



2011

ALLEGIANCE
HEALTH

REPORT TO THE COMMUNITY



01

Amanda Martin,
Hematology Oncology

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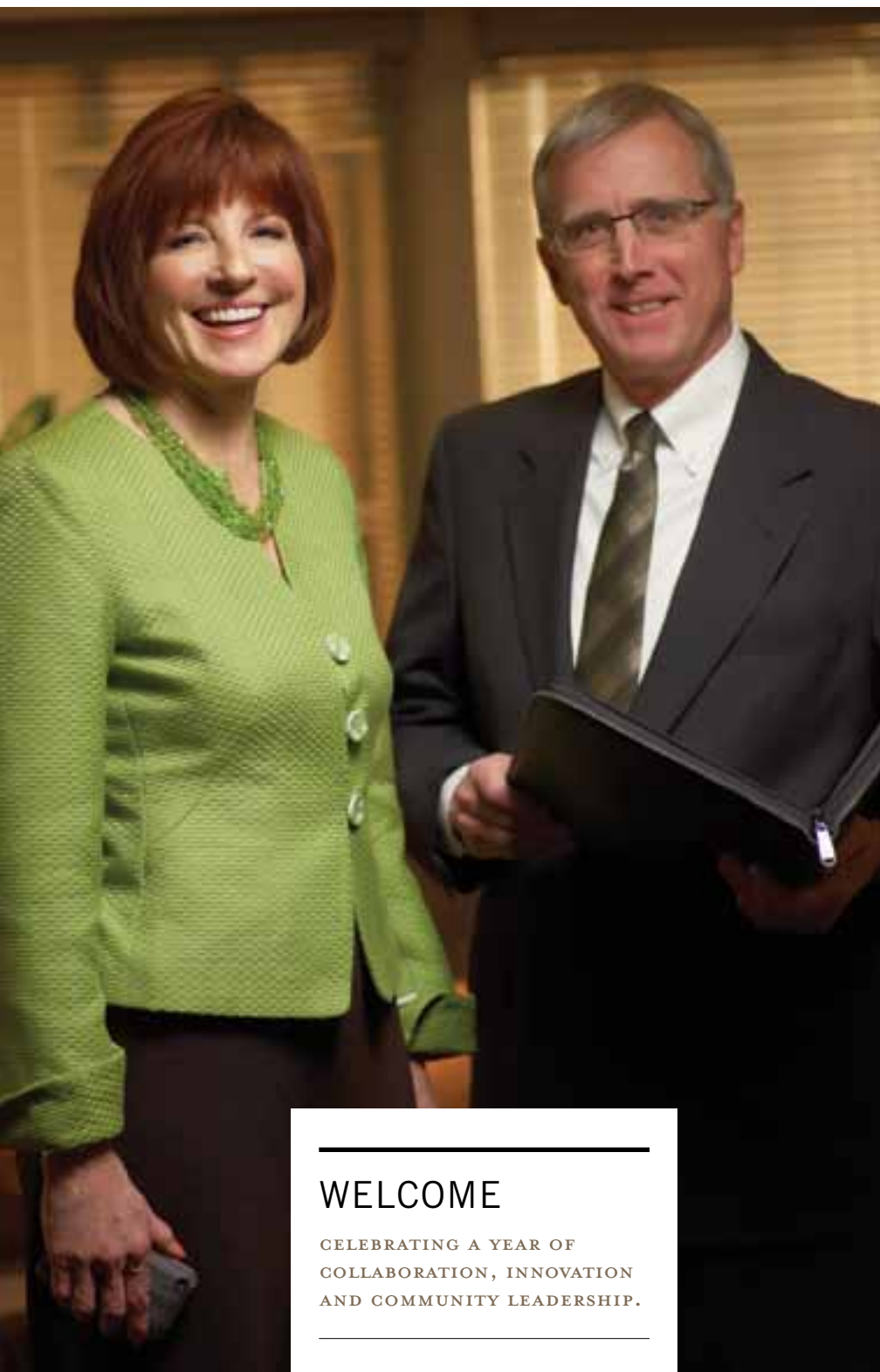
MISSION

We lead our community to better health and well-being at every stage of life.

VISION

We will create Michigan's healthiest community through exceptional health care and inspiring a passion for wellness.





WELCOME

CELEBRATING A YEAR OF
COLLABORATION, INNOVATION
AND COMMUNITY LEADERSHIP.

OUR MISSION, to lead our community to better health and well-being at every stage of life, certainly could not be achieved without a deep-rooted spirit of collaboration that has distinguished our community for decades.

For that reason, being honored with the 2010 Foster G. McGaw Prize for service to our community has been very meaningful to us. It is a testament to the critical support we have garnered from more than 30 local organizations who partner with us daily to improve the health and wellness of those we serve in our community.

As we enter a new era of health care reform, these community partnerships are increasingly important. Only through partnership with our physicians, service agencies and community leaders will we be able to continue to offer high-quality, integrated care to those in need.

At Allegiance Health, we are committed to continuing a transition to preventive and wellness care. Toward that goal, we have invested in the services and technology needed to raise our health system to the highest tier of excellence.

As one example this year, with the support of our community and the Allegiance Health Foundation, we proudly opened our newly expanded Gayle M. Jacob Cancer Center. This state-of-the-art facility offers patients and their families a comfortable and private environment in which to heal.

As we explore new opportunities for excellence for our community, our exceptional physicians and staff are continually advancing their skills and experience to provide unparalleled care. Please take a few moments to read the stories of their collaboration, innovation and leadership in making Allegiance Health a top health system in our region.

Georgia Fojtasek, PRESIDENT AND CEO

Larry Schultz, BOARD OF TRUSTEES CHAIR

\$53,306,367

CONTRIBUTION TO COMMUNITY PROGRAMS AND SERVICES IN 2011

EVERY YEAR, ALLEGIANCE HEALTH MAKES A SIGNIFICANT INVESTMENT in our community by providing low-cost or cost-free services and education. These community benefit programs supplement our normal services and extend our mission as a not-for-profit health system to improve the health and wellness of all community members, regardless of their ability to pay.

PROGRAM OR SERVICE	CONTRIBUTION	COMMUNITY MEMBERS SERVED
COMMUNITY-BASED CLINICAL SERVICES Includes contributions to support the medically under-served, through the Center for Family Health	\$600,000	4,499
GENERAL COMMUNITY HEALTH EDUCATION Includes AIDS/HIV education; mental health / depression education; fitness/exercise; prenatal/family planning; community presentations; newsletters	\$290,991	165,882
FREE OR DISCOUNTED PRESCRIPTIONS AND SUPPLIES Includes prescription drugs, hearing aids, wheelchairs, etc., for those who are unable to pay or are medically underserved	\$361,690	46,959
TRANSPORTATION SERVICES Includes transport between hospital and physician offices or patient homes, as well as emergency cash for those unable to pay for bus tokens or cab fare	\$90,260	4,009
COMMUNITY-BUILDING ACTIVITIES Includes activities focused on improving social conditions, such as homelessness and poverty	\$365,255	
HEALTH CARE SUPPORT SERVICES		
In-Home Services	\$18,773	109
Nurse Call Center, Red Cross blood drives and other support services	\$322,474	389
FAMILY SUPPORT SERVICES	\$2,926	12
COMMUNITY SUPPORT GROUPS Includes group support for patients with asthma and chronic lung disease, grief, cancer, diabetes, stroke and organ transplants	\$24,427	1,970
COMMUNITY-BASED HEALTH SCREENING Includes free screenings for blood pressure, vascular disease, cholesterol, cancer, hearing and mental health	\$12,455	1,288

PROGRAM OR SERVICE	CONTRIBUTION	COMMUNITY MEMBERS SERVED
COUNSELING Includes family counseling and tobacco / smoking cessation counseling	\$69,419	4,502
MEALS / NUTRITION SERVICES	\$35,348	24,478
DONATIONS FOR THE COMMUNITY – CASH	\$77,571	
DONATIONS FOR THE COMMUNITY – GRANTS	\$25,000	
DONATIONS FOR THE COMMUNITY – IN-KIND	\$87,953	247
COMMUNITY BENEFIT OPERATIONS	\$323,033	

COST OF CARE PROVIDED BY ALLEGIANCE HEALTH WITHOUT FULL PAYMENT

CHARITY CARE: \$11,708,113* Services provided for qualified patients who cannot afford to pay	MEDICAID SUBSIDY: \$12,112,122 Shortfalls in Medicaid reimbursement for care to the poor and uninsured
BAD DEBT: \$10,104,345* Services provided without payment or at substantially less-than-standard charges	MEDICARE SUBSIDY: \$16,674,212 Shortfalls in Medicare reimbursement for care to the senior population

ALLEGIANCE HEALTH 2011

LICENSED BEDS Includes psychiatry, substance abuse and adult foster care beds	396
CARELINK BEDS Long-term acute care	64
HOSPICE RESIDENCE	20
MEDICAL STAFF	413
HEALTH SYSTEM STAFF	3,620
VOLUNTEERS	713
HOSPITAL ADMISSIONS Includes psychiatry and substance abuse	20,280
CARELINK ADMISSIONS	456
HOSPICE ADMISSIONS	526
HOME CARE ADMISSIONS	2,586
EMERGENCY CARE VISITS	74,943
URGENT CARE VISITS	41,838
OUTPATIENT VISITS	426,028
BIRTHS	1,758
ANNUAL PAYROLL	\$186,600,308
CITY WITHHOLDING TAXES	\$994,882
PROPERTY TAXES	\$436,274
OPERATING COSTS	\$410,145,830

* Previous years reported at gross charges; this year reported at cost.



MEET OUR
CHIEF OF STAFF

GUIDING AN EXCEPTIONAL TEAM

“We have a great responsibility to our community, to provide the best health care, regardless of an individual’s ability to pay.”

NITIN AMBANI, MD, UROLOGIST AND ALLEGIANCE HEALTH CHIEF OF STAFF, is proud to be a part of an independent, community-owned health system that supports innovative and collaborative care. “Allegiance Health is a huge community asset,” Dr. Ambani said. “We have forward-thinking leaders providing state-of-the-art health care and a depth of services that many others of our size have difficulty achieving.” He emphasized that “We have a great responsibility to our community as well, to provide the best health care, regardless of an individual’s ability to pay.”

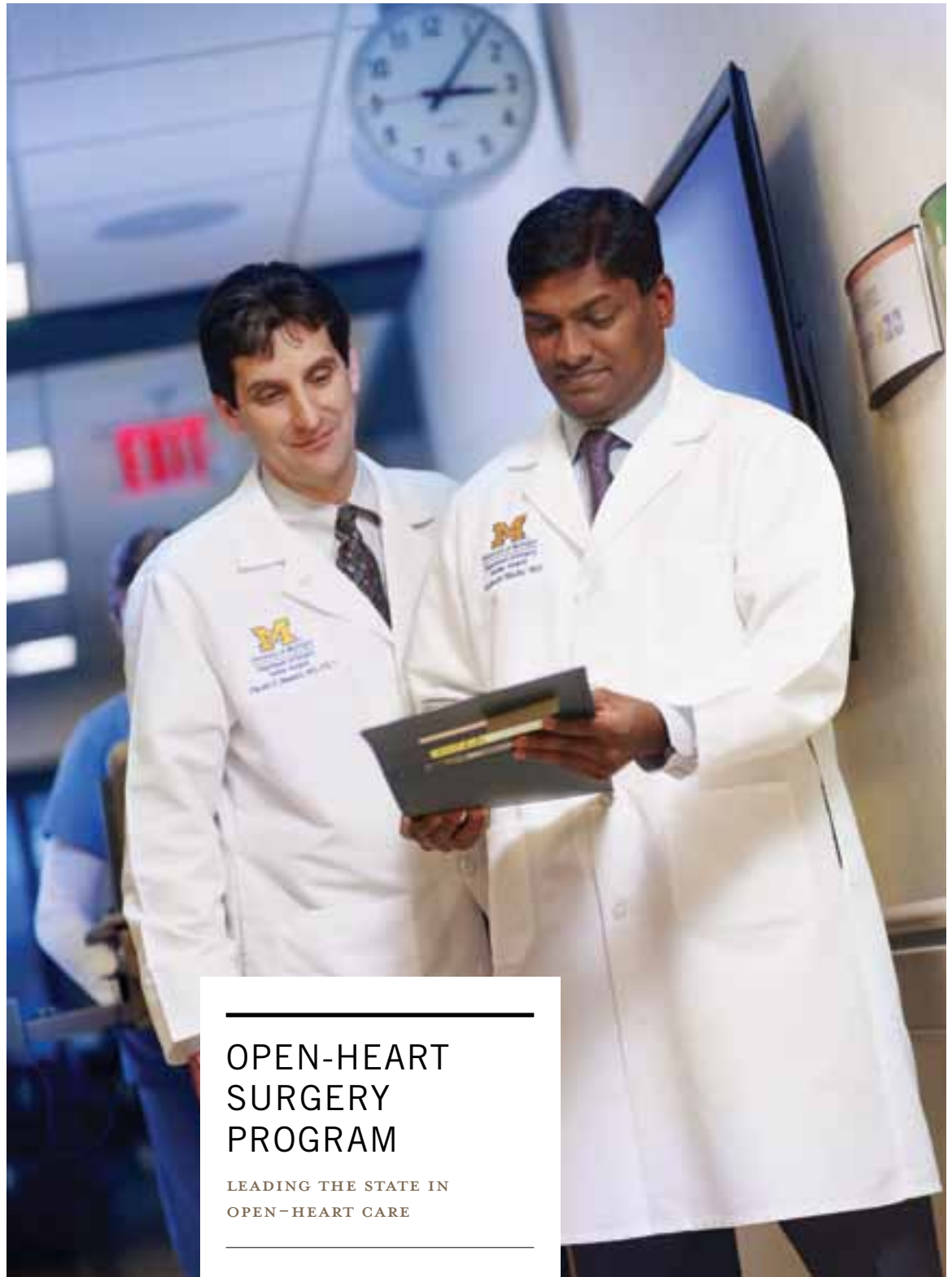
Part of that responsibility, he believes, is for “Allegiance Health to be a leader in preventive health, not just treating illness. Our community has a higher-than-average rate of health issues such as diabetes, heart and vascular problems, obesity and conditions related to smoking. Much of this can be prevented, and that must be our focus.”

Although he has a thriving urology practice in Jackson, Dr. Ambani did not hesitate to accept a two-year term as Chief of Staff. “The health care industry is rapidly changing, and we need to change how we deliver services and provide medicine just as quickly,” he said. “I want to make a difference, and this is a great opportunity to do so.”

Dr. Ambani’s role as Chief of Staff is to “raise community awareness of the wonderful health system we have right here. I want people to know that we have the best of the best in every area—cancer care, neuromuscular, heart and vascular, robotic surgery, orthopaedics. There is no reason to go out of town for care.” He is also “committed to fostering a feeling of pride among our community members that this is their hospital. They are the reason we are here.”

Dr. Ambani said he is “very proud to lead a team of physicians who excel in every specialty and in primary care.” The best evidence of his confidence in this team is that Dr. Ambani has brought his own family members, from across the United States and from his native India, to be treated at Allegiance Health. “I would not do that if I did not have complete faith in the quality of care available here,” he said.

When asked about the future of Allegiance Health, Dr. Ambani said, “We are going to be a leading health care force, not just in Jackson, but in surrounding areas as well. I believe our reputation for excellence will attract people from here and beyond.”



OPEN-HEART SURGERY PROGRAM

LEADING THE STATE IN
OPEN-HEART CARE

“Every single open-heart patient has **two cardiothoracic** surgeons **on their team**, and that is not something you commonly find.”



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THE OPEN-HEART SURGERY PROGRAM AT THE ALLEGIANCE HEALTH HEART AND VASCULAR CENTER, now four years old, is among the top in the state for quality outcomes.

Allegiance cardiothoracic surgeons Mahender Macha, MD, and Vincent Simonetti, MD, are also members of the University of Michigan medical staff. They have completed more than 500 open-heart surgeries at Allegiance Health since the Center's opening, including cardiac bypass, valve replacements and repairs, aortic surgeries, and MAZE procedures to correct abnormal heart rhythms.

All of the 33 open-heart programs in Michigan participate in the Michigan Society of Thoracic and Cardiovascular Surgeons (MSTCVS), which collects data on patient outcomes. The MSTCVS Quality Collaborative, of which Dr. Macha and Dr. Simonetti are members, meets quarterly to share expertise and review the progress of each of the member programs.

"We are very pleased with our patient outcomes," said Dr. Macha. "According to MSTCVS data, our open-heart program's mortality rate is equivalent to the lowest in the state. Our rate of surgical complications is also extremely low, and we have by far the lowest transfusion rate for cardiac bypass surgery."

What this means to our community members, said Dr. Simonetti, "is that they can stay near their homes and get the same open-heart services and the same or better quality of care they would receive at a much larger hospital." He also emphasized that Allegiance Health patients will receive the highest level of personal attention from their surgeons and the nursing team. "Personal care, as well as the highest clinical standards, are part of our culture," he stated.

The personal care experience begins well before surgery at the Allegiance Health Heart and Vascular Center. Each patient is invited to tour the Center, meet the team who will be caring for them, and learn about their procedure and what they can expect. "Every single open-heart patient has two cardiothoracic surgeons on their team, and that is not something you commonly find," Dr. Simonetti said. "We both spend time with our patients every day of their stay."

The Allegiance Heart and Vascular Center itself is designed with patients and their families in mind. From admission until discharge, patients stay in the same large, private room, allowing them to relax and heal as they get to know their care team. "Our nurses, nurse practitioner and physician assistants are all very personable, and I know from working with them that they really care about their patients," said Dr. Macha. "Patients tell us all the time how much this means to them."

To learn more about open-heart surgical services at Allegiance Health, please visit AllegianceHealth.org/HeartCare.

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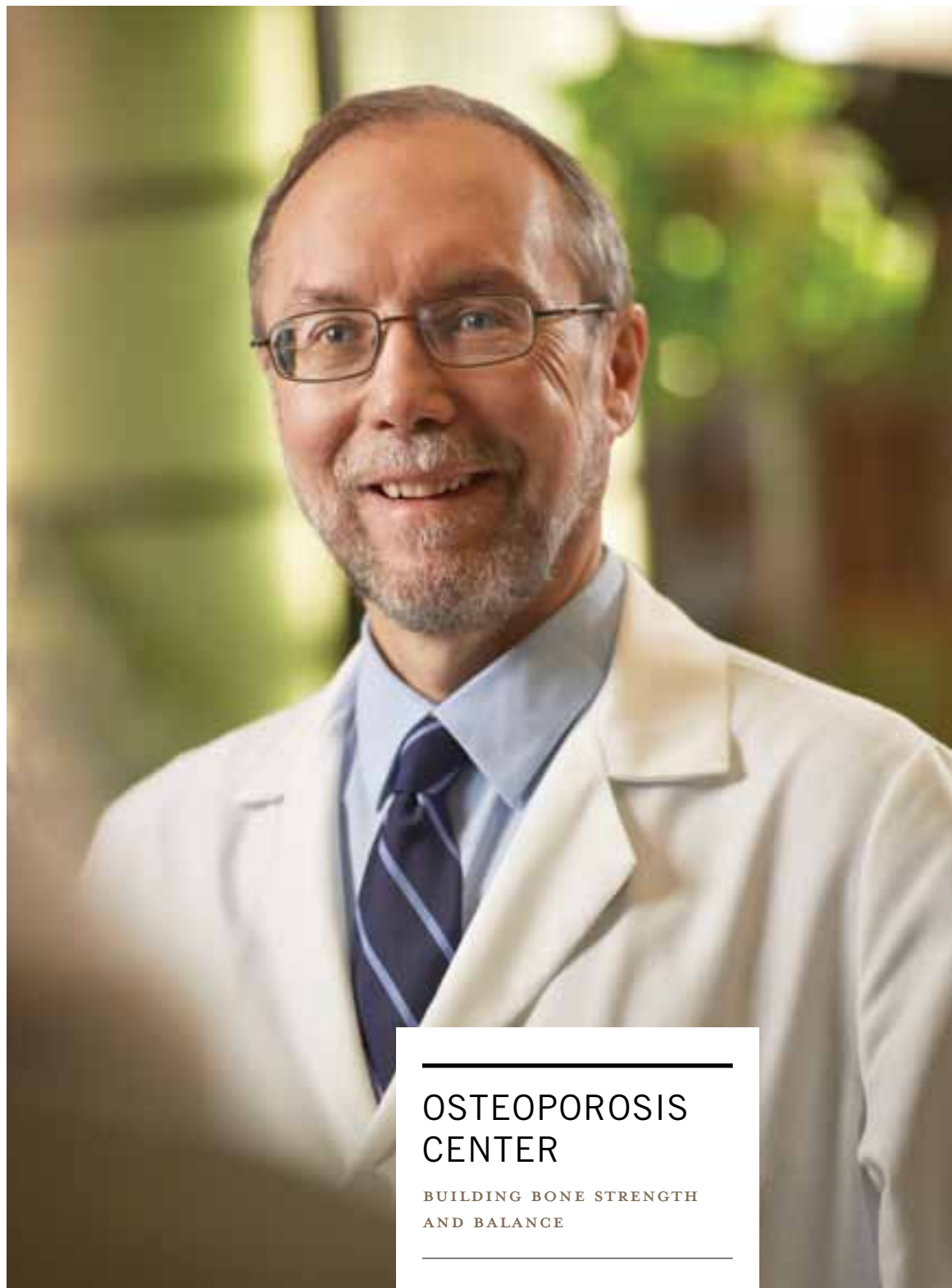
Vincent Simonetti, MD &
Mahender Macha, MD

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Rachel Rang, RN
Heart and Vascular Center

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Nursing Staff



“Here, we work not just to **build bone strength**, but also to **reduce the risk of falls** that can cause serious fractures.”



Identifying The Cause Of Balance Problems

Many osteoporosis patients also have balance problems, for which they can be treated in the same building. The Allegiance Balance Center, led by neurologist John Wald, MD, diagnoses and treats issues that can lead to falls and fractures.

"Balance problems can be caused by a number of different things, including inner-ear disorders, a brain or spine condition, arthritis, complications of diabetes, muscle weakness, even the fear of falling. We have specialists in every area who can diagnose and treat balance issues," Dr. Wald said. The Balance Center features a model apartment, complete with a kitchen, washer and dryer, bathtub and toilet, and a bedroom, where patients learn safe ways to perform their daily activities.

If a patient needs an MRI scan, or requires a walker or other assistive devices, these are also available at the Center. "The co-location of all these specialists and services to treat osteoporosis and balance issues, which are often related, makes Allegiance Health truly unique in our area," said Keys.

The Osteoporosis Center and Balance Center are located at 1201 E. Michigan Avenue, across from the hospital. For more information, visit AllegianceHealth.org/Osteocenter.

OSTEOPOROSIS, A WEAKENING OF BONES THAT LEADS TO AN INCREASED RISK OF FRACTURES, is a growing problem in the United States. Jackson County's rate of osteoporosis is higher than the national average, but fortunately for our community, Allegiance Health has one of very few centers in Michigan devoted entirely to the treatment of this disease.

Patients at the new Allegiance Osteoporosis Center are treated by Medical Director David Halsey, MD, endocrinologist; Hasan Qutob, MD, endocrinologist; and Leslie Thompson, nurse practitioner. The program is modeled after a nationally acclaimed center in Gainesville, Georgia, that was founded by Christopher Recknor, MD. According to Terry Keys, executive director of Neuromusculoskeletal Services at Allegiance Health, "Dr. Recknor is widely recognized as one of the country's leading experts on osteoporosis. He has been a great resource for us, and we keep him updated on our progress and challenges."

Osteoporosis is diagnosed with a painless, 20-minute bone-density test (DXA scan) and is typically treated with medication. The Allegiance Osteoporosis Center, however, takes a more comprehensive approach. "Here, we work not just to build bone strength, but also to reduce the risk of falls that can cause serious fractures," said Thompson. "Our care plans may include treatments that slow the natural process of bone breakdown so regrowth can catch up, or medication to increase bone reformation." According to Thompson, most patients also require physical rehabilitation to learn how to protect their bones with correct posture and movement and strengthening, and that is also available at the Center.

Patients can be referred to the Osteoporosis Center by their primary care provider for a DXA scan, for an initial evaluation or for ongoing management of bone health.

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David Halsey, MD

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Leslie Thompson,
Nurse Practitioner



FOSTER G. MCGAW PRIZE

RECOGNIZING COMMITMENT TO
COMMUNITY

AMONG ALLEGIANCE HEALTH'S PROUDEST ACHIEVEMENTS IN 2011 was gaining national recognition as the winner of the Foster G. McGaw prize for excellence in community service. One of the most esteemed community service honors in health care, the Foster G. McGaw award is presented to only one hospital in the United States each year.

"As a community-owned hospital whose mission it is to lead our community to health and well-being at every stage of life, this award is extremely meaningful," said Allegiance Health President and CEO Georgia Fojtasek.

To qualify for the award, a health care organization must show that it provides innovative programs to significantly improve community health. It must also demonstrate successful partnerships with other community health organizations.

The McGaw Prize Selection Committee chose Allegiance Health among other award applicants for providing innovative programs that increase access to care and empower individuals to improve their health. The following programs were cited as examples of successful partnerships among community organizations: The *It's Your Life* health management program; the Community Medication Assistance Program, which provides free or low-cost medications; Project Access, through which area physicians provide services for free; the Jackson Prenatal Task Force, which educates local women about preventing premature births; and the Center for Family Health's school-based health centers.

For a list of Allegiance Health's community partnerships, see page 25.

"As part of the selection process, leaders from some of the most prestigious health care organizations in the United States made a personal visit to Jackson. They took great care in their decision, and they chose Allegiance Health. This award is proof that Allegiance Health is serious in its commitment to work with other community organizations, not only to treat illness but to encourage prevention and wellness."

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“Allegiance Health proves it cares about our community in many ways, like providing Project Access patients with free inpatient care, lab and diagnostic services and medication assistance. With support from Allegiance and other community organizations, as well as the participating physicians who donate their time, Project Access has been able to provide more than \$10 million in free primary and specialty health services over the past four and a half years for people who can’t afford medical care.”

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Brian Adamczyk, MD
Executive Committee Chairman, Project Access

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“This award is something our community can be proud of. It says that some of the top health care organizations in the United States are taking notice of our community hospital for very positive reasons. By supporting important community programs like the Center for Family Health’s school-based health centers, Allegiance Health has proven that it cares about our kids and wants them to be able to stay in school.”

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William Patterson, Principal for Instruction, Middle School at Parkside



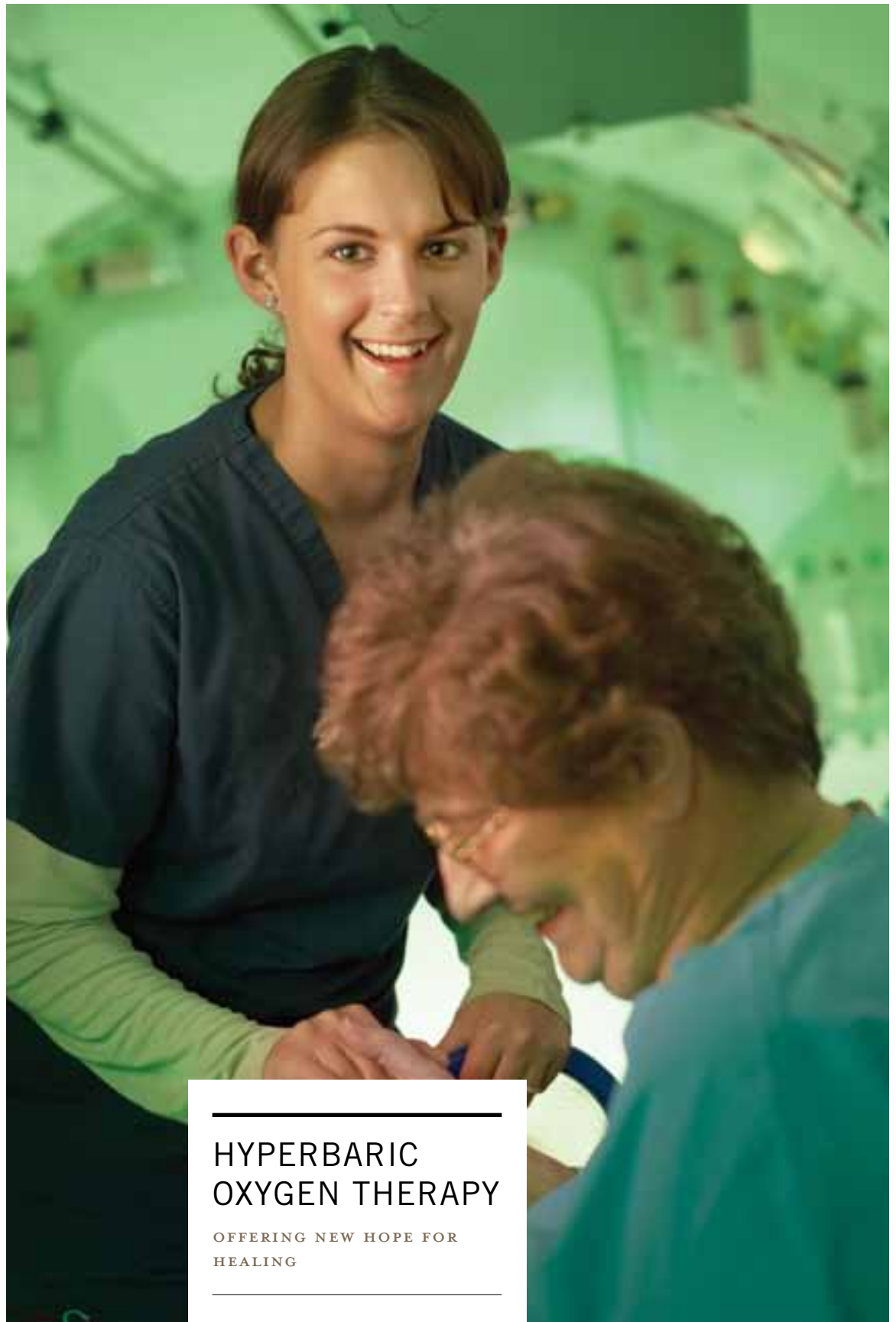
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“The Foster G. McGaw Prize is recognized across the United States as being one of the most important awards a hospital can receive, because it’s based on how a hospital cares for the people in the community. Only one hospital wins it each year, and that really is an honor. Allegiance Health understands the importance of providing quality medical care for every community member. Their yearly support of the Center for Family Health helped us to build our beautiful new Community Health Center and to care for families who need it most.”

04

Molly Kaser
Executive Director, Center for Family Health





HYPERBARIC OXYGEN THERAPY

OFFERING NEW HOPE FOR
HEALING



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WHEN LISA COFFELT'S DOCTOR RECOMMENDED HYPERBARIC OXYGEN THERAPY TO HELP HEAL her surgical incision, Lisa's initial reaction was panic. "I have claustrophobia, and the idea of sitting in a pressurized cabin with a hood over my head was terrifying," she said. "But I had been in constant pain for months, and I was willing to try anything."

Hyperbaric oxygen therapy is recognized by the American Medical Association to be an effective part of treatment for patients with diabetic ulcers, surgical wounds, late-effect radiation injuries, and other conditions that have not healed with standard therapies.

"Hyperbaric therapy heals from the inside out, promoting the body's natural healing process," said Deanna Master, MD, medical director for the Hyperbaric Center at Allegiance Health. Patients sit in a comfortable high-pressure (hyperbaric) treatment room, where they breathe 100 percent oxygen through a clear plastic hood. This causes oxygen to dissolve into the blood stream at a level that is 17 times higher than normal.

During the carefully monitored, painless treatment, patients can talk, nap, read or watch a movie. According to Dr. Master, "As pressure levels build in the chamber, the patient feels an ear-popping sensation, like being on an airplane. After the first 15 minutes, the pressure is stable and the patient feels nothing at all for the rest of the treatment. Most patients leave the treatment room feeling energized and can return to normal activity immediately."

Many of facilities offering hyperbaric therapy use a "mono-chamber," in which a single patient lies down for treatment. Multiple-chamber units have proven to be more comfortable—especially for patients like Lisa—because they can talk and move more freely. Allegiance Health offers one of the largest multiple-chamber facilities in Michigan.

"Because of the high numbers of patients with diabetes in our community, hyperbaric oxygen therapy is becoming increasingly important here," Dr. Master said. "Foot ulcers are a concern for diabetic patients, and hyperbaric therapy has been shown to significantly lower the need for amputation."

Hyperbaric patients typically come for a two-hour treatment, six days a week, for five or more weeks. "When you weigh that against the trauma of losing a foot or a limb, you can see why our patients are willing to make that commitment," Dr. Master said. For Lisa, "The time spent was well worth it. Since completion of the therapy, I have absolutely no pain."

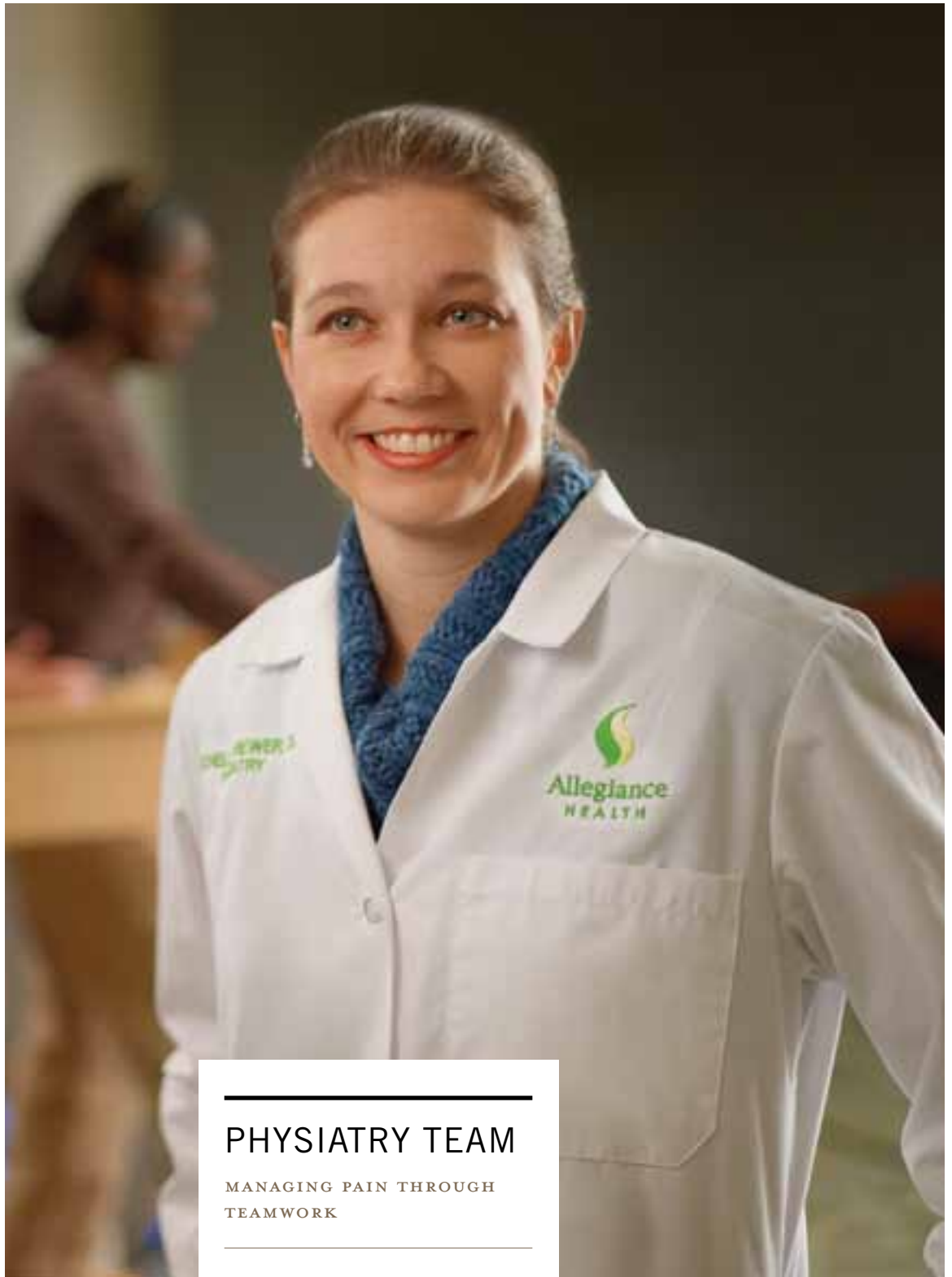
In order to have hyperbaric oxygen therapy covered by an insurance plan, patients must meet specific criteria that show their condition is chronic or severe. Dr. Master emphasized that hyperbaric therapy "is not a solution on its own, but part of a comprehensive care plan." For the best results, patients need to take an active role in their care by following a healthy diet, getting regular exercise, not smoking, and making sure they get to their appointments. "When all those parts are in place, we see very high healing rates," she said. "It's really exciting to see improvement before your eyes."

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Britani Bramble,
Allegiance Hyperbaric
Center, with patient
Sharon Kunkel

02
Deanna Master, MD

03
Britani Bramble

For more information, including a slide show, visit AllegianceHealth.org/Hyperbaric.



PHYSIATRY TEAM

MANAGING PAIN THROUGH
TEAMWORK

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“My goal is to **empower patients** to know what to do, so they can **get back out in the community** and enjoy life.”



01

Rebekah Waldron,
Physical Therapy

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Michelle Brewer, DO

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PHYSIATRY, ALSO KNOWN AS PHYSICAL MEDICINE AND REHABILITATION, is a medical field that treats injury or illness nonsurgically to decrease pain, restore function and improve a patient's quality of life. Specialists in this field are nerve, muscle and bone experts who provide rehabilitative care that is individually targeted to a patient's goals and abilities.

Physiatry services at Allegiance Health are provided at the Allegiance specialty center by Physiatry team leader Michelle Brewer, DO, and Iman Abou-Chakra, MD. "Our patients have a variety of conditions, from back or knee pain to fibromyalgia, to brain and spinal cord injuries," said Dr. Brewer. "They come to us, basically, because whatever they have tried in the past isn't working."

Dr. Brewer specializes in osteopathic manipulative treatment, or OMT, which involves using the hands to diagnose, treat and prevent illness or injury. Using OMT, she moves a patient's muscles and joints with stretching, gentle pressure and resistance. But her approach to care involves many other specialists, as well. "It is always best to get at pain before it becomes chronic," she said, "and we try every tool in our toolbox to restore a patient to his or her optimal level of movement."

When a physiatry patient first comes to the Allegiance specialty center, care begins with a complete medical history and physical exam. "Then, we review notes from the patient's primary care doctor and any specialists who were seen, to determine what was and wasn't effective in the past," said Dr. Brewer. "From there, I develop a care plan based on the patient's needs and preferences. In addition to OMT, this might include medicine,

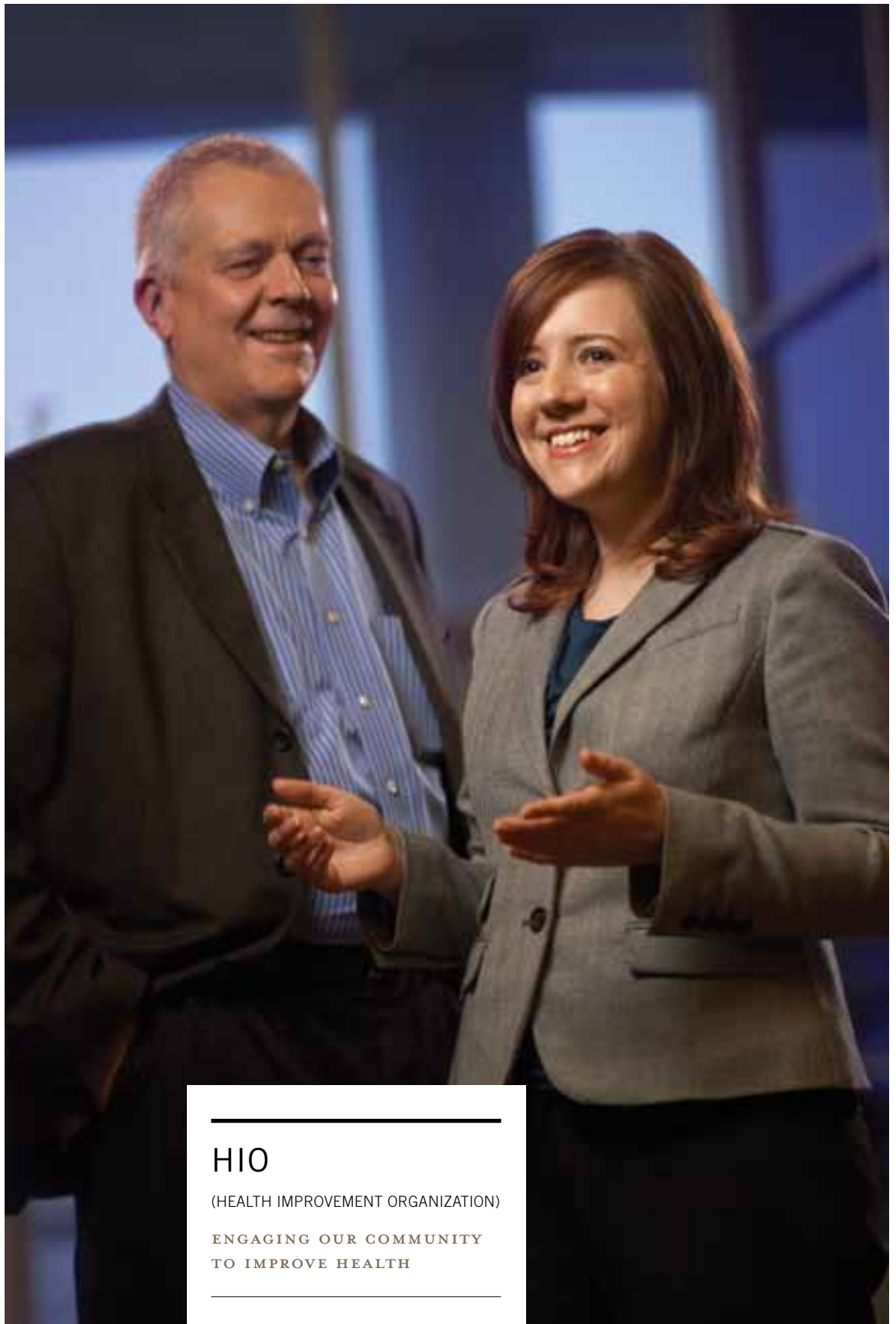
injections, exercise and therapy. My goal is to empower patients to know what to do, so they can get back out in the community and enjoy life."

Depending on the individual patient, the care plan may also involve a physical therapist, a rheumatologist or a neurologist. If a patient is interested in trying acupuncture, Dr. Brewer will refer him or her to a physician who provides that treatment.

"Depression, anxiety and pain make each other worse, so we may include pain psychologist Dr. Richard Enter or psychiatric nurse practitioner Sue Gonzales on the care team," Dr. Brewer explained. In some cases, a patient may be referred to Brandon Gaetino, MD, medical director of the Allegiance Pain Management Center, which is located at the same facility. The specialty center's patient navigator, Michelle Cornstubble, RN, can assist patients with the scheduling of these appointments.

"Often, patients are referred here by their family doctors, because they want to avoid surgery," said Dr. Brewer, "and we will help them explore all their non-surgical options." She pointed out, however, that "Sometimes, surgery is necessary, and we will also be honest with them about that. We will always recommend the course of action that is in the best interest of our patients."

The Allegiance specialty center is located at 1201 E. Michigan Avenue in Jackson. For more information, visit AllegianceHealth.org, click on "Services," and choose "Physiatry."



HIO

(HEALTH IMPROVEMENT ORGANIZATION)

ENGAGING OUR COMMUNITY
TO IMPROVE HEALTH

The HIO is a partnership among **community organizations** that aims to coordinate efforts and **build strong relationships** among patients, physicians, schools, employers, health plans and the faith community.

WITHIN JACKSON COUNTY, THERE ARE MANY ORGANIZATIONS DEDICATED TO IMPROVING HEALTH and quality of life for our community members. Most of them depend on financial support from donations and grants, and many vie for the same available dollars.

Guided by the principle of "strength in numbers," Allegiance Health founded the Health Improvement Organization (HIO) in 2000. The HIO is a partnership of community organizations that aims to coordinate efforts and build strong relationships among patients, physicians, schools, employers, health plans and the faith community. It also encourages individuals to become active in their own health improvement.

An HIO Coordinating Council represented by 30 community organizations, including the United Way of Jackson, the Jackson County Health Department, Jackson Community College and the Center for Family Health, was formed to work with community leaders and provide a strong community platform for support.* The Council was instrumental in creating a strategic Community Action Plan that aligns goals and strengthens resources in a unified direction toward high-priority issues.

According to Amy Schultz, MD, director of Allegiance Health's Department of Prevention and Community Health and medical director for the Jackson County Health Department, "The Action Plan acts as a compass for the organizations and gives us all greater leverage. When seeking a grant, for example, it helps to show that you are a part of a community-wide effort."

Rather than starting over, the HIO builds on strengths and resources that already exist and helps to make them even more effective. "As an example, DisAbility Connections has always provided games and craft projects for its clients. As a part of the HIO, it is now adding fitness and wellness activities," Dr. Schultz noted.

Five Aims of the HIO

- 1: **ACTIVELY ADDRESS THE ROOT CAUSES.** The HIO has identified tobacco use, obesity and environmental problems as the top factors that are making our community unhealthy. By working "upstream" to prevent these issues, we can avoid the health problems they cause in later years.
- 2: **TAKE TIME TO ANALYZE THE DATA.** The HIO conducts a Community Health Assessment to gather information on the health status of Jackson County. More than 1,000 Jackson County residents age 18 and older respond to questions about their health status, insurance coverage, personal health habits and health care experiences. The information provides a valuable picture of community health and identifies areas of focus for the Community Action Plan.
- 3: **SEEK INPUT FROM THE COMMUNITY.** We motivate our community members to join in the action of improving their health.
- 4: **MAKE PREVENTION AND WELLNESS PART OF ALL COMMUNITY PROGRAMS.** This will improve existing services toward delivering health improvement, from early childhood programs and beyond.
- 5: **COORDINATE EFFORTS.** Organizations join forces for a greater positive impact on our community.

"We are encouraged by the strong partnerships our shared vision has made possible," said Ted Westmeier, director of the Jackson County Health Department. "It demonstrates a trust among organizations that not many communities have."

To learn more about the HIO, visit myhio.org. To learn about the Step by Step Community Health Improvement Program and how you can participate, visit MyStepbyStep.org.

*For a complete list of HIO partner organizations, turn to page 25.



BREAST CANCER DISEASE SITE TEAM

WORKING TOGETHER FOR THE
BEST BREAST CANCER CARE



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TO ENSURE THAT PATIENTS WITH CANCER CONSISTENTLY RECEIVE THE HIGHEST LEVEL OF CARE, Allegiance Health has created four Disease Site Teams. Each team focuses on one of the types of cancer that is most commonly diagnosed in our community: breast cancer, lung cancer, colorectal cancer and prostate cancer.

The 23-member Breast Cancer Disease Site Team is represented by the various professionals who interact with a breast cancer patient at every step of care—from the family doctor visit to the mammogram and diagnosis, through surgery, chemotherapy and radiation treatment and follow-up care.

"We meet regularly to get a clear picture of a breast cancer patient's overall experience through Allegiance Health and to find ways to improve that experience," said general surgeon and team chair Phillip Frantzis, MD. "We create a common pathway for care, based on proven practices."

The multidisciplinary aspect of the team is key to its success. "Representation from doctors, nurses and administrators in so many different areas—including Allegiance Women's Health Center, family medicine, radiology and pathology—gives us the whole picture of care," said Dr. Frantzis. "When everyone is present in the same room, we can really work out solutions effectively."

The team also discusses best practices from other health systems that could benefit Allegiance Health patients, as well as ways to educate patients and their families on breast disease.

Process improvement is another area of strength for the team. "Recognizing that one of the biggest causes of anxiety for a patient and family members is waiting for the result of a biopsy, for example, our team promotes the use of needle biopsies whenever possible," Dr. Frantzis said. "This eliminates a surgical biopsy, and getting results is much faster. We are also looking at new technology for ultrasound-guided biopsies."

As a member of the Michigan Breast Oncology Quality Initiative (MIBOQI), a statewide effort to improve breast cancer treatment and outcomes, Allegiance Health can compare its treatment methods with nationally accepted treatment guidelines. "The MIBOQI data shows us that we are better than the national averages in many areas. It also tells us where to best direct our resources for continued improvement," Dr. Frantzis explained.

For a complete list of members of the Allegiance Health Breast Cancer Disease Site Team, please see page 25.

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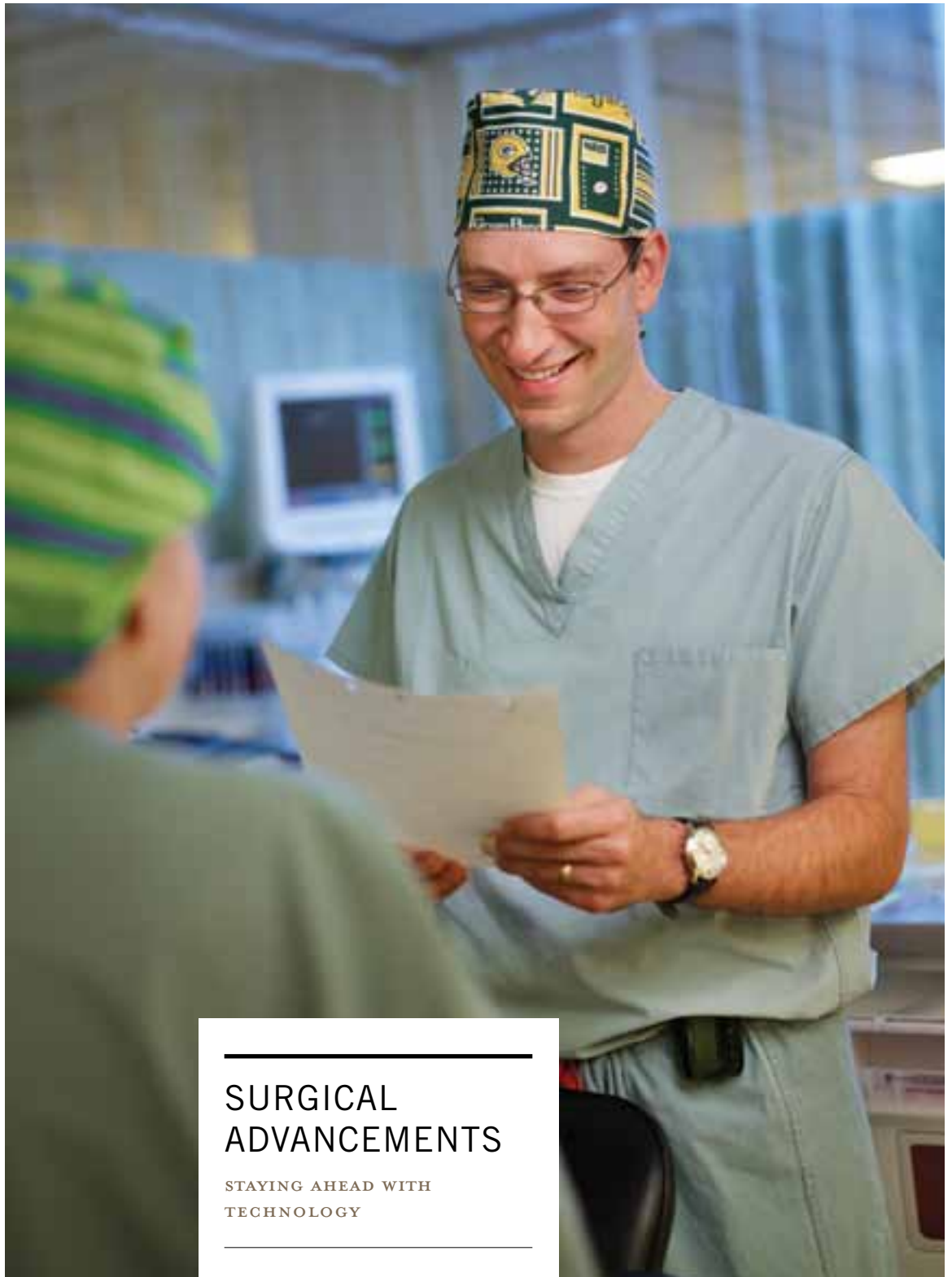
JoAnn Hirth, MD &
Phillip Frantzis, MD

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Lori Green,
Hematology Oncology

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Dr. Frantzis &
Patient Navigator
Lil McGaffigan



SURGICAL ADVANCEMENTS

STAYING AHEAD WITH
TECHNOLOGY

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“We are providing **university-level care** at a community hospital.
It’s something **to be proud** of.”



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ONE OF THE MOST SIGNIFICANT SURGICAL BREAKTHROUGHS OF THE PAST 20 YEARS has been the introduction of minimally invasive techniques, which eliminate the need to make major incisions. Surgery is done through several tiny openings, greatly reducing pain and the risk of infection and significantly speeding recovery time.

Because of these benefits, minimally invasive procedures are used at Allegiance Health whenever they are appropriate and safe, making up more than 12 percent of all surgeries performed in 2011. Many of the surgeries are done on an outpatient basis or require just an overnight hospital stay, and patients typically return to work within several days to two weeks.

Allegiance Health values innovation and supports the use of new technologies that have been proven safe and effective for patients. The daVinci Robotic Surgical System® is widely used here for minimally invasive gynecological, prostate and gastrointestinal procedures, as well as hernia repairs. Also available are a new procedure to correct carpal tunnel syndrome using only tiny incisions and a procedure to reduce acid reflux with no external incision at all.

Among those who have moved forward with minimally invasive technology is general surgeon Christopher Pfeifer, DO, who performs what is known as a SILS™ technique, or single-incision laparoscopic surgery, for removal of the appendix or gallbladder. The procedure is done through one small opening made just below the belly button and results in a scar that is virtually invisible.

Dr. Pfeifer completed a fellowship in minimally invasive surgery at Geisinger Medical Center and performed about 2,000 procedures before using the single-incision technique. He is quick to point out that SILS is not appropriate for every patient. "Right now, the technique is generally done on younger patients who have never had abdominal surgery and therefore have no scar tissue," he said.

For the sake of patient safety, the surgeon must always be prepared to transition to more traditional techniques if necessary. "We never sacrifice safety for cosmetics," Dr. Pfeifer emphasized. "While the SILS procedure may have limited applications now, we are just beginning to explore how it can be used in the future to benefit a wider range of patient needs and conditions."

For Dr. Pfeifer, his access to SILS technology represents Allegiance Health's willingness to move forward in the patients' best interest. "Our leadership understands that medical technology is moving very fast, and in even five years' time, surgery could be totally different," he said. "We can only offer our patients the best care if we are continually advancing technology and our surgical skills."

Since he joined the medical staff at Allegiance Health in 2008, Dr. Pfeifer has been "nothing but impressed with what is offered here. We are providing university-level care at a community hospital. It's something to be proud of."

If you are facing surgery, ask your physician if you are a candidate for a minimally invasive procedure. Or call Allegiance General Surgery at (517) 788-9677.

01
Christopher Pfeifer, DO
02
Susan Baker, RN
Heart and Vascular Center
03
Laparoscopy Tools

THE ALLEGIANCE HEALTH FOUNDATION

SUPPORTING OUR HEALTH SYSTEM
AND OUR COMMUNITY

THE ALLEGIANCE HEALTH FOUNDATION WAS FORMED IN 2008 to build support for Allegiance Health through partnerships with individuals, businesses, foundations and local government. Their valued contributions of time, money and other gifts make it possible for the health system to continue providing the highest quality care at the lowest possible cost to everyone, regardless of their ability to pay.

In addition to supporting Allegiance Health's new Gayle M. Jacob Cancer Center, the Foundation launched a capital campaign that made the Allegiance Hospice Home—Jackson's only hospice residence—a reality. With our community's help, the Allegiance Health Foundation looks forward to building and sustaining this important work.

The Foundation's leaders and loyal supporters stand firmly committed to ensuring that Allegiance Health remains independently owned, to offer excellent health care both now and long into the future.

Allegiance Health is committed to providing our community with an exceptional level of care and services close to home.

If you would like to help the Allegiance Health Foundation support the programs and services our community deserves, please call the Allegiance Health Foundation at (517) 817-7508, or visit AllegianceHealth.org/Foundation.

GAYLE M. JACOB CANCER CENTER

ALLEGIANCE HEALTH'S NEW
GAYLE M. JACOB CANCER CENTER

THE ALLEGIANCE HEALTH FOUNDATION WAS PROUD TO ANNOUNCE the successful completion of its HEALING • HOPE • HOME Capital Campaign in summer 2011. This campaign supported the renovation, construction and addition of new medical equipment and services for Allegiance Health's Gayle M. Jacob Cancer Center. Named in honor of a local resident and Allegiance Community Partner whose ideas have been instrumental in this extensive project, the Center opened in September 2011.

The Cancer Center renovation cost \$8.2 million: with \$1.1 million coming from the University of Michigan, \$5.1 million from Allegiance Health and \$2 million coming from community members, via the Allegiance Health Foundation's Capital Campaign.

More than doubling existing floor space to 9,960 square feet, the beautiful Gayle M. Jacob Cancer Center will allow Allegiance Health to provide not only the highest level of clinical care and technological advancement, but also the comfort, privacy and emotional support that patients with cancer need to heal in body, mind and spirit.

We could only have accomplished this with the support of our community.

To learn more about Allegiance cancer care services, visit AllegianceHealth.org/CancerCare.

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ALLEGIANCE HEALTH'S RECEIPT OF THE FOSTER MCGAW PRIZE IS A TESTAMENT TO MANY SUCCESSFUL PARTNERSHIPS IN OUR COMMUNITY.

Allegiance Behavioral Health
 Allegiance Faith Community Nursing
 Allegiance Prevention and Community Health
 American Red Cross, South Central Michigan Chapter
 AWARE, Inc.
 Catholic Charities of Jackson County
 Center for Family Health
 Central Michigan 2-1-1
 Community Action Agency
 Community Foreclosure Commission
 Community Medication Assistance Program
 Consumers Energy
 Department of Human Services
 disAbility Connections
 Emergency Needs Coalition
 Enterprise Group
 Fitness Council of Jackson
 Food System Economic Partnership
 Great Lakes Industry, Inc.
 Health Plan of Michigan
 Jackson Area Manufacturers Association
 Jackson Community College
 Jackson Community Medical Record
 Jackson County Administration
 Jackson County Chamber of Commerce
 Jackson County Community Foundation
 Jackson County Department on Aging
 Jackson County Health Department
 Jackson County Medical Society
 Jackson County Intermediate School District
 Jackson County Substance Abuse Prevention Coalition
 Jackson Emergency Needs Coalition
 Jackson Physicians Alliance
 Jackson Prenatal Task Force
 Jackson Public Schools
 Jackson Tobacco Reduction Coalition
 Junior Achievement

Lifeways Mental Health Services
 March of Dimes
 Michigan Prisoner ReEntry Initiative
 Michigan State University Extension
 Project Access
 School-to-Work
 Segue, Inc.
 United Way of Jackson County

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BREAST CANCER DISEASE SITE TEAM MEMBERS

Phillip Frantzis, MD, General Surgery, Chairman
 Kenneth Devaney, MD, Pathology
 Joann Hirth, MD, Hematology / Oncology
 Joshua Munro, MD, Family Medicine
 Shawn Obi, MD, General Surgery
 Amy Schultz, MD, Director, Prevention and Community Health
 Julie Soriano, MD, Radiation Oncology
 David Williamson, MD, Radiology
 Anny Arana, Health Planner
 Diane Bohn, NP, Oncology
 Deborah Dusseau, RT(T), Manager, Radiation Oncology / Cancer Registry
 Amy Engle, RN, MIBQI Data Coordinator
 Deb Killewald, RN, RENEW support group
 Teresa Kinch, RN, Unit Educator
 Susan Lee, Manager, Prevention Excellence
 Jacalyn Liebowitz, Vice President, Patient Care Continuum
 Andrew Marcin, PA, Radiation Oncology
 Lil McGaffigan, RN, Oncology Patient Navigator
 Barb Mierzwa, RN, Manager, Women's Health Center
 Robyn Pulliam, Director, Imaging Services
 Nicole Templeton, RN, Performance Excellence
 Cheryl White, RN, Performance Excellence
 Karen Yacobucci, Executive Director, Oncology Services

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HEALTH IMPROVEMENT ORGANIZATION (HIO) PARTNERS

Allegiance Behavioral Health
 Allegiance Faith Community Nursing
 Allegiance Prevention and Community Health
 American Red Cross, South Central Michigan Chapter
 AstraZeneca HealthCare Foundation
 AWARE Shelter
 Catholic Charities of Jackson County
 Center for Family Health
 City of Jackson Human Relations Commission
 Community Action Agency
 Consumers Energy
 disAbility Connections
 Fitness Council of Jackson
 Food System Economic Partnership
 Great Lakes Industry, Inc.
 Health Plan of Michigan
 Jackson Area Manufacturers Association
 Jackson County Administration
 Jackson County Chamber of Commerce
 Jackson County Department on Aging
 Jackson County Health Department
 Jackson County Intermediate School District
 Jackson County Substance Abuse Prevention Coalition
 Jackson Community College
 Jackson Public Schools
 Jackson Tobacco Reduction Coalition
 LifeWays
 Michigan Prisoner ReEntry Initiative
 Michigan State University Extension
 Segue, Inc.
 United Way of Jackson County

www.allegiancehealth.org

ALLEGIANCE HEALTH VALUES

COMPASSION

COMPETENCE

CUSTOMER SERVICE

DIVERSITY

HEALING ENVIRONMENT

INTEGRITY

QUALITY

TEAMWORK

