



MESSAGE FROM THE PRESIDENT

Jeffrey M. Fried, FACHE, President and CEO

In 2016, as you all know, Beebe Healthcare celebrated its 100th anniversary. It was an amazing year as we held numerous events during those twelve months to celebrate the vision of Drs. James and Richard Beebe, and their desire to ensure our community had access to the best medical care available. We were also able to recognize the countless other numbers of physicians, nurses, hospital team members, auxiliary members, and volunteers who made a significant contribution over the years to bringing Beebe Healthcare to where it is today.

We were so fortunate to have the support of many, many community members and volunteers whose hard work and effort made it possible for us to celebrate our 100th anniversary in such a grand fashion.

I can't talk about this past year without recognizing Jan McCarty and Christine Strauss, who chaired our anniversary steering committee and engaged so many people, both within our organization and outside, to assist with the events. I also have to thank Leanne Prosser, who

was the point person for all of our activities and always managed to think of every detail that was necessary to ensure a successful event or program. Despite the fact that the weather often threw her a curveball, she hit it out of the park every time. Lastly, I want to say thank you to everyone who participated and helped to make 2016 an amazing year for Beebe Healthcare.

While 2016 was a wonderful time for us to look back, it was also a year of looking forward and planning for the future.

There are so many changes taking place in healthcare right now—from legislative and payment reform to medical advances, and, most significantly, the idea of changing the way care is delivered in an effort to keep people healthy and hopefully out of the hospital. We are fortunate to be serving a growing community, and that growing community has enabled us to attract many skilled physicians and practitioners, nurses, and other staff who have worked to build strong and successful clinical programs that would otherwise not be possible without a larger population. At the same time, we want our community to have the greatest possible experience when they come to Beebe, and that means adding more private rooms and beds so that we can become an all private room facility. We also recognize that the growth in our enlarging service area requires Beebe to continue to reach out, as we have done over the years, with our satellite expansion. We

are looking forward to making some important announcements in the very near future about how we intend to increase our capabilities in the south-coastal portion of our primary service area.

This is truly an exciting time to be in healthcare. As is always the case, whenever there is change there is always the opportunity to look at the world differently. Everyone in our organization, from our front-line staff to the Board of Directors, wants to see Beebe continue to grow and improve all aspects of what we do as caregivers. Much has changed since James and Richard Beebe thought the idea of a two-room, three-bed hospital was something our community needed. At the same time, the ideals that the Beebe brothers believed to be the critical foundation of their hospital—caring for everyone in the community regardless of their ability to pay, treating everyone as if they were members of the family, and always doing the right things for the right reasons—remain with us today.

In closing, I want to thank our community for continuing to support Beebe Healthcare, and our wonderful doctors, nurses, and other talented team members.

We would not be where we are today without the support and confidence of our community, and please know that we work every day to earn your trust.

We look forward to being your healthcare partner for the next 100 years!

ON THE WAY UP WHAT WAS NEW IN 2016

MULTIPOINT PACING In April, Beebe Healthcare was the first medical center on Delmarva, and one of only two in the Mid-Atlantic, to use a new, recently FDA-approved technology that vastly improves the treatment for patients with congestive heart failure and other electrical problems of the heart. The technology, "MultiPoint Pacing," is a new feature on the Quadra Assura MP™ cardiac resynchronization therapy defibrillator (CRT-D) and Quadra Allure MP™ pacemaker (CRT-P). Dr. Firas El-Sabbagh, MD, FHRS, performed the first procedure at Beebe.



PEDIATRIC NEUROLOGY Beebe Medical Group expanded specialty services with the addition of Nicole Ryan, MD, pediatric neurologist, who is based at Beebe Primary Care–Lewes. Dr. Ryan sees pediatric patients with epilepsy, headaches, tics, autism, concussion, developmental delay, and other neurological conditions. To reach the practice, call (302) 313-1040.



HYPERBARIC Last year, Beebe added hyperbaric oxygen therapy to its comprehensive Wound Healing program. The program is conveniently located in the Medical Arts Building at the Beebe Health Campus in Rehoboth Beach (Route 24). Hyperbaric oxygen therapy has been shown to drastically improve the healing of wounds. Beebe Wound Healing & Hyperbaric Medicine patients have a successful healing rate of 98 percent. Call the program at (302) 645-3121 for more information.



ADVANCED CARE CLINIC Beebe Healthcare opened the Advanced Care Clinic, based at Beebe's Long Neck location, to offer comprehensive services for patients after a hospital stay, including follow-up care, coordination of community resources, behavioral health services, and palliative care consultation. The clinic is staffed by care coordinators and nurse practitioners who serve as the next stop after hospitalization at Beebe Healthcare in Lewes. The Advanced Care Clinic's mission is to make sure all patients' needs are being met and follow-up services are coordinated. Call (302) 645-3150 for more information.



REHOBOTH BEACH WALK-IN Beebe Healthcare's newest Walk-In Care at the Beebe Health Campus on Route 24 in Rehoboth Beach opened in February. Call (302) 645-3010 for more information. In addition to Rehoboth Beach, there are Beebe Walk-In Care locations in Georgetown, Millsboro, and Millville. For current hours and contact information, visit BeebeHealthcare.org.



VEIN CENTER The Beebe Vein Center at Beebe Vascular, located at 33664 Bayview Medical Drive in Lewes, diagnoses and treats venous disease. Beebe's surgeons affiliated with the Vein Center are thoracic and cardiac surgeon Christopher Genco, MD; vascular surgeon Carlos Neves, MD; and vascular surgeon Sean Ryan, MD. Call (302) 703-9300 for more information.

READ MORE

DEDICATION TO HIGH RELIABILITY

Beebe Healthcare continually works to improve the quality of care for our patients and to become a high-reliability healthcare system. In 2016, the Quality and Safety Awards Committee received a record 26 applications of quality improvement initiatives. Here are two of the winners.

MAKING DAILY ROUNDING THE NORM

Beebe instituted daily rounds at the Medical Center in Lewes to better track and meet goals that improve patient care and experience. The daily rounds are now an important part of Beebe's commitment to outstanding patient care. These interdisciplinary gatherings often take place in front of each department's Performance Board, which is a visible representation of current goals and ways the department is working to meet those goals. The gatherings allow both those within the department and those outside to get a clear understanding of patient care improvement projects.



EDUCATING PATIENTS PRIOR TO SURGERY

Beebe's Surgical Services Team performs more than 14,000 procedures annually in 12 operating

rooms. Each surgery has a risk for infection; however, the Surgical Site Infection Team saw the opportunity to reduce infections by creating standard protocols and educational materials for patients and healthcare providers. The team improved existing protocols, wrote new protocols, and created a surgical education booklet for patients. The booklet is available in the surgeon's office and online, making the information easily accessible. Find out more: www.beebehealthcare.org/patient-surgery-information.



AWARDS | RECOGNITIONS | CERTIFICATIONS



Stroke Gold Plus Quality Achievement Award: Recognizes the hospital's commitment and success in ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-driven guidelines that are based on the latest scientific evidence.



Heart Failure Care Gold Plus Quality Achievement Award: For implementing quality improvement measures outlined by the American Heart Association/American College of Cardiology Foundation's secondary prevention guidelines for patients with heart failure.

Respiratory Department Recognized for Quality: Beebe's Respiratory Department has been named a Quality Respiratory Care Institution by the American Association For Respiratory Care (AARC). An outpatient Pulmonary Rehabilitation program is included among the services the department provides. For more information, call (302) 645-3579.

Highmark Recognizes Beebe with Blue Distinction® Center Designation in Cardiac Care: Blue Distinction Centers are nationally designated healthcare facilities shown to deliver improved patient safety and better health outcomes based on objective measures that were developed with input from the medical community.

Beebe Earns Blue Distinction® Center+ Designation for Quality and Cost-efficiency in Spine Surgery: Blue Distinction Centers are



nationally designated healthcare facilities shown to deliver improved patient safety and better health outcomes based on objective measures that were developed by Blue Cross and Blue Shield companies with input from the medical community.

Lung Cancer Screening Center: The American College of Radiology's Committee on CT Accreditation has designated Beebe as an ACR Lung Cancer Screening Center. Call our Cancer Screening Nurse Navigator at (302) 645-3169 for information on lung screenings.



The Joint Commission has awarded Beebe with a Certification for Hip and Knee Replacement Surgery programs and a Certification for the Spine Surgery program.

Beebe Home Care Services Receives the Award of Excellence from HomeCare Elite



Beebe Home Care Receives Five-Star Rating from CMS: CMS created the Five-Star Quality Rating System to help consumers, their families, and caregivers compare nursing homes and to help identify areas that may need questions answered. For more information, call (302) 934-5830.

HEALTHGRADES® RECOGNITION



Healthgrades® Recognizes Beebe as One of America's 100 Best Hospitals for Coronary Intervention™ 2017
The only hospital on DELMARVA!



Beebe Receives Eight Five-Star Ratings in Clinical Areas



Beebe recognized with 2017 Pulmonary Care Excellence Award™

CELEBRATING EXCELLENT CARE

If you want to celebrate the excellent care you received at Beebe, contact the Beebe Medical Foundation at (302) 644-2900.



FRED SELLERS, HOME CARE SERVICES

CLIENT: "I have had other home health people from other providers, but Jennifer Skelton and the team from Beebe Healthcare Home Care Services was clearly the absolute best I have ever experienced. I was never rushed and she always wanted to do everything exactly right. Jen is an over-achiever. She took as much time as she needed and gave as much time as I needed from her."



CINDY BEAVER, BREAST CANCER PATIENT: "The scariest thing was coming back a week later to find out the results of the biopsy; but my surgeon was just awesome. The first thing he said to me was, 'Cindy, you are going to be OK. We are going to take care of this and you are going to be fine. You are going to have surgery, and then radiation, and you will be good to go.' And that's exactly what happened."



KATHY DAVISON, JOINT REPLACEMENT

PATIENT: "No matter what, Dr. Harriott was there for me, before and after the surgery," she says. "Knowing he would always be there to provide excellent care brought me a great sense of peace. You just don't see this type of care at other hospitals."

NOAH BARBROW, PEDIATRIC PATIENT:

When Noah Barbrow became seriously ill, his parents took him to Beebe's Emergency Department. Tests found he was infected with a waterborne parasite. Medicine quickly made his health start to improve over the next few days. The experience left a strangely positive effect on Noah. "I loved being in the hospital," he says. "I wish I could go back!" After months of youthful health, Noah has little recollection of his actual illness, seemingly overshadowed by the allure of the hospital's adjustable bed, unlimited milk cartons, and cable TV.



SHADETTE BRITTINGHAM, BREAST CANCER PATIENT:

"I have worked for Dr. Spellman, surgical oncologist at Beebe, for 20 years, but being diagnosed with breast cancer put me on the other side of the table—suddenly I was the patient. The care I received at Beebe allowed me to continue living my life. I trained for my marathon, had my surgery in October, and completed the marathon in November. The experience made my relationship with God stronger. It taught me that no matter what, the end result has to be happiness."



JOE POLINSKI, CARDIAC PATIENT: "While traveling in Italy, Joe Polinski was admitted to the hospital for several days. While there he called Dr. Firas El-Sabbagh, cardiologist and electrophysiologist at Beebe, for advice. "What really impressed me is when I called Dr. El-Sabbagh's office while we were in Italy. He called me back in five minutes! I let him know what was happening and he told me to come see him the day after I landed in America. The best thing about Dr. El-Sabbagh was how he was able to calm me down about a really serious condition."



SUPPORTING A HEALTHY COMMUNITY

58 HEALTH FAIRS AND EVENTS

3,750 FREE FLU SHOTS

6,520 FREE HEALTH SCREENINGS

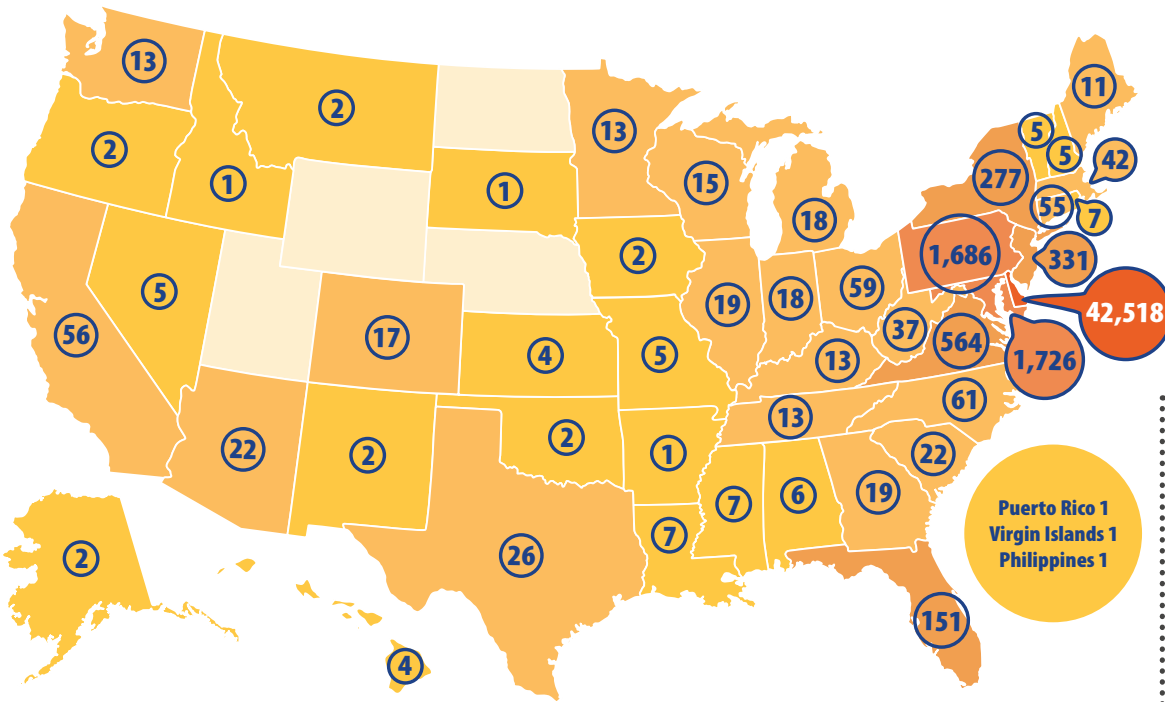
THE GIFT OF TIME

699 volunteers provided **77,000 hours** of their time to Beebe.



IMPACT OF BEEBE NATIONALLY

Beebe Emergency Department Patients' Hometowns Across the United States



48,337 Total Beebe Emergency Patients with hometowns across 46 states, Puerto Rico, Virgin Islands, and the Philippines

BEEBE LEADERSHIP

Beebe Boards

Effective as of July 1, 2015–
June 30, 2016

BEEBE HEALTHCARE BOARD OF DIRECTORS

The Honorable William Swain Lee, *Chair*
David A. Herbert, *Vice Chair*
Jeffrey M. Fried, FACHE, *Secretary*
Paul T. Cowan, Jr., DO, *Treasurer*

Gregory A. Bahtiarian, DO
James W. Bartle
Wilson C. Choy, MD
R. Michael Clemmer
Thomas J. Cooper
Frank Czerwinski
Stephen M. Fanto, MD
James P. Marvel, Jr., MD

Janet B. McCarty
Terry A. Megee
Michael Meoli
Paul H. Mylander
Paul C. Peet, MD
Wesley E. Perkins
Anis K. Saliba, MD
Eric Sugrue
Christopher J. Weeks
Michael L. Wilgus
Jacquelyn O. Wilson, EdD

EMERITUS MEMBERS

Joseph R. Hudson, *Chair*
Halsey G. Knapp

BEEBE MEDICAL FOUNDATION, INC. BOARD OF DIRECTORS

Thomas J. Cooper, *Chair*
Robert H. Moore, *Vice Chair*
Michael L. Wilgus, *Secretary*
Paul J. Pernice, CPA, *Treasurer*
Theodore W. Becker
William L. Berry, CPA
Charles L. Burton
Christopher Dagesse
Mouhanad Freih, MD
Jeffrey M. Fried, FACHE
Sabrina D. Hill
The Honorable William Swain Lee
Janet B. McCarty
Paul H. Mylander
Cindy L. Szabo, Esq.

EMERITUS MEMBER

Joseph R. Hudson

BEEBE MEDICAL GROUP BOARD OF DIRECTORS

Daniel Cuozzo, DO, *Chair*
Julie A. Holmon, MD, *Vice Chair*
George Jirak, MD, *Secretary*
Paul J. Pernice, CPA, *Treasurer*

Ercilia E. Arias, MD
Paul T. Cowan, Jr., DO
Frank Czerwinski
Robert C. Deckmann, MD
Jeffrey M. Fried, FACHE
Maria V. Haldar, MD
David A. Herbert
George Kluchnik, MD
Anis K. Saliba, MD
James E. Spellman, Jr., MD

MEDICAL EXECUTIVE COMMITTEE

Paul C. Peet, MD, *Chair and President, Medical Staff*
Vikas Batra, MD, *Vice President, Medical Staff*
Ehtasham Qureshi, MD, *Secretary, Medical Staff*
Alberto R. Rosa, MD, *Treasurer, Medical Staff*

EXECUTIVE STAFF

Jeffrey M. Fried, FACHE, *President/CEO, Beebe Healthcare*
Judy Aliquo, *President/CEO, Beebe Medical Foundation*
George Jirak, MD, *President/CEO, Beebe Medical Group*
Catherine C. Halen, *Vice President, Human Resources*
Jeffrey E. Hawtof, MD, FFAFP, *Vice President, Medical Operations & Informatics*
Marcy Jack, Esq., BSN, CPHRM, *Vice President, Quality, Safety and Risk Management*
Bruce Leshine, Esq., *General Counsel*
Michael J. Maksymow, CPHIMS, FHIMSS, *Vice President, Information Systems*
Paul J. Pernice, CPA, *Vice President, Finance*
Steven D. Rhone, RN, MS, NE-BC, FABC, *Vice President, Patient Care Services*
Richard A. Schaffner, Jr., *Chief Operating Officer*
Alex A. Sydnor, *Vice President, External Affairs*
Joan G. Thomas, RN, FACHE, *Vice President, Clinical and Ambulatory Services*

BEEBE AUXILIARY BOARD OF DIRECTORS

C. Wendell Alfred, *President*
Nancy Tartaglione, *First Vice President*
Nancy Almacy, *Second Vice President*
Pat Sandy, *Treasurer*
Lester Levin, *Assistant Treasurer*
Rosey Vanderhoogt, *Recording Secretary*
Eileen Thompson, *Corresponding Secretary*
Lesley Nance, *Member-at-Large*

OUR FINANCIALS

Community Benefit Cost (Fiscal Year Ended June 30, 2016)
Cost of Charity Care and Bad Debt \$6,535,881
Expenses from Medicare and Medicaid Not Reimbursed 40,347,097

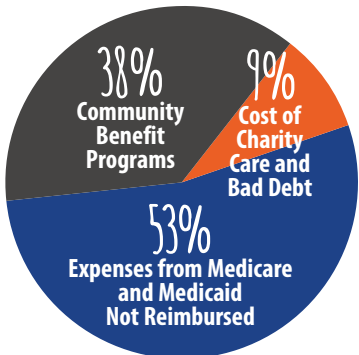
COMMUNITY BENEFIT PROGRAM (NET LOSS)

Heart Fairs \$36,000
Health Promotion and Wellness Programs 1,118,363
School-based Wellness Programs 136,823
HealthierSussex.com 8,673
Behavioral Health Services 273,139
Sexual Assault Nurse Examiner Programs 178,199
Oncology Research Program 321,168
Interpreter Services 108,481
Physician Services Recruitment 354,941
Physician Practice Guarantees for
New Doctors 2,236,663
Workforce Development with Educational
Institutions 1,286,254
Sponsorships 142,000
Gull House Adult Day Care 387,720
Subtotal Community Benefits 6,588,424
Beebe Medical Group 22,946,978
Total Cost of Community Benefits 29,535,402

10,257 Hospital Admissions

Comparative Consolidated Audited Statements of Operations for the twelve months ending June 30, 2016

FISCAL YEAR	JUNE 2016	JUNE 2015
PATIENT REVENUE		
Net Patient Revenue	\$381,106,324	\$335,634,731
Other Operating Revenue	5,740,248	5,447,321
Total Operating Revenue	\$386,846,572	\$341,082,052
OPERATING EXPENSES		
Salaries	\$149,782,261	\$134,271,474
Contract Labor	7,100,100	7,360,694
Employee Benefits	50,267,295	44,429,840
Physician Fees	9,847,026	8,407,423
Patient-related Supplies and Services	76,465,552	68,627,881
Non-patient-related Supplies	4,611,351	4,290,974
Utilities	5,739,741	5,477,690
Insurance	4,708,838	2,715,277
Depreciation and Amortization	19,620,572	18,810,799
Interest	1,204,518	1,475,707
Repairs and Maintenance	8,438,116	7,257,167
Other Expenses	32,779,475	31,197,208
Total Operating Expenses	\$370,564,845	\$334,322,134
Income from Operations	\$16,281,727	\$6,759,918



Total Community Benefit

\$76,418,380

915 BIRTHS

3,940 Cardiac Catheterization Procedures (Inpatient and Outpatient)

52,637 Home Health Visits
43,894 Inpatient Days of Care
745,828 Laboratory Tests (Outpatient)
10,662 Radiation Oncology Procedures (Outpatient)
128,515 Radiology Procedures (Outpatient)
97,108 Rehabilitation Visits (Outpatient)
14,810 Surgical Procedures (Inpatient and Outpatient)
193,055 Beebe Medical Group Visits (Office Visits plus Outpatient Visits)

4.28 Days AVERAGE LENGTH OF HOSPITAL STAY

PREVIOUS

COMMUNITY BENEFIT REPORT
2015-2016

Beebe Healthcare

BeebeHealthcare.org