This past year was a year of significant accomplishment for Union Hospital. As we navigate through the ever-changing landscape that is healthcare in the 21st Century, we remain focused on our primary mission of delivering quality care to the residents of our community. To help us keep on track, we focus our efforts toward six PILLARS that form the foundation for all that we do. They include Quality, Growth, People, Service, Finance and Community. In each Pillar I have listed just the highlights in this 2016 Annual Report. I am proud of the many people working at Union Hospital who contributed to these accomplishments and help ensure we continue to provide Quality Care, Close to Home.

Bruce James
President and CEO

2016 Annual Report to the Community

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A Message from the President

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Bruce James
President and CEO
**FAST Action Stops a Stroke in Its Tracks**

In 2016 we met Rebecca Parr of Dennison, a stroke survivor thanks to the quick action of her family and the Stroke Center at Union Hospital.

While preparing a holiday meal at home, Rebecca says she noted an “odd feeling” in her face. Other family members noticed the drooping face and change in her speech. They called 9-1-1 and Rebecca was rushed to Union Hospital.

Notified in advance by the Smith Ambulance crew en route to the hospital, emergency physician Dr. Jeff Cameron led the ER team implementing the stroke treatment protocol. By the time she arrived, the stroke had progressed. Rebecca could not speak and was paralyzed on her left side.

A CT scan of the brain was sent electronically to the Cerebrovascular Center at the Cleveland Clinic. An Internet link to the stroke specialist physician at the Clinic was established. Using the telemedicine equipment in the ER, the Clinic doctor worked with the Union Hospital staff to evaluate Rebecca’s condition.

Dr. Cameron made the recommendation to use tissue plasminogen activator, better known as tPA or the “clotbuster” drug. Within 20 minutes of receiving the tPA, Rebecca says her face was drooping less and she started to get some feeling and movement back. “I even managed to wave to the family as I was going to the helicopter to let them know I’d be OK,” she said.

Her doctors at the Cleveland Clinic were amazed by her rapid improvement and she was ready to come home after just a few days. Now Rebecca is eager to spread the word about the importance of recognizing stroke symptoms and getting immediate treatment at an Emergency Center.

**UH Home Health Named to the Top 500 in the Nation!**

Union Hospital Home Health Care has for the third consecutive year been named to the Top 500 of the 2016 HomeCare Elite®. Nearly 9,500 home care agencies serve patients in the U.S.

The Top 500 ranking is developed by ABILITY® Network. Agencies are ranked according to their performance in quality outcomes, best practice implementation, patient experience, quality improvement and consistency, and financial performance.

“The nurses and therapists of UH Home Health Care offer our patients a great combination of skill and compassion,” said Deborah Albaugh, Director of Home Health. “For more than 27 years they’ve brought the quality care of Union Hospital into the homes of patients in the wide area we serve.”

Albaugh said that UH Home Health Care serves patients in Tuscarawas and surrounding counties with skilled nursing services, physical therapy, home health aides, medical telemonitoring and HelpLine emergency response systems.
In 2016, the Union Hospital Board of Trustees began a process to bring about the merger of Union Hospital with a larger healthcare system. Robert Horn, chairman of the Union Hospital Board of Trustees, said the time has come to take the actions needed to ensure that the hospital continues to fulfill its mission to the residents of the Tuscarawas Valley.

“Independent, community hospitals in this region, around Ohio and in the nation are facing the same reality,” Horn said. “In order to fulfill our highest priority, which is quality healthcare for our patients, this hospital will need to become part of a larger health system that has the resources and scale of operations needed for a hospital to remain viable in today’s environment.”

According to Bruce James, Union Hospital president and CEO, the current healthcare climate is especially difficult for the mid-sized and smaller, independent community hospitals, such as Union. James added, “Data has shown that Union Hospital is one of the most efficiently operated hospitals in the state and offers one of the best financial values to patients and employers in Ohio.”

James said consolidation with a larger healthcare system will offer advantages for enhanced revenues and reduced expenses. In addition to the widening budget deficit, James said the region’s ongoing physician shortage makes recruitment and retention of physicians here more difficult.

“Without additional resources it will be increasingly difficult to attract primary care doctors and specialists to live and work in this area,” James said. “Becoming part of a larger healthcare system has the potential to not only help us continue current services, but even expand in specialty areas. We have asked our physician leadership to help define needs in finding a new partner.”

Horn and James agree that Union Hospital is an attractive community hospital partner for a large healthcare system.

“Our hospital facilities are mostly new or recently renovated and we have a beautiful campus and outlying office buildings,” James said. “Our employees and medical staff are fully invested and engaged with the hospital and their patients.”

By the start of 2017, a wide range of merger proposals had been received from healthcare systems in Ohio and around the country. The rest of the new year will be narrowing down the proposals and choosing the best option.
Union Physician Services (UPS) is a network of nine physician practice offices owned and operated by Union Hospital in locations around Tuscarawas County. UPS includes 27 providers including physicians, nurse practitioners and a social worker serving patients with primary care and specialty services.

During 2016, UPS consolidated several smaller practices into the new UPS Family Health Center North, located directly across the street from Buehler’s in Dover.

For assistance in finding the right doctor for you and your family, call the Union Hospital Physician Referral Line: 330-602-0778, or visit our web site: www.UPSphysicians.com

The UPS Practices include the following:

Alpine Family Medicine
The office of Alpine Family Medicine is located at 126% N. Broadway in Sugarcreek. Terri Shilling, DO, is the physician caring for patients in the practice.

East Ohio Orthopaedics
The office of East Ohio Orthopaedics is located at 515 Union Ave., Suite 167, in Dover, in the Heritage Square Shopping Center. The physicians include William C. Burgette, DO; James Goff, DO; Scott Holder, MD; Darrin Kuczynski, MD; and Thomas Teater, MD.

Union OB/GYN
The office of Union OB/GYN is located at 420 S. James St., Suite C, in Dover. Sarah Barber, DO, is the physician who serves patients in the practice.

UPS Central
The office of UPS Central is located at 205 Hospital Dr., Dover, on the campus of Union Hospital. Providers in this office include Mahaveer Mukkamalla, MD; Casey Perkowski, MD; Spencer Pinion, MD; certified nurse practitioner Jennifer Melegari, CNP; and social worker Teri Carpenter, MSW, LSW-S.

UPS Dermatology
The office of UPS Dermatology is located at 420 S. James St., Suite D, in Dover. Lindsey Moore, MD, a Carroll County native, opened the practice in 2015.

UPS Family Health Center North
This new office is located directly across from Buehler’s in Dover on Dublin Drive. Providers in this office include John Burnham, MD; Kristi Leindecker, MD; Deepthi Singam, MD; Sandi Agnes, CNP; Kerri Pearch, CNP; and Teri Carpenter, MSW, LSW-S.

UPS Neurology Center
The office of UPS Neurology Center is located at 400 Medical Park Dr., Suite LL1, in Dover, on the campus of Union Hospital. Alok Bhagat, MD, serves patients at the practice.

UPS Newcomerstown
The office of Newcomerstown Union Physician Services is located at 60881 County Rd. 9, Newcomerstown. Providing patient care in this office are Jeffrey Burrier, MD; Christopher Coulson, DO; Denise Miller, DO; certified nurse practitioner Lynne Wilson, CNP; and social worker Teri Carpenter, MSW, LSW-S.

UPS Regional Surgical Specialists
The office of UPS Regional Surgical Specialists is located at 400 Medical Park Dr., Suite 203, in Dover, on the campus of Union Hospital. A new surgeon, Jack Kehl, MD, joined the practice in 2016. In addition to Dr. Kehl the surgeons include Marcus Cox, MD; Robert M. Levitt, MD; and Joseph N. Zemis, MD.

Honored for Employee Engagement

Union Hospital in Dover was named The Advisory Board Company’s 2016 Workplace of the Year Award winner. The annual award recognizes hospitals and health systems nationwide that have outstanding levels of employee engagement. Darwin Smith, vice president of human resources, says an engaged workforce is important in every organization, especially a hospital that has a tremendous responsibility to care for patients and families at difficult times.

“Engaged employees care,” Smith said. “Patients need to feel cared for by doctors, nurses, those performing tests and treatments, preparing their food, cleaning their room or scheduling their appointments. An engaged workforce of caring employees is vital to our ability to provide high quality hospital services.”
The highlight of 2016 was the completion of the new UH Lauren Emergency Center. Then early on the morning of March 17, the new Emergency Center welcomed its first patients and the old ER was closed as the final patients were discharged. Four months later, the new ER entrance canopy, lobby and registration areas were completed. On a hot sunny July 11 afternoon, the entire project was proclaimed finished at a ribbon-cutting ceremony. Early the next morning the first patients arrived under the new canopy, parked in the nearby parking lot and a new era of emergency care began at Union Hospital.

Facilities Management coordinated hail damage repairs throughout the campus approaching $1 million. A major cost saving process resulted in a budget savings of $3.3 million when annualized.

The UH Auxiliary completed a busy year of fundraising projects which resulted in a donation of $203,000 to Union Hospital. Fundraising events conducted by the Union Hospital Auxiliary in 2016 enabled its members to donate $203,000 to Union Hospital.

“The people of this area are an extremely caring, giving community,” says Bruce James, hospital president and CEO. “I am amazed year in and year out how hard the Auxiliary members work. They are an awesome group, very dedicated, and I can’t say thank you enough.”

The Union Hospital Auxiliary conducts fundraising projects year-round with all profits becoming part of the annual gift to the hospital. Projects like the Christmas Tree Festival, Chocolate Love A’fair, and Tea in the Garden are very successful events. The Auxiliary operates the Corner Shop gift shop in the hospital’s Main Lobby with proceeds adding to the annual gift to the hospital.

Since its formation in 1949, the Union Hospital Auxiliary has donated more than $3.7 million to the hospital for the purchase of patient care equipment and facility improvements.

- The highlight of 2016 was the completion of the new UH Lauren Emergency Center.
- UH added healthier cafeteria menu selections in keeping with local, state and federal health initiatives.
- The Stepdown Unit expanded to provide all private patient rooms.
- Facilities Management coordinated hail damage repairs throughout the campus approaching $1 million.
- A major cost saving process resulted in a budget savings of $3.3 million when annualized.
- The UH Auxiliary completed a busy year of fundraising projects which resulted in a donation of $203,000 to Union Hospital.

**Q&A with Dr. Cameron**

We asked Dr. Jeff Cameron, Medical Director of the Emergency Department, for his thoughts on caring for patients in the new ER.

**Q** What have patients and families told you about their experience in the new Center?

**A** Patients love the large rooms and modern design, that it’s quieter and their care is faster and more efficient. Families enjoy the “creature comforts” such as the coffee machine and flat screen TVs in every room. And everybody loves the skylights! It feels like the 21st Century!

**Q** Staff had to make quite an adjustment to the new facility. How is it working?

**A** Because of the size of the new Center, it was overwhelming at first. But we work in small teams, each team in one of four nursing stations. The doctor, advance practice nurses, ER nurses and techs are teammates for the day or the night. We did the best we could in the old ER but now we work in a well-planned, beautiful space that is a joy.

**Q** How has your practice of emergency medicine been enhanced with the new ER?

**A** Doctors are able to get to patients faster for initial assessment, treat and prepare them for discharge with less delay. I love working with a small team in one of the four ER nursing stations, not spread out in a sprawling department as we were before the move.

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- The UH Auxiliary donation of $203,000 is presented to James Knisely, chairman of the UH Board of Trustees, by Lorrie Hawk, Auxiliary treasurer. Also pictured is Susan Mosher, Auxiliary president, and Bruce James, president and CEO of Union Hospital.

**The Chocolate Love A’fair fundraiser, held every February, is a community favorite.**

**Beautifully decorated trees were featured at the 23rd Annual Christmas Tree Festival.**
QUALITY
GROWTH
PEOPLE
SERVICE
FINANCE
COMMUNITY

The Readers and Leaders program sent 20 UH employee volunteers weekly to read with 3rd graders at West Elementary School and host Book Clubs at Dover Middle School.

UH TECH completed four Career Camp events that attracted nearly 200 area high school students who learned about careers in healthcare.

Breast Cancer Awareness was the focus of Paint Tusc Pink in October. Dozens of area companies, schools and businesses participated with large pink displays.

UH partnered with Solid Rock Photos and made 45 area high school students “Healthy You Rockstars” advocating for healthy behaviors.

Union Hospital was again the lead sponsor for Run for Home, which raises funds to support Habitat for Humanity.

Be a Healthy You Rockstar!
Positive peer pressure to achieve healthy behaviors is the goal of the Healthy You Rockstars Project, sponsored by Union Hospital’s Department of Community Health and Wellness in cooperation with Denny Trimmer and Solid Rock Photos in Dover. Local high school students have been selected by their school principals to represent healthy behaviors in a series of large posters displayed in the district’s school buildings.

UH Employees Become ‘Readers and Leaders’
Twenty UH employees became involved with students in the Dover and New Philadelphia School Districts in the "Readers and Leaders" project.
This partnership brought UH staff to West Elementary School in New Philadelphia to meet weekly with second and third graders for reading enrichment. The students brought their books and read to the UH volunteer in a quiet one-on-one setting at the school. The students grew to enjoy the weekly meeting to read with their friend from the hospital, while the hospital staff found the experience positive and fulfilling.
At Dover Middle School, UH employee volunteers came weekly to host Book Club meetings with sixth, seventh or eighth graders. The Book Club members spend the semester reading a book and meeting weekly to discuss the latest chapters, argue the author’s meanings and speculate about the outcome of the story. The students are engaged and eager to read more each week.

Darwin Smith, vice president of human resources, reads with a third grade student at West Elementary.

Meg Crites, director of educational services, meets with several members of her Book Club at Dover Middle School.

Union Hospital Run for Home Half-Marathon
The 9th annual Union Hospital Run for Home Half-Marathon took place on a chilly April day—which the runners loved and the spectators endured! Hundreds of runners competed in the half-marathon event while hundreds more walked the course.
The Run for Home is conducted as a fundraiser and generated $20,000 for Habitat for Humanity of Tuscarawas County.

Dozens of Businesses Help to Paint Tusc Pink in October
Dozens of Tuscarawas County businesses, schools and offices covered themselves in pink paint, posters and displays for the annual “Paint Tusc Pink” campaign in October to generate attention for Breast Cancer Awareness Month.
Paint Tusc Pink is sponsored by Union Hospital’s Community Health and Wellness Department and the Regional Cancer Center at Union Hospital, and is co-sponsored by Trinity Hospital Twin City’s Community Outreach Department, the Tuscarawas County Chamber of Commerce and WJER Radio.
### UH Service Statistics

<table>
<thead>
<tr>
<th>Service</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Admissions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inpatients</td>
<td>5,077</td>
<td>4,944</td>
</tr>
<tr>
<td>Patient Days of Care</td>
<td>19,622</td>
<td>18,802</td>
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<tr>
<td>Observation Patients</td>
<td>3,123</td>
<td>3,214</td>
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<tr>
<td>Outpatient Visits</td>
<td>266,474</td>
<td>261,397</td>
</tr>
<tr>
<td>Emergency Department Visits</td>
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<tr>
<td>Births</td>
<td>657</td>
<td>684</td>
</tr>
<tr>
<td>Full-Time Equivalent Employees</td>
<td>873</td>
<td>862</td>
</tr>
<tr>
<td>Laboratory Test Orders</td>
<td>684,923</td>
<td>670,611</td>
</tr>
</tbody>
</table>

### Diagnostic Imaging

- Interventional Radiology: 916 vs. 841
- Radiology/Fluoroscopy: 42,703 vs. 41,983
- CT Scans: 15,209 vs. 13,988
- Mammograms: 7,514 vs. 7,223
- MRI Scans: 4,905 vs. 5,121
- Nuclear Scans: 2,565 vs. 2,624
- Ultrasound Scans: 11,096 vs. 10,579

### Respiratory Care/Cardiology

- Respiratory Care Procedures: 68,611 vs. 79,704
- Cardiology Procedures: 20,406 vs. 19,743
- Neurological Procedures: 212 vs. 204
- Vascular Lab Procedures: 5,680 vs. 5,644
- Cardiopulmonary Rehabilitation Procedures: 5,385 vs. 5,598
- Sleep Studies: 902 vs. 912

### Physical Therapy Treatments

- 91,040 vs. 85,410

### Surgery

- Inpatient Surgeries: 932 vs. 826
- Outpatient Surgeries: 2,891 vs. 2,829

### Home Health Visits

- 12,961 vs. 13,570

### Volunteer Services

- Adult Volunteers: 120 vs. 123
- Student Volunteers: 18 vs. 22
- Total Volunteer Hours: 21,976 vs. 20,713

### Financial and Service Summary

#### Revenues

- Charges for patient care services: $244,278,492 vs. $235,851,525

#### Charges not paid:

- By government and insurance: $127,747,511 vs. $120,860,029
- By those unable to pay (Charity): $236,321 vs. $1,219,106
- By those unwilling to pay (Bad Debts): $5,618,396 vs. $5,642,253
- By other: $691,470 vs. $1,580,240

**Total charges not paid:** $134,293,698 vs. $126,141,148

#### Net charges for patient care services: $109,984,794 vs. $109,710,377

#### Revenue from other operating sources: $5,690,086 vs. $4,527,550

**Total Operating Revenues:** $115,674,880 vs. $114,237,927

#### Expenses

- Personnel related: $61,286,333 vs. $59,215,453
- Insurance, interest and depreciation: $7,406,903 vs. $7,459,422
- Supplies, purchased services and other: $48,545,527 vs. $44,675,436

**Total Operating Expenses:** $117,238,763 vs. $111,350,311

#### Operating Income (Loss)

- ($1,563,883) vs. $2,887,616
ANNUAL GIVING CAMPAIGN

Deborah Albaugh
Dr. & Mrs. Randy G. Allison
Andreas Farms Inc.
Dan & Lois Andreas
David & Patricia Andreatta
Aultman Health Foundation
David & Maureen Baumgardner
Belden Brick Company
Dr. Alok Bhagat
Jacqueline Bianchi
John & Kathy Bogdan
Sandy L. Bolon
Diana Boyd
Dr. John & Judy Burnham
Dr. Jeffrey Cameron
Andrea Carpenter
Bob & Becky Craig
Gary & Peggy Crowthers
Michael & Francene Davis
Melinda S. Deeds
Jim Demuth & Family
In memory of Molly Demuth
Dr. & Mrs. Timothy Deisato
Doerschuk Plumbing & Heating Inc.
Dominion Foundation
Diana Dorsey
Dover Chemical Corporation
Dover Exchange Club Children's Foundation
Dover-Phi 1a Federal Credit Union
First Federal Community Bank
First National Bank of Dennison
Frontier Communications
ZoAnn G. Gulp
Funeral Directors Life Insurance Company
Carey & Kathy Gardner
Gerber & Sons, Inc.
Tom & Pamela Gerber
Michelle A. Gooding
Gary Greenwood
Diane Henry
Mary Hamilton
Harris Battery Company, Inc.
Danielle Henry
Randy & Marian Hillyer
Deborah K. Horn
Bob & Becky Horn
Jinny Huffman
INCA Presswood Pallets, Ltd.
Bruce & Bonnie James
Dr. & Mrs. Nathan A. Johnson
Jessica Kinsey
Sam & Terrie Krantz
Dr. & Mrs. Mark Kubina
Mark & Paula Lancaster
Jeff & Angel Lanzer
Craig & Cindy Laughlin
Lauren International, Inc.
William S. Lebold
Dr. & Mrs. Joel Lehman
Diane Lewis
Gale Limron
Lin-Hert-Geib Funeral Home
Marlite, Inc.
Rick & Julie Mason
Steve & Becky Mastin
R.J. & Susan McCullagh
McInturf Realty, Inc.
Glenn Mears Family
Dr. Todd & Pam Meyerhofer
Midvale United Methodist Women
Dr. Kevin Miller
Kevin & Melissa Milligan
Dr. Mahaveer Mukkamalla
Michael & Carol Murphy
Sean & Tina Myers
Rachel Nolen
O'Donnell Family Charitable Foundation
Josh & Heather Penso
Terry Pesek
Kathy Pietro
Pioneer – 360
Dr. John Pleshinger
Jennifer Portmann
Dr. Ellen K. Potts
Dr. Brenda Prince
John & Roberta Rabin
Craig & Melody Rader
Rea Foundation, Inc.
Steven & Donna Regula
Holly L. Ripple
Kimberly A. Robinson
Eugene & Mary Kay Rugh
Dr. Stephen & Harriett Sabo
Dr. Nathan & Christine Samsa
Darwin & Pam Smith
Gary & Ann Smith
Doug & Melanie Sopher
Karen Stoekey
Jody Stoldt
Kent & Pam Swanny
The Dover Tank & Plate Company
Gene & Nicole Thorn
Toland-Herzig Funeral Home
Travel Warther LLC
Marilyn L. Valentine
Steven & Susan VanBibber
Linda Weffley
Rodney & Candace Wilson
Glenn D. Wisse
Paula Worth
Dr. Joseph & Kristen Zemis
Dr. Jeffrey M. Zets
Bequests
Estate of Donald Beaber
Endowment Funding
Eva Scott Honoring Estate
E.H. Sowers Trust
David Toomey Trust
Ethel Toomey Trust
Maureen Toomey Trust
Gifts to Union Hospital
Bob & Becky Horn
Doris & Floyd Kimble Foundation
Craig & Melody Rader
Rea Forum
Union Hospital Auxiliary
Women of the Moose, Chapter No. 779
Memorials
Delores Edna Addy
Union Hospital Retirees Association
Muriel Aubihl
Union Hospital Retirees Association
Logan L. Dutton
Union Hospital Retirees Association
Shirley Marie Fondriest
Union Hospital Retirees Association
Carol Ann Fox
Union Hospital Retirees Association
Dorothy Edna Huff
Union Hospital Retirees Association
Ruth A. Hunt
Union Hospital Retirees Association
Hazel Mary Maurer
Union Hospital Retirees Association
Harry Bud Milligan
Lakeland Democrat Women
Margaret Sullie
Union Hospital Retirees Association
Reverend Harry Milligan
The John & Orlena Marsh Foundation
Dr. Joseph & Kristen Zemis
Karen S. Huff
Lakeland Democrat Women
Lola Milligan
Educational Materials & Learning Software for Critical Care Staff
Moomaw Foundation Trust
Movers & Shakers Against Parkinson’s Disease
In honor of Sally Secrest
Rosenberry Foundation
Union Hospital Breast Care Center
Chuck Nicholson GMC – Dover, Ohio
Community Mental Healthcare, Inc.
Kerry L. Egler
First Federal Community Bank
First Moravian Church
Michele L. Larkin
Perriann K. (McCoy) Jones
Marlite, Inc.
Kimberly McBride
Muskingum Watershed Conservancy Foundation Inc.
Darryl Rosser – Marlite, Inc.
Safelite AutoGlass Foundation
Tanya Smith
Tusc. Co. General Health District
Marlene Walker
Union Hospital Cardiology Department
Lauren International, Inc.
Union Hospital Community Health & Wellness
The John & Orlena Marsh Foundation
Union Hospital Family Fund
Union Hospital Management Staff
Union Hospital Laboratory
Helen Brach Foundation
Union Hospital Lauren Emergency Center
Kiwanis Club of New Philadelphia
Union Hospital Nutrition Services Department
Union Hospital Retirees Association
Union Hospital Walk With a Doc Lauren International, Inc.
Reverend Harry Milligan
Designated for the Behavioral Health Center
Dr. John & Judy Burnham
First Federal Community Bank
First Moravian Church
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Darryl Rosser – Marlite, Inc.
Safelite AutoGlass Foundation
Tanya Smith
Tusc. Co. General Health District
Marlene Walker
Union Hospital Cardiology Department
Lauren International, Inc.
Your Generosity Helps Us Provide Quality Health Care for the Community

Union Hospital was established over a century ago as a not-for-profit, independent, community hospital. Its mission was simple: Provide quality healthcare for the residents of Tuscarawas County. Today, as it did a century ago, Union Hospital fulfills that mission, providing excellent care to all patients, regardless of their ability to pay. The value of that care, provided free or at a substantial discount, results in Union Hospital being this area’s largest charitable organization.

Generous donors contributed the funds to build the first Union Hospital. Every generation since then has sustained this spirit of generosity, helping Union Hospital continue to grow, expand services and build the wonderful hospital facilities we have today.

Continued support from the community is more important than ever as Union Hospital moves into the 21st Century. Every year, hundreds of people and organizations choose to make gifts and bequests of all types and amounts. They have found their own goals and interests are fulfilled by supporting Union Hospital and contributing to our charitable mission.

For more information, please contact:

Monte Ball
Director, Fund Development
330.602.0789
Development@UHDevelopment.com