Welcome to Memorial Hospital’s 2010 Annual Community Report. Our hospital, physician practices, and affiliated imaging centers and surgery centers are dedicated to the health and well-being of the residents of Jacksonville. This is our opportunity to showcase how we help make our community a better place.

In 2010, Memorial Hospital made a major commitment to reduce patient wait times in our Emergency Department. As part of this effort, we completed a full renovation of our ExpressCare. ExpressCare speeds patient treatment by treating less severe ailments and injuries. Our ExpressCare now has 13 patient rooms along with lab and x-ray capabilities.

The Emergency Department also instituted a program called Provider-in-Triage. Instead of waiting until they get into a room, a patient sees a doctor or nurse practitioner while they are being checked-in. Our efforts have paid off. In 2010, our Emergency Department saw more than 73,000 patients. On average, those patients waited less than 28 minutes to see a health care provider. Patients that are not admitted to the hospital leave the ER, on average, in 2 hours and 13 minutes.

Our Emergency Department, Heart Center and fully accredited Chest Pain Center are also excelling at quickly treating heart attack symptoms. Our door-to-balloon times beat the nationally established goal by more than 30 minutes. A door-to-balloon time refers to the speed in which a cardiologist can perform a life saving balloon angioplasty or other coronary procedure. Those procedures get the blood flowing again. Memorial Hospital’s door-to-balloon times beat the nationally established goal of 90 minutes 100% of the time. Our average time for the year was 57 minutes.

In 2010, for the second year in a row, Memorial Hospital received the “Get With The Guidelines” Stroke Gold Plus Performance Achievement Award. This important designation is awarded by the American Heart/American Stroke Association, and it recognizes our commitment and success in implementing excellent care for stroke patients.

We provide our ER wait times online. Patients can either log-on to Memorial’s Web site, text 23000 with the word ER in the body of the message from their cell phone, or use the iTriage application on their smart phone. The iTriage application can also be used to locate providers, find information on procedures and diseases, and to check symptoms.

I hope this report helps provide a snapshot of how Memorial Hospital is making a positive impact in our community.

Sincerely,

James B. Wood
President & CEO
| community economic impact |

| ANNUAL ADMISSIONS       | 21,341 |
| ANNUAL ED VISITS        | 75,326 |
| TOTAL PATIENTS TREATED  | 154,211 |
| TOTAL UNINSURED PATIENTS TREATED | 40,864 |
| TOTAL MEDICAID PATIENTS TREATED | 52,108 |
| TOTAL EMPLOYEES         | 2,377  |
| SALARIES & BENEFITS     | $153,347,617 |
| VOLUNTEER HOURS         | 44,500 |
| COST OF CHARITY AND UNCOMPENSATED CARE | $28,835,409 |
| PHYSICIAN ED CALL PAY AND OTHER PHYSICIAN SUBSIDIES | $4,256,349 |
| TAXES                   |       |
| Federal Income Tax      | $5,100,594 |
| Property Tax            | $2,524,466 |
| Sales Tax               | $2,860,107 |
| License Tax             | $24,641  |
| Indigent Tax            | $4,702,621 |
| State Income Tax        | $716,891  |
| TOTAL TAXES             | $15,929,320 |
| CAPITAL INVESTMENT      | $32,075,600 |
| LOCAL VENDOR SUPPORT    | $31,075,016 |
| Minority Business       | $2,333,396 |
The Medicare Hospital Quality Compare Web site reports Core Measures for all Jacksonville area hospitals compared to other hospitals in Florida and in the United States. The rates are from data reported for discharges April 2009 through March 2010. Memorial consistently scored the highest in the community comparison. For more information and to view full reports, visit the Medical Hospital Quality Compare Web site at www.hospitalcompare.hhs.gov. Memorial’s scores are the highest in the community for core measures.

<table>
<thead>
<tr>
<th>Hospital Process of Care Measure</th>
<th>United States Average</th>
<th>Florida Average</th>
<th>Percentage for Memorial Hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heart Attack Patients Given Aspirin at Arrival</td>
<td>98%</td>
<td>99%</td>
<td>100% of 238 patients</td>
</tr>
<tr>
<td>Heart Attack Patients Given Aspirin at Discharge</td>
<td>99%</td>
<td>99%</td>
<td>100% of 266 patients</td>
</tr>
<tr>
<td>Heart Attack Patients Given ACE Inhibitor or ARB for Left Ventricular Systolic Dysfunction (LVSD)</td>
<td>96%</td>
<td>97%</td>
<td>100% of 30 patients</td>
</tr>
<tr>
<td>Heart Attack Patients Given Smoking Cessation Advice/Counseling</td>
<td>99%</td>
<td>100%</td>
<td>100% of 105 patients</td>
</tr>
<tr>
<td>Heart Attack Patients Given Beta Blocker at Discharge</td>
<td>98%</td>
<td>99%</td>
<td>100% of 249 patients</td>
</tr>
<tr>
<td>Heart Attack Patients Given Fibrinolytic Medication Within 30 Minutes Of Arrival</td>
<td>54%</td>
<td>57%</td>
<td>Not Available¹</td>
</tr>
<tr>
<td>Heart Attack Patients Given PCI Within 90 Minutes Of Arrival</td>
<td>89%</td>
<td>90%</td>
<td>100% of 42 patients</td>
</tr>
</tbody>
</table>

The rates are from data reported for discharges from April 2009 through March 2010. Memorial Hospital-100% of heart failure and acute myocardial infarction are abstracted. Memorial Hospital-pneumonia, heart failure and surgical care improvement sampling.

¹No patients met the criteria for inclusion in the measure calculation.
Memorial Hospital, a place where babies are born, emergencies are treated, surgery is performed and illnesses are cured, has been a part of the fabric of Jacksonville life since 1969. Memorial has always been ahead of the curve. We were the first local hospital to receive a patient by helicopter, pioneered the development of an Emergency Medical System, and we have North Florida’s first accredited Chest Pain Center. Our doctors and nurses use the most advanced medical technologies to treat thousands of patients each month. We take pride in the excellent standard of care we are able to offer our community.

From April 2009 through March 2010, Memorial was the highest scoring hospital in Northeast Florida for CMS Core Measures. The Centers for Medicare & Medicaid Services (CMS) mandates that healthcare facilities report the results of these measures. Memorial’s scores beat both the Florida average and the U.S. average for health care facilities.

Memorial Hospital is a leader in minimally invasive surgery. With technology like the da Vinci robot, our highly trained surgeons are able to offer the latest techniques in advanced surgeries. We are also a leader in bariatric surgery, stroke care, heart care, and cancer treatment.

Memorial Hospital is known as a leader in innovative healthcare. Our reputation is maintained by our excellent staff, along with cutting-edge programs, state-of-the-art technological advances, growth, and expansion to meet the needs of our community. We have a workforce of 1,800 employees and 800 physicians on staff, in addition to 185 active volunteers providing over 44,000 hours of donated time. Our diverse and highly skilled employees, physicians, and volunteers work together to provide the Jacksonville community with high quality healthcare.
Memorial Hospital is a 425-bed acute care hospital offering comprehensive healthcare services to northeast Florida residents. Premier service lines include the CyberKnife Cancer Center, Bariatric Surgery Centers, Chest Pain Center, Neuroscience Center and Bone & Joint Center.

1,800 employees
800 physicians
185 active volunteers
Specialty Hospital is a long-term acute care hospital specializing in the treatment of seriously ill, medically complex patients. While the average length of stay in an acute care hospital is five to seven days, a stay at Specialty Hospital averages about three to four weeks. This provides necessary time to focus on a patient’s recovery to their fullest potential, and is one of the factors that distinguishes Specialty Hospital from the short-term acute care hospitals. Specialty Hospital has approximately 300 physicians on staff covering nearly every specialty, all of whom provide a focus on recovery.

Since 1992, this 107-bed hospital has provided long-term acute care for patients in northeast Florida and southeast Georgia. This fully licensed and accredited hospital is the only one of its kind in Jacksonville, and one of approximately 460 such hospitals nationwide. This unique facility allows many members of the Memorial Hospital medical staff to continue their patients’ care at the Specialty Hospital setting.

Specialty Hospital offers specialized, interdisciplinary, compassionate programs designed to meet the needs of adult patients and their families in a medical environment that integrates healing and recovery through four main programs of excellence:

- Cardiopulmonary program, for ventilator and/or tracheostomy weaning and complication of chronic lung disease
- Wound management program, for the treatment of decubitus ulcers, circulatory and diabetic ulcers, and non-healing surgical wounds
- Infectious disease program, for the treatment of multiple infectious disease processes
- Complex medical/rehabilitative program, for continued intensive medical management
Specialty Hospital’s programs and services complement other health care resources in the region, and help patients achieve optimal health, independence, and a high quality of life throughout their recovery.
Memorial Hospital performed 737 bariatric surgery procedures in 2010. The Bariatric Surgery Center offers three bariatric surgical options:

- Gastric bypass, where a small stomach pouch is created by dividing the stomach and re-routing food into the small intestine.

- Adjustable Lap-Band, which places an adjustable silastic band around the upper part of the stomach to form a smaller stomach section.

- Sleeve gastrectomy, a surgical procedure that removes 75 percent of the stomach, leaving a “sleeve” which can hold from two to six ounces of food.

Tom Unger always struggled with his weight. He had been overweight since 1968 and morbidly obese since 1999. Tom knew how to diet. He lost up to 100 pounds multiple times in his life. The result was always the same. The weight came back, plus some.

In June of 2009, Tom went to see Dr. Robert Cywes. Weighing 355 pounds at the time, he wanted to know if he could benefit from the Lap-Band. Dr. Cywes explained the procedure and told Tom the lifestyle changes he would have to make. Tom knew he could be successful. Following Dr. Cywes’ guidelines, Tom began to diet and exercise. After only 2 weeks, his cravings had diminished and he started losing weight. By the time of his surgery in September of that year, he had lost 78 pounds.

The day after Tom’s surgery, he was up and about. He continued managing his food intake and slowly increased his exercise. By the end of the year, Tom had lost 129 pounds. He continues to eat right and exercise. To date, Tom has lost a total of 195 pounds. Tom is doing things he didn’t think he was capable of and at 48 years of age, feels better than he did when he was 25. He set a goal of completing a 15K run and on Sunday, January 3rd, he did just that and more. Tom ran 10.2 miles in under 1 hour and 40 minutes!

“My entire attitude and outlook on life has changed and it all started with Dr. Cywes and his staff. I’m a better father and husband to my two wonderful children and my beautiful wife and a happier and better person all the way around…and it just keeps getting better.”
Patricia Thomas loves spending time with her husband of 52 years, her three children, and one grandchild. She loves to read and volunteers with Angel Aid twice a week.

One night after a light dinner, Patricia began to suffer from indigestion. The discomfort in her chest continued to worsen so she told her husband to call 911. She knew something was wrong. What she didn’t know was that she was having a heart attack. Memorial Hospital was the closest hospital to her home and the EMTs told her she needed to get to a hospital quickly. Memorial’s Cath Lab Team was all business from the moment Patricia arrived. A cardiologist quickly placed a stent in the blocked artery and put her on an Intra Aortic Balloon Pump.

When it comes to heart attacks, the faster doctors are able to re-establish blood flow to a blocked artery, the better the chance of survival. Every minute that goes by without surgery, more heart muscle dies. Saving that muscle is key to recovery.

Patricia and her husband were very impressed with the care she received while at Memorial Hospital and are grateful for the nurses and physicians. They both say they would want to be taken to Memorial Hospital during another medical emergency.

The Heart Center at Memorial Hospital is a state-of-the-art facility with a team of cardiologists, nurses and technicians trained in rapid response and treatment of heart attacks. Our certified Chest Pain Center has received a five-star rating for the treatment of chest pain patients. The cardiac catheterization lab is the busiest in northeast Florida and continues to beat the national average of 90 minutes for door-to-balloon times, with an average of 57 minutes. We perform various other procedures including pacemaker placements, defibrillator implantation, balloon angioplasty, and intracoronary stent deployments.

Average door-to-balloon time of 57 minutes.
When Gwendolyn Barnes’ mother died of breast cancer in 2005, Gwendolyn moved to Miami to help her father. She still made it a point to return to Jacksonville for scheduled medical exams.

During one of her appointments, her doctor detected a lump in one of her breasts. The diagnosis was ductal carcinoma and her surgeon and the medical assistants helped encourage her in her decision to have surgery followed by radiation therapy. Choosing Memorial Hospital for her treatment was the only option she considered. Gwendolyn had visited Memorial several times throughout her life for her asthma treatments, and she had come to trust the Hospital.

At times, Gwendolyn wondered why this had happened to her but her faith helped her gain peace. “Everyone at Memorial was so supportive and positive. They knew what I was going through and encouraged me throughout the process,” Gwendolyn said.

Gwendolyn uses her personal understanding of breast cancer to encourage those around her. For her friends and loved ones, she pushes them to stay on top of their screenings to make sure they are healthy. She has also joined a support group at her church for those living with cancer. Gwendolyn’s mission is to help others, using her experience to help comfort and support them through their difficult times.

Only the most advanced digital mammography is performed at Memorial facilities, improving accuracy and minimizing the time it takes for diagnosis. Additional imaging like ultrasound, MRI, and core biopsy can often be done the same or next day as the diagnostic mammogram. An MRI can be an integral tool in evaluating the extent of disease and assist with surgical planning in certain cases. Our Breast Center also offers a high-risk MRI screening program following ACS recommendations.

Memorial’s Cancer program is accredited by the American College of Surgeons’ Commission on Cancer as a Comprehensive Cancer Program. Our cancer specialists are dedicated to providing high quality, collaborative cancer care to patients, as well as their families.
With our Portal Integration project, we were able to integrate the PACS (Radiology) system, the MUSE system (used for reading EKGs), and OB Link (to view fetal monitoring strips) into the Portal. This provides physicians one stop access to patient records through various systems in the facility.

In 2010, we went live with the hCare HUB which allows an interface between Meditech, the hospital’s computer system, and a physician office’s EMR (Electronic Medical Record). Based on specifications selected by the physician offices, we are able to upload particular patient information directly into the EMR, allowing for instant access to patient clinical data from HCA facilities.

The Emergency Department (ED) went live with Computerized Order Entry (CPOE). This allows physicians to electronically enter orders for management of patient care. The system then transmits the order to the appropriate department so it can be carried out. This helps to improve the quality of care and improves the timeliness of care. Also live in the ED is the Emergency Department Management System (EDM). This system is used to manage the flow of patients through the ED from the patient’s arrival into the department through their departure. EDM is a component of HCA’s Patient Safety Initiative.
Memorial Hospital has four convenient outpatient imaging centers in northeast Florida: Memorial Healthcare Plaza Imaging Center, Fleming Island Imaging Center, Deerwood Imaging Center, and Mandarin Imaging Center.

In 2010, nearly 30,000 procedures were performed in our imaging center, including almost 12,000 mammograms. Other services include: Fluoroscopic & Routine Radiography, 16 slice CT scan, Open MRI and 1.5 Closed MRI, Nuclear Medicine, Ultrasound Digital Mammography, and Bone Density assessments. Expert medical direction is provided by the dedicated radiologists of Mori, Bean and Brooks, P.A.

Our Breast Nurse Navigator program provides all breast cancer patients with a resource for educational support and assistance in coordinating additional testing and insurance needs. In addition, the Nurse Navigator performs courtesy assessments for lifetime risk for breast cancer.

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1. **Memorial Healthcare Plaza**
   - Memorial Hospital Imaging Center
   - 3901 University Boulevard South
   - Jacksonville, FL 32216
   - (904) 858-7330
   - Scheduling 1(888) 887-1979

2. **Memorial Hospital/Imaging - Mandarin**
   - 11701-32 San Jose Boulevard
   - Jacksonville, FL 32223
   - (904) 858-7400
   - Scheduling 1(888) 887-1979

3. **Orange Park Medical Center**
   - Fleming Island Imaging
   - 1685 Eagle Harbor Pkwy. East, Suite 2
   - Orange Park, FL 32003
   - (904) 541-0001
   - Scheduling 1(888) 887-6675

4. **Memorial Hospital/Imaging - Deerwood**
   - 10475 Centurion Parkway North
   - Jacksonville, FL 32256
   - (904) 928-1001
   - Scheduling (904) 928-1001
In 2010, Memorial Hospital offered an assortment of learning opportunities to the public. A variety of classes and educational forums are offered on a regular basis.

Our Community Heart Talk series, featuring cardiologists from Memorial’s Heart Center, educated attendees on ways to protect themselves from heart disease and informed them of the signs and symptoms of a heart attack. This intimate lecture allowed attendees to ask the cardiologists questions as well. The fifth annual Take It To Heart event was a big success. Memorial Hospital, Orange Park Medical Center, Baker-Gilmour Cardiovascular Institute, Winn Dixie Pharmacy, WJXT Channel 4 News and Flagler Hospital partnered to offer free screenings, health information, giveaways, and more. Over 3,000 people took advantage of the free screenings and plans are currently underway for the sixth annual event.

Our monthly Man to Man: Prostate Support Group is an educational and support program that is hosted by an American Cancer Society Volunteer and prostate cancer survivor. This program offers information from urologists, oncologists, nutritionists, and other health care professionals. Memorial also offered a free prostate and colorectal cancer screening in which more than 350 men were screened. Surgeons with Memorial’s Bone & Joint Center hosted community talks to discuss the various options for knee and hip replacement surgeries, physical therapy, and recovery times. Doctors with the Memorial Spine Clinic were also featured at learning events where they talked about ways to manage chronic back and neck pain. Memorial hosts several bariatric surgery seminars each week and offers childbirth and CPR classes to the public.

Visit www.memorialhospitaljax.com/CommCal for a complete listing of community educational opportunities.
awards & recognition

- American Heart Association/American Stroke Association’s “Get with the Guidelines” Stroke Gold Plus Achievement Award
- HealthGrades Top 10% nationally in Bariatric Surgery
- Jacksonville Magazine’s Companies That Care 2004-2010
- American Society for Metabolic and Bariatric Surgery Bariatric Center of Excellence
- Blue Cross Blue Shield of Florida Blue Distinction Center for Bariatric Surgery
- Aetna Institutes of Quality Bariatric Surgery Facility
- Gold Seal of Approval from The Joint Commission for Primary Stroke Centers
- Certified Chest Pain Center
- Ranked as the #3 Center in the world for lung cancer treatment by the CyberKnife Society
- American College of Surgeons’ Commission on Cancer Accreditation with Commendation
- Recognition for Outpatient Diabetes Education Program from the American Diabetes Association
• American Cancer Society
• American Diabetes Association
• American Heart Association Heart Ball
• American Lung Association
• American Society for Bariatric Surgery
• Boys and Girls Club
• Brooks Health Foundation
• Chamber of Commerce
• Community Connection – Celebration of Leadership
• Community Connections Angel Tree program
• Community Hospice
• Corrections Foundation
• Cystic Fibrosis Single Greatest Night
• Dreams Come True
• Florida Osteopathic
• Florida/Georgia Blood Alliance
• Gator Bowl Association
• Girl Scouts
• Haiti Relief Fund
• Hubbard House
• Jacksonville Suns

• Jacksonville Community Council Inc.
• Leadership Jacksonville
• Legacy of Care
• Leukemia and Lymphoma Society
• Neonatal Symposium
• Northeast Florida Soccer
• North Florida Cardiovascular
• Relay for Life (American Cancer Society)
• River Garden Foundation
• Rotary Club
• Southern Women’s Show
• Susan G. Komen Foundation
• Take It To Heart
• Trinity Rescue Mission
• University of North Florida
• United Way
• WeCare Jacksonville
• WAPE Jacksonville’s Largest Baby Shower
• West Duval Youth Association
• Youth Crisis Center
1 Jacksonville Family Practice
1731 University Blvd. S.
Jacksonville, FL 32216
904-725-0200

2 Chris Rathburn, M.D.
3627 University Blvd. S., Suite 415
Jacksonville, FL 32216
904-306-9700

3 Drucker & Gaillard Family Medicine
8837 Goodby Executive Dr.
Jacksonville, FL 32217
904-731-7650

4 Towne Center Family Medicine
9889 Gate Parkway N.
Building 200, Suite 201
Jacksonville, FL 32246
904-645-6976

5 Tiomico Family Medicine
7740 Point Meadows Dr., Suite 6
Jacksonville, FL 32256
904-641-6110

6 Sandcastle Family Medicine
630 Jacksonville Dr.
Jacksonville Beach, FL 32250
904-249-4645

7 Memorial Family Medicine
14810 Old St. Augustine Rd., Suite 101
Jacksonville, FL 32258
904-260-2995

8 Specialists:
New Horizons Women’s Medical Group
3901 University Blvd. S., Suite 215
Jacksonville, FL 32216
904-296-3200

9 Memorial Neurosurgery Group
3627 University Blvd. S., Suite 355
Jacksonville, FL 32216
904-296-2522

10 7740 Point Meadows Dr. Suite 3-A,
Jacksonville, FL 32256
904-646-3635

11 Industrial Medicine
1205 Monument Rd., Suite 203
Jacksonville, FL 32225
904-727-5120