

2016
ANNUAL REPORT



CEO MESSAGE

White River Health System (WRHS) celebrated the 40th anniversary of our flagship facility, White River Medical Center (WRMC), in 2016. While we celebrated the accomplishments of the past, we remain focused on the future of healthcare in our region.

WRHS provides medical care in 14 communities throughout North Central Arkansas. In addition to being the region's choice for healthcare, WRHS is a major area employer. More than 1,600

a strategic physician recruitment plan to meet the healthcare needs of the residents we serve. In 2016, WRHS welcomed 14 physicians and nine nurse practitioners to our medical community.

WRHS is taking a proactive approach to addressing the need for highly qualified, well-trained physicians. Through an innovative collaboration with the University of Arkansas for Medical Sciences (UAMS), WRHS developed an accredited Graduate Medical Education Program.

The healthcare industry continues to change; however, delivering quality healthcare remains our mission.

employees, including 68 physicians and 30 nurse practitioners choose to work for our organization. We are proud of our contribution to the economic viability of the region.

The availability of qualified providers challenges every healthcare organization. This is especially true in rural communities. WRHS uses

This summer, WRHS will welcome the first class of Internal Medicine Residents to WRMC. We are confident that the Residency Program will have a positive impact on healthcare in North Central Arkansas.

As you read our Annual Report, you will see our vision for the future of healthcare in North Central Arkansas.



SERVICE

Service is about more than the medical care provided within the walls of our hospitals and clinics. As a leading healthcare organization in the region, WRHS also focuses on being a trusted source of health information. There are many ways we reach out to the community to provide education on health topics important to the residents we serve.

"They care about me because they care about our community."

– Jane Summers, 2016 Patient Testimonial

Screenings & Health Fairs

Screenings and health fairs provide a way for clinical professionals to interact with residents in a more casual setting. WRHS hosts annual screening events and participates in health fairs in communities throughout our service area. These events raise awareness and provide a forum for one-on-one communication. Screenings are not intended to take the place of a visit to a healthcare provider but to serve as a resource for residents who want to know more about their health and/or how to access our healthcare system.

CommHealth

Companies that invest in the CommHealth Worksite Wellness program are making an investment in the well-being of their employees. Healthy employees are more productive, less prone to on-the-job injuries, and use fewer sick days. During an event, a clinical team visits the worksite to conduct biometric health screenings and offer employees practical strategies to improve their health. Employers receive a report on the overall health of their workforce, as well as recommendations for improving employee health and lowering health insurance and medical costs.

Community Health Education

The WRMC Community Health Education luncheons feature presentations about topics that impact personal and community health. Events are held monthly and free to attendees. Members of the WRMC Medical Staff graciously offer their time as presenters. Additionally, WRMC offers prenatal and breastfeeding education, preoperative total joint replacement education, cancer support groups, diabetes education, and supports other community health education efforts by offering our facilities as a meeting place.

Patient Satisfaction

The Vision of WRHS begins with *where patients choose to receive care*. We believe patient satisfaction is an important element of how patients choose where to receive care. Patient satisfaction is continually monitored and reported to reward high performers, ensure accountability, and identify improvement opportunities. Employees focus on delivering healthcare with exceptional service. Stone County Medical Center (SCMC) has consistently achieved high patient satisfaction scores. The ability to maintain high patient satisfaction is an example of the commitment by SCMC employees to the health of their community and success of the facility.



QUALITY

There is currently a nationwide shortage of providers in the field of primary care. As a proactive measure to ensure that our patients are not affected by this shortage, members of the WRHS leadership team collaborated with the University of Arkansas for Medical Sciences (UAMS) at Little Rock to develop a **Graduate Medical Education program at WRMC**. The concept of the program includes a Residency site for physicians in the fields of Internal Medicine (IM) and Family Medicine (FM). In 2016, the Accreditation Council for Graduate Medical Education (ACGME) accredited the WRHS GME program. WRHS and UAMS are the only Arkansas health systems accredited by the ACGME. In January of 2017, the ACGME program accredited our IM Residency program, allowing WRMC to accept applicants for the program, which is set to begin in the summer of 2017. This will allow physicians to come into our area to obtain training by our well-qualified Medical Staff. Not only does this help the residents, it helps our patients and our community. The FM Residency is set to launch in the summer of 2018.

WRMC completed the first year of voluntary participation in Medicare's **Bundled Payments of Care Improvement Initiative**. The program measures quality statistics and monitors patient outcomes for total joint replacement surgery. With the support of WRMC Administration, WRMC physicians, clinical staff, and information systems staff, an incentive of \$321,000 was obtained.

WRMC was also recognized for efforts in improving quality care by Arkansas Medicaid and the Arkansas Foundation for Medical Care (AFMC). WRMC received \$203,950 as part of the annual **Inpatient Quality Incentive** (IQI) program. The IQI program requires eligible hospitals to meet specific goals in quality measures proven to improve patient outcomes. The IQI program measures include; early elective deliveries, smoking cessation education, and use of contrast media in Computed Tomography (CT) tests.

Stone County Medical Center (SCMC) was one of 49 hospitals in the Arkansas Hospital Association **Health Engagement Network** (HEN). HEN provides technical assistance, educational opportunities, and training resources. SCMC developed quality initiatives to improve patient care and reduce healthcare costs.

SCMC also received the American Hospital Association's **Most Wired Award**, which recognizes hospitals and healthcare systems for their commitment to technology. SCMC employees have embraced technology to improve the delivery of medical care so that the clinical staff can dedicate their time to providing care at the bedside.



40-YEAR FACTS

THEN: White River Health System's flagship facility, White River Medical Center, opened on January 31, 1976. Plans for the facility were developed by a group of six men: W.D. Murphy, Jr.; Elmer Cochran, Sr.; Conway Hail, Jr.; Dr. A.H. Hathcock; Dr. F.O. Wyatt; and Dr. C.A. Taylor.

NOW: Today, WRHS is a multi-facility organization that spans over 10 Counties in North Central Arkansas.



PEOPLE

At WRHS, we understand the importance of having dedicated, capable staff trained in a number of different areas. While this naturally includes nursing and clinical ancillary services, where employees closely care for the patients, it also includes dietary, environmental services, maintenance, patient financial services, and more. WRHS leaders challenge employees to be aware of their role in quality care and patient satisfaction. To be the organization where physicians choose to practice and employees desire to work, WRHS is committed to competitive compensation and employee benefits, as well as employee growth and development. Tuition reimbursement, scholarship programs, and work flexibility encourage employees to pursue advanced degrees in high-demand healthcare fields.

While the total number of employees grew in 2016, the number of providers, in particular, experienced a significant increase. A targeted, strategic recruitment program ensures the availability of medical manpower today and in the future to meet the needs of residents in our service area. On the right side of this page is a list of all providers who joined our organization in 2016.

It's not just those on our payroll who are essential to the success of WRHS. More than 100 volunteers in our Auxiliary assist patients, visitors, physicians, and employees. White River Medical Center, Stone County Medical Center, and the WRMC Medical Complex in Cherokee Village each have volunteer services. The **volunteers gave 20,796 hours of their time** in different roles such as guiding visitors, delivering newspapers, flowers, and positive notes to patients, and working in our gift shops and cafeterias.

Gift Shop proceeds from WRMC and SCMC are used by the Auxiliary to enhance patient care and provide scholarships for students choosing a career in healthcare. In 2016, the WRMC Gift Shop received nearly \$374,000 to contribute to an area of need within WRMC.



Katherine Appleget, MD
Obstetrics/Gynecology
The Women's Clinic



Lauren Cinel, MD
Family Medicine
WRMC Medical Complex Cherokee Village



Anitsira Collado, MD
Internal/Hospital Medicine
White River Medical Center



Joaquin Duarte, MD
Internal/Hospital Medicine
White River Medical Center



Stacy Gibson, MD
Family Medicine
WRMC Family Practice Harrison Street



Khaled Khasawneh, MD
Program Director
WRMC Internal Medicine Residency



Philip Pack III, DO
General Surgery
WRMC Surgery Clinic



Ian Parker, DO
Family/Neuromusculoskeletal Medicine
WRMC Medical Complex Southside



John Rians, MD
Psychiatric Medicine
The Stepping Stone



Praveen Pakeerappa, MD
Interventional Pain Management
WRMC Pain Management Clinic



C. Adam Pearrow, DO
Family/Neuromusculoskeletal Medicine
Stone County Primary Care Clinic



Mahiry Romero Salinas, MD
Internal/Hospital Medicine
White River Medical Center



Anup Singh, MD
Critical Care Pulmonology
Batesville Pulmonology



Mark Wright, MD
Vascular Specialist
WRMC Surgery Clinic



Suzanna Blackburn, APRN
Family Medicine
Sugarloaf Medical Clinic



Jodi Gibson, APRN
Family Medicine
Stone County Primary Care Clinic



Angela Hendricks, LPC
Behavioral Health
WRHS Behavioral Health Clinic



Brian Perry, APRN
Mental Health
The Stepping Stone



Gena Powers, APRN
Pediatric Medicine
The Children's Clinic



Angel Samuel, APRN
Interventional Pain Management
WRMC Pain Management Clinic



Erin Sandefur, APRN
Family Medicine
WRMC Family Practice White Drive



Callie Taylor, APRN
Family Medicine
Stone County Primary Care Clinic



Judy Tevebaugh, APRN
Family Medicine
WRMC Medical Complex Cherokee Village

40-YEAR FACTS

THEN: In 1976, White River Medical Center opened with 185 employees and 17 physicians.

NOW: Today, White River Health System employs more than 1,600 people. Our employees work at hospitals, outpatient care centers, clinics, and senior life centers in 14 communities across North Central Arkansas. WRHS provides secure employment and adds to the economic diversity of the region.

GROWTH

The healthcare environment is changing. Advances in medical technology and clinical best practices reduce hospital stays, and the development of new medications save lives. Growth depends on strategic initiatives to provide healthcare services in the most appropriate setting. In 2016, White River Health System announced a number of projects to provide care when and where it is needed most. Growth is another area in which WRHS excelled in 2016.

- WRHS opened the White River Medical Center Medical Complex Heber Springs, WRMC Medical Complex Newport, and WRMC Medical Complex Southside. These facilities offer primary and specialty healthcare services. The Newport and Southside facilities offer imaging services. Additionally, the WRMC Medical Complex Newport added an After Hours Clinic, which enables access to primary care services seven days a week.
- WRHS acquired two established clinics: Batesville Family Practice and Batesville Surgery & CT Imaging. The acquisition of these clinics will allow physicians to devote their full attention to patient care and turn over day-to-day managerial responsibilities to WRHS Clinic Administration. Batesville Family Practice is now Batesville Family Care; Batesville Surgery Clinic is now WRMC Surgery Clinic.
- Residents in and around Melbourne have access to primary care seven days a week with the extension of the Melbourne Medical Clinic hours to Friday, Saturday, and Sunday.
- WRHS assumed management of eight Senior Life Centers in North Central Arkansas. The Centers will increase WRHS's presence in those locations and further develop positive relationships through health education and medical screenings.
- Steve Alexander, MD, accepted the position of Medical Director of the WRMC Breast Care Center and high-risk breast cancer clinic. Dr. Alexander is leading the effort to provide multi-disciplinary care that includes screening, diagnosis, evaluation, treatment and survivorship services to women.
- The WRMC Emergency Department (ED) underwent a major expansion and renovation to improve the flow in the ED and better accommodate the approximately 30,000 patients who visit the ED annually. The expansion added 5,000 square feet to the ED, bringing the total square footage to 15,000.
- WRMC's Stepping Stone Inpatient Psychiatric Unit expanded from twelve to twenty-four beds.
- WRHS expanded digital mammography services to include Stone County Medical Center in Mountain View and the WRMC Medical Complex Cherokee Village.

40-YEAR FACTS

THEN: WRMC opened its doors in 1976 as a stand-alone 108-bed hospital.

NOW: Today, what was once just one hospital has grown into White River Health System. In addition to WRMC, which is now a 224-bed facility, WRHS consists of SCMC, a 25-bed critical access hospital in Mountain View, four medical complexes, 18 primary care clinics, 18 specialty clinics, and eight senior life centers. The overall footprint of WRHS spans to all of, or a portion of, ten counties.

FINANCE

In 2016, WRMC received the **Supply Chain Excellence Award** for its superior supply expense performance. Premier Inc., a leading healthcare improvement company, presented the award. Out of 3,600 Premier members, there were only 33 hospitals and health systems that received the award. Not only was WRMC one of those hospitals, it was also the only recipient from the state of Arkansas. Winners were identified using four industry standard case-mix-index-adjusted supply expense ratios. A peer-grouping methodology was used to ensure that organizations of diverse sizes and complexity were given equal consideration.

In August of 2016, White River Health System Foundation PEP (Positive Empowered Employees) Club was established. Since its introduction, the employee-giving program has gained 316 members and raised over \$31,000. Employees choose the area of need for their donations. **PEP Club funds are distributed to the following Foundation priorities:**

Areas of Greatest Need	\$9,937
Community Health	\$1,940
Mental Health	\$964
Nursing Scholarships	\$2,604
Patient Assistance	\$6,190
Ribbons of Hope	\$7,701
WRMC ER	\$331
WRMC Residency Program	\$1,349

There are many incentives provided to PEP Club members. Some include free movie nights at the Melba Theatre for members and their guests, discounts at local businesses in Batesville and Mountain View, and regular member appreciation events.

White River Health System

Supplies & Purchased Services \$77,473,649

Annual Salaries, Wages, & Benefits \$109,500,006

White River Medical Center

Inpatient Admissions 8,174

Charity Care \$3,188,389

Births 651

Surgeries 7,334

ER Visits 28,408

of Employees 1,577

Stone County Medical Center

Inpatient Admissions 732

Charity Care \$314,821

Surgeries 1,334

ER Visits 7,669

of Employees 120

WRMC Medical Complex

ER Visits 8,663

WRHS Foundation

Funds Raised \$975,278

Grants Secured \$112,368

LEADERSHIP

WRHS Administration

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Chief Executive Officer

Doug Bernard, MD,
Chief Medical Officer

Tammy Gavin, FACHE,
Chief Operating Officer

Phil Hacker,
Chief Financial Officer

Gary McDonald,
Chief Support Services Officer

Gary Paxson, BSN, MS, RN-BC,
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Jody Smotherman,
Associate Administrator of Graduate Medical Education

Stanley A. Townsend,
SCMC Administrator/COO

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WRMC Auxiliary Board

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