



LODI MEMORIAL HOSPITAL

*2010 Annual Report*



## THE HOSPITAL

QUITE HAPPILY AT THE START OF 2010, LMH SETTLED INTO ITS NEW SOUTH WING—the largest addition in the hospital’s history. The project was 12 years in the planning and construction stages and offers 90 new, private rooms for patients, a new emergency department, a new gift shop and a healing garden. The addition is much enjoyed by patients and staff alike. Spacious rooms and built-in technology allow for a more streamlined provision of care. The larger, quieter rooms and hallways increase patient privacy. In particular, the vast, more efficient emergency room prompted LMH to receive among the highest patient-satisfaction-survey scores in the nation.

Contingent with opening the South Wing, LMH launched two, new patient units in order to deliver specialized levels of care. Adjacent to the emergency department, LMH opened a clinical-decision unit to comfortably and safely care for patients who can be stabilized and returned home in 23 hours or less. This often spares what can be a costly admission for the patient. Secondly a progressive-telemetry unit opened in February to care for intermediate-level patients with a cardiac focus. These patients, while not sick enough for an intensive-care unit, receive close monitoring before placement in the hospital’s medical/surgical unit.

To help recruit and retain physicians, LMH partnered with San Joaquin General Hospital’s residency program to offer surgical and internal-medicine residency programs for patients at LMH. The programs not only bring hard-to-find, specialty physicians to LMH, they encourage physician specialists to continue their practices in the region and carry on for the many Lodi physicians who are near retirement.

As communities prepare for the complexities of health-care reform, LMH continued to expand its network of services, including both primary-care and multi-specialty clinics. The clinics, hospital and home-care services continue to become more integrated with the goal of offering patients seamless care. That coupled with the consequent improved communications among providers will enhance the patient’s experience and medical outcome.

## THE YEAR AHEAD

Science is advancing at a rate faster than any time in history. And for health care this includes learning of and adopting better ways to care for patients. At LMH physicians and staff will continue to apply the latest medical evidence and ensure that guidelines reflect the most current standards of care.





In 2011 LMH plans several initiatives to improve patient quality, satisfaction, discharge instructions and information technology. Additionally the hospital will refine its programs and processes to reduce costs while, at the same time, enhance care.

Laying the groundwork for reform and moving from a fragmented system to an integrated one is key to all hospital activities. So to avoid millions of dollars in renovations that would be required of the hospital by state seismic standards, LMH will relocate its physical-rehabilitation unit from its West campus to its main campus in late 2011; and at the West campus, in early 2011, patients from the hospital's transitional-care unit went to their homes with in-home-care providers or other nearby facilities.

In an effort to save on local leases, some of the hospital's clinic functions will be consolidated to its West campus in the former transitional-care space.

In all LMH leaders continue to consult with community members and look ahead to develop a long-term plan for hospital facilities. The overriding goal will be to offer the medical and support services that patients need, when and where they need them in order to improve the overall health of the community in addition to enriching the quality of life. This goal is the same today as it was on Dec. 7, 1945 when Lodi Memorial Hospital's founders first incorporated to build a hospital for their community.

#### **B E C O M E   A N   O W N E R   O F   L M H**

The Lodi Memorial Hospital Association is the owner of LMH. Its membership is open to any individual for a one-time, lifetime fee of \$100. Members participate in the annual election of the hospital's board of directors and receive discounts at the LMH West Fitness Center and in hospital dining rooms. Applications are available at [www.lodihealth.org](http://www.lodihealth.org).

#### **P H Y S I C I A N S**

Hospital physicians have been working with LMH staff to align activities relative to clinical outcomes. Physician leaders spent this past year developing systems to be ever vigilant of patient needs. Those included computerized-physician-order entry and electronic-medical-record keeping. A new, palliative-care program began a special focus on improving the quality of life of patients facing serious illnesses. Emphasis is placed on pain and symptom management, communication and coordinated care. Five resident physicians joined the medical staff, as did 27 physicians new to LMH. Eighty-nine physicians were recredentialled in 2010.



## **VOLUNTEERS**

Gift-shop volunteers settled into their new shop and shared a variety of new items with patients, visitors and staff. Lobby escorts and tens of other volunteers logged miles through 2010 as they assisted patients and visitors in finding their ways through the expanded hospital. Facility wide, volunteers donated 15,872 hours of service in 2010. A celebration in their honor took place in May in the hospital's new healing garden, where volunteers received service pins. Recently retired Margaret Corda took home a pin for 21,500 hours. Janice McGill, a recreational-therapy volunteer, received a pin for 7,500 cumulative hours, and Esther Bartholomew received a 4,500-hour pin. Their work—and that of all volunteers—is essential to the success of LMH.

## **AUXILIARIES**

The hospital's auxiliary groups dedicate themselves to fund-raising activities on LMH's behalf throughout the year. Their proceeds are then directed to the LMH Main Auxiliary, which pools each group's funds to buy hospital equipment. In 2010 the auxiliaries were proud to buy an AccuDose medication-dispensing unit for the nursery. This helps deliver medications to the hospital's smallest patients. Additionally the Main Auxiliary continued to contribute to its pledge of \$50,000 to the LMH Foundation. This pledge goes towards funding a new, patient room in the South Wing.

## **FOUNDATION**

To date the LMH Foundation has raised nearly \$16 million in the South Wing campaign. The last component of this effort is its tile program, where individuals can purchase memorial or honorary tiles to be placed in the hospital's healing garden.

Successful events continue to drive the foundation's effort supporting LMH's ongoing needs. Last year the annual "Russell Steele Golf Tournament" raised over \$58,000, a record high. "For the Health of It" and "Summer Fest" combined raised over \$133,000. Event proceeds are designated to purchase equipment for the hospital. The foundation has committed over \$650,000 to purchase digitalized echocardiograms and EKGs with the acquisition of the Xcelera/TraceMasterVue system to enhance reporting and archiving of these procedures. Also last year the foundation saw an increase of 40 percent in unrestricted giving of annual gifts and memorials.

The foundation's ongoing goal is to assist in funding all new and future projects and support LMH in providing excellent, affordable care to Lodi and the surrounding community.

## SERVICE HIGHLIGHTS

	2010	2009
Patient beds	261	270
Admissions	7,902	8,174
Average length-of-acute stays (days)	4.3	4.2
Newborns	1,176	1,286
Surgeries	4,275	4,411
Laboratory tests	536,257	507,298
Diagnostic-imaging procedures	33,984	34,130
CT scans	16,016	15,138
Physical-therapy treatments	42,859	51,224
Emergency patients	28,188	24,272
Urgent-care patients	14,302	18,150
OB-clinic visits	16,506	17,637
Pediatric-clinic visits	21,373	25,820
West primary-care-clinic visits	10,146	15,033
Pulmonary-care-clinic visits	4,070	5,079
LMH-outreach-clinic visits	1,438	1,280
Occupational-health-clinic visits	4,506	6,351
Wound-treatment-clinic visits	2,164	4,893
Galt Medical Services visits	16,656	16,079
PrimeMed clinic visits, Ione	6,719	8,872
Iris primary-care-clinic visits	5,187	9,136
Millsbridge primary-care-clinic visits	27,279	11,821
Trinity primary-care-clinic visits	7,017	4,873
Vine specialty-care-clinic visits	4,525	1,644
Home-health visits	11,104	12,378
Adult-day-care visits	4,858	4,561
Camp Hutchins visits	14,159	13,375
West Fitness visits	59,485	55,969
Volunteers	196	210
Employees	1,334	1,314
Active-medical staff	137	133

## OPERATING HIGHLIGHTS LMH ASSOCIATION AND AFFILIATES *(in thousands)*

	2010	2009
<b>REVENUE</b>		
Net amount received from patient-care services	\$ 193,448	\$ 162,934
Other operating revenues and income	\$ 4,924	\$ 4,406
<b>Total revenue and support</b>	<b>\$ 198,372</b>	<b>\$ 167,340</b>
<b>EXPENSES</b>		
Operating expenses	\$ 60,388	\$ 48,323
Salaries and benefits paid to employees	\$ 85,318	\$ 79,215
Bad-debt expense	\$ 40,031	\$ 31,383
Depreciation	\$ 12,097	\$ 5,686
Interest expense	\$ 8,325	\$ 928
<b>Total expenses</b>	<b>\$ 206,159</b>	<b>\$ 165,535</b>
Income from operations	\$ (7,787)	\$ 1,805
Non-operating gains	\$ 2,791	\$ 2,017
Other changes in net assets	\$ (2,328)	\$ 316
Funds to be invested in community health	\$ (7,324)	\$ 4,192
<b>TAXES PAID OR ACCRUED</b>		
Employer's share of payroll taxes	\$ 5,476	\$ 5,148
Sales and use tax, direct	\$ 1,018	\$ 1,075
Income tax, federal	\$ 6	\$ 0
Income tax, state	\$ 7	\$ 8
Property taxes	\$ 218	\$ 214
Business and occupation taxes and licenses	\$ 15	\$ 15
<b>Total taxes</b>	<b>\$ 6,740</b>	<b>\$ 6,730</b>
<b>COMMUNITY BENEFIT</b>		
Charity care	\$ 6,937	\$ 5,208
Medi-Cal program	\$ 2,093	\$ 8,683
Medicare program	\$ 11,643	\$ 6,224
Health-related research	\$ 229	\$ 211
Medical-care services	\$ 4,864	\$ 5,342
Benefits to vulnerable populations	\$ 3,837	\$ 4,625
Benefits to the broader community	\$ 8,442	\$ 6,677
<b>Total community benefit</b>	<b>\$ 38,045</b>	<b>\$ 36,970</b>

*Information obtained from audited, consolidated financial statements.*



## 2010 LEADERSHIP

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Ronald Mettler

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