

SERVING OUR COMMUNITY:  
*Within Our Walls & Beyond*



— A REPORT ON OUR SERVICE TO THE COMMUNITY —

*Regional Medical Center at Memphis is committed to the health and well-being of our community.  
We touch lives through education and inspiration in our own programs  
and in the time and talent donated by our employees in many worthwhile community efforts.*



**FISCAL YEAR 2011**  
July 1, 2010 - June 30, 2011

A nighttime photograph of the Memphis skyline, featuring several illuminated skyscrapers and a bridge over the Mississippi River. The sky is a mix of purple and blue, and the city lights are reflected in the water.

## Regional Medical Center at Memphis...At a Glance

Regional Medical Center at Memphis is a regional healthcare resource providing accessible, efficient, quality healthcare for individuals throughout the Mid-South. Regional Medical Center is anchored by highly respected Centers of Excellence including trauma, burn, neonatal intensive care and high-risk obstetrics. Rounding out the continuum of care is an array of primary and specialty care services through the Health Loop Primary Care Network and Outpatient Center.

**Our Mission:** To improve the health and well-being of the people we serve by providing compassionate care and exceptional services.

**Our Vision:** In collaboration with our academic partners, we will be the premier healthcare system advancing the quality of life in our communities.

## Messages from the Chief Executive Officer and Board Chairman

It is our goal to improve the quality of life in our community, and a healthy community begins with an engaged community. Individuals engaged in their own health and inspired to create something better for us all. I see this level of inspired engagement in our employees every day as they provide exceptional care within our walls and regularly take part in activities throughout our region to enhance the lives of others.

From the expert care provided in our hospital each day to the impact we are making through community outreach, Regional Medical Center at Memphis employees are committed to doing all they can to enhance the quality of life for those we serve. 2011 has been a year of many exciting accomplishments at Regional Medical Center at Memphis. It is my pleasure to share some examples of the ways we are making a positive difference in the health and well-being of our community in this report.



*Reginald W. Coopwood, M.D.*  
President and CEO

In 2011, Regional Medical Center at Memphis completed a strategic planning process that brought to life a strengthened mission and vision that embodies the spirit of this organization. We strive every day to improve the health and well-being of our patients by providing compassionate care and exceptional services. Our healthcare professionals are passionate about providing excellent health care services and expanding our reach throughout the community.

It is said that to whom much is given, much is expected. Our Board takes our commitment to quality and community very seriously. We strive to be good stewards of this valuable community asset and are committed to allocating resources to ensure quality care is provided to all we serve.



*Phil Shannon*  
Chairman, Board of Directors



*Coopwood*



*Shannon*

*Serving Our Community*



## Regional Medical Center at Memphis

### SENIOR LEADERSHIP TEAM

**Reginald W. Coopwood, M.D.**

*President and CEO*

**Fred Boyd, SPHR**

*Senior Vice President,  
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**Pam Castleman, MSN**

*Senior Vice President/  
Chief Nursing Officer*

**Carl Getto, M.D.\***

*Chief Medical Officer*

**Tammie Ritchey, CFRE**

*Vice President of Development/  
Foundation Executive Director*

**Robert Sumter, Ph.D.**

*Executive Vice President/COO*

**Tish Towns, FACHE**

*Senior Vice President,  
External Relations*

**Rick Wagers, MBA**

*Senior Executive Vice President/CFO*

**Monica N. Wharton, Esq.**

*Senior Vice President/Chief Legal Officer*

### MEDICAL STAFF OFFICERS

President: **Mack Land, M.D.** –

*Infectious Disease Specialist/Professor of  
Medicine-Infectious Diseases, UTHSC*

President-Elect: **Edwin Thorpe, M.D.** –

*OB/GYN/Associate Professor of Obstetrics  
and Gynecology, UTHSC*

Past-President: **Jeffrey Blalack, M.D.** –

*Anesthesiologist/Assistant Professor of  
Anesthesiology, UTHSC*

Secretary: **George Maish, M.D.** –

*Trauma Surgeon/Associate Professor of  
Surgery, UTHSC*

### BOARD OF DIRECTORS

**Phil Shannon, Chairman**

**Darrell Thomas, Vice Chairman\*\***

**Keith Norman, Secretary**

**Lee Askew\*\***

**Pamela Brown**

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**Brenda Hardy, M.D.**

**Scott McCormick**

**Anthony McDuffie**

**Max Ostner**

**Heidi Shafer**

**Anthony Tate**

**John Vergos**

*\*Appointed August 2011*

*\*\*Resigned Fall 2011*

### Quick Facts for Fiscal Year 2011:

Beds: 631 licensed beds (325 staffed beds)

Employees: 2,232

Medical Staff: 471 physicians

Inpatient Admissions: 15,824

Emergency Department Visits: 45,189

Outpatient Visits: 74,539

Primary Care Visits: 52,989

Babies Delivered: 3,914

*Figures are from FY2011*

*(July 1, 2010 – June 30, 2011)*

*Report produced by Communications and Marketing.*

*Editor: Angie Herron, Director, Communications and Marketing.*

*Managing Editor: Tish Towns, Senior Vice President, External Relations.*

*1,000 individuals  
received valuable  
health screenings  
at no charge from  
Regional Medical  
Center at health  
fairs and other  
community events.*

## Compassionate Care and Exceptional Services

Regional Medical Center at Memphis is anchored by nationally recognized Centers of Excellence in trauma, burn, high-risk obstetrics and neonatal intensive care. Other specialty centers at the hospital include the Rehabilitation Hospital of Memphis, a full service inpatient rehabilitation hospital, and a wound care center that is home to the largest hyperbaric chamber in the region.



## Centers of Excellence – Highlights from 2011

### *Elvis Presley Memorial Trauma Center*

Since established in 1983, the Elvis Presley Memorial Trauma Center's team of surgeons, anesthesiologists, certified registered nurse anesthetists, nurses, respiratory therapists, orderlies, x-ray techs and lab techs have treated nearly 100,000 trauma patients.

*During FY2011, the Trauma Center became one of the first in Arkansas' trauma system, being designated as the Level 1 Trauma Center serving Eastern Arkansas. Already designated in Tennessee and Mississippi, Regional Medical Center is home to the only Level 1 Trauma Center within 150 miles of Memphis. This designation means there is a multidisciplinary team of highly trained specialists in the center 24/7, waiting for individuals to arrive in need of expert medical attention.*

*Exceptional services*

## Firefighters Regional Burn Center

The Firefighters Regional Burn Center is a full service center helping burn survivors return to normal, productive lives as quickly as possible. The Burn Center includes a 7-bed intensive care unit, 7-bed step-down unit, an outpatient clinic, surgery facilities, a rehabilitation center and a research division.

The Burn Center leads the way in education and outreach efforts ensuring burn care professionals throughout the region learn about the best practices in burn care. *More than 200 burn care specialists from across the county attended an annual educational burn conference hosted by Firefighters Regional Burn Center and its medical director, William Hickerson, M.D., UTHSC Professor of Plastic Surgery.* The curriculum focused on evidence-based medicine, treatment modalities, rehabilitation advances, disaster planning and research.



Leading the way

# Comforts of home

## Sheldon B. Korones Newborn Center

The Newborn Center is one of the oldest and largest neonatal intensive care units in the country. While healthy babies spend time in the well-baby nursery before heading home with their mothers, more than 1,300 premature or critically ill newborns are treated in the Newborn Center each year.



*As a member of the Vermont Oxford Network, the Newborn Center completed participation in a successful 2-year quality improvement collaborative related to thermoregulation. Improvements made were remarkable and sustained, and staff was invited to present the project and results at the 11<sup>th</sup> Annual Quality Congress during the Vermont Oxford Network's annual meeting in Washington, DC.*



## High-Risk Obstetrics

When mom and baby are at risk for complications, patients want to deliver in a facility with the comforts of home along with sophisticated equipment and expert medical professionals. The High-Risk Obstetrics program at Regional Medical Center at Memphis provides that level of expertise and care.

*The program's director and Chair of Obstetrics and Gynecology with UTHSC Giancarlo Mari, M.D., has brought new, specialized treatments to our community such as the twin-twin transfusion syndrome laser ablation treatment program. Patients had to travel to other states in the past for this procedure, but now it can be performed at Regional Medical Center. Also, conjoined twins Joshua and Jacob were successfully delivered at Regional Medical Center this year.*

*As a part of the Vermont Oxford Network, the Newborn Center was invited to share successful quality improvement work related to thermoregulation at the Quality Congress in Washington, DC.*



## Improvements in Fiscal Year 2011

Regional Medical Center at Memphis embarked on several improvement projects to enhance patient and guest experiences in our facilities.

### *Orthopedic Services*

In October 2010, the hospital opened a newly-renovated 14-bed orthopedic unit dedicated to meeting the specialized needs of orthopedic patients, including total joint replacements. Orthopedic patients are also reaping the benefits of new operating room equipment. The Starr Frame System is now being used exclusively in the Memphis area at Regional Medical Center and offers a minimally invasive alternative to repair pelvic fractures.



*Renovated Orthopedic Unit*

### *Health Loop Primary Care Network*

The Health Loop is a network of physician offices providing convenient, quality healthcare access throughout the community. Healthcare professionals at these offices provide adult primary care, pediatrics and obstetrics/gynecology services. All four Health Loop Primary Care Network locations were renovated to provide an enhanced patient- and visitor-friendly environment. Regional Medical Center partnered with BlueCross BlueShield to create a “patient centered medical home” at the Health Loop. The PCMH model helps individuals better manage their health by providing services such as a care coordinator/health coach and access to 24-hour on call medical assistance.



*Renovated Health Loop Lobby*

*Enhanced experiences*

*Regional Medical  
Center at Memphis  
partnered with  
BlueCross  
BlueShield of  
Tennessee to  
empower individuals  
to better manage  
their health  
through the Health  
Loop Primary  
Care Network.*

# Beautification



## Campus Renovations

The main campus of Regional Medical Center underwent several enhancement projects during FY2011 including patient care units renovations and campus beautification.



## Patient Care Units

Increased privacy and the comforts of home are among the amenities now enjoyed by patients in the hospital. More than 100 semi-private rooms were converted to private rooms. The rooms received upgrades to make them more comfortable for patients and guests.



## Campus Beautification

Efforts were made in FY2011 to create a more welcoming and aesthetically pleasing environment on the main campus. The hospital campus underwent an extensive streetscaping and wayfinding project which included new landscaping, directional signage and improvements to the parking areas. The hospital also worked with the City of Memphis to create a no parking zone on Jefferson which creates a safer and visually pleasing environment for our guests.

# Beyond our walls



## Outreach Programs

Regional Medical Center at Memphis promotes a safe and healthy Mid-South through a variety of outreach programs that bring the expertise of our staff beyond our walls and into the community through education and support.

## Injury Prevention Education/Trauma and Burn Outreach

Preventing injuries that lead to hospitalization is the focus of Regional Medical Center's robust injury prevention and trauma/burn outreach efforts. A total of 3,777 individuals took part in education opportunities of this nature in FY2011. From talking to high school students about the dangers of destructive decisions when driving to offering fall prevention seminars to senior citizens, Regional Medical Center's healthcare professionals provide education designed to prevent injuries and trips to the Trauma Center. Burn prevention and fire safety for children and adults also took place in the community during 2011 at schools, public meetings and at Fire Academy Training.

## Traumatic Brain Injury (TBI) Services

Traumatic Brain Injury (TBI) Services at the hospital provides support and education for survivors of traumatic brain injury, as well as to their family and caregivers. This year, 918 TBI survivors and loved ones took part in support group events hosted by the hospital.

## Sunrise Program

498 soon-to-be moms took part in *Sunrise* this year, a hands-on educational program encouraging early prenatal care for pregnant teens to maintain optimal health during pregnancy and beyond. Sunrise also emphasizes staying in school and educating adolescents about pregnancy prevention.

*More than  
10,321  
Mid-Southerners  
were touched  
by the outreach  
activities of  
Regional Medical  
Center at  
Memphis in 2011.*



## Community Partnerships and Outreach Activities

Partnering with others who share our focus on community health and wellness is one way we stretch beyond our walls. Through free health fairs, sponsorships, education opportunities and wellness events, Regional Medical Center at Memphis is proud to partner with others shaping a healthier future in our community.

Healthcare professionals from Regional Medical Center donated their time and expertise to health fairs throughout the community. These health fairs took place across our community to provide valuable health information to more than 4,000 individuals. Examples include the "It's a Family Affair" event hosted by Omega Church; Booker T. Washington High School; "Back to School" Fair in Whitehaven and the Public Health and Safety Expo at the Hickory Ridge Towne Centre.

Volunteers from Regional Medical Center provided education and health screenings at the *Sisterhood Showcase* in June. Nearly 400 guests received glucose and cholesterol screenings at the event, while more than 1,000 attendees visited our booth to learn about nutrition and diabetes, cervical cancer and labor and delivery services.

Employees from Regional Medical Center participated in community-wide awareness events such as *March of Dimes' March for Babies* and the *Komen Memphis-MidSouth Race for the Cure*. The hospital also participated in the *American Heart Association's Go Red for Women Girls Night Out* event in June. Employee volunteers shared healthy eating tips with participants at the event.

Regional Medical Center supported the *March of Dimes* in 2011 as a corporate sponsor with a \$25,000 gift. Other sponsorships promoting a healthier and better educated community included the *March of Dimes Signature Chef Dinner*, the *Facing History and Ourselves Gala*, *Komen Race for the Cure* and the *Memphis Urban League Young Professionals Agents of Change*.



*Sisterhood Showcase*

Employees regularly roll up their sleeves to give the gift of life at *Lifeblood* blood drives at the hospital. More than 100 units were donated by employees during FY2011.

Regional Medical Center employees supported the *United Way of the Mid-South's "Live United"* campaign in FY2011. Employees pledged \$27,225.

***We participated  
in community  
health fairs  
reaching more  
than 4,000  
people.***

# Partnerships



## Educating the Healthcare Leaders of Tomorrow

### *University of Tennessee Health Science Center*

The training component and expertise shared at a health system affiliated with a medical school elevates the expert care not only in that hospital, but also in the community. Regional Medical Center at Memphis serves as one of the primary medical and surgical teaching sites for the University of Tennessee Health Science Center (UTHSC). More than half the doctors in Tennessee receive all or a portion of their training at the hospital through its affiliation with UTHSC. More than 500 residents and medical students from UTHSC trained at Regional Medical Center during FY2011.

Regional Medical Center is also home to a pharmacy residency program accredited by the American Society of Health System Pharmacists. The hospital serves as a primary teaching site for the University of Tennessee College of Pharmacy. During FY2011, six PGY1 and PGY2 (post graduate year 1 and 2) pharmacists completed residencies at Regional Medical Center.



Pharmacy residents in training

### ***Nursing and Allied Health Partnerships***

In addition to the physician training programs with UTHSC, Regional Medical Center at Memphis has partnerships with several schools for nursing student experiences: Union University, Tennessee Technology, University of Memphis, Southwest Tennessee College, University of Tennessee and Concorde Career College in Tennessee. Nursing students also trained with us from Delta State University and Northwest Mississippi Junior College in Mississippi, University of Alabama and Arkansas State University. 800 nursing and allied health students from schools in Tennessee, Mississippi, Arkansas and Alabama received instruction at the hospital during FY2011.



Residents in training

*More than half  
the doctors in  
Tennessee receive  
all or a portion  
of their training  
at Regional  
Medical Center at  
Memphis through  
the University of  
Tennessee Health  
Science Center.*

# Educating leaders

## Fiscal Year 2011 Financial Overview

Fiscal Year 2011 at Regional Medical Center at Memphis was an exciting time of growth and change. Significant progress was made in creating a fiscally sound health system. The system exceeded its FY2011 financial plan by more than 100%, more than three times FY2010 results. The system closed the year with a \$17.7 million excess of revenues over expenses, improved operations, enhanced facilities, and well positioned for the future to continue providing compassionate care and exceptional services to the community.

Regional Medical Center's net income for FY2011 was \$17,658,000 before special appropriations, far exceeding the budget expectation of \$8,800,000. Factors that made the strong position possible include positive changes in the payor mix; successful efforts to increase patient revenue while holding expenses steady; and creating an improved environment for patients to receive their care at Regional Medical Center. These successes allow the health system to continue serving our entire community.

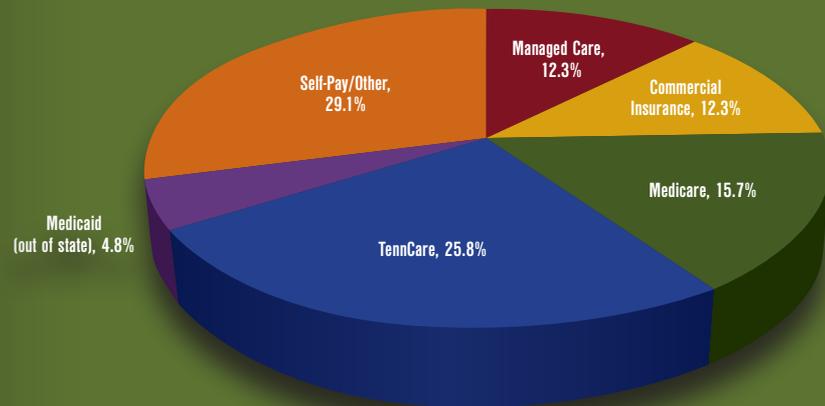
**Regional Medical  
Center at Memphis  
ended Fiscal Year  
2011 with a  
\$17.7 million  
excess of revenue  
over expenses.**

## Uncompensated Patient Care and Revenue in Fiscal Year 2011

In Fiscal Year 2011,  
Regional Medical Center at Memphis provided  
**\$128,500,000\***  
uncompensated care costs.

Net revenue for Fiscal Year 2011 was \$308,037,000, including \$230,393,000 in net patient care revenue. Regional Medical Center at Memphis net revenue sources includes net patient revenue, Shelby County Government appropriation, investments and other state and federal subsidies.

**FY 2011 Payor Mix (% of Gross Patient Revenue)**



\*includes bad debt, charity care and uncompensated costs from governmental payors.

## The MED Foundation

The MED Foundation, the hospital's philanthropic arm, supports the hospital through funds allocated for equipment, campus improvements and technology purchases. The Foundation is also committed to serving the community through outreach efforts and scholarship programs.

In 2011, The MED Foundation continued its tradition of partnering with corporations, foundations, individuals and hospital employees. Initiatives included:



■ A Baby Clothing Drive was sponsored by Regions Bank to provide basic clothing and other infant necessities to newborns going home from the hospital.

■ The Small Beginnings Fund was created with help from Dr. Richard and Georgia Gilbertson to support efforts to increase healthy pregnancies in Memphis and Shelby County.

■ Smith and Nephew helped fund the creation of the Trauma Training and On Call Center, a space for physicians and residents to teach, learn, consult and rest.

■ Valero supported the renovation of The Firefighters Regional Burn Center Rehabilitation gym.

■ Support from First Tennessee Foundation helped fund renovations to the Emergency Department and the Rout Lobby.

Extraordinary support came from the corporate community during The MED Foundation's An Evening of Classic Soul, an inaugural gala and fundraising event for the hospital. The spectacular and fun evening was planned by co-chairs Susan Arney and Leigh Shockey, along with their host committee. Supporters included FedEx, Morgan Keegan, Reliant Investments, Drexel Chemical, BlueCross BlueShield of Tennessee, Caesars Entertainment, and Elvis Presley Enterprises.

In Fiscal Year 2011, the Foundation raised more than \$900,000, including \$117,000 pledged by employees in the annual internal fundraising campaign, and awarded more than \$40,000 in scholarships to students seeking careers in healthcare-related fields. The Foundation invested more than \$1,000,000 back into the hospital.

## Ways to Give

There are many ways to donate to the hospital, including restricted gifts to a Center of Excellence, unrestricted gifts, and honorarium and memorials. To learn more about how to give, visit [www.themedfoundation.org](http://www.themedfoundation.org) or call 901.545.8372.

## The MED Foundation Board of Directors

*Susan Arney*

*Marty Belz*

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**Regional Medical Center  
at Memphis**

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[www.the-med.org](http://www.the-med.org)