

Quality

When Clark Memorial embarked upon the journey towards Organizational Excellence, a commitment was made to provide superior health services to you. Our goal is to enhance the lives of the people in our community by challenging our organization to be the best health care provider in the United States. One way to measure the quality of our services is by asking our patients what they think. Clark Memorial relies on feedback to help monitor the care we provide to the community. By knowing our strengths and opportunities for improvement, we are able to ensure that every patient receives the best care possible. Our goal is to exceed your expectations.

A Second Year for State-Wide Recognition

Indiana Business Magazine and BKD LLP recognized Clark Memorial for the second consecutive year at the BKD Indiana Excellence Awards. Clark Memorial was honored with the Bronze Award in the Health Care category, making the hospital one of only three organizations recognized in both 2003 and 2004 for business excellence.

The awards recognize Indiana businesses and organizations that demonstrate a commitment to quality with measurable improvements in efficient and effective practices. More than 30 companies and organizations from across the state were selected as finalists among the strongest field of entries in the award's nine-year history.

Clark Memorial is proud to win the award, showing support of its mission to provide superior health services to the people in the community.

Sleep Lab Accreditation

The Sleep Disorders Center of Clark Memorial has received five-year accreditation from the American Academy of Sleep Medicine. The accreditation is awarded to the top sleep labs in the country.

Since opening in 2001, the Sleep Disorders Center has treated approximately 2,170 patients at an average of about 80 patients a month. Patients sleep for six to eight hours in one of four rooms, while technicians observe and record the sleeping activities and habits via closed-circuit TV in a separate monitoring room.

Anthem Report

Clark Memorial Hospital received an Anthem Blue Cross and Blue Shield score of 98 in its 2004 annual report card of quality health care, the top score awarded in the area. The report card is a comprehensive evaluation of the quality of care hospitals are expected to meet and reflects the standard of care Anthem expects its patients to receive.

The Jewish Hospital Health Network, of which Clark Memorial is affiliated, was the first group of hospitals in the area to participate in this program. The report card, which changes each year, grades hospitals on best practices in all areas of care, including obstetrics, cancer, cardiology, emergency service and orthopedics.

PACS

Imaging became film-less with hospital-wide installation of GE® Centricity's Picture Archiving Communications System (PACS) for electronic storage of all images. PACS allows x-rays, CT, MRI, Ultrasound and Nuclear Medicine images to be distributed electronically and interpreted on computer workstations, which physicians can view immediately at their homes or offices through Clark Memorial's MD website.

The move to electronic imaging and storage was necessitated by the sheer number of images for some patients, having CT scans of up to 400 images each. Plus, PACS is more cost efficient, eliminating growing film storage and processing demands.

Physicians and patients will benefit from the reduced turnaround time for reports, especially important for cases involving operations or emergencies when prompt decisions are critical. Radiologists can review and submit a preliminary report via the system for emergency room physicians to view immediately. For those situations where films are needed, the hospital has the ability to print images.

Marketing Awards

Clark Memorial's marketing and public relations department won three Award of Excellence trophies at the 22nd Annual Landmarks of Excellence Awards. The department won for the Men's Health Fair and Car Show in the special events category, *Connections* newsletter in the publications category, and the Human Resources Recruiting Program in the communications program category. Clark Memorial was the only hospital in the metro area to receive that many first-place honors.

The department won two national Aster Awards, which recognize excellence in marketing, advertising and communication. The hospital received a silver award for the *Friends of the Family* Annual Report, and a Merit Award for the *Building Healthy Futures* calendar.

Marketing and public relations also won a Healthcare Advertising Award for its work on *Shaping Up Southern Indiana* in the total public relations program.

Service

Clark Memorial works every day to improve our service to you. As our mission states, we strive to provide our patients and our community with excellent health services. We do this because we want to make a difference in your life. So what does this mean to you as our patient? It means that when you visit our hospital, you will be welcomed by a Clark Memorial team member who understands your time is valuable and will ensure you get everything you need as quickly and efficiently as possible. It means we listen to our patients in order to improve our operations and are constantly educating our team members on the latest health care techniques and innovations. It means that, if our service does not meet your expectations, we will do everything we can to correct the situation. More importantly, it means your health is our top priority.

Patient Opinions Reflect Increased Satisfaction in 2004

As part of their mission, the team members at Clark Memorial Hospital are committed to serving patients and their families with the highest quality care. This process involves satisfaction surveys of patients and their families about the quality of care received while in the hospital.

Survey returns in 2004 demonstrated a 9.1 percent increase in overall patient satisfaction over the prior year. Twenty out of 30 patient satisfaction areas improved, including the following:

- Inpatient care, 6.4 percent
- Outpatient care, 14 percent
- Ambulatory care, 4.2 percent
- Emergency care, 12.4 percent
- Home health care, 26 percent

Patients of Clark Memorial are encouraged to share their stories or thoughts at any time with hospital administration. After discharge, patients can send in their feedback or comments by sending a letter to Administration, Clark

Memorial Hospital, P.O. Box 69, Jeffersonville, IN, 47130, or by emailing the hospital at administration@clarkmemorial.org.

"I needed a same day appointment and was able to get in and be seen very quickly.

- Outpatient's first visit

I drive over 20 miles from east Louisville to come to Clark Memorial because of how well I am treated."

- Inpatient

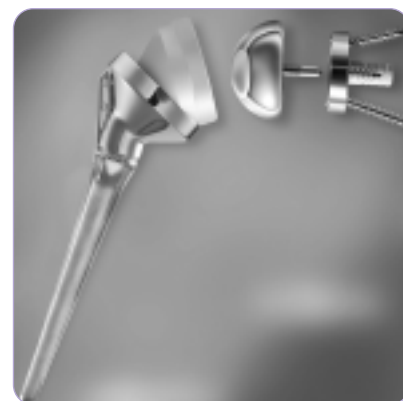
If every patient receives the care that I received, we have got the best hospital in the country. Thank you for all the help through a very, very difficult time.

- Oncology Patient

Innovative Shoulder Replacements

Dr. Michael Moskal, an orthopedic surgeon at Clark Memorial Hospital specializing in shoulder and elbow procedures, began performing a revolutionary shoulder replacement surgery in 2004, suitable for patients with massive rotator cuff tears.

Using a new reversed shoulder prosthesis called the Delta Shoulder Joint, the procedure takes about three hours, followed by rehabilitation the next morning.



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Service

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The new prosthesis was developed in Europe by DePuy, Inc., which selected Dr. Moskal as the first surgeon in southern Indiana and Kentucky to utilize this new treatment.

In a standard shoulder replacement, the ball portion of the joint is replaced with a smooth metal ball, and the socket is replaced with high-density polyethylene, or plastic, disk. The reversed shoulder replacement prosthesis replaces the socket with a metal ball and the ball of the joint is replaced with the plastic disk. Significant and durable improvements in the shoulder comfort and function can be expected.

Innovative Hysterectomy Procedure

In 2004, physicians at Clark Memorial began offering a new treatment for women experiencing

abnormal uterine bleeding, called endometrial ablation. In the past, women experiencing excessive bleeding had to either live with the discomfort or elect a hysterectomy. Endometrial ablation affords them a 30-minute treatment with no anesthetic or hospital stay.

With the Gynecare ThermaChoice Uterine Balloon Therapy System, a balloon is inserted through the cervix and into the uterus. Using a catheter connected to a controller console, the balloon is inflated with water and heated to 188°F.

Clark Memorial Hospital Services in 2004

		Increase over 1992
Patients discharged	12,819	54%
Babies delivered	1,583	230%
Outpatient procedures (MRI & CT Scans)	27,184	336%
Total Surgeries	12,475	77%
Emergency Services visits	37,530	36%
EmployCare visits	17,599	274%

The balloon remains inflated for about eight minutes to destroy the uterine lining. After the procedure, most women have an 86-percent reduction in their menstrual flow.

Growth



Growth is another Clark Memorial Pillar of Excellence. Throughout its 82-year history, Clark Memorial has continued to grow to meet the needs of its community by investing its money back into the hospital. New equipment for state-of-the-art procedures has been purchased, and new facilities have been built to house these new procedures and services. It is all necessary to become the best community health care provider in the United States.

The Heart Center



Construction on The Clark Memorial Heart Center, a joint venture with Jewish Hospital's Heart and Lung Institute, began in the summer of 2004. The state-of-the-art interventional services facility features two cardiac catheterization laboratories for both diagnostic and therapeutic balloon angioplasty procedures, offering patients optimal care with the latest technology and equipment. All of the procedure preparation, cardiac procedures and post procedures/recovery occurs in one location making it convenient for patients, families and physicians.

The Heart Center includes 6,100-square feet of new construction and renovation of 9,575 square feet in a first-floor area of the hospital that was part of the 1997 major hospital expansion. Twelve private telemetry rooms have been added in 3East for monitoring those patients who need to stay overnight after their procedure. The Heart Center opened in February 2005.

Medical Plaza

Another major construction project in 2004, the Clark Memorial Medical Plaza, was completed in



the late fall. It was the largest construction project for the hospital since the main lobby in the early 1990s. Located on 13th Street, the four-story building accommodates growing physician practices. Currently, the 48,000-square feet of lease space has commitments and is being designed for oncology, cardiology, orthopedic and neuro surgery practices.

Lois A. Kratz Health and Wellness Center

Clark Memorial purchased and renovated the former LifeSpring Guidance Center, 1319 Missouri Ave., just one block north of the main hospital, in 2004. The building (named for former Clark Memorial Hospital Trustee Lois A. Kratz, through the generosity of her husband, Norman Kratz) is home to the Clark Memorial Hospital/Frazier Rehab Institute Outpatient Therapy, Diabetes Management and the Wellness Center.

Continued Growth in Medical Staff

In 2004, Clark Memorial Hospital welcomed 42 physicians to its active and affiliate medical staff. Areas of specialty include internal medicine, pediatrics, radiology, obstetrics/gynecology and otolaryngology (ear/nose/throat). Twenty-eight allied health and associate staff also chose Clark Memorial as their employer.

Metropolitan Urology PSC Building

Ground was broken last summer by Metropolitan Urology PSC for a new office headquarters, located on 1.72 acres of former Clark Memorial property. The 30,000-square foot building will house the practice's business office, clinical and research departments, continence center and imaging unit.

4East Renovations

Last year also saw the completion of 4East renovations, which added 12 additional private rooms for Women's Care Place.

What's in store for 2005

Construction has begun on the Clark Memorial Medical Center-Charlestown facility. The 6,000-square foot building will house two family practice physicians and a suite for specialists, providing more space for physicians and a convenient, centralized location for patients.

Also providing more accessibility to health care in the Clarksville area, the Clark Memorial Medical Center-Clarksville will be built expanding on the existing EmployCare facility. Physician, specialist, radiology, mammography and ultrasound services will be available for community members.

The Family Birth Place will see renovations to expand its space in 2005. When completed, the fourth and fifth floors will house eight additional postpartum beds, bringing the total to 15 postpartum beds, 12 beds to serve gynecological and pediatric patients, and 16 newborn beds in the nursery. All 27 beds can be utilized for postpartum services to serve the community's needs.



Clark Memorial Hospital Medical Center-Charlestown



Clark Memorial Hospital Medical Center-Clarksville



Community

An integral part of the hospital's vision to be the best community health care provider in the United States is commitment to community. This means Clark Memorial team members work hard to provide care for you and your family. When our team members go to work every day, we are not caring for strangers; we are caring for our fellow residents, neighbors and families. That level of care doesn't stop at the front doors. It continues in the community on a regular basis. During 2004, Clark Memorial provided more than \$16.6 million to support community organizations and initiatives. The following are 2004 highlights of that outreach commitment.

Building on Our Foundation

The Foundation and its community resident board members are committed to raising funds and awareness for the opportunities Clark Memorial Hospital provides to the community. In 2004, the Foundation increased its endowment by \$74,000 and had its most successful Golf Classic to date, raising \$97,000. Plus, Clark Memorial team members pledged \$75,000 in contributions to the Foundation over the next three years. The annual *Friends of the Family* reception raised support for the Foundation as well, though perhaps the most significant forms of contribution came from the community donations.

All contributions to the Foundation go back to the people of the community through expanded outreach initiatives, such as Senior Care, and extended scholarship opportunities for individuals pursuing medical careers in nursing, radiology and physical therapy. Funds also are used to help provide annual community health fairs and screenings such as the Men's Health Fair and Car Show and breast cancer awareness events.

The Clark Memorial Foundation was started in 1986 to assist, strengthen and support Clark Memorial Hospital's efforts to provide health care services. Fundraising, team member donations, grants and community support are critical to continuing these services. The Foundation offers many personal and corporate sponsorship opportunities at various levels of contribution to Clark Memorial. For more information on how to donate to the Foundation at Clark Memorial Hospital, please call (812) 283-2401.

Family Health Center of Clark County

Each year, Clark Memorial provides millions in uncompensated care. This includes \$1.65 million in the free, quality health care to all patients of the Family Health Center. The Center provides care for low-income, uninsured and underinsured residents of Clark County as it has done for 12 years.

Metro United Way

In 2004, Clark Memorial team members gave more than \$65,000 to Metro United Way of Clark County. By supporting Metro United Way, Clark Memorial is supporting the community in which its team members work and live.

Community Events

Each year, Clark Memorial hosts and/or participates in community events to raise awareness of overall health and wellness of residents. Of area hospitals, this extensive community outreach is unique to Clark Memorial.

- *Men's Health Fair and Car Show* – The 2004 event attracted a record 1,700 men and their families. While audience members perused more than 130 classic and antique cars, they

In 2004, Clark Memorial Hospital team members donated hundreds of volunteer hours in the community. Along with physicians, they supported the following charitable organizations:

- American Cancer Society – Relay For Life in Clark County
- American Heart Association
- American Red Cross
- Black Achievement Program
- Boys and Girls Club of Southern Indiana
- Bridgepointe
- Center for Women and Families
- Clark County Health Department
- Clark County Tobacco Prevention and Cessation Coalition
- Community Action of Southern Indiana
- Concerned Citizens for Racial Harmony
- Fund for the Arts
- Grassroots Prevention Coalition
- Haven House Services, Inc.
- Indiana University School of Medicine
- Junior Achievement of Kentuckiana
- LifeSpan Resources
- March of Dimes
- National Multiple Sclerosis Society, Kentucky/Southeast Indiana Chapter
- NewLife Family Resources (Prenatal Clinic)
- Retired Senior Volunteer Program
- Southern Indiana Chamber of Commerce
- Southern Indiana Economic Development Council
- YMCA of Southern Indiana

took advantage of health screenings. Over 2,700 were performed including cholesterol, blood sugar, blood pressure, osteoporosis, depression, skin cancer and foot screenings.



- *Breast Cancer Awareness Brunch* – With a record 125 women in attendance, this annual event showcased information about the importance of prevention and early detection in the fight against breast cancer. Guests learned valuable, life-saving information from special guest speakers and viewed a fashion show featuring breast cancer survivors.
- *Clark County 4-H Fair, Sellersburg Celebrates!, Autumn on the River and more* – Fairs and festivals in Clark County are a great opportunity to reach out to the community. Clark Memorial seizes the opportunity and offers free health screenings and vital educational information for the entire family.
- *Community Outreach Mobile Resource Center* – The Community Outreach Program was created to improve the overall health and wellness of southern Indiana residents. Through its mobile resource center, Clark Memorial performed over 10,500 screenings in 2004 at various locations, including Kroger stores, the Farmer's Market, Clark County 4-H Fair, Sellersburg Celebrates!, Autumn on the River and many more.

Also in 2004, Community Outreach was awarded a \$50,000 state grant. The grant

funds will be used to collect and track health information from community screenings in order to improve future services.

- *Walks for Community Health* – Clark Memorial team members generously donated their time and fundraising efforts to several walks for good causes in 2004. These included: Relay for Life; WalkAmerica for the March of Dimes; Alzheimer's Memory Walk; American Heart Association's Heart Walk; and the Making Strides Against Breast Cancer Walk.

Spring Hill Elementary Initiative

More than 20 team members mentor students at Spring Hill Elementary throughout the school year. Mentors participate in weekly sessions with children individually, or in small group settings, to tutor students in areas of difficulty like reading, math or science.

Team members also went beyond their mentoring commitment by: donating supplies and volunteering for annual school events such as Field Day and the school's cookout; working with students to expand the school's Peace Garden, showing children how to plant, weed and maintain the garden; and participating in the school's Career Fair, a huge hit for the grades one through five students who asked questions about working in a hospital and being part of the medical field.



Juanita Love, RN, EmployCare (left) and Dolly Bricker, telecommunications, worked with two students on planting spring flowers in the Peace Garden.



People

In Clark Memorial's pursuit to provide excellent service to the people and communities we serve, the hospital has moved away from being in just the health care business to being in the business of life enhancement. This means improving the lives of our patients, our people, and our community. Our people continually make a difference in the lives of the patients they treat by pursuing excellence every day. As an organization, Clark Memorial holds sacred certain values that we live by each day to improve the quality of life for everyone who walks through our doors. At the heart of our values are our people. It is our belief that if the people of Clark Memorial enjoy coming to work each day, then it will show in the service provided to our patients.

Employer of Choice

Clark Memorial Hospital strives to remain the employer of choice for team members, with leadership committed to creating a quality work environment in which team members can thrive and grow in their professions.

Over the last few years, the positive work environment has had a tremendous effect on team member turnover rates – 12.64 percent at the end of 2004, significantly lower than the 20.5 percent in 2001 when efforts to reduce turnover started, and 40 percent lower than 2003. National

comparison figures are exceptional; Clark Memorial's turnover rate is a third of the 2004 national rate of 37.25 percent.

Through valuing its team members and promoting a good work environment, Clark Memorial promotes consistent service and high quality care of its patients.

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People

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Investing in the Future of Health Care

Clark Memorial Hospital believes that continuing education for all team members is critical to quality care and a positive work environment. In 2004, 41 team members participated in the tuition reimbursement program to pursue degrees and further their health care knowledge. This reimbursement, along with scholarships for 45 students, brought the investment for current and future team members to \$400,000.

Other programs and scholarships supported by Clark Memorial help to increase the medical professionals in the area, build skills with residents, and insure staffing needs for years to come. Support included:

- Forty-five scholarships for students pursuing degrees in the areas of Nursing and Radiology.
- Sponsorship of an RN program in conjunction with Ivy Tech and with approval by the Indiana State Board of Nursing, allowing 20 additional students to graduate in 2005.

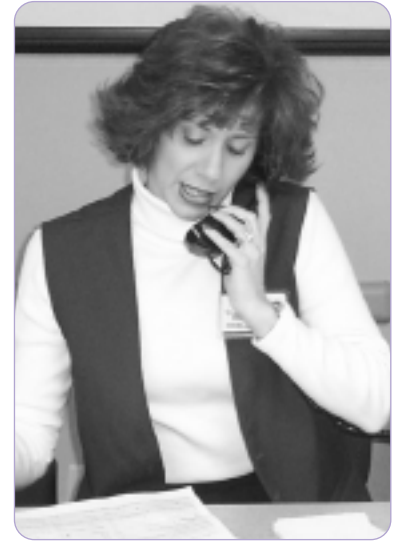
- Participation in the "Grow Your Own Nurses" program through the Jewish Health Network Partnership. Three Clark Memorial team members participated in the program in 2004; each maintained a part-time position at the hospital while pursuing a two-year registered nursing degree at Jefferson Community College. Students work 20 hours while attending classes and completing clinical rotations in nursing.

Residency and Fellowship Partnerships

Clark Memorial Hospital continues to strengthen its ongoing partnership with the University of Louisville School of Medicine by providing residency rotation. In 2004, Clark Memorial hosted residents in family practice, internal medicine and cardiology. The hospital also had 27 fellows in various areas including Hand, Spine and Pulmonary.

Volunteer Program

The volunteers at Clark Memorial Hospital are vital to the operation of the hospital. More than 65 volunteers gave 17,997 hours of service in a dozen areas, including the information desk and gift shop. They also stay with patients when family members are not available. The Volunteer Auxiliary donated \$65,000 through its fundraising efforts in 2004.



Finance



Part of our stewardship involves maintaining our financial vitality, which allows us to fulfill our mission to provide superior health services to the people and community. With this financial stability, we are able to offer free community education and wellness programs.

Serving Our Community

For 82 years, Clark Memorial has made a difference in the community and continues to lay the foundation for a healthier tomorrow. Together in 2004, over 1,500 team members performed inpatient and outpatient services for our growing community. The hospital contributed \$16,637,000 to community organizations and initiatives, in indigent and non-reimbursed care, and in-kind services to Clark County, such as providing free medical care to the inmates of the County jail.

Clark Memorial Hospital Financial Impact in 2004

	Totals
Number of team members	1,500
Number of physicians	554
Salaries, wages and benefits	\$59,904,000
Donations to community organizations	\$116,002
Property taxes paid to Clark County	\$134,297
Amount re-invested in equipment/facilities in 2004	\$17,961,000
Scheduled equipment/facilities investment in 2005	\$11,710,000
Total spent on charities/uncompensated care	\$16,637,000
Investment from Clark County government	\$0
2005 hospital budget for Clark County jail care	\$500,000

2004 Clark Memorial Hospital Board of Trustees



Gordon Gutmann, M.D.,
Chairman



Debra Meyer
(January - September)



Kathryn Raines



Don Slone
(September - December)



Patrick "Pat" Thompson



Norma Sue Wood

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Our Mission

The mission of Clark County Memorial Hospital is to provide superior health services to the people and communities we serve.

Our Values

People

We value each individual and work together to explore new ways to improve the quality of life for all.

Excellence

We pursue excellence in all we do.

Respect

We treat all individuals with the same compassion, dignity, and privacy that we want for ourselves.

Integrity

We do the right things for the right reasons.

Learning

We commit to improving the knowledge of our community, patients, and team members by supporting personal and professional growth.

Stewardship

We accept responsibility for the careful management of the people and resources entrusted to us.

Our Vision

The vision of Clark Memorial Hospital is to be the best community health care provider in the United States.