



2015

ANNUAL REPORT



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



MESSAGE FROM THE CEO

In this Annual Report, you will read about fire starters and fire starter moments. In *Hardwiring Excellence*, Quint Studer describes the critical role of fire starters in early civilization. The fire starter was responsible for keeping the fire burning. Fire was

You will read about many fire starter moments, or successes within our organization. Although it is impossible to name them all, these moments are made possible by fire starters who pride themselves on making our organization better. Their efforts

Fire starters are leaders working to a culture of excellence based on the principles of purpose, worthwhile work, and making a difference.

essential to survival. Today, fire starters are vital to organizational survival. Fire starters are leaders working toward a culture of excellence based on the principles of purpose, worthwhile work, and making a difference. Fire starters tend to our organizational flame and ensure that it burns brightly.

to remain dedicated, compassionate, and enthusiastic about providing quality patient care make me proud. It is important for us to deliver the exceptional quality care that our patients deserve. I encourage you to share my pride as you read about our accomplishments of 2015.



BEING A FIRE STARTER IS ABOUT PROVIDING GREAT SERVICE



Fire Starters are employees who transform service from good to great. These people have the potential to let their flame, or passion for healthcare, burn brightly. We want the light from their flame to shine through them and positively impact everyone with whom they interact. As a service initiative in 2015, we focused on developing Fire Starters in 2015.

These Fire Starter initiatives were created to build a better working environment for employees and a better healthcare environment for our patients.

Fire Starter Training

To start, we redesigned our ACE (All Committed to Excellence) Training. Now called Fire Starter Training, the goal of the four-hour training is to inspire, educate, and encourage employees. We want to inspire employees by reminding them why they chose healthcare as a profession. We want to educate our employees on what it means to be, and how to be, Fire Starters. We want to encourage them to keep their light shining and give our patients and families the best possible experience at our facilities.

PRIDE

WRHS recognizes taking PRIDE (Personal Responsibility In Delivering Excellence) as the foundation of service. As associates of White River Health System, we must each take PRIDE within our organization. To succeed, we must provide Prompt service, display Respect, be Involved, show professional Demeanor, and ensure Environmental focus.

Ticketed for Excellence

At White River Medical Center, the Ticketed for Excellence recognition program began in 2015. Through this program, leaders recognize exceptional performance by employees with a *ticket*. Each time an employee receives a ticket, he/she is entered into a monthly drawing. The program improves morale and provides leaders with another opportunity to encourage a culture of excellence.

Quiet Time

When we asked patients what we could do to make their hospital stay better, the noise level in and around patient rooms was identified as an area in need of improvement. As a result, leaders from across the hospital worked together to establish Quiet Time. Visitors, deliveries, housekeeping, and ancillary tests and treatments are discouraged during Quiet Time to create a period of uninterrupted rest for patients. Studies have shown that Quiet Time improves healing, comfort, and overall patient satisfaction.

Physician Access for Inpatients

The Hospital Medicine team consists of Internal Medicine providers who provide care and/or consultation to patients hospitalized at WRMC. Hospitalists work exclusively in the hospital caring for patients who do not have a primary care physician or for patients whose physicians choose not to maintain a hospital practice. WRMC's Hospital Medicine Program experienced major growth in 2015 with the addition of three physicians and Advance Practice Nurses to provide round the clock care and improve patients' access to physicians/care.

BEING A FIRE STARTER INVOLVES PROVIDING A CONTINUUM OF QUALITY CARE

Improving quality within our organization is an objective we always keep at the forefront. We made major reorganizational changes within the system to successfully develop a Quality Division. Through data analysis, implementation of clinical best practices, and continual monitoring, the Quality Division is providing tools for bedside nursing staff to improve the quality of patient care. To date, early reports are encouraging.

In alignment with our mission to improve the health of our communities through education and outreach, WRMC implemented a Population Health Department. The goal of Population Health is to improve community health by ensuring collaborative care is provided to all patients within WRMC and with other health agencies and social services.

To ensure quality healthcare and availability of medical manpower, we received Accreditation by the Accreditation Council for Graduate Medical Education (ACGME) to establish a Medical Residency Program in Internal Medicine and Family Practice in 2017 and 2018. A medical residency is a period of advanced medical training and education for new physicians. Specialists from the hospital's medical staff will train the residents. The development of the residency program demonstrates White River Health System's commitment to creating medical education opportunities in rural areas and to ensuring access to primary medical care for residents in North Central Arkansas.

Positive Results of Our Quality Improvement Initiatives



 **\$190,800**

WRMC was recognized for efforts in improving quality care by Arkansas Medicaid and the Arkansas Foundation for Medical Care (AFMC). WRMC received an Inpatient Quality Incentive (IQI) performance payout in the amount of \$190,800 for improved quality measures in obstetrics (OB) and tobacco cessation education.

 **40%**

Another area of quality where we saw positive results in 2015 was in readmissions, patients who return to the hospital within 30 days of their initial stay. It's important for us to make sure that patients who stay in our facility have what they need when they go home to ensure they stay healthy once they get there. We made many changes in our discharge process which, in only a year's time, resulted in an impressive 40% decrease in readmissions.

 **92nd**

SCMC's patient satisfaction scores at the end of the year were in the 92nd percentile. SCMC's Inpatient and Emergency Departments continue to receive excellent satisfaction scores.

BEING A FIRE STARTER MEANS HAVING PEOPLE WHO MAKE A DIFFERENCE

Our Physicians, Employees, and Volunteers are the very core of our organization. Their kindness and compassion shine brightly on all the patients and visitors they encounter.

The Medical Staff Development Committee, a group of board members, physicians, and administrators, creates a strategic physician recruitment plan to ensure residents of our service area have access to care, and physicians choosing our region for a medical practice can be successful. In 2015, the committee recruited providers needed in the areas of Emergency Medicine, Family Medicine, Hospital Medicine, Internal Medicine, Obstetrics/Gynecology, Pain Management, and Pediatrics. We also added providers for two new clinical services, Electrophysiology and Rheumatology.

At WRHS, Volunteers are active in providing service to our patients, employees, and visitors. In 2015, the WRMC Medical Complex joined WRMC and SCMC in providing volunteer services. There are almost 200 volunteers serving throughout WRHS. They provided a total of 25,142 hours helping patients, employees, and visitors.



Anthony Abraham, DO
General Surgery/WRMC



Jyoti Chaudhary, MD
Internal Medicine/WRMC



Russell DiPonio, MD
Internal Medicine/WRMC



Lakshman Gollapalli, MD
Pain Management/WRMC



Jabbar Joshua, MD
Emergency Medicine/WRMC



Jason Knott, DO
Obstetrics & Gynecology/WRMC



Neeraj Kumar, MD
Pain Management/WRMC



Raphael Ngengwe, MD
Electrophysiology/WRMC



Luis Quiel, MD
Hospital Medicine/WRMC



Shailendra Singh, MD
Rheumatology/WRMC



Abhilasha Solanki, MD
Pain Management/WRMC



Emilio Tirado, MD
General Surgery/SCMC



Nisha Viswanathan, MD
Hospital Medicine/WRMC



Gwenevere White, MD
Pediatrics/WRMC



Ashley Bagwell, APRN
Family Medicine/Tuckerman



Jennifer Johnson, APRN
Family Medicine/Cherokee Village



Robin Kerr, APRN
Family Medicine/Batesville



BEING A FIRE STARTER IS ABOUT GROWING IN WAYS THAT ALLOW OUR PATIENTS TO GET THE CARE THEY NEED, WHERE THEY NEED

🔥 The **WRMC Rheumatology Clinic** opened in 2015 with Rheumatologist Dr. Shailendra Singh as the provider. The Rheumatology specialty meets the needs of many patients in our area who once had to travel long distances to receive this specialty care.

🔥 White River Health System (WRHS) also established an **Epilepsy Monitoring Unit (EMU)** with Batesville Neurology Clinic at White River Medical Center. Through Epilepsy Monitoring, specially trained staff are able to monitor patients using video and electroencephalogram (EEG) to detect seizure activity. Epilepsy is the most common disorder of the nervous system and affects three million patients in the United States alone. Making an accurate diagnosis is critical to

effective treatment and the highest state of functional independence for patients who experience seizures. Epilepsy monitoring helps the Neurologist diagnose and treat seizure disorders.

🔥 A **Heart Electrophysiology (EP)** lab was installed in 2015 at WRMC. Through Heart EP, an Electrophysiologist tests electrical activity of the heart to determine an abnormal heart rhythm and its cause. Through this test, the physician is able to determine the best course of treatment for patients experiencing abnormal heart rhythms.

🔥 Thanks to a \$167K grant from the Wal-Mart Foundation State Giving Program, Stone

County Medical Center (SCMC) purchased **digital mammography equipment**. This advanced technology will help in early detection of breast cancer. The WRHS Foundation secured funding for the purchase of digital mammography equipment and the expansion of its GYM (Get Your Mammogram) screening project in Stone County.

🔥 **Palliative Care** was also implemented in 2015. Palliative Care is specialized medical care for people with serious illnesses. This type of care is focused on providing patients with relief from the symptoms, pain, and stress of their illness - whatever the diagnosis. The Palliative Care team works with the patient's physician to provide an extra layer of support in order to help patients experiencing illness achieve reachable goals.

🔥 In addition to the many new services, WRHS is always growing existing services. In 2015, our organization acquired the practices of **six physician offices**, to ensure the availability of medical manpower in our region.



White River Health System

Supplies & Purchased Services **\$73,785,028**

Annual Salaries, Wages, & Benefits **\$91,136,603**

White River Medical Center

Inpatient Admissions **8,526**

Charity Care **\$3,704,843**

Births **692**

Surgeries **7,143**

ER Visits **28,375**

of Employees **1,476**

Stone County Medical Center

Inpatient Admissions **824**

Charity Care **\$257,848**

Surgeries **1,071**

ER Visits **7,423**

of Employees **118**

WRMC Medical Complex

ER Visits **9,434**

WRHS Foundation

Funds Raised **\$95,699**

Grants Secured **\$227,254**

WRHS Administration

Gary L. Bebow, FACHE
Administrator/CEO

Doug Bernard, MD
Chief Medical Officer

Tammy Gavin, FACHE
WRMC Chief Clinical Officer

Phil Hacker
Chief Financial Officer

Gary McDonald
Chief Support Services Officer

Gary Paxson, BSN, MS, RN-BC
Chief Quality Officer

Stanley A. Townsend
SCMC Administrator/COO

Robert Wright, BSRT
Associate Administrator
of Physician Services

WRHS Board of Directors

Charles Schaaf, *President*

Boris Dover, *Vice President*

Leslie Frensley, *Secretary*

J.R. Baker, MD, *Treasurer*

Brooke Miller, *Assistant Secretary*

Michele Wood, *Assistant Secretary*

Philip Brissey

Steve Bryant

Steve Case

Robert Emery, MD

Debbie Frazier

Dianne Lamberth

Kevin Rose

Connie Schirmer

Jeff Showalter

Paula Terrell

Donald Weatherman

Ex-Officio Members

Gary L. Bebow, FACHE
Administrator/CEO

Jeff Angel, MD
WRMC Chief Elect

Dick Bernard
WRHS Foundation President

Randy Cross
WRMC Advisory Board Chairman

Richard Huff
WRMC Medical Complex
Advisory Board Chairman

E.J. Jones, MD
WRMC Chief of Staff

Chris Steel, MD
WRMC Medical Staff Secretary/Treasurer

Anandaraj Subramaniam, MD
SCMC Chief of Staff

Leo Sutterfield
SCMC Advisory Board Chairman

Director Emeritus

Jim Kilgore

WRHS Foundation Board of Trustees

Dick Bernard, *President*

Jay F. Shell, *Vice President*

Kay Southerland, *Secretary*

Jim Wann, *Treasurer*

Joel Breeding

Robin Brock

Beth Christian

Karen Craft

Gary Edwards

Charles McClain, Jr., MD

Raye Rogers

Amy Shaver

Morris Street

Deidra Baldwin

Janie Starnes

Ex-Officio Members

Gary L. Bebow, FACHE
WRHS Administrator/CEO

John Ed Smith
WRMC Auxiliary Board President

WRMC Advisory Board

Randy Cross, *Chairman*

Gary Anderson

Phil Baldwin

Judy Belcher

Clive Blount

Casey Castleberry

Meriden Glasgow, MD

Ted Hall

Ronnie Hampton

Dave King

Scott Lancaster

Sonia Nix

Frank Plegge

Randy Reichardt

Pat Sasfai

Greg Shaver

Jim Wann

Michelle Warden, MD

Jordan Weaver, MD

Ex-Officio Members

Gary L. Bebow, FACHE
WRHS Administrator/CEO

Donald Britnell
WRMC Medical Complex
Advisory Board Vice Chairman

Mickey Jones

Ministerial Alliance

Robbie Purdom

SCMC Advisory Board Secretary

Charles Schaaf

WRHS Board of Directors President

WRMC Auxiliary Board

John Ed Smith, *President*

Ron Taylor, *Vice President*

Caliene Coop, *Secretary*

Justin Burge, *Treasurer*

Toi McMullin

Director of Volunteer Services

Carol Board

Jo Cudd

Bernice Davis

John Ginn

Janiece Haworth

Jean Lau

Isobel Stanton

Gwen Thompson

SCMC Advisory Board

Leo Sutterfield, *Chairman*

Charles Ramsey, *Vice Chairman*

Robbie Purdom, *Secretary*

Celena Beach, *Assistant Secretary*

John Akins, MD

Junior Deatherage

Tyler Fowlkes

Sue Gammill

Tina Holmlund

Rodney Rushing

Nancy Thompson

Charles Varela, MD

Ex-Officio Members

Gary L. Bebow, FACHE
WRHS Administrator/CEO

Stanley A. Townsend
SCMC Administrator/COO

Ray Brown
Ministerial Alliance

WRMC Medical Complex Advisory Board

Richard Huff, *Chairman*

Donald Britnell, *Vice Chairman*

Pat Sasfai, *Secretary*

Ronnie Brogdon

Linda Hall

Cathy Johnson

Gene Moore

Nancy Orr

April Spurlock

Ex-Officio Members

James Mack Street

Surinder Sra, MD



LEADERSHIP

IT IS UP TO EACH OF US
TO DETERMINE
HOW BRIGHT
OUR FLAME BURNS.

- QUINT STUDER

1710 Harrison Street | Batesville, AR 72501 | 870.262.1200

WhiteRiverHealthSystem.com