



## 2013 | Report to the Community

## **Our Mission**

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

## **Our Vision**

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

## **Our Values**

Compassion

Competence

Customer Service

Diversity

Healing Environment

Integrity

Quality

Teamwork







# WELCOME FROM BOARD CHAIR + CEO

Dear Neighbor,

This year's *Report to the Community* is our first digital edition—only a very limited number of copies has been printed for those without online access. Presenting information in this format not only reduces our paper consumption and lowers our printing and postage costs, but also provides new opportunities to incorporate video and other digital elements for your enjoyment.

Another change in this publication is the inclusion of information usually provided in our *Allegiance Health Foundation Annual Report*, which highlights how corporate and individual donations have made a difference in the care we are able to provide for our community. Our goal in linking this information is to demonstrate the power of the generosity of our community to enhance our care, including service to those who are most vulnerable.

2013 was transformational for health care in general and for Allegiance Health in particular. The implementation of the Affordable Care Act produced dramatic changes, such as the expansion of Medicaid benefits and the creation of the health exchange. As we began to incorporate these changes at Allegiance, we also welcomed our first class of medical residents, signed a letter of intent to affiliate with the University of Michigan Health System and achieved national recognition with awards such as America's 100 Best Hospitals and Patient Care Excellence from Healthgrades.®

During this time of transformation in health care, our commitment to excellence and providing compassionate, personalized care to our community remains steadfast. Thank you for entrusting us with your care. We are dedicated to remaining worthy of your trust.

We hope you will enjoy reading about the experiences of some of your neighbors, whom it has been our honor to serve as we lead our community to better health and well-being at every stage of life.

Sincerely,

**Larry Schultz, Board Chair**

**Georgia Fojtasek, President and CEO**



## Celebrating Five Years of Open-Heart Services

Allegiance Health's open-heart program celebrated its fifth anniversary in 2013. Under the leadership of University of Michigan cardiovascular surgeons Mahender Macha, MD, and Vincent Simonetti, MD, the program consistently achieves shorter hospital stays, fewer serious complications and fewer hospital readmissions than state and national averages. Allegiance Health is grateful for the support of our community, physicians, staff and volunteers, whose generous gifts to the Allegiance Health Foundation helped make this program possible.



# CARDIOVASCULAR SERVICES

Making Heart Care Personal

Scott Maurer was refereeing a high school basketball game when he experienced shortness of breath and pain that led to open-heart surgery at age 47. “You can imagine the thoughts and fears that ran through my head,” he said. “I was scared to death.” But compassion and support from the Allegiance heart care team and a fellow heart-surgery patient helped Scott through to a strong recovery.

For Scott and his wife, Wendy, the most remarkable part of their experience at the Allegiance Health Heart Center was “the professional and personal level of care” they both received. “There isn’t a finer bunch of people anywhere,” Scott said. “Everyone went out of their way to put us at ease, including Stanley, who cleaned my room and never failed to brighten my day.”

Scott said he was also impressed with the care and attentiveness of cardiovascular surgeons, Mahender Macha, MD, and Vincent Simonetti, MD. “Both of them came in to see me two or three times a day. And on the evening of my surgery, Dr. Macha was monitoring my vital signs every hour from his home.”

Next to Wendy, Scott’s greatest supporter was former Allegiance open-heart surgery patient Denny Kerwin. The two met briefly after Scott’s pre-surgery tour of the Heart Center. “Denny could tell how anxious I was, and he came to see me every day of my hospital stay. He’s a top-notch person, and his own recovery gave me confidence that I’d be okay too,” Scott said.

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“There isn’t a finer bunch of people anywhere than the doctors and nurses at Allegiance Health who took care of me. Everyone went out of their way to put my wife and me at ease.”

– Scott Maurer

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If Scott could send a message to others facing open-heart surgery, he said, “It would be that you can come back strong. Since my surgery, I’ve been working out at the Allegiance Wellness Center every day at 5 a.m., and I have more energy than I ever had before.” Last fall, Scott had the honor of refereeing the state high school football tournament.





## Our Community's Support Is Appreciated

Alliance Health is grateful to our community for supporting the recent renovation of our Gayle M. Jacob Cancer Center through donations to the Alliance Health Foundation. Your generous gifts make it possible for us to provide the highest quality cancer care in a truly healing environment. Last summer, the Cancer Center received a gift of \$31,000 from the 37th annual Tony Open Golf Outing, which took place at the Country Club of Jackson.

"We deeply appreciate the generosity of the Tony Open," said Foundation President Chad Noble. "Both of our organizations are passionate about ensuring that top quality cancer care is available close to home. Alliance views this gift as an affirmation of our efforts, as well as an encouragement to do even more for our community."



# ONCOLOGY SERVICES

Connecting in Meaningful Ways

Breast cancer survivor Diana Miller is happy her treatments are over. “But I actually miss going to Allegiance Health,” she said, “because every day I spent there felt like I was visiting friends.”

The personal level of care she received was especially important to Diana during her double mastectomy and chemotherapy treatments at the Gayle M. Jacob Cancer Center. Looking back, she said, “It was an absolutely fantastic experience. I really can’t think of a single thing I would change or improve.”

Allegiance Health’s newly renovated Cancer Center was designed to enhance healing through color, natural lighting, comfortable furniture and nature-inspired works by local artists. Patients receive chemotherapy in individual, curtained areas that look out on a stonework waterfall surrounded by gardens. “It doesn’t feel cold and clinical,” Diana said. “I found the outdoor view very peaceful. I could choose to have privacy when I needed it. Whenever I wanted company, I would open my curtains, and someone from the staff would be there with a smile or a hug.”

What impressed Diana most, however, was the Cancer Center’s team approach to care. “I am amazed at how well the staff works together,” she said. “I saw several different doctors, but

they made it clear they consulted each other regularly on my case, and that gave me a sense of security. The communication between nurses was remarkable, too. Allegiance obviously takes great care to hire exceptional, compatible people.”

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“When I wanted company, someone from the staff would be there with a smile or a hug.” – Diana Miller

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While Diana was receiving treatment at Allegiance Health, a relative and a coworker were being treated at different hospitals out of town. “I felt bad for both of them,” Diana said. “Their care was good, but they never made a connection with the doctors or staff, and they felt isolated instead of supported.”

Diana’s own experience was “the total opposite,” she recalled. “I always received warm, personal attention. The staff kept me informed, so there were no surprises, and they made sure I knew about all the resources available to me.”

Now fully recovered and cancer-free, Diana is enjoying time with her family. “They have been a tremendous support through all of this,” she said.



## Need for Support Is Greater than Ever

As of October 1, 2013, Medicaid no longer covers room and board at any hospice residence in Michigan. Many people in our community are now unable to afford care at the Allegiance Hospice Home, the area's only residential end-of-life facility.

Hospice focuses on providing palliative care, which alleviates pain and symptoms associated with an illness, and offers emotional and spiritual support for patients and their families. Hospitals and nursing facilities are not equipped or staffed to offer such specialized end-of-life care.

Please consider making a donation to Allegiance Hospice Home to help ensure the best end-of-life care is available to everyone, including the most vulnerable individuals in our community. Visit [AllegianceHealth.org/Donate](http://AllegianceHealth.org/Donate).

# HOSPICE HOME

Providing Comfort at the End of Life

“Without the exceptional people at Allegiance Hospice Home, I simply don’t know how I could have managed with my wife’s final illness,” said Ted Spangler of Brooklyn. “Their exceptional care and emotional support meant the world to us and to our children.”

Ted’s wife, Helen, spent the last four months of her life at Allegiance Hospice Home before passing away from complications of chronic obstructive pulmonary disorder (COPD), a progressive lung disease that makes it difficult to breathe. Ted also has COPD and other medical conditions that caused him to be hospitalized at the same time Helen’s health was deteriorating.

“It was really hard not being physically able to help Helen when she needed care, but Allegiance Hospice Home provided all the support we could possibly need,” Ted said. “The staff was outstanding, from the receptionist and the cleaning people to the nurses and supervisors—and Helen loved them all.”

Allegiance Hospice Home was designed to feel like home, with high ceilings, rich, warm colors and soothing artwork. Large windows bring in natural light and look out onto a serene wooded landscape that often includes deer, Sandhill cranes

and other wildlife. Helen was able to find comfort and peace there. “She enjoyed sitting out on the patio when the weather was good,” Ted said. “There really isn’t a better place to be at the end of life.”

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“Helen received the best care in the world, which is what all of us deserve at the end of life.” – Ted Spangler

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By giving over Helen’s physical care to a staff he trusted, Ted said, he was able to spend meaningful time with his wife. “My job was to be there and keep her company, and I was able to focus my attention completely on her. I am grateful for the time we had together.”

Ted passionately believes that everyone should have access to the kind of care Hospice Home provided for Helen in her final months of life. “As we get older, most of us struggle financially, and health care is expensive. Even with our private insurance, Helen wouldn’t have been able to have residential hospice care without Medicaid coverage,” Ted said. “I was shocked to learn the Medicaid benefit for room and board at a hospice residence has since been eliminated. If everyone in our community would make even a small donation to Allegiance Hospice Home, it would help a lot of people at the end of their lives, when they need and deserve the best care.”





## Grateful Patient Program

Many patients who have experienced pain relief and a return to the activities they love following surgery have chosen to show their thanks through our Grateful Patient Program. Donations to this program are made in the name of a physician or clinical professional with the goal of ensuring that other community members will be able to receive care of the highest quality when they need it. To learn more, or to make a donation, visit [AllegianceHealth.org/Donate](https://AllegianceHealth.org/Donate).



# ORTHOPAEDICS

## Improving Joint Replacement Recovery

Advancements in technology are changing the face of orthopaedic surgery and helping people remain active and productive longer. One of the most exciting developments is the refinement of minimally invasive approaches to joint replacement.

“Shoulder, hip and knee replacements are becoming more common in our society,” said orthopaedic surgeon John Walper, MD. “People used to wait until their pain became intolerable and made their favorite activities impossible, but minimally invasive joint replacement means smaller incisions, a shorter hospital stay and a much faster recovery, which makes it an appealing option for younger, more active patients.”

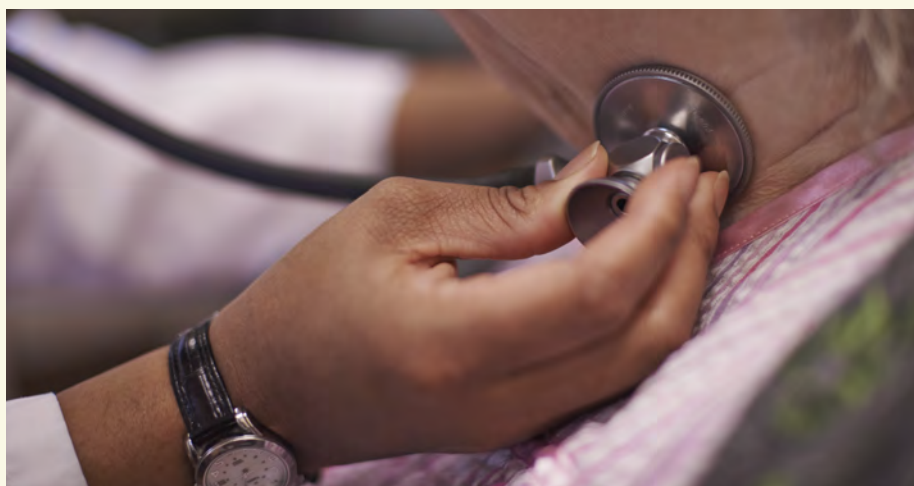
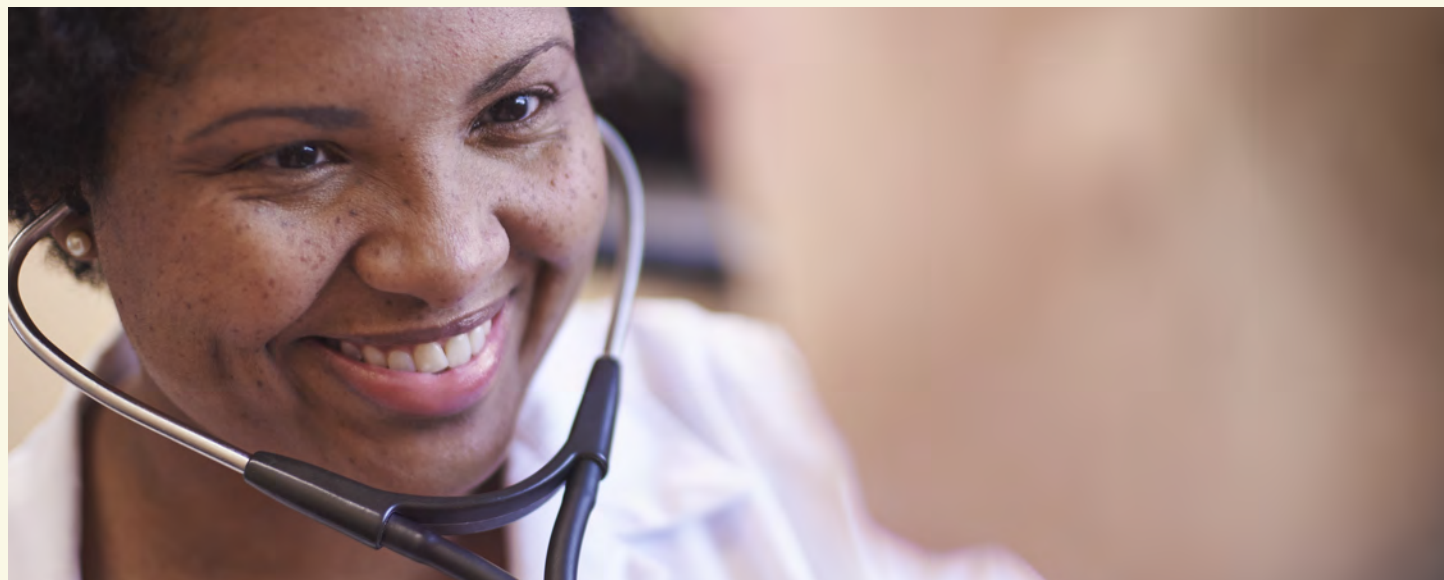
Timothy Ekpo, DO, is also passionate about the technology. “A partial knee replacement allows us to remove only the damaged part of the cartilage and bone and replace it with metal and plastic. We leave as much as possible of the healthy tissue and bone intact.” Minimally invasive hip surgery spares muscle completely, because surrounding muscle is spread rather than cut. “This eliminates the need for special hip precautions after surgery,” Dr. Ekpo said.

Sixty-seven-year-old Loraine Strayer was thrilled to learn that Allegiance Health offers partial knee replacement in addition to total knee replacement. She has osteoarthritis and first sought nonsurgical treatment with her rheumatologist. “Steroid injections kept me going for awhile,” she said, “but then I fell a few times and had to start limiting my activities—even shopping, which I love.”

Dr. Ekpo explained to Loraine that partial knee replacement is not for everyone, and that he wouldn’t be able to tell for sure if she was eligible until he started surgery. “Everything went beautifully, and I was able to go home the morning after surgery,” Loraine said. After several weeks of physical therapy, she regained her mobility and range of motion and was back out shopping.

Both Dr. Ekpo and Dr. Walper stress that the best option is preventing joint damage through regular physical activity and maintaining a healthy weight. “It may be necessary to adjust your expectations as you get older, but we encourage everyone to stay active,” Dr. Walper said. “If you can no longer run a marathon, you can still enjoy walking, bicycling and swimming. Just make sure you keep moving.”





If you would like to support Allegiance Health's Graduate Medical Education program and Jackson's future community of physicians, visit **[Allegiance Health.org/Donate](https://www.allegiancehealth.org/Donate)** or call (517) 817-7508.



# GRADUATE MEDICAL EDUCATION

Serving Our Community with Compassion

“I’ve had so many rewarding experiences through Allegiance Health’s Graduate Medical Education (GME) program,” said Tiffany Sayles, DO. “Just last night, there was an elderly patient who was very sick and hadn’t seen a primary care doctor in ages. I let him know I’d be happy to have him as my patient, and he told me that for the first time in many years he felt that someone cared about him.”

Dr. Sayles earned a Doctor of Osteopathic Medicine degree at the Kansas City University of Medicine and Biosciences. At the same time, she earned an MBA from Rockhurst University. Dr. Sayles says her personal mission is to enhance the quality of life of others—especially in underserved communities—through service as a mentor, educator and family physician. She is currently a second-year resident in the Allegiance Osteopathic Family Medicine program.

“When researching GME programs, I was drawn to Allegiance Health because its community-centered mission and values reflect my own,” Dr. Sayles said. “Allegiance stood out for me because of its many awards for community service, including its work through the Health Improvement Organization to prevent infant mortality. I also found the program’s faculty and staff to be knowledgeable and passionate about their perspective fields.”

To participate in the GME program, Dr. Sayles moved to Jackson from Charlotte, North Carolina, along with

her husband, Delvin, and their two-year-old son, D.J. The family chose a home near the hospital and has found the community to be “very embracing and welcoming,” Dr. Sayles said.

“We joined the Lilly Missionary Baptist Church and have a good group of support among its members. The openness of the community makes it feel like a small town in the south, which makes us feel at home.” When her residency is completed, Dr. Sayles hopes to stay and practice medicine in Jackson.

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“If I am able to find a family practice in this community, my family and I would like to stay here.” – Tiffany Sayles, DO

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Beginning her clinical rotations at the Center for Family Health has allowed Dr. Sayles “to work with a diverse patient population and a variety of disease processes,” she said. “The Center is ideal because it provides so many services under one roof, including medical care, psychiatric counseling, social services, wellness coaching, nutrition counseling, laboratory diagnostics and a pharmacy—all of which maximize the benefit to patients.”

Many of the patients Dr. Sayles treats at the Center for Family Health have advanced chronic illnesses, and some are experiencing post-traumatic stress and depression. “But we have an entire team on site to help them,” she said. “Staff care about these patients and go out of their way to provide personal assistance. Everyone is treated with respect, regardless their ability to pay.”

To learn more about the Allegiance Health Graduate Medical Education program, visit **[AllegianceHealth.org/GME](https://AllegianceHealth.org/GME)**.



# The Circle of Strength

Allegiance Health staff see the needs of our patients first-hand and support the community and each other through an annual campaign called Circle of Strength. They donate to special projects, to the Staff Assistance Fund for Emergencies (SAFE) and for medical care for uninsured patients.

Graduate Medical Education program.....	\$28,507
CareLink Family Lounge renovation project .....	\$18,233
SAFE Program .....	\$62,423
Patient Charity Care.....	\$83,036

**2013 Grand Total: \$192,199**

# WAITING ROOM RENOVATION

Supporting Patient Families and Visitors

Allegiance Health understands how environment affects a patient's ability to heal. In designing new patient areas, colors, lighting, artwork, sound and even room temperature are carefully considered to optimize a healing calm and restfulness.

Recognizing that a healing environment is also important for easing the anxiety of visiting family and friends, Allegiance completely renovated its Family Waiting Room in 2013. Located on the hospital's third floor, the Waiting Room is a busy home to those whose loved ones are in surgery or the Critical Care unit.

Improvements include raised ceilings that enhance a feeling of spaciousness and soothing, energy-efficient lighting with dimmer switches. A slanted half wall creates areas of privacy while maintaining a sense of openness and space. Two flat-screen televisions provide families with viewing options, and contemporary colors and artwork add to a homelike atmosphere.

Shirley Kuhl and her husband, Dick, have been with the Volunteers of Allegiance Health for more than 30 years, always focusing on the needs of families and visitors who are waiting for news of loved ones. "We have seen a lot of wonderful changes at the hospital over the years, and this new Family Waiting Room is

one of them," Shirley said. "The new lighting and higher ceilings really lift the overall mood, and the large windows let us see family members as they come off the elevator, so we can help them find their way. I've heard nothing but compliments about the changes."

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*"Helping to ease the anxiety of community members awaiting news of their loved ones is well worth the investment."*

– Georgia Fojtasek

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More than 20 percent of the renovation costs were covered by a \$55,000 gift from Allegiance staff who contributed to an earlier Circle of Strength staff giving campaign. The hospital's in-house construction crew was able to complete the project \$22,000 under budget.

"I am grateful to the Allegiance staff for their continued generosity to our community," said President and CEO Georgia Fojtasek. "They saw a need to ease the distress of waiting families and got right behind it. I am also amazed by the talent and skill of our in-house Construction Department, whose work on this project is beautiful."



## 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.

**\$760,860**

Community-Based Clinical Services



**\$351,277**

General Community Health Education



**\$45,193**

Free or Discounted Prescriptions and Supplies



**\$104,985,935**

Total Contributions to Community Programs + Services in 2013



# 2013 CONTRIBUTIONS TO THE COMMUNITY

Program or Service	Community Members Served	Contribution
<b>Transportation Services</b> 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.	6,947	\$174,072
<b>Community-Building Activities</b> Includes activities focused on improving social conditions, such as homelessness and poverty.		1,046,975
<b>Health Care Support Services</b>	49,628	474,570
<b>Community Support Groups</b> Includes group support for patients with asthma and chronic lung disease, grief, cancer, diabetes, stroke and organ transplants.	180	1,590
<b>Community-Based Health Screening</b> Includes free screenings for blood pressure, vascular disease, cholesterol, cancer, hearing and mental health.	1,219	18,882
<b>Counseling</b> Includes family counseling and tobacco / smoking cessation counseling.	4,021	39,663
<b>Meals/Nutrition Services</b>	800	19,872
<b>Donations for the Community   Cash</b>		1,494,455
<b>Donations for the Community   Grants</b>	15,000	63,405
<b>Donations for the Community   In-Kind</b>	1,612	156,109
<b>Community Benefit Operations</b>	10,000	30,413
<b>Community-Based Clinical Services</b> Includes contributions to support the medically underserved, through the Center for Family Health.	25,000	760,860
<b>General Community Health Education</b> Includes AIDS / HIV education; mental health / depression education; fitness / exercise; prenatal / family planning; community presentations; and newsletters.	89,550	351,277
<b>Free or Discounted Prescriptions and Supplies</b> Includes prescription drugs, hearing aids, wheelchairs, etc., for those who are unable to pay or are medically underserved.		45,193
<b>Cost of Care Provided by Allegiance Health without Full Payment</b>		
<b>Charity Care</b> Services provided for qualified patients who cannot afford to pay.		14,266,000
<b>Bad Debt</b> Services provided without payment or at substantially less-than-standard charges.		42,733,028
<b>Medicaid Subsidy</b> Shortfalls in Medicaid reimbursement for care to the poor and uninsured.		12,610,001
<b>Medicare Subsidy</b> Shortfalls in Medicare reimbursement for care to the senior population.		30,699,570
<b>TOTAL 2013 CONTRIBUTIONS TO COMMUNITY</b>		<b>\$104,985,935</b>

Allegiance Health 2013	Total
<b>Licensed Beds</b> Includes psychiatry and substance abuse beds.	391
<b>CareLink Beds</b> Long-term acute care.	64
<b>Hospice Residence Beds</b>	20
<b>Volunteers</b>	934
<b>Hospital Admissions (Includes psychiatry and substance abuse.)</b>	17,973
<b>CareLink Admissions</b>	476
<b>Hospice Residence + In-Home Admissions</b>	523
<b>Home Care Admissions</b>	3,194
<b>Annual Payroll</b>	\$191,426,878
<b>City Withholding Taxes</b>	\$1,047,659
<b>Property Taxes</b>	\$612,529
<b>Operating Costs</b>	\$427,596,104

## 2013 Gift Income Distribution

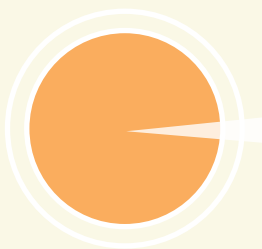
Gifts to the Allegiance Health Foundation are used exclusively to support the mission of Allegiance Health. A separate board of community members (p. 21) provides oversight and assurance that all gifts are used as the donor intends. The figures below indicate several areas impacted by your generous contributions.



**23.34%**

**\$189,934**

Hospice



**3.27%**

**\$26,650**

Oncology



**7.34%**

**\$59,750**

Staff Assistance Fund  
for Emergencies (SAFE)



**14.40%**

**\$117,165**

Support of Allegiance Mission



**19.05%**

**\$155,000**

Health Improvement Organization



**3.28%**

**\$26,703**

Pharmacy Medication  
Assistance Program



**29.32%**

**\$238,626**

Other Patient Services

**\$813,828**

**– Distribution TOTAL –**



# ALLEGIANCE HEALTH GOVERNANCE

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# THANK YOU FROM OUR FOUNDATION LEADERS

On behalf of the Allegiance Health Foundation, we want to thank you for your continued support, which has helped to make 2013 a year of accomplishment. Your generous gifts to the Foundation help Allegiance Health ensure that every member of our community has access to the highest quality care. We truly appreciate every contribution, and we invite you to view our 2013 donor list at **[AllegianceHealth.org/Foundation](http://AllegianceHealth.org/Foundation)**.

This publication combines our annual *Report to the Community* with the *Allegiance Health Foundation Annual Report*. We hope you will agree that is it a fitting way to show how individual and corporate donations are carefully spent to benefit our community—including the neediest and most vulnerable individuals and families.

In light of Michigan state budget cuts and national health care Reform, support from private contributors has never been more important to not-for-profit hospitals such as Allegiance Health. We ask that you please consider making a tax-deductible donation in support of the services that every community member needs and deserves.

To learn about the various ways to give, including estate planning options that do not require an immediate cash donation, please call Chad at (517) 796-6480. Or, you may visit us online at **[AllegianceHealth.org/Foundation](http://AllegianceHealth.org/Foundation)**.

With sincere thanks and warm regards,

**Richard Stone**, Board Chair  
Allegiance Health Foundation

**Chad Noble**, President  
Allegiance Health Foundation



