

healthy

PERSPECTIVES

THAT'S SOMETHING TO
BELIEVE IN

Quality is Never
An Accident

Marlboro Medical Complex
Coming Soon

**CHECK OUT OUR
ANNUAL REPORT!**

**Shhh—
Quiet
Please!**



Bella and Ramsey, daughters of Chinna Hale of the Emergency Center, are part of our Quiet for You campaign.

Mike Vinson
Chair, Scotland Health Care System

Jane Rogers
Vice Chair, Scotland Health Care System

Gregory C. Wood
President and CEO

Gray Mills
Vice President, Strategic Development

Karen Gainey
Marketing Coordinator

Contributing Writers
Kirsten Dean, Scotland Memorial Foundation
David Hibbard, Hospice of Scotland County
Dotti Matthews, Scotland Cancer Treatment Center

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It Happens On Purpose!
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New Board Leadership

Mike Vinson was elected to serve as the new Chair of the Scotland Health Care System Board of Trustees. Jane Rogers serves as the Vice Chair and David Harling as the Treasurer. Dr. Stephen Lanuti was elected as Chief of Staff. Congratulations to these new leaders and many thanks to all of our dedicated board members who give so generously of their time to serve their community health care system.

(From the President and CEO)

The Future Is Ours

Your health care system continues to defy the odds and external circumstances that we cannot continue to be as strong and successful as we are. Why is that?

Science was never my strongest subject but to keep up with my college son's budding neuroscience career, I have been reading a lot about his field. MRI studies of the brain are now revealing many intriguing insights into how and why we behave the way we do. One key answer to my question is found in the research that confirms that our passions and our need to make the world a better place drive our behavior more than rational thinking. Man is a social animal. In our case, and for decades, countless committed staff, professionals, and community leaders have chosen to combine their expertise, time, and resources to create a high-quality, comprehensive health care system that the regional and industry's demographics say cannot be possible.

This team continues to transform us into the health care system for the future. Our future success depends on us continuing to focus on three things:

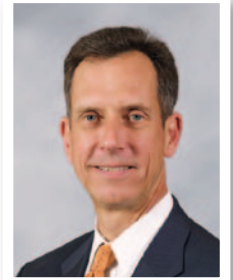
- Integrating and coordinating our patients' care and their information. If you have been a patient, have you accessed your medical information through My Scotland Portal?
- Creating an excellent patient experience with superb service along with increased and more convenient access.
- Growing in services and locations—see our featured stories of our new Cancer Services and Marlboro Medical Complex.

There is a strong team of believers who realizes we are responsible for one of the most important services in our community—its health care system. We accept this challenge passionately and expect much success for many years to come.

Have a wonderful spring!



Gregory C. Wood, CEO



Gregory C. Wood, CEO



Marlboro Medical Complex Under Way



Seeing is Believing

Scotland Health Care System has provided medical care to the Marlboro community for nearly 25 years. “Over time we’ve found that many like the services we provide,” says Scotland Health Care System’s President and CEO Greg Wood.

“For the past several years we’ve thought about relocating our primary care practice from its present location on 15-401 Bypass to a larger building. We’re now ready to move forward with relocation and expansion plans for our primary care services and to add some specialty services, all in a new 9,000-square-foot facility at 957 Cheraw St., Bennettsville, two doors away from Marlboro OB/GYN.”

COMMUNITY INPUT

Bennettsville community members had an opportunity to provide input on the Marlboro Medical Complex proposed design. At a Lean event held in the former Winn-Dixie building, Scotland staff and community members assisted in reviewing every aspect of the facility’s purpose.

Rather than starting with an architect’s drawing, about thirty Scotland Health Care System staff, physicians, and Marlboro County community members discussed what patients want and value in a medical facility.

“Much thanks go to community members like Mayor Dexe Bostick and Ron King, along with my staff members and physicians,” says Wood. “All of these folks worked very creatively to present to the architect plans for a state-of-the-art facility.”

INCREASING ACCESS TO PRIMARY CARE

Scotland Physicians Network Executive Nena Menscer says the Marlboro Medical Complex will provide access to expanded primary care services and specialty care in one central medical office building.

“The complex will house laboratory and imaging services, as well as a community conference center,” she says. “We planned for handicapped parking, wider hallways for wheelchair access, and increased privacy in the patient rooms and during check-in and check-out. We also found patients want better restroom privacy so we moved it away from the waiting room, and included a separate waiting room for well patients.”

STREAMLINING SERVICES

Dr. David Howell of Scotland Health Care Center is excited about moving his practice from its current location

to the new location in late 2015. “The Marlboro Medical Complex is designed to streamline the provider’s steps in order for him or her to be more productive. It is also our goal to decrease patients’ door-to-discharge time to no more than 60 minutes. We hope to increase the number of primary care providers to four, thereby providing increased access to primary care services.”

“We have seen a lot of passion and excitement among our staff members, physicians, and community members,” concludes Wood. “We’re going to do something different with this medical complex—something that works a lot better. One of the neatest things we discovered is that community members like providing input on a project such as this. And, we value their feedback on such an important project.”

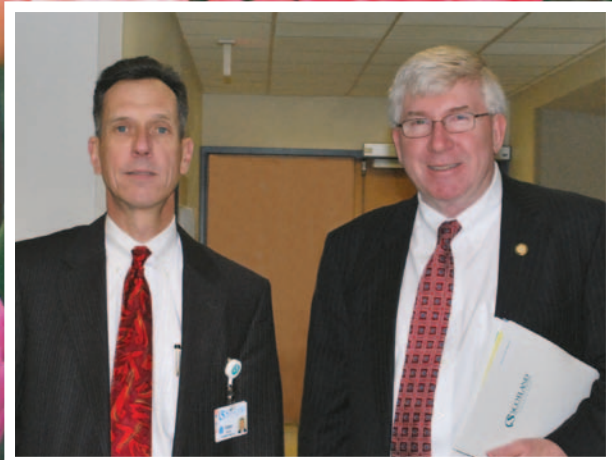
STAY POSTED

Additional information on the new Marlboro Medical Complex will be provided as the project progresses. Questions may be directed to the Scotland Health Care System Marketing Department at 910-291-7550.

Calendar of Events



Sylvia Baffour addressed "Learning, Laughing, Loving More than Ever Before" at the Women's Health Event in February.



State Senator Tom McClinnis (right) toured Scotland Memorial with CEO Greg Wood.



Local first responders participated in the 2014 Men's Health Event. Don't miss this year's educational program, open to all men in June.



For dates, times, and locations, call the Marketing Department at **910-291-7550** or visit scotlandhealth.org and click on "Calendar of Events."

HOSPICE OF SCOTLAND COUNTY GOLF TOURNAMENT

April 21 and 22, 2015, SMCC
The 25th annual golf tournament, sponsored by Eaton Corporation and Scotch Meadows Country Club, benefits Hospice of Scotland County. Call **910-276-7176** to register.

FUND RUN-4-LIFE

April 25, 2015
Scotland Memorial Foundation's annual FUNd Run offers a half-marathon, 5K, and 1-mile walk/run. See our article on page 16. For registration information, call **910-291-7543** or visit the Foundation page at scotlandhealth.org.

FREE HEALTH SCREENINGS

May 2015
FREE screenings for bone density and blood pressure in recognition of May as Osteoporosis Prevention Month and National High Blood Pressure and Education Month. No appointments necessary. Call **910-291-6933** for dates, locations, and times or visit us at scotlandhealth.org.

BLOODMOBILE VISIT

May 12, 2015, 11 a.m. to 3:30 p.m., OWR
For a priority appointment, call **910-291-7314**, or to register online, visit scotlandhealth.org and click "Calendar of Events."

CANCER SURVIVORS DAY

May 15, 2015, 5:30 p.m., LPC
Scotland Cancer Treatment Center's annual Survivors Day celebration is open to all cancer survivors regardless of where cancer treatment was received. For registration and additional information, call **910-291-7630** or toll-free **877-762-2735**.

LOOK GOOD ... FEEL BETTER

May 21, July 16, and September 17, 2015, 9 to 11 a.m., SCTC
A FREE American Cancer Society program for women who are undergoing treatment for cancer. Learn skin care and how to use turbans, scarves,

and hats. Free makeup and wigs are available. Call **910-291-7630** to register.

MEN'S HEALTH EVENT

June 2015

This educational program is open to men of all ages. Registration is required; space is limited, so don't delay. Call **910-291-6933** for information or visit the "Calendar of Events" page at scotlandhealth.org.

CAMP SPINOZA— GRIEF CAMP FOR CHILDREN

Friday, June 5 to Sunday, June 7, 2015

Hospice of Scotland County's Camp Spinoza is a grief camp for children ages 5 to 13 who have experienced a loss. Call **910-276-7176** for more information.

THE WOMEN'S CENTER AT SCOTLAND MEMORIAL

Call **910-291-7820** for information or to register for the following FREE programs:

- **Preview Night:**

We roll out the red carpet for expectant mothers on the third Thursday of each month from 6 to 8 p.m. Come hear talks by our anesthesiologists and pediatricians, and information about the delivery of your baby, what to bring to the hospital, breastfeeding, and child care agencies. Start your registration process. Tours of The Women's Center and refreshments will be provided.

- **Breastfeeding Class:**

A "how-to" breastfeeding class for moms planning to breastfeed or those not yet decided. The class is taught from 6 to 7 p.m. on the second Tuesday of each month, in the SDC, which is located just behind the hospital.

SUPPORT GROUPS

- Alzheimer's
- Caregivers
- Circle of Hope Women's Cancer
- Diabetes
- Multiple sclerosis
- Parkinson's
- Stroke

JOIN A DEDICATED TEAM THAT BELIEVES IN YOU.

THAT'S SOMETHING TO BELIEVE IN

SCOTLAND HEALTH CARE SYSTEM IS SEEKING GREAT RNs

Dedicated, engaged RNs are the foundation of Scotland Health Care. As evidenced by our outstanding employee engagement scores, Scotland ranks in the 95th percentile of the nation in engaged staff.*

Our team of health care professionals are highly committed and proud to say they work for Scotland Health Care System. And it shows: Scotland Memorial Hospital was recently ranked in the 94th percentile for quality care in key areas by Medicare and named a 2013 Top Performer on Key Quality Measures by The Joint Commission.

If you're an RN looking to join an engaged team and have a passion to provide excellent quality care, you may be just the person we're looking for. If you're fresh out of school and have a drive to excel, you should contact us as well. Should you need it, tuition assistance is available.

But most of all,
**you'll enjoy working with a team
THAT TRULY BELIEVES IN YOU**



(910) 291-7544

To view career opportunities, go to www.scotlandhealth.org or email sarah.knight@scotlandhealth.org

*Based on national benchmark as reported by Press Ganey.

Quality Is Never an Accident It Happens On Purpose!

Daily safety calls. Multi-disciplinary rounds with key personnel. Lean events to reduce waste and expenses and streamline care. All of this and more serves to improve the quality of patient care at Scotland Memorial Hospital.

Quality medical care doesn't just happen. It's hard—though rewarding—work, earning the respect of patients, physicians, and staff. This dedication to quality medical care also earned Scotland Memorial Hospital the recognition it deserves from both The Joint Commission and the Centers for Medicare & Medicaid Services (CMS) for its improvement on the key quality measures of heart attack, heart failure, pneumonia, and surgical care.

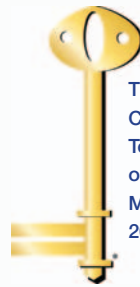
Dr. Cheryl Davis, Scotland Memorial Hospital's Chief Medical Officer, reports Scotland Memorial earned recognition as a 2013 Top

Performer on Key Quality Measures® by The Joint Commission, the leading accreditor of health care organizations in the United States. Scotland was recognized as part of The Joint Commission's 2014 annual report "America's Hospitals: Improving Quality and Safety" for attaining and sustaining excellence in accountability measured performance.

A TOP PERFORMER

Scotland Memorial is one of 1,224 hospitals in the United States to achieve this 2013 Top Performer distinction and one of only 712 hospitals to achieve the Top Performer distinction for the past two consecutive years.

In addition to being named a Top Performer, Scotland earned the distinction of providing quality health care in the 94th percentile from CMS. "This means



The Joint
Commission
Top Performer
on Key Quality
Measures®
2013

that we deliver excellent care and have excellent mortality outcomes for the four core measures of heart attack, heart failure, pneumonia, and surgical care. We're better than 94 percent of the hospitals in the United States," says Dr. Davis. "And this is not just hospitals our size; we are measured against hospitals of all sizes."

Sandy Williams, Director of Quality, explains, "In order to earn both The Joint Commission's distinction of Top Performer on Key Quality Measures® and the CMS 94th percentile, we implemented pathways for our physicians to provide standardized care, along with standard work education to providers, staff, and patients. It takes our medical providers, the nursing staff, and our patients all working together to make sure that these standards are always in place."

IMPROVING PATIENT OUTCOMES

"We understand what matters most to patients at Scotland Memorial is the quality and safety of the care they receive," says Greg Wood, President and CEO of Scotland Health Care System. "That is why we have made it a top priority to improve positive patient outcomes through evidence-based care processes. We are proud to be named a Joint Commission Top Performer and to be in the CMS 94th percentile as it validates the knowledge, teamwork, and dedication of our entire hospital staff."



THE KEY TO ATTAINING EXCELLENCE

For more information about The Joint Commission Top Performer Program, visit jointcommission.org/accreditation/top_performers.aspx. For more information about Quality Scores at Scotland Memorial Hospital, please call Sandy Williams at 910-291-7509.



Understanding and Treating Breast Cancer

In the past decade, new discoveries about the biology of breast cancer have made it difficult to think of it as a single disease.

The most common forms of breast cancer arise from the cells lining the milk ducts. These cells have proteins on their surfaces that lock onto circulating estrogens. However, even cancers with these estrogen receptors are genetically diverse.

A more unusual form of breast cancer called triple-negative breast cancer lacks any detectable surface proteins. Therefore, these cancer cells do not respond to hormone treatment or some of the conventional breast cancer chemotherapy drugs. By contrast, another less common type has a surface protein programmed by extra copies of a gene, HER2. For those women with HER2-positive disease, a new drug called Herceptin, when added to their other chemotherapy drugs, greatly improves the prognosis.

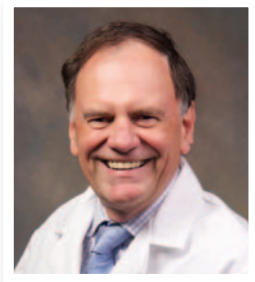
SURGICAL TREATMENT

New drugs such as Herceptin have allowed medical oncologists to refine their treatments based largely on the outcomes of clinical trials.

Surgery has changed too, especially in the management of the lymph nodes that drain the breast. A decade ago, surgeons typically made an incision in the underarm (also called the axilla) to remove 10 or more nodes. Now surgeons can determine a single lymph node at highest risk for cancer involvement through a procedure called a sentinel lymph node biopsy. By using a radioactive tracer or chemical dye, the lymph node is identified. Radiation treatment to the axilla is often used as an alternative to surgical dissection in treatment.

RADIATION THERAPY

For many years radiation therapy to the breast following a lumpectomy consisted



Andrew Brown, MD
Radiation Oncologist

of daily treatments over a period of six to seven weeks.

In 2002, a trial from Canada showed that for women older than age 50, a three-week course of treatment was just as effective and resulted in cosmetic results that were just as good. This has been confirmed in other trials and approved in

national guidelines. However, a study published in the *Journal of the American Medical Association* in December 2014 showed only a minority of suitable cases in the U.S. was being offered the shorter course.

SCOTLAND'S PATIENT-CENTERED APPROACH

Andrew Brown, MD, in the Radiation Oncology Department at Scotland Cancer Treatment Center, has been using the shorter treatment schedule for the past 10 years and does not believe that there is any reduction in the quality of outcome. Over that period, after an informed discussion, not a single patient of his opted for the longer treatment course.

"There may be patients for whom it is not applicable because of breast size or co-existing medical conditions," he says. "There are even some women older than age 70 who are not likely to benefit from any radiation treatment after breast-conserving surgery if they are going to receive hormonal treatment. The time has come to stop treating all women with breast cancer in one way."

EXPERTISE. COMPASSION.

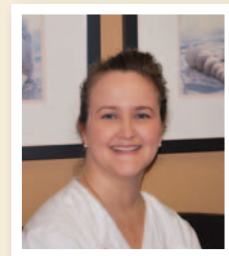
HOPE. For additional information about cancer treatments, please call Dotti Matthews, Director of Scotland Cancer Treatment Center, at **910-291-7630**.

Scotland Cancer Treatment Center Adds Breast Cancer Navigator

Breast cancer patients have a new advocate to assist them as they navigate the road to care and recovery from their disease.

Hope Gibson, RN, has worked at Scotland Cancer Treatment Center for the past five years as a radiation oncology nurse. She says of her new navigator role at the Cancer Center, "I meet with a patient at the moment she receives a cancer diagnosis at Scotland Surgical & GI, in the hospital, or in her primary care provider's office. I help to identify any barriers to the patient's treatment. I also take information back to the doctors involved in order to keep them informed."

Gibson says she reaches out to patients before they even enter the Cancer Center. "I love this part of the job. Patients have a face and a contact for their questions about breast cancer, treatment, and recovery."



Hope Gibson, RN

LEADING THE WAY

To learn about Scotland Cancer Treatment Center services and to speak with Hope Gibson, RN, call **910-291-7630**.

Medical Providers Increase Access to Medical Care

FAMILY MEDICINE PHYSICIAN JOINS WAGRAM FAMILY PRACTICE

Last fall Wagram Family Practice Center's patients and staff said goodbye to Dr. Taneka Williams. After providing family care at the Wagram practice since 2008, Dr. Williams left to seek other opportunities.

Dr. Anna Hade Duncan, board-certified physician with 28 years of experience in family medicine and urgent care, joined the Wagram practice to continue providing the quality medical care the Wagram patients have come to depend upon.

Dr. Duncan now resides in Laurinburg with her two miniature dachshunds. Her two sons, Harry and Andrew, and daughter Alexis all reside in Hickory, N.C.

Originally from Texas, Dr. Duncan earned her bachelor's degree in psychology/pre-med from Southern Methodist University. She obtained her medical degree from the University of North Texas Health Science Center — Texas College of Osteopathic Medicine. She completed her post graduate training at Dallas-Ft. Worth Medical Center in Grand Prairie, Texas.

Appointments can be made with Dr. Duncan by calling **910-369-3136**. The office is located at 24420 Marlboro St., Wagram. Office hours are 8 a.m. to 5 p.m. Monday through Thursday. An on-call physician is available 24 hours a day for the practice.

PHYSICIAN ASSISTANT JOINS SCOTLAND URGENT CARE

Scotland Health Care System and the staff of Scotland Urgent Care Center welcome full-time Physician Assistant Sarah Gainey.

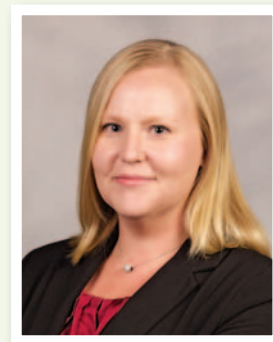
"Providing urgent medical care is exciting and keeps you on your toes," says Gainey. "I find it personally rewarding to help patients because I can make an impact when they are experiencing an urgent health issue."

Gainey graduated with a master's of medical science degree from the Methodist University Physician Assistant Program in Fayetteville, N.C. She comes to Scotland Urgent Care Center with more than eight years of medical experience. Most recently, she worked for Doctors Making House Calls, a company whose medical providers make urgent care and general family medicine visits to patients in the home or assisted-living facility. Typically, patients who use this service are home bound or have difficulty getting to a doctor's office.

Gainey is married to Jerry Gainey, a heavy-duty mechanic. They have two young boys, Colten and Carson. In her free time she enjoys reading, going to the beach, and fishing with her family.



Dr. Anna Hade Duncan



Sarah Gainey, PA-C

HERE WHEN YOU NEED US

Scotland Urgent Care Center is open seven days a week, from 8 a.m. to 6:30 p.m., and is located in the Community Health and Rehabilitation Center, on the east side of the hospital campus. Appointments are not needed to see a provider in the practice. Visit Scotland Urgent Care Center for medical problems that are urgent but not life threatening. Typical medical problems treated at the facility include: sore throat, fever, flu, infections, broken bones, sprains, and cuts.

For more information about Scotland Urgent Care Center, please call **910-277-8300**.





COMMUNITY BENEFIT REPORT

Providing Care Our Patients Deserve

Scotland Health Care System's 2014 goal was to provide consistent quality health care services to every patient every time. While we are not perfect, we always strive to ensure our patients receive the care they want and deserve.

Instituting daily safety calls among representatives from areas throughout the hospital helped to identify immediate patient issues. A successful Lean event implemented daily interdisciplinary rounds with Hospitalists and all key disciplines, greatly improving collaborative patient care and hardwired nurse-to-nurse patient transfers from the Emergency Center to the floors and at shift change.

A hospital patient portal and a portal for our seven network practices provided patients access to their hospital and physician medical records. These portals make it possible for patients to see exactly what is in their medical record when and where they choose.

WHAT DOES ALL THIS MEAN?

It means that Scotland Memorial Hospital earned recognition as a 2013 Top Performer on Key Quality Measures® by The Joint Commission, the leading accreditor of health care organizations in the U.S. We attained and sustained excellence in accountability measured performance for heart attack, heart failure, pneumonia, and surgical care.

It means that Scotland ranked second of all of the Carolinas HealthCare System hospitals in providing value-based purchasing, a critical Medicare Pay-for-Performance system.

It also means that we reduced hospital readmissions by 25 percent.

And, it means that we successfully passed two unannounced state surveys. All proof that quality care is the norm at Scotland Memorial Hospital.

Scotland Memorial's Emergency Center (EC) treated approximately 47,000 patients in 2014, almost double the number for which it was built. Despite that, the EC staff reduced its "Leave without Being Seen" rate from over 11 percent to 1.1 percent.

Dr. Douglas Niderostek, the Center's medical director says, "We consistently average less than 140 minutes for patients being discharged, numbers that are significantly below the national standards."

With a projected 2 to 4 percent growth rate, the renovation project the Center is undergoing should increase the EC's capacity for the next six to 10 years. The three-phase project provides additional bed capacity, a separate and secure area for involuntarily committed behavioral health patients, and a more open, yet safe registration area with a triage nurse available as the first Emergency Center staff member to see patients upon arrival. Renovations should be completed by the end of 2015.

Our ER Express program allows patients with non-life-threatening illnesses or injuries to schedule an appointment in the Emergency Center at scotlandhealth.org. Patients may remain in the comfort of their home while waiting to be seen, rather than the EC waiting room.

Providing Care, *continued*

SCOTLAND PHYSICIANS NETWORK

Continuity of care leads to satisfied patients. Scotland Physicians Network's seven medical practices and the hospitalist group strive to provide the same quality care across the System. Under the leadership of Nena Menscer, Network Executive, the practices continue to grow with several of the facilities undergoing renovations to accommodate increased numbers of both patients and medical providers. The Network performed 23 percent and nearly \$1.5 million better than forecast, employing 30 physicians and advanced clinical providers and more than 120 staff members.

TOTAL NUMBER OF VISITS AT THE NETWORK PRACTICES

Medical Practices	Total Number of Visits	Number of Providers
Harris Family Practice	15,437	5
Marlboro OB/GYN	3,389	2
Maxton Family Practice Center	8,778	4
Pembroke Family Practice Center	11,949	4
Scotland Health Care Center	5,741	3
Scotland Hospitalists	19,148	8
Scotland Surgical & GI	9,377	4
Wagram Family Practice Center	2,656	1
TOTAL	76,475	31

AN EXCELLENT PATIENT EXPERIENCE

Understanding that every patient's experience is unique, we've strived to ensure that each experience is also an excellent one.

Our new "Quiet for You" campaign more than doubled the level of patient satisfaction for hospital noise. During specific quiet hours, we silenced the noise by:

- Using the overhead paging system for emergencies only
- Setting staff phones to vibrate
- Closing patient doors in safe conditions

Staff, visitors, and even patients are held accountable in order to ensure we provide a quiet environment conducive to healing.

STRATEGIC GROWTH

At the top of the list for growth opportunities is the new **Marlboro Medical Complex** in Bennettsville. Using Lean Principles, hospital

officials and community members came together to discuss what patients want and value in a medical facility.

Menscer says, "This facility is planned with the patient in mind. It will provide access to expanded primary care services and specialty care in one central medical office building. The complex will include laboratory and imaging services, as well as improved handicapped parking, wider hallways for wheelchair access, increased privacy in the patient rooms and during check-in and check-out, a separate well-waiting room, and a community conference center. We have designed it to streamline the providers' steps for better productivity and will decrease patients' door-to-discharge time to no more than 60 minutes. The expected completion date is December 2015.

Scotland Cancer Treatment Center expanded its affiliation with Duke Medicine to include radiation oncology. Joining the staff were Doctors Andrew Brown and Beth Lindsay, experienced, board-certified radiation oncologists.

"This is an exciting evolution of Scotland Cancer Treatment Center," says Dr. Kelvin Raybon, medical oncologist. "Staffed by both medical and radiation oncologists that are all Duke faculty members, Scotland Cancer Treatment Center continues to provide high-quality cancer care with all the additional benefits of the Duke system, such as clinical trials, specialized surgical care, education, and support."

Scotland Cancer Treatment Center and the Rehabilitation Department added the **STAR Program**® to its services for cancer patients. STAR provides cancer patients tailored rehabilitation exercises in order to help them to function at an optimal level whether their cancer is cured or in remission.

OUR MEDICAL PROVIDERS

We are delighted with the addition of these new medical providers:

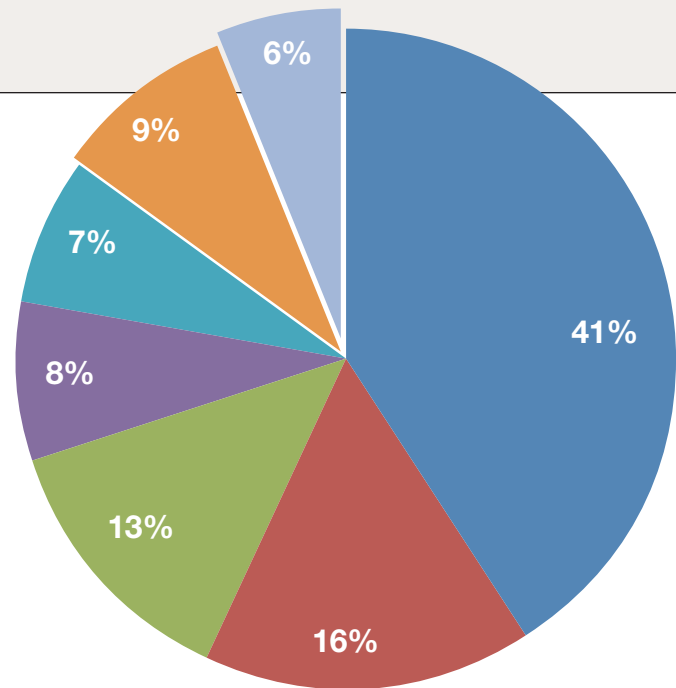
- Dr. William Harris, board-certified cardiologist, FirstHealth Cardiology
- Dr. Sarah Young, board-certified internal medicine physician, Hospitalist
- Mike Cox, PA-C, Maxton Family Practice Center
- Sarah Gainey, PA-C, Scotland Urgent Care Center
- James "Tony" McBryde, PA-C, Scotland Surgical & GI
- Gye S. Mitchell, FNP-C, Scotland Health Care Center
- Leslie Oxendine, FNP-C, Harris Family Practice
- Matthew Thompson, FNP-C, Maxton Family Practice

OUTSTANDING FINANCIAL PERFORMANCE

Scotland Health Care System experienced its strongest operating performance in many years, closing 2014 with a 6 percent operating margin and a 7 percent increase in commercial patients.

Net Operating Revenue

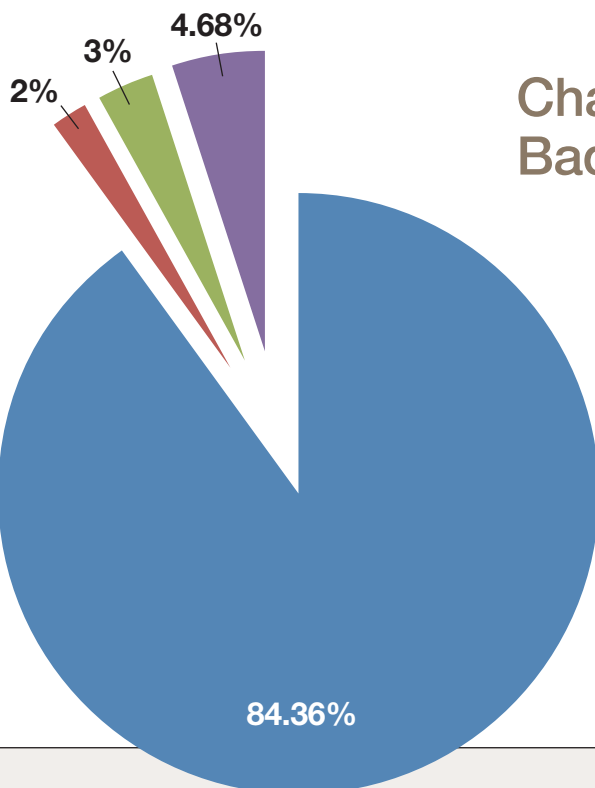
For fiscal year 2014 (October 1, 2013, to September 30, 2014), Scotland Health Care System had \$409,392,000 in gross patient services revenue. Of this amount, there was \$247,096,000 in contractual adjustments; \$7,964,000 in charity adjustments; and \$38,767,000 in bad debt and uninsured discount adjustments. Total net operating revenue, including net patient service revenue, other revenue, and grants, was \$119,869,000. The following chart illustrates how the net operating revenue was distributed:



Salaries and benefits	
Professional fees	
Supplies	
Depreciation and interest	
Utilities, insurance, and other expenses	
Purchased services	
Net operating margin	
TOTAL	

FY 2014	
\$48,917,000	(40.81%)
\$18,913,000	(15.78%)
\$16,057,000	(13.40%)
\$9,284,000	(7.75%)
\$8,722,000	(7.28%)
\$10,658,000	(8.89%)
\$7,318,000	(6.10%)
\$119,869,000	(100%)

FY 2013	
\$55,738,000	(46.98%)
\$19,823,000	(16.71%)
\$15,409,000	(12.99%)
\$8,857,000	(7.46%)
\$8,205,000	(6.92%)
\$10,591,000	(8.93%)
\$27,000	(0.02%)
\$118,650,000	(100%)



Charity, Uninsured Discount and Bad Debt as a Percent of Expense

Total Expense less charity, uninsured discount and bad debt	\$101,116,000	84.36%
Charity	\$1,949,000	1.63%
Uninsured discount	\$3,880,000	3.24%
Bad debt	\$5,606,000	4.68%
Total	\$112,551,000	93.91%

2014 Financial Results

	FY 2014	FY 2013
Discharges		
Adult & Pediatric	4,818	5,537
Special Care Nursery	70	86
Inpatient Rehab	105	127
Total	4,993	5,750
Patient Days		
Adult & Pediatric	17,449	19,515
Special Care Nursery	491	594
Inpatient Rehab	1,307	1,488
Total	19,247	21,597
Observation Patients	2573	2756
Number of Deliveries	683	663
Cardiac Catheterizations	410	430
Lithotripsy	88	109
Wound Center New Patients	351	308
Scotland Endoscopy Center Patients	395	284
Surgeries		
Inpatient	1,414	1,431
Outpatient	3,758	3,579
Total	5,172	5,010
Emergency Center Visits		
Inpatient	3,392	4,126
Outpatient	43,922	42,067
Total Emergency Center	47,314	46,193
Urgent Care/Occupational Health Visits	13,082	13,336
Rehabilitation Services	69,166	59,122
Cardiac Rehabilitation	9,418	5,757
Cancer Center New Patients		
Chemotherapy–Patients	327	359
Radiation Therapy–Patients	546	495
Volunteer Hours		
Adult	19,479	16,846
Juniors	4,131	4,965

LEAN CULTURE

Through a structured program first developed by Toyota, the System's associates are learning to use a problem-solving methodology to define problems areas, address waste, and streamline procedures.

Robin Crump, Director of Scotland's Operational Excellence, leads the Lean effort. She explains, "Lean operates on the fundamental premise of using data rather than assumptions, guesses, or estimates. The use of data removes ambiguities from the process to determine the starting point of change. We're not trying to correct mistakes but to improve the way we provide services."

Nineteen Rapid Improvement Events resulted in \$1.9 million documented savings from improved collections, supply standardization, and labor efficiencies.

COMMUNITY SUPPORT

Scotland Health Care System continues to give back to the communities we serve in many ways. With the support of Scotland Memorial Foundation and its fundraising efforts, community members receive free health care screenings, attend community programs and support groups, and receive patient assistance funds. The System and its associates support many community agencies both financially and with their service.

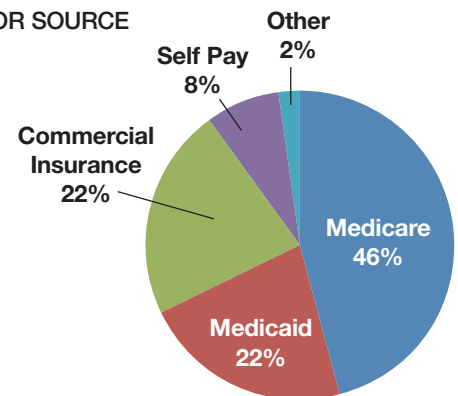
OUR CHALLENGES

Federal, state, and commercial payments continue to be reduced, including the recent reductions in state Medicaid payments and the uncertainty of the Affordable Care Act (Obamacare). The System's own costs for labor, technology, and supplies are growing with no expectation for slowing. This is due partly to routine price increases, but more so due to the advances in medical equipment, treatment and drugs that our community deserves and expects.

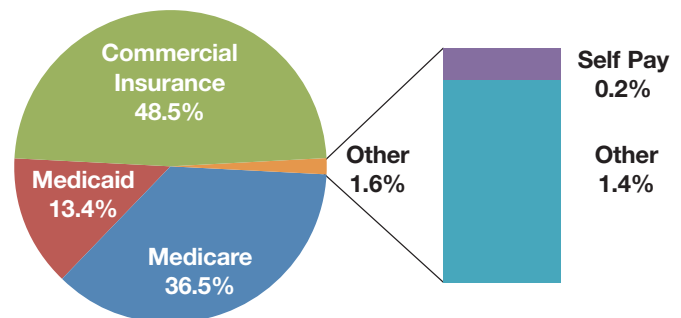
More patients are becoming Medicare eligible which means a greater proportion of our patients will pay us less than our costs as they move out of commercial payment systems into Medicare. Lifestyles, behaviors, and diets will also play a role in rising health care costs.

Payor Source Information

PATIENTS BY PAYOR SOURCE



PAYMENTS BY PAYOR SOURCE



Emergency Center Renovation Enters Third Phase

With the waiting room remodeled and the addition of a separate and secure area of four beds for involuntarily admitted behavioral health patients completed, Scotland's Emergency Center (EC) renovation will enter Phase 3 late this summer. This renovation creates a new and more open, yet safe registration area, allowing patients the opportunity to meet first with an EC triage nurse.

"Our EC consistently averages a less-than-140-minutes rate of door-to-discharge time," says Karen Carlisle, RN, EC Director. "These numbers are significantly lower than the national average. Based on current treatment times, this capacity will allow us to treat up to about 65,000 patients per year. This renovation should accommodate a projected 2 percent to 4 percent growth rate for the next six to 10 years."

Also offered in the Emergency Center is the ER Express Program. The ER Express Program allows patients with non-life-threatening illnesses or injuries to make an appointment for a visit to the EC. While typically not useful during busy times like



this year's flu season, use of ER Express is growing, and patients are extremely pleased with the program, saying they are 100 percent likely to recommend the service to a friend.

Appointments can be made using ER Express by visiting scotlandhealth.org. Look for the ER Express button on the left side of the home page.

ApolloMD Assumes Management of Scotland Urgent Care Center

ApolloMD, the medical group that staffs Scotland's Emergency Center, has assumed the responsibility to also manage Scotland Urgent Care Center.

Dr. Ronald Dupler, Scotland Urgent Care Center's new Medical Director, is excited about providing patients a quality experience with excellent customer service, saying, "Scotland Urgent Care Center remains in the same location but with a different management style and an improved patient experience. Our plan includes the utilization of proven skills along with the development of new protocols. All this leads to a more streamlined organization, minimizing paperwork and waste. My goal is to make care at Scotland Urgent Care Center a high-quality, satisfying medical experience."

Dr. Dupler and the staff have instituted an improved triage system, leading to a tiered evaluation system. Those patients who need urgent medical care will take priority over those who will be able to wait



for a provider. This experience is similar to the tried-and-true system developed in our Emergency Center.

"Our intentions are to decrease wait times and length of stay at Scotland Urgent Care Center and to provide a more efficient registration method."

Improving customer service and providing quality care and customer service are important to all of us at Scotland Urgent Care Center.

"We want to make patients happy with their urgent care experience," concludes Dr. Dupler. "We look forward to providing quality health care in a true urgent care setting."

QUALITY URGENT CARE

For more information about Scotland Urgent Care Center, please call Scott Hurley, Scotland Urgent Care Director, at 910-277-8300.

Planning Ahead

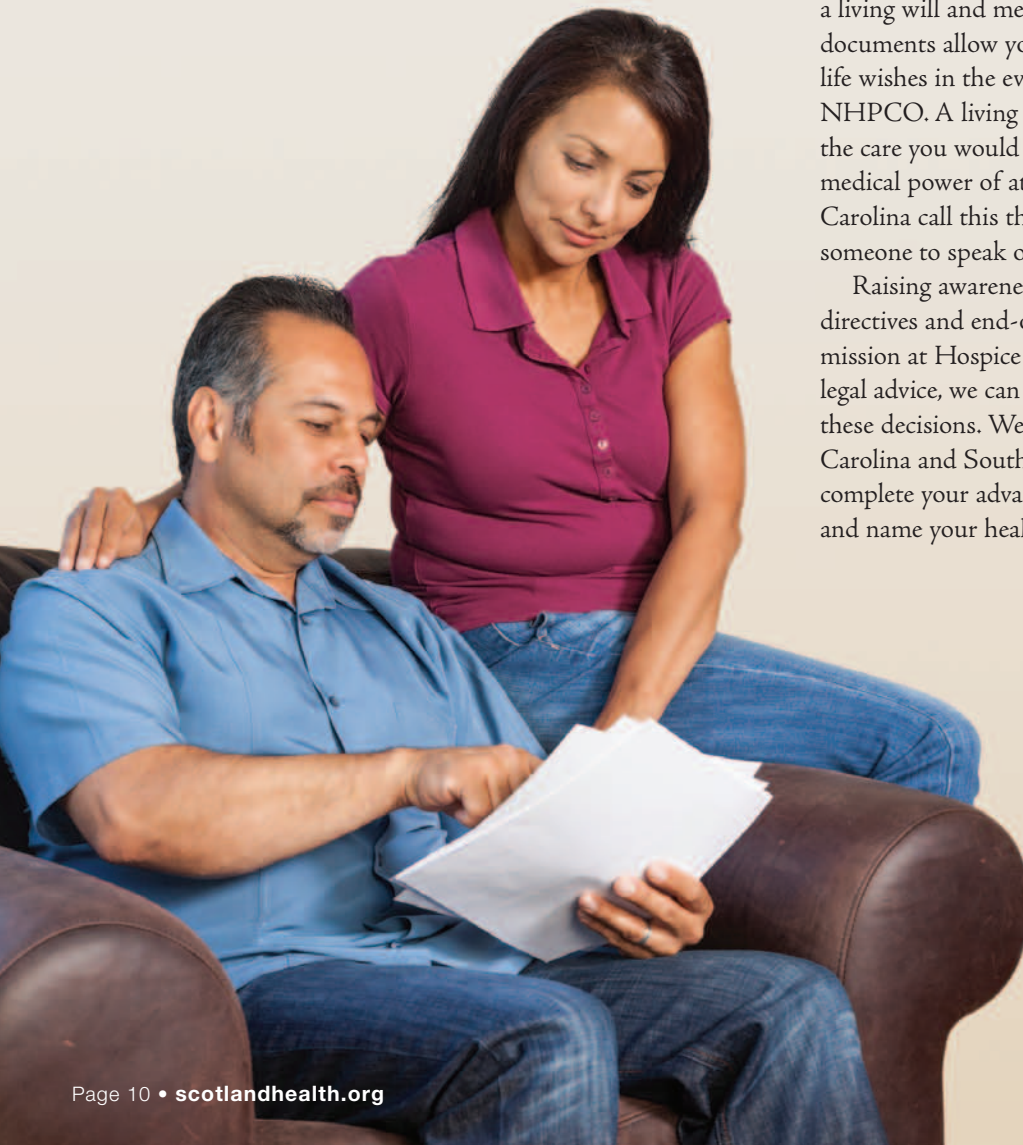
Advance care planning is something everyone should think about.

Imagine an illness or condition that robs you of your ability to communicate with family, friends, and your medical provider. Those who love you would share this feeling of helplessness, especially if they don't know your wishes when it comes to important decisions that need to be made about your health care.

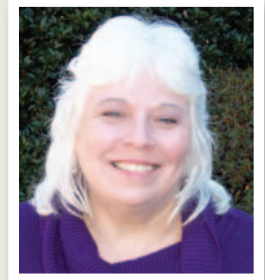
Federal law, as well as the laws in every state, including North Carolina and South Carolina, allows you to express these wishes through advance care planning documents. Despite this, a study published in the January 2014 edition of the *American Journal of Preventive Medicine* found only 26 percent of participants in a national survey had an advance directive.

PEACE OF MIND

Hospice of Scotland County encourages everyone to give some thought to their health care decisions now before a crisis.



"It's so important because it's easier to make these kind of decisions when you are still healthy," says Tanya Williams, Bereavement Coordinator. "Not only does it give you peace of mind, but it takes away a tremendous burden from your family and friends. They won't have to guess what your health care wishes are should you become sick. You've already told them and put it down in writing."



Tanya Williams
Bereavement Coordinator

LEGAL DOCUMENTS

Generally, according to the National Hospice and Palliative Care Organization (NHPCO), the term advance directive refers to a living will and medical power of attorney. These two legal documents allow you "to plan for and communicate your end-of-life wishes in the event that you are unable to communicate," says NHPCO. A living will gives you a chance to express, in writing, the care you would or would not want in a medical crisis. The medical power of attorney (both North Carolina and South Carolina call this the health care power of attorney) appoints someone to speak on your behalf and make decisions if you can't.

Raising awareness in our communities about advance directives and end-of-life decisions is an important part of our mission at Hospice of Scotland County. While we don't offer legal advice, we can help you think about the factors that go into these decisions. We also provide forms that are valid in North Carolina and South Carolina that make it easy for you to complete your advance directives, express your health care wishes, and name your health care power of attorney.

MAKE YOUR WISHES KNOWN

To find out more and take the steps toward making these important decisions, call Hospice of Scotland County at **910-276-7176**.

Urology Coverage Expanded at Scotland Health Care System

Scotland County residents can rest assured they have no need to travel out of the area for high-quality urological care. Seven board-certified urologists offer convenient urological care to patients of all ages, right here in Laurinburg.

Dr. Antonios “Tony” Karamalegos of Scotland Urology established his private practice in Laurinburg in 1989 and has since provided urological care to men, women, and children. He continues to provide the same excellent care and is currently taking new patients.

Scotland Health Care System is pleased to announce that in addition to Scotland Urology, a second medical practice will provide care. The six board-certified urologists of Pinehurst Surgical will open a medical practice at 521 Lauchwood Drive, in Dr. Moses’ former building. Effective April 29, 2015, these physicians will offer office hours three days each week.

The physicians at both of these medical practices provide treatment and management for a wide variety of urological conditions, including:

- Urologic cancer
- Men’s bladder and prostate diseases
- Kidney, ureteral, and bladder stones
- Pediatric urology
- Sexual problems
- Male infertility
- Incontinence
- Laser and shock wave lithotripsy for kidney stone treatment
- Vasectomy and vasectomy reversal

Local residents who are already established with one of the Pinehurst urologists now have the convenience of seeing their doctor in Laurinburg, if he or she so chooses.

Seeing an urologist in Laurinburg also offers patients the convenience of having any necessary imaging tests and laboratory work at Scotland Memorial Hospital. In addition, plans call for the mobile lithotripsy unit to increase to weekly services.

SCOTLAND UROLOGY



Antonios Karamalegos, MD

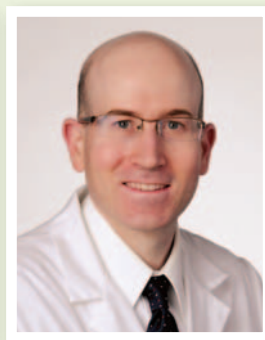
For appointments with Dr. Tony Karamalegos at Scotland Urology, you may call **910-277-8636**.

A Laurinburg phone number for appointments with one of the six urologists of Pinehurst Surgical in Laurinburg is scheduled to be added soon. In the meantime please call the Pinehurst office at **910-295-6831** and request an appointment in the Laurinburg urology practice.

PINEHURST SURGICAL



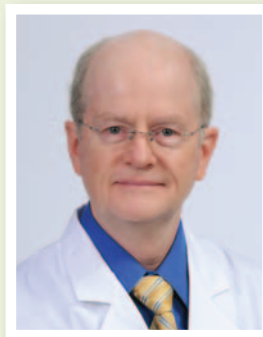
Robert J. Chamberlain, MD



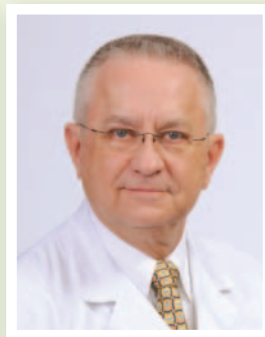
Manlio Goetzl, MD



Greg L. Griewe, MD



C. Robert Lenahan, MD



Bernard M. Stanfield, MD



Geoffrey G. White, MD

Highland Society Recognition Dinner

The Highland Society was created to thank and recognize those people, businesses, and organizations that made significant contributions of \$1,000 or more in the last calendar year. Highland Society contributions touch hundreds of people each year. These gifts fund health projects and programs that offer hope, encouragement, and a healthier way of life, improving and enhancing health care for the communities we serve. On February 19, 2015,

28 new members (*denoted in italics*) were welcomed into Highland Society bringing the total membership to 139.

Financial support at the Highland Society level sets these donors apart as sustainers of our organization. It is with sincere gratitude that the Board of Trustees thanks and acknowledges these faithful and generous donors.

* *Denotes donor is deceased*

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- Dr. and Mrs. Richard Alexander
- Angelo's Care Home, Inc.
- Mr. and Mrs. Sam Baker
- BB&T
- Mrs. Kyle Bethel
- *Bill Evans Company*
- *Scotland Cardiology – Dr. Matthew Block*
- Bob's Jewel Shop, Inc.
- Brady's Flowers
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- *Mr. and Mrs. Frank Buie*
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Volunteers Serve Scotland Health Care System

Dedicated and committed. These words describe the 23 members of the Scotland Health Care System Board of Trustees. These men and women serve the communities they represent in a field that is highly regulated, often confusing, but incredibly rewarding.

The 2015 Board of Trustees are:

Dr. Richard Alexander, Kyle Chavis, Dr. Ray Chavis, Milton Farmer, David Harling, Betty Hasty, Becca Hughes, Bobby Hinson, Charles Jenkins, Joshua Malcolm, Dr. Steve Lanuti, Allen McLaurin, Jeff Mercer, Ken Nichols, Dr. Mike O'Donnell, Dr. Kelvin Raybon, Dr. Donna Richardson, Jane Rogers, Dr. Jonathan Rowson, Chip Shyle, Cam Stone, Mike Vinson, and Nancy Walker.

INTRODUCING THE BOARD'S 2015 OFFICIALS

Mike Vinson now serves as Chairman of the Board. The Chairman's role requires a commitment of an incredible amount of time and one that Vinson regards as serious business. "It's not a role that can be entered into lightly. Health care is very complicated with serious decisions to make," he says.

Board leadership candidates must commit to six years of service, two as the Treasurer, two as the Vice Chair. He is now serving another two years as the Chairman.

Vinson credits the strength of the system to those who previously served. "We've been left with a good foundation from those who went before us. And we are laying the foundation for the next 20 or 30 years."

Vice Chair **Jane Rogers** says her family has received all of their health care at Scotland Memorial. "So when asked to join its Board, it made sense to serve. I do this because it's important work. Marlboro County has more limited health care options, and Scotland delivers quality health care with a not-for-profit mindset."

Rogers brings years of healthcare experience to her leadership role. With a degree in health care financial management and work



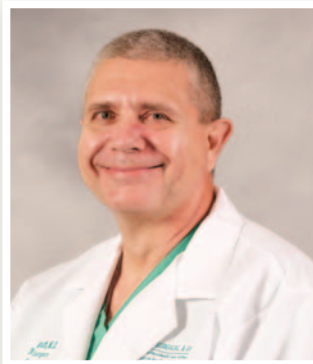
Mike Vinson



Jane Rogers



David Harling



Dr. Stephen Lanuti

experience with BlueCross BlueShield of South Carolina and Saint Eugene Community Hospital, she is well qualified for this role. She credits her current position on the System's Board to her experience and to her volunteer work with Hospice of Marlboro County and the Charities Trust Board.

Treasurer **David Harling** has served on the system's Board for the past six years. He will now serve an additional two years as Treasurer.

The Scotland County native says, "I think everyone should give back to their community. We must have a strong hospital system to address the needs of the communities we serve, with a great team of individuals to improve the health care we provide. Health care is often complicated and highly regulated by government and by the industry's standards. However, I find it incredibly rewarding to be able to serve Scotland Health Care System."

There are a great many men and women who volunteer their time and expertise to the health care system. From those who greet visitors to board members, whether it's the Health Care System, the Foundation, or Hospice, each does so because of their care for other people. It's a powerful responsibility. It's an amazing group of dedicated people.

CHIEF OF STAFF NAMED

Dr. Stephen Lanuti, General Surgeon, is now serving a two-year term as Chief of Staff. In this role he represents the medical staff in any issues that arise involving the medical community, primarily in the hospital.

He is the liaison between the medical staff, hospital administrators, and the Scotland Health Care System trustees, serving as their advocate to work through any problems that may arise. Dr. Lanuti and the Scotland physicians come together to continue to provide quality care.

Originally from Michigan, Dr. Lanuti and his family relocated to the warmer southern climate in 1996 when he joined Scotland Surgical & GI. He and his family reside in Laurinburg.

The Patient Experience Immersion

Scotland Health Care System and its Board of Trustees are committed to a positive patient-centered culture focused on coordinating care, improving access, convenience, and staff behaviors.

The strategic alignment of these key operational initiatives has provided our team with a heightened awareness of the patient's perception. Because of this we are better managing patient expectations, providing necessary service recovery, promoting quality care and recognizing exceptional caregivers.

One of the most recent initiatives that we have launched is the Emergency Center's Patient Experience Immersion Project, aimed at improving each patient's experience. This 10-week immersion project is a collaborative effort with our providers and staff to hardwire a compassionate, patient-centered culture in the Emergency Center that goes beyond the excellent care that is already provided here at Scotland Health Care System.

This project introduced providers and staff to several new interpersonal communication techniques as well as relationship-building tools that have been proven to be the best practices to enhance the patient experience. Each provider and associate plays a vital role in the experience of each and every patient. We expect that every patient's experience is met with a team of caregivers who are responsive to the needs of our patients and families. This will provide an excellent patient experience, always.

In addition to the Emergency Center's Patient Experience Immersion, Outpatient Services has begun implementing numerous strategies for improving the Patient Experience

through hospitality and empathy. If you have recently entered Scotland Memorial Hospital through the Outpatient entrance, you were most likely warmly approached and welcomed and even escorted to your treatment area by Rhonda McDonald, Scotland's new Patient Experience Hospitality Navigator. Although new to the Patient Experience Hospitality role, McDonald is not a stranger to Scotland. She has seventeen years of experience as a Health Information Management associate with Scotland Health Care System. In addition to welcoming each customer, McDonald makes daily rounds through the Outpatient Waiting Room and treatment areas, monitoring the progress of care for patients and their family members. She is a liaison between patients and the hospital through which patients/families may provide feedback, ask questions, and express concerns. McDonald states that her goal in this new position is, "to make each patient and family member feel more 'at home,' helping to decrease any uncertainty or anxiety that they may have."

McDonald adds, "I want each person to feel like they have somebody they can turn to whether it is to share good news or a shoulder to cry on. I am here for the patient."

To talk with a member of the Patient Experience team, you may call **910-291-7554**.

 **LEARN MORE**

For more information about Scotland Health Care System's Patient Experience Immersion Project, call Sonja Frye at **910-291-7554**.



Rhonda McDonald (left) has joined the Patient Experience team with Sonja Frye.

Scotland Establishes Fracture Liaison Service, Post Fracture Prevention Program

Last fall local Orthopedist Dr. Ralph Carter; Physician Assistant Phyllis Wilson; Scotland Memorial Hospital's Orthopedic Nurse Navigator April Grice, RN; and Hospitalist Dr. Sohail Lateef attended a Fragility Fracture and Orthogeriatric Conference in Miami, sponsored by the AO North America.

The conference provided the education for Scotland Memorial Hospital and OrthoCarolina Scotland to implement a standardized process for all fragility fractures treated at Scotland Memorial. This streamlined process allows close collaboration between the attending physicians, orthopedic surgeons, primary care physicians, and other professionals involved in the management of these patients, as it is essential for effective treatment.

Following the conference, Scotland Memorial's team implemented a highly interactive system-based approach that allows staff to treat challenging areas such as metabolic bone disorders, osteoporosis, arthritis, and other medical conditions.

THE EFFECTS OF FRACTURES

Anyone who has experienced a broken bone understands the problems associated with them: decreased mobility, limited movement, and pain. For older adults, a broken bone often leads to another fracture.

Dr. Carter says that studies show that anyone age 50 or older who suffers a fragility fracture—a bone break sustained in a fall from a standing height or less—is two to five times more likely to experience a second fracture than someone who hasn't had one. The odds are even higher that a person who has suffered two such fractures will have a third. Treatment plans for patients with fragility fractures may be long and difficult, and may include physical therapy, bracing, bed rest, steroid injections, and/or surgery tailored on an individual basis.



Orthopedic Navigator April Grice, RN;
Dr. Ralph Carter; and Physician
Assistant Phyllis Wilson

Dr. Carter says that the underlying cause for the majority of these non-traumatic fractures is osteoporosis, a progressive disease that decreases the weight and density of bones, making them more brittle. Because osteoporosis doesn't have any obvious symptoms in most cases, it isn't noticed until a fracture occurs. The National Osteoporosis Foundation reports there are more than 2 million fragility fractures in the United States each year—more than the number of heart attack, stroke, and breast cancer cases combined.

MULTISPECIALTY APPROACH

The Fracture Liaison Service (FLS) is a multispecialty, preventive care program designed to foster bone health in older adults, thereby reducing the risk for fragility fractures. Dr. Carter states, "FLS programs incorporate three important aspects of health care that are being emphasized today—prevention, coordinated care, and personalized medicine. They have been proven to be very successful in reducing the number of fragility fractures."

The FLS provides "full-perspective care coordination," including gathering patient information, developing therapy plans, guiding patients through the program, and


keeping all of the doctors and other caregivers informed about patient status.

Once test results are collected and analyzed, the patient receives an individualized treatment plan that may include:

- An exercise program
- Dietary and lifestyle recommendations
- Non-prescription supplements
- Prescription medications

The plans are geared toward increasing bone health and decreasing the risk for future breaks.

Dr. Carter added, "Fragility fractures can significantly damage an individual's quality of life and contribute to other serious health problems, even death. Through this new FLS and the Post Fracture Prevention Program, we hope to decrease the number of adults who present to the Emergency Center with a fracture and help to prevent future fractures in those who may already have osteoporosis."

 For additional information about the Fracture Liaison Service Program, please call April Grice, RN, Orthopedic Navigator, at **910-373-2154**.

Marketing Campaign Earns Award

Facebook, Twitter, YouTube, blogs, and digital ads have been added to the traditional newspaper, radio, magazine, and television ads. Hospitals are looking for new avenues to market and advertise. That's why when Scotland Health Care System earned a Gold Wallie Award from the Carolinas Healthcare Public Relations and Marketing Society (CHPRMS) for its orthopedic digital campaign, recipients Flora McCook and Karen Gainey were quite pleased this professional organization recognized their marketing efforts.



Scotland Health Care System
500 Lauchwood Drive
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11th Annual FUNd Run-4-Life Presented by Service Thread

On April 25, 2015, FUNd Run-4-Life participants will wind through the scenic campuses of Scotland Memorial Hospital, St. Andrews University, and Scotia Village, meander around manicured neighborhoods and enjoy the beauty of the tranquil countryside. For the 11th year avid runners, fitness fanatics as well as those new to the world of exercise will gather on the campus of Scotland Memorial Hospital for the 11th annual FUNd Run-4-Life. Once again, through the generous support of presenting sponsor, Service Thread, there will be an event for everyone at every fitness level: a half marathon, a 5K run/walk, and a 1-mile fun walk.

Family-friendly activities for kids of all ages and a T-shirt with each paid registration


will round out the day of fun and fitness. Awards will be given to the overall winners in the half marathon and 5K, as well as to the top finishers in different age brackets. More than 500 participants, spectators, and volunteers are expected for this fun-filled morning of fitness.

In addition to promoting wellness through exercise, this event raises funds to support programs of Scotland Memorial Foundation. This year, funds will be used to support two community programs.

Funds will again be allocated to enhance and support community health-education programs focused on addressing the growing trend of diabetes in children and adults.

Funds will also be used to expand special programs available through Scotland Cancer

Treatment Center. Currently, patients have access to physical and mental healing activities through dance therapy and art therapy programs. With your help, through successful fundraising efforts, it is anticipated to grow these special therapeutic services, as well as add other programs including music, massage, and pet therapy.

 Grab your friends, family, and neighbors for a morning of fitness fun at the 11th Annual FUNd Run-4-Life. For more information and online registration visit scotlandhealth.org or call the Foundation Office at 910-291-7543. We look forward to seeing you for the festivities on April 25!