



LODI MEMORIAL HOSPITAL
2007 Annual Report

**Taking Health Care
to New Heights**



Not only is **LODI MEMORIAL HOSPITAL** moving forward, it's moving upwards.

AFTER MORE THAN 10 YEARS of planning, permitting and bidding, the largest expansion in Lodi Memorial Hospital's history is underway. When it's finished patients and visitors will find a new emergency department; a new urgent-care department; 90 new, private patient rooms; a new lobby and gift shop; and a healing garden. They'll also find a hospital that has gone from a three-story, 1950-vintage model to a four-story, 21st-century showcase.

Concurrently underway is the construction of a new **central plant** to house utilities for the new and current hospital structures. And soon to begin is a repurposing and **remodel of the existing hospital** to round out the scope of work.

So it was a momentous day in October 2007 when LMH founders, physicians, staff, association members and families who have had three generations of children born at LMH gathered on the lawn just south of the hospital to link LMH's history with its future by formally breaking ground on the largest and most expensive addition in the hospital's history.

Bob Mullen, former city attorney and long-time LMH Foundation board member, was present at the original LMH ground breaking in 1950 and again in 2007. He was joined by former LMH CEO **Richard Sandford**, former board chair **Ole Mettler** and former foundation executive director **Bill Dauer** in being the first to take shovels in hand to move the earth for this most significant addition.

While construction actually began ahead of schedule earlier in the year, completion is set for the end of 2009. Patients can expect to be cared for in the new wing by the following Spring. Many key elements of the project are green, or **environmentally friendly**, and being constructed by local contractors and subcontractors.

(Opposite page, clockwise from top) Bird's-eye view of recent construction; second-generation LMH physicians and farmer Bruce Mettler prepare to link the hospital's history with its future as ground is broken for the new addition; hospital staff breaking ground; board members who have worked more than 10 years on this project; original founder Bob Mullen, board chair emeritus Ole Mettler, former LMH Foundation Executive Director Bill Dauer and former LMH CEO Richard Sandford



To accommodate the need for additional parking spaces during this huge project, LMH had six homes that it owned on Cardinal Street removed so the parking lot could expand.

The homes were relocated to other areas of the county in an effort to maintain the area's affordable housing stock. Additionally, the **Fairmont Seventh Day Adventist Church** has been a gracious host in the parking effort by allowing LMH to use its auxiliary parking lot, as well as the church parking lot if needed.

In the more than 10 years this expansion project has been in the planning stages, hundreds of hospital staff, board members and contractors have spent hours and hours making their contributions. The south-wing project prompted the largest debt financing ever undertaken by LMH. A momentous accomplishment on its own, in December **\$150 million in tax-exempt bonds were issued** by the California Statewide Communities Development Authority. The entire project is expected to cost \$187 million. It will be funded by the bonds, fund raising and hospital earnings.



Yet while the earth moved, houses departed and jackhammers roared, LMH physicians and staff continued their initiatives—with special emphasis on quality and safety—to provide exceptional

care to patients. Efforts included installing a technologically advanced, \$2 million, **cardiac-catheterization laboratory** to better care for heart patients. Also for heart patients, a **\$1.5 million, 64-slice CT scanner** made it possible to view the inner workings of patients' hearts in real-time, 3-D pictures.

Other safety initiatives included the installation and use of **Accudose** equipment in the



(Above) Jasbir Gill, MD, with long-time volunteer Dorothy Mettler; Liberty and Trinity Matthews; generations of staff who have worked and were born at LMH

(Below) Bob Mullen with Ole Mettler; volunteers Ray Karker and Janet Wilcox; LMH President and CEO Joe Harrington with Randy Snider, LMH Foundation board vice chair and Cecil Dillon, LMH board chair



emergency department to direct patient medications safely and in a timely fashion; and the **standardization of defibrillators** on crash carts hospitalwide to make for safer operations.

In its ongoing commitments to streamline operations, LMH continued with significant **information-technology improvements in scheduling, documentation and billing** for its network of clinics.

The **LMH Trinity Medical Plaza**, adjacent to the Park West Place Shopping Center, off of I-5 and Eight-Mile Road, was completed in

2007 and is now undergoing tenant improvements. The building was developed by Lodi Regional Health Systems, Inc., a subsidiary of LMH. It will house physician offices, as well as **an LMH primary-care practice and an LMH out-patient-surgery center**.

In November the hospital began exercising tough love when it became a **non-smoking facility**. Patients, visitors and staff who

wish to smoke now have to find somewhere other than LMH to do so. Prior to admissions patients are advised that the hospital does not allow smoking. At the same time, LMH offers to make arrangements with patients' physicians to obtain medication that will assist with smoking cessation. Hospital staffers are offered the same, along with smoking-cessation programs.



MEDICAL STAFF

THE MEDICAL STAFF HAS DEVOTED much of its year to working on compliance with new and evolving **Joint Commission requirements**.

This has been most evident in the credentials and peer-review committees, as well as in bylaws and policy revisions.



In October medical director of LMH's hospitalist program **Rod Felber, DO**, was selected by medical staff and hospital staff as



(Above) Ken Mullen, MD, Debbie Olson and Bruce Mettler; (left) Physician of the year Rod Felber; (below) Admissions staffers Elaine Greenstreet and Carol Anfinson;



LMH Physician of the Year. And as Lodi grows, so grows the medical staff. Thirty physicians were newly credentialed this past year, including five primary-care and five internal-medicine physicians. The remaining newcomers are specialty physicians.

Tomio Odama,

MD, was honored as a Fellow of the American College of Physicians. This distinguished award recognizes ongoing, individual service and contributions to the practice of medicine. He joins Lodi physicians **John Connolly, MD**; **Deepak Shrivastava, MD**; and **Lily Notario, MD**, in that elite group of dedicated physicians.



After long and exceptional careers at Lodi Memorial, three physicians retired—**Donald Becker, MD**; **Harry Reagor, MD**; and **Gary Towle, MD**. Each was loved and respected by his patients, physician colleagues and by hospital staff. Their contributions ran across a wide spectrum of our community, and all will be missed.

FOUNDATION

THROUGH ITS TWO ANNUAL FUNDRAISERS, the Walk for the Health of It and Summerfest, **the LMH Foundation raised \$166,500**. That total allowed LMH to purchase an ultrasound system, dialysis machines, a plasma-thawing unit and a variety of physical-therapy equipment to improve care for patients.



(Above) Foundation Executive Director Donna Shaw and Foundation VP for Fund Development Rob Wooton present an appreciation to Tom McKenzie, MD, and Meg McKenzie (center)

In addition the foundation **gave \$10,000 to support work** done by the hospital at its outreach clinic for the working poor and others without insurance; and \$10,000 in

scholarships to the LMH Adult Day Services Center at Hutchins Street Square.

And importantly, to meet the expense of \$187 million for the south-wing addition and related projects, the foundation began a **capital-campaign effort to raise \$20 million.**

Several **major gifts and bequeaths were also received** by the foundation in 2007.

VOLUNTEERS

THIS PAST YEAR 198 adult and youth

volunteers gave 17,282 hours of their time and talents to LMH.

A newly formed group of volunteers has taken a high-profile position in the hospital lobby. There, they provide virtual tours of the new hospital, answer questions and receive donations to help the hospital meet its funding commitments for the south-wing project.

And in partnership with the San Joaquin Literacy Project, volunteers take turns in the lobby of LMH's pediatric clinic to **encourage parents and children to read.** Volunteers read to the children and, at the same time, teach parents how to best read with their little ones. Each child leaves the clinic with a book of his or her very own.

At an April luncheon in honor of all volunteers, several received pins for milestone hours of service, including gift-shop coordinator **Margaret Corda** with 18,000 hours; **Alice Hammer** and **Janice McGill** with 5,000 hours; and **Helen Ford** and **Helen Goetz** with 3,000 hours. Throughout the hospital many more volunteers continue to assist staff and patients alike. Their contribution is vital to the hospital's mission and much appreciated.

(Below) Jamie Howen attends the groundbreaking; junior volunteers Annie Woelfel and Ashley Bedi; the Mullen family including LMH founder Bob Mullen and son Ken Mullen, MD





AUXILIARIES

THROUGHOUT THE YEAR LMH's **branch auxiliaries**—Alicante, Black Prince, Cornichon, Emperor and Mission—are

involved in a variety of fund-raising activities to help the hospital meet patients' needs. Each branch auxiliary directs its earnings to the LMH Main Auxiliary and sends a representative to the Main Auxiliary at monthly meetings to help decide which capital items will be purchased for patients. Additionally the LMH gift shop, operated entirely by volunteers, directs all its proceeds to the Main Auxiliary.

In 2007 **the gift shop donated \$25,000.**

This past year the auxiliaries purchased a bladder scanner and digital food-service register for the hospital. Their **donations totaled \$28,724.**



LOOKING TO 2008

THROUGH 2008 AND 2009 **major construction work will continue** on the south wing and central plant.

The LMH **Wound-Treatment Center** at the West campus will reach out to patients throughout the hospital-service area. The clinic was licensed and began seeing patients at January's end. Its team of doctors, nurses and therapists are expert in treating patients with long-standing and chronic wounds. Their proven medical protocols



help serve a long, unmet need in Lodi and beyond. The center has two hyperbaric oxygen chambers that speed healing and operate under best practices to eliminate chronic wounds that have resisted traditional treatment.

Diagonally across from the LMH helipad, the hospital continues to develop an **out-patient-endoscopy center**. This new clinic will provide for direct visualization of the digestive tract with a video camera and allow physicians to see the area being studied and treated, such as the esophagus or stomach. It will also offer great conveniences for patients and their family members.

Toward late summer LMH will relocate its **materials-management department** to an off-site location. This will make way for an expansion of the LMH dietary department that includes a new kitchen for patients, staff and visitors, as well as a new dining area.

BECOME AN OWNER OF LODI MEMORIAL HOSPITAL

THE LODI MEMORIAL HOSPITAL ASSOCIATION, INC., is the legal owner of Lodi Memorial Hospital. Membership is open to anyone for a one-time, lifetime fee of \$100. Members are entitled to participate in the annual election of the hospital's board of directors and receive discounts in the hospital's dining rooms and in its West Fitness Center. Additionally, members needing hospitalization are given a private room when one is available. Contact the Lodi Memorial Hospital Community Development office for an application, or visit the LMH web site at www.lodihealth.org.



(Opposite page) Black Prince Auxiliary members at their monthly sewing session for LMH's surgery department; LMH board members, back row L-R, Tom Sorbera, MD, Ron Addington, Liz Aguire, Steve Crabtree, Karen Buchler, MD, Bob McCaffrey, Param Gill, MD, Phil Felde and Paul Haley, front row, L-R, Kelly Suess, Cecil Dillon, Annette Murdaca and Joe Harrington

SERVICE HIGHLIGHTS

	2006	2007
<i>Patient beds</i>	178	178
<i>Admissions</i>	7,929	7,888
<i>Average length of acute stays (days)</i>	4.0	4.1
<i>Emergency patients</i>	21,313	21,863
<i>Urgent-care patients</i>	20,900	19,938
<i>Newborns</i>	1,401	1,293
<i>Surgeries</i>	4,128	3,658
<i>Laboratory tests</i>	439,192	468,779
<i>Diagnostic-imaging procedures</i>	31,594	31,498
<i>CT scans</i>	13,278	14,426
<i>Respiratory treatments</i>	558,420	647,516
<i>EKGs</i>	11,185	11,722
<i>Physical-therapy visits</i>	40,221	51,609
<i>Fitness therapy</i>	44,523	49,586
<i>Medical-ambulatory-care visits</i>	4,746	4,362
<i>Home-health visits</i>	13,092	12,900
<i>Adult-day-care visits</i>	5,162	5,119
<i>Occupational-Health Clinic visits</i>	6,837	6,881
<i>OB Clinic visits</i>	10,858	10,246
<i>Pediatric Clinic visits</i>	23,007	23,476
<i>Primary-Care Clinic visits, West</i>	13,699	13,954
<i>Pulmonary-Care Clinic visits</i>	4,262	4,884
<i>Galt Medical Services visits</i>	14,858	15,169
<i>PrimeMed Clinic visits, Ione</i>	7,770	8,561
<i>LMH Outreach Clinic at Salvation Army visits</i>	1,274	1,663
<i>Camp Hutchins children visits</i>	13,624	13,798
<i>Employees</i>	1,286	1,342
<i>Active-medical staff</i>	126	129
<i>Volunteers</i>	174	198

LODI MEMORIAL HOSPITAL FINANCIALS

<i>(In thousands)</i>	2006	2007
REVENUE		
<i>Net amount received from patient-care services</i>	\$ 137,396	\$ 152,201
<i>Other operating revenues and income</i>	6,532	8,071
<i>Unrestricted contributions</i>	0	0
Total revenue and support	\$ 143,928	\$ 160,272
EXPENSES		
<i>Operating expenses</i>	\$ 59,709	\$ 66,671
<i>Salaries and benefits paid to employees</i>	65,837	75,188
<i>Depreciation</i>	4,189	5,074
<i>Interest expense</i>	123	439
Total expenses	\$ 129,858	\$ 147,372
<i>Funds to be invested toward the health-care needs of our community</i>	\$ 14,070	\$ 12,900
TAXES PAID		
<i>Property taxes</i>	\$ 42	\$ 47
<i>Employer's share of payroll taxes</i>	4,111	4,705
<i>Business and occupation taxes and licenses</i>	12	16
<i>Sales and use tax-direct</i>	971	1,073
Total	\$ 5,136	\$ 5,841
COMMUNITY BENEFIT		
<i>Charity care</i>	\$ 3,078	\$ 3,981
<i>Medi-Cal program</i>	6,770	8,293
<i>Medicare program</i>	4,592	10,475
<i>Health-related research</i>	187	176
<i>Medical-care services</i>	2,718	3,342
<i>Benefits to vulnerable populations</i>	4,029	3,908
<i>Benefits to the broader community</i>	1,546	1,909
Total	\$ 22,920	\$ 32,084

2007 LEADERSHIP

LODI MEMORIAL HOSPITAL BOARD OF DIRECTORS

Executive Committee

Cecil Dillon, *chair*
Annette Murdaca, *vice chair*
Calvin Suess, *secretary/treasurer*
Steven Crabtree, *member-at-large*
Phillip Felde, *member-at-large*
Robert McCaffrey, EdD, *member-at-large*
Karen Buchler, MD, *chief of staff*
Joseph Harrington, *president and CEO*

Directors

Ron Addington
Elizabeth Aguire
Param Gill, MD
Paul Haley
Taj Khan
Debbie Olson
Thomas Sorbera, MD

MEDICAL-STAFF-EXECUTIVE COMMITTEE

Karen Buchler, MD, *chief of staff*
P. Adam Dodd, MD, *chief-of-staff elect*
David Aarons, MD, *secretary/treasurer*
Harvey Hashimoto, MD, *past chief of staff*
Joseph Gayagoy, MD, *member-at-large*
Andrew Limb, MD, *member-at-large*
Gary Nahl, MD, *medicine chair*
James Ahern, MD, *OB-GYN chair*
Thomas Sorbera, MD, *credentials chair*
Michael Catz, MD, *anesthesia chair*
Roy Anunciacion, MD, *pediatrics chair*
Tareq Ali, MD, *family-practice chair*
Thomas Sorbera, MD, *surgery chair*

LODI MEMORIAL HOSPITAL FOUNDATION, INC.

Officers

Joe Handel, *president*
Randy Snider, *vice president*
Jan Chandler, *secretary*
Ron Slate, *chief-financial officer*
Rob Wooton, *vice president fund development*
Donna Shaw, *director*

Directors

Marc Bregman	Steve Coldani
Steve Crabtree	Steve Diede
Tom Doucette	Peggy Fry
Mike Georguson	Joseph Harrington
Carolyn Hoff	Jerry Hugo
Dave Kirsten	Laurence Littleton
Ronald Mettler	John Metz
AnnieMarie Santos, MD	Frank Sasaki, Jr.
Nancy Watts	Tracy Williams

LODI MEMORIAL HOSPITAL MAIN-AUXILIARY OFFICERS

Helen Welch, *president*
Margaret Corda, *vice president*
Gerry Schook, *secretary*
Edna Mae Knecht, *treasurer*

LODI MEMORIAL HOSPITAL COMMUNITY-ADVISORY BOARD

Jerry Adams	Don Bennett
Becky Cook, RN	Christeen Ferree
Jack Gardelius	Mari Hurley, RN
Aman Khan	Taj Khan
Inez Kiriu	Bill Mitchell
Pat Patrick	Gerry Schook
Lavern Schmidt, RN	Robertta Williams, RN
Joe Woelfel, PhD, FASCP, RPh	



975 South Fairmont Avenue • Lodi, California 95240
(209) 334-3411 • (800) 323-3360 • www.lodihealth.org