The growth of Huntsville Hospital Health System over the past several years is evidence that community hospitals and other providers are working together to improve health care for the residents of the Tennessee Valley. In fact, our Health System was established to help support local, community-based care in our region. With shared missions and values, we believe that health care services are best provided when they are available locally.

As you will see in this report, Huntsville Hospital Health System is comprised of hospitals, physicians, outpatient services, and other health-related entities. Our Health System is uniquely structured to enable like-minded providers to deliver quality care and service to the patients in our respective communities.

This report provides a snapshot of our Health System, as well as data which reflects our commitment to providing quality care and service to our patients across the region. We hope that you see the value of our cooperative efforts to improve health care services throughout northern Alabama. It is our privilege to serve you and your community.

**Our Mission**
Provide high quality care and services that will improve the health of those we serve.

**Our Vision**
To be one of the best health systems in America and consistently strive to provide clinical and service excellence.

**Our Values**
Accountability, Compassion, Excellence, Innovation, Integrity and Safety
GOVERNING BOARD
The Health Care Authority of the City of Huntsville is the governing board for Huntsville Hospital Health System.

Philip Bentley, Jr.,
Chairman
Mike Goodman,
Vice-Chairman
Frank Caprio,
Secretary/Treasurer
Amit Arora, MD

Kerry Fehrenbach
Bhavani Kakani
Macon Phillips, MD
Beth Richardson
David Smith

HUNTSVILLE HOSPITAL HEALTH SYSTEM HOSPITALS
Obligated Group
Athens-Limestone Hospital
Decatur Morgan Hospital
Decatur Morgan Hospital Parkway Campus
Decatur Morgan Hospital West Campus
Huntsville Hospital
Huntsville Hospital for Women & Children
Madison Hospital
The Heart Center
HH Physician Network
Hospice Family Care
Helen Keller Hospital
Red Bay Hospital
Huntsville Hospital Foundation

Other Ownership Relationships
The Surgery Center of Huntsville
North Alabama Managed Care Inc. (NAMCI)
CompOne
First Community

Health Group of Alabama (HGA)
Occupational Health Group
Best Start program
Home Medical Equipment
LHC Home Care (joint venture)

Management Agreement
Lawrence Medical Center

Affiliate Relationships
Marshall Medical Centers
Curae Health (Russellville, Haleyville & Winfield Hospitals)

Joint Ventures
Continuum RX (Home Infusion)
Tennessee Valley Pain Consultants
North Alabama Community Care
Alabama Community Care (probationary RCO)
The Oncology Services of North Alabama

Contractual Agreement
Healthsouth Rehabilitation Hospital

HUNTSVILLE HOSPITAL HEALTH SYSTEM ENTITIES

Health System SNAPSHOT

2015 Stats

Admissions 89,657
ER Visits 316,259
Surgeries 83,743
Births 7,555
Imaging 661,970

Laboratory tests 6,610,341
Outpatient Registrations 959,772
Number of employees 11,473
Licensed Beds 1,777

Surgery cases include all System hospitals and The Surgery Center of Huntsville.
HUNTSVILLE HOSPITAL
Operations within Madison County

– Established in 1895.
– 941 acute care beds, including Huntsville Hospital for Women & Children and Madison Hospital.
– Tertiary care referral center for north Alabama and southern Tennessee.

Tracey Doughty, Senior Vice President of Operations for Huntsville Hospital

2015 Stats

<table>
<thead>
<tr>
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<th>Count</th>
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<td>Admissions</td>
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<tr>
<td>ER Visits</td>
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<td>Surgeries</td>
<td>37,749</td>
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<td>Births</td>
<td>5,218</td>
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<td>Imaging</td>
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<td>Laboratory tests</td>
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<td>Outpatient Registrations</td>
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<td>Number of employees</td>
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<td>Licensed Beds</td>
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Stats for Huntsville Hospital, Huntsville Hospital for Women & Children and Madison Hospital
Recent Advancements

Huntsville Hospital’s cardiovascular program, now known as the Heart Institute, has recently occupied newly remodeled space on the third floor. The area will become the front door for the specialty and will provide a larger and updated Cardiac Short Stay unit and a new guest area for families and friends of patients in the cardiac cath lab.

Last year, our Mobile Medical Unit conducted more than 200 screenings throughout the local community and in the region, serving more than 6,200 persons.

Reaching out to the community

The community benefit of a hospital can be measured by the number of people served and in the services that are provided free or below actual cost. These numbers reflect only the operations in Madison County.

Charity care ........................................ $14,077,428
non-reimbursed cost to hospital
Uncollected accounts .................... $40,414,943
cost to hospital
Medicaid ........................................... $8,947,734
non-reimbursed cost of care Medicaid patients
Medical education ......................... $6,419,734
non-reimbursed cost of educating residents & interns
Community Health Initiative grants ..... $500,000
Support of schools .......................... $1,250,000
Community classes, screenings and support for health events ....................... $250,000
COMMUNITY BENEFIT ................. $71,859,202

Huntsville Hospital, Hospice Family Care and Redstone Village are building the community’s first inpatient hospice unit at Redstone Village.

STROKE CARE without boundaries

Huntsville Hospital recently established the North Alabama Neuro-Stroke Network to serve patients in outlying communities.
HUNTSVILLE HOSPITAL FOR WOMEN & CHILDREN

hhwomenandchildren.org

Paula Lucas,
Vice President of Operations

Huntsville Hospital acquired Medical Center Hospital in 1994, converting it to a Women & Children facility in 1999.

- One of only three children’s hospitals in the state with more than a dozen pediatric subspecialties on the medical staff.
- One of seven outpatient clinics of St. Jude Children’s Research Hospital.

2015 Stats

- Births 4,394
- Pediatric ER Visits 33,879
- Well baby nursery days 8,513
- Neonate nursery days 18,244

Neonatal care
Pediatric transport
Pediatric surgery
- Built and opened by Huntsville Hospital in 2012.
- 60 bed facility.
- Emergency department has expanded three times since opening.

2015 Stats

<table>
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<th>Service</th>
<th>Number</th>
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<tbody>
<tr>
<td>ER Visits</td>
<td>44,056</td>
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<tr>
<td>Surgeries</td>
<td>3,351</td>
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<tr>
<td>Births</td>
<td>824</td>
</tr>
<tr>
<td>Well baby nursery days</td>
<td>1,917</td>
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<tr>
<td>Number of employees</td>
<td>351</td>
</tr>
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</table>

Hospital Advisory Board Members

Mike Goodman, Chairman
Beth Richardson
Ashley Burchfield, MD
Bobby DeNeefe
Gerald Dupree
Paul Finley
Matthew Hunt, MD
Carole Jones
Krishna Srikakolapu
Taron Thorpe
Clarence Tidwell
Carmeleita Winburn

Level II nursery care
Telemedicine
A growing campus
Recently, Athens-Limestone Hospital has made significant contributions to the healthcare sector in the region. The hospital continues to be among the leading hospitals in Alabama in preventing infections, according to performance data from MedMined.

North Alabama’s only Long Term Acute Care unit is located in Athens-Limestone Hospital. This critical service provides specialty care for patients from all across the Tennessee Valley.

Athens-Limestone Hospital offers four Urgent Care Centers for residents in Limestone and Lauderdale Counties.

A new surgery center is planned for ALH’s Limestone Medical Village near Interstate 65 and U.S. 72.
Recent Advancements

Decatur Morgan Hospital was reviewed by the Joint Commission in 2015, earning a three year accreditation by the organization.

The hospital’s maternity program, known as the Newborn Center, relocated to its newly remodeled home at the Parkway campus.

The Surgery Center of Decatur, a part of the Decatur Morgan family, received the APEX Quality Award of Healthcare Excellence from Voyance.

Decatur West is offering new telemedicine screening services for psychiatric patients in Emergency Departments in Athens, Madison and Huntsville. The service expedites the process of getting psychiatric patients to the appropriate location for treatment.
The roots of Helen Keller Hospital trace back to 1921 when the city of Sheffield and Colbert County government purchased the New Belmont Hospital. In 1979, the name of the hospital was changed to honor Helen Keller.

Red Bay Hospital operates as a 25-bed critical access hospital under the direction of Helen Keller Hospital.

In 2014, Helen Keller Hospital joined Huntsville Hospital Health System.

**Advisory Board Members**

Dr. Josh Vacik  
Dr. Ryan Conner  
Ms. Keller Thompson  
Mr. Steve Hargrove, Chairman  
Dr. Aaron Karr  
Mr. Alford Boyd  
Mr. Steve Nesbitt  
Dr. Mark Mcllwain  
Mr. Larry Collum  
Ms. Belinda Carmichael  
Dr. Larry Holcomb  
Dr. Jack McLendon, Chief of Staff – ex officio member

**Recent Advancements**

Patient rooms at Helen Keller Hospital have been updated with new recliners, chairs, side tables and over-the-bed tables. In addition, a new system has been installed to increase security throughout the campus.

Blue Cross Blue Shield of Alabama recognized Helen Keller Hospital for expertise and efficiency in maternity care with the Blue Distinction Plus award for 2016.

Helen Keller Hospital has implemented computerized physician order entry (CPOE).

The Keller Home Infusion Center relocated to a larger, state-the-art facility on campus.

**2015 Stats**

- **Admissions**  
  HKH 7,125 | RBH 700

- **ER Visits**  
  HKH 42,283 | RBH 4,756

- **Surgeries**  
  6,049

- **Births**  
  HKH 860

- **Imaging**  
  HKH 70,241

- **Laboratory tests**  
  HKH 496,117

- **Outpatient Registrations**  
  HKH 56,842 | RBH 7,398

- **Number of employees**  
  HKH 988 | RBH 122

- **Licensed Beds**  
  185
Recent Advancements

Lawrence Medical Center’s Urgent Care Center, located on Highway 157 in Moulton, expanded its hours of service to accommodate patients seeking care on the weekend.

Three of the hospital’s primary care clinics – Moulton Family Medicine, Moulton Pediatrics and the Urgent Care Center – completed successful surveys by the Alabama Department of Public Health.

Lawrence Medical Center offers transitional care for patients requiring post-acute services. Transitional care services are a cost-effective way for individuals to get the care they need if they need a rehab setting outside of a nursing home.
Huntsville Hospital Health System is committed to providing our patients with quality care and service. For several years we have published our Annual Quality Report, showing the data and describing the initiatives that we are taking to ensure that our patients receive quality care. We are investing in comprehensive internal improvement efforts, even as we face massive external pressures, including an uncertain economy, governmental regulation, and a fast aging patient population.

Our vision as an organization and our driving force every day is to be one of the best systems in America in clinical care and customer service. This will not change. Although there is no single litmus test to accurately judge the quality of care provided by hospitals, there are many indicators which should be considered. As a consumer, you should ask many questions as you determine who and where to turn for your family’s health care services. Some of these questions might include:

- Is the hospital Joint Commission accredited?
- How does the hospital compare on the Center for Medicare and Medicaid Services Core Measures?
- Does the hospital have the experience necessary to be proficient in the procedure or service you require?
- Is the hospital recommended by former patients?

For this report we have provided the latest data from seven Core Measures that all hospitals must report. These measures are not all inclusive, but they reflect performance over time in delivering quality care to our patients. Scores may vary by facility due to small volumes.
HCAHPS is a national survey instrument and data collection methodology for measuring patients’ perceptions of their hospital experience. The survey is conducted on behalf of CMS, the U.S. agency which oversees Medicare and Medicaid. The “Likelihood to Recommend” question measures the percentage of patients who answered “always.”

*Huntsville Hospital data includes HH Main, Huntsville Hospital for Women and Children, and Madison Hospital.

*Decatur Morgan data includes Decatur and Parkway campuses.

*Helen Keller data includes Helen Keller Hospital and Red Bay Hospital.

Patient Safety Indicators (PSIs) are a set of measures that provide information on potential hospital complications and adverse events following procedures. The measure shown above include the following PSIs: Decubitus ulcer, iatrogenic pneumothorax, Central venous catheter related bloodstream infection, Postoperative hip fracture, Perioperative pulmonary embolism or deep vein thrombosis, Postoperative Sepsis, Postoperative wound dehiscence, Accidental puncture or laceration. This index value is a ratio of observed to expected events. A score of less than 1.0 is considered good.

*Huntsville Hospital data includes HH Main, Huntsville Hospital for Women and Children, and Madison Hospital.

*Decatur Morgan data includes Decatur and Parkway campuses.

*Helen Keller data includes Helen Keller Hospital and Red Bay Hospital.
The 30-day mortality rates are the percent of patients who expire after 30 days of being hospitalized. Mortality rates are considered an “outcome of care” measure and show what happened after patients with certain conditions receive care. The rates are “risk-adjusted,” meaning that the calculations take into consideration how sick patients were when they were hospitalized.

*Huntsville Hospital data includes HH Main, Huntsville Hospital for Women and Children, and Madison Hospital.
*Decatur Morgan data includes Decatur and Parkway campuses.
*Helen Keller data includes Helen Keller Hospital and Red Bay Hospital.
Hospital-Associated Infections
July 2014 – June 2015

Hospital-Associated Infections (HAIs) are infections that patients acquire during a hospitalization while receiving care, treatment and/or services for another condition. HAIs are displayed as a ratio of actual to predicted infections to account for how sick patients were when receiving care. Our hospitals use Centers for Disease Control and Prevention definitions through the National Healthcare Safety Network reporting system. While all hospitals aim for zero hospital-acquired infections, a score less than 1.0 is considered good.

*Huntsville Hospital data includes HH Main, Huntsville Hospital for Women and Children, and Madison Hospital.
*Decatur Morgan data includes Decatur and Parkway campuses.
*Helen Keller data includes Helen Keller Hospital and Red Bay Hospital.
The 30-day readmission rates are the percent of hospitalized patients who return to the hospital within 30 days of discharge. While some readmissions are appropriate, the measure is intended to highlight admissions to the hospital that were potentially avoidable. The goal is to assure that a patient spends no more time in the hospital that is medically necessary for their condition and health status. The rates are “risk-adjusted”, meaning that the calculations take into consideration how sick patients were when they were hospitalized.

*Huntsville Hospital data includes HH Main, Huntsville Hospital for Women and Children, and Madison Hospital.
*Decatur Morgan data includes Decatur and Parkway campuses.
*Helen Keller data includes Helen Keller Hospital and Red Bay Hospital.