

# Health

at HEART



Flagstaff Medical Center  
Northern Arizona Healthcare

## Close to Home

Offering a Comprehensive  
Continuum of Care

## Expanded Services

Meeting the Needs  
of the Sickest Children

### **Inside:**

Flagstaff Medical Center's  
2006 Community Report

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**Flagstaff Medical Center**  
Northern Arizona Healthcare



### **What inspires someone to do his or her best every day?**

When it comes to providing healthcare to the residents and visitors of Northern Arizona, it is our patients who inspire us at Flagstaff Medical Center.

This special, annual report edition of *Health at Heart* gives you a glimpse at the things we strive to succeed at – providing safe, quality healthcare; hiring the best people; offering advanced medical technology; giving back to the community; and keeping patients close to home. As you read through, you'll see some examples of how we have achieved these goals in the past year.

You'll also see our financial and statistical highlights for our most recent fiscal year, which ended June 30. As you review the balance sheet, you will understand what being a non-profit hospital means. Any excess revenue over expenses gets reinvested in the hospital for the benefit of our patients and staff. That translates into new, state-of-the-art equipment, and construction and renovation to improve patient care.

Some of the exciting enhancements we have made for patients in the most recent fiscal year are featured in this annual report. You will read about FMC's new Pediatric Intensive Care Unit, which allows us to provide quality care for the sickest children. Staffed by two pediatric intensivists, this unit will allow us to keep critically ill children in Northern Arizona, rather than having to displace their families as the child is treated somewhere far from home.

FMC also recently invested in its physician infrastructure, developing an adult intensivist program in our intensive care units as well as a new hospitalist program. Only 20 percent of all hospitals have critical care intensivists. Our intensivists and nurses have saved lives and improved quality of care for our sickest patients.

At FMC, we are here to serve you. Thank you for your trust.

William T. Bradel  
FMC President

# 2006 Community Report

Every year, Flagstaff Medical Center invests in your community hospital to ensure we are providing the best, safest care, close to home. We are now a 274-bed hospital, providing key services to Northern Arizona residents and visitors, including a regional trauma center; open-heart surgery; high-tech imaging; a cancer center; surgical services; orthopedic services; women, infants' and children's services and more.

As you read about this year's highlights, we hope you can see our work as a testament to our commitment to providing you the highest quality care.



## Inspired by **Our Staff** — the Best People Providing Extraordinary Care

**Diabetes educator Wendy Bourne, R.N., B.S.N., C.D.E.,** was selected as the regional finalist for the *NurseWeek/Nursing Spectrum* Nurse Excellence Awards in 2006.

**Lyndsey Adams, outreach liaison coordinator for the Cancer Center at FMC,** was selected to represent Arizona and lobby on Capitol Hill in Washington, D.C., with other nationwide cancer advocates.

**Cindy Beckett, Ph.D., R.N.C., L.C.C.E., director of Professional Practice at FMC; and Donna Price, R.N., B.S.N., C.N.M., OB nurse;** recently were appointed members of the Governor's Task Force on the Prevention of Prenatal

Exposure to Alcohol and Other Drugs. The task force is comprised of a number of community professionals and state agencies committed to prevention through community awareness and education.

**Pam Turner, R.N., Emergency,** received the Making a Difference for Women award from Soroptomist International of Flagstaff. The award was given in recognition of her contributions to the Northern Arizona Center Against Sexual Assault (NACASA).

**Jan Sgambelluri, R.N., M.S.N., C.P.H.Q., Quality Management,** was named a "Nurse of the Year" by the March of Dimes in the category of Patient Advocacy.

## Vital Stats

Flagstaff Medical Center:  
**founded January 4, 1936**

Type: **Nonprofit,  
community-based**

Parent organization:  
**Northern Arizona Healthcare**

Licensed by the state of Arizona

Certified by Medicare

Employees: **1,900**

Physicians on staff: **190**

Inpatient beds: **274**

Annual patient visits: **More than 85,000**

Babies born each year: **More than 1,650**

## Inspired by **Patient Safety & Quality**

**FMC participated in the Institute for Healthcare Improvement's 100,000 Lives Campaign,** an initiative to engage U.S. hospitals in a commitment to implement changes in care proven to improve patient care and prevent avoidable deaths.

**FMC hired its first Patient Safety officer.** John Mouglin, M.D., is charged with management of FMC's Patient Safety Plan.

**FMC hired Kathleen Hilbers, Patient Relations coordinator,** to serve as a resource to patients and help them communicate any compliments, concerns or questions they may have during their stay.

**Smart Pumps were implemented.** The IV pumps deliver medications to patients using pre-programmed guardrails, to help prevent potential medication error.

**FMC works to roll out its total joint program** for patients who have chosen to have total joint replacement surgery to restore their quality of life. Programs like FMC's have been shown to improve outcomes and shorten hospital stays for total joint patients.



Flagstaff Medical Center is pleased to announce the opening of its Pediatric Intensive Care Unit (PICU), where critically ill children are able to receive the highest level of care close to home.

the new PICU eliminates long commutes or relocation by caring for sick children in their own community.”

**For the Well-Being of Your Children**

Designed to care for children from birth (after being discharged from the hospital) to age 18, the PICU offers an expert staff and state-of-the-art technology to monitor patients’ vital signs and progress as they are treated for conditions such as respiratory illness, severe infections, neurological disease and traumatic injury.

“One of the greatest benefits of the PICU is the dedicated team of professionals in the unit,” said Susan Roden, R.N., M.S.N., director of Pediatrics and Perinatal Services at FMC. “Parents can rest assured that when our team comes together, their child is receiving top-quality care.”

The PICU team, which features Dr. Sokoloff and his partner, John Duong-Tran, M.D., includes:

- pediatric intensivists (doctors who did a three-year residency in pediatrics after medical school, then furthered their training by doing additional years of subspecialty fellowship training in intensive care medicine)
- surgeons
- nurses
- respiratory therapists
- physical, occupational and speech therapists
- dietitians
- social workers

**Find Comfort in Our Excellence**

Dr. Sokoloff and Dr. Tran bring a wealth of experience to enhance the care of children in Northern and Central Arizona. Both physicians completed fellowship training in pediatric critical care at the Children’s Hospital in San Diego where they gained extensive experience in dealing with a variety of pediatric illnesses.

“We are excited to be part of a healthcare team dedicated to improving the health of local children,” Dr. Sokoloff said. “Parents in Northern and Central Arizona can rely on FMC to provide the best care for their children, close to home.”

**FOR MORE INFORMATION ABOUT THE NEW PEDIATRIC INTENSIVE CARE UNIT AT FLAGSTAFF MEDICAL CENTER, CALL 928 773-2112.**

Inspired by **Quality Care,**  
For the Sickest Children

Inspired by a

# Higher A Level of Care

Flagstaff Medical Center is excited to bring expert, around-the-clock care closer to home with intensivist and hospitalist programs.

**I**nnovative, patient-centered models of care, the hospitalist and intensivist programs better serve the community by expanding FMC's capacity to accommodate patients with acute care needs. Chuck Swetnam, M.D., vice president of Medical Affairs at FMC, sheds light on how these programs offer a win-win situation for patients and physicians alike.

**Q: What are intensivists, and how do they impact patient care?**

**A:** Our intensivists/pulmonologists – acute care physicians with subspecialty knowledge and expertise – provide consistent critical care and pulmonary coverage designed to meet the highly specialized needs of adult patients in the Intensive Care Unit (ICU). Recent studies have shown that intensivists have reduced mortality rates in the ICU. When ICU patients become medically stabilized and can move to another unit in the hospital, their care can transition seamlessly from the intensivists to the hospitalists.

**Q: What are hospitalists, and how do they impact an inpatient's experience at FMC?**

**A:** Hospitalists are board-certified internal medicine or family practice physicians who focus on patients' hospital care from the time of admission to their discharge. Available for unassigned patient admissions, preoperative consultations and co-management of inpatients 24 hours a day, seven days a week, hospitalists have instant access to every specialist in every department – enabling them to deliver effective care.

Hospitalists work as a coordinated team of physicians and support staff who follow defined, evidence-based processes for the highest possible quality of inpatient care.

**Q: How do hospitalists collaborate with primary care physicians?**

**A:** Partnering with the FMC hospitalist team enables a primary care physician (PCP) to be more accessible when his or her patient requires outpatient care. We will notify a patient's PCP of an admission to the hospital and consult him or her about important issues related to the patient's care while in the hospital.

To ensure continuity of care, we also will inform a PCP about a patient's final diagnosis, medications and any follow-up plans prescribed at the time of discharge from FMC.

FMC is proud to have teams of hospitalists and intensivists always on-site and ready to meet the healthcare needs of residents of Northern and Central Arizona. We are confident that these programs complement one another to increase markedly the availability and expertise of physicians at all levels of the hospital experience at FMC.

**FOR MORE INFORMATION ABOUT THE SERVICES AVAILABLE AT FMC, VISIT [FLAGSTAFFMEDICALCENTER.COM](http://FLAGSTAFFMEDICALCENTER.COM). FOLLOW THE LINKS TO DEPARTMENTS AND SERVICES, OR TO FMC'S ONLINE PHYSICIAN DIRECTORY.**

## The Doctors Are In

As Flagstaff Medical Center further develops its hospitalist and intensivist programs, we will continue adding to our fine team of physicians. We are pleased to welcome the following physicians:

### Intensivists

David Coy, M.D.

Theodore Lewis, Jr., M.D.

Douglas Mapel, M.D.

Michael Reidy, M.D.

Alan Tuttle II, M.D.

### Hospitalists

Aaron Brainard, M.D.

Heather Crittenden, M.D.

Michael Flores, M.D.

Mark Foster, M.D.

John Mouglin, M.D.

Richard Neff, M.D.

Mark Rens, M.D.

Jeanine Thomas, M.D.

Rachelle Tognacci, D.O.

# Highlights for Fiscal Year

Ending June 30, 2006

## Funds Available

### Patient Charges and Other Income

Charges for inpatient hospital stays, such as nursing and surgical care	\$327,515,000
Charges for outpatient services, such as emergency care, radiology, laboratory and pharmacy	\$232,985,000
Revenue from non-patient-related activities, such as cafeteria and gift shop, retail pharmacy, lease of space and income on investments	\$18,260,000
<b>Total patient charges and other income</b>	<b>\$578,760,000</b>

### Uncollected Revenue

Difference between hospital charges and payment received from Medicare/other payer sources	\$197,952,000
Revenue not eligible to be collected from public assistance programs (Medicaid) and dismissed because of patients' inability to pay	\$113,968,000
<b>Total Uncollected Revenue</b>	<b>\$311,920,000</b>

**Total Funds Available** **\$266,840,000**

## Funds Allocated

Salaries and benefits to our employees and contracted staff	\$119,995,000
Surgical, pharmaceutical and other supplies and expenses	\$42,984,000
Purchased services and payments to physicians and other professionals	\$64,917,000
Interest on borrowed funds	\$4,715,000

### Investment in Future Needs and Repayment of Debt

Repayment of debt	\$10,532,000
Purchase and replacement of equipment and funding for the construction and renovation of Flagstaff Medical Center to improve and expand patient care	\$23,697,000

**Total Funds Allocated** **\$266,840,000**

Inspired by

## Our Patients and Our Community

**In 2006, FMC dismissed \$113 million in revenue.** This amount was not eligible to be collected from public assistance programs (Medicaid) or because of patients' inability to pay.

**In 2006, FMC granted more than \$650,000 to the community.** This included \$500,000 to help fund a community detox center, as well as support to Coconino Community College for its nursing program and to North Country Community Health Center to help fund its capital building project.

**Community Speakers Bureau.** FMC has more than 40 speakers available on 250 medical topics, available as free resources to community groups and organizations.

**Community Service.** FMC employees donated more than 12,000 hours in 2006 on behalf of the hospital, speaking in schools, participating in health fairs, providing screenings for the public and so much more. FMC participated in the Healthcare Fights Hunger campaign, donating almost 2,400 pounds of food to local food banks.

**Medical support to the community we live in.** In 2006, FMC donated 12 automatic external defibrillators (AEDs) around the community to help make Flagstaff heart-safe.

**Programs aimed at serving our community.** One example is FMC's Navajo Interpreter Program, designed to help facilitate communication between caregivers and Navajo-speaking patients and their families.



## Inspired by Technology

**64-slice CT scanner.** Using the fastest scanning technology currently available. FMC can now perform non-invasive heart studies to diagnose coronary artery disease.

**Upgraded MRI.** Scan times reduced, scan detail enhanced.

**On- and off-pump open-heart surgery.** Continued expansion of open-heart surgery program.

**Enhancement of interventional cardiology techniques.** Includes the SilverHawk technology to remove blockages in arteries in the leg.

**Bariatric surgery techniques.** Gastric bypass and laparoscopic banding procedures.

**State-of-the-art cancer treatment.** FMC implemented Image-Guided Radiation Therapy (IGRT) to provide pinpoint accuracy when giving cancer patients radiation, greatly reducing the risk to healthy tissue.

# Introducing

Our New Open Heart Surgeon



Steven Peterson, M.D., a board-certified cardiothoracic surgeon who has performed more than 1,000 open-heart procedures, recently joined

the Heart Center of Northern Arizona at Flagstaff Medical Center.

Dr. Peterson specializes in off-pump, coronary artery bypass surgery, a leading-edge, minimally invasive open-heart procedure. During this procedure, the heart continues beating while the bypasses are performed, reducing the risk of damage to the heart and other organs.

"I'm thrilled to use my skill and experience to help enhance FMC's open-heart program," Dr. Peterson said. "This comprehensive program allows Northern Arizona residents to stay close to home for procedures that are usually performed only in larger cities."

When not caring for patients, Dr. Peterson enjoys spending time with his wife, Naomi, and two children, Stephanie and Justin.

**FOR MORE INFORMATION ON FMC'S STATE-OF-THE-ART CARDIOLOGY SERVICES, VISIT [FLAGSTAFFMEDICALCENTER.COM](http://FLAGSTAFFMEDICALCENTER.COM) AND FOLLOW THE LINKS TO THE HEART CENTER OF NORTHERN ARIZONA.**

# Inspired by Keeping Patients Close to Home

FMC offers a wide array of state-of-the-art, comprehensive medical services including:

- Air and ground emergency ambulance transport
- Audiology/hearing aid services
- Bariatric surgery
- Behavioral health services
- Cancer center
- Cardiac catheterization laboratory
- Cardiology services (diagnostic and invasive procedures, including open-heart surgery)
- Children's Health Center
- Emergency services with state-designated Level I regional trauma center and Fast Track area
- Endoscopy
- Family-centered pediatric unit
- Homecare/home infusion
- Hospitalists
- Imaging (64-slice CT scan, MRI, open MRI, PET, SPECT)
- Intensive care units staffed with on-site, around-the-clock intensivists
- Laboratory services
- Nephrology services
- Neurodiagnostic services
- Nutrition Center and weight-loss program
- Patient advocate
- Pediatric Intensive Care Unit
- Pharmaceutical services
- Physical, occupational and speech therapy
- Pulmonary function laboratory
- Rehabilitation Center of Northern Arizona
- Special Care Nursery
- Sports Medicine Center of Northern Arizona
- Surgical specialties, including cardiothoracic, orthopedic, thoracic, vascular and neurosurgery
- The Taylor House hospitality house
- Total joint program
- Women and Infants' Center

*Advanced medical technology and the best people committed to extraordinary care*

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**We want your feedback!** Contact Janet Dean, FMC vice president of Community Relations, at 928 773-2081 or [janet.dean@nahealth.com](mailto:janet.dean@nahealth.com). You also can fax comments or questions to 928 773-2395, or send correspondence to:

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