

# 2011 community benefit report

**LEE MEMORIAL  
HEALTH SYSTEM**

Caring People,  
Caring for Our Community





# Committed to Our Community's Health

Serving Southwest Florida since 1916, Lee Memorial Health System has a long history of providing safe, high quality, leading-edge and compassionate care. As your community health system, we are your family members, friends and neighbors. In fact, today we are comprised of more than 10,500 employees, nearly 1,200 community physicians and 4,500 volunteers and auxiliaries!

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.

We are proud of our collaboration and support of organizations like the American Heart Association, the American Cancer Society, the American Lung Association and Susan G. Komen Foundation. But, our involvement goes much further than corporate sponsorship, as many of our team members walk, run and raise money, too. From national organizations to local initiatives like the Lee County Coalition for a Drug-free Southwest Florida, the Quality Life Center, Southwest Florida Addiction Services, the Bob Rauschenberg Center, The Heights Foundation and many more, system leaders and staff are dedicated to making a difference in our community. In 2011, Lee Memorial Health System provided \$223 million in community benefit including charity care, outreach programs, educational partnerships, hours of service donated to the community and the unreimbursed cost of Medicaid and Medicare.

Through Community Health Visioning 2017, we assembled diverse community leaders and surveyed more than 4,000 area residents to identify needs, tackle obstacles and improve health care in Southwest Florida. From this, we identified key community-wide priorities and began working toward solutions. A great example of this is our community's need for primary care alternatives. To meet this need, Lee Memorial Health System partnered with the United Way to open the Lee Physician Group Dunbar United Way House and the Lee Physician Group North Fort Myers United Way House, which provide an alternative to the emergency department for an increasing number of uninsured or underinsured patients. By providing access to care, we are helping patients proactively manage chronic conditions. Both locations also offer access to other social services. Since they opened in 2011, the Lee Physician Group United Way Houses have served more than 4,360 patients. Of those patients, only nine have presented to the emergency department for additional care.

As one of the largest public health systems in the state of Florida, we serve all patients regardless of their financial status. Local economic challenges in the past few years have caused many to lose jobs and/or insurance. This reality led us to seek and compete for grants, like the Low Income Pool grant from the state of Florida to help fund the Lee Physician Group United Way Houses. We also work closely with We Care, which is a partnership between The Salvation Army, United Way, community physicians and Lee Memorial Health System, to help 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.

Beyond growing community partnerships and working to strengthen the continuum of health care services in our community, this report offers you a partial glimpse into some of the leading-edge services and programs offered by Lee Memorial Health System. We are extremely proud of the accomplishments made by our caring and talented team. We are a health system dedicated to constant improvement and look forward to more advancement and accomplishments in the years to come as we competently and compassionately serve our community.



Jim Nathan

Richard Akin

Jim Nathan  
President  
Lee Memorial Health System

Richard Akin  
Chairman, Board of Directors  
Lee Memorial Health System





Lee Memorial Health System is the largest employer in Lee County, with 10,500 employees.

## We Provide the Best Care for Our Patients

Lee Memorial Health System brings the latest technology and medical advancements to the Southwest Florida community. Our latest developments include the introduction of advanced imaging technology, an increased number of physicians and other highly-qualified staff members and new services that benefit our patients.

### Technology

Keeping up with the latest in technological advances and medical breakthroughs is vital to our success and to the recovery of our patients. In 2011, we introduced new technology that is designed to give our patients the best care:

**Hybrid Operating Room:** This concept at HealthPark Medical Center brings together interventional cardiology and cardiac surgery for the most sophisticated patient care and procedures ranging from interventional stents to minimally invasive robotic bypass surgery, transcatheter aortic valve replacement (TAVR) and traditional open-heart surgery.

**Electronic Health Records:** Known as "Epic," our electronic health records help track a patient's condition. Computer technology keeps tabs on medications, medical diagnoses and personal information that is useful to staff and physicians who are involved in direct patient care. The system is in place at Cape Coral Hospital, Gulf Coast Medical Center, HealthPark Medical Center, Lee Memorial Hospital and other outpatient centers, as well as some physician offices.

**128-slice CT Scanner:** This scanner at Gulf Coast Medical Center gives a high resolution 3-D view of human anatomy with unmatched image quality. The dramatically reduced radiation dose makes this technology the first of its kind in Southwest Florida.

**High-field Broadband MRI:** Located at the Outpatient Center at HealthPark Commons, this machine provides fast imaging times and a larger opening than traditional MRI machines. Patients receive results in a shorter period of time, in a high-comfort environment.

**High-field Open MRI:** The open MRI at Outpatient Radiology at Riverwalk is designed to give the highest-quality images. This machine can accommodate larger patients and may eliminate the need for sedation because the patient is in full view of a friend or family member.

### Our Team

Lee Memorial Health System's team is comprised of front-line, direct patient care nurses, physicians, technicians and specialists, as well as behind-the-scenes employees—every single team member, role and responsibility is critical as we care for our patients and our community.

**Employees:** With more than 10,500 employees, Lee Memorial Health System is the largest employer in Lee County. Through our multispecialty physician group—Lee Physician Group—we employ primary care and specialist physicians, including:

- 73 primary care physicians
- 28 primary care advanced practitioners
- 126 specialty care physicians
- 62 specialty care advanced practitioners

In 2011, eight new primary care providers and 10 specialty care providers joined our staff.

**Medical Staff:** Staff physicians and independent community physicians working in our hospitals total more than 1,200 talented and dedicated physicians who serve Lee and surrounding counties.

**Volunteers and Auxiliaries:** More than 4,500 dedicated men and women serve our health system as volunteers and/or auxiliaries. From October 2010 to September 2011, 3,836 volunteers worked 542,864 hours of service and our auxiliaries have raised more than \$733,000 for scholarships, health system improvements and initiatives.

### Subsidized Health Care Services for Our Community

These services are made available through grants and other financial assistance and support to ensure that our programs are accessible to a broad spectrum of the area population.

**American Heart Association partnership:** Promotes healthy behavior through fitness events, seminars and health screenings.

**Parish Nursing:** Provides nursing services including education, chronic disease management, health screenings and wellness educational programs through dozens of community churches for their congregations.

**Trauma Center:** Lee Memorial Health System is home to the region's only Level II Trauma Center, which serves more than 2,000 patients each year from Lee, Collier, Charlotte, Glades and Hendry counties. Designated by the state, our Trauma Center has physicians, surgeons, trauma nurses and specially-designed equipment available to serve our patients with immediate and lifesaving care. Trauma-certified staff, physicians, surgeons, specialists and subspecialists are available to care for our patients 24/7, year-round. A \$4.4 million subsidy assures that patients have access to critical care when they need it most. Our Trauma Center also offers a variety of injury prevention programs. Call 239-343-3797 to learn more.

**Mental Health Services—Bob Janes Behavioral Triage Center:** Help for people who live with mental illness, through the Lee Memorial Hospital Senior Behavioral Center, the Bob Janes Triage Center on the campus of the Ruth Cooper Center of Lee Mental Health and the Park Royal Psychiatric Hospital. The Triage Center provides an alternative to incarceration or inappropriate emergency department utilization for persons with addictions or mental illness who otherwise would face jail 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 National Alliance on Mental Illness.

**North Fort Myers and Dunbar United Way Houses:** Clinics for both primary care and chronic disease management provide neighborhood access to health care and social services and are coordinated by the United Way of Lee, Hendry and Glades counties. Both locations provide access to adult medical care, regardless of the patient's ability to pay.

*Continued*





In 2011,  
Lee Memorial  
Health System provided  
**\$223 million**

in community benefit including charity care, outreach programs, educational partnerships, hours of service donated to the community and the unreimbursed cost of Medicaid and Medicare.

We provided  
**\$39.1 million**  
in charity care for patients who are underinsured or not insured.

## We Provide the Best Care for Our Patients - *continued*

**Child advocacy programs:** Including pool safety, car seat safety checks, parenting classes and school programs. The Children's Hospital of Southwest Florida works to raise awareness about social and health issues that impact children, provides educational classes, and partners with community organizations to promote the well-being of the children of Southwest Florida. Generous support by the Prendergast Family Endowment Fund, the Naples Children & Education Foundation and other community partners help us proactively keep children healthy and safe. For more information, call 239-343-5890.

**Regional Cancer Center:** Opened in October 2008 as a destination for cancer patients, the Regional Cancer Center provides patients nearly 100 percent of their care under one roof. The only one of its kind in Southwest Florida, the Regional Cancer Center is a unique partnership between Lee Memorial Health System and our private physician partners, 21st Century Oncology and Florida Cancer Specialists. The Regional Cancer Center also has a unique partnership with Massachusetts General Hospital Cancer Center in Boston. For cancer patients who qualify, the Regional Cancer Center provides reduced cost of services and treatment.

**The McGregor Clinic:** Receives regular weekly free physician services from a Lee Physician Group employed physician to care for local patients who live with HIV/AIDS.

**The Salvation Army Medical Respite Unit:** Provides necessary health care for homeless persons. Lee Memorial Health System provides the Salvation Army with financial support for its medical services.

**We Care:** State of Florida's unpaid voluntary physician specialists, diagnostic services and hospital-based services are provided directly by the health system at various locations and through our employed physicians. The program 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.

### Accessible Services Where You Live

As one of the largest public health systems in the state of Florida, Lee Memorial Health System provides a variety of services aimed at maintaining and improving the health of our community. Programs include in-home care and services that are available in many convenient locations throughout Southwest Florida.

**Diabetes Care:** Diabetes education helps patients learn how to confidently and competently manage their condition and quality of life. For more information, call 239-424-3127.

**Care Transitions Program:** The goal is to reduce hospital readmissions by coaching patients in disease self-management. Patients

receive a home visit within 72 hours of discharge with a goal of a follow-up visit to their physician within 10 days. Includes heart failure, pneumonia, chronic obstructive pulmonary disease and heart attack patients.

**Telehealth Services:** This service allows people living with chronic illnesses to check their vital statistics each day. The machine transmits the information to a central monitoring station, where a nurse records the information. If there is a change in a patient's condition, the nurse can call the patient, make adjustments or arrange for the patient to get medical treatment.

**Childbirth education:** These classes help expectant parents prepare for the birth of their baby. Breastfeeding, infant resuscitation and baby care classes also are available. Call 239-343-5271 for more information.

**House Calls:** Provides primary care for high-risk homebound patients who need to follow up with a medical provider after discharge. Patients are tracked until they can return to their primary care or specialty physician.

**Pediatric clinics:** Including autism screenings, sickle cell clinic, cystic fibrosis program and neurodevelopmental program. Children often require specific screening, diagnosis and treatment. To ensure appropriate care, The Children's Hospital of Southwest Florida hosts a variety of events, clinics and programs throughout Southwest Florida. For more information, call 239-343-5000.



# Quality and Patient Safety

Rather than making safety our priority, our Lee Memorial Health System Board of Directors made patient safety our No. 1 overriding core value. Priorities can change over time, but our commitment to high quality, safe and compassionate care is constant.

Our system-wide cultural transformation ensures that all employees, physicians and volunteers do things right the first time, every time in order to keep every patient free from harm. We are proud to report the great strides we have made and the national recognition we have earned as patient safety leaders.

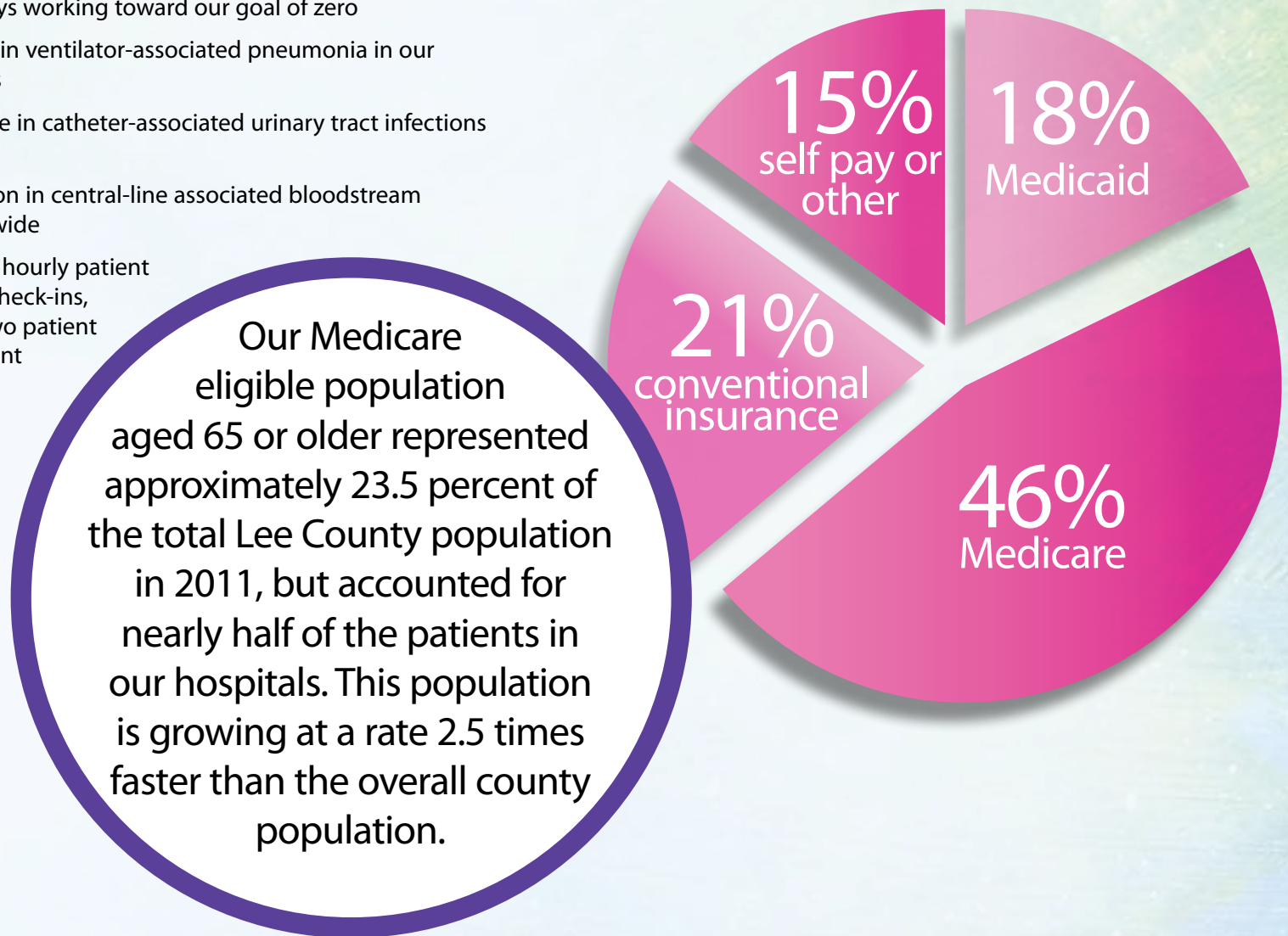
Some key patient safety trends show continuous improvement:

- Reduced serious safety events to 1.2 per 100,000 adjusted patient days—we are always working toward our goal of zero
- 85 percent decline in ventilator-associated pneumonia in our intensive care units
- 36 percent decrease in catheter-associated urinary tract infections system-wide
- 61 percent reduction in central-line associated bloodstream infections system-wide
- Implementation of hourly patient visits, daily safety check-ins, always checking two patient identifiers, consistent hand hygiene and maintaining clear communications
- Every meeting begins with a safety story to keep safety top-of-mind and discussion of incidents transparent

- A monthly report reiterates error-prevention tools, safety behaviors and highlights practices within our health system and in the health care industry
- We have educated more than 10,000 staff, physicians and volunteers on best practices, error-prevention tools and hand hygiene

There is always room for improvement, and we are an organization dedicated to constant progress.

## Our patient population:



## By the numbers

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

Annual Statement of Community Benefits by System and by Hospital - 2011	Lee Memorial Health System	Lee Memorial Hospital	HealthPark Medical Center	Cape Coral Hospital	Gulf Coast Medical Center
<b>Cost of Charity Care for Low Income Patients</b>	\$39,109,483	\$15,592,386	\$9,613,038	\$8,566,120	\$5,337,939
<b>Cost of Unpaid Medicaid</b>	\$44,250,284	\$8,971,081	\$19,199,371	\$4,503,869	\$11,575,963
<b>Cost of Unpaid Medicare and Other Government Sponsored Programs</b>	\$127,910,366	\$19,591,400	\$27,617,198	\$38,177,113	\$42,524,655
<b>Total Value of Charity Care, Medicaid, Medicare and Other Government Sponsored Programs</b>	\$211,270,133	\$44,154,867	\$56,429,607	\$51,247,102	\$59,438,557
<b>Cost of Providing Other Community Benefits</b>	\$11,986,216	\$6,770,180	\$1,931,969	\$1,801,979	\$1,482,088
<b>Total Charity Care, Government Sponsored Programs and Other Community Benefits</b>	\$223,256,349	\$50,925,047	\$58,361,576	\$53,049,081	\$60,920,645
<b>Less the Benefit to Lee Memorial Health System of Taxes</b>	\$22,021,263*				
<b>Net Value of the 2011 Community Benefits</b>	\$201,235,086				

\*If Lee Memorial Health System were not tax exempt approximately \$22 million in taxes would be paid



## Thank You, Lois Barrett



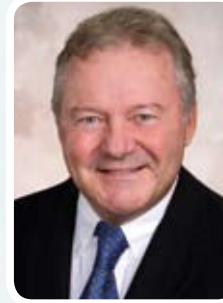
Long-time board member Lois Barrett resigned from her post in late 2011. A Lee Memorial Health System board member since 1980, Lois passionately served our health system and our community. For 11 years, Lois served as Chairwoman of the Board, and under her board leadership Lee Memorial Health System built HealthPark Medical Center, purchased Cape Coral Hospital, added many additional and necessary services, and forged partnerships with other health systems. Lois was a strong supporter of The Children's Hospital of Southwest Florida and big proponent of the Regional Cancer Center.

Until her retirement and since 2007, Lois held the title of longest-serving publically elected official in the state of Florida.

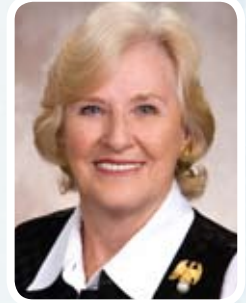
Thank you, Lois, for your decades of service, leadership and care for our health system and community.

## Lee Memorial Health System Board of Directors

### District 1



Stephen R. Brown, M.D.



Marilyn Stout

### District 2

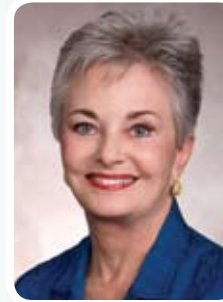


Richard Akin



Nancy McGovern, RN, MSM

### District 3



Linda L. Brown, MSN, ARNP



Jason Moon

### District 4



Diane Champion



Chris Hansen

### District 5



Donald A. Brown



James Green

## Lee Memorial Health System Leadership

James R. Nathan  
*Chief Executive Officer  
System President*

Larry Antonucci, M.D.  
*Chief Operating Officer*

Jon Cecil  
*Chief Human Resources Officer*

Dan Fink  
*Chief Administrative Officer for  
The Children's Hospital  
of Southwest Florida*

Mike German  
*Chief Financial Officer*

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

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

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

Mary McGillucuddy  
*Chief Legal Officer and General Counsel*

Kevin Newingham  
*Vice President Strategic Services*

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

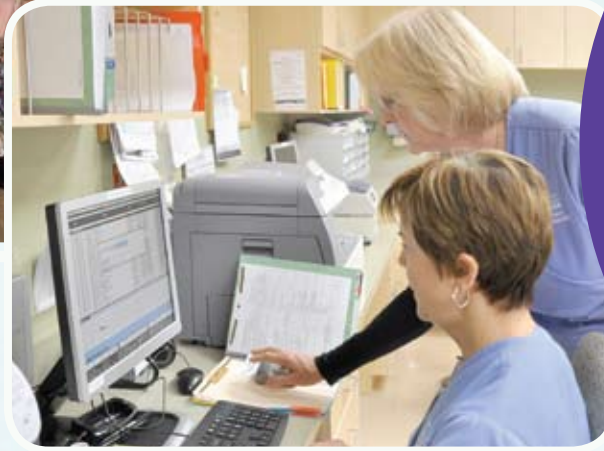
Joshua DeTillio  
*Chief Administrative Officer for  
Gulf Coast Medical Center*

Scott Kashman  
*Chief Administrative Officer for  
Cape Coral Hospital*

Lisa Sgarlata  
*Chief Administrative Officer for  
Lee Memorial Hospital*

Michael W. Smith  
*Chief Information Officer*





## Lee Memorial Health System is:

### Hospitals

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

### Outpatient Centers

HealthPark Commons  
 Pediatric Specialty Clinic  
 Plantation  
 Riverwalk  
 The Sanctuary  
 Surgery Center

### Health Care Services

Behavioral Health Services  
 Birth Suites  
 Blood Centers  
 Breast Health Centers  
 Cardiac Services
 

- Chest Pain Center
- Prevention
- Diagnosis
- Treatment
- Rehabilitation

 Childbirth Classes and Family Education  
 Children's Hospital Specialty Services  
 Community Health Centers  
 Community Health Screenings and Education  
 Corporate Employee Health Services  
 Counseling Services
 

- Medical Social Work and Case Management
- Nutrition Counseling

- Pediatric and Pregnancy Bereavement Counseling
- Spiritual Services

Diabetes Care  
 Diagnostic Imaging  
 Emergency Care  
 Home Health  
 Kidney Transplant Center  
 Laboratory Services  
 Memory Care  
 Occupational Health Services  
 Older Adult Services  
 Orthopedics  
 Pain Management Centers  
 Rehabilitation
 

- Cardiac
- Occupational
- Physical
- Pulmonary
- Speech

 Skilled Nursing  
 HealthPark Care & Rehabilitation Center  
 Sleep Disorders Center  
 Stroke Services
 

- Prevention
- Diagnosis
- Treatment
- Rehabilitation

 Support Groups  
 Surgical Services
 

- Outpatient Surgery
- General Surgery
- Minimally Invasive Surgery
- Robotic Surgery

 Spine Center

Volunteers and Auxiliaries  
 Walk-in Medical Centers  
 Wellness Centers  
 Wound Care & Hyperbaric Oxygen Therapy  
 Trauma Center

### Lee Physician Group

Aesthetic, Reconstructive and Hand Surgery  
 Allergy/Immunology  
 Cardiology  
 Community Health Centers  
 Family Medicine  
 General and Vascular Surgery  
 House Calls  
 Infectious Disease  
 Internal Medicine  
 Memory Care  
 Neurosurgery  
 Obstetrics/Gynecology  
 Occupational Health Services  
 Palliative Care  
 Pediatrics  
 Pediatric Ear, Nose & Throat  
 Pediatric Endocrinology  
 Pediatric Hematology/Oncology  
 Pediatric Infectious Disease  
 Pediatric Nephrology  
 Pediatric Neurology/Sleep Medicine  
 Pediatric Psychology  
 Pediatric Surgery  
 Pulmonology  
 Rheumatology  
 Sleep Medicine  
 Spine Center  
 Wound Care & Hyperbaric Medicine



# Our Locations

## Lee Memorial Health System Hospitals

Lee Memorial Hospital ..... 239-343-2000  
 The Rehabilitation Hospital ..... 239-343-3900  
 2776 Cleveland Avenue, Fort Myers, FL 33901

Gulf Coast Medical Center ..... 239-343-1000  
 13681 Doctor's Way, Fort Myers, FL 33912

Cape Coral Hospital ..... 239-424-2000  
 636 Del Prado Boulevard, Cape Coral, FL 33990

HealthPark Medical Center ..... 239-343-5000  
 The Children's Hospital of Southwest Florida ..... 239-343-5000  
 9981 S. HealthPark Drive, Fort Myers, FL 33908

## Outpatient Center Locations

HealthPark Commons  
 16281 Bass Road, Fort Myers, FL 33908 ..... 239-343-7200

The Children's Hospital of Southwest Florida Pediatric Specialty Clinic  
 1265 Creekside Pkwy., Suite 200, Naples, FL 34108 ..... 239-254-4270

Wound Care & Hyperbaric Medicine  
 13778 Plantation Road, Fort Myers, FL 33912 ..... 239-343-0454

The Sanctuary  
 8960 Colonial Center Drive, Fort Myers, FL 33905 ..... 239-343-9400

Plantation Road  
 13601 Plantation Road, Fort Myers, FL 33912 ..... 239-343-0776

Riverwalk Professional Center  
 12600 Creekside Lane, Fort Myers, FL 33919 ..... 239-432-9012

Riverwalk Sports Medicine and Rehabilitation  
 8350 Riverwalk Park Blvd, Suite 3, Fort Myers, FL 33919 ..... 239-424-1499

## Lee Physician Group United Way Houses

Dunbar United Way House  
 3511 Dr. Martin Luther King Blvd., Fort Myers, FL 33916 ..... 239-343-4910

North Fort Myers United Way House  
 13279 N. Cleveland Ave., North Fort Myers, FL 33903 ..... 239-997-9733

## Lee Physician Group

For a complete listing of our locations visit [www.LeeMemorial.org](http://www.LeeMemorial.org).



**LEE MEMORIAL  
 HEALTH SYSTEM**

[www.LeeMemorial.org](http://www.LeeMemorial.org)