

2012

our family + your family

allegiance health report to the community

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.

care contribute connect

2012 Allegiance Health Report to the Community





welcome

ours + yours

Allegiance Health, along with our nation, is embarking on a journey that will transform health care as we know it. We have been preparing for more than 10 years, since the formation of our Health Improvement Organization, to position our health system for the changes that will come with health care Reform. (See p. 23.)

One thing that will not change at Allegiance Health is our steadfast commitment to providing our patients with the highest quality care. We think of our patients and our community as an extension of our own families, and we strive to provide the same kind of care we would want for our loved ones.

Allegiance Health continues to invest in the technology and specialized training needed to ensure excellence in all the services that are vital to our community. We have been gaining national recognition for quality care and are very proud to announce that Allegiance Health has been honored with the Healthgrades America's 100 Best Hospitals Award™ for 2013—which ranks us among the top 2% in the nation for overall clinical excellence.

We are equally committed to protecting the safety of every patient with hospital-wide measures to reduce patient falls and the spread of infection. We are grateful beyond words to Marcy Keefe-Slager and her husband, Harv, for inspiring us to find ways to further ensure the safety of our patients. (See p. 31.) Their remarkable grace and courage allowed us to turn a tragic experience into a learning opportunity for all future Allegiance Health staff. With Marcy's memory in our hearts, we will go forward with even greater determination to protect the safety of everyone in our care.

As we work together to meet the challenges before us, our first priority will always be the families of our community—like yours—who have entrusted us with their care over the years. We hope you will enjoy reading their stories within these pages. There is no better reminder of our mission: to lead our community to better health and well-being at every stage of life.

Larry Schultz board chair

Georgia Fojtasek president and ceo

top 2% in the Nation for Overall Clinical Excellence



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family + care

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dunigan family

history + family

Allegiance Health has been with the Dunigan family through every stage of life. All 12 siblings from this close-knit Jackson family were born at the hospital, along with 26 of their children and 17 of their grandchildren. Both their mother and father spent the last moments of their lives surrounded by family at the Allegiance Hospice Home.

"Allegiance has taken care of us through joy and sadness," Karen Dunigan said. "In addition to births and medical emergencies, there have been countless ER visits, x-rays, stitches and broken bones set for our extended family of 90."

For the Dunigans, the Allegiance Heart and Vascular Center has become a second home. "Both our parents died from complications of heart disease, and we all inherited a condition that produces high levels of cholesterol," said Patty Sete, a Dunigan sister. "My brother David was the first to have serious heart problems more than 30 years ago, and nearly all of us have had cardiac care since then."

Steve and Karen most recently had procedures to open blocked arteries. In Steve's case, a 95-percent blockage was discovered in the left main coronary artery, which feeds a very large part of the heart muscle. After a successful angioplasty procedure, Steve completed the Allegiance Cardiac Rehabilitation program and feels better than ever.

"With our family history, we are grateful to have this level of heart care close by," Steve said. "Some of the best heart doctors are right here in Jackson, and Allegiance has made a huge investment in the heart center to improve the health of our community."

Even the youngest Dunigans have a place in their hearts for Allegiance Health. Between their own minor injuries and visits in support of their parents, they've made many trips to the hospital. Steve's daughters also have fond memories of Allegiance Hospice Home, where they visited both Dunigan grandparents.

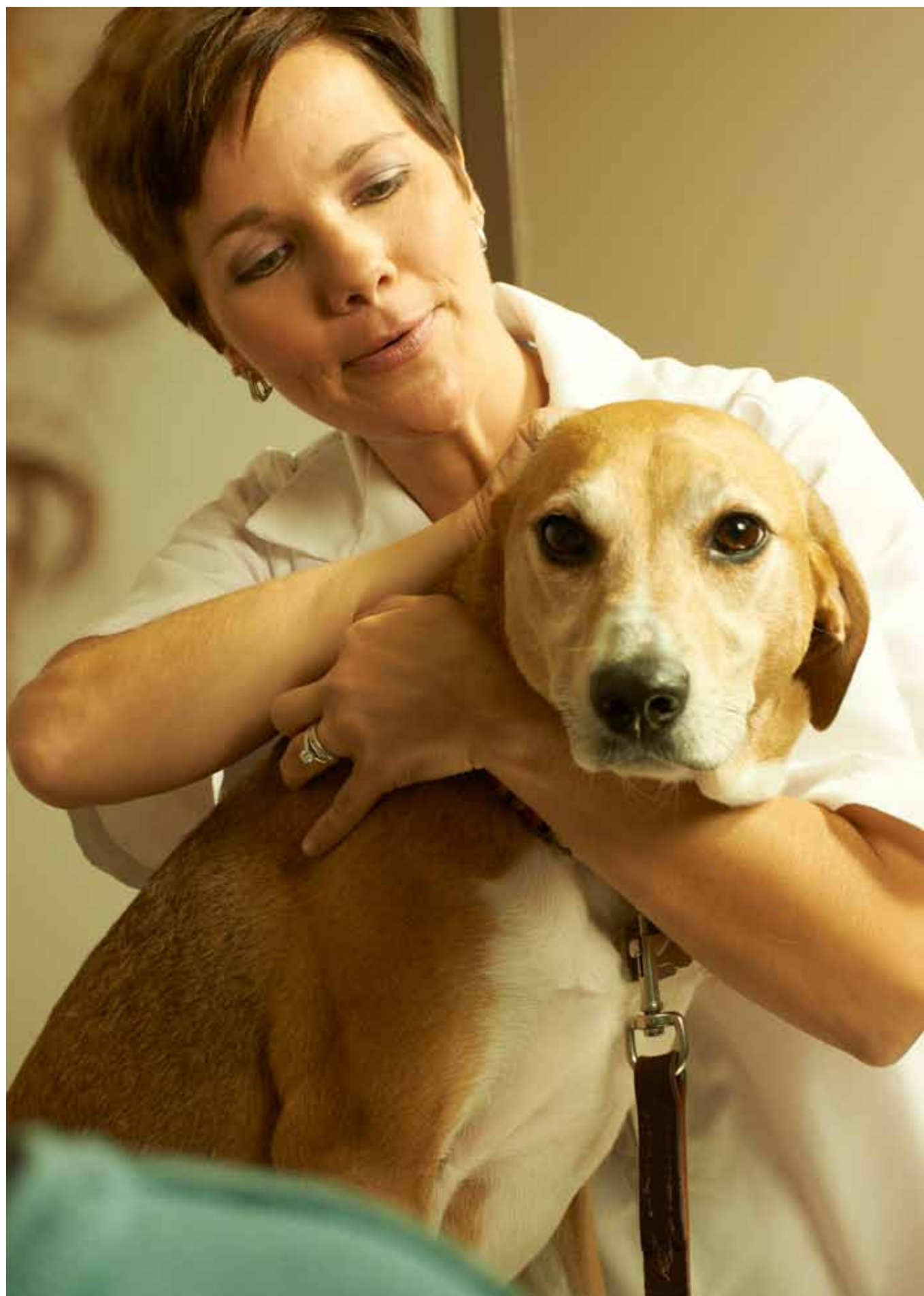
"Everyone was so nice and went out of their way to care for all of us," said 17-year-old Keely. "I know Grandma felt comfortable, and that made me feel good." Nina, 12, agreed: "It was cool because we are such a big family and they gave us our space. Hospice Home doesn't seem at all like a hospital. It felt more like being at home."

To read more stories of those who have experienced care at the Allegiance Heart and Vascular Center, visit AllegianceHealth.org/SimpleThings.

Family Stats

12 siblings 

 50 allegiance births



melissa owings

home + comfort

Just after turning 40, Melissa Owings Wilcox had her first mammogram and learned she had breast cancer.

"I was in shock," she said. "But I knew that if I was going to go through this life-changing experience, I would need a lot of support and access to my doctors. I knew Allegiance Health would provide that, and I had confidence in their experienced, research-based cancer program."

Fortunately, Melissa's cancer was detected at a very early stage. General surgeon Phillip Frantzis, MD, and oncologist Malcolm Trimble, MD, developed a plan of treatment that began with a lumpectomy—surgery to remove just the tumor. This was followed by six cycles of chemotherapy, six weeks of radiation and a year of monoclonal antibody therapy, a treatment that attacks substances in the body that might help cancer cells grow.

Choosing Allegiance Health allowed Melissa the personal support she hoped for and let her continue working through treatments. "My coworkers did everything they could to make my job and life easier," she said, "and the Allegiance staff accommodated my work schedule. So I could drop my children off at St. John's Elementary, go in for treatment and get to work nearly on time."

Melissa also found her doctors to be accessible. "Dr. Frantzis was wonderful, and Dr. Trimble would stop by to sit with me during chemotherapy and answer all my questions," she said.

Adding to Melissa's sense of security were the many community members she recognized among the hospital staff. "There is such comfort in having familiar, trusted people around you in difficult times," she said. These included her friend and client Sarah Webster, an Allegiance nurse anesthetist whom Melissa requested to be on her surgical team. "My ultrasound tech was a former neighbor from Clark Lake, and one of the Oncology staff was a woman whose dog I had treated for a rattlesnake bite," Melissa recalled. "Their care and professionalism always made me feel safe."

Duane Wilcox, Melissa's husband, is an Allegiance RN and was able to visit with her during lunchtime and breaks. "It was great having him close by," Melissa said. "He was my rock." Melissa's mother, aunts, cousins, girlfriends, neighbors and clients were also "amazing," she said. "They brought us meals, drove me to treatments and made sure my children and pets got lots of attention."

Now, Melissa is feeling even healthier than before her illness. "I know all the love and support I received made a difference in my healing, and I'm truly grateful," she said.

"There is such a comfort in having familiar, trusted people around you in difficult times."



hampton family

faith + family

"As a large family, we are very thankful to have Allegiance Health in our community," said Lee Hampton, director of Multicultural Affairs at Jackson Community College. "We've had great experiences there and built wonderful relationships over the years."

Lee is the youngest of 11 children. His father, Frank Hampton Jr., moved his wife, Beatrice, and their first six children to Jackson from Detroit in 1967, when Frank became pastor of the Church of God on South Street. The last five Hampton children, including Lee, were born at Allegiance Health.

For Lee and his wife, Melinda, the Allegiance Family Birthing Center almost feels like home. "All but our youngest child were born there," Lee said. "Ivory couldn't wait and was born at home, arriving at the hospital by ambulance. But the staff was ready and waiting for us, and it was another great experience."

Lee has also come to appreciate Allegiance Health through his work as Youth Leader and Minister for his father's church. "I have visited patients at many health care facilities, so I realize that Allegiance is exceptional," he said. "It is always clean and welcoming, and the level of technology is remarkable." Just as important to Lee is how patients are treated. "Allegiance operates with professionalism, respect and consideration," he said. "Many community members and members of the congregation don't have means to travel for medical care, but a health care system of this caliber makes it unnecessary to go anywhere else."

Local access to hospital care is increasingly important to Frank Hampton Jr., who is now in his 80s. "Dad has been fortunate to have good health all his life," Lee explained. "But many in the community call to ask for prayer, and he makes a lot of hospital visits. Traveling out of town would be hard on him. This way, he's not limited in whom he can visit."

Lee's community hospital is also important to his academic career. "Having a health system of this stature is vital to our economy and our school system," he said. "It's a bright spot in our community and is definitely a recruiting tool for JCC."

Lee believes that when individuals have to travel away from home for medical care or the birth of a child, "it diminishes the hospital experience and is detrimental to recovery. Allegiance Health allows our family and friends to support us in a more intimate way," he said. "The value of that is immeasurable."

Family Stats

11 siblings 

 13 allegiance births



2

contribution + community

financial commitment

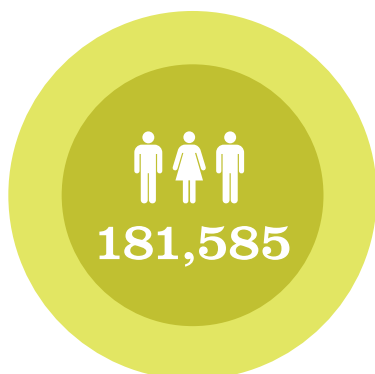
Every year, Allegiance Health makes a significant investment in our community by providing low-cost or cost-free services and education. These community benefit programs supplement our normal services and extend our mission as a not-for-profit health system to improve the health and wellness of all community members, regardless of their ability to pay.

“We are deeply committed to our community and believe every family and individual deserves the highest level of care.”

Georgia Fojtasek, President and CEO

\$62,248,632

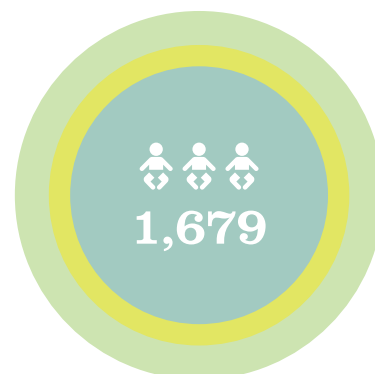
2012 contributions to community programs and services



Number of Community Members Served



Services for Patients who Can't Afford to Pay



Number of Births at Allegiance Health



+ community health education

The Jackson County Prenatal Task Force (PNTF) is dedicated to reducing the infant mortality rate in Jackson County. A collaboration of 16 community organizations, including Allegiance Health, PNTF develops prevention, education and health care access programs. Due in part to their efforts, the number of annual infant deaths in Jackson County dropped 55% between 2005 and 2009 (the last year for which we have data).

One of the PNTF's strategies is to promote safe sleep practices. In doing so, Allegiance Health provided 1,001 Halo SleepSacks® to infants born at the hospital. The SleepSacks eliminate the need for blankets, bumper pads, and other soft materials in cribs that are dangerous for sleeping infants.

\$600,000

community-based clinical services

4,015 community members served

Includes contributions to support the medically underserved, through the Center for Family Health

\$406,205

general community health education

89,498 community members served

Includes AIDS / HIV education; mental health / depression education; fitness / exercise; prenatal / family planning; community presentations; and newsletters

\$246,157

free or discounted prescriptions and supplies

54,376 community members served

Includes prescription drugs, hearing aids, wheelchairs, etc., for those who are unable to pay or are medically underserved

program or service	contribution	community members served
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	\$127,125	5,636
Community-Building Activities Includes activities focused on improving social conditions, such as homelessness and poverty	\$469,708	
Health Care Support Services		
In-Home Services	\$13,094	67
Nurse Call Center, Red Cross blood drives and other support services	\$317,146	
Family Support Services	\$5,013	16
Community Support Groups Includes group support for patients with asthma and chronic lung disease, grief, cancer, diabetes, stroke and organ transplants	\$3,050	381
Community-Based Health Screening Includes free screenings for blood pressure, vascular disease, cholesterol, cancer, hearing and mental health	\$8,738	718
Counseling Includes family counseling and tobacco / smoking cessation counseling	\$91,790	5,507
Meals/Nutrition Services	\$30,107	21,371
Donations for the Community Cash	\$35,112	
Donations for the Community Grants	\$50,000	
Donations for the Community In-Kind	\$83,632	
Community Benefit Operations	\$309,387	



+ community-based clinical services

The Center for Family Health (CFH) provides high-quality medical, dental and behavioral health services for adults and children, regardless of their ability to pay. More than 24,000 patients every year (1 out of every 4 city residents) use CFH services. In recognition of this vitally important health care service to our community, Allegiance Health supports the Center for Family Health with an annual donation of \$600,000.

CFH provides family medicine, women's health services and dental care from a new, centrally located Community Health Center. It also runs school-based health centers in our community, serving individuals up to age 21. These private and secure medical offices are located inside the school for the safety of children.

2012 contributions

program or service	contribution	community members served
Community-Based Clinical Services Includes contributions to support the medically underserved, through the Center for Family Health	\$600,000	4,015
General Community Health Education Includes AIDS / HIV education; mental health / depression education; fitness / exercise; prenatal / family planning; community presentations; and newsletters	\$406,205	89,498
Free or Discounted Prescriptions and Supplies Includes prescription drugs, hearing aids, wheelchairs, etc., for those who are unable to pay or are medically underserved	\$246,157	54,376
TOTAL	\$62,248,632	

allegiance health 2012

Licensed Beds Includes psychiatry and substance abuse beds	396
CareLink Beds Long-term acute care	64
Hospice Residence	20
Volunteers	1,185
Hospital Admissions Includes psychiatry and substance abuse	19,232
CareLink Admissions	472
Hospice Residence and In-Home Admissions	513
Home Care Admissions	2,687
Annual Payroll	\$185,303,666
City Withholding Taxes	\$1,015,237
Property Taxes	\$545,818
Operating Costs	\$427,596,104

cost of care provided by allegiance health without full payment

Charity Care | \$13,480,123

Services provided for qualified patients who cannot afford to pay

Bad Debt | \$10,568,109

Services provided without payment or at substantially less-than-standard charges

Medicaid Subsidy | \$11,897,345

Shortfalls in Medicaid reimbursement for care to the poor and uninsured

Medicare Subsidy | \$23,506,791

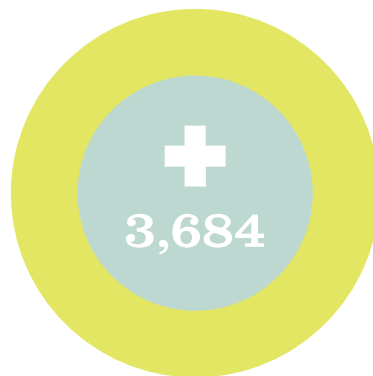
Shortfalls in Medicare reimbursement for care to the senior population

outpatient visits **478,899**

43,604 urgent care visits



Emergency Care Visits



Health System Staff



Medical Staff

+ community support groups

In addition to providing free weekly grief support groups for adults and children, Allegiance Hospice offers an annual weekend of renewal for families grieving the loss of a loved one. Camp Weave-a-Hope takes place at a beautiful lakeside setting and offers group discussion, art projects and sports activities for adults and children. Highlights of the healing weekend include a candlelight memorial service and a dove release.





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health + connection

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chief of staff leadership + balance

"I hope to further develop teamwork and a sense of positivity among the medical staff and in the hospital system," said John Mogerman, MD, who will serve as Allegiance Health chief of staff during this "transformational" time in health care.

For the last 10 years, Dr. Mogerman has been part of the Health Improvement Organization (HIO), an initiative of Allegiance Health that has evolved into a collaboration of health-related community organizations. The HIO focuses on wellness and prevention measures, as well as best practices for treating current conditions. Dr. Mogerman believes the work of the HIO has well prepared Allegiance Health and our community for the changes coming with health care Reform.

One of our most important initiatives is the creation of a Clinically Integrated Network (CIN), which is a highly coordinated effort of Allegiance Health and its physicians to improve health care outcomes and lower the total cost of care. Developing a CIN requires teamwork and excellent communication among physicians, health system leaders, nurses and other care givers, and patients. "With the creation of the CIN Board and support committees, we now have more physicians in leadership roles and governance than ever before," Dr. Mogerman said.

Dr. Mogerman's expertise as a psychiatrist and medical director of Behavioral Health Services, and his experience teaching stress management and mindfulness, bring a unique perspective to the chief of staff role. "I want to raise awareness about effective, mindful communication," he said. "We need to understand the power of our words, and how they can have a healing effect or could be harmful."

Communication is also critical to patient safety, Dr. Mogerman believes. "The majority of preventable health care errors are the result of poor communication among staff and physicians," he said. "In a safe work environment, everyone feels secure in expressing concerns and observations without fear of criticism. That's the kind of environment I hope to encourage during my term."

When asked what one thing he would personally like to accomplish as chief of staff, Dr. Mogerman quoted Chade-Meng Tan, an engineer at Google who developed a mindfulness program called *Search Inside Yourself*. "Meng tells his staff to 'Imagine whenever you meet someone, your habitual, instinctive first thought is, I wish for this person to be happy.'" Dr. Mogerman said. "Imagine what would happen if we all kept that thought in mind whenever we encountered a patient or a coworker, and then we asked, 'How can I help you?' If I can help foster that kind of culture at Allegiance Health, we will really accomplish something special."

"The work of the HIO has well prepared Allegiance Health and our community for the changes coming with health care Reform."



residency program

learning + teaching

Allegiance has become a teaching hospital. Beginning in July, we will offer Graduate Medical Education (GME), the residency program physicians complete after they graduate from medical school and before they begin to practice. The residents will be trained as specialists in a particular field—such as family medicine, general surgery, and obstetrics and gynecology—and prepare for board certification.

The new program supports Allegiance Health's mission to "lead our community to better health and well-being at every stage of life." According to GME faculty member Jon Lake, MD, Family Medicine, "Studies have shown that teaching hospitals provide higher-quality care because they bring additional doctors to the staff with access to the latest medical information. GME will build upon our reputation for quality and will increase access to care for all our community members, including those who are uninsured and underserved."

benefits to our community

- A projected addition of 278 direct, indirect and induced jobs that will put more than \$14 million a year in wages, salaries and benefits and almost \$4 million a year in federal, state and local taxes back into the local economy
- Economic improvement as 140 physicians with families move to our region, driving demand for food, education, retail, services and cultural activities
- Improved quality, patient safety and access to 24/7 care
- Ability to recruit exceptional physicians to Jackson as we face a national physician shortage (About 60 percent of graduating residents stay on to practice near the hospital where they trained.)

This \$3.6 million project includes a complete reconstruction of the second floor of the Anderson Building, which will house GME offices, a medical library, three classrooms, a resident lounge and resident call rooms. It will also cover the purchase of advanced electronic media, such as ceiling-mounted LCD projectors and video-conferencing equipment.

"This is an exciting opportunity to prepare our residents to be the type of physicians we all desire and want to keep in our community," said GME Administrative Director Pam Royston, PhD. "Because teaching hospitals are considered to be at the leading edge of medical technology and innovation, this residency program will increase Allegiance Health's ability to recruit and retain highly qualified nurses and staff as well, which is a great advantage to our community."

140

new physicians



community partners

compassion + dedication

"In my more than 25 years of experience at major health systems, I have never seen the level of community involvement Allegiance Health has achieved through its Community Partners and Patient Host programs," said Marsha Montgomery, RN, MBA, director of Inpatient Services.

The Community Partners program is led by Amy Sayles, director of Community Relations and Patient Experience at Allegiance Health. "No one can better help us provide patient-centered care than the patients themselves, so community interaction is priceless to us," Amy said. "Community volunteers help us see what is working and where we can improve."

More than 280 Community Partners from the greater Jackson area volunteer through focus groups, hospital committees, surveys and direct patient contact to help Allegiance enhance the patient experience. Their contribution is reflected in various areas, from patient billing to visiting hours, safety initiatives and construction projects. Last year, a group received special training to work directly with patients as part of the Patient Host program, also led by Amy.

Patient Hosts work with nursing staff to make sure patient concerns are addressed at the point of care. Their role is to provide patients with non-clinical information that will make their stay more comfortable. Currently, sixteen Patient Hosts volunteer on three units of the hospital. Allegiance Health hopes to expand the program to other areas.

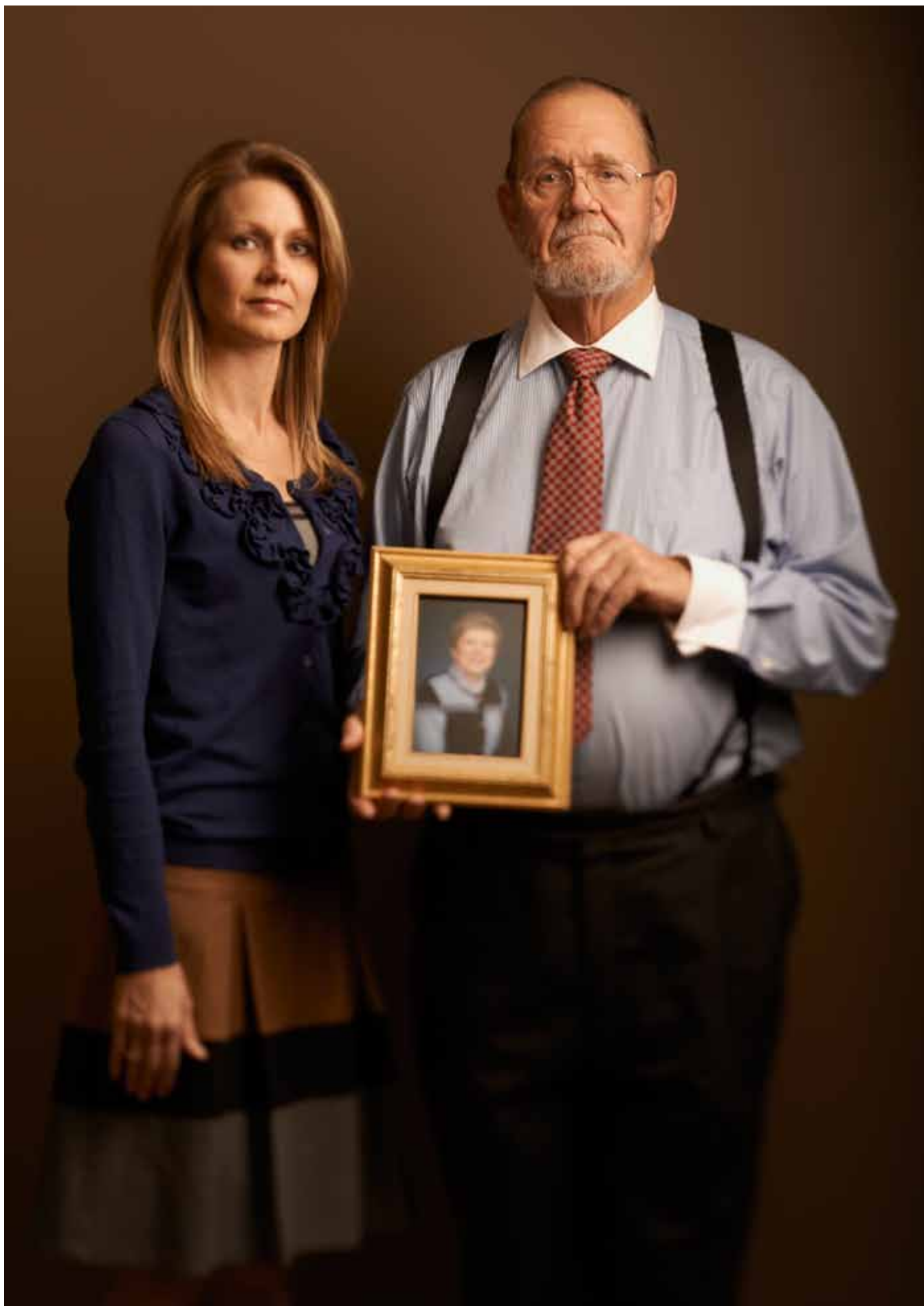
Hosts begin their visits by highlighting areas of the Allegiance *Patient Handbook*, such as privacy rights, visiting hours, room service and the tobacco-free policy. Then they ask if the patient has any concerns. "Patients often feel anxious, and they appreciate having someone to talk to," explained Patient Host Juli Robinson. "Sometimes they just want me to listen. If a concern arises, I ask their permission to take it to the Nurse Manager, who will quickly follow up."

The program is being well-received, according to Marsha. "Hosts help patients feel safe and comfortable, which is so important to healing," she said. "Patients sometimes find it easier to share concerns with a volunteer than with a clinical person. And our nurses appreciate the personal attention given to their patients."

Patient Hosts find the work rewarding, as well. "They tell me they're thrilled to be able to make a difference in our patients' experience," Amy said, "so everyone benefits."

To learn more about becoming a Community Partner or Patient Host, contact Amy Sayles at (517) 841-7491.

**"Patients often feel anxious, and
they appreciate having someone
to talk to."**



a safety story

experience + lessons

Marcy Keefe-Slager, a former manager of Allegiance Pastoral Care, passed away in 2012, but not before making a profound impact on the safety of all future patients at Allegiance Health. Her death has reinforced the importance of safety measures such as Target Zero—a regional initiative to eliminate preventable patient harm—and has raised awareness among physicians, Allegiance staff and volunteers.

In 2010, Marcy discovered she had advanced lung cancer. The cancer had actually been found four years earlier, but due to a reporting error, Marcy had not been informed.

She had originally gone to the Allegiance Emergency Department in 2006 with symptoms similar to a heart attack. Although her heart checked out to be fine, an x-ray revealed a suspicious spot on her lung. The radiology findings were documented in Marcy's report, but the line designated for the name of her primary care physician was left blank, and the report was never transferred to him for follow-up on the early evidence of lung cancer.

Four years later, Marcy returned to the Emergency Department with chest pain. Again, her heart was fine, but another x-ray revealed that the spot on her lung had grown significantly. Marcy was finally made aware of her cancer, which was no longer in the early stages.

The journey from Marcy's discovery of cancer until her death in 2012 was a painful one for her and her devoted husband, Harv, an Allegiance chaplain. But they chose to turn their experience into a teaching opportunity for Allegiance Health staff and physicians. Working with DeAnna Sioma, director of Patient Safety at Allegiance Health, Marcy and Harv made an educational video as Marcy's legacy.

Demonstrating how even a small clerical error can have devastating consequences, Marcy's video makes a powerful statement about the importance of every staff member's role in protecting patient safety. All Allegiance Health staff—both clinical and non-clinical—are required to watch this video as part of their orientation, to help them eliminate preventable errors.

"It has been reported nationally that about 80 percent of serious medical errors involve miscommunication when patients are transferred between caregivers," DeAnna said. Following Marcy's tragic experience, Allegiance Health adopted a detailed form that is filled out before every imaging procedure to make sure the appropriate medical professionals receive a copy of the results. The form also allows patients to request that a copy of the report be mailed to their home. It is affectionately referred to as the "Marcy" form. In addition, Allegiance Health has invested in technology that notifies our medical staff of a critical test result and sends an electronic confirmation that the report was received.

"Safety has always been a priority at Allegiance Health, and we have earned national recognition for our patient safety outcomes," said DeAnna. "But even one patient harmed is too many. Marcy's story is an important message for all of us."

In 2012, Allegiance Health received a top rating of "A" on the Hospital Safety Score from The Leapfrog Group, an independent national nonprofit organization that monitors hospital safety and quality. The score was calculated using publicly available data on patient injuries, medical and medication errors, and infections.

level II trauma

critical care + home

After many years of preparation, Allegiance Health is pursuing verification from the American College of Surgeons as a Level II trauma facility—which will enhance the safety of patients with severe injuries.

Currently, when patients arrive at Allegiance Health with critical injuries—such as those caused by automobile or sporting accidents—the Emergency team stabilizes them and provides initial care. Some of the most severely injured are then transferred to the University of Michigan or other higher-level trauma centers.

“With Level II Trauma verification, the majority of those transfers will be unnecessary, because Allegiance Health will be able to admit these patients and treat them through the complete continuum of care,” said Mark Smith, MD, medical director for Emergency and Express Care. This means severely injured patients will not have to risk the physical stress of traveling.

To receive Level II verification, Allegiance must meet strict requirements for staffing, response time, training, quality improvement and community education. The development of a Surgical Intensive Care Unit is also required.

Mary-Anne Purtill, MD, medical director for both the Trauma program and the Surgical Intensive Care Unit, brings 21 years of experience in critical care surgery. Trauma program manager Madonna Walters, MS, RN, was a trauma nurse specialist at St. Joseph Mercy Hospital and has extensive experience overseeing trauma programs.

“After the flashing lights and sirens are over, families and loved ones of the seriously injured can spend many stress-filled days commuting to an out-of-town hospital,” Madonna said. “Being a Level II trauma center means Allegiance Health can care for these patients close to home and family, which can be very important to their recovery.”

**“Allegiance Health can care for
Level II Trauma patients close to
home and family, which can be
very important to their recovery.”**



thank you for letting us care for you.



AllegianceHealth.org