Operational Excellence

Highly-reliable patient care and customer experiences are at the core of ProMedica's mission. ProMedica is a not-for-profit, mission-based organization working to create a stronger, more cohesive approach to delivering care at the right place, the right time, and the right cost. For years, ProMedica has, and still is, reimagining health care. Today, ProMedica is a health and well-being organization unlike any other that includes all aspects of health care under one organization and across the country.

We are united under a single Mission to redefine the delivery of health care to go beyond the walls of a hospital, exam room, senior care facility or office. We’re focused on caring for the whole person — their overall well-being in addition to their health. We provide a seamless, connected experience to offer individuals the care and resources that are most meaningful to them. By intentionally bringing together diverse health and well-being services, we can help individuals reach their highest potential for health. This diversity allows us to champion healthy aging, cultivate innovative solutions and lead in the area of social determinants of health.

ProMedica remains at the forefront of developing industry leading health and wellness solutions. While we seamlessly coordinate nationally recognized hospitals, healthcare providers, and skilled nursing and rehabilitation centers, we know clinical care represents only a portion of an individual’s overall health and well-being. By combining our expertise in a broad spectrum of health and well-being services, ProMedica is uniquely positioned to redefine the future of health care.

Operational Imperatives

Starting from a foundation of financial strength and clinical excellence, ProMedica is committed to making investments in our facilities, our services and our people to ensure that we achieve highly efficient and effective operational performance. We applaud our dedicated employees and team of providers and caregivers who work hard every day to provide great healthcare outcomes and highly-reliable patient care and customer experiences.

Operational Excellence

After three years of construction, ProMedica opened the doors to its new Generations Tower. Located on the ProMedica Toledo Hospital campus, this 13-story, 500,000 square foot bed tower includes more than 300 private patient rooms and offers caregivers access to innovative technology so they can provide exceptional care in state of the art patient rooms.

2019 Community Benefit

In 2019, ProMedica contributed $308,669,000 in community benefit through community benefit expenditures, financial assistance and government-sponsored, means-tested health care (income and capital “means” are below specified limits). These expenditures total three and a half times the amount that ProMedica would pay as a taxable organization. Even as a not-for-profit organization, ProMedica pays almost $40,000,000 in federal, state and local taxes. These numbers not only indicate ProMedica’s long-standing commitment to the community, but also fulfill our not-for-profit status and Mission to improve the health and well-being of residents in the communities we serve.

Indeed, ProMedica goes beyond industry standards in meeting the goal of providing care to everyone, regardless of their ability to pay. We provide hospital care free-of-charge to all families without insurance with incomes at or below 200% of the federal poverty level. Additionally, ProMedica hospitals provide significant discounts to families with incomes of up to 600% of the federal poverty level.

As a leading advocate for the health and well-being of others, ProMedica provides and promotes community wellness, collaborating with more than 300 local nonprofit agencies and organizations in 2019.

2019 Mission and Community Benefit Report

Reimagining health care for generations to come.

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Pediatric Asthma. The surveyor completed a thorough evaluation and outpatient Joint Commission Disease Specific Certification in ProMedica Toledo Children's Hospital motion management technology. The machine features powerful state-of-the-art machine is optimal for treating all types of cancers, ProMedica Bixby Hospital - Hickman Cancer Center. A new Varian linear accelerator was installed at ProMedica Bixby Hospital - Hickman Cancer Center. This state-of-the-art machine is optimal for treating all types of cancers, and enhances patient comfort. The procedure is used to help determine how well a patient’s heart is working and if further treatment is needed. The new cath lab includes state of the art equipment and features the same, experienced cardiac team from ProMedica Toledo Hospital.

ProMedica Fostoria Community Hospital (FCH) completed renovations of the acute care unit. Renovation of the 10,000 square foot unit consisted of new flooring, paint and wall coverings, fixtures and cabinetry to house medical equipment.

In addition, semi-private rooms were redesigned to private rooms, accommodating up to 19 patients. This project improves the unit’s functionality and enhances patient satisfaction.

All ProMedica Urgent Care facilities earned accreditation through the Urgent Care Association (UCA). This is the highest honor for urgent care centers and it makes us the only urgent care organization in northwest Ohio to receive the recognition. The accreditation means that all facilities have met all of the UCA’s guidelines and criteria for patient safety, care and scope of services.

ProMedica regional hospitals were recognized by The Chartis Center of Rural Health and the National Organization of State Offices of Rural Health (NOSORH) for excellence. The Performance Leadership Awards recognize top quartile performance among rural hospitals across the country in areas of quality, outcomes and patient perspective (satisfaction).

HCR ManorCare Senior and Memory Care communities earned the first ever McKnight’s Senior Living’s Customer Approved Award, presented by NRC Health. Sixty-three HCR ManorCare centers were named Best Nursing Homes – Short-Term Rehabilitation 2019-2020 by U.S. News and World Report, the global authority in health care rankings. U.S. News evaluated more than 15,000 homes nationwide, in every state and nearly 100 major metropolitan areas. HCR ManorCare also had three centers that were named Best Nursing Homes – Long-Term Care 2019-2020. The rating includes data on staffing, success in preventing ER visits and pneumonia vaccination rates, among other metrics.

A new Varian TrueBeam™ linear accelerator was installed at ProMedica Bixby Hospital. TrueBeam is an independent review of each short-term acute care hospital in the country – a list of over 4,500 hospitals.

ProMedica earned a spot on the Becker’s list of 130 Accountable Care Organizations (ACO) to know in 2019. ACOs are groups of doctors, hospitals and other health care providers who all have joined forces to provide superior care to Medicare patients.

Paramount Advantage Medicaid earned a rating of 4 out of 5 in the National Committee for Quality Assurance’s (NCQA) Medicaid Health Insurance Plan Ratings 2019-2020. This makes Paramount Advantage a top-rated Medicaid plan in Ohio.

ProMedica Flower Hospital opened its new cardiac catheterization lab on the ground floor of the hospital, adjacent the radiology lab, for patients needing a diagnostic cardiac cath. The procedure is used to help determine how well a patient’s heart is working and if further treatment is needed. The new cath lab includes state of the art equipment and features the same, experienced cardiac team from ProMedica Toledo Hospital.

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ProMedica Toledo Children’s Hospital (TCH) received inpatient and outpatient Joint Commission Disease Specific Certification in Pediatric Asthma. The surveyor completed a thorough evaluation of the program with zero findings. TCH is one of 12 centers in the nation to hold pediatric asthma certification and has the only asthma certified program in the state of Ohio.

A Just in Time Clinic opened in July at ProMedica Fostoria Community Hospital (FCH). It provides health care services free of charge to anyone who does not have health insurance in the Fostoria community. The clinic is staffed by volunteers and other local health care providers and is designed to address immediate health care needs and provide primary care until the patient can become established with a primary care provider.

Stewardship

ProMedica and the Toledo Zoo partnered to renovate the zoo’s more than 80-year-old Museum of Science. Renovations were completed in spring 2019 with a focus on biodiversity throughout the course of history in northwest Ohio.

ProMedica was the lead sponsor for the third annual Summer Concert Series in 2019. The weekly concerts took place at the renovated Promenade Park, in downtown Toledo, from June through September, and featured a variety of local and national musicians and music genres.

ProMedica and Heartland Hospice helped children who have experienced the loss of a loved one with Camp Fearless. Led by a team of professional counselors, hospice team members and trained volunteers, this is a four-day bereavement camp for children ages 6-16. The children took part in therapeutic activities, arts and crafts and team building exercises and also learned how to respond when losing a loved one and the possible impact it could have on themselves and others close to them.

RNs from the ProMedica Fostoria Community Hospital (FCH) Emergency Department teamed up with Fostoria Paramedics to provide “Stop the Bleed” training to the Fostoria Community Schools’ 250+ teachers and staff. The training at Fostoria High School provided education about the program and then offered an opportunity to practice how to “Stop the Bleed.” More than 40 Bleeding Control Kits were given to the Fostoria Community School district to place throughout their buildings.

Through December 2019, more than 11,000 visits were made to ProMedica Food Clinics, impacting more than 3,600 unique households, in efforts to help reduce food insecurity. This translates to about 91,748 days worth of food provided to patients and families, the equivalent of 275,242 meals.
• ProMedica Farms partnered with Madison School District in Adrian, Michigan, and several classes from Lenawee Intermediate School District (LISD) to provide education on gardening and nutrition such as eating fresh fruits and vegetables.

• The Ohio Third Frontier Commission approved $32.15M to support the Entrepreneurial Services Provider (ESP) Proposal. JumpStart submitted on behalf of Northeast and Northwest Ohio for calendar years 2020-2022. For northwest Ohio, the reviewers indicated they received very positive feedback from conversations with all collaborators, including ProMedica Innovations, regarding the growing partnerships and coordinated efforts in helping drive entrepreneurship. The NWO three year budget was approved in full at $5.65M.

• ProMedica Monroe Regional Hospital participated in National Prescription Drug Take-Back Day in partnership with the Michigan Opioid Prescribing Engagement Network (Michigan OPEN), and the city of Monroe Police Department. Residents had the opportunity to dispose of old, unused medications, free of charge as part of this annual National Prescription Drug Take-Back Day.

• ProMedica Defiance Regional Hospital staff teamed up with local schools to help ensure that there would be no shortage of supplies for the beginning of the 2019-2020 school year. A little friendly departmental competition was created by forming teams at the end of July to see who could bring in the most school supplies. In less than a month, 127 pounds of school supplies were collected for area students!

• Staff from 10 Detroit-area Heartland Health Care Centers spent a day giving back to their community by volunteering at the Gleaners Community Food Bank. They helped put together emergency food bags with 20,172 pounds of food that would feed 31,102 people in need.

• ProMedica Innovations has initiated a process to assist ProMedica employees or departments in starting viable business plans and concepts. Once it is determined that the plan is valid, which takes several successful case studies, ProMedica Innovations will continue to collaborate with the operational department to assist in growing the concept to scale. On average, ProMedica Innovations moves 50 disclosures through this process annually by evaluating and developing the ideas to determine whether or not they are able to be commercialized and if so, what the appropriate path for commercialization is.

• ProMedica announced its collaboration with Toledo community leaders in building an interactive automobile attraction in Toledo that would celebrate the rich history of the iconic Jeep® brand. “The Jeep® Experience” will be a fully immersive family destination, open to Jeep® enthusiasts, historians and the public. The museum is expected to open in 2022, depending upon private and public funding. Through this collaboration, a non-profit organization for this attraction has been established and Fiat Chrysler Automobiles (FCA), the parent company of Jeep®, has been fully engaged on the initial planning discussions.

• ProMedica’s Senior Care (HCR ManorCare) implemented Heartland Meals-to-Go, a food assistance program to help bridge the healthcare industry. The new Nursing Now organization is a global movement that aims to improve health by raising the profile and status of nursing worldwide.

• The 2019 Mary Jane Smith Excellence in Nursing Award was presented to Catherine Kelbley, RN, from ProMedica Fostoria Community Hospital surgical department. Cat was chosen for this award based on her dedication to FCH patients, her coworkers, and the profession of nursing. She has given almost 15 years of service to FCH and has played an instrumental role in the development and professional growth of various staff members in multiple nursing areas across the organization.

• Each quarter, ProMedica Senior Care (HCR ManorCare) takes time to recognize one of its employees who makes a difference in the lives of their patients, residents, family members and fellow employees for the care they provide. These employees are known as a Champion of Caring. Honorees for 2019 included:
  - Keith Jinks - physical therapy assistant at ManorCare Rehab Center in Decatur, Georgia (Q1 2019)
  - Linda Fazenbaker - Donahoe Manor in Bedford, Pennsylvania (Q2 2019)
  - Karen Cleveland-Herron, volunteer coordinator at Heartland Hospice in Shawnee, Oklahoma (Q3 2019)
  - Marcel Durham - ManorCare Health Services – Dunedin (Q4 2019)

Strategic Imperatives

On our journey to improve health and well-being, ProMedica is at the forefront of developing innovative health and wellness solutions. We screen patients for 10 different social determinants of health, and then connect them with local resources. We invest in neighborhoods. We opened a grocery store in a food desert. Our academic affiliation with the University of Toledo College of Medicine and Life Sciences is helping the next generation of physicians and leaders learn how to succeed in a complex healthcare environment.

National Leader in Social Determinants of Health

• ProMedica opened its third food clinic at ProMedica Bay Park Hospital in 2019 and continues to operate two other food clinics – one at the ProMedica Health and Wellness Center and the other at ProMedica’s Center for Health Services. The food clinics serve patients who screen positive for food insecurity and have a referral from their primary care provider. Patients are able to receive food for them and their family from this location or the original food clinic located at ProMedica’s Center for Health Services. As part of the program, each patient receives two to three days of supplemental food for their family. Through December 2019, more than 11,000 visits were made to the Food Clinics, impacting more than 3,600 unique households, in efforts to help reduce food insecurity. This translates to about 91,748 days worth of food provided to patients and families, the equivalent of 275,242 meals.

• For its Michigan patients, ProMedica offered Veggie Mobile vouchers to patients who screen positive for food insecurity. ProMedica Baby and Herrick Hospitals provide the $5 vouchers so patients can redeem them for fresh produce grown at ProMedica Farms or at any of the Veggie Mobile stops. In 2019, nearly 750 pounds of fresh produce was grown at ProMedica Farms and 75 patients who identified as food insecure were provided a food box and veggie mobile vouchers upon discharge.

• ProMedica’s Senior Care (HCR ManorCare) implemented Heartland Meals-to-Go, a food assistance program to help bridge
the food gap that many of our patients experience when returning home after a lengthy hospital and skilled nursing stay. Each patient leaving a Detroit-area Heartland Health Care Center after a rehabilitation stay is sent home with pre-packaged light meals. The goal is for the program to be rolled out to more of our communities across the country.

- **ProMedica** teamed up with Local Initiatives Support Corporation (LISC) Toledo to create the YR16 initiative to help individuals in Toledo find safe and affordable housing. Safe and affordable housing for residents in underserved neighborhoods is just one of the key Social Determinants of Health (SDOH) that ProMedica is addressing with LISC and other community partners.

- Close to 300 people attended The Art of the Cut, a special event at the Toledo Museum of Art GlasSalon. The space was transformed into a community barbershop as local barbers demonstrated their artistic abilities. The event was co-sponsored by ProMedica and the museum. The barbershop program fosters trusting relationships between the community and healthcare providers while providing health screenings, health education, and resource information to underserved populations.

- The **Financial Opportunity Center** located in the ProMedica Ebeid Institute in Uptown Toledo, offered free tax preparation assistance to 475 ProMedica employees and the general public with a total of $729,613 in federal refunds to those they assisted.

- **ProMedica** received a $200,000 grant from the Citi Foundation and Local Initiatives Support Corporation (LISC) to expand job-training programs through the Financial Opportunity Center, located at ProMedica Ebeid Institute in Uptown Toledo. ProMedica will use the funds specifically to offer State Tested Nursing Assistant (STNA) courses. The 76-hour STNA program includes educational support and digital literacy training, drawing on a range of existing healthcare training courses.

- **Paramount** awarded more than $1.5 million in grant funding to eight Ohio federally qualified health centers through the Paramount Advantage Medicaid Community Benefits Award. The funding will help the centers implement projects to support the social determinants of health and increase access to healthcare services for both our health-plan members and their larger communities. Awarding these grants is one way that Paramount supports Ohio’s community health centers in their efforts to be catalysts for collaboration and change in their own communities.

### National Leader in Healthy Aging

- As part of its integration with HCR ManorCare, in 2019 ProMedica established its Healthy Aging Institute. The Institute has three areas of focus: innovation and research, education and training, and advocacy efforts including a joint national summit in Washington, D.C. with the AARP Foundation, to bring attention to senior isolation and discuss ways communities can address this issue.

### Research and Education

- The University of Toledo (UT) College of Nursing, in collaboration with ProMedica and other UT health and education departments, hosted an inaugural Interprofessional Partnership Health Scholarship Day. The conference was designed for healthcare professionals interested in learning how they can positively impact patient safety and improve quality of care.

- As part of the **Academic Affiliation**, the University of Toledo College of Medicine and Life Sciences (UT CoM) welcomed a new class of first year medical students as they took the first steps on their journeys to becoming physicians. Throughout their four years at UT CoM, these students will rotate through ProMedica facilities, provider offices and other settings for their clinical learning experiences.

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**About ProMedica**

Established in 1986, ProMedica serves communities in 28 states across the country and is one of the country’s leading healthcare providers. Our stewardship of resources has enabled us to wisely invest in cutting-edge technology, innovative programs and family-centered facilities that help to ensure community members have equal access to high-quality, safe care in the most appropriate setting, regardless of a patient’s ability to pay.

Based on needs that we have assessed within the communities we serve, ProMedica launched new services and programs in 2019 to help meet the growing demands of consumers across all spectrums of life, including those individuals who are often the most vulnerable when it comes to health care: the elderly, poor and underserved.

ProMedica and its affiliates comprise more than 500 sites, more than 2,000 physicians and providers, approximately 55,000 employees, and more than 300 volunteer board members.

During 2019, ProMedica discharged more than 76,000 inpatients and provided 1.6 million ProMedica Physicians annual patient visits, while handling 345,000 emergency visits system-wide. Paramount, our medical insurance division, covered more than 600,000 members through its commercial, Medicare and Medicaid product lines.

Additionally, our physicians, leadership team members and employees individually contribute personal resources to the community in numerous ways—such as through tutoring elementary students in reading, providing health lectures to community organizations, offering summer employment and job training for at-risk youth, generously contributing to community fundraising campaigns such as United Way, serving on local not-for-profit boards, and donating nonperishable goods to numerous local food pantries and churches.

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