

2012 community benefit report

**LEE MEMORIAL
HEALTH SYSTEM**

Caring People, Caring for Our Community



Caring People, Caring for Our Community

Lee Memorial Health System has a long history of providing safe, high quality, leading-edge and compassionate care. Through the years, since Lee Memorial Hospital opened in 1916, we have grown to encompass all aspects of care in facilities and office locations throughout Southwest Florida. We also have grown to include more than 10,500 employees, 1,200 community physicians and 4,500 volunteers and auxiliaries—your family members, neighbors and friends, who make up your community health system.

Every day and night, our team works hard to fulfill our mission of meeting the health care needs and improving the health status of the people of Southwest Florida. We do this through our comprehensive, efficient and compassionate care delivery, as well as through our partnerships with a variety of important community organizations. Some examples include:

- American Cancer Society
- American Heart Association
- American Lung Association
- Community Cooperative Ministries Incorporated
- Lee County Coalition for a Drug-free Southwest Florida
- The Salvation Army
- Susan G. Komen Foundation
- Quality Life Center

As one of the largest public health systems in the state of Florida, we serve all patients regardless of their financial status. Economic challenges during the past few years have caused many to lose jobs and/or insurance. This led us to seek and compete for grants, like the Low Income Pool grant from the state of Florida to help fund our Lee Physician Group United Way Houses, which provide access to primary care for uninsured or underinsured adults in our community.

We also work closely with We Care—a partnership between The Salvation Army, United Way, community physicians and Lee Memorial Health System—that helps eligible patients receive the care they need at no cost. The Regional Cancer Center also acquires grants to help underwrite the cost of care, and our staff donates their time at health fairs and in leadership roles on nonprofit boards, committees and projects.

This report offers you a glimpse into some of the leading-edge services and programs that Lee Memorial Health System offers, as well as more details about the ways we provide care for our community.

We are extremely proud of our team's dedication to our mission, and look forward to continuing to competently and compassionately serve our community.

Richard B. Akin
Richard Akin
Chairman, Board of Directors
Lee Memorial Health System

Jim Nathan
Jim Nathan
President
Lee Memorial Health System



Jim Nathan

Richard Akin

Lee Memorial Health System Board of Directors

District 1



Stephen R. Brown, M.D.



Marilyn Stout

District 2

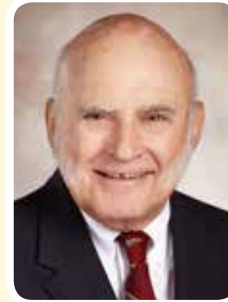


Richard Akin



Nancy McGovern, RN, MSM

District 3



Sanford N. Cohen, M.D.



David F. Collins

District 4



Diane Champion



Chris Hansen

District 5



Jessica Carter



Stephanie L. Meyer, RN, BSN

Lee Physician Group United Way Houses Fill Need for Care

Need for Care is Great throughout Southwest Florida

The Lee Physician Group Dunbar and North Fort Myers United Way Houses serve as medical homes for Medicaid, Medicare, underinsured and uninsured people in our community. By providing primary care and chronic disease management in an easily accessible, neighborhood clinic, patients get the care they need in the right place, at the right time.

Prior to the opening of these clinics, many patients relied on the emergency departments for care. Whether routine or more extensive, care provided in the EDs is more expensive, and inappropriate ED utilization causes significant delays in care. This led Lee Memorial Health System to explore other options for care delivery.

Through a grant from the Agency for Health Care Administration (AHCA), Lee Memorial Health System is able to operate the Lee Physician Group United Way Houses.

The initial forecast when creating and opening the clinics was that more than 50 percent of patients would have Medicaid or Medicare coverage. In reality, about 5 percent of patients have Medicaid and approximately 2 percent have Medicare. Most of our Lee Physician Group United Way House patients are uninsured. Many have jobs, but many are adults without children, who are not poor enough for Medicaid or sick enough for the Medically Needy program. The majority of our patients are the working poor who need access to medical care.

Since the clinics opened, thousands of patients have gotten the care they need to manage chronic conditions, maintain their health and avoid the EDs and hospitals.

Gerald Corbin is a patient at the Lee Physician Group North Fort Myers United Way House.

"I had to quit my job to take care of my wife," Gerald explains. "She was diagnosed with diabetes in 1999, had a heart attack in 2005 and was on dialysis for seven years. Before she passed away last year, we were living on her disability check."

Without a job, insurance or money coming in, Gerald was not able to see a doctor regularly. But, when the Lee Physician Group North Fort Myers United Way House opened, he was able to get an appointment to see Carrie Gittings, M.D.

After Gerald's routine blood work, Dr. Gittings noticed that the protein in his blood was high. She suspected multiple myeloma—a cancer of the plasma cells in the bone marrow—and referred Gerald to an oncologist. Extensive testing revealed that Gerald did not have multiple myeloma, but a cancerous mass on his kidney. Urologist Omar Benitez, M.D., removed the kidney on Jan. 21, 2013.

"Going to the clinic saved my life," Gerald says. "I am so grateful for the care I received. Dr. Gittings is the best primary care physician I've ever had. She was able to help me see the doctors I needed to get better. Dr. Benitez was the only urologist who would help me, and I owe him a debt of gratitude."

Once Gerald was discharged, feeling better and getting his health under control, his next goal was to get back to work.

This is one patient story—but a powerful example of the work our physicians and health care professionals do in the Lee Physician Group United Way Houses every day. The clinics fill a need for access to care, and the need is great because tens of thousands of people in our community need timely medical care.





Partnerships Enable Access to Care

In-kind staff support and direct financial assistance help ensure that health care programs are accessible to a broad range of our community's population. The following are examples of direct support and investment in health care services for our community:

- **Bob Janes Behavioral Triage Center** – Located on the campus of the Ruth Cooper Center of Lee Mental Health, the Bob Janes Behavioral Triage Center provides an alternative to incarceration or inappropriate emergency department utilization for persons with addictions or mental illness who otherwise would face jail time and no treatment. Partners include: The Salvation Army, Southwest Florida Addiction Services, Inc., Lee Mental Health, United Way of Lee County, local law enforcement, Lee County government and the National Alliance on Mental Illness.
- **The Lee Physician Group Dunbar and North Fort Myers United Way Houses** – These clinics provide access to adult medical care for all patients regardless of their ability to pay. The Lee Physician Group United Way Houses also help link patients with important social services.
- **Child advocacy programs** – Created to raise awareness about social and health issues that impact children, like bike and water safety, car seat safety checks and more, Golisano Children's Hospital of Southwest Florida and its child advocacy programs are generously supported by Kohl's Cares®, the Prendergast Family Endowment Fund, the Naples Children & Education Foundation and other community partners. For more information, call 239-343-5890.
- **Employee in-kind services to the community** – Through leadership roles on various boards of directors, chambers of commerce, social services agencies and organizations, our employees reported 3,668 hours of in-kind services to the community. Examples of organizations include: American Red Cross, March of Dimes, United Way of Lee, Hendry and Glades, American Cancer Society, American Heart Association, Foundation for Lee County Schools, Bob Janes Triage Center and many more.
- **The McGregor Clinic** – This clinic delivers chronic, primary and palliative care for local patients who live with HIV/AIDS.
- **Parish Nursing** – This program provides education, chronic disease management, health screenings and wellness education through dozens of community churches for local congregations.
- **Regional Cancer Center** – A unique partnership between Lee Memorial Health System, 21st Century Oncology and Florida Cancer Specialists, Regional Cancer Center provides patients nearly 100 percent of their cancer care under one roof. A collaborative relationship with Massachusetts General Hospital Cancer Center provides access to the most recent advances in cancer care, new clinical protocols and treatments, and the expertise of renowned cancer researchers. For cancer patients who qualify, the Regional Cancer Center provides reduced cost services and treatment.

- **The Salvation Army Medical Respite Unit** – This partnership provides necessary health care for homeless people. Lee Memorial Health System provides The Salvation Army with financial support for its medical services.
- **Trauma Center** – The only Level II trauma center in the region, the Trauma Center provides lifesaving care 24/7 to more than 2,000 patients each year from Lee, Collier, Charlotte, Glades and Hendry counties. A \$4.4 million subsidy ensures patients have access to critical care when they need it most. The Trauma Center also offers a variety of trauma prevention programs. Call 239-343-3797 to learn more.
- **We Care** – Through this partnership with community physicians, medically needy, uninsured or unemployed people in our community can get the specialty medical care they need. The medical care is given voluntarily by physicians who participate in the program. We Care is administered by The Salvation Army, in partnership with the Lee County Medical Society, United Way, Family Health Centers, Southwest Florida Community Foundation and Lee Memorial Health System.

Educating Future Health Care Professionals

Lee Memorial Health System staff members served 394,000 hours as teachers and supervisors to more than 18,299 students and health professionals who were completing internships, preceptorships, other clinical experiences and continuing medical education in our hospitals. Examples include:

- Medical students
- All levels of nursing
- Physical therapy
- Occupational therapy
- Pharmacy
- Speech therapy
- Cardiovascular technology
- Radiation technology
- Social work
- Child life specialist



The value of this educational experience was \$16,508,019.

A newly-formed Academic Council provides a forum for representatives from public schools, colleges and universities to meet with Lee Memorial Health System clinical leaders to identify best practices and improve these supervised student experiences. Together, we create the best possible environment for learning.



Healthgrades Gives Lee Memorial Health System Top Marks

Healthgrades, a leading independent health care rating company that helps consumers make informed decisions on which providers to choose, recently honored Lee Memorial Health System with several awards of excellence.

The Healthgrades study also found that patients treated at Lee Memorial Health System are less likely to experience major complications.

"We are honored by this recognition and proud of our reputation as we continue to rank among the best in the nation," says Jim Nathan, president of Lee Memorial Health System. "These achievements are the result of each and every person involved in our health system and their dedication to the safety and well-being of our patients. Lee Memorial Health System is defined by the compassionate hands that heal our families, friends and neighbors—our community—every day."

Ranked in the top 5%
in the nation



Lee Memorial Hospital
HealthPark Medical Center

Ranked among top 2%
in the nation



Lee Memorial Hospital
HealthPark Medical Center

Cape Coral Hospital:

- Ranked among the top 10 percent nationwide for overall pulmonary services, 2013
- Five-star recipient for heart failure, 2012-2013
- Five-star recipient for stroke, eight years in a row, 2006-2013



Gulf Coast Medical Center:

- One of America's 100 best hospitals for pulmonary care, 2012-2013
- Five-star recipient for treatment of stroke, 11 years in a row, 2003-2013
- Recognized as No. 1 in Florida for overall pulmonary services, 2013



HealthPark Medical Center:

- Top 10 percent in the nation for cardiology services, 2013
- Rated in the top 5 percent in the nation for women's health services, four years, 2009-2012
- Received the Healthgrades Coronary Intervention Excellence Award for 2013



Lee Memorial Hospital:

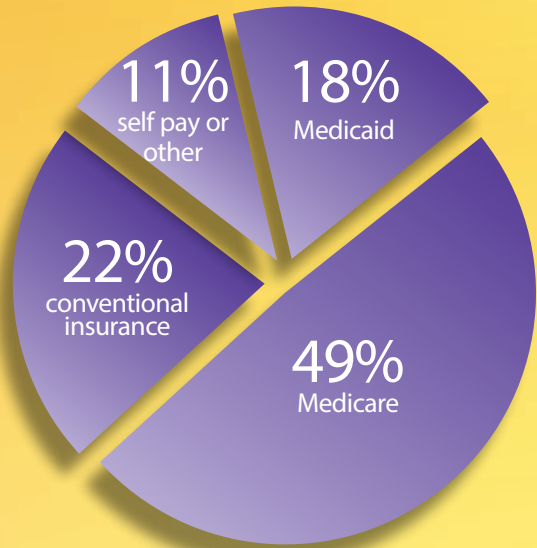
- Among 100 best hospitals for joint replacement in the United States, 2012-2013
- Five-star recipient for spine surgery, 2006-2013
- Included in the top 5 percent in the nation for emergency medicine, three years, 2010-2012



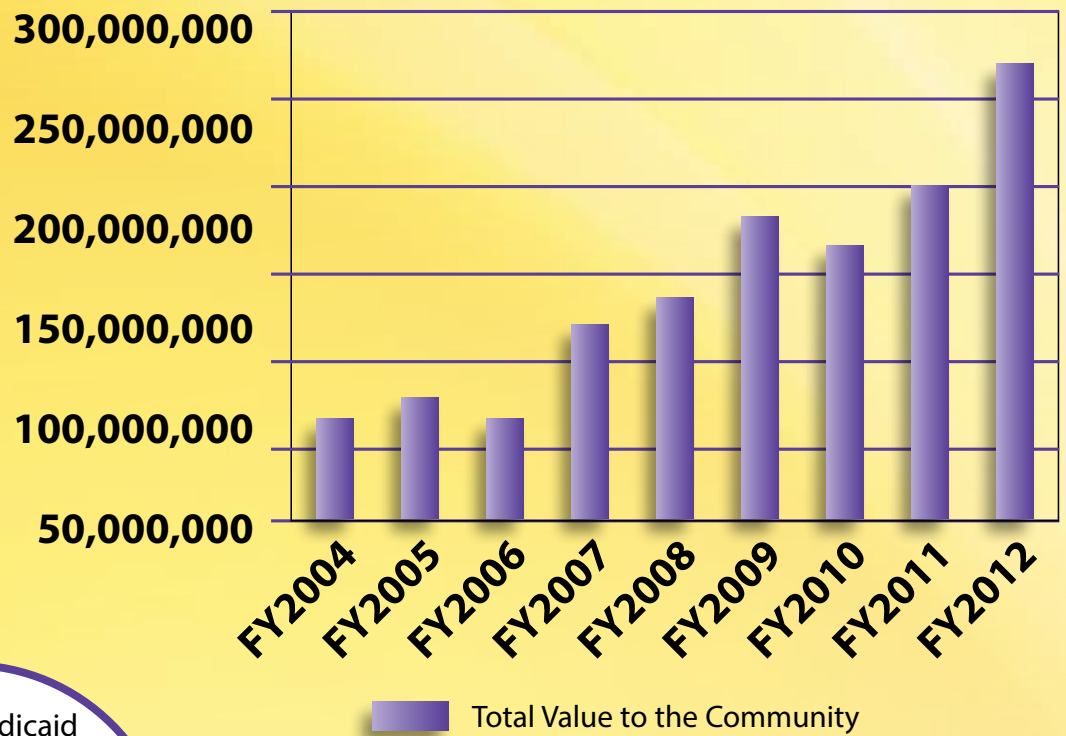
By the Numbers

Lee Memorial Health System provides care to the people in our community, without the benefit of local tax dollars. As a not-for-profit system, we accept patients regardless of their ability to pay for services.

Our Patient Population 2012



Community Benefit 56% Increase in the Last 5 Years



Lee Memorial Health System experienced a significant increase in total community benefit in the past 12 months. From fiscal year 2011 to 2012 the total community benefit increased 21 percent, for a total of **\$48 million**. Charity care is now at **\$44.5 million**, a 14 percent increase.

Unpaid Medicaid increased by **\$7.3 million** and unpaid Medicare increased **\$21 million**. Community outreach, education and one-of-a-kind medical services total **\$26.4 million**.

Annual Statement of Community Benefits by Hospital and by System—2012	Lee Memorial Hospital	HealthPark Medical Center	Cape Coral Hospital	Gulf Coast Medical Center	Lee Memorial Health System
Cost of Charity Care for Low-Income Patients	\$16,689,360	\$8,915,102	\$9,311,464	\$8,503,038	\$44,567,578
Cost of Unpaid Medicaid	\$5,783,292	\$21,211,171	\$1,258,828	\$8,197,208	\$51,507,201
Cost of Unpaid Medicare and Other Government-Sponsored Programs	\$23,872,695	\$38,615,679	\$37,391,541	\$52,577,622	\$148,903,624
Total Value of Charity Care, Medicaid, Medicare and Other Government-Sponsored Programs	\$46,345,347	\$68,741,953	\$47,963,833	\$69,277,869	\$244,977,404
Cost of Providing Other Community Benefits	\$8,553,830	\$4,465,830	\$4,465,830	\$4,465,830	\$26,417,150
Total Charity Care, Government-Sponsored Programs and Other Community Benefits	\$54,899,177	\$73,207,783	\$52,427,663	\$73,743,699	\$271,394,554
Less the Benefit to Lee Memorial Health System of Taxes	\$5,103,953	5,136,301	\$4,072,950	\$4,686,942	\$22,508,792
Allocated Cost of Corporate and Other		\$3,401,897	\$3,401,897	\$3,401,897	\$3,401,897
Net Value of the 2012 Community Benefits	\$53,197,121	\$71,473,378	\$51,756,610	\$72,458,653	\$248,885,762

Lee Memorial Health System Leadership

James R. Nathan
Chief Executive Officer
System President

Chuck Krivenko, M.D.
Chief Medical Officer Clinical Services
and Chief Patient Safety Officer

Joshua DeTillio
Chief Administrative Officer
Gulf Coast Medical Center

Larry Antonucci, M.D.
Chief Operating Officer

Sharon MacDonald
Chief Foundation Officer
Vice President Oncology, Palliative Care Services

Scott Kashman
Chief Administrative Officer
Cape Coral Hospital

Jon Cecil
Chief Human Resources Officer

Mary McGillucuddy
Chief Legal Officer and General Counsel

Lisa Sgarlata
Chief Administrative Officer
Lee Memorial Hospital

Kathy Bridge-Liles
Interim Chief Administrative Officer
Golisano Children's Hospital of Southwest Florida

David Cato
Vice President Outpatient Operations

Kristine Fay
Chief Administrative Officer
Lee Physician Group

Mike German
Chief Financial Officer

Roger Chen
Vice President Organizational Transformation

Michael W. Smith
Chief Information Officer

Donna Giannuzzi, RN
Chief Patient Care Officer
Chief Administrative Officer
HealthPark Medical Center

Kevin Newingham
Vice President Strategic Services

Scott Nygaard, M.D.
Chief Medical Officer for Physician
Services and Network Development

Lee Memorial Health System is:

Hospitals

- Cape Coral Hospital
- Gulf Coast Medical Center
- HealthPark Medical Center
- Lee Memorial Hospital
- Golisano Children's Hospital of Southwest Florida
- The Rehabilitation Hospital

Outpatient Centers

- HealthPark Commons
- Pediatric Specialty Clinic
- Plantation
- Regional Cancer Center
- Riverwalk
- Sanctuary
- Surgery Center
- Wound Care & Hyperbaric Medicine

Lee Physician Group

Our multispecialty group consists of more than 300 primary and specialty care physicians and advanced practitioners. Lee Physician Group offers the following medical specialty practices:

- Aesthetic, Reconstructive and Hand Surgery
- Allergy/Immunology
- Cardiology
- Family Medicine
- Infectious Disease
- Internal Medicine
- Neurosurgery
- Obstetrics/Gynecology
- Occupational Health Services
- Palliative Care
- Pediatrics
- Pediatric Cardiology
- Pediatric Ear, Nose & Throat

Health Care Services

- Behavioral Health Services
- Birth Suites
- Blood Centers
- Cardiac Services
- Childbirth Classes and Family Education
- Community Health Centers
- Community Health Screenings and Education
- Corporate Employee Health Services
- Diabetes Care
- Diagnostic Imaging
- Emergency Care
- Home Health
- House Calls
- Kidney Transplant Center
- Laboratory Services
- Memory Care

- Occupational Health Services
- Orthopedics
- Pain Management Centers
- Rehabilitation
- Skilled Nursing
- Sleep Disorders Center
- Spine Center
- Stroke Services
- Support Groups
- Surgical Services
- Trauma Center
- Volunteers and Auxiliaries
- Walk-in Medical Centers
- Wellness Centers
- Wound Care & Hyperbaric Oxygen Therapy



Our Locations

Lee Memorial Health System Hospitals

Cape Coral Hospital239-424-2000
636 Del Prado Blvd., Cape Coral, FL 33990

Gulf Coast Medical Center239-343-1000
13681 Doctor's Way, Fort Myers, FL 33912

HealthPark Medical Center239-343-5000
Golisano Children's Hospital of Southwest Florida239-343-5000
9981 S. HealthPark Drive, Fort Myers, FL 33908

Lee Memorial Hospital239-343-2000
The Rehabilitation Hospital239-343-3900
2776 Cleveland Ave., Fort Myers, FL 33901

Outpatient Center Locations

Golisano Children's Hospital of Southwest Florida
Pediatric Specialty Clinic239-254-4270
1265 Creekside Pkwy., Suite 200, Naples, FL 33912

HealthPark Commons239-343-7200
16281 Bass Road, Fort Myers, FL 33908

Plantation239-343-0776
13601 Plantation Road, Fort Myers, FL 33912

Regional Cancer Center239-343-9500
8931 Colonial Center Drive, Fort Myers, FL 33905

Riverwalk Professional Center239-432-9012
12600 Creekside Lane, Fort Myers, FL 33919

Riverwalk Sports Medicine and Rehabilitation239-424-1499
8350 Riverwalk Park Blvd., Suite 3, Fort Myers, FL 33919

Sanctuary239-343-9400
8960 Colonial Center Drive, Fort Myers, FL 33905

Wound Care & Hyperbaric Medicine239-343-0454
13778 Plantation Road, Fort Myers, FL 33912

Lee Physician Group

For a complete listing of our locations, visit www.LeePhysicianGroup.org.

Lee Physician Group United Way Houses

Dunbar United Way House239-343-4910
3511 Dr. Martin Luther King Blvd., Fort Myers, FL 33916

North Fort Myers United Way House239-997-9733
13279 N. Cleveland Ave., North Fort Myers, FL 33903



Lee Memorial Hospital



Gulf Coast Medical Center



Cape Coral Hospital



HealthPark Medical Center

**LEE MEMORIAL
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www.LeeMemorial.org