

Fall 2015

CONNECTIONS

A NEWSLETTER FOR
ASSOCIATES OF
CAPELLA HEALTHCARE



UNIQUE HEART TREATMENT SAVES A LIFE

It was a normal hot summer Monday morning in South Carolina. Nate Wearing, with no known heart problems, was running errands when he suddenly collapsed. The 61-year-old retired roofer had suffered cardiac arrest.

Nate woke up days later in Carolina Pines Regional Medical Center's ICU where he had been placed in therapeutic hypothermia. It saved his life. Read more on page 2 about therapeutic hypothermia which is now part of the American Heart Association's guidelines for resuscitation care.

SOUTH CAROLINA MAN'S UNIQUE HEART TREATMENT SAVES HIS LIFE

One Cool Miracle

It may have been a hot summer in South Carolina, but Nate Wearing actually experienced hypothermia. And it saved his life.

Nate had just dropped his 20-year-old grandson off at Walmart and continued downtown to run some errands. As he got out of his truck, he collapsed. The 61-year-old retired roofer had suffered cardiac arrest.

Dr. Michelle Quaye, an obstetrician/gynecologist whose office was nearby, ran over to help. Hartsville Fire Department personnel responded and began chest compressions. The firefighters also used an Automated External Defibrillator (AED) to jump-start his heart. EMS arrived and transported him to Carolina Pines Regional Medical Center.

The next thing Nate remembers is waking up in the ICU. Under the direction of cardiologist Dr. Mark Stellingworth, Nate had been placed in therapeutic hypothermia, which cooled his body to preserve brain function and lessen brain swelling, which is a complication of cardiac arrest.

Once considered experimental, therapeutic hypothermia is now part of the American Heart Association's guidelines for resuscitation care. Clinical coordinator Ashlee Horton, noting the specific guidelines for a patient to qualify for the therapy, said there is a window of about three hours after cardiac arrest for optimum results from the therapy.

The treatment begins with a 24-hour cooling phase. The temperature of a patient's body is lowered to between 89.6 and 93.2 degrees Fahrenheit. A blanket filled with water is

placed beneath the patient to help lower body temperature. If necessary, ice packs are placed at key points on the body.

Ashley Copeland, RN, was one of the first ICU nurses to care for Nate. She said everything had to be aligned just right. Labs are required every four hours and the patient's blood pressure is monitored closely. After 24 hours, a re-warming phase begins. For 48 hours, there is often two-on-one care of the patient. "It was truly a team effort," she said.

Nate spent a total of 14 days in the hospital. Then, after a short stint in rehab, he came back to Carolina Pines to say thank you to the doctors and nurses who saved his life. They talked about the therapeutic hypothermia treatment as well as the odds of surviving cardiac arrest, and Nate realized just how lucky he was.

Dr. Stellingworth agreed the treatment's success depended mainly on everything coming together. The most important thing about the recovery, he said, was the great "chain of survival" – from outside of the hospital to the care in the hospital. He said it was a miraculous thing.

CARDIAC ARREST outside the hospital kills roughly 250,000 Americans each year. Worldwide, the average survival rate for out-of-hospital cardiac arrest is just 6%. And those who survive are at risk for neurologic injury. Historically, only about 20% of cardiac arrest survivors who remained comatose have awakened with a good neurologic outcome. Therapeutic hypothermia holds out the promise of improving these sobering statistics.

Nate Wearing with a few of the nurses who cared for him, including (from left): Ashley Copeland, Faith Kelley, Anjie Singletary, Autumn Collins and Karen Hunter.



These days, Nate is back home, driving, taking care of himself – and now that it's fall – watching some Cowboys football. Plus, he's begun a walking regimen for exercise. "I am now grateful for the little things," he said.

Portions of this article have been reprinted with permission from The Hartsville Messenger, August 21, 2015 issue.

FORWARD TOGETHER

CAPELLA HEALTHCARE: THE NEXT CHAPTER

"Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline."

— James C. Collins,

Good to Great: Why Some Companies Make the Leap...and Others Don't

I have long believed two things about change: first, it is inevitable and second, the best time to change is when you don't have to. The former is a truism held by many, the latter is understood by only those rare organizations



Michael Wiechart
President and CEO
Capella Healthcare

that truly understand change is not so much to be managed as it is to be achieved if an organization would dare to move from good to great.

Over the past decade, thanks to great leaders across the company, Capella has come from just a good idea

to a great company that annually makes a difference in over 800,000 lives by providing compassionate care close to home. During our first ten years, Capella has established itself as a growth-oriented healthcare system that has differentiated itself through sustained and significant progress in quality improvement and service to others. It is clearly something we all should be proud of, and yet – at the same time – can never grow content or satisfied with. We must be willing to change if we want continue to get better and better. It is in that spirit that this fall we announced that Capella Healthcare has partnered with Medical Properties Trust, Inc. (MPT) to usher in its next chapter of growth, quality improvement and service to others.

Our partnership with MPT enables Capella to continue making meaningful investments in our existing communities while partnering with even more communities. However, perhaps in the greatest "change forward," this enables us to establish a community-based governance



model that will give greater voice to our local physicians, board members and hospital leaders in setting both the agenda and expectations for the company over next decade. There will be nothing like it in the private healthcare industry, and it will make Capella better because the best ideas are always local.

So, in an industry grappling with immense change and uncertainty, there are two constants that we can count on. And that is that healthcare always has been and always will be about the patients who need care and the people who provide that care. Remaining true to and focused on these two constituents will ensure that in the midst of all the change, the mission, vision and values of Capella will remain unchanged.

This enables us to establish a community-based governance model that will give greater voice to our local physicians, board members and hospital leaders.

Because some things can never change.

“When [what you are deeply passionate about, what you can be best in the world at and what drives your economic engine] come together, not only does your work move toward greatness, but so does your life. For, in the end, it is impossible to have a great life unless it is a meaningful life. And it is very difficult to have a meaningful life without meaningful work. Perhaps, then, you might gain that rare tranquility that comes from knowing that you’ve had a hand in creating something of intrinsic excellence that makes a contribution. Indeed, you might even gain that deepest of all satisfactions: knowing that your short time here on this earth has been well spent, and that it mattered.”

— **James C. Collins**

Good to Great: Why Some Companies Make the Leap...and Others Don't

EDITOR'S NOTE: This article was adapted from Mike's blog on Healthcare-Together.com. At the right are some of the employee comments in response to the posting.

“AT THE VERY HEART OF HEALTHCARE”

*By Edward K. Aldag, Jr.
Chairman, President & CEO, Medical Properties Trust, Inc.*

Since its founding in 2003, Medical Properties Trust has steadily grown into the leading source of capital for hospitals, with real estate investments in more than 185 facilities across the U.S. and Western Europe now approaching \$6.0 billion.

Through innovative sale/leaseback arrangements that MPT pioneered for hospitals, we help leading providers like Capella Healthcare finance facility improvements, technology upgrades, new construction and acquisitions by lowering the overall cost of capital.

And we could not be prouder that, after a year of carefully considering all their options, Mike Wiechart and his leadership team chose to partner with MPT – to support Capella's continued growth.

Our portfolio includes hospitals run by the nation's leading operators, and Capella is no exception. Through its focus on “the five pillars of Quality, Service, People, Growth and Financial Performance,” Capella continues its quest to provide the finest patient care anywhere.

Above all other success factors, this is the common denominator that unites MPT-funded facilities – the quest for excellence in patient care and patient outcomes.

MPT's goal is to help Capella provide the right environment and the latest technology for its physicians, nurses and support staff to keep delivering high quality, cost-effective healthcare – and to demonstrate day by day that Capella remains “at the very heart of healthcare.”



Edward K. Aldag, Jr.
Chairman, President & CEO, Medical Properties Trust, Inc.

EMPLOYEE COMMENTS

“We are blessed to be a part of such a wonderful profession whether we are at the bedside or in an office making the inner processes run like clockwork. We are all a team, a united front, a partnership! Without one, the other doesn't run smoothly and for that all of us are vital and meaningful! The housekeeper is an infection control expert, the food service worker is a nutritionist, the plant operations staff are environmental specialists—all of whom contribute to the outcomes of those we serve just as much as the people have provide direct patient care. We cannot and should not ever forget that everyone contributes to the team and ultimately to the patient. For that, I am truly grateful and these people make my life and my chosen life's profession meaningful—every day.”

Delaine Bartsch, RN, BSN, MS

Administrator, East Campus EASTAR Health System, Muskogee, OK

“In the billing department we understand that the quality of a patient's care does not end when they leave the hospital or clinic ... We work together and help each other every day. We care about every patient who calls There is nothing like hearing a sigh of relief and gratefulness from a confused patient when we are able to work through a problem with them. Helping patients—with the help of my “work family”—makes this job the most meaningful job that I have ever had.”

Kelli Osborne, Central Billing Office, Capital Medical Center, Olympia, WA

“I believe change is a positive sign of growth. Proud to be part of the Capella Healthcare organization. Looking forward to the positive changes and excited to see what the next 10 years have in store for Capella.”

Missy Owens, RDMS, Ultrasound Department, Southwestern Medical Center, Lawton, OK

MOVING FROM 4TH TO 85TH PERCENTILE

CPRMC ED patient satisfaction scores take giant leap

Patients who were treated in the Emergency Department (ED) at Carolina Pines Regional Medical Center (CPRMC) last year weren't pleased with their experiences. While they received quality care, most rated their experience as less than satisfactory. In fact, the hospital's scores placed them in the 4th percentile, meaning 96 percent of other hospital ED patients gave them higher marks.



ED Director Kyle Kuriger, RN, (far right) stands with colleagues (from left) Hal Oliver, RN; Jonathan Palacios; Kristy Johnson, RN; Candace Outlaw; Edie Campbell, RN; Rhonda Dixon; and Angie Smothers.

So when Kyle Kuriger took over as ED Director last fall, he knew they had to do something different. And now their scores place them in the 85th percentile. Kyle credits his staff and five initiatives for their impressive progress.

First, they started practicing AIDET* principles. "We started acknowledging our patients correctly, knocking on doors before we entered the room and calling them by name," Kyle said.

"The staff was very courteous in dealing with my three-year-old ... and the doctor treated him very gently and ... made him feel at ease. My son was involved in a wreck and the physician was able to ask him questions and find out how he felt ... He did a real good job with him."

"We installed whiteboards in each of our treatment rooms, and we use them throughout the patient's stay to educate them on what's happening. We write the names of the patient's care providers on the boards, explain what procedures are taking place, and how long processes – such as lab work – will take. We address pain management. We do this with every patient, every time.

"We've instituted rounding and are much more consistent with it. Our goal is to round every 30 to 60 minutes, checking in with every patient. This way, we get to fix any problems as they occur. We aren't perfect but we are making progress.

"The nurse who took care of me in the emergency room was wonderful. She was very helpful, very attentive, she explained everything extremely well, and she checked on me frequently. She was excellent."

"Our doctors play a key role as well, and are now sitting down with patients to talk. Sitting gives the patient the feeling or perception that the doctor is taking time for them and that they care. We bought new stools for the physicians to encourage them to continue with this.

"We continue to focus on getting patients to their providers faster. Our "door to doc" goal is 24 minutes, and we are now at 28 to 30 minutes. Our "door to primary nurse" goal is 8 minutes and we are now at 13 minutes.

"You have to be willing to be open to new suggestions and be willing to take a chance. I've worked in Emergency Departments most of my life and some of this has been new to me. For example, I'd seen how well the 'white boards' worked in Med/Surg but I thought they were corny for the ED. But when we show the patient the board and explain what it means to them and how it relates to their care, it makes a difference to a lot of them. At the very least, the patient can see that we are working on changing the process to make it better and they are pleased.

"When we were at 4 percent, I called other Capella hospitals who were doing well, and they were helpful," he said. "Plus the Studer Group* processes and 'best practices' do work. You just have to be consistent."

***To learn more about AIDET or the Studer resources provided for Capella's affiliated hospitals, visit "Equipping our Leaders" under the "About Us" section of our website.**





SECOND SOUTH CAROLINA HOSPITAL TO JOIN CAPELLA-MUSC NETWORK

KershawHealth to become part of Capella Healthcare family

KershawHealth has always had close ties to its community, beginning with the founding of the original Camden Hospital by private citizens in 1913, more than 100 years ago. In that year, financier and philanthropist Bernard Baruch and a local group donated funds to build the not-for-profit hospital.

Since that time, numerous services have been added and the organization has extended its reach into the larger community by opening the Outpatient Center at Elgin, the West Wateree Medical Complex in Lugoff, and Healthcare Place at Bethune.

By 2014, it was clear that the future would require a strong partner as the new era of healthcare makes it challenging for independent hospitals to continue to operate as they have. That's when the Board of Trustees selected Capella Healthcare as its partner for the future. Capella had just added Carolina Pines Regional Medical Center in nearby Hartsville, and created a new partnership with MUSC Health – the Capella-MUSC Health network.

MUSC Health is one of the country's most-respected academic medical centers. It is part of the Medical University of South Carolina, the oldest medical school in the southeast with a long tradition of excellence in education, research and patient care.



Karen Eckford

“Our transition comes after many months of careful research and thoughtful deliberation, always focused on what in the end would be the best way forward for our community,” said KershawHealth Board Chair Karen Eckford. “We are excited about this relationship with MUSC Health and

Capella Healthcare because both are deeply committed to community-based healthcare. Moreover, this partnership will help ensure we have the physicians and services to care for everyone in our community.”

Michael Wiechart, president and CEO of Capella Healthcare, said: “As we've gotten to



On November 1, KershawHealth becomes part of the Capella Healthcare family of hospitals as well as the Capella-MUSC Health Network, an integrated healthcare delivery network operated jointly by Capella Healthcare and MUSC Health (Medical University of South Carolina).

know their healthcare providers and community over the past year, we've become even more enthused about this unique partnership. Like us, KershawHealth is committed to providing the highest quality of care and to exceeding patients' expectations. KershawHealth is a significant and well-respected community asset, and we are ecstatic to become their partner. Our goal in working together is to ensure the continued delivery of high quality local healthcare, expand services, and provide seamless access to the advanced care available through MUSC Health.”

Dr. Patrick J. Cawley, CEO of MUSC Medical Center, said: “KershawHealth fits perfectly into MUSC Health's evolving mission to serve the people of South Carolina through innovative partnerships with local providers. Our goal is to bring our deep and comprehensive resources in clinical excellence, patient safety, healthcare provider education and physician development to communities throughout the state. We are pleased KershawHealth and Carolina Pines are on the leading edge of this initiative, which will transform healthcare delivery – and ultimately health outcomes – in the region. Working together with Capella Healthcare, with its proven expertise in running hospitals, enables us to accelerate our progress.”

Terry Gunn, KershawHealth's CEO, said: “This affiliation offers an exceptional opportunity for our medical staff, employees, patients, and the community at large. It is exciting for KershawHealth to be a part of this innovative partnership that will help ensure the future success of community-based healthcare in South Carolina.”

SAFE SURGERY HOSPITAL AWARD EARNED

KershawHealth will receive “Safe Surgery” and “Zero Harm” awards at the upcoming South Carolina Hospital Association conference. The Zero Harm award recognizes 30 consecutive months of KershawHealth performing hip and knee replacements without surgical site infections.



From left: CEO Terry Gunn, CQO Divya Reddy, CNO Stacy Collier and CFO Mike Bunch.

Willamette Valley Medical Center takes the top honor

Celebrating achievements and milestones is an important part of the culture at Capella Healthcare. During the annual Leadership Conference awards banquet in August, a number of hospitals and individuals were recognized for their achievements.

Hospitals were recognized for 2014 achievements in Capella's five operating pillars: Quality, Service, People, Growth and Finance. The top honor – the Hospital STAR Award, recognizing overall outstanding achievement in all five pillars – went to Willamette Valley Medical Center (WVMC) in McMinnville, OR.

It is their outstanding quality achievements that set WVMC apart. They've taken Capella's top quality award four out of the last five years; twice been named one of the nation's top hospitals by iVantage Health Analytics; and they're one of just 147 hospitals in the nation to have been named a Top Performer on Key Quality Measures by The Joint Commission for four consecutive years.

But while keeping quality care and service to patients their first priority, WVMC employees also give to their community. Their community service committee is involved with numerous community events, including Stuff the Bus for the local food bank. Ten years ago, the hospital launched a Cancer Foundation that supports patients throughout their care. Employees are involved in several activities to support the Foundation, including the Barium Cup Golf Classic.

When it comes to patient satisfaction, let's just say when patients start repeating your vision – Amazing Care, Every Time – you know you're achieving your goals.

Additionally, seventeen other awards were presented for outstanding achievement in individual pillars. The following hospitals were recognized.

HOSPITAL PILLAR AWARDS

QUALITY

- **Best Overall – Quality Measures:**
Willamette Valley Medical Center (OR)
- **Best Overall – Patient Safety:**
Southwestern Medical Center (OK)
- **Best CRIMSON Quality Initiative Project:**
Southwestern Medical Center (OK)
- **Best Overall – Infection Prevention:**
TIE – Capital Medical Center (WA),
Saint Mary's Regional Medical Center (AR)

SERVICE

- **Best Overall – Inpatient Satisfaction:**
Willamette Valley Medical Center (OR)
- **Best Overall – ED Satisfaction:**
Southwestern Medical Center (OK)

- **Best Overall – Outpatient Satisfaction:**
National Park Medical Center (AR)
- **Best Overall – Physician Satisfaction:**
National Park Medical Center (AR)

PEOPLE

- **Highest Achievement – Employee Satisfaction:**
Southwestern Medical Center (OK)
- **Best Overall – Employee Retention:**
Willamette Valley Medical Center (OR)

GROWTH

- **Greatest Achievement – Admissions Growth:** EASTAR Health System (OK)
- **Greatest Achievement – Overall Volume Growth:**
Southwestern Medical Center (OK)

- **Best Overall – Medical Staff Retention:**
Capital Medical Center (WA)
- **Best Overall – Physician Recruitment:**
EASTAR Health System (OK)

FINANCE

- **Best Overall – Net Revenue per Adjusted Admission:**
EASTAR Health System (OK)
- **Best Overall – Expense Management Improvement:**
National Park Medical Center (AR)
- **Highest Achievement – EBDITA* Goal:**
Willamette Valley Medical Center (OR)

**Earnings before debt, interest, taxes and appreciation.*



STAR Award

For outstanding achievement in all five pillars
Willamette Valley Medical Center
(McMinnville, OR)

WVMC was also honored for top achievements in four of the company's five pillars, including awards for quality, inpatient satisfaction and employee retention.

Mike Wiechart, President & CEO (right), and Mark Medley, EVP, President of Hospital Operations (left) present the Hospital STAR Award to the team from Willamette Valley Medical Center, including (from left): CQO Carolyn Lash, CNO Connie Pullen, CFO Meredith Nelson and CEO Peter Hofstetter.



Leadership Awards

Individual leadership awards were presented in several categories as well. At the hospital level, the CEO, COO and CNO Leadership awards went to National Park Medical Center in Hot Springs, AR, with Jerry Mabry, Brian Bell and Patsy Crumpton (respectively) being honored. The Chief Financial Officer Leadership Award went to Meredith Nelson of Willamette Valley Medical Center, McMinnville, OR, and the Chief Quality Officer Leadership Award went to Dinah Lazarte of Southwestern Medical Center, Lawton, OK.

HOSPITAL LEADERSHIP AWARDS



CEO Leadership
Jerry Mabry
National Park
Medical Center



COO Leadership
Brian Bell
National Park
Medical Center



CFO Leadership
Meredith Nelson
Willamette Valley
Medical Center



CNO Leadership
Patsy Crumpton
National Park
Medical Center



CQO Leadership
Dinah Lazarte
Southwestern
Medical Center

CORPORATE PILLAR AWARDS

At the corporate office, awards were presented in each of the five pillars with the following individuals recognized: Gail Hollabaugh for the Quality Pillar, Peggy Richardson for the Service Pillar, Brent Jean for the People Pillar, Ben Ross for the Growth Pillar and Lori Wooten for the Finance Pillar.



Quality Pillar
Gail Hollabaugh
Sr Clinical App
Analyst



Service Pillar
Peggy Richardson
HR Analyst



People Pillar
Brent Jean
AVP –
Reimbursement



Growth Pillar
Ben Ross
President – Physician
Services



Finance Pillar
Lori Wooten
SVP, Operations CFO

FOUNDER'S LEADERSHIP AWARD

In another one of our new traditions, the Founder's Leadership Award was presented to Andy Slusser, EVP, Chief Development Officer. The award was created in 2014 in honor of Dan Slipkovich, Founder and Board Chair. Andy's work in development, mergers and acquisitions has been vital since Capella was founded in 2005.

PHYSICIAN LEADERSHIP AWARD

Dr. Alan Drake, Family Practitioner, Highlands Medical Center, Sparta, TN. (Highlands Medical Center is now fully owned by Saint Thomas Health, former minority partner.)

BOARD LEADERSHIP AWARD

Ed Gormley, Willamette Valley Medical Center, McMinnville, OR.



Finance Pillar
Andy Slusser
EVP, Chief
Development Officer

NEW SENIOR LEADERS NAMED

GARY D. WILLIS, CPA, has been named Executive Vice President and Chief Financial Officer for Capella Healthcare. He replaces Denise Warren, who is moving to North Carolina to become EVP and Chief Operating Officer for a large multi-hospital system.



Gary D. Willis
EVP and CFO

Gary has been serving as CFO for Martin Ventures where he oversaw all financial aspects of the investment firm which focuses on equity and debt investments in young, high growth businesses, primarily in healthcare and technology. He also mentored management teams of portfolio companies regarding strategy, capital structure and operational issues.

Previously, he served as Senior Vice President and Chief Accounting Officer for Vanguard Health Systems and held a similar role at LifePoint Health.

Donald J. Bivacca has been named Executive Vice President and President of Operations Support for Capella Healthcare. This new position was created because of the significant growth Capella is experiencing.



Donald J. Bivacca
EVP and President of
Operations Support

With more than 25 years of healthcare experience, Don began his career with HCA, culminating in the role of Division CFO. After that, he partnered in launching ARX–The Accounts Receivable Solution, which grew to serve more than 200 providers in 30+ states. He then joined LifePoint Health where he worked for 11 years, serving most recently as Western Group President, with responsibility for 24 hospitals.

Don earned his bachelor's degree from Bloomsburg University in Bloomsburg, PA, where he majored in accounting, economics and military science. He earned an MBA from Nova Southeastern University in Fort Lauderdale, FL. He is a graduate of The Advisory Board's Fellowship program.

Women cite “divine intervention” as their change in routines results in a rescue

Two Oklahoma nurses believe divine providence brought them together this summer to save the life of a young woman threatening to jump off of a bridge in Muskogee.

Stacey Jarrard is the ED Nurse Manager and Jeri Meier is Director of Behavioral Health at EASTAR Health System. On Monday, June 29, both women changed their routines and that saved the life of a young woman. Stacey usually takes another route home and Jeri usually works later.

Both were heading south on U.S. 69, stopped at a traffic light, when they encountered a young woman on the pedestrian bridge. As Jeri drove closer, she saw the woman was outside the safety fence and knew “there was a dangerous situation brewing,” she said.

She made a U-turn, saw the woman’s face and strongly suspected “she had the intent” to jump. With 35 years in psychiatric nursing, she knew she had to act fast and called 911 immediately. Jeri tried talking to her, but because cars and trucks weren’t stopping, there was too much noise. “I knew she was intent on hurting herself. She kept on saying, ‘No, no, I’m done.’”

Another woman joined them and began talking, enabling Jeri to wave her arms and stop traffic. That’s when she saw Stacey running toward her, who’d thought there had been an accident when she saw Jeri waving her arms.

“I thought, ‘thank God,’ because I knew that between the two of us, we had a far greater opportunity to get her safely off that bridge because we had worked together before,” Jeri said. “I could tell she was agitated, her heels were just on the ledge, she was breathing fast, eyes closed and she was teetering.”

As Stacey attempted to engage her in a conversation, the young woman recognized her and Stacey asked her to come down to talk.

With 35 years in psychiatric nursing, Jeri knew she had to act fast.

But at about that same time, police, an ambulance and the fire department arrived, which caused the young woman to become agitated. “She was panicking,” Stacey said. “She saw a policeman on the bank and yelled, ‘Don’t come any closer or I’ll jump.’ At that point, I knew I had to do something.”

Yelling over all the other voices, Stacey told the woman that her jump from the bridge would not kill her but only put her in more pain than she was currently in. Upon hearing these words, “she went from crying to sobbing and collapsed backwards with her legs shaking.”

With the woman’s permission, Stacey then came to her and told her she would be taken to the ED. “Are you coming with me?” the woman asked.

Stacey said she would meet her there. “The woman said she was very thankful that she didn’t jump and was very grateful we were there.”

With the woman’s permission, Stacey then came to her and told her she would be taken to the ED. “Are you coming with me?” the woman asked. Stacey said she would meet her there.

About halfway to the ED, Stacey said she began shaking, which she had never done before in a crisis situation. She realized this was the first time she actually participated in rescuing someone from a suicide attempt. “Usually, I only see them when they come to the ED.”

“It was God’s grace that we were able to see her to safety,” said Jeri.

Thanks to The Muskogee Phoenix for contributing to this article.



Stacey Jarrard, ED Nurse Manager (left), and Jeri Meier, Director of Behavioral Health at EASTAR Health System (right), recall their encounter with a young woman threatening to jump off a bridge on U.S. 69 in Muskogee. (Photo by Mark Hughes, Muskogee Phoenix.)



Holly Clark's sustained success

In the Winter 2014 issue of *Capella Connections*, we featured Holly Clark, VP, Chief Clinical Officer, who had lost 65 pounds in less than 10 months. Not only did Holly lose the weight, but she's kept it off for more than a year now. That's an impressive achievement since a majority of those who lose a significant amount of weight end up putting it all back on, and sometimes more.

Holly uses a couple of apps on her iPhone and iPad to succeed.

"I started with a Weight Watchers app and I still use it. It's taught me how to eat healthy. No foods are forbidden, you just learn to balance what you eat. It's not about a diet but a lifestyle.

"Then I added yoga, learning how from an app. I do yoga every day in my kitchen after dinner. I believe in it wholeheartedly. There's a different type of yoga for everything – from de-stressing to relieving a sinus headache."

To read Holly's story and learn about other health heroes, visit the "For Employees" section of our website.



HEALTH HERO

Meredith Nelson loses more than 80 pounds, adopts new lifestyle

By Meredith Nelson

EDITOR'S NOTE: At this year's Leadership Conference, we were so impressed with how great Meredith Nelson, CFO of Willamette Valley Medical Center (McMinnville, OR), looked that we asked her to tell us how she did it!

I have always been a person that when I set a goal for myself professionally, I go out and achieve it. However, when it came to my health, I would consistently set goals and fail. I decided last fall this was ridiculous. If I want something, I should go get it.

I had been silently watching the weight-loss results of Debbie Kelchner, an employee who works in Materials Management. I knew she was doing a program with a health coach called *Take Shape for Life* (TSFL) and successfully lost 110 pounds! She is a true inspiration and is now a health coach herself.

I reached out to her health coach, who was also an acquaintance of mine, and started my journey to optimal health on November 15. With the assistance of my health coach and the TSFL program, I have now lost 85 pounds. Having a health coach to support, challenge, and guide me on this journey has really made a previously insurmountable goal very achievable.

I began eating six small meals a day, sleeping eight hours a night, drinking 100+ ounces of water a day, and moving my body. I was already doing yoga two times a week which I loved. I needed to add in cardiovascular exercise though. I recalled that I loved being on the swim team in high school. So, I joined a swim fitness class at the McMinnville Aquatic Center and started swimming for an hour, three times a week. On average we swim about 2,200 yards or 1.25 miles with a coach pushing us to excel. I also started walking on other days for about 45 minutes. The key for me was to realize that I needed to find an exercise activity that I loved. I also needed to get up earlier and complete my exercise before 7 a.m.

I have gone from a BMI* of just over 40 down to under 27. My goal is to reach a BMI of 25 before my one-year anniversary this fall. I feel great! I have a completely different perspective on exercise and food now. I actually enjoy exercise. I have always loved food and now that I eat every two to three hours, I get to enjoy it more often, just in smaller portions and making the right choices!

All of my health metrics are great now, and I was taken off some of my medications too! My blood pressure and my triglycerides were high before but now both are at a healthy level. My cholesterol is only 142 with a HDL of 64 and LDL of 62.

The past 10 months have been a journey but is only the beginning of a lifelong decision to take charge of my health and take my life back.

**BMI stands for Body Mass Index which is a numerical value of your weight in relation to your height.*

AFTER



BEFORE



HOSPITAL HIGHLIGHTS

ARKANSAS

NATIONAL PARK MEDICAL CENTER Hot Springs **NPMC has strong Junior Volunteer program**

Twenty-four teens participated in NPMC's annual junior volunteer community service program. The program is designed to help students learn more about the healthcare industry and to give them real-life workplace experience. Each teen receives training in patient privacy practices, HIPAA regulations, phone & customer service etiquette, wheelchair safety, hospital codes, fire and safety, and infection control.



Senior leadership team recognized for service

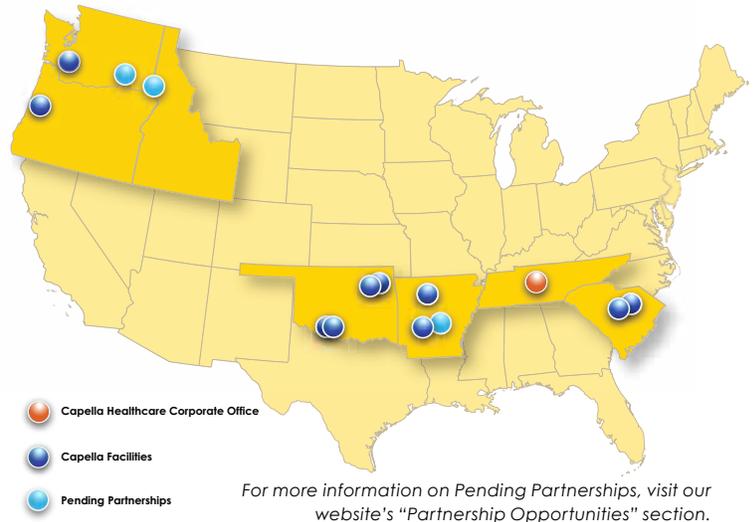
Members of the senior leadership team were recently recognized for significant service anniversaries. CEO and Arkansas Market President Jerry Mabry was honored for 40 years of service while COO Brian Bell was recognized for 20. Last year, CNO Patsy Crumpton was recognized for 40 years of service.

SAINT MARY'S REGIONAL MEDICAL CENTER Russellville **Carol Gore named new CNO**



Carol Gore, MBA, BSN, RN, is the new Chief Nursing Officer (CNO) for SMRMC. With more than 25 years of experience, Carol brings a wealth of expertise to her new position. Since 2008, she has served in leadership positions at Arkansas' Northwest Health System, a multi-hospital system of 414 beds over three campuses. She has also been CNO for Northwest Medical Center in Springdale, AR, as well as Administrator and CNO

for Willow Creek Women's Hospital in Johnson, AR. Carol earned a master's degree in business administration from Western Governors University.



For more information on Pending Partnerships, visit our website's "Partnership Opportunities" section.

OKLAHOMA

EASTAR HEALTH SYSTEM Muskogee **Associates honored for giving (and cooking)**

EHS associates stepped up to the plate this year with their biggest giving campaign in years for the Lake Area United Way. The hospital was awarded the "Spirit of United Way" award for getting employees engaged. Plus, they were the third highest business contributor for the most recent campaign year.

Associates also won big in Muskogee's Annual Barbeque & Chili Cook-off with the "Crowd Pleasing Chili Award," the "Showmanship" award and the top honor in the "Open Competition Division" for their pulled pork.



SOUTHWESTERN MEDICAL CENTER Lawton **New Sinus Center offers advanced care**

The Sinus Center of Excellence, the newest service offering from SWMC, provides treatment for chronic sinus conditions, headaches, allergies, diseases and deformities of the sinus and more. The Sinus Center is the only program in southwest Oklahoma offering advanced sinus treatment.

Hale appointed to South Central Oklahoma Workforce Investment Board

Danny Hale, Director of Human Resources, has been appointed to serve on the South Central Oklahoma Workforce Investment



Board. The organization helps enhance the economic prosperity of South Central Oklahoma by creating a world-class, business-led, demand-driven Workforce Investment System that provides high skilled workers for businesses, job/career opportunities for people, and is aligned with the area's economic development efforts.

OREGON

WILLAMETTE VALLEY MEDICAL CENTER McMinnville
Joint Replacement Institute honored

WVMC's Joint Replacement Institute of Oregon (JRIO) has been recertified by The Joint Commission for Total Hip and Total Knee Replacement Surgery. Additionally, the JRIO joined the American Joint Replacement Registry and has already been recognized. Natalie Reed, Program Coordinator, was named one of the three champions of the quarter for AJRR.

AJRR highlights individuals from participating hospitals who have championed AJRR enrollment and have demonstrated outstanding cooperation and professionalism while helping to implement the registry into their institutions.

Which one is the CEO?

In preparing for The Biggest Turkey Contest, which raised funds for the Willamette Valley Cancer Foundation, CEO Peter Hofstetter (playing the pink guitar) led the band in practice. But it really didn't matter how badly (or how great) they could sing since it was only a lip syncing contest. This year's annual event raised more than \$22,000 for the Foundation.



SOUTH CAROLINA

CAROLINA PINES REGIONAL MEDICAL CENTER Hartsville
Care Apprentices program offers mentoring

Called a Care Apprentices program, CPRMC offers a health care career mentoring program each summer designed to introduce the industry to bright, enthusiastic students from surrounding counties.

"We developed the Care Apprentices program to establish the necessary foundation and support to assist students both practically and



scholastically," said Director of Education Lori Rivers. "Through their participation, we provide exposure to a wide variety of potential career choices in the health care field enabling them to better determine their specific area of interest."

KERSHAWHEALTH MEDICAL CENTER Camden

Divya Reddy named CQO

Divya Reddy, CPHQ, FACHE, has been named Chief Quality Officer (CQO) for KershawHealth. She is a Certified Professional in Healthcare Quality (CPHQ) and a Fellow of the American College of Healthcare Executives (FACHE). Since July 2014, she has been director of quality services. She earned a master's degree of science in public health, health policy, and management from the University of South Carolina.



WASHINGTON

CAPITAL MEDICAL CENTER Olympia
Hospital selected in Readers' Poll

Every year the editors of *ShowCase Magazine*, covering the entire South Puget Sound, search out those businesses and nonprofits in the community that offer something special. This year, they asked their readers to cast votes for the region's best and brightest. Capital Medical Center came out on top as a Reader Poll Winner! The Readers' Poll recognition coincides with CMC's year-long 30th anniversary celebration.

CAPELLA CORPORATE

Mark Medley, EVP, President of Hospital Services, concludes his year of service this fall as Chair of Tennessee Hospital Association's Board.





IS YOUR CHILD A BUDDING ARTIST?

If so, don't miss our 2nd annual Children's Holiday Art Contest! The winning art will be featured on Capella's holiday card. Children and grandchildren of employees, volunteers and medical staff member of Capella Healthcare and its affiliates are

eligible. Art must be received by Monday, November 2. For complete rules, visit the "For Employees" section on our website at CapellaHealthcare.com

CASH FOR PHOTOS

Showcase your community by entering our 5th annual Capella Communities Photography Contest! Cash prizes will be awarded to the winners of each category and the award-winning photos will be featured on the Capella website and in publications. The deadline to enter is Thursday, December 31. For complete rules or to see previous winning photos, visit the "For Employees" section on our website at CapellaHealthcare.com

Submit up to 10 entries in each of the three categories:

- **PLACES** – Show us your view of "Americana" in your part of the world. Photos can be landscapes, geological or climate features, events or activities – anything that captures the essence of your unique community.
- **PEOPLE** – Show us individuals from all walks of life, including families at play, people volunteering, the diversity that makes the place where you live and work special. No hospital work photos. Signed photo release forms will be required for any individuals shown (unless it is determined by legal counsel that this is not necessary on a case-by-case basis).
- **PURPOSE** – Show us how the people in your community care for their friends, their family or those less fortunate.

Rose Tighe, center, poses for a celebratory photo with fellow volunteers Sharon Wade, Tom Ryan, Joyce Brix, Jackie Brehmer, and volunteer coordinator Michelle Butler at her 90th birthday party.



© Andrea Singleton, Willamette Valley Medical Center



© Tricia Bentley, Saint Mary's Regional Medical Center



HONORING BRIGHT STARS HOSPITAL BOARD CHAIR HONORED WITH LIFETIME SERVICE AWARD

EASTAR Health System's Board Chair Kathy Hewitt, CPA, has been honored with the first Women's Leadership "Lifetime Achievement Award" from the Muskogee Chamber of Commerce.



Nominated by EASTAR, Kathy has been a true "trail blazer" in advancing opportunities for both women and men. A consummate advocate for community betterment, her many credits include being elected and serving two terms as Muskogee's first woman mayor.

Community service has been the cornerstone by which she has conducted her life and accounting business. She is a consummate advocate for Muskogee and its people. Serving as Chair of EASTAR Health System's Board of Trustees for approximately eight years – during the organization's single largest period of growth – has been one of her major contributions.

Kathy is an avid bicyclist and loves travelling.

VOLUNTEER CELEBRATES 90TH BIRTHDAY SERVING AT HOSPITAL

"Turning 90 is like a dream. I feel no different from when I was 60!" declared Rose Tighe, who celebrated her ninth decade on August 14 by doing what she does every Friday – volunteering at Capital Medical Center.

Since 1996, Rose has given more than 10,000 volunteer hours serving patients and families at the hospital. She clocks in every Wednesday and Friday at 6 a.m. and immediately starts her routine of delivering newspapers, assembling packets of paperwork for patients and greeting patients as they arrive to register for procedures.

Quick to offer a pleasant greeting and a comforting word, it's not uncommon for her acknowledgement to turn into a five-minute conversation about the Seattle Seahawks and a brief respite from the anxiety that often comes with a visit to the hospital.

Rose's family emigrated from Ireland in 1905. While she spent most of her career in banking, she grew up on a ranch in Oregon and still considers herself "a plain old farm girl." She enjoys watching baseball and football, and her hobbies are her two grandsons and six great-grandsons.

She wraps up her day enjoying a free lunch – a small gesture extended to all hospital volunteers – and the company of several other long-time volunteers and a few staff. "I love being around the people here!" she says.



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To see this issue on-line, or learn more about Health Heroes and Bright Stars, visit our website's "For Employees" section.