MSHA grows to meet needs of communities

Economic Injection

Last year, the second largest employer in the region with its 5,000 team members recorded 34,500 admissions, 680,718 outpatient visits, and 203,000 physician office visits. Annual gross patient revenues for MSHA are $1 billion, with net patient service revenues of $406-million and annual salaries and benefits totaling $185 million.

Over the last three years, MSHA has paid $1,466,974.35 in city and county taxes. MSHA team members earn more than $120 million in salary.

Please see GROWS, p. 2

Patient-Centered Care: Bringing loving care to healthcare

patient is the source of control for their care; care is customized and reflects patient needs, values and choices; families and friends of the patient are considered an essential part of the care team; all team members are considered as caregivers; care is provided in a

Please see PATIENT-CENTERED, p. 4

MSHA grows to meet needs of communities

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MSHA earns state, regional, national honors

MSHA recognitions come from state, national levels

When Mountain States Health Alliance (MSHA) representatives accept the many state, regional and national awards for the healthcare systems efforts in providing quality medical, they realize the recognitions represent the hard work and commitment from the nearly 5,000 MSHA team members in Northeast Tennessee.

"Whether we are earning the consistently high marks from the Joint Commission on Accreditation of Healthcare organizations or being recognized by a national publication for patient-centered care initiatives," said MSHA President/CEO Dennis Vonderfecht, "everyone is very clear that the accolades come because the team members remain committed to the organization’s mission and vision of bringing loving care to healthcare."

Although a relatively young corporation at age five, MSHA has already been named Industry of the Year by the State of Tennessee’s Health Occupational Students of America (HOSA) organization for its efforts in education; garnered awards from the Tennessee Hospitals Association; has consistently received recognition as the parent company of Top 100 and Top 200 hospitals; celebrated coverage as an H&HN Most Wired organization; and, continued to celebrate honors for its marketing efforts with two Prism Awards from the Tennessee Society of Healthcare Marketing and one award Public Relations and from Healthcare Marketing Report: The National Newspaper of Healthcare Marketing.

MSHA facilities continue to earn Patient-Centered Care: Bringing loving care to health care

Mountain States Health Alliance (MSHA), the largest healthcare system in Northeast Tennessee and Southwest Virginia, is a nine-hospital healthcare system celebrating five years of patient-centered care. MSHA continues to thrive by providing quality health care while also introducing innovative programs to its patients and residents of the area such as: Stories for the Soul, Music for the Soul, Pet Therapy, Dolly Parton’s Imagination Library, and National Day of Prayer services.

Mountain States Health Alliance (MSHA) is comprised of Johnson City Medical Center (JCMC) – its flagship facility – North Side Hospital, Johnson City Specialty Hospital, James H. & Cecile C. Quillen Rehabilitation Hospital, Sycamore Shoals Hospital (SSH), Johnson County Health Center, Indian Path Medical Center (IPMC), Indian Path Pavilion; RehabPlus; The Wellness Center; and, Blue Ridge Medical Management Corporation – operating the First Assist Urgent Care centers, ValuCare Clinics as well as numerous primary care offices throughout the region.

Patient-Centered Care: Bringing loving care to health care

Patient-Centered Care: Bringing loving care to health care

Mountain States Health Alliance team members as caregivers create relationships, environments and service delivery centered on the patient through a holistic approach to healing that ministers to the mind, body and spirit. MSHA caregivers believe that healing can exist without curing, but healing cannot exist without caring.

The Guiding Principles to MSHA’s Patient-Centered Care philosophy are: Care is based on continuous healing relationships; the
Expansion of JCMC’s ICU key to patient-centered care

Mountain States Health Alliance (MSHA) celebrated another milestone today with the groundbreaking of its expansion for the Intensive Care Unit (ICU) at Johnson City Medical Center (JCMC).

“There has been a need for more critical care beds at JCMC due to the increase of tertiary services over the years in heart, transplant and trauma cases performed here,” announced Dennis Vonderfecht, MSHA President and Chief Executive Officer. “This expansion will not only help meet those needs but also continue our patient-centered care initiative with many of the special features we are incorporating into this new ICU at JCMC,” he said.

The groundbreaking ceremony this morning was attended by dignitaries from the region, including community leaders and government officials, as well as MSHA board members, physicians, MSHA team members and state representatives.

Dr. Robert Taylor, a physician with Pulmonary Associates of East Tennessee, spoke at the ceremony on the importance of this ICU expansion for all patients within this region.

Dr. Paul Stanton, President of East Tennessee State University, Gary Mountain States Health Alliance

Distribution of Wages

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Taxes Paid to Cities and Counties

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MSHA Final

With nearly 5,000 team members and MSHA consistently makes a significant economic impact.

JCMC alone cares for thousands of patients from outside Washington County. For FY03, these patients accounted for: 12,487 inpatient admissions with charges of $278,380,424; and, 67,237 outpatient encounters totaling $91,090,709.

On the heels of another strong fiscal performance for FY 2003, MSHA celebrated an increase in patient volumes system-wide; launched a partnership with Food City for the first-ever ValuCare Clinic; completed the renovation of JCMC’s Neonatal Intensive Care Unit; and, enjoyed substantial growth with Emergency Department renovations and expansions at IPMC and SSH. Most recently, MSHA announced its Intensive Care Unit expansion at JCMC at an estimated cost of $17.4 million.

“Meeting the need for more ICU beds will help with the improved throughput of our patients in the emergency department and with our surgery cases at JCMC,” said MSHA President/CEO Dennis Vonderfecht, who also expressed that the new ICU will provide a second entrance into JCMC.

Over the past five years, JCMC adult ICU days have increased 23.6 percent; the number of heart surgery patients at JCMC has increased 24.7 percent; transplant cases have increased 74.1 percent; Wings Air Rescue flight services have increased 23.4 percent; and, acute admissions from outside Tennessee to JCMC have increased 65.5 percent.

The new ICU at JCMC will incorporate numerous Patient-Centered Care initiatives developed by MSHA and will include: large windows to provide patients with a panoramic view of the Blue Ridge Mountain range; a Healing Garden, an open-air atrium filled with lush greenery and accessories, situated near the family waiting room; larger ICU rooms with space and furnishings.
Financial Impact

$185-million in salaries and benefits, economic impact within the communities it serves.

Where Do Our Team Members Live?

- Sullivan County 21%
- Washington County 62%
- Carter County 15%
- Johnson County 2%

Contributions to Our Communities

Major Contributions
- East Tennessee State University - $10,000,000
- Med Tech Park - $10,000,000
- Centre at Millennium Park - $1,500,000

Other Contributions
- Alzheimer's Association
- American Cancer Society
- American Diabetes Association
- American Heart Association
- American Lung Association
- American Red Cross
- Boys and Girls Clubs
- Boy Scouts
- Blue Plum Festival
- Chambers of Commerce
  - Bristol, Elizabethton, Johnson City
  - Johnson County, Kingsport
- The Cramley House
- Dawn of Hope
- Downtown Clinic
-ETSU Fit Kids
- Elizabethton City Schools
- Fraternal Order of Police
- Funfest
- Girls, Inc.
- Hands On! Regional Museum
- HOSSA program in schools
- Indian Path Fire Department
- Johnson City Public Library
- Johnson City Parks & Rec
- Johnson City Schools
- Juvenile Diabetes Research Foundation
- King College
- Kingsport YMCA
- March of Dimes
- Milligan College
- Northeast State
- Tech. Community College
- Partners in Education Sponsor
- Salvation Army
- Southern App. Ronald McDonald House
- Storytellers-in-residence program
- Tusculum College
- Unaka School system
- Washington Co. Dept. of Education
- Watauga Historical Association
...and many more last year totaling $492,842

Team Member Contributions by County

- Washington County $107,000
- Sullivan County $50,000
- Carter County $12,000
- Johnson County $1,000
- TOTAL FOR UNITED WAY $170,000

Indian Path Medical Center
- Licensed Beds: 1,218
- Patient Days: 112,942
- Inpatient Daily Census: 298
- Admissions: 1,321
- Babies Born: 3,091
- Full-Time Equivalent Team Members: 2,570
- Emergency Visits: 52,395
- Inpatient Surgeries: 1,408
- Same Day Ambulatory: 4,610
- Total Outpatient Visits: 276,527

Johnson City Medical Center
- Licensed Beds: 241
- Patient Days: 11,304
- Inpatient Daily Census: 259
- Admissions: 1,407
- Babies Born: 949
- Full-Time Equivalent Team Members: 2,109
- Emergency Visits: 51,707
- Inpatient Surgeries: 1,240
- Same Day Ambulatory: 5,879
- Total Outpatient Visits: 105,867

Johnson City Specialty Hospital
- Licensed Beds: 49
- Patient Days: 1,924
- Inpatient Daily Census: 21
- Admissions: 1,428
- Babies Born: 38
- Full-Time Equivalent Team Members: 129
- Emergency Visits: 333
- Inpatient Surgeries: 45
- Same Day Ambulatory: 3,207
- Total Outpatient Visits: 13,911

Johnson County Health Center
- Licensed Beds: 2
- Patient Days: 71
- Average Length of Stay (days): 2.37
- Inpatient Daily Census: 1
- Admissions: 60
- Babies Born: 0
- Full-Time Equivalent Team Members: 70
- Emergency Visits: 9,032
- Same Day Ambulatory: 122
- Total Outpatient Visits: 28,859

North Side Hospital
- Licensed Beds: 314
- Patient Days: 10,826
- Average Length of Stay (days): 10.47
- Inpatient Daily Census: 69
- Admissions: 7,394
- Babies Born: 774
- Full-Time Equivalent Team Members: 777
- Emergency Visits: 21,639
- Inpatient Surgeries: 7
- Same Day Ambulatory: 1,895
- Total Outpatient Visits: 36,308

James H. & Cecile C. Quillen Rehabilitation Hospital
- Licensed Beds: 290
- Patient Days: 12,976
- Average Length of Stay (days): 12.37
- Inpatient Daily Census: 76
- Admissions: 1,330
- Babies Born: 1,032
- Full-Time Equivalent Team Members: 1,194
- Total Outpatient Visits: 26,442

Sycamore Shoals Hospital
- Licensed Beds: 121
- Patient Days: 10,769
- Average Length of Stay (days): 4.41
- Inpatient Daily Census: 30
- Admissions: 2,600
- Babies Born: 415
- Full-Time Equivalent Team Members: 305
- Emergency Visits: 23,694
- Inpatient Surgeries: 812
- Same Day Ambulatory: 2,506
- Total Outpatient Visits: 69,197

Blue Ridge
- Medical Management Corporation
- Full-Time Equivalent Team Members: 266
- Total Outpatient Visits: 177,760

Financials:
- Patient Services Revenue: $1,020,661,544
- Less: Uncompensated Care: $615,934,780
- Net Patient Revenue: $404,726,764
- Nonoperating Income & Other Revenue: $17,611,527
- Total Revenue: $422,338,291
- Total Operating Expenses: $412,675,169
- Surplus for Reinvestment: $16,454,000

Statistics:
- Licensed Beds: 1,124
- Team Members: 4,954
- Admissions: 35,085
- Patient Days: 198,407
- Outpatient Visits: 670,950
- Emergency Department (ED) Visits: 133,102
- MSHA Call Center (Ask-A-Nurse) Total Calls: 370,000
Community leaders help advance health care for region

MSHA President/CEO Dennis Vonderfecht and MSHA Board of Directors Chairman Clem Wilkes enjoy a recent fall day in Northeast Tennessee.

“Creating our future...is not the result of choices among alternative paths offered by the present, but a place that is created, first in mind, next in will, then in activity. The future is not some place where we are going to, but a place we are creating. The paths are not to be discovered, but made, and the activity of making the future changes both the maker and the destination.”

John Schaar

Community leaders help advance health care for region, neighbors, their own families

While there are plenty of choices in health care for Northeast Tennessee, two of the region’s top business leaders don’t see any reason not to trust their families’ well-being to Mountain States Health Alliance caregivers.

For instance, Clem Wilkes’ father-in-law, Jack McCall, was admitted to Johnson City Medical Center (JCMC), Mountain States Health Alliance’s flagship facility, the present MSHA Board of Directors Chairman recalls that the care his wife’s dad received was “above and beyond.”

For Clem, who grew up in Johnson City and experienced his own share of cuts, scrapes and injuries that took him to the “local hospital,” being with his family through Jack’s illness was a lesson in healing for him and his wife, Tonya.

“I’m a big advocate of patient-centered care with its openness to tea on a recent, cool October evening. “The MSHA approach to holistic health has strengthened the quality of care already provided. Quite frankly, I think we also have some of the best physicians in the world ... they are caring, capable and competent.”

Clem is certain that MSHA’s affiliation with local, state, regional and national health care organizations can only make the locally owned and managed system strong as it delivers loving care to health care.

“My family has received medical care from several of the MSHA hospitals with their dedicated team members,” he said. “I know we are all in good hands.”

Clem, who has been a board member in several roles, is obviously no stranger to health care services. The longtime volunteer served with the JCMC prior to the formation of its parent company, MSHA. In fact, the

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MSHA caregivers believe that healing

Continued from page 2 can exist without curing, but healing cannot exist without caring.

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