



# Lakewood Hospital

Your life is our life's work.



The Stroke Team celebrates Lakewood Hospital's designation as a Primary Stroke Center.

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quality

service

teamwork

**2004 Community  
Report**



# Lakewood Hospital

Your life is our life's work.



## Patients First

Written by Cleveland Clinic co-founder William Lower, M.D. in the 1920s

A patient is the most important person in the institution.

A patient is not dependent on us – we are dependent on them.

A patient is not an interruption of our work day – they are the purpose of it.

A patient is not an outsider to our business – they are our business.

A patient is a person and not a statistic.

Dear Friends,



We are pleased to report that 2004 was an outstanding year for Lakewood Hospital and its vision to be “the best place to receive care, the best place to practice medicine and the best place to work.” Once again, we experienced significant growth as more patients selected Lakewood Hospital for their health care and more physicians chose Lakewood as a place to practice medicine.

One of the most significant events of 2004 was the appointment of Delos “Toby” Cosgrove, M.D., as the new CEO and president of the Cleveland Clinic. In this role, Dr. Cosgrove serves as the leader of all of the hospitals, health centers and 33,000 employees that comprise the Cleveland Clinic Health System. Dr. Cosgrove assumed his new duties following a transition period spent working with Floyd D. Loop, M.D., who retired after 15 years of service. We are extremely grateful for the leadership that Dr. Loop provided during his tenure.

In preparation of his new duties, Dr. Cosgrove visited with administrative and medical staff leadership and toured Lakewood Hospital facilities. In his October inaugural address, Dr. Cosgrove said, “I am excited about this opportunity because I am passionate about excellence in health care.” He went on to say that the path to the future is paved with innovation, quality, service and teamwork. He ended his presentation with a challenge to all employees to put patients first. “Patients First is the irreducible core of what the Cleveland Clinic has always been about from its very beginnings,” he said. (See “Patients First” sidebar at left.)

Lakewood Hospital experienced a leadership change, too, as Rick Stelzer left his position as the hospital’s chief administrative officer. Jack Gustin, who served most recently as chief operating officer for the Cleveland Clinic Health System – Western Region, was appointed the hospital’s new CAO. Jack began his health care career as a paramedic at Lakewood Hospital and has held leadership positions as chief administrative officer at several hospitals.

Indeed, 2004 was an exceptional year for Lakewood Hospital. We extend special thanks to our employees, physicians, trustees, volunteers and the Lakewood Hospital Foundation for their extraordinary commitment in support of our mission. Their dedication has enabled us to achieve outstanding success for our patients and for the communities we are privileged to serve.

We hope that you take a few moments to review the following pages to see how Lakewood Hospital built upon the four cornerstones of innovation, quality, service and teamwork to put “Patients First” during 2004. Thank you for your support and interest.

Sincerely,

**Fred M. DeGrandis**  
Chief Executive Officer  
The Cleveland Clinic Health System  
– Western Region

**Jack Gustin**  
Chief Administrative Officer  
Lakewood Hospital

# innovation and growth

*"Innovation is in our DNA... The future belongs to those who seize the opportunities created by innovation."*

— **Toby Cosgrove, M.D.**, CEO and President,  
The Cleveland Clinic

**Cardiac Services Expand** – Lakewood Hospital made significant improvements to its cardiac services in 2004 with a \$3 million investment for physical refurbishments and expansion. The Heart Center's recent expansion resulted in a 2,800-square-foot, state-of-the-art, digital catheterization laboratory. Enhanced cardiac surgery services also include a dedicated pacemaker and defibrillator procedure room; a new bypass machine; upgrades to the cardiovascular operating room suite; and additional staff, including a second perfusionist. Lakewood Hospital's cardiac volume grew in 2004 to 2,160 invasive cardiac procedures and 1,031 catheterization cases, a combined 32 percent increase over 2003. In addition, there was a 25 percent increase in the number of electrophysiology studies conducted to determine heart rhythm problems.



Representatives from a hospital in Norway, which learned about Lakewood's cardiac services capabilities on our Web site, traveled thousands of miles to get a first-hand look at our facility.

**Heart Failure Center Opens** – Also in 2004, Lakewood opened a Heart Failure Center to provide one-on-one outpatient treatment for congestive heart failure patients. Key components of care are infusion therapy (medications), telemanagement (encouraging patients to call in and talk with a nurse practitioner when symptoms arise) and education, including aggressive dietary consults. The overall goal for this new program is to reduce the number of heart failure re-admissions.



Lakewood Hospital leadership cut the ribbon to the new catheterization lab.

**Imaging Results in Improved Care** – With state-of-the-art imaging equipment in the renovated angiography suite, which includes the Cleveland Clinic Endovascular Neurosurgery Center, our physicians use detailed three-dimensional views of patients' problem areas to determine the least-invasive procedure for the most-effective outcome. Patient volume in the angiography suite increased 15 percent, from 514 patients in 2003 to 604 patients in 2004.



Staff from the Cleveland Clinic Endovascular Surgery Center at Lakewood.

**Post-operative Care for Joint Replacement Surgery** – Patients who have undergone total joint replacement surgery require specialized post-operative care. In response to this need, Lakewood Hospital established a total joint replacement unit in 2004. This unit, which occupies separate space on the Acute Rehabilitation Unit, comprises four private rooms set aside from the acute rehab unit. With the new Total Joint Replacement Unit, patients are cared for by specially trained staff.

**New Initiatives for New Mothers** – Lakewood Hospital provides mothers-to-be a range of services from prenatal classes to home visits. The hospital's Birthing Center includes attractive private birthing rooms equipped to accommodate a family member who may choose to remain overnight. The Birthing Center's relationship with their patients continues even after the moms and babies leave the hospital. As a result of the success of the long-established "Nursing Moms Chat," a second support group, "New Moms Chat" was started in 2004 to provide a setting for any mom who wishes to meet

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Staff in the Total Joint Replacement Unit provide specialized care.

other moms, compare tips on baby care, socialize with her peer group and offer and receive support. The Birthing Center also offers outpatient lactation consults and jaundice checks for newborns. With both of these services in place, families are able to return to the Birthing Center with their babies for help with breastfeeding or nurse assessment of jaundice. A new service, water birth, was introduced in late 2004 and will be fully implemented in 2005. This birthing procedure enables a pregnant woman to undergo labor and birth in water immersion. Lakewood Hospital delivered 782 babies in 2004, a 14 percent increase from 2003. The Lamaze program grew by 33 percent, and home visits increased 18 percent.

### Acute Rehabilitation

**Unit** – Lakewood’s 15-bed Acute Rehabilitation Unit has received three consecutive three-year accreditations from the Commission on Accreditation of Rehabilitation Facilities, and is the only CARF-accredited program on the West Side. With 401 patients treated in 2004, the Acute Rehabilitation Unit consistently receives high satisfaction scores, with 92 percent of all patients indicating that they would recommend the unit to others. Patients recovering from neurological disorders, strokes, joint replacements, fractures and amputations receive comprehensive care in this unit. Care is patient- and family centered and designed to maximize patients’ functional ability and quality of life.



Care in the Acute Rehabilitation Unit is patient-centered.

**Comprehensive Surgery Program** – The surgical staff at Lakewood Hospital specializes in 13 surgical services and provide surgeries such as placement of tubes in the ears of children, tonsillectomies, cataract extraction, hernia repair and retinal surgery to more complicated major surgeries such as open heart for bypass and valve replacement, carotid endarterectomies, aortic stent grafting for aneurysms, major maxillofacial procedures as well as dozens of technologically advanced diagnostic or treatment procedures, including those for general, orthopedic and neurosurgery. In 2004, a combined total of 6,170 surgeries were performed, with 2,667 inpatient and 3,503 outpatient cases. These surgeries included 963 orthopedic cases, 517 ophthalmologic surgeries and 59 open-heart cases. In addition, 2,214 endoscopies – 1,351 as inpatients and 863 as outpatients – were performed in 2004.

**New Stent Graft Introduced** – Lakewood’s first-ever endovascular stent graft repair of an abdominal aneurysm was performed in 2004. The stent graft works like a durable new lining inside the abdominal aneurysm to prevent it from stretching and bursting, leading to a life-threatening situation. While an abdominal aneurysm traditionally requires surgery of up to five hours and requires a 10-day hospital stay, the new stent-graft procedure lasts about 90 minutes with a stay of only one or two days.

**Lab Adds New Tests** – During 2004, Lakewood’s clinical laboratories completed 849,816 lab procedures. In addition, the lab introduced three new screening tests to help improve the quality of life. The quantitative D-Dimer is used for coagulation studies to help detect deep-vein thrombosis and pulmonary embolism. The second test, the Platelet Function Screening study, is a screening test to help determine if platelet function is affected by daily aspirin regimen and other coagulation disorders. In addition, the lab implemented a Rapid Screening test for flu. Lakewood’s clinical laboratory is certified by the American College of Surgeons.

**Emergency Services** – To better serve our young patients, Lakewood Hospital’s Pediatric Express Care underwent aesthetic improvements in 2004. Located inside the Emergency Department, the Pediatric Express Care staff includes board-certified pediatricians and dedicated registered pediatric nurses specially trained to care for the injuries and illnesses of children. Lakewood and Fairview Hospitals are the only designated Level II Trauma Centers in the West Shore Communities. This achievement recognizes our dedication to providing the highest quality care for injured patients. Lakewood’s Emergency Department experienced 39,925 visits during the year.



From left, Jack Gustin, chief administrative officer of Lakewood Hospital, with Cleveland EMS Commissioner Edward Eckart and Dr. Tom Collins, medical director of Cleveland EMS, at the paramedic class graduation.

### EMS Academy

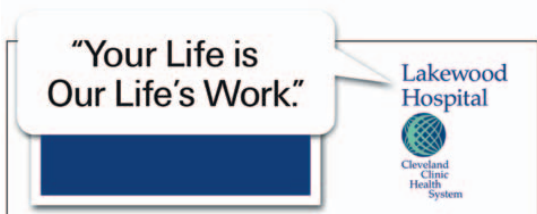
**Opens** – Innovation in education is also the theme for the EMS Academy, a partnership of the Cleveland Clinic Health System – Western Region. Opening in May 2004, the Academy has partnered with the resources of Fairview, Lakewood and Lutheran Hospitals to provide initial

training for EMS students, continuing education for EMS professionals and certified intensive care paramedic training for paramedics seeking to advance their careers to the critical care level. Training has already been provided to more than 400 EMS professionals. When fully implemented, the EMS Academy will be the most comprehensive training center in Northeast Ohio for emergency personnel.



The Center for Corporate Health was proud to have played a role in the City of Lakewood's receipt of the Governor's Excellence Award.

**Center for Corporate Health Experiences Growth** – As part of the Cleveland Clinic Health System, Lakewood Hospital, together with Fairview and Lutheran Hospitals, provide their combined experience and resources at a Center for Corporate Health based at each hospital. Each center provides qualified physicians specializing in occupational health as well as experienced occupational health professionals dedicated to managing injured workers health care. Through these three centers, the business community benefits from the most comprehensive occupational health services on Cleveland's West Side. Services are tailored to meet employers' specific needs, and each program is designed to promote employee health, reduce injuries and lower workers' compensation costs. During 2004, Lakewood Hospital's Center for Corporate Health experienced 1,993 occupational health visits, an increase of 25 percent over 2003. Lakewood Hospital's Urgent Care Corporate Health site in Westlake had 2,897 visits, up 15 percent from 2003. In addition, the Center for Corporate Health played a significant role in the presentation of the Governor's Excellence Award to the City of Lakewood for the quality of its workers compensation program.



## quality

*"Today's health care environment mandates continuous improvement in everything that we do."*

— **Marvin Shie, III, M.D.**, *President of the Medical Staff, Lakewood Hospital*

The quality of care provided by Lakewood Hospital is critical to our future success. Therefore, we have undertaken many initiatives to assess the satisfaction of our patients, physicians and employees. In 2004 we were pleased to see increases in all of those areas. Other measures of our quality comes from others – including insurance providers, the Joint Commission on Accreditation of Healthcare Organizations, and other external organizations. All of these measurements are more important than ever to our future.

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quality

service

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### Strong Performance Results in Improved Bond Rating

– In December, Lakewood Hospital was notified that Standard & Poor's Rating Services had raised the long-term rating on the Lakewood Hospital series 2003 bonds to 'A' from 'A-'. This upgrade was awarded based on the continued strong financial performance and sound balance sheet of the hospital as well as the integration of Lakewood Hospital into the management structure of the Cleveland Clinic Health System. Standard & Poor's also raised the rating on Cuyahoga County Ohio bonds issued for the Cleveland Clinic Health System to 'A+' from 'A'. The bond rating upgrade reflected several strategic initiatives undertaken by Lakewood Hospital, including the integration of Cleveland Clinic programs at Lakewood Hospital such as The Cleveland Clinic Endovascular Neurosurgery Center. Other health services have also been recently enhanced at Lakewood including the entire Neuroscience Program, Behavioral Health, Heart Services and the Birthing Center. The increased volume from these services has strengthened Lakewood's overall financial viability.



### Stroke Center Receives Recognition

– Stroke victims need quick evaluation, diagnosis and treatment.

Lakewood Hospital's Stroke Center team has received numerous awards for providing all three at exceptional levels.

In 2004, the team received prestigious recognition from the Joint

Commission on Accreditation of Healthcare Organizations (JCAHO). The JCAHO named Lakewood Hospital a Primary Stroke Center, one of only a few in Ohio with this distinction for providing outstanding stroke patient care. This designation of excellence recognizes the Lakewood team's exceptional efforts to achieve long-term success and better outcomes for stroke care. Achieving this recognition required a comprehensive on-site evaluation to ensure all of JCAHO's stringent criteria as well as the guidelines of the American Stroke Association and the Brain Attack Coalition are being met. For the second straight year, the Stroke Center also received a five-star rating – the highest possible – from a national health-care information and advisory services company serving

both consumers and the health care industry. Their rating puts Lakewood in the top five percent for stroke care nationally. In addition, Lakewood Hospital's Neuro Integrated Care Unit was featured in the *Journal of Neuroscience Nursing* in 2004. "NICU: The 'I' Stands for Integrated" was written by Bernadette Revta, RN. The article discusses ways in which Lakewood's Neuro Integrated Care Unit (NICU) improved patient satisfaction, treatment and outcomes.



Lakewood Hospital's Stroke Team gives a "thumbs up" to the Stroke Center designation.

## Lakewood Hospital Accreditations

*Joint Commission on Accreditation of Healthcare Organizations*

*Level II Trauma Center (American College of Surgeons)*

*Primary Stroke Center (JCAHO)*

*Community Hospital Cancer Program (American College of Surgeons)*

*Private Psychiatric Hospital (Ohio Department of Mental Health)*

*Skilled Nursing Unit (Ohio Department of Health)*

*College of American Pathologists*

*Maternity Unit (Ohio Department of Health)*

*CLIA*

*Pharmacy (State of Ohio, Board of Pharmacy)*

*Nutrition Services (Ohio Department of Agriculture/Ohio Department of Health)*

*Radiology/Nuclear Medicine (American College of Radiologists; Ohio Department of Health)*

*Acute Inpatient Rehabilitation (CARF)*

*Diabetes Education (American Diabetes Association)*

*Continuing Medical Education (Ohio State Medical Association)*

### A Comprehensive Approach to Stroke Treatment –

Lakewood Hospital's Stroke Center Team includes specially trained physicians and nurses, EMS and Emergency Department staff, as well as physical, occupational and speech therapists, and rehabilitation specialists. Lakewood's excellent stroke care begins with EMS and the hospital's Emergency Department, where the Stroke Center team uses state-of-the-art radiology and biometric support services to diagnose the cause and location of clots so correct treatment begins immediately. Patients are monitored and treated in Lakewood's special Neuro Integrated Care Unit. During 2004, a total of 774 patients received care at the Stroke Center.

### Diabetes Program Gets Certification –

Diabetes is on the rise nationally and locally, with 18.2 million people in the United States, or 6.3 percent of the population, diagnosed with diabetes. Teaching people with diabetes how to care for themselves is critical to their quality of life. Lakewood Hospital is recognized throughout Greater Cleveland for excellence in outpatient clinical diabetes education and services. Lakewood, along with Fairview and Lutheran Hospitals, received a three-year American Diabetes Association Certificate for a quality diabetes self-management

education program. Achieving certification required collecting and providing extensive patient data and establishing educational processes developed by the ADA. Lakewood Hospital's diabetes education program has been ADA-certified for more than 15 years.

**Reaching Toward Magnet –**

Throughout 2004, Lakewood Hospital nurses began intensive efforts to meet the standards to achieve Magnet certification. Awarded by the American Nurses Association, Magnet certification requires a rigorous application process that takes two to three years and calls for designing and implementing practices, processes, and other innovations to improve patient bedside care. Magnet nursing status enables a hospital to attract the best nurses and physicians, and is an incentive for patients to seek care there.



**One of the Best Places to Work –** Lakewood Hospital received special recognition from NorthCoast 99 as one of the best places to work in Northeast Ohio in terms of compensation, benefits, health and safety, training and education, diversity, recruitment and retention and community service. Northcoast 99 is conducted through ERC, Northeast Ohio's largest employers' association serving over 1,000 organizations employing nearly 400,000 employees in 22 counties. Northcoast 99 recipients enhance their ability to attract exceptional employees and serve as a "best practices" model for other Northeast Ohio organizations.



**Lakewood Receives CMS Accreditation –** The Ohio State Medical Association (OSMA) Focused Task Force on Accreditation awarded Lakewood Hospital a four-year accreditation as a provider of continuing medical education for physicians.

**Your Life Is Our Life's Work.**  
Whatever course you take.

**Lakewood Hospital**  
Central Ohio Health System

**Your Life Is Our Life's Work.**  
In sickness and in health.

**Lakewood Hospital**  
Central Ohio Health System

service

*"Providing service to our patients and their families, to our physicians and to each other is the glue that holds everything together."*

— **Fred DeGrandis**, Chief Executive Officer, CCHS – Western Region

**A Rededication to Service Excellence –** In 2004, our employees and medical staff again rededicated themselves to Service Excellence, an ongoing initiative that helps our organization attain higher levels of patient care and customer service standards. Employee service teams meet regularly to develop and implement initiatives and programs to help integrate service excellence into every aspect of patient care. By embracing the principles of the Service Excellence program, we provide our patients, their families and each other with caring services to improve the quality of life.

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**No-Diversion Policy Implemented –** Ambulance squad diversion, a common problem in Greater Cleveland and throughout the nation, occurs when hospitals report they are too busy to take new patients and instruct ambulances to go to another hospital. This meant that ambulances needed to search for another open hospital where they

*"We appreciate the hard work and leadership demonstrated by everyone at Fairview, Lakewood and Lutheran. I can attest that their commitment to maintaining an 'open' emergency department will result in better care for our patients. I am personally hopeful that other hospitals will follow the lead on this initiative."*

— **Edward Eckart**, commissioner of the City of Cleveland's Division of Emergency Medical Service



could take their patients – often far from where the patient lived and using critical time for seriously ill patients. To ensure that area residents who need emergency care aren't turned away from Lakewood Hos-

pital, a strategic plan was developed with Fairview and Lutheran Hospitals to streamline care. As a result, Lakewood significantly reduced its number of diversion hours by more than 25 percent in 2004. Our goal of "no diversion" continued as we entered the new year.

**Community Service** – We consider service to our community a vital part of our mission. That means reaching out to the community on a regular basis to assess needs, provide input and offer our expertise to make good things happen for the benefit of residents. To facilitate our efforts, Lakewood Hospital holds meetings with its Community Advisory Board, composed of representatives of a broad spectrum of community services, businesses and consumer groups, to enhance communications between our hospital leaders and our respective communities, and to proactively identify mutual beneficial partnerships. In addition, Lakewood, together with Fairview and Lutheran Hospitals' regularly conduct a series of assessments to understand the particular needs of our immediate communities, enabling our hospitals to provide and enhance services through an extensive range of programs.

**Pillar Award for Community Service Recipient** – Our extensive community involvement efforts were recognized in 2004 when the Western Region hospitals – Fairview, Lakewood and Lutheran – received the prestigious Pillar Award for Community Service. Medical Mutual and Smart Business magazine sponsor the award to honor organizations that demonstrate extraordinary levels of community participation. We were one of only ten Northeast Ohio organizations – and the only health care organization – to receive this coveted award. Judges understood our success in creating relationships with the people we serve in order to better understand their issues, move the community forward and become a stronger organization. Background on many of these programs can be found on the following pages.

**Hospital Staff Volunteer in the Community** – In 2004, the staff of Lakewood, together with Fairview and Lutheran Hospitals, volunteered at more than 250 community or-



ganizations, agencies and churches, including service on community boards, providing information to the public on important health-related issues, and helping to plan and implement health-related events.

#### **Lakewood Hospital Volunteers**

– A significant group within the Lakewood Hospital family is our volunteers who add their own healing touch to make each day a little brighter for someone. Each year, more than 400 volunteers donate over 80,000 hours of their time to Lakewood Hospital. Our volunteer staff ranges in age from 14 to 95 and they provide assistance in almost every area of the hospital from the admitting office to the information desk to the nursing office and many more. Each brings a valuable talent, skill or personality that goes well beyond medical technology.



**Parish Nurse Program** – One of the largest of its kind in the United States, the Parish Nurse Program of Fairview, Lakewood and Lutheran Hospitals is a specialized ministry offered in partnership with local churches. Supported by the Fairview/Lutheran Foundation and the Lakewood Hospital Foundation, this program is designed to meet the emotional, physical and spiritual needs of individuals through a holistic approach. During 2004, 45 parish nurses provided care through 52 parishes representing seven denominations and collectively provided services to 73,007 individuals, more than half over the age of 60. During 2004, the parish nurses tackled the national and local problem of obesity by implementing education and exercise programs in their respective congregations.

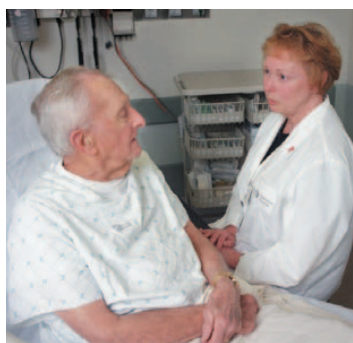
**North Coast Health Ministry** – In 2004, the Cleveland Clinic Health System provided \$1,645,930 for inpatient care services, as measured by hospital charges, to North Coast Health Ministry patients. As part of its commitment, Lakewood Hospital provided \$1,187,191 in emergency, inpatient and outpatient services. North Coast Health Ministry provides primary care services through volunteer service and support to individuals who cannot otherwise access health care services through private or governmental plans.



**Responding to an Aging Community** – Lakewood Hospital is situated in a community with an aging population. In fact, 54 percent of the patients who came to us for care in 2004 were over the age of 65. This reinforces our ongoing commitment to respond to the needs of seniors. Through our SeniorCare program, we offer a wide range of programs that address the aging process, assist older adults in developing healthy and rewarding lifestyles, and offer guidance and support for families and caregivers. Services are available at Lakewood Hospital's Community Health Center, in the hospital, in the Lakewood Professional Building and at other locations throughout the Westshore area.

**Geriatric Assessment** – Our SeniorCare Assessment Center is a cornerstone of our SeniorCare services. Here, a multidisciplinary team of geriatric health specialists evaluate and assess each senior's physical, psychosocial and functional status and develops an individualized plan for optimum care. Last year, the team conducted 965 senior assessment visits. In addition, the staff in the Behavioral and SeniorCare Departments provides important adjunct care to respond to patients' mental health needs in conjunction with their physical care.

**Community Nursing Clinics** – Lakewood Hospital staffs walk-in nursing clinics throughout the Westshore area. Senior citizens can access a variety of services at these clinics, including health assessments and medication education. The hospital presented more than 8,596 nursing clinics during 2004.



**Finding Help After the Hospital** – Elderly patients often need help at home after being discharged from Lakewood's Emergency Department. That's where our Systematic Intervention for Geriatric Network of Evaluation and Treatment (SIGNET) program comes into play.

Through SIGNET, our staff assessed 1,021 at-risk seniors and facilitated 586 community agency referrals on their behalf. The program receives significant support from the Lakewood Hospital Foundation.

**Wound Care** – In response to seniors who might not have access to specialized wound care, Lakewood Hospital established a Wound Care Clinic in 2003. Wounds can result from many different health situations, including surgical wounds that are not healing, pressure ulcers, diabetic foot ulcers and other ulcers due to poor circulation in the lower



extremities. The staff includes a physician advisor, an enterostomal therapy nurse who is nationally certified to provide special wound care, and a social worker. The clinic had 367 visits in 2004. In addition to evaluation and treatment, the Wound

Care Clinic provides education on preventing future wounds. The staff also conducted 288 walk-in clinics at senior care centers throughout the community in 2004, with 9,490 unique visits by seniors.

**Lifeline Provides Security to Seniors** – The Lifeline Emergency Response System is an important, simple-to-use medical device. In 2004, Lakewood, Fairview and Lutheran Hospitals' Lifeline Emergency Response System program, based at Lakewood Hospital, enabled 866 elderly and disabled individuals to live independently without fear of being isolated in times of emergency. Last year Lifeline provided free services to 112 indigent subscribers, of which a portion of the cost was underwritten by the Lakewood Hospital Foundation.



**SeniorCircle Plus** –

SeniorCircle Plus is a special membership program with benefits for those those age 55 and over in communities served by Lakewood, Fairview and Lutheran Hospitals.

**Senior Circle Plus**

Cleveland Clinic  
Health System

During 2004, more of the 45,684 Senior Circle Plus members were able to take advantage of educational forums, bus trips, and computer and driving classes. More than 1,900 new members were added during the year.

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**Screenings and Health Talks** – Again in 2004, our physicians, nurses and staff provided free health screenings and health talks for West Side residents. Screenings were either sponsored by the hospital, or took place at senior centers, health fairs and special events. A total of 9,484 individuals were screened last year, while another 2,608 people attended 62 individual health talks. The goal of these programs is to increase public awareness about topics including diabetes, high blood pressure, surgery preparedness, memory loss, stroke awareness, teen depression and teen relationships. In addition, the SeniorCare program conducted 377 osteoporosis screenings, and 4,558 seniors participated in the Forever Fit exercise program. Area youth also participated in our screenings, too, as Lakewood Hospital provided free oral cancer education sessions and screenings to 876 high school students.



Author Mary LoVerde provided the keynote address at "Simply Women, Simply Wonderful."

**Simply Women, Simply Wonderful** – In partnership with Fairview and Lutheran Hospitals, Lakewood co-sponsored the second annual "Simply Women, Simply Wonderful" event at LaCentre Conference Center in Westlake. More than 550 women attended this all-day presentation that featured Mary Loverde, author of "Stop Screaming at the

Microwave," and physicians and health care professionals from Lakewood, Fairview and Lutheran Hospitals who provided information on important health topics, including heart disease, hormone replacement therapy, osteoporosis, exercise, food and mood, and emotional health.



**Responding to the Health Needs of Our Youth** – Lakewood Hospital's Teen Health Center provides services to adolescents and young adults, ages 12 to 19, from all surrounding Westshore communities. Services include primary care, physicals, health education and counseling for purposes of mental health, nutrition and exercise. Services are available regardless of ability to pay. The center experienced 2,863 visits in 2004 for physicals and mental health care. In addition, the center reached more than 5,000 youth last year by providing more than 40 free outreach services at a variety of locations. The Teen Health Center is a non-profit organization that receives support from the Lakewood Hospital Foundation. During 2004, the Center also received a \$400,000 grant – \$100,000 a year for four years – from the Prentiss Foundation in recognition of the

outstanding service the Teen Health Center provides to the area's adolescent population. Additional grants received during 2004 include \$29,422 from the St. Luke's Foundation and \$51,900 from the Fairview/Lutheran Foundation. The Teen Health Center staff participates in community health fairs, church youth groups and PTAs, and many local school districts use the Center's services for health education presentations. Recognizing the alarming increase in teen suicide, the Teen Health Center collaborated with Lakewood Hospital, the Lakewood Hospital Foundation, the Cleveland Clinic Health System, Windsor Hospital and the Jason Foundation to host "Promise for Tomorrow" at the Beck Center. The goal of this special presentation was to provide information to help parents, educators and other professionals identify teen suicide warning signs and to learn effective prevention strategies.



**Helping Our Teen Health Center** – Lakewood Hospital employees also provided significant participation and volunteer support to the Third Annual Ambulance Chase to benefit the Lakewood Hospital Teen Health Center. Organized by the Lakewood Hospital Foundation, the event drew more than 650 registrants and netted more than \$23,500 to benefit the Teen Center.



Fred DeGrandis, CEO of the Cleveland Clinic Health System – Western Region, reads to the children in the Child Day Care Center.

**Providing Day Care Services for the Community** – Lakewood Hospital's Child Day Care Center, located at the hospital's Community Health Center, opened in 1991 and is nationally accredited. The staff of 28 early childhood professionals cares for children, ages six weeks through eight years, and the center is a certified kindergarten and has a summer program for kindergarten, first and second graders. On average, 85 children a day participate during the school year and 100 children receive care during the summer.

**Helping to Build a New Lakewood YMCA** – In August, Lakewood Hospital announced a multi-year pledge totaling \$500,000 to the Lakewood Family YMCA capital cam-

paign. The collaboration between Lakewood Hospital and the Lakewood YMCA provides the hospital with the opportunity to expand its community outreach and rehabilitation services through the use of certain YMCA amenities including the gymnasium, therapy pool and fitness center. Capacity constraints and the need for services has presented the Lakewood YMCA with the need build a new 57,000 square-foot-building at a cost of \$10.5 million. The Lakewood Hospital gift to the YMCA was made possible through the support it receives from the Lakewood Hospital Foundation.

**Partnering With the Red Cross to Boost Community Blood Supplies** – To address the critical need for a healthy blood supply in Northeast Ohio, Lakewood Hospital hosted on-site American Red Cross blood drives that resulted in 341 pints of blood collected in 2004.

**Supporting Other Organizations** – Providing help to other organizations – through time, talent or monetary support – is a vital aspect of our community outreach efforts. During 2004, Lakewood Hospital and its employees gave generously to support others. These include the following:



**United Way and Harvest for Hunger** – Lakewood Hospital employees provided significant support to two major community-wide initiatives in 2004. Lakewood employees donated \$25,485 to United Way, and \$1,729 in cash contributions and 608 pounds of food (valued at \$1,843) to Harvest for Hunger.

**Community Events** – Lakewood Hospital also provided \$36,576 in sponsorship support to other charitable and civic community organizations – such as the American Heart Association, the Lakewood Chamber of Commerce, the Rocky River Chamber of Commerce, Lakewood Schools, the Lakewood Arts Festival, Race for the Cure, the Lakewood Fourth of July Parade and Relay for Life– with a mission consistent to that of the hospital. Among major events, Fairview, Lakewood and Lutheran Hospitals teamed up to present first annual Family Fun Festival as part of the 14th annual Celebrate Westlake community event. As in the past, proceeds from the morning’s Celebrate Westlake event were donated to area non-profit organizations, including the Parish Nurse program of



Youngsters hold their adopted teddy bears at Celebrate Westlake’s Family Fun Festival.



Lakewood Hospital employees and friends participated in Relay for Life, left, and the American Heart Association Walk.



Fairview, Lakewood and Lutheran Hospitals, which received a \$15,000 grant. More than 50 Lakewood Hospital employees participated in Cleveland’s 2004 American Heart Association Walk in memory of one of our own – Nellie Ramos, M.D., a Lakewood physician for many years – who died in March 2004. The nearly \$3,000 raised by our employees who completed the walk were donated to the American Heart Association in the memory of Dr. Ramos. Fred DeGrandis, CEO of the Cleveland Clinic Health System – Western Region, also served as corporate chair of the Alzheimer’s Association Memory Walk and Lakewood Hospital employees helped to raise more than \$61,000 in sponsorships and \$50,000 of in-kind donations. Lakewood Hospital also was well represented by employees who were part of the Susan B. Komen Race for the Cure for breast cancer research.

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**Educating Paramedics** – To serve the community with top-notch emergency medical care, Lakewood Hospital participates in WESHARE (West Shore Area Rescue Association), with Fairview and St. John West Shore Hospitals. Through this partnership, Lakewood provides education and re-certification for paramedics. By offering on-site training at fire stations in nine participating suburbs, we provided classes on topics such as heart disease, stroke, geriatrics and pediatric care. During 2004, we enabled 250 EMS personnel to comply with Ohio Division of Public Safety re-certification requirements.

# teamwork

*"Our ability to work as a team is more important to our mission than ever before."*

— **Jack Gustin**, Chief Administrative Officer  
Lakewood Hospital

**A**n important aspect of our mission is to make Lakewood Hospital the "Best Place to Work." This means respecting our employees, creating an environment of support and contributing to their professional development and fulfillment.

We initiated our Service Excellence program in 2004 to empower our employees and truly make Lakewood Hospital the Best Place to Work. Through this program, we have focused on our employees as our first customers, soliciting and implementing their ideas. In 2004, teams tackled such issues as physician satisfaction, rewards and recognition, standards of performance, communications and inpatient care. By working together, we enable our employees to make Lakewood Hospital the Best Place to Receive Care. Lakewood's Service Excellence efforts are working, as evidenced by improving employee, physician and patient satisfaction results.



The Leadership Conference series began with a session on performance standards.



Our leadership team plays an integral part in our Service Excellence program. We held our first Leadership Conference in 2004 to provide a clear, consistent message on behaviors and learning tools to enable employees to develop action initiatives. Other conferences provided our leaders with additional tools to become empowered. In addition, hospital leadership presented regular employee forums to share information and respond to questions and concerns.



Dr. Cosgrove's inaugural address was broadcast live to Lakewood Hospital and 24 other Cleveland Clinic Health System sites.

**Cleveland Clinic Connection** – In his October 14 inaugural address as CEO and president of the Cleveland Clinic, Dr. Toby Cosgrove introduced "Cleveland Clinic Connection," a live satellite program broadcast to Lakewood Hospital and 24 other sites across the Cleveland Clinic Health System for all 33,000 employees to view. It marked the beginning of a quarterly initiative to promote teamwork by keeping our hospitals and employees connected to Dr. Cosgrove and the Cleveland Clinic through live broadcasts.

**Better Health Care Through Partnering** – The Cleveland Clinic Health System is dedicated to a simple idea: better health care through partnering. The partnership of the area's best community hospitals with the world-class care of the Cleveland Clinic results in a system of health care that is unparalleled in Northeast Ohio. Lakewood Hospital's collaborative efforts with Western Region hospitals, system hospitals and the Cleveland Clinic continues to improve the quality of health care available on Cleveland's West Side. At Lakewood, these efforts are most evident in our Neuroscience Center, Behavioral Health, Heart Center, Cancer services, in our partnerships in developing new outpatient facilities and services, and through the centralization of operational functions. In addition, Lakewood Hospital participates in the Quality Institute to measure and continuously enhance the quality of care throughout our hospital. Teams of doctors, nurses and others identify quality measures for patient conditions commonly treated at CCHS facilities.

**New Approaches to Patient Care** – Because our nurses are on the front line caring for patients, they are in a unique position to conceive and develop new approaches to enhance patient care. One such concept initiated at Lakewood Hospital in 2004 is the SWAT team. The SWAT team consists of an RN who directs the team efforts. A support leader and ancillary help from various departments throughout the hospital work extra hours to provide

assistance and support to the bedside caregivers. This approach has provided, in some instances, enormous support in terms of skill and care to the bedside staff and has been well received by the nursing staff. The RNs on the SWAT team have other full- or part-time jobs in the hospital and then work extra hours to support this effort. Also in 2004, the Skilled Nursing Unit began accepting heart failure patients sooner from the inpatient area. The result is improved length of stay, quality outcomes and an enhanced ability to provide a complete continuum of care.

**Teaming Up for Patient Safety** – Lakewood’s nursing staff takes infection control and patient safety seriously, with a strong commitment to innovation and devoting



the resources necessary to ensure patient safety. In addition to conducting regular audits, the staff is empowered to provide insight and ideas.

Patients and families are also encouraged to provide input. In the area of continuing education, our Critical Care nursing staff completed classes at

the Cleveland Clinic to learn the latest in practice and technology for the care of critically ill cardiac patients. Also in 2004, Lakewood Hospital was the first hospital in Ohio to offer on-site “Fundamentals of Critical Care” certification classes designed and sponsored by the Society of Critical Care Medicine. The classes were made available to Lakewood’s critical care nurses, respiratory therapists, pharmacists and physicians.

**Walk in My Shoes** – “Walk in My Shoes” is an innovative program developed through our Service Excellence initiative. Fifty employees among Lakewood, Fairview and Lutheran Hospitals participated in this pilot program that enables employees to shadow their counterparts at one of the other hospitals for one shift. Participants learned from each other, and gained new insights and ideas on ways to approach similar tasks and responsibilities. The Fairview/Lutheran Foundation generously provided underwriting for this innovative program.

**Advocacy Efforts** – Teamwork in action was evidenced by many members of our own medical staff, who teamed up with Ohio physician advocacy groups to support three justices for election to the Ohio Supreme Court who were endorsed by the Ohio Hospital Association and Friends

of Ohio Hospitals. The Ohio Supreme Court will have a major impact on medical liability reform efforts in Ohio. These actions supported the 2004 goals and priorities of Lakewood, Fairview and Lutheran Hospitals, and we will continue to participate in advocacy efforts as helping find solutions to Ohio’s medical liability crisis impacts our ability to provide care and service.

**Your Life is Our Life’s Work** – In 2004, we involved members of the Lakewood Hospital family in determining a positioning statement for the hospital. We held meetings, brainstorming sessions and an employee contest to get input from all segments on what would be a meaningful tagline – what would adequately describe in a few words the passion of Lakewood Hospital. After reviewing all comments and recommendations, it was decided to resurrect “Your Life is Our Life’s Work,” a statement used by the hospital more than 30 years ago. This brand positioning statement holds special meaning in the hearts and minds of our employees – a significant factor since they are literally the product experience for our brand. “Your Life is Our Life’s Work” represents our commitment and dedication to our patients and our communities.

innovation  
quality  
service  
teamwork

As part of the marketing campaign, a series of print ads ran in the newspapers to communicate our message. To represent the dedication that our doctors and nurses have for keeping our communities healthy, the ads portray them as a part of the patients’ lives – beyond the hospital setting. One of the ads features a wedding party attended by a Lakewood Hospital physician, who encourages the new couple to use their anniversary date as a reminder to schedule an annual checkup. Two additional ads feature graduating students from the Lakewood high schools with a Lakewood Hospital nurse communicating a health message.

the lakewood hospital foundation:  
supporting our mission

Lakewood Hospital Foundation has received support, through financial contributions and volunteering, from community members for nearly 50 years. The cost of providing excellent health care to our patients and their families, regardless of their ability to pay, is ever increasing. It's a fact that third-party payments or fee-based income simply do not cover these costs.

It is through philanthropic support that Lakewood Hospital is able to fund numerous initiatives such as free and subsidized care for the most vulnerable members of our community, new health care programs, education, cutting-edge equipment and capital expansion. Because these cannot be funded through general operating revenue, generous donors who provide gifts and grants to the Foundation are vital to the fulfillment of Lakewood Hospital's mission.

In 2004, Lakewood Hospital Foundation continued its mission of supporting Lakewood Hospital by providing funding for nursing and emergency care, as well as for a multitude of programs aimed at seniors, teenagers and indigent patients.

Funds came from many different sources during 2004. These included annual giving, investment income, planned gifts and special events. Two such annual events are the Ambulance Chase and "Hats Off!" More than 600 people braved the elements and participated in the third annual Ambulance Chase, a 5K Run/Walk and 1Mile Walk. The net proceeds – \$24,280 – from this successful and growing event were earmarked to benefit the Teen Health Center. The second annual *Hats Off! to a Tradition of Nursing Excellence* benefit drew a large crowd of employees, physicians and community supporters. The revenue from this event benefited the Nursing Advancement Fund. This fund enables Lakewood Hospital to support the nursing profession by helping provide our nurses with continuing education and other learning opportunities.

Lakewood Hospital Foundation also provides funding for the hospital's SeniorCare program, SIGNET, the Parish Nurse program and indigent care.



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**Lakewood Hospital Leadership – 2004**

- |  |  |
|--|--|
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| Ronald J. Colaguori<br><i>Vice President<br/>Operations</i>  | Richard F. Shonk, M.D.,<br>Ph.D.<br><i>Vice President<br/>Medical Operations<br/>Fairview and<br/>Lakewood Hospitals</i> |
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- |  |                    |
|--|--------------------|
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| Steven Greenwell                           | Patricia Vecchio   |
|  | Kenneth Warren     |



# 2004 statistics

**UNREIMBURSED CARE**

Lakewood Hospital provided more than \$21 million in unreimbursed inpatient and outpatient care to the medically indigent during 2004.

**PAYROLL TAXES**

As a major employer, Lakewood Hospital makes a significant contribution to the local economy in terms of total payroll and payroll taxes. Lakewood Hospital employees paid nearly \$8 million in payroll taxes (excluding Social Security and Medicare taxes) in 2004. This includes \$5.5 million in federal income taxes, \$1.7 million in state taxes and \$727,000 in local income taxes.

**STATISTICS**

Year Lakewood Hospital Founded	<b>1907</b>
Number of beds	<b>400</b>
Employees (full- and part-time)	<b>1,008</b>
Physicians (with privileges)	<b>545</b>

Volume	2004	2003	% Change
Admissions	13,734	13,534	+1.5%
Outpatient visits	156,915	153,699	+2.1%
Births	794	686	+15.7%
Emergency	38,925	39,101	-0.5%
Surgeries	6,949	7,354	-5.5%

**ANNUAL LEASE PAYMENT TO THE CITY OF LAKEWOOD**

Lakewood Hospital currently pays \$1 million annually to the City of Lakewood as a lease payment for the sole and exclusive use of leased assets, such as the hospital, medical office buildings, parking garage and medical equipment and supplies.



Lakewood Hospital was well-represented in red, white and blue at Lakewood's annual Fourth of July parade.

14519 Detroit Avenue  
Cleveland, Ohio 44107  
[www.lakewoodhospital.org](http://www.lakewoodhospital.org)



# Lakewood Hospital

Your life is our life's work.