,294  
EMERGENCY

2,568  
HOME HEALTH  
AND HOSPICE

2,595  
SURGERIES\*\*

260,823  
TOTAL SERVICES

Total Inpatient Services

68,982  
ANCILLARY\*

1,380  
EMERGENCY

128  
HOME HEALTH  
AND HOSPICE

427  
SURGERIES\*\*

70,917  
TOTAL SERVICES

Economic Impact

587  
EMPLOYEES FULL  
AND PART TIME

\$1,155,556  
CHARITY CARE

\$77,905,000  
CAPITAL EXPENDITURES SINCE 1964

\$26,581,377  
PAYROLL

\$20,753,374  
CHARITY, COMMUNITY,  
UNREIMBURSED, BAD DEBT AT COST

\$47,334,751  
TOTAL IMPACT FOR 2014

Emergency Services

16,294  
EMERGENCY  
ROOM

3,942  
DEKALB EMS  
AMBULANCE SERVICE  
(NUMBER OF TRIPS)

\*X-ray, EKG, Nuclear, Ultrasound, CT, Mammography, MRI, Lab (Auburn), Lab (Butler), Lab (Garrett), EEG, Respiratory, Sleep, PT Hospital, PT Home Health, OT Hospital, OT Home Health, Cardiac Rehab, Pulmonary Rehab, Speech, Anti-Coagulation. \*\*Includes Surgery and Endoscopy. \*\*\*Anti-Coagulation Clinic, Specialty Clinic.



Patient escort Julie Chapman transports patient, Noah Griggs



## MISSION

**Promote, Preserve, Restore Health**

## VISION

**To be the Healthcare Organization of Choice for Patients, Payers 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.*

