



2017 ANNUAL REPORT

 **WHITE RIVER
HEALTH SYSTEM**
The Care You Need. Where You Need It.

CEO

MESSAGE



Scott Lancaster

When Scott walked into the MPOC Orthopaedic & Sports Medicine Clinic for hand pain, he never guessed he would go to White River Medical Center for emergency hand surgery. This being his first experience with surgery, he was concerned about the procedure ahead. The staff at WRMC made him feel comfortable so he could focus on returning to his daily routine.

In an ever-changing healthcare environment, the responsibility of hospitals extends beyond care to patients during their visit to a hospital or clinic. The White River Health System (WRHS) Board of Directors, administrators, providers, employees, and volunteers have embraced the

(IM) Residency Program earned accreditation, and the initial class of 10 physicians began training July 1st. Based on the experience of other residency programs, our IM Program should increase the future number of physicians practicing in our community.

To provide the level of care our patients deserve, WRHS is committed to quality improvement and investment in medical technology. WRHS's quality initiatives are producing excellent results, and the savings are being reinvested in further advancements in medical technology.

WRHS experienced significant growth during 2017.

shift from illness driven care to an emphasis on wellness. As a result, WRHS experienced significant growth during 2017.

To ensure access to healthcare services, we expanded our clinic division. The addition or expansion of facilities in WRHS's service area ensures area residents receive quality care in the most appropriate setting.

The availability of qualified medical professionals continues to challenge healthcare organizations, especially rural providers. Understanding this vitally important need, I am pleased to report WRHS's Internal Medicine

Support for patients after hospitalization is a vital component of the care we provide. To ensure patients have this support, we partner with Lyon College to provide the Health Coach Program. The Program provides Lyon pre-professional students with access to real-life experience. In addition, WRHS partners with the University of Arkansas Community College of Batesville (UACCB) to provide the Health Navigator Program. The Program engages UACCB students to assist patients at home with follow-up phone calls and visits. Both programs provide patients with the resources for better health.

However, the most important part of quality improvement is the realization that our patients obtain their best possible state of health.

We invite you to review our accomplishments of 2017, and we look forward to future opportunities and challenges. We are grateful for the opportunity to be the premier healthcare organization of North Central Arkansas.

Gary Betow



PEOPLE

Our employees are vital to our mission of providing quality medical care and improving the health of our communities. To ensure the availability of qualified staff, WRHS serves as a clinical training site for Ozarka College, UACCB, University of Arkansas for Medical Sciences (UAMS), and others.

To be the organization where physicians desire to practice and employees desire to work, WRHS offers competitive compensation and benefits, tuition reimbursement, scholarship programs, and work schedules that recognize the need for work/life balance.

During 2017, WRHS employment grew to 1,745 employees at facilities in 14 communities throughout North Central Arkansas. With an annual payroll of \$94M and purchases of \$51.8M, we are proud of our contribution to the economic health of the region.



William Baker, MD
Emergency Medicine
White River Medical Center



Scott Darnell, MD
Emergency Medicine
White River Medical Center



Diana Jacob, MD
Hospital Medicine
White River Medical Center



Amanda Johnson, MD
Hospital Medicine
White River Medical Center



Gilbert-Roy Kamoga, MD
Hospital Medicine
White River Medical Center



Marie Kent, MD
Emergency Medicine
Stone County Medical Center



Devi Nair, MD
Electrophysiology
White River Medical Center



Jonathan Robertson, MD
Emergency Medicine
White River Medical Center



Edwin Sherwood, MD
Emergency Medicine
White River Medical Center



Danyale Wallace, MD
Emergency Medicine
White River Medical Center



Melissa Yawn, MD
Family Medicine
Newport Diagnostic Medical Clinic



Adrienne Friedly, APRN
Interventional Pain Management
WRMC Pain Management Clinic



Justin King, APRN
Emergency Medicine
White River Medical Center



Joshua McIntosh, APRN
Orthopaedic & Sports Medicine
MPOC Orthopaedic & Sports Medicine Clinic



LaVertta Miller, APRN
Family Medicine
Drasco Medical Clinic



Jessica Moody, APRN
General Surgery
White River Medical Center



Tyler Sandlin, APRN
Pediatric Medicine
The Children's Clinic



Bobbie Sutterfield, APRN
Family Medicine
WRMC Primary Care Clinic



Cheyenne Wilson, PA-C
Orthopaedic & Sports Medicine
MPOC Orthopaedic & Sports Medicine Clinic

New Providers

Affiliation with UAMS

In June, WRHS and UAMS announced an affiliation agreement. The agreement supports the delivery of exceptional healthcare to patients and advances health sciences education, while maintaining the independence of each organization.

The agreement provides the opportunity for collaboration in clinical trials and research, as well as development of telemedicine and e-consults with UAMS specialists. Using evidence-based best practices, UAMS and WRHS have adopted protocols for patient care and specialty referrals.

WRHS serves as a clinical education site for UAMS students in the Health Professions, Nursing, and Pharmacy departments. UAMS provides access to its library, research, and other educational resources. Professional development services such as continuing medical education, presentations, and others resources are also available.

Internal Medicine Residency Program

On July 1, 10 medical school graduates began three years of IM residency training at White River Medical Center (WRMC), our organization's flagship facility. The WRHS IM Program represents a unique partnership between WRHS and UAMS. By combining the resources of an academic medical center and regional community hospital, our Residents have the opportunity for a rich educational experience while enjoying the benefits of living in a small, yet progressive community. The Program will accept 10 residents each year for a total of 30 residents as the program matures. The IM Residency Program elevates the level of patient care, promotes physician recruitment, and brings new families to our community. Feedback from residents, physicians, and patients has been overwhelming positive.

2017 Volunteer Program

Volunteers generously give their time to improve the patient experience. Our volunteers welcome patients, guide visitors, deliver flowers, patient emails, cards, and newspapers by request. They also volunteer in our cafeteria and gift shops. Volunteers assist patients, visitors, physicians, and employees at WRMC, Stone County Medical Center (SCMC), and the WRMC Medical Complex in Cherokee Village. More than 135 volunteers gave nearly 30,000 hours of their time to WRHS.

Gift Shop proceeds from WRHS facilities are used by the Auxiliary to enhance patient care and provide scholarships for students choosing a career in healthcare. In 2017, our facility gift shops contributed over \$422,000 to various areas of need throughout WRHS.

SERVICE

To be the organization where patients choose to receive care requires a commitment to the highest level of customer service. Customer service training begins when employees join the organization. Our Patient Experience Coordinator monitors patient satisfaction at all levels of the patient encounter. Patient Satisfaction results are reported throughout all levels of the organization to reinforce organizational commitment to service. All divisions, WRMC, SCMC, and the WRHS Clinics exceeded patient satisfaction goals in 2017. Moving forward, we will continue to train employees, monitor results, and make adjustments necessary to achieve our customer service goals.

Creating Healthier Communities

It is important for all to take steps to improve their health and the health of others around them. To make those resources easily accessible to the patients in our community, WRHS delivers education, healthcare information, and screenings. WRHS community health programs include worksite wellness events, senior events, and events for student athletes.

Screenings & Health Fairs

Health screenings provide a way for healthcare organizations to reach out to area residents who may not have access to care. WRMC's Annual Prostate Cancer Screening and HealthFirst Women's Health Expo offer health screenings, wellness information, and the opportunity to interact with healthcare professionals in a community setting.

WRHS attended or organized nine additional health fairs to provide screenings to residents throughout our service area. These events

encourage health awareness and provide the opportunity for one-on-one communication with healthcare professionals.

CommHealth

CommHealth is designed to help businesses achieve their employee wellness goals by providing on-site wellness screenings and education. Health insurance costs and lost productivity from employee illness can negatively affect a business' profitability. Studies show that 80% of healthcare costs related to illness are preventable. During 2017, the WRHS CommHealth Worksite Wellness Program provided services to 30 businesses ranging from biometric screenings, lunch and learn events, flu shots, CPR training, and healthcare information.

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 injuries, and use fewer sick days.

Community Health Education

The monthly WRMC Community Health Education luncheons feature presentations by the WRMC Medical Staff on important health topics. These presentations are free to the public. Additionally, WRMC offers prenatal and breastfeeding education, preoperative total joint replacement education, cancer support groups, and supports other community health education efforts by offering our facilities as a meeting place.

In 2017, WRHS hosted eight presentations at the Senior Life Centers, as well as monthly diabetes education events, at the WRMC Medical Complex Cherokee Village and other local businesses.

Safe Sitter Program

The WRMC Auxiliary Community Service initiative sponsored WRMC as a Registered Safe Sitter® Teaching Site. As a teaching site, WRMC offers the life and safety training program for young teens, grades 6-8. Participants learn how to prevent injuries and handle emergencies when home alone, watching younger siblings, or babysitting. In 2017, WRMC trained 38 young teens to care for children as baby sitters or as a responsible family member for younger siblings.

Injuries are the leading cause of death in children up to age five. Safe Sitter® aims to reduce the number of avoidable and unintentional deaths among children with young teen caretakers. The program follows American Heart Association standards for rescue skills and instruction in first aid techniques from the American Academy of Pediatrics.



Debbie Kehrl

As a retired Breast Care nurse, Debbie is familiar with the signs of Breast Cancer. When she discovered a lump while doing a self-examination, she knew it was time to see her doctor. The mammogram confirmed her fear—Breast Cancer. When it came to where to go for her care, she realized she had everything she needed right here at WRHS.



Tim Finley

Even though Prostate Cancer runs in Tim's family, he never thought he would hear that he had it. During a clinic visit, his primary care provider recommended he get screened for Prostate Cancer. Thankfully, Tim's cancer was discovered early enough to give him the best odds for a full recovery. Now Tim encourages other men to get screened for their best chance at survival.

QUALITY

People come to our hospitals for many reasons. An eager husband and wife await the birth of their first child. An anxious daughter waits to hear the outcome of her mother's surgery. A grandmother prepares for knee replacement surgery, after which she will be able to play with her grandkids again. Whatever the reason, WRHS's focus is to provide great quality care to the families in our service area. We want patients to feel confident in the care we provide to them and their family.

Perioperative Surgical Home

The Perioperative Surgical Home (PSH) is an innovative approach to surgical care that improves care coordination, patient education, and hospital processes to improve health and reduce costs. WRMC is one of 44 hospitals in the United States and the only Arkansas hospital in the pilot project.

The PSH is a paradigm shift in the delivery of care. The PSH brings every person involved in patients' care together, including the patient and their support system. The program looks at surgery as one event, rather than a series of events that results in a joint replacement or another procedure. This multidisciplinary approach improves patient outcomes, reduces unintended hospital readmissions, and improves the functional recovery for patients after joint replacement and other orthopaedic procedures.

Partnership with Local Colleges

The WRMC Community Care Network (CCN) connects patients to community resources outside the hospital to help them manage their health. The signature accomplishment of the CCN is the collaboration with Lyon College and UACCB.

The partnership with Lyon College trains

Lyon pre-professional students as Health Coaches. WRMC collaborates with UACCB to train nursing students as Health Navigators. The focus of both programs is to assist patients in understanding their health status, discuss symptoms and problems to report, help ensure patients understand and take medication properly, and help connect patients with outpatient care and community resources. The CCN resulted in fewer hospital readmissions, higher patient satisfaction, and reduced cost to the hospital.

4-Star Rating on Hospital Compare

WRMC and SCMC received a four-star rating from the Centers for Medicare & Medicaid Services (CMS). The overall rating summarizes up to 57 quality measures for conditions commonly treated in hospitals. These measures are used by CMS to show the performance of the WRMC and SCMC (on average) compared to other hospitals throughout the country.

GROWTH

It is WRHS's mission to provide quality healthcare and improve the health of our communities. The **WRHS clinic network** includes primary care and specialty clinics in 14 communities throughout our service area. The organization added clinics in Heber Springs and Southside, as well as acquired established clinics in Batesville.

Renovations and expansion in WRMC's Inpatient Rehabilitation and Interventional Cardiology Departments further enhance our ability to provide care. The organization also expanded outpatient rehabilitation with the addition of Cardiac and Pulmonary Rehabilitation in Mountain View and Newport. Outpatient Physical Therapy was added to the WRMC Medical Complex in Newport, and the PROS Therapy Clinic in Batesville collaborated with the Batesville Community and Aquatic Center to offer aquatic therapy.

Technology is an integral part of delivering quality healthcare. WRMC Physicians utilize the latest technology to improve clinical outcomes, shorten hospital stays, and ultimately improve the health and quality of life for our patients. One example of how WRHS has seen a growth in technology is with the addition of a Transcatheter Pacing System (TPS), a new pacemaker that regulates heart rhythms in patients diagnosed with bradycardia. Another example includes an upgrade to our da Vinci robotic assisted surgery system. With robotic assisted surgery, patients experience less pain and blood loss, shorter hospital stays, and a quicker return to normal activities. Traditionally used for urologic and gynecologic surgery, the new system allows WRMC to expand the use of robotic assisted surgery to general surgery procedures.

Mary Davis

As a native of Batesville, small town values and care are important to Mary. That is why the care she received at White River Medical Center made all the difference. By the time she left the hospital, she felt like she was leaving family.



FUNDANCE

Our organizational culture is built on the fundamental concepts of people, service, quality, growth, and finance. Excellence in each area is vital to our mission of providing quality healthcare and improving the health of our communities. Every employee of WRHS is expected to be a good steward of financial resources and empowered to present ideas for cost savings and efficiency to their leaders.

Orthopaedic Improvement Project

WRMC is one of 44 hospitals in the United States participating in a national learning collaborative to improve Surgical Care. WRHS's PSH is an interdisciplinary project that includes extensive data collection and analysis to improve clinical outcomes and reduce costs. On average, the program has reduced expenses by \$3,700 per case. More importantly, post-operative complications have declined. Patients report less pain, greater satisfaction, and an earlier return to regular activity.

Cost Savings Projects

Medical supplies and lifesaving medications can cost thousands of dollars. WRHS Pharmacy and Materials Management Departments work to control supply and medication expenses through group purchasing contracts, alternative product evaluation, and supply chain management. Employees are encouraged and empowered to

share their ideas for reducing hospital supply costs. Employees who submit successful cost savings projects receive a financial award for their efforts.

WRHS Foundation PEP Club

WRHS employees generously support our organization through the WRHS Foundation PEP (Positive Empowered People) Club. The employee-giving program added 435 members and raised \$142,331 in the first year. PEP Club's funds benefit the following Foundation priorities: Area of Greatest Need, Mental Health, CommHealth, Nursing Scholarships, Patient Assistance, Ribbons of Hope, WRMC ER, and WRMC Residency Program. In addition to the satisfaction of helping others, PEP Club members enjoy movie nights, local business discounts, and member appreciation events hosted by the Foundation staff.



Supplies + Purchased Services
\$51,779,695



Annual Salaries + Wages + Benefits
\$94,320,468



Inpatient Admissions
WRMC-8,947
SCMC-686



Charity Care
WRMC-\$2,637,005
SCMC-\$393,017



Births
WRMC-722



Surgeries
WRMC-7,037
SCMC-1,308



ER Visits
WRMC-31,784
SCMC-7,058
WRMC Medical Complex Cherokee Village-8,377



of Employees
WRMC-1,619
SCMC-126



Foundation
Funds Raised-\$589,558
Grants Secured-\$193,500



Paul Moser

It was a routine day until Paul Moser suffered a heart attack. The WRMC Emergency Department was the first step to a strong recovery.



LEADERSHIP

WRHS Administration

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Chief Medical Officer

Terri Bunch, MSN, BSN, RN,
Chief Nursing Officer

Lindsey Castleberry,
In-House Counsel

Tammy Gavin, FACHE,
Chief Ancillary/Support Services Officer

Phil Hacker,
Chief Financial Officer

Gary McDonald,
Chief Facilities/Personnel Officer

Gary Paxson, BSN, MS, RN-BC,
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WRMC Auxiliary Board President

WRMC Auxiliary Board

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Vice President

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Director of Volunteer Services

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Suzie Cunningham

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John Ginn

Janiece Haworth

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Isobel Stanton

Gwen Thompson

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Nathan Criss

Cathy Johnson

Gene Moore

Nancy Orr

Charlotte Ratliff

Ex-Officio Members

James Mack Street

Surinder Sra, MD



Connie Schirmer

9-29-1934

12-27-2017

In Their Memory

Leo Sutterfield

7-3-1946

9-13-2017





The Care You Need. Where You Need It.

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www.WhiteRiverHealthSystem.com