



 **Lakewood Hospital**
a Cleveland Clinic hospital

2005 Community Report

Cornerstones of Care





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PATIENTS FIRST

The words “Patients First” embody our values. Our patients are the reason for being and the focus of all of our activities. We exist to provide the best possible care and outcomes for every patient who comes to us.

Our dedication to patients is supported by our four cornerstone values: Quality, Innovation, Teamwork and Service.

About the cover: Many patients first arrive at Lakewood Hospital through our Emergency Room, which experienced nearly 37,000 visits in 2005. Lakewood’s service to our community is nearing the 100th year mark, with centennial celebrations planned in 2007. In the top photo, shot in 1939, work was well under way on a new addition to better meet community health needs. The screened photo on this page is from the groundbreaking of that addition.

Dear Friends,



Cornerstones. They are a link to the past and a foundation for the future. Historically, the cornerstone was a perfectly squared stone set in the corner of a new building that was plumbed, squared and “leveled” by the builder. Without a perfect starting point, it was recognized that the quality of the building would suffer through its construction and life span.

As Lakewood Hospital looks forward to celebrating its 100th anniversary in 2007, there are many cornerstones worth noting from its past. In 1907, the hospital first opened with a staff of three doctors and one nurse in a wooden house at Belle and Detroit avenues. In 1917, the house gave way to a large brick building on Detroit, which has expanded to encompass the current hospital campus.

While a bridge to the past, cornerstones also can provide us with a foundation for our future. Innovation and Growth, Quality, Service and Teamwork serve as four cornerstones that are the bedrock of all we do today and tomorrow in response to the ever-changing needs of our communities.

“While a bridge to the past, cornerstones also provide us with a foundation for our future, connecting us along a continuum of caring for our communities.”

This 2005 Community Annual Report highlights our progress along this pathway. As you will see, 2005 was an exceptional year for Lakewood Hospital. We experienced considerable growth as more patients turned to us for care and more physicians selected Lakewood for practicing medicine.

Caring for our Communities is the reason behind our vision statement, “to be the best place to receive care, the best place to practice medicine, and the best place to work.” Our strong tradition of community involvement is vital to our growth. Reaching out to our community enables us to assess needs, provide input and offer our expertise to help strengthen the community and enhance the quality of life for the people we serve. We are responding to community needs by investing in new facilities, innovative medical procedures and new technologies; by ensuring that the best quality of care is available close to home; by continuing to improve our service to the community and one another; and by working together as a team to accomplish even more.

We extend special thanks to all of our employees, physicians, trustees, volunteers and the Lakewood Hospital Foundation for their extraordinary commitment throughout 2005 in support of our Cornerstones and our communities.

Sincerely,

A handwritten signature in black ink, appearing to read 'Fred M. DeGrandis'.

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

A handwritten signature in black ink, appearing to read 'Jack Gustin'.

Jack Gustin
Chief Administrative Officer
Lakewood Hospital

Innovation and Growth



Lakewood Hospital continued to invest in its community through **renovations of more than \$3.7 million** that were completed in 2005. Most visible of these projects were the newly renovated lobby and cafeteria. Other developments included upgrades to the Skilled Nursing Unit, the Digestive Health Center, the Child Care Center, Radiology, the Medical Building and new furniture in the third floor Atrium. In addition, the Heart Center was recently expanded to accommodate a new digital catheterization lab for clearer and faster diagnostic imaging, a dedicated pacemaker procedure room and upgrades to the cardiovascular operating suite. On the

We welcome change, encourage invention and continually seek better, more efficient ways to achieve our goals.

4C wing, private dedicated rooms were made handicap accessible, and physical and occupational therapy were relocated for ease of patient rehabilitation. **Future construction plans** to renovate the Critical Care area and all patient floors, including patient rooms, nurses stations, hallways and repairs to the parking garage, will continue through 2006.

Lakewood Hospital also experienced significant growth at its satellite locations in 2005. Most significant was the expansion of services pro-



vided by Lakewood and Fairview Hospitals at the **Westlake Medical Campus** on Columbia Road near I-90. Already housing many medical services – including an Urgent Care Center, Ambulatory Surgery, patient testing services, a Cleveland Clinic diagnostic imaging center (comprising MRI and CT tests) and many independent physician offices, the expanded campus now includes a Vein & Vascular Center that uses state-of-the-art medical laser technology for varicose vein removal; women’s health services; physical therapy; a digestive diseases center; and physicians in family practice, pediatrics, internal medicine and plastic surgery. The newly expanded campus was dedicated with a ribbon cutting and community open house on August 30, 2005. The growth of the Westlake campus is an example of how our westside hospitals combine resources with the Cleveland Clinic to provide convenient high quality medical care to our community.

Innovation and growth are more than new and expanded facilities. It also includes new treatments, technologies and tools to help us provide the best possible care for our patients. One example is **Dr.Connect®**, a Web-based

Lakewood Hospital's new lobby was dedicated in a ribbon-cutting ceremony in December.

A new front entrance waiting room was part of the 2005 renovations.



Another ribbon-cutting (left) welcomed patients, visitors and employees to the renovated cafeteria (right).



communication tool introduced in 2005 that gives community physicians immediate access to the electronic medical records of the patients they refer to the Cleveland Clinic and, eventually, Lakewood Hospital. When a patient returns to their primary physician for ongoing care, their doctor will already have a detailed history of their treatment at the hospital.

The Cleveland Clinic initiated a revolutionary information technology concept—**MyChart**—that empowers patients to actively participate in their own care and treatment. Through the MyChart program, patients are able to access their medical records online, request or cancel appointments, renew prescriptions, email their physician and review test results along with their physician's comments. MyChart will be phased in to include Lakewood Hospital and all Cleveland Clinic hospitals over the next two years.

An innovative idea for a fund-raising gala and raffle resulted in growth for Lakewood Hospital's heart services. In February, the first-ever **"Straight from the Heart"** Gala raised more than \$250,000 to support the acquisition and development of new cardiovascular treatments, technologies and community outreach programs provided through Fairview, Lakewood and Lutheran Hospitals. More than 700 people attended the Gala celebrating the care that our three hospitals provide to more than 50,000 cardiac patients every year. Proceeds from the Straight from the Heart Gala and Raffle are being used to upgrade **Lakewood's cardiovascular operating suite**. Gala funds also made possible several **free community heart forums** on topics such as the latest

trends in open-heart surgery, women and heart disease, and eating heart healthy.

With the Cleveland Clinic being rated the No. 1 Heart Center in America for 11 years, Lakewood is proud to partner with the Clinic to bring additional cardiology services to our region. In 2005 the **Cleveland Clinic's Division of Cardiothoracic Surgery** began providing medical direction and management of the Lakewood Hospital heart surgery program under the leadership of Altagracia Chavez, M.D. In addition, cardiologist Ashoka Nautyil, M.D., and a nurse practitioner now provide **cardiology services at Cleveland Clinic Westlake**, a family health center, as well as at Lakewood Hospital.

Women's services were enhanced at Lakewood during 2005 with the addition of new OB/GYNs to the medical staff. In addition, a minimally invasive treatment for uterine fibroids – **uterine fibroid embolization** – was made available at Lakewood Hospital during the year. An alternative to a traditional hysterectomy, this new treatment significantly reduces or eliminates the painful symptoms of uterine fibroids.

Lakewood Hospital installed state-of-the-art **endoscopic ultrasound (EUS) equipment** in its Digestive Health Center. This equipment is the newest and most advanced ultrasound equipment in the area. Lakewood Hospital is the only Greater Cleveland hospital and one of only a few hospitals across the nation to have this technology. The EUS is a low-risk diagnostic procedure using ultrasound to evaluate and diagnose both upper and lower digestive tract disorders. It is also used to detect small tumors

Lakewood Hospital was well represented at the Straight from the Heart Gala.

Straight from the Heart funds helped support free community heart forums.



in the pancreas, detect stones or abnormalities in the biliary ducts, and stage GI cancers by determining the depth of tumor penetration.

Lakewood Hospital specializes in 13 surgical services ranging from cataract extraction, hernia repair and retinal surgery to major surgeries such as open heart for bypass and valve replacement, aortic stent grafting for aneurysms and major maxillofacial procedures. The hospital also offers numerous technologically advanced diagnostic and treatment procedures, including those for general, orthopedics and neurosurgery. In 2005, our staff performed a total of 6,748 surgical procedures, with 3,148 inpatient and 3,600 outpatient cases.

Lakewood Hospital experienced growth in its **Wound Care Clinic**, established two years ago to provide treatment to seniors who might not have access to specialized wound care. These wounds could involve surgical wounds that are not healing, pressure ulcers, diabetic foot ulcers and other ulcers due to poor circulation in the extremities. The Wound Clinic had 305 visits in 2005.

A new **Lakewood Hospital Web site** at www.lakewoodhospital.org was launched in

2005. The new site offers increased health information, access to health programs, an online physician directory, employment opportunities and enhanced health tools and interaction capabilities.



To ensure that our community always has adequate access to excellent medical care, Lakewood Hospital worked closely with Fairview and Lutheran Hospitals to create a **Medical Staff Development Plan**. This plan identified areas where new physicians will be needed due to anticipated retirements of our current staff. Part of this plan includes the **expansion of primary care services** within our market. New locations for physician offices are also being explored based on community needs.

The Westlake Medical Campus expanded in 2005.

Dr. James Bekany, vascular and general surgeon in the new Vein & Vascular Center, proudly shows off the expanded Westlake Medical Campus to his family.



Quality



Lakewood Hospital has built an exceptional reputation on a cornerstone of quality and caring. Now, as we grow in our relationship with the Cleveland Clinic, we come together across boundaries and barriers not possible when hospitals stood alone to offer the very best health care services to our community. As a Cleveland Clinic hospital, Lakewood Hospital continues to collaborate with the Cleveland Clinic to integrate service lines so that we can provide our patients with the very best care and services at the most convenient site.

We maintain the highest standards and achieve them by continually measuring and improving our outcomes.

In April, Lakewood Hospital successfully completed a rigorous, three-day survey by the **Centers for Medicare and Medicaid** (CMS). The results clearly demonstrated the level of readiness and confidence on the part of the hospital staff. The positive results also reflected recent enhancements to care and the physical plant.

The Lakewood Hospital **stroke care program** was recognized with a 2005 Distinguished Award from a national health care information and advisory services company serving both

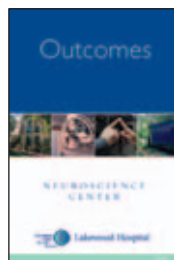
consumers and the health care industry. Lakewood was ranked in the top five percent of hospitals in the nation that meet established clinical standards. In 2004 Lakewood's Stroke Program was one of the first hospitals in Ohio to be named a Primary Stroke Center by **the Joint Commission on Accreditation of Health Care Organizations** for providing outstanding patient care. Lakewood's Stroke Center cared for 344 patients during 2005.

Lakewood Hospital published its first-ever Quality Outcomes book that documents overall hospital quality in the neurosciences. The **Neuroscience Center Outcomes** book features a summary of the interdisciplinary collaborations and efforts of clinicians, educators and researchers; the scope and volume of our medical and surgical procedures; and the innovative treatments, procedures and research conducted by our physicians. More Quality Outcomes books are planned for publication in 2006.

More than 100 people gathered in the hospital's Wasmer Auditorium in a moving ceremony to congratulate Lakewood Hospital and LifeBanc for their excellent work in **securing organ donations**. This successful collaboration earned major national recognition as Lakewood Hospital and LifeBanc were awarded a **Medal of Honor** from the U.S. Department of Health and Human Services at the First Annual Organ Donation National Learning Congress. The

Lakewood's Quality Outcomes Book focuses on the neurosciences.

Lakewood earned national recognition for its role in securing organ donations.



Medal of Honor was presented to Lakewood Hospital because it achieved a life-saving organ donation rate of 75 percent or more and had at least eight eligible organ donors in the 12-month award. Lakewood Hospital was one of only three Ohio hospitals to receive this award and the only hospital in Northeast Ohio.

A research study conducted by Arthur Dick, M.D., co-medical director of the Lakewood Hospital Neuro Integrated Care Unit, and Janet Straka, a certified nurse practitioner specializing in neurology, was published in *The Neurologist*, a national publication reviewed by the field's leading specialists. Their research study reported that IV t-PA for acute ischemic stroke can be safely and effectively administered by physicians in an independent neurology practice in a community hospital setting.

Lakewood Hospital continues to work its way toward achieving **Magnet Status designation** – the highest level of recognition the American Nurses Credentialing Center can award health care organizations. Michele Thoman, R.N., the new chief nursing officer at Lakewood, was responsible for helping the Cleveland Clinic achieve its recent Magnet Status and leads the current effort at Lakewood.

With the formation of the **Fairview, Lakewood and Lutheran Hospitals Cancer Network**, we

reaffirmed our commitment to provide cutting-edge cancer care with professional skill, sensitivity and concern. The Network puts us in the forefront of cancer research in Northeast Ohio. The centerpiece of the program is a registry of common tumors, which complies with cancer standards through the American College of Surgeons Commission. The registry entails collecting and maintaining accurate and complete data over several years on cancer patients diagnosed and/or treated at all three hospitals. The data will enhance the evaluation of cancer treatments to improve cancer care outcomes at national and local levels.

The **Commission on Cancer of the American College of Surgeons** granted re-approval to the Lakewood Hospital cancer program.

Approval by the Commission on Cancer is given only to those facilities that have voluntarily committed to provide the best in diagnosis and treatment of cancer and to undergo a rigorous evaluation process and review of its performance. In order to maintain approval, facilities with approved cancer programs must undergo an on-site review every three years.

The Lakewood Hospital Child Care Center was recognized as one of only 14 Cuyahoga County childcare centers and the only Lakewood center to be recognized as a "Step Up to Quality" facility. The recognition was part of a pilot program developed by the Ohio Department of Job and

A research study conducted by Dr. Arthur Dick was published in a national journal.

The Child Care Center's "Kids Helping Kids Bake Sale" raised money to purchase crayons, markers and colored chalk to be sent to children Iraq.



Lisa Petronio was Lakewood's nominee for Health Care Worker of the year.

Beth Polterek, R.N. (center photo) and Jean Maxwell, R.N. (right photo) were inducted into the Nursing Hall of Fame.



Family Services. Key measurements include low child-to-staff ratios, group size, accreditation, staff education, specialized training, improved workplace characteristics and early learning standards.

Positive feedback from our patients about the care we provide, as measured through [patient satisfaction surveys](#), continues to be reflected in steadily increasing patient satisfaction scores. These ongoing surveys help us gauge patient satisfaction with all aspects of patient care, including helpfulness and response time by staff, accommodations, cleanliness and food, among many others.

An employee survey conducted across the Cleveland Clinic health system demonstrates that Lakewood's [overall employee satisfaction](#) continues to compare favorably with those of other Cleveland Clinic hospitals, as well as against national health care benchmarks. Survey questions address a broad range of topics, including employee/supervisory relations, recognition and advancement, and compensation and benefits. The employee surveys are conducted in support of our vision to be the Best Place to Work.

For the second consecutive year, Lakewood Hospital received the [Northcoast 99 Award as a Best Place to Work](#) in Northeast Ohio. This prestigious award is given by the Employers Resource Council to recognize employers that excel in compensation, benefits, health and safety, training and education, diversity, community service, recruitment and retention and employee communications.

[Physician satisfaction scores](#) also compare favorably with those of other Cleveland Clinic hospitals, as well as against national health care norms. Survey results are used by hospital and physician leaders to redesign processes and systems to better serve our physicians and help us address our goal of being the Best Place to Practice Medicine.

Dennis Roche, chair of the Lakewood Hospital Board of Trustees in 2005, received the Center for Health Affairs' [Edward F. Meyers Outstanding Trustee Award](#). Dennis has served on the Lakewood Hospital Board since 1999 and is also a member of the Cleveland Clinic Board and the CCHS – Western Region Board.

Lisa Petronio, supervisor in Radiology, was recognized at the Ohio Hospital Association's annual recognition dinner as Lakewood Hospital's nominee for [the Albert Dyckes Health Care Worker of the Year Award](#). This annual award recognizes outstanding health care workers who demonstrate leadership, going above and beyond the call of duty.

Two Lakewood Hospital nurses – Beth Polterek, R.N., Acute Rehab, and Jean Maxwell, R.N., Recovery Room/Ambulatory Surgery – were inducted into The Cleveland Clinic health system's [“Best of the Best” Nursing Hall of Fame](#) for demonstrating special skills, dedication and compassion in patient care.

Focusing on quality is the plan of Mary Walborn, M.D., Lakewood Hospital's [new vice president of medical operations](#). Dr. Walborn wants to enhance the public reporting of core measures and the hospital's success in

Dennis Roche received the Outstanding Trustee Award from the Center for Health Affairs.



Advertising campaigns for the Heart and Primary Stroke Center won international awards.

Dr. Mary Walborn returns to Lakewood as vice president of medical operations.



obtaining the highest standards. Dr. Walborn returns to Lakewood Hospital, where she started her practice in internal medicine in 1981, following her most recent position as medical director of the Cleveland Clinic's Westlake Family Health Center.

For the third time, the **Joint Commission for the Accreditation of Healthcare Organizations** (JCAHO) accredited the Cleveland Cleveland Clinic health system as an Integrated Delivery System. The accreditation process included interview sessions and document review by two surveyors over the course of two days. One key point of the survey was to demonstrate how we work collaboratively as a health system administratively, operationally and clinically. The surveyors remarked that they were impressed with the collaboration among our sites and that they could sense the collegiality and enthusiasm everyone had to be part of the CCHS.

Advertising campaigns for the Heart Center and Primary Stroke Center won first and second place awards from The Communicators, an international competition for audio communication industry excellence. Produced through the hospital's Marketing Department, the ads dovetailed with Lakewood's branding campaign and community involvement.

An outstanding radio documentary sponsored by Lakewood Hospital received the Press Club of Cleveland's 2005 Ohio Excellence in Journalism Award in recognition of superior achievement. Producers of the Family Matters radio program had approached the hospital

to sponsor the documentary, called **"Living on the Edge: Children and Mental Illness."**

Recognizing that mental illness is an epidemic and that there are countless families struggling with the ordeal of children's mental illness, the response was an immediate "yes." The two-hour program provided an insider's view of the day-to-day turmoil of living with a child with mental illness and the challenges in getting the right diagnosis and treatment. The program featured several interviews and discussions with local and national experts, including specialists and a patient from the hospital's Teen Health Center. Following the original broadcast and the rebroadcasts of the program, many emails and telephone calls were received at the Teen Health Center from families seeking help.

Lakewood's Marketing Department was the proud recipient of **two national awards for Lakewood Hospital's branding campaign, Your Life is Our Life's Work**. Lakewood placed in the top five in the nation in the Healthcare Advertising Awards competition for hospitals with 200-499 beds. The Healthcare Advertising Awards is the oldest, largest and most prestigious advertising awards competition, with over 3,500 entries submitted from every state in the country and multiple foreign countries. Lakewood's second honor was receiving a Silver in the Aster Awards competition, which is a national medical marketing awards program recognizing health care organizations who strive for excellence. More than 2,000 entries were received.

Service



Lakewood Hospital, together with Fairview and Lutheran Hospitals, honored and recognized the 2006 recipients of our **Second Annual Pillars of Medicine Award**. This award is given to physicians who have been retired for two or more years and who have exhibited a lifetime of exemplary commitment to medicine, our hospitals and the communities they serve. The following physicians affiliated with Lakewood Hospital were honorees – Drs. David Bell, Maier Driver, William Huffman, John Judge, Robert McEvoy and Robert Hahn. These distinguished members of the medical staff had a significant and measurable impact on patients and the hospital; dedicated his/her

We strive to exceed our patients' expectations for comfort and convenience. We take every opportunity to serve and support those in our care.

practice to the hospital and the community; was a respected leader, pioneer and teacher; and contributed substantially to the advancement of medical science, education and care. These "Pillars" stand tall as examples of our Service Cornerstone.

Fairview, Lakewood and Lutheran Hospitals also took the opportunity to recognize and congratulate community members with our

first-ever **Community Service Awards**. This award was given to individuals who have made a lasting impact on the health or well-being of the communities our hospitals serve. The awards were given to Lee Elmore, R.N., executive director of North Coast Health Ministry; David C. Estrop, Lakewood City Schools superintendent; Cleveland City Councilman Michael A. Dolan; Steve Lorenz, executive director of Kamm's Corners Development Corporation; Rev. Joseph McNulty, pastor of St. Augustine Catholic Church in Ohio City; and Fairview Park Mayor Eileen Patton. In addition to the award, the Fairview/Lutheran Foundation provided a donation of \$500 to an organization or charity of each recipient's choice.

Service provided by our hospital leadership also was acknowledged with the **first annual Leadership Awards** recognizing those at the director level or higher for significant contributions to the development of Lakewood, Fairview and Lutheran Hospitals. Our 2005 recipients were Becky Caputo, regional director of Organizational and Staff Development; Brian Tilow, regional vice president of Behavioral Health; Dan Zezena, director of the EMS Academy; and Jan Murphy, chief operating officer of Fairview Hospital.

One of our goals and priorities for 2005 was to strengthen our **emergency medical services**

The 2005 Pillars of Medicine winners exemplify the Cornerstone of "Service."

Recipients of the first-ever Community Service Awards.



relationships. Lakewood Hospital and Fairview Hospital are the only designated Level II Trauma Centers in the Westshore communities. This designation acknowledges the high quality of care we give seriously injured patients. In 2005, Lakewood Hospital's Emergency Department had 36,770 visits.

Lakewood, together with Fairview and Lutheran Hospitals, continued to work toward eliminating ambulance diversion, a situation that occurs when hospitals report they are too busy to take on new patients and "divert" ambulances to another hospital. The goal of the hospitals' **ED diversion plan** is to ensure that our hospitals are open to the patients and physicians that we serve. It also advances our partnership with local EMS as it enables squads to remain closer to community residents so that emergency ambulance response is not delayed. In a meeting coordinated by Jack Gustin, chief administrative officer of Lakewood Hospital, EMS and other hospital leaders initiated steps at all facilities to abolish ED diversion, thus keeping community hospital emergency departments open in the finest traditions of patient advocacy.

In July we opened a new facility for the **EMS Academy** of Fairview, Lakewood and Lutheran Hospitals. Cleveland city officials, together with local fire and EMS squads, participated in a ribbon cutting of the state-of-the-art facility dedi-

cated to providing the highest quality of education for all levels of EMS providers. Located at 15531 Lorain Avenue, the EMS Academy includes two integrated classrooms, four laboratories and a computer lab housing 30 student computers. There also has been an investment in the web-based learning system to augment the student's educational opportunities beyond the traditional classroom setting. The Academy continues to make significant progress in establishing itself as a local, regional and national resource for EMS training.

The City of Lakewood and Lakewood Hospital announced the expansion of the **Lakewood Start-A-Heart program**, a citywide effort initiated in 2001 to treat sudden cardiac arrest victims and to improve the community response to such emergencies. Lakewood Hospital provided ten new automated external defibrillators, valued at \$25,000, to be placed at various locations within the city, including police vehicles that are often first responders to emergency medical situations.

Community Service

We believe community service and involvement are vital to our mission. These opportunities enable us to assess needs, provide input and offer our expertise to make positive things happen to enhance residents' quality of life. Our Community Advisory Board comprises representatives of a broad spectrum of com-

The First Annual Leadership Awards recognized those making significant contributions to our hospitals.

EMS Commission Edward Eckart, Cleveland Mayor Jane Campbell and Councilman Michael Dolan help cut the ribbon dedicating a new facility for the EMS Academy.



Bill Wagner, principal of Lakewood High School, Linda Thayer, West Shore Career-Technical District, and Jack Gustin, CAO of Lakewood Hospital, are working together to help area students.



The Cleveland Clinic, led by Delos Cosgrove, M.D. (right), has a strong history of supporting education in the community, including a \$10 million commitment to enhance educational opportunities at Cleveland-area public schools.

community services, businesses and consumer groups. Our hospital leaders use these quarterly meetings to enhance communications and discover mutually beneficial community partnerships. In addition, Lakewood, Fairview and Lutheran Hospitals regularly conduct assessments to understand the specific needs of our immediate communities, enabling our hospitals to provide and enhance services through an extensive range of programs.

The **Parish Nurse Program** of Fairview, Lakewood and Lutheran Hospitals is one of the largest of its kind in the United States. Offered in partnership with local churches and supported financially by the Lakewood Hospital Foundation and Fairview/Lutheran Foundation, the Parish Nurse Program is designed to meet the emotional, physical and spiritual needs of individuals through a holistic approach. During 2005, 39 parish nurses provided care through 51 parishes representing eight denominations. Collectively they provided services to 65,070 individuals. Parish nurses continued to address the growing obesity problem through education and exercise programs in their respective parishes.

SeniorCircle Plus is a special membership program with benefits for individuals age 55 and over in communities served by Lakewood Hospital. During 2005, 7,047 individuals became new members of SeniorCircle Plus to bring the total westside membership to

47,602. Hundreds of members participated in educational forums, bus trips and computer and driving classes sponsored by SeniorCircle Plus in 2005.

To fulfill our mission of meeting the needs of our surrounding communities, Lakewood Hospital is partnering with a number of community leaders and organizations to determine what those needs are. For example, through our Teen Health Center, we are working with the City of Lakewood to develop a **Youth Master Plan**. The plan calls for a broad range of community stakeholders — including local elected officials, city hall staff and young people, as well as school administrators and principals, parents, business leaders and representatives of youth-serving organizations — to establish long-term, community-wide plans and priorities for youth. Out of this process we have identified the prevalence of diabetes and behavioral health issue concerns in youth as issues to be addressed.

Lakewood Hospital also is actively participating with the **Lakewood Cares Coalition** created by David Estrop, superintendent of Lakewood City Schools, to help identify at risk youth. Whether these children are at-risk medically or behaviorally, Lakewood Hospital will collaborate to develop innovative programs to help these youth grow healthier while they're students in the Lakewood school system. There will be many opportunities to

help these children with various aspects of their lives from nutrition, to disease prevention, to tutoring.

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 2,557 visits in 2005 for physicals and mental health care. In addition, the center reached more than 4,500 youth last year by providing more than 50 free outreach services at a variety of locations. 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. The Teen Health Center receives support from the Lakewood Hospital Foundation.

Lakewood Hospital employees provided significant participation and volunteer support to the **Fourth Annual Ambulance Chase** to benefit the Teen Health Center. Organized by the Lakewood Hospital Foundation, the event drew more than 750 registrants and netted more than \$31,000 to benefit the center.

To support adolescent health by raising awareness of teen suicides, the Lakewood

Hospital Teen Health Center again sponsored a **community teen suicide awareness and prevention event**. The keynote speaker was Clark Flatt, president and founder of the Jason Foundation, which provides information, programs and resources to parents, educators, youths and others who want to fight what has been called a "silent epidemic" of youth suicide. Mr. Flatt's son, Jason, committed suicide at the age of 16.

An estimated 22 percent of adult Americans and 9 percent of children and teens, ages 5 to 17, have diagnosable mental disorders. Mental illness affects people of all ages, but with early detection and newer therapies, the course of the disease can be changed. That's why Lakewood Hospital sponsored a free **five-part mental health series** for the community featuring members of the medical staff from Lakewood Hospital, Lutheran Hospital and the Cleveland Clinic who addressed child, adolescent, adult and geriatric mental health issues.

One of our long-term workforce development strategies is to partner with area high schools to ensure that students have access to career opportunities in health care. **Our Health Careers Technology program** offers job-shadowing opportunities at Lakewood Hospital to Lakewood, Rocky River, Bay Village and Westlake high school juniors who are interested in careers in nursing, radiology, respiratory, rehab

Participants in the 2005 Health Careers Technology Program.

More than 750 people participated in the Fourth Annual Ambulance Chase that raised more than \$31,000 for the Teen Health Center.





or laboratory services. A September ribbon-cutting ceremony celebrated the opening of a new classroom and lab for the program in the Lakewood Hospital Professional Building. Through an affiliation between our hospital's Child Care Center and Lakewood High School's Child/Elder Program, junior and senior students also rotate through the Center for career experiences.

The Cleveland Clinic provided a **summer science internship program** that gave 44 junior and senior high school students in Greater Cleveland the opportunity to learn about science firsthand. The nine-week internship program was the first to be launched by the Clinic's newly created Office of Civic Education and was designed to increase the students' interests in science, literacy and research by supplementing their classroom learning experience. Lakewood Hospital hosted a Lakewood and a St. Edward high school student, who each worked 40-hour workweeks, attended workshops and completed individual research projects.

The communities served by Lakewood Hospital has an increasingly aging population. In response, the hospital continues its commitment to meet the needs of area seniors. Through our **SeniorCare Program**, we address the aging process, assist older adults to develop healthy and rewarding lifestyles and offer

guidance and support to families and caregivers. Services are available at Lakewood Hospital's Community Health Center, in the hospital, at the Lakewood Professional Building and at other locations throughout the Westshore area.

Our **SeniorCare Assessment Center** is a cornerstone of our SeniorCare services. Here, a multidisciplinary team of geriatric health specialists evaluates and assesses each senior's physical, psychosocial and functional status and develops an individualized plan for optimum care. 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. The SeniorCare Department had 967 patient visits in 2005.

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 903 at-risk seniors and facilitated 434 community agency referrals on their behalf in 2005. SIGNET receives significant support from the Lakewood Hospital Foundation.

Lakewood Hospital hosted the 2005 **Summer Series on Aging**, a free medical grand rounds

More than 500 attended Simply Women/Simply Wonderful, which included a health talk by Dr. Mousab Tabbaa (left photo) and a keynote speech from Regina Brett (right photo).



for professional providers of health care to the elderly. Sponsored by Lakewood, Fairview and Lutheran Hospitals, the weekly program included presentations on cognitive assessment, stroke, the aging eye, dangerous drug combinations, pain management, movement disorders and infectious disease.

Lakewood Hospital provides **walk-in nursing clinics** throughout the Westshore area. Seniors can access a variety of screening services at these clinics, including blood pressure screening and medication education. The hospital conducted 284 walk-in nursing clinics in 2005.

The **Lifeline Emergency Response System** program hit a milestone in 2005 by signing up the 1,000th personal response service subscriber. Lifeline is a simple-to-use-medical device that enables elderly and disabled individuals to live independently without fear of being isolated in times of emergency. By pushing the help button on a necklace or wristband, subscribers have immediate access to help whenever they need it, 365 days a year. A professionally trained monitor assesses the call and responds by calling a neighbor, family member or emergency services. At the end of 2005, there were 1,122 Lifeline units in use through Lakewood, Fairview and Lutheran Hospitals. The Lifeline program is based at Lakewood Hospital, and the Lakewood Hospital Foundation provided 10 units to low-income subscribers.

In 2005, 10,479 West Side residents took advantage of a host of **free health screenings** provided by Lakewood Hospital physicians, nurses and staff. Screenings were sponsored by the hospital or took place at senior centers, health fairs and special events. Lakewood's physicians and other health care providers also presented educational talks to promote awareness about various health topics. More than 2,520 people also took advantage of 68 free health talks held throughout our community.

More than 300 representatives of area nursing homes, assisted living facilities, senior communities and hospices attended a **Post Acute Care program** to update them on changes and services available at Lakewood, as well as Fairview and Lutheran Hospitals. This program strengthens our relationships as part of our continuing outreach efforts to serve the community.

For the third consecutive year, Lakewood Hospital partnered with Fairview and Lutheran Hospitals to sponsor "**Simply Women/Simply Wonderful**," a health-focused day aimed exclusively at women. More than 500 women attended the event at LaCentre Conference Center in Westlake. The keynote speaker was *Plain Dealer* Columnist Regina Brett, while our physicians and health care professionals provided information on heart disease, hormone replacement therapy, osteoporosis, exercise, food and mood and emotional health, and other important health topics.

Assisting other organizations through time, talent or financial support is a big part of Lakewood Hospital's community outreach efforts. All of our employees are **encouraged to volunteer** as a way to give back to the communities that support our organizations. In 2005, a community program was established so that hospital leaders could formally be recognized for their efforts in helping us reach our community service goals. As a socially responsible organization, we recognize that volunteerism is a worthwhile and rewarding activity and necessary in a world that has so many human and community needs. In 2005, the employees and medical staff at Lakewood, Fairview and Lutheran Hospitals were represented in more than 315 not-for-profit organizations in our communities. Participation ranged from serving on community boards to helping plan and implement health-related events. Lakewood Hospital and its employees gave generously to support others in 2005. Most significant were the following contributions:

Groundbreaking took place last spring on the new **Lakewood Family YMCA**. This groundbreaking would not have been possible without the commitment of the Lakewood Hospital Board of Trustees, under the direction of Board Chairman **Dennis Roche**, which secured a \$500,000 multi-year pledge from

Lakewood Hospital with generous support from the Lakewood Hospital Foundation. Collaborating with the YMCA project gives Lakewood Hospital the opportunity to expand its community outreach and rehabilitation services through the use of the new facility's amenities, including the gymnasium, therapy pool and fitness center.

The YMCA of Greater Cleveland honored Susan Grimberg, Lakewood Hospital's community health manager, and Wendy Hartman, manager of senior services at the Fairview Hospital Wellness Center, with its **Triangle Award** for their significant contributions to the mission of the YMCA.

Lakewood Hospital staff continued to meet and exceed respective **United Way** goals with a contribution of \$36,042 in 2005, a more than 25 percent increase over 2004. Hospital employees once again supported the **Harvest for Hunger** campaign by donating 608 pounds of food and \$6,728. Proceeds benefited the local food banks serving Lakewood and Westlake.

Lakewood Hospital adopted **Harrison Elementary School** and identified opportunities in which employees can make a difference in the lives of the school children. The school selected five families and gave the hospital a wish list of needed items along with the number

A \$500,000 pledge from Lakewood Hospital helped make the groundbreaking of a new YMCA possible.

Lakewood's Susan Grimberg received a Triangle Award for her work with the YMCA.



Lakewood Hospital employees offered blood pressure screenings to more than 300 people at the Lakewood Arts Festival.



Nearly 10,500 residents participated in free health screenings provided by Lakewood physicians, nurses and staff.

and ages of children in the families. The hospital provided more than \$2,500 in food, clothes, toys and gift certificates to the school to present to the families on Christmas Eve.

In response to relief efforts for **Hurricane Katrina**, Lakewood Hospital donated money and time to help those devastated in the Gulf Coast region. Throughout the Cleveland Clinic health system, more than 1,000 staff volunteered to participate in a team of physicians, nurses and clinical technicians to provide on-site assistance to victims.

There was a serious blood shortage throughout Northeast Ohio last year, and our employees responded with great support. A total of **253 units of blood were donated** to the Red Cross through on-site blood drives and others sponsored in the community.

Lakewood Hospital, together with Fairview and Lutheran Hospitals, provided a total of \$253,231 in **sponsorship support to other charitable and civic community organizations** during 2005. These included support to walks and events sponsored by the American Heart Association, the Lakewood Schools, the Lakewood Arts Festival, the Lakewood Fourth of July Parade, the Alzheimer's Association Memory Walk (chaired by Fred DeGrandis, CEO of Fairview, Lakewood and Lutheran Hospitals), the ALS Association, Relay for Life, Race for the Cure and other American Cancer Society Events, and many others.

Rising unemployment rates in Northeast Ohio contributed to significant increases in Lakewood Hospital's uncompensated care in 2005. One of the ways we have responded to this issue is through an enhanced relationship with **North Coast Health Ministry** whereby a full-time physician has been placed at the ministry office to address the needs of the uninsured. 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 government plans. Lakewood Hospital also provided North Coast Health Ministry with more than \$1.16 million in emergency, inpatient and outpatient services.

Lakewood Hospital is well represented on the **Lakewood Community Progress Incorporated** (LCPI) board, as its membership includes Jack Gustin, Lakewood Hospital's chief administrative officer; Curt Brosky and Lakewood Mayor Tom George, members of the Lakewood Hospital Board of Trustees; and Tim Laskey, a Lakewood Hospital Foundation Board member. In 2005 the City of Lakewood, through its partner LCPI, was selected to join the **Ohio Main Street Program**, part of an elite group of communities dedicated to a comprehensive and highly successful revitalization strategy.

More than 150 employees of Lakewood, Fairview and Lutheran Hospitals volunteered

Many hospital employees participated in Lakewood's Fourth of July parade (left and center photos).



Lakewood Hospital provided North Coast Health Ministry with significant support in 2005.

at **the first-ever WestFest** at the Michael Zone Recreation Center on October 1. Sponsored by the Fairview/Lutheran Foundation, together with 20 community partners, WestFest was a great success as the diverse westside community came together and celebrated with music, art, crafts, food, dancing, and a KidsFest with games and prizes. Throughout the day, a Health Village provided exhibits, displays, education and a wide variety of health screenings. These screenings and related events were offered free through the participation and service of the staffs of Lakewood, Fairview and Lutheran Hospitals.

For the second consecutive year, Lakewood, Fairview and Lutheran Hospitals sponsored the Family Fun Festival as part of the 15th annual **Celebrate Westlake** event. As in the past, proceeds from the morning's Celebrate Westlake run/walk are donated to area non-profit organizations, including the Parish Nurse program of Fairview, Lakewood and Lutheran Hospitals, which received a \$10,000 grant from the event's proceeds.

For the first time, Lakewood, Fairview and Lutheran Hospitals served as sponsors of the **Fifth Annual Eagle Run** that drew 450 participants. The event raised more than \$50,000 for the Avon School Endowment Fund to support education in the schools and the new Avon Senior Center.

WestFest celebrated the diverse westside community.



Teamwork



Teamwork means working together to help our organizations respond to the growing complexity and demands of health care. For this reason we created a **Physician Leadership Academy** to ensure that our physicians have the expertise to serve in future leadership roles. Thirty physicians from Lakewood, Fairview and Lutheran Hospitals enrolled in the Academy’s first year to learn and develop critical skills that will enable them to be successful advocates and leaders of change.

Again in 2005, we rededicated ourselves to **Service Excellence**. Our employees and medical staff committed themselves to attaining higher levels of patient care and customer

ing our mission of providing high quality patient-focused health care that is readily accessible, cost effective and meets the needs of our community.

Employees embraced and supported an **employee care fund** – called “Caring is Contagious” – aimed at helping their co-workers experiencing adverse financial situations or catastrophic hardships. This program promotes the tradition of caring that is part of our culture and advances our mission goals of being the best place to work and demonstrates our concern for others. More than \$25,927 was raised last year, and 16 employees received help for such things as food, utilities, mortgage or rent, and gasoline.

Our culture encourages collaboration and individually we must seek opportunities to pool our knowledge and skills for the good of the patient and the advancement of medicine.

Our **hospital volunteers** are vital to our ability to provide quality, compassionate care. The cheerful attitude and human touch they bring to the hospital setting adds an important dimension to the medical care we give. They are goodwill ambassadors throughout the hospital, making the day brighter for patients, their families and our own staff. In 2005, we were fortunate to have 354 dedicated volunteers who provided a total of 76,542 hours.

service standards through the cornerstones of quality, innovation, teamwork and service. Our “Excellent Ideas” program is an important aspect of Service Excellence. Employees and medical staff submitted their ideas for improvements and innovations, many of which were implemented in 2005. Our “Destination Excellence” efforts are aimed toward achiev-

Mousab Tabbaa, M.D., **became the first physician** in the nearly 100-year history of Lakewood Hospital to serve as chair of the Board of Trustees. Dr. Tabbaa has been asso-

Our “Destination Excellence” campaign featured special activities and events for all employees.

Our employee care fund raised more than \$25,927 in its first year.



Special events celebrated the contributions of our long-time volunteers (left photo) and employees (right photo) during 2005.



Teamwork: The Lakewood Hospital Foundation

LAKWOOD HOSPITAL FOUNDATION

Teamwork encourages collaboration and opportunities to pool our knowledge, skills and resources to better meet the needs of our community, which is why Lakewood Hospital is fortunate to have the Lakewood Hospital Foundation as its partner. Looking forward to celebrating its 50th year of philanthropy in 2006, the Lakewood Hospital Foundation has continued to receive generous support for nearly half a century from financial contributions and volunteering from thousands in our community.

Providing excellent health care to our patients and their families, regardless of their ability to pay, is our mission. However, insurance and/or government payments simply do not cover the costs associated with providing such care. It is the continued generosity of our supporters through the Lakewood Hospital Foundation that helps us meet these costs, ultimately enhancing the quality of life in our community.

Through this philanthropic support, Lakewood Hospital is able to fund numerous initiatives, including care for the most vulnerable members of our community, new health care programs, education, cutting-edge equipment and capital expansion, making gifts and grants to the Foundation vital to the fulfillment of Lakewood Hospital's mission. Contributions came from many different sources last year, including annual giving, investment income, planned and major gifts, and special events.

In 2005, Lakewood Hospital Foundation remained faithful to its mission of supporting Lakewood Hospital by providing funding for a multitude of programs, specifically the Teen Health Center, nursing education, SeniorCare, the Lakewood Parish Nurse

Partnership, SIGNET, cardiac services, indigent patients, the emergency department, financial assistance programs and our internal employee care fund.

The Lakewood Hospital Foundation hosted a number of fundraising events during 2005. One of these was the Straight from the Heart Gala and Raffle, from which Lakewood Hospital received \$88,280 for technology improvements to the open-heart surgical suites. In addition, the Fourth Annual Ambulance Chase, with 700 participants, netted \$31,373, and 300 people attended the Third Annual Hats Off! event, netting \$21,481. Through the generosity of the hospital family, the Foundation raised nearly \$26,000 to initiate the Lakewood Hospital Employee Care Fund.

Lakewood Hospital Foundation is governed by a dedicated volunteer Board of Trustees comprised of respected members from the community. These individuals take their responsibility as stewards of contributions very seriously and ensure that the funds are used as intended by donors. As a not-for-profit organization, the Foundation operates exclusively for charitable purposes and is a designated 501(c)(3) organization. All contributions to Lakewood Hospital Foundation are tax-deductible to the extent allowed by law.

Lakewood Hospital's past, present and future are enriched by the generosity of those who recognize and address the needs of their families, friends and neighbors. To learn more about how you can help support the good works of the hospital, contact Lakewood Hospital Foundation at 216.529.7009 or foundation@lkwh.org.

Teamwork provided by our cardiovascular operating suite (left) and Emergency Department (right) contributed to our customer service efforts in 2005.



ciated with Lakewood Hospital since 1988 and is the president of North Shore Gastroenterology and Endoscopy Center.

Our **“Walk in My Shoes” program** promotes collaboration among Lakewood, Fairview and Lutheran Hospitals. This initiative provides employees an opportunity to partner with or shadow their counterparts at the three hospitals to enable them to experience day-to-day operations at another hospital. Employees who participated in this program have gained new insights and practical tips to help them do their job better.

In an effort to provide a healthy environment for all employees, patients and visitors and to continue our dedication to health and wellness, Lakewood Hospital joined all Cleveland Clinic hospitals in becoming entirely **smoke-free campuses** on Independence Day 2005. A variety of services and programs were made available to staff and the community to support this effort. Our hospitals also are involved in various smoke-free initiatives, such as hosting Freedom From Smoking programs and collecting signatures that petitioned for the state legislature to place smoke-free regulations on the Ohio ballot this year.

STATISTICS

Unreimbursed Care

Lakewood Hospital provided \$28.7 million in unreimbursed inpatient and outpatient care to the medically indigent during 2005.

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 \$7.9 million in payroll taxes (excluding Social Security and Medicare taxes) in 2005. This includes more than \$5.5 million in federal income taxes, \$1.7 million in state taxes and \$713,869 in local income taxes.

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.

Statistics

Year Lakewood Hospital founded	1907
Number of Licensed Beds	400
Employees (full- and part-time)	1,383
Physicians (with privileges)	574

Volume	2005
<i>Admissions</i>	13,078
<i>Surgeries</i>	6,748
<i>Births</i>	764
<i>Outpatient Visits</i>	160,857
<i>Emergency Visits</i>	36,770

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