



2009

REPORT TO THE COMMUNITY



Message from the Board Chair

The past year and a half has been a time of extraordinary achievement at RMH.

As I write this, we are about a year away from taking up residence at our new hospital and health campus, where we will launch a second century of service to our community. Information and virtual tours on RMHonline, as well as the many stories that have been shared through the media, have helped to keep the community informed of the substantial progress being made on our new hospital.

A significant clinical achievement at RMH was the launch in January 2008 of our cardiac surgery program, following many months of planning and preparation. A talented and dedicated cardiac surgery team led by cardiothoracic surgeon Steve Marra, MD, now provides sophisticated heart care to benefit our community and the region.

Yet another important clinical achievement in 2008, related to breast care, was the addition of two specialized surgeons: dedicated breast surgeon Heidi Rafferty, MD, and plastic and reconstructive surgeon Saied Asfa, MD. With these two new physicians on our healthcare team, RMH is now able to offer a comprehensive breast care program that includes leading-edge surgical procedures for breast reconstruction.

In addition, we recently celebrated being recognized by HealthGrades for a fifth consecutive year as a Distinguished Hospital for Clinical Excellence. This recognition from the nation's leading independent healthcare ratings company is especially important to our community because it speaks to the consistently high quality of care our patients receive.

We are proud of all these achievements and many others that have taken place over the last 12 to 18 months. The true measure of our success, however, isn't by our achievements alone, but by the lives that have been improved by them. In the pages of this report you will read about some of those lives.

Ultimately, whether it's by providing health screenings, supporting community partners, or offering the latest technology and the best technical expertise, our focus is on our mission to improve the health of the community. Thank you for your ongoing support as we strive to accomplish that mission.

Wishing you good health,



Barbara B. Stoltzfus
Chair, RMH Board



Our Mission: To Improve the Health of the Community

Our mission is to be an innovative, community-oriented health care provider committed to offering accessible, personalized and high-quality services in a cost-effective manner.

We will work in partnership with the local medical community and other local and regional health care resources to ensure that necessary health services are available to all, regardless of their financial status.

With our partners, we will seek to enhance the health status of the community we serve by offering an appropriate range of services, including selected areas of excellence. Working with our local physician partners, we will actively participate in the formation of a locally controlled integrated delivery system.

In our efforts, we will be guided by the shared values, beliefs and needs of our local community.

Our Values:

We are committed to a set of core values that we strive to reflect in all of our daily activities and interpersonal contacts. We realize that

successfully demonstrating these values is critical to our success in the workplace and in the marketplace.

Service: Create positive impressions among those we serve by anticipating and exceeding their expectations and by presenting a professional image, caring environment and clean facility.

Enthusiasm: Reflect a positive attitude and appreciation for others through our words and actions.

Respect: Display a regard for life, dignity, diversity and the individuality of all.

Value: Be creative and cost-efficient in the use of resources to provide high-quality care and value to the community.

Integrity: Do what we say we will do and behave honorably in our professional and regulatory relationships.

Communication: Demonstrate a commitment to open and honest communications and to understand and be understood in communications with others.

Excellence: Strive to be the best we can in all that we do and take personal ownership in our efforts to get there.

RMH Recognized by HealthGrades for Clinical Excellence

In late 2008, RMH learned it had received the 2009 clinical excellence awards for Coronary Intervention and Pulmonary Care, as well as Gastrointestinal (GI) Care, GI Surgery and General Surgery from HealthGrades, the nation's leading independent healthcare ratings company.

These awards place RMH's clinical outcomes in the top 10 percent of hospitals nationally for each recognized area of care. RMH received the highest possible rating—five stars—in a host of areas, including:

- Cardiology Services
- Cholecystectomy
- Coronary Interventional Procedures
- GI Procedures and Surgeries
- GI Surgery
- Overall Pulmonary Services
- Treatment of Chronic Obstructive Pulmonary Disease
- Treatment of GI Bleed
- Treatment of Heart Failure
- Treatment of Pneumonia
- Treatment of Respiratory Failure
- Treatment of Sepsis

HealthGrades has ranked RMH best in Virginia in coronary intervention for three consecutive years and in pulmonary care for four consecutive years. RMH is ranked among the top 5 percent in the nation in both categories. RMH also has been the recipient of the HealthGrades Distinguished Hospital Award for Clinical Excellence for five consecutive years.

Each year, HealthGrades conducts a comprehensive study of hospital quality in America, producing ratings for every non-federal hospital in 27 diagnoses and procedures. Hospitals that receive the Distinguished Hospital Award for Clinical Excellence are those that place among the top 5 percent nationally when all 27 ratings are combined into a comprehensive score. Of approximately 5,000 hospitals studied, only 270 hospitals are designated as distinguished hospitals.



Former RMH patients join hospital employees, physicians and Board members to celebrate the HealthGrades 2009 Distinguished Hospital Award for Clinical Excellence, presented to RMH by HealthGrades at a Feb. 26 award ceremony and news conference at the hospital.

"This recognition by HealthGrades, an objective third party, validates the hard work and dedication of our employees and physicians," said Jim Krauss, RMH president and CEO. "It also illustrates our dedication to the tireless pursuit of excellence. Providing the highest quality of care to the patients we serve has been, and continues to be, a top priority."

The findings were included in the 11th annual "HealthGrades Hospital Quality in America Study," the most comprehensive study of its kind, analyzing more than 41 million Medicare hospitalization records from 2005 to 2007 at the nation's approximately 5,000 non-federal hospitals.

Because no two hospitals or their patients' risk profiles are alike, HealthGrades employs extensive risk-adjustment measures to ensure that it is making fair comparisons.

To view RMH's full report, visit www.healthgrades.com.

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The New RMH Hospital and Health Campus: A Year in Review

During 2008, the major structure of the new RMH facility took shape. Glass and brick were in place by the year's end, with many parking lots paved and parking lot lighting installed. In addition, Bovis Lend Lease celebrated one million incident- and injury-free hours on the job site in early December 2008. Construction, which began in 2006, passed the midpoint of completion.

According to Dennis Coffman, director, Facilities and Planning, the new hospital remains on schedule to open in June 2010.

The year's highlights include:

January—The steel structure and concrete elevator shafts began to rise from the ground. Glass and brick were selected for the hospital exterior. More than 300 workers were onsite daily.

February—Former Virginia Gov. Mark Warner visited the site. Transition planning firm Health Care Transitions (HCT), based in Denver, Colorado, was selected. The GE Telligence patient-caregiver communication system was demonstrated at RMH.

March—Hundreds of RMH employees, volunteers and physicians signed the "topping out" beam, the last steel beam to be placed on the structure. Block and bricklaying began and workers started pouring concrete floors.



Bovis Lend Lease and RMH team members look on as the last steel beam is placed on the new hospital structure at a "topping out" ceremony April 3. Hundreds of RMH employees, volunteers and physicians signed the beam.



Work on the steel structure comes into place in March 2008.

April—Bovis Lend Lease and RMH held a "topping out" ceremony April 3. RMH announced the health campus grounds would be named in honor of retired hospital President and CEO T. Carter Melton Jr. and his wife, Connie. The new hospital project was highlighted in *Virginia Business* magazine.

May—RMH employees took bus tours of the site. A JMU integrated science and technology class, studying the wetlands onsite, developed a proposal for wetland enhancement for consideration by the Virginia Department of Environmental Quality.

June—Concrete pouring was completed. Workers began installation of metal studs for hanging drywall. Nearly 450 workers were onsite daily.

July—RMH signed an agreement with Rockingham County to use methane from the county landfill as alternative fuel at the new hospital. Bovis Lend Lease marked 500,000 incident- and injury-free hours worked on the job site.

August—Bricklaying was 80 percent complete; glass installation was 15 percent complete; installation of metal studs was 60 percent complete; roof installation was 70 percent



A full moon rises over the new hospital, midway through construction in summer 2008.

complete. Workers began laying base paving on parking lots and the “ring road” circling the hospital site.

September—Glass installation was 25 percent complete. The roof installation was completed. Workers began installa-

tion of plumbing. Half of the elevators were installed, though not functional. Art selection began.

October—RMH started a recycling program at its current facility to be transferred to its new “green” campus. More than 75 employees, volunteers and physicians took bus tours of the job site. The wetland management proposal by JMU students was accepted by the Virginia Department of Environmental Quality, and work to complete the plan took place, including creating berms (mounds to prevent erosion) and planting trees.

November—Nearly half of the building’s shell was complete. Parking lot paving was halfway complete. All windows and doors were delivered. Temporary heat was installed in some parts of the building. RMH invited members of the RMH Medical Staff to tour the facility, as many employees had done with their respective departments.

December—Bovis Lend Lease celebrated one million incident- and injury-free work hours on the job site. The building’s shell was virtually complete. Heat was on throughout half the building. About 550 workers were on the site daily.

Project History in Brief

In 2004, RMH announced its plans to build a new hospital and health campus to prepare for a second century of service to the community.

Soon after, RMH purchased the 254-acre site at the corner of Port Republic Road and Reservoir Street that would become as its new “home.” In addition, RMH announced that James Madison University would purchase its current campus, adjacent to JMU.

From the start, RMH set a vision for a “beautiful, park-like setting, in harmony with the surrounding area, with facilities designed to bring the best of 21st century health, wellness and medical care to our community.” In addition, RMH set a goal to attain U.S. Leadership in Energy and Environmental Design (LEED) Silver certification.

In 2005, RMH selected major players in its new hospital project, including architectural firm Earl Swensson Associates, Inc. (ESA) of Nashville, Tenn., and construction project manager Bovis Lend Lease.

In 2006, site preparation began, including creation of the building pad and access roads.

In 2007, pipelines and foundations were laid; by the end of the year, steel beams and concrete elevator shafts began to rise from the ground.



RMH Adopts Green Cleaning Products and Organization-wide Recycling Program

In Oct. 2008, RMH adopted an organization-wide recycling program in partnership with Green Earth, a full-service recycler based in Harrisonburg. The program allows employees to recycle plastic, glass and aluminum.

“RMH is planning to ‘go green’ at our new facility, so we are seeking ways to transition into environmentally-friendly work practices at our current facility,” explained Bernie Ferguson, director, Environmental Services.

Also in 2008, RMH switched to “green” cleaning products that bear the approval of Green Seal, a third-party evaluation agency. These products are better for the health of our patients, guests and employees, and friendlier to the environment, Ferguson said.

RMH Completes First Year of Cardiothoracic Surgery Program

Lena Kite, 82, of Shenandoah, walks two miles a day and stays active running her greenhouse business, Plants a Plenty.

A retired schoolteacher, Kite took over the greenhouse more than two decades ago when her daughter, also a teacher, considered closing it.

"It started as a hobby that has grown into a business," she said. "I grow vegetables, perennials and bedding plants, and I enjoy meeting people through my business."

However, Kite had a heart murmur and was growing increasingly short of breath. Her family doctor, Montgomery Brothers, MD, and RMH cardiologist John Warner, MD, had monitored her condition closely through the years. As her health declined, it became apparent that she would need surgery.

"I knew I had a valve that was hardening and it would eventually have to be replaced," she said. "It's one of those things you put off as long as you can, but I knew the time had come."

Fortunately, Kite was able to have her valve replacement surgery close to home, at RMH. On Jan. 22, 2008, Steven Marra, MD, performed the first cardiac surgery at RMH. Dr. Marra performs not only coronary artery bypass graft (CABG) surgery, but also various valve repair and replacement procedures. On Feb. 12, 2008, Kite had aortic valve replacement at RMH. Following surgery, Kite completed the 12-week cardiac rehab program at RMH.

Now, more than a year following her surgery, she has been able to return to her active life. "I'm able to do the things I've always done," she said. "I'm back to walking and I feel great."

Kite commends the care she received at the hands of the RMH cardiothoracic surgery team. "They have my highest praises and I recommend them to anyone who needs cardiac care," Kite said. "I was treated like I was the only one in there. They took excellent care of me and my family."

A Commitment to Excellence

In the year following the program's launch, the cardiothoracic surgery team successfully performed 185 procedures, including 108 heart surgeries and 77 thoracic (chest region other than heart) surgeries, said Dave Grembi, director, RMH Heart and Vascular Center.

The team has achieved outstanding clinical outcomes, Grembi said. "Though our patient population's risk factors—such as obesity, diabetes and chronic lung disease—were greater than the national database comparison, the clinical outcomes were significantly better."

To monitor quality of care, the RMH Heart and Vascular Center reports data to the Society for Thoracic Surgery (STS), a national benchmarking organization. The STS maintains a cardiac surgery database that included 1,000 sites and 2.5 million procedures in 2008.

According to the STS, the national mortality rate for a first-year program is 2.7 percent. RMH's cardiothoracic surgery program reported a 1.8 mortality rate in the first year of operation, Grembi said. In addition to superior clinical outcomes, the RMH



Lena Kite and her husband, Gleen, attend a reception for cardiothoracic surgery patients at RMH in late August 2008.

cardiothoracic surgery team undertook complex procedures not often achieved within a program's first year, he relates.

"We believe the 'start-up' year was very successful and reflects the program's commitment to quality outcomes and service excellence," Grembi said. "We remain dedicated to ongoing education and training to assure provision of state-of-the-art comprehensive patient care."

Dr. Marra also praises the skill and dedication of the team that helped make the first year memorable and successful.

"I'm extremely proud of the commitment and personal sacrifice that everyone has made to ensure the success of our cardiothoracic program," he said. "I've received numerous thank-yous from patients and families, and wish to extend a heartfelt thanks for all the support I've received."

Dedication to Ongoing Growth and Service

Grembi notes that while many cardiac surgery patients live in Harrisonburg and Rockingham County, the RMH cardiothoracic program has a regional reach. "We have provided care for patients from the local area as well as our surrounding counties and West Virginia," he said. "As people become more aware of our services, we are seeing more patients from outlying areas."

In addition, he said, patients are being flown in for coronary intervention procedures because they now have access to a full service cardiovascular center.

Grembi says the staff is looking forward to providing care in the new hospital, which is scheduled to open June 2010. The Heart and Vascular Center will have its own entrance for patients and families, along with dedicated, easy-access parking.

"Building a state-of-the-art health campus is part of our commitment to offering excellent care and service to our patients," Grembi said. "As we move forward, RMH will continue to ensure that our heart and vascular services keep pace with the needs of our growing community."

RMH Heart Check Program Strengthens Hearts in the Community

Sandy Kinsey of Port Republic considered herself a healthy 55-year-old overall, but was concerned about her weight. She learned about the RMH Heart Check program from a friend who had participated, and she decided to give it a try.

RMH launched Heart Check, a low-cost heart health screening and education program, in 2006. The program includes a one-hour appointment with the Heart Health Navigator. Prior to the appointment, a participant completes a health assessment questionnaire and gets lab work. The Heart Health Navigator uses this information to identify the participant's risk of heart disease. All of this is included in the modest \$50 program fee.

To date, more than 1,000 men and women have participated in this self-referral program. According to Heart Health Navigator Maria Hostetter, RN, BSN, more than 60 percent of Heart Check participants exhibit at least one risk factor for heart disease. "The good news," she notes, "is that basic lifestyle modifications can lower the risk of developing heart disease or having a heart attack."

Based on an individual's results, Hostetter helps participants develop a personal risk-reduction strategy. A majority benefit from nutrition education and lifestyle modifications. She also educates participants about effective methods of lowering blood pressure, managing blood sugar, losing weight, smoking cessation, getting fit and staying fit, and where to find additional support.

Participants often are surprised that simple lifestyle changes can have a huge impact. They often recommend Heart Check to friends and family, as Kinsey's friend did.

Kinsey's assessment revealed, as she suspected, her weight was her primary risk factor for heart disease. Hostetter designed a strategy to target her specific needs—primarily with nutrition and exercise.

Now, about two years after her initial assessment, she enjoys the benefits of improved health. She has lost nearly 25 pounds and greatly reduced her risk of heart disease. Kinsey pays her friend's favor forward by recommending Heart Check to others. "I tell them about my experience, and how I benefited from it. It can help them if they are just willing to give it a try."

Hostetter notes that while word of mouth is helping to spread the word about the benefits of the Heart Check program, many believe they cannot participate because of language or financial barriers. In 2008, Heart Check overcame both hurdles.

In May 2008, Carmen Moreno, RD, MPH, joined Heart Check to offer cardiovascular risk assessment and heart health education to Spanish-speaking participants.

Also in 2008, the RMH Heart Fund enabled Heart Check services to be offered free to qualifying community members. In 2008, the RMH Heart Fund received a pace-setting gift of \$11,475 from the JMU chapter of Alpha Phi, as well as contributions from the Daughters of the American Revolution, the

Lakeview Ladies' Golf Association, the Mossy Creek Presbyterian Women's Group, the New Market Firecracker 5-Miler and the Valley Greeters Newcomers Club.

Since its inception, the RMH Heart Fund has received over \$21,000 to offer free educational heart health screenings to patients of the Harrisonburg-Rockingham Free Clinic and Harrisonburg Community Health Center.

One beneficiary was Leona Dean, 31, of Luray.

Dean, a mother of three, was pregnant with her third child when her physician requested blood work. Dean didn't have health insurance to cover the cost of the tests, and nurse midwife Barbara Kirkland, MS, CNM, suggested RMH Heart Check.

Dean qualified to receive the services through the RMH Heart Fund. Her lab work revealed high cholesterol and triglycerides. Her Heart

Check assessment confirmed her weight was also a concern.

Hostetter first gave her advice about exercise, Dean says. "She gave me some good ideas, ones that I can fit into [my routine] a little easier, especially with my kids."

Dean also received education on nutrition and label-reading information. Now when she goes grocery shopping, her priorities are choosing healthier snacks for her and her family and planning meals that are more nutritious. "Once you learn how to do it, it's easier than you think," she says.

Dean's 10-year-old son, Cole, has become very aware of nutrition labels, too. "He's noticed me in the store picking things up and reading the boxes before I put them in the grocery cart. He's started to look at the labels himself. Sometimes, he will glance at a label and exclaim, 'Mom can you believe this!'"

Sharing what she has learned with her husband, David, and their children is improving the health of the entire family. "Our responsibility as parents is to be role models for our kids on how to eat right, exercise and take care of themselves," she says.

Hostetter says teaching families how to stay healthy and avoid heart disease is, in essence, the heart of the program. "We want to reach as many participants as we can," she says. "We're here to serve the entire community."

To learn more or schedule your RMH Heart Check appointment, call 437-6930. A physician referral is not needed.



Maria Hostetter, RN, RMH Heart Health Navigator, left, meets with Heart Check patient Sandy Kinsey, who improved her health through lifestyle changes.

Giving Women the Power of Customized, Comprehensive Breast Care



Margot Heffernan, 49, of Harrisonburg, is back in her running shoes after successful treatment for breast cancer that was discovered late in 2008. She credits the comprehensive breast health team at RMH with being a strong support system throughout her diagnosis, treatment and recovery.

Dr. Asfa specializes in plastic and reconstructive surgery with an emphasis in facial, nasal, breast and abdominal surgery. He came to Harrisonburg in October 2008 to fill a need in the region for a plastic surgeon who could perform breast reconstruction after mastectomy or lumpectomy.

Dr. Rafferty arrived in Harrisonburg in June 2008 as a dedicated breast surgeon. Together, they enable RMH to provide comprehensive breast care to the community.

"We had very strong physicians in this community already," explains Teresa Boshart-Yoder, director of women's services at RMH. "We have outstanding radiologists and general surgeons. By adding a dedicated breast surgeon and a specialized plastic surgeon, we were able to offer even more options for women. Procedures in which they specialize—breast augmentation, reduction and reconstruction; skin- and nipple-sparing procedures; and genetic testing and counseling for breast cancer—were not previously available in this community. Women deserve to be able to stay here and receive excellent breast care in a friendly, cohesive system."

Heffernan was a candidate for an innovative procedure offered by Dr. Rafferty and Dr. Asfa that would spare the nipple and areola. First, Dr. Rafferty performed surgery to remove Heffernan's breast tissue. Then Dr. Asfa stepped in during the same surgery to do breast reconstruction.

"The mastectomy and implant placement are all done in one surgery, instead of three separate surgeries, which is typical," Dr. Asfa explains. "This is a relatively new procedure. It is state-of-the-art. To have a breast surgeon and plastic surgeon working side by side ... this level of care is typically found only in major metropolitan areas. For a community the size of Harrisonburg, it is virtually unheard of."

When Heffernan came out of surgery six hours later, her breast tissue, including the cancerous growth, had been removed, and in its place, she had breast implants, along with her own nipple and areolar complex tissue.

"Dr. Asfa did a wonderful job with the reconstruction," she says. "Being able to keep your breasts, and your own nipple and areola, after a mastectomy, you feel kind of like you've retained a part of yourself. I was very happy with the results and I felt great about it."

A sentinel node biopsy—an injection of blue dye which travels to the lymph nodes and shows if cancer has spread beyond the breast tissue—revealed that Heffernan's lymph nodes had been virtually unaffected by the cancer. A smaller operation two days later helped remove a tiny bit of one affected lymph node; all the rest were fine.

Margot Heffernan slips on her running shoes most mornings to pound the Harrisonburg pavement. The rest of the day she spends running after her three active boys—Devan, 13, Nealan, 10, and Mark, 4.

"Not too much will stop me," Heffernan says with a laugh. Not even breast cancer.

In December 2008, she found a painful lump in her left breast. She scheduled a visit to RMH Women's Health Focus, where an abnormal mammogram led to an ultrasound, followed by a biopsy. The tests revealed she had early-stage breast cancer.

"My mother was 72 when she was diagnosed with breast cancer," she says. "That didn't put me in a higher risk group, but I always had that fear in the back of my mind. I would do self-exams and that sort of thing."

Heffernan opted for a double mastectomy to allay her fears of cancer returning in one or both breasts. RMH breast surgeon Heidi Rafferty, MD, emphasized that she could undergo simultaneous breast reconstruction with surgeon Saied Asfa, MD, of Asfa Plastic Surgery in Harrisonburg.

"At the time I didn't care about reconstruction," Heffernan says. "All I wanted was to get the breasts removed. Dr. Rafferty counseled me to at least talk to Dr. Asfa. She said, 'You know, Margot, you're a young woman. Just go talk to him and see what he says.' And that was the best advice."

A month after surgery, Heffernan was hitting the pavement again with just a little soreness. "I was up walking the day after surgery," she says. "I wanted to get back out exercising."

Over a period of four months after her surgery, Heffernan underwent chemotherapy at the RMH Cancer Center to ensure that the cancer was gone. Like many patients, she felt anxious about going through treatment. However, the team-based approach at RMH helped reassure her that she wasn't alone.

At the RMH Cancer Center, licensed therapist Elaine Dunaway led Heffernan through a 25-minute relaxation therapy session before her first chemotherapy treatment.



Heidi Rafferty, MD and Saied Asfa, MD.

"I had a lot of anxiety in the beginning," she says. "You hear a lot of terrible things about chemotherapy. Elaine did guided imagery, a form of deep relaxation exercise with me. It was tremendous. For a person like me, it worked wonders."

Heffernan also found a caring approach at the RMH Image Recovery® Center. "They advise you to shave your head because it's less traumatic than gradually losing your hair," she says. "Tina Bocook at Image Recovery shaved my head for me. It was very calming. They helped me pick out a wig and got me the accessories I needed—products to use during chemo, face tint and moisturizer, special shampoo for the scalp. They really helped take away the stigma."

In addition, an Image Recovery massage therapist gave Heffernan a mini-massage before each chemotherapy treatment at the Cancer Center. She was prepared for the worst during chemotherapy, but aside from hair loss and slight fatigue, she actually began to feel better and was able to return to her normal lifestyle.

She finished her last chemotherapy treatment June 30, 2009. And of course, she kept running.

"It's amazing just knowing there are people out there who can understand all these little pieces of the puzzle," she says. "It makes such a huge difference. I can't imagine how it must have been for my mother 30 years ago, muddling through with just me as her support. The folks at RMH are there for you. They're wonderful."

From beginning to end, she credits the compassionate, team-based care she received. "Everything happened pretty quickly after the diagnosis," she says. "I was stunned. I spoke with Dr. Rafferty a number of times. She gave me her cell phone number and told me to call her any time. And I did. The first time I called her, I was desperate, and she just completely put me at ease ... She delivered her message in a way that was so comforting to me. She had such confidence in what she was saying. It was that powerful. She's so caring, so calm, genuine and sincere.

As I've said to many people, she is a wonderful doctor ... She got me through this."

Dr. Rafferty says Heffernan's experience aptly illustrates the specialized, comprehensive breast care and treatment options now available to the community.



"A lot of what we're trying to do is demonstrated in Margot's experience," Dr. Rafferty says. "That is, not only making the diagnosis in a minimally invasive fashion, but tying together every aspect of a true team-supported approach. That approach is directed by the dedicated breast surgeon, making contact with radiation and medical oncologists, and streamlining the whole process and coordinating it so the

patient never feels like she's having to do all the legwork. Basically what we want is for someone to step into RMH Women's Health Focus and have whatever radiologic procedures she needs and, if diagnosed, to feel held up, supported and taken care of. That's our privilege and responsibility."

Dr. Asfa says that having all the necessary services available in the same community has elevated the patient's experience of dealing with breast cancer.

"Our patients tell us how much they appreciate having everything here, instead of having to travel for certain services," he notes. "Since no one was offering breast reconstruction here, patients had to have it elsewhere or leave surgery with nothing. Now all services, including diagnostic and pre-operative testing and consultation, are available here. It's wonderful for our patients to be able to get everything they need to help make up their mind on a treatment plan and have cancer surgery and reconstruction at the same time. If they need radiation afterwards, they can have it here. It's a great team and there is lots of communication. This comprehensive approach takes patient safety and outcomes to a higher level."

Dr. Rafferty adds that the care each patient receives is not only innovative and state-of-the-art, but customized to her special needs.

"What we offer reflects total state-of-the-art care that's not really readily available many other places in the nation," she says. "The things Dr. Asfa and I are doing are not only innovative, they're customized for each individual. That reflects the time and attention that we give to each patient. That is what makes a program successful. It's not 'one size fits all.' Here, it's 'your size fits you.'"

For more information about RMH Breast Care, call 433-4135. Contact Asfa Plastic Surgery at 432-0303 or visit www.asfaplastic.com.

Vascular Screenings Offer Lifesaving Defense Against Cardiovascular Disease

Virginia Lawson, 53, of Elkton, an RMH home health aide, is trained to be vigilant of her patients' health. Her instincts may have saved her own life.

Lawson knew she had risk factors for heart disease, like high cholesterol and high blood pressure. So when she read an article in "RMH HealthQuest" magazine about the low-cost, non-invasive vascular screening offered through the RMH Heart and Vascular Center, she made an appointment.

"I knew that heart disease runs in my family," Lawson says. "You're hearing more and more about heart disease being the number 1 killer of women. I think it just got me thinking more, and that's what made me have the test done."

Lawson often had chest pain, which had been attributed to acid reflux. "The doctor put me on medication, which seemed to help for awhile, but the pain kept getting worse and worse. You know your own body. Sometimes you've just got to listen."

The vascular screening is for patients 50 and older with known cardiovascular disease or risk factors (history of high blood pressure, high cholesterol, diabetes, smoking, family history of heart and vascular disease). The procedure takes about 50 minutes and checks for three major problems—carotid artery disease (arteries in the neck), abdominal aortic aneurysm (AAA) and peripheral artery disease (arteries in the legs). Vascular screenings are non-invasive and are done by means of ultrasound scans, EKG and blood pressure monitoring.

Lawson's screening revealed that she had an 85 percent blockage in her common carotid artery, which supplies blood to the head. Because Lawson was symptomatic—meaning she was showing signs of mini-strokes, including occasional facial numbness—the vascular technologist immediately called RMH and arranged for a vascular surgery consultation with Gregory Montgomery, MD. After further testing, Dr. Montgomery recommended surgery. He explained that Lawson had a 30-40 percent risk of having a stroke within the next three years. Because her arterial blockage was in an unusual location, almost directly under her shoulder blade at the base of the artery, Dr. Montgomery performed a rare procedure known as a left carotid subclavian transposition. During this surgery the surgeon ties off the

blocked section of the artery and reconnects it to the artery that travels up the arm and shoulder to re-route blood to the brain.

"Most blockages to the common carotid artery occur in the neck," Dr. Montgomery says. "In fact, about 99 percent of carotid disease occurs there. This was definitely a good pickup by the vascular technologist."

Lawson's case illustrates that vascular screenings offered by the RMH Heart and Vascular Center are "potentially lifesaving," notes Tom Rice, program manager, Heart and Vascular Center.

"We have found life-threatening abdominal aortic aneurysms and significant carotid artery blockages in patients who were symptom-free," Rice notes. "Mrs. Lawson's case

confirms the value this service offers to our community as a means of early detection of vascular disease."

In 2008, a total of 283 patients received vascular screenings through RMH, many at locations throughout the community. A total of 33 patients received no-cost screenings donated by RMH through the Harrisonburg-Rockingham Free Clinic. More than 10 percent of patients had some signs of vascular disease, and 4 percent of those patients had newly detected disease.

To keep this important screening affordable, RMH offers it at a reduced rate of only \$50, which is lower than for-profit mobile screening services that come through the community, says Rice.

"It's a valuable test," says Dr. Montgomery. "To me, this is a very clear example of how the hospital serves the community."

At a check-up in July, Lawson's outlook was 100 percent improved. She continues to take medication to help lower her cholesterol and blood pressure. She is back at work taking care of her patients and feels well, she says. She and her husband, Jimmy, stay busy taking their seven

grandchildren camping around the Shenandoah Valley and she hopes to visit the Amish country in Pennsylvania soon.

She is grateful this service was available to her at an affordable price, so close to home.

"It could have gotten worse," she says. "It was at the point where I could have had a stroke. I highly recommend that anyone with heart disease in their family go have the test done. Don't wait; just call and have it done."



Virginia Lawson, 53, learned through an RMH vascular screening that she had a significant blockage in her common carotid artery, the vessel that supplies blood to the brain. After successful treatment at RMH, she has returned to a normal life and keeps a busy schedule caring for patients as an RMH Home Health aide.

Generations Crossing: Providing Day Care Across the Generations

In 2003, the lives of Harrisonburg residents Marie and Gary Dickenson changed in a split second when Gary, age 50, experienced a life-threatening blockage in his brain caused by a cyst.

The incident happened early one morning while Gary was walking alone. A neighbor happened to witness his collapse and, within minutes, he was in the RMH emergency department. Gary was transported to UVA, where neurosurgeons immediately operated to open a blocked cerebral ventricle. (Cerebral ventricles are filled with cerebrospinal fluid, which bathes and cushions the brain and spinal cord.)

Despite quick action, Gary had suffered brain damage. Following surgery and two months in the hospital, he needed rehabilitation to relearn everyday tasks, from sitting to walking and talking. Gradually, he improved. Within one week, he was walking. Next, his speech returned. However, after several weeks, it was clear that Gary's short-term memory was not returning.

The Dickensons faced a challenge. Marie needed to return to her work as materials manager at RMH, but Gary needed full-time assistance. In-home care options proved too costly. When adult day care was recommended, Marie admits her first thought was of "an old folk's home" and put off the idea. But as her return to work became imminent, the Dickensons visited Generations Crossing, a multigenerational day care center in Harrisonburg. What they found was entirely different from what Marie had imagined in an adult day care center. After spending an afternoon with participants and staff, Gary made the decision to enroll full-time.

In 2001, the ElderAlliance of Harrisonburg and Rockingham County, including RMH and other partners, recognized the need for adult day care services in the community. At the same time, there was demand for additional childcare. From these two needs emerged a shared concept, intergenerational care, and the vision of Generations Crossing blossomed.

In 2002, Generations Crossing opened as a licensed adult day care facility, operating in leased space in Park View Mennonite Church. Within two years, the center provided care for over 80 adult participants, filling an obvious need in the community.

Early on, Generations Crossing relied on partnerships with other organizations to fulfill the goal of intergenerational engagement. Between the Eastern Mennonite University Early Learning Center,

the Harrisonburg-Rockingham Daycare Center and summer camps hosted by the center, Generations Crossing Executive Director Laurie Deavers says the community presented many opportunities.

However, to achieve the comprehensive vision of intergenerational care, Generations Crossing needed a home of its own. In 2005, the Generations Crossing Board of Directors approved "Building for the Ages," a capital campaign to raise funds for a new adult and child daycare facility.

The community rallied behind the effort, contributing over \$900,000 toward the new facility. In November 2008, a ribbon-cutting ceremony celebrated the opening of the new Generations Crossing Intergenerational Center, a 11,000-square-foot facility located on the corner of Massanetta Springs Road and Taylor Spring Lane.

The center was designed to serve 30 full-time adult participants and upwards of 100 children ranging from infants to school age.

And on January 5, 2009, Generations Crossing opened its doors to its first full-time child care participants.

"We've worked toward this for seven years, and to see it finally come to fruition truly has been inspirational," says Judith Trumbo, director, Transition Planning at RMH, and 2008 Generations Crossing Board Chair. "The vision of Generations Crossing is something that fits very much into RMH's mission in the community."

Deavers described the moment as one the adult participants had been eagerly anticipating. "There were moments when they literally could not wait," she says. "Now that the children are here, it has been amazing to see the connections form."

Six years after Gary's enrollment, Generations Crossing is essential to the Dickensons. Marie continues to work full time, knowing that Gary receives outstanding care and enjoyment at the center.

"I don't know what I'd do without them," she says. "When I'm at work, I honestly don't worry. That's how much I've come to depend on them and how much I know he's going to be OK."

Marie says one fulfilling aspect of Gary's time at Generations Crossing is interacting with the children. "His face lights up when I ask about them," she says. "When life threw us a curve ball, Generations Crossing hit a home run!"

For more information about Generations Crossing, contact Laurie Deavers, Executive Director, at 434-4901.



Gary and Marie Dickenson are thankful for the care that Gary receives at Generations Crossing following the brain damage and short-term memory loss he suffered because of a brain blockage in 2003.

JMU-RMH Collaborative Celebrates First Anniversary



The JMU-RMH Collaborative celebrated its first anniversary and recognized five successful collaborative projects April 10 at the JMU Festival and Student Conference Center.

"We are pleased to be celebrating a successful first year during which the collaboration fostered more than 30 projects between our two institutions," said Sharon Lovell, PhD, interim dean, CISAT, and 2007 Collaborative Steering Team chair. "The Collaborative has brought together the best of RMH, JMU and the community to achieve more than each of us could on our own, using our respective knowledge, skills and talents."

Approximately 60 JMU and RMH leaders heard institutional overviews by JMU Provost Douglas T. Brown and RMH Chief Financial Officer Mike King.

The mission of the collaborative is to foster collaboration together. The five collaborative projects and participants recognized for 2007 are as follows:



JMU professor Wayne Teel, PhD, center, meets with students Nicolas Jaramillo and Bonnie Tang on the new hospital site where their class conducted research on how to manage the wetland on the site.

- **The Harrisonburg Community Health Center—**

This community-oriented family practice serves the primary health care needs of children and families in the community on a sliding fee scale. The center improves access to care and serves as a medical home to many in our community. The center is the culmination of a significant community effort from a variety of partners, including the JMU-RMH Collaborative and the Harrisonburg/Rockingham Healthy Community Council. Project collaborators included Dale Carroll, MD; David Cockley, PhD; Jonathan Moss, MD; and Christopher Nye.

- **The Newborn Hearing Screening Program—**This project is a model collaboration between the JMU Audiology graduate program and the RMH Family BirthPlace. Under the supervision of Clair Jacobson, AuD, audiology students routinely perform infant hearing screenings on the newborns in the Family BirthPlace.

"Because the audiology students are focused on this critical screening, nurses can spend additional time at the bedside," explained Kay Harrison, RMH vice president, Business Development, and 2008 Collaborative Steering

Team chair. Project collaborators included Clair Jacobson, AuD, and Sabrina Shiflett, RN.

- **Joint Institutional Review Board membership—**Non-profit institutions that conduct any type of research involving human or non-human subjects must have an institutional review board to provide oversight. "The RMH institutional review board was in need of a community

member to participate on our IRB," explained Harrison. "While we needed someone with an ethics background, there was also the thought that we could place a member on JMU's IRB. This collaboration allows both organizations to learn from each other and improve their critical oversight functions." Project collaborators included David Cockley, PhD; Betsy Early, PharmD; Ming Ivory, PhD; Elizabeth Pharr; and Helen Young.

- **Diabetes Education Project—**The diabetes

education project's goal was to help RMH obtain diabetes self-management education recognition by the American Diabetes Association and, more importantly, to help the participants improve the quality of their health. The collaborators were successful at both. Participants included Linda Hulton, RN, PhD; Julie Pierantoni, RN, MSN-C; and Jane See, RN, MSN, ANP.

- **Wetland Remediation Project—**Under the direction of Dr. Wayne Teel, JMU students assisted RMH in an evaluation of the wetlands on its new campus. "This project is critical to both RMH and the environment," said Harrison. "It provides a win-win in our efforts to build a green campus and become Virginia's first LEED-certified hospital." Project collaborators included Wayne Teel, PhD; Tom Benzing, PhD; Dennis Coffman; and students Brendan Conboy, Jade Jacobsen, Nicolaus Jaramillo, Kaitlin Reilly, Keven Sherman and Bonnie Tang.

To learn more about the Collaborative, visit its Web site, www.jmu.edu/rmh-jmu/index.html.

RMH Foundation Report

“When you stop giving and offering something to the rest of the world, it’s time to turn out the lights.” George Burns

Thanks to the wonderful generosity of 3,554 donors, a record \$3,678,783 was given to RMH in 2008. These gifts in turn supported a wide range of needs from baby scales to funds for the new hospital (*see list*).

Under the guidance of the RMH Foundation Board, the funds came from a wide variety of programs including estate gifts, annual support, a women’s giving circle, board support, employee gifts, a care-a-thon, medical staff support, and special events.

During the year, the RMH Foundation also exceeded its Capital Campaign goal of \$12,500,000 by raising \$13,887,169. This campaign, begun in 2007, first solicited the hospital family and then reached out to the community. The Capital Campaign leaders have asked the community to meet a challenge goal of \$15,000,000 by the time the doors of the new hospital open in 2010.

Sampling of 2008 Projects

During 2008, the RMH Foundation, thanks to the generous support of its donors, funded 86 projects totaling \$3,059,226. Here are examples of a few of those projects:

- **\$39,449** for an instrument that controls bleeding in patients with certain diseases
- **\$67,222** for equipment allowing our physicians to read mammograms
- **\$2,175,454** for construction of new hospital
- **\$4,045** for an elliptical ergometer to aid the recovery of heart patients
- **\$5,216** for specialized table that allow surgeons to perform delicate hand surgery
- **\$74,717** for support of the services provided by Hospice to terminally ill patients and their families
- **\$10,000** for counseling support for at-risk, low-income individuals needing marriage and family counseling. This project is a part of RMH community outreach.
- **\$340** for scales enabling Home Health Care nurses to accurately weigh babies during the home visits
- **\$11,000** for three nursing scholarships provided through the RMH Nursing Heritage Fund
- **\$10,156** for a surgical microscope, allowing our physicians to do precise surgery
- **\$5,000** for pulse oximeters needed on one of the nursing floors so RMH nurses can detect the faint pulses of critically ill patients

Employee Gifts Campaign Tops \$108,000

RMH employees donated more than \$108,000 in the 2008 Employee Gifts Campaign, shattering the campaign goal of \$80,000.

Overall, nearly 30 percent of employees—610—participated in the campaign, which was centered on the theme “Decision 2008: Vote for RMH” as a salute to the 2008 presidential race. This number is highest level of participation on record.

Employees have been supporting the hospital through an annual gifts campaign since 1975. According to Merv Webb, vice president, Foundation, employees choose where their gift goes. The need receiving the greatest support was the Employee Relief Fund, which assists employees facing a personal financial crisis due to serious illness or another catastrophic situation; receiving the second highest level of support was building and equipment needs throughout the hospital, Webb said.



Caring for the Community

For more information on any program or service, call RMH HealthSource at 433-4580.

Carrier Alert (with USPS)—U.S. Postal Service carriers watch for signs that a customer may be ill or need help and inform the Postal Service, which alerts RMH HealthSource for a follow-up. In 2008, 686 households participated in the program.

ChildCare Connection—ChildCare Connection is a resource and referral service linking families with childcare providers and offering caregiver support and education. Offices are located in Harrisonburg and Page Counties. In 2008, ChildCare Connection trained 415 caregivers.

Family Fair—The RMH Family Fair introduces prospective parents to the RMH Family BirthPlace and includes exhibits, demonstrations, tours and more. It also provides education about having healthy pregnancies. More than 700 people attended the annual fair held April 26.



Farm Safety Day Camp—To increase awareness of farm safety and reduce the number of farm injuries in our region, RMH teams up annually with *Progressive Farmer* magazine to offer the *Progressive Farmer* Farm Safety Day Camp. Local agri-businesses, fire departments and rescue squads, civic and service groups, hospital staff, and farming experts volunteer their time and energy to provide sessions on a wide range of farm and home safety topics. More than 94 campers and 85 volunteers from Harrisonburg, Rockingham and surrounding counties participated in the 2008 camp.

Grief Support—Throughout the year, RMH Grief Support Services offers a variety of support groups and community presentations free of charge to those dealing with grief issues. In 2008, nearly 400 people participated in three support groups offered by RMH Grief Support Services; 95 took part in educational workshops. RMH bereavement counselors made 220 support calls to those experiencing an unexpected pregnancy loss.

Harrisonburg-Rockingham Free Clinic—Since October 1991, the Harrisonburg-Rockingham Free Clinic has provided health care services to the uninsured in our community. In 2008, the Free Clinic had close to 10,759 patient visits with 1,100 individuals receiving services.

RMH has played a major role in support of the Free Clinic by assisting with ordering of medications and pharmaceutical

supplies, providing lab testing and supplies, X-ray and other imaging services, physical therapy, dietary consultations, and diabetic teaching. The value of these services, according to executive director Keith Gnagy, is in the neighborhood of \$661,283 per year. In addition, many physicians from the RMH Medical Staff as well as employees from a variety of areas, including nursing, lab and pharmacy, give countless volunteer hours to provide patients services in the clinic.

Health Sciences Library—The Virginia Funkhouser Health Sciences Library is a biomedical reference service for hospital staff and the surrounding community. It offers an Online Public Access Catalog (OPAC) of greater than 4,000 titles of books, audiovisuals and reports, an audiovisuals collection of over 300 titles and more than 180 print and 2,300 online medical journals. The library's eight EBSCO databases hosted 5,684 search sessions in 2008 by library and RMH staff. In addition, the library supplied 1,338 journal articles to RMH staff and physicians. The library served more than 15,000 patrons last year.

Health Screenings—A total of 4,445 free health screenings were given in 2008; more than 3,505 at county fairs (Rockingham, Page, Shenandoah). Screenings included blood pressure, glucose, cholesterol and sleep. Individuals with abnormal readings were encouraged to follow up with their primary care providers.

Home Visiting for At-Risk Families—RMH home visiting programs, Health Families of the Blue Ridge and Hand in Hand Resource Mothers, exist to ensure that the most vulnerable children in the area enter school safe, healthy, and ready to learn. The programs target pregnant moms and babies through age two.

Healthy Families of the Blue Ridge was formed in 1999 and targets first-time parents with risk factors indicating they are likely not to be able to provide the environment needed for their child to receive the nurture, medical care, and stimulation necessary for healthy brain development and bonding. Since 1988, the Hand in Hand Resource Mothers has provided this same support specifically for area teens experiencing the crisis of a pregnancy. The programs collaborate with prenatal care providers and area agencies to ensure referrals are made to the appropriate resource based on needs.

RMH home visiting programs offer Spanish-speaking home visitors. This level of cultural competence has been critical to the community as the area has a large Spanish-speaking population.

In 2008, the RMH home visiting programs served 214 unique families and offered 3,849 home visits. Of these families, all have regular medical providers and do not use the emergency room for routine visits. There was only one repeat pregnancy and one child abuse and neglect claim made last year for these families. Babies were born with healthy birth weights and all immunizations were up-to-date.

Hospice—Hospice is a service offered to patients and their families when illness is no longer considered curable, and when life expectancy is measured in months instead of years. The heart of Hospice

is home-based care provided by a specially trained team of medical professionals and volunteers. Through the dedication and talent of some 60 volunteers, RMH Hospice was able to provide respite care to more than 300 patients, and families, in their homes in 2008.

Immunizations—A total of 111 immunizations were given at the Rockingham County fair in partnership with the Public Health Department and RMH Community Health.

Lactation Services and Boutique

—A total of 1,322 breastfeeding mothers received lactation consultations through the RMH Family BirthPlace, for a total of 3,125 inpatient visits. There were 648 transactions at the Boutique, which makes breast pumps available for rental to new mothers.

Lifeline—The RMH Lifeline program enables persons who have health, medical or potential safety issues to remain independent in their homes for as long as possible. If a Lifeline subscriber needs help but cannot reach the phone, he or she can activate a call for help by pressing a personal help button worn around the neck or wrist. There were 568 participants in this program in 2008.

New Moms/Parenting Classes—RMH Family BirthPlace classes provide training for new parents. In 2008, nearly 900 new parents attended classes including breastfeeding, Prepared Childbirth, family care, infant CPR and sibling readiness.

Parenting Education and Support (PEAS)—RMH and the Harrisonburg-Rockingham Community Services Board, through the Strong Families/Great Youth Coalition, led an effort to get state and federal grants for parenting and support. In 2008, three series of classes were offered to adults, including The Incredible Years, All About Baby and Staying Connected with Your Teen. More than 150 parents participated in these classes.

During two sessions of PEAS in 2008, 19 Hispanic parents and 31 children participated. In addition, since August 2008, nearly 40 Latino caregivers and children have participated in GrandPEAS, a support group for grandparents acting as primary caregivers for their grandchildren.

Physician Referral—In 2008, the RMH HealthSource physicians referral and class registration service helped almost 3,000 callers find physicians in the community.

Safe Kids of the Central Shenandoah Valley—RMH and the Harrisonburg Fire Department made it possible for Safe Kids of the Shenandoah Valley to become a recognized coalition in 2005. The aim of Safe Kids is to prevent accidental childhood injury. Safe Kids installed over 1,450 car seats in 2008. In addition, over 2,000 school children participated in Safe Routes to School initiatives in the city of Harrisonburg. Finally, Safe Kids Central Shenandoah began research on distracted driving near school zones, surveying nearly 3,150 drivers.

Senior Advantage—This membership program for adults 55 “or better” is designed to provide older adults with the tools needed for healthy aging. Senior Advantage offers members a variety of programs and services, a quarterly newsletter and monthly walking program at the RMH Wellness Center. The one-time membership fee is \$10 for an individual and \$15 for a couple. As of December 2008, Senior Advantage had 1,204 registered members.



Senior Dining—Each Thursday from 4:30-6:30 p.m., the RMH Garden Café offers a special meal for senior diners at a reduced cost. In addition, health exhibits are displayed and periodic health screenings are offered throughout the year. In 2008, more than 2,000 participants attended Senior Dining.

Strong Families/Great Youth Coalition

—RMH is a partner in Strong Families/Great Youth Coalition, whose goal is to reduce risk factors and increase protective factors in youth under the age of

18 in the Harrisonburg-Rockingham community. Areas of focus include reducing substance abuse, unintentional injury, teen pregnancy, and violence, increasing school attendance, and increasing access to mental health and substance abuse treatment in youth.

Support Groups and Classes—In 2008, more than 11,000 people registered for classes and support groups through RMH HealthSources a call center for physician referral and class registration.

RMH Wellness Center Childhood Obesity Scholarships

—The Childhood Obesity Scholarship fund provides financial support for a limited number of children ages 6 through 17 who have an identified medical and financial need for participation in an exercise and nutritional counseling program. In 2008, six recipients received scholarships totaling \$1,350 to attend the Kid Fit and Teen Fit 12-week programs.

RMH Wellness Center Medical Needs Scholarships

—In 1999, this scholarship was established thanks to the Charles O. Strickler Named Endowment Fund. The scholarship helps adults who should participate in a wellness program because of a medical condition but cannot afford to pay for it. In 2008, a total of 38 recipients received scholarships totaling \$7,240.

Women’s Health Educational Events—RMH Women’s Health Focus hosted a number of educational events for women in 2008, including a heart health seminar in February attended by nearly 130 participants. In October, RMH breast surgeon Heidi Rafferty, MD, presented a seminar on women’s breast health at the JMU Festival Ballroom, with nearly 100 in attendance. In addition, Women’s Health Focus offered book studies, cooking classes, “walk and talk” health sessions and the Women’s Weekend Away in September.

2008 Statistical Summary

	2005	2006	2007	2008
General Medicine	8,597	8,697	9,238	8,879
Psychiatry	841	813	841	928
General Surgery	1,868	1,835	2,067	2,612
Obstetrics	1,844	1,854	1,800	1,802
Total Admissions (excluding newborns)	13,150	13,199	13,946	14,221
Newborn Admissions	1,776	1,789	1,739	1,694
Patients Admitted from:				
City of Harrisonburg	5,421	5,404	5,645	5,738
Virginia, excluding Harrisonburg	8,634	8,760	9,184	9,312
West Virginia	728	690	709	664
Other States	143	134	147	201
Total Admissions (including newborns)	14,926	14,988	15,685	15,915
Outpatient Visits	262,093	271,347	269,624	288,262
Emergency Department	61,494	64,584	69,544	72,030
Registered Outpatients (Lab and X-ray)	99,412	100,640	106,542	128,290
Chemo Therapy Treatments	5,015	6,167	6,800	6,550
Radiation Treatments	7,766	7,132	9,416	8,811
Surgery Patients	18,948	19,331	19,828	18,985
Average Length of Stay (excluding newborns)	3.95	4.04	3.92	3.88
Patient Days (excluding newborns)	51,842	53,465	54,904	55,047
Newborn Patient Days	3,994	3,749	3,627	3,538

Financial Summary

Financial Highlights	(in millions of dollars)
Net Revenue from services provided	282.08
Expenses incurred for the care of patients	264.64
Available for investment in future community healthcare needs	17.44
Value of Benefits Provided to the Community	
Charity and uncompensated care	13.83
Services written off as uncollectible	14.68
Reinvestment in the Hospital to Meet Community Needs	
Medical and other equipment	4.37
Construction/Renovation	127.85