

Inside Sentara

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A Report to the Community

April 26, 2006



Sentara Health Foundation
page 2



Disease Management Programs at Work
page 4



Quality Top Priority
page 6

Thousands Without Health Insurance in Hampton Roads

SENTARA PROVIDES CARE FOR 60,000 UNINSURED

BY LISA BURRIS
Sentara Healthcare

You see it in the news and America's elected officials discuss it every year. It is an issue that many of us never feel the effect, but others are often overwhelmed by it. Forty-five million Americans are without health insurance and the number of underinsured is on the rise. Yet many work 40 or more hours a week, and have heart attacks and strokes, are diagnosed with cancer and are in life-threatening accidents every day.

In Hampton Roads, more than 200,000 men, women and children are without health insurance, or one out of every eight residents, in our community. Sentara and other not-

for-profit hospitals provide care regardless of a patient's ability to pay. Last year, Sentara provided \$101 million in uncompensated care, direct support of medical education at Eastern Virginia Medi-

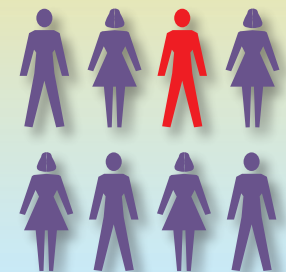
cal School and community health education programs.

For those members of our community who did not have insurance, Sentara provided free care to more than 60,000. Why? According to



Kraig Sarver is one of more than 60,000 uninsured Hampton Roads residents who received care through Sentara's charity care program in 2005.

One in 8 residents of Hampton Roads does not have health insurance.



Sentara's Chief Executive Officer, David L. Bernd, Sentara is committed to improving the health of the Hampton Roads community and care for its uninsured is at the heart of its charitable mission.

A better illustration of Sentara's commitment to caring for the community can be seen through individual stories of some of the many people whose lives were touched during the past year. People like Kraig Sarver.

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See **Sentara Cares** on page 3

Sentara Tells Where the Money Goes

An interview with Sentara's Chairman of the Board and CEO

BY LISA BURRIS
Sentara Healthcare

Inside Sentara recently interviewed William K. Butler, II, Sentara's chairman of the board, and David L. Bernd, chief executive officer, about Sentara's service to the Hampton Roads

community and Sentara's financial impact. Here's what they had to say.

Q: Sentara is a not-for-profit organization. What does that mean?

A: Butler: Good question. Not-for-profit means that

every dollar Sentara earns is invested into improving community health through new services, technological innovations, improving our facilities, charity care and community outreach programs.

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See **Not-for-Profit: Where the Money Goes** on page 5



David L. Bernd,
Sentara Chief Executive Officer



William K. Butler, II,
Sentara Chairman of the Board

Making the Connections that Make a Difference

Sentara Health Foundation

BY BARB FITZGERALD

Since its inception in 1888, Sentara has been dedicated to serving Hampton Roads. In 1998, with the establishment of the Sentara Health Foundation, Sentara embraced an even more tangible commitment to bringing people and resources together to address issues impacting health and quality of life. Today, the Foundation brings leadership and vision to community health initiatives. It supports the broadest variety of collaborative efforts, constantly connecting agency to agency, individual to agency, and continually searching for new ideas from Williamsburg to northeast North Carolina. "Sometimes we support an effort already in progress, and sometimes we lead the way," says Gina Pitrone, Sentara Health Foundation executive director.

Over the last seven years, Sentara Health Foundation has assisted more than 207,482 people in accessing other community health agencies. It provided 158 grants for a total of \$2,307,359 in funding to community agencies working together to improve access to health care services. The majority of those served by the grants are at or below 200% of the federal poverty level, and more than 20,000 were frail and at-risk seniors.

"The charge of the Foundation is to identify the community's most pressing health care needs, provide support to the agencies that address those needs and partner with those agencies in furthering their necessary work," says William K. Butler, II, chairman, Sentara Healthcare. "When an agency cannot address a particular need, the Foundation is in the community, trying to make the connection to solve the problem."

In 2005, Sentara Health Foundation awarded 33 Community Recognition Grants for a total of \$945,010. "By mobilizing community coalitions and promoting their health care initiatives and by building coalitions that generate new funding sources, Sentara has been able to make strides in areas previously too daunting to tackle alone," says Butler.

Changing Lives—Saving Lives

The Foundation is humbled with the knowledge that the funding it provides not only changes lives but saves lives. Meet Gloria Parker, whose story is a testimony to the importance of the Foundation's support.

See **Sentara Health Foundation** on page 6



"By good luck and God's grace," Gloria Parker says, she found her way to Beach Health Clinic, a program that provides free services to the uninsured, thanks to "the generosity of local physicians, medical professionals and funding organizations like Sentara Health Foundation."

"When an agency can not address a particular need, the Sentara Health Foundation is in the community, trying to make the connection to solve the problem."

William K. Butler, II,
Chairman of the Board

Inside Sentara is a publication of Sentara Healthcare to provide information on programs and services, technological innovations and community benefits to the Hampton Roads community.

William K. Butler, II
Chairman of the Board

David L. Bernd
Chief Executive Officer

Vicky G. Gray
Vice President,
System Development

Sentara Healthcare
System Development
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1-800-SENTARA
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Contributions Show Gratitude to Sentara



In 2005, Sentara Health Foundation received \$594,198 from patients and families which supported new technology for Nightingale air ambulance and other life-saving equipment, nursing scholarships, medication assistance programs and much more.

BY LISA BURRIS
Sentara Healthcare

For generations, hospitals have relied on charitable contributions to meet the community's health care needs. Sentara is no exception. Hundreds of grateful patients have contributed to Sentara as thanks for their exceptional care and to help Sentara provide that same high quality care to others.

Recently, one former patient left her entire estate to Sentara's Hospice program, knowing that the comfort and services she experienced in her home would later help others in their time of need. Another grateful patient was certain that his cardiac care at Sentara not only saved his life, but also granted him several more years of quality living. Through his generous bequest, the new Sentara Heart Hospital and Sentara Cardiovascular Research Institute will receive funding for enhanced patient research programs and specialized equipment. The hands of giving have touched many people in numerous ways and will continue for generations.

See **Gratitude** on page 7

Guiding Patients Along the Road to Better Health

Optima Health's Disease Management Programs at Work

BY MAGGIE BRYDGES

It was "a new life" for Penn Schubert – but not for the better – the day he was diagnosed with Type 2 diabetes. "I was at a loss," he recalls. He wondered where he was going to learn more about managing his disease.

The answer was his health plan, Optima Health, thanks to its award-winning LifeCoach program. Optima sent a diabetes educator/case manager to meet with Schubert, educate him about lifestyle changes like exercise, foot care and proper nutrition, and regularly track his hemoglobin A1c levels to get – and keep – Schubert's disease under control.

"I can't imagine doing this without her (in reference to his case manager Kathy Winters)," says Schubert. "This worked out beyond my wildest expectations."

The program was equally popular with the 23 participating physicians. "We could not have done this without the cooperation of our physician partners and their staffs," says George Heuser, M.D., Optima's senior medical director of medical health. "Their willingness to let our diabetes educators work with their patients made all the difference."

The success rates for LifeCoach earned this Optima program the Disease Management Association

of America's (DMAA) 2005 "Excellence Award for Best Provider Engagement Initiative."

And it's only one of many successful, innovative disease management programs. Others include Optima Health's Partners in Pregnancy program that deploys a multidisciplinary team to coach women at-risk for premature births. The objective is delivery of full-term, healthy babies and reduced neonatal intensive care admissions.

"This kind of program can greatly reduce taxpayer costs for Medicaid, while improving the health of newborns," says David Levin, M.D., founder and medical director of the program. "We estimate a savings of \$1.5 million in hospital costs and 3,000 days in NICU avoided during a 21-month survey period, giving the program a 2.8:1 overall return on investment."

Optima Health also teams with Sentara Home Care in an asthma management program. Nurses and respiratory therapists visit high-risk patients, helping them identify environmental factors that may aggravate their symptoms. In 2005, this program was awarded the first ever U.S. Environmental Protection Agency



Lisa Parson

Award for asthma management.

Similarly, in the only program of its kind in the state, Sentara Home Care Services' is leading the way in the development of asthma management programs aimed especially at children – through its TeleCoach asthma program. TeleCoach combines a comprehensive asthma management program with remote equipment that has demonstrably improved the health

of middle-schoolers in our area. At the pilot site, Hunt-Mapp Middle School in Portsmouth, missed school days have been reduced by 61 percent and hospital admissions by 86 percent.

Participants learn new and healthier ways of managing their chronic diseases for life. "I'm allergic to cleaning fumes," says 13-year-old Chantel Miles. "And now I know just to walk away from them."

As a teenager Lisa Parson would dream of her future, but always knew in the back of her mind she might not make it past her 21st birthday. Parson was born with sickle cell disease and is one of a growing number of Hampton Roads residents who has beaten the odds, lived to adulthood and are reaping the benefits of a home based management program from Sentara.

"I know when I'm about to have a sickle cell crisis," says the 40-year-old substitute teacher. "My eyes get jaundiced; I get very tired. And the aches and pains get worse each day."

This crippling pain and overwhelming fatigue used to send Parson to the hospital for intravenous fluids and pain medication. "I was in

the emergency department two or three times a month," Parson recalls. "Several times a year, I was admitted."

But Parson has not been to a hospital in more than a year, since she started managing her illness at home through the Sickle Cell Home-Based Management Program, created and administered by Richard Snyder, M.D., vice chairman of the department of internal medicine at Eastern Virginia Medical School, and Sentara Home Care Services.

In addition to Snyder, the program includes a specialized team of registered nurses, pharmacists, a dietitian and medical social workers. It is believed to be the only program of its type in the country.

"This program has brought dramatic declines in emergency department visits and hospitalizations," says Levin. "Three of the sickle cell patients we tracked for a year had 30 fewer ED visits and 150 fewer bed days in the hospital among them. Other patients had similar results."

That's the real virtue of disease management programs — to teach our community to walk away from behaviors or circumstances that will compromise their health and lead them toward a healthier future.

Three of the sickle cell patients tracked for a year had 30 fewer ED visits and 150 fewer bed days in the hospital among them. Other patients had similar results.

Sentara Cares continued from page 1

Most of us over a certain age joke about celebrating another birthday. But not Kraig Sarver. He celebrates not one, but two birthdays annually – the day he was born and the day his life was saved at a Sentara hospital. This 47-year-old husband and father nearly died two years ago from unexplained and extensive internal bleeding.

Countless tests and procedures helped locate a very rare condition for a man his age – a pin-size vessel in his small intestine that was bleeding intermittently. Surgery and more than a week's recovery in the hospital followed.

For 15 years, Sarver worked

for a small not-for-profit agency in Chesapeake for minimal wages, and his employer offered no health insurance.

"I knew there was going to be a very big bill facing me, and when I opened it, I knew it was more than I could handle."

Sentara forgave more than \$77,000 – the cost of five days in the intensive care unit, diagnostic testing, plus another week of recovery in the hospital once his small intestine was surgically repaired.

"Every day I'm with my daughter and wife, I'm grateful," he said. "Coming that close to death can make you more alive, and I'm enjoying life more and more as a result of it," Sarver said.

Free Care Given in 2005

City of Origin	Number of Patients Sentara Helped
Virginia Beach	20,507
Norfolk	12,450
Hampton	7,559
Newport News	4,810
Chesapeake	3,391
Portsmouth	1,462
Williamsburg	4,130
Suffolk	727
Other locales	5,520
Total	60,556

"Every day during 2005, Sentara provided more than \$246,000 in care to the uninsured—people who otherwise could not afford quality medical care."

**David L. Bernd,
Chief Executive Officer**

Quality Top Priority

ONE OF THE FIRST IN ITS INDUSTRY,

Sentara made a commitment to openly share outcomes information in an effort to empower patients with valuable information about its facilities.

BY LISA BURRIS
Sentara Healthcare

At Sentara, quality standards are always being raised to a higher level. Independent firms evaluate how successful Sentara is in those efforts, but Sentara strives to meet an even higher set of quality standards... its own.

"As a nationally recognized industry leader, Sentara is committed to providing high quality health care through innovation and patient safety," says Gary Yates, M.D., Sentara chief medical officer. "Whether it is implementing systems that remotely monitor intensive care patients or building an electronic medical record system, Sentara is on the leading edge of a healthcare transformation. We have learned from experience that certain treatments have been proven to produce the best results for patients. We have implemented these protocols and our patients are benefiting every day."

Recently, *Inside Sentara* sat down with several physicians who hold leadership roles at Sentara hospitals and asked them about their view of Sentara and its focus on

"Sentara has clearly learned how to successfully maintain and grow its business. However, my experience in the past couple of years has convinced me that the organization has focused on superior quality and patient safety as primary concerns, aligning itself more strongly with the goals of its medical staff," says H. Courtenay Harrison, Jr., M.D., endocrinologist and Sentara Virginia Beach General Hospital medical staff past president.



Sentara's eICU®, a highly advanced Intensive Care life saving monitoring system, has made significant strides in reducing hospital mortality. Sentara was the first health system in the country to employ this technology and record the dramatic, life-saving results that decreased mortality by as much as 25 percent including 415 lives saved in the first five years of operation.

quality in recent years.

"Sentara has clearly learned how to successfully maintain and grow its business. However, my experience in the past couple of years has convinced me that the organization has focused on superior quality and patient safety as primary concerns, aligning itself more strongly with the goals of its medical staff," says H. Courtenay Harrison Jr., M.D., endocrinologist and Sentara Virginia Beach General Hospital medical staff past president.

"We know our commitment to quality is making a big difference because we have established indicators and we grade ourselves," says Arthur Greene, M.D., orthopedic surgeon in Hampton. "We're proud of the work we do

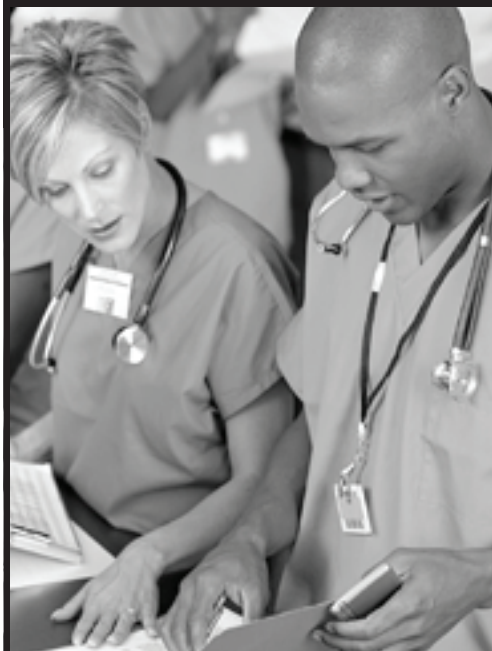
and we are making quality improvement a continuous process."

"We know that our work is being noticed because we see others implementing some of the very same programs," Dr. Greene added. "If imitation is the sincerest form of flattery, then we are very flattered."

"Sentara Healthcare is an example of what is right with health care in the United States," said Kenneth W. Kizer, M.D., M.P.H., president and CEO of the National Quality Forum. "Their commitment to improving the quality and safety of American health care is to be applauded."

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See **Quality** on page 7

Beyond Studying Nursing In The Classroom, You'll Be Mentored Every Step Of The Way.



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www.sentara.com/healthprofessions *National RN Licensing Exam

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SENTARA.
Your community, not-for-profit health partner

Sentara School of Health Professions

Not-for-Profit: Where the Money Goes *continued from page 1*

Bernd: Any organization has to have a healthy bottom line in order to survive and fulfill its mission. Sentara is no exception. As Bill said, we reinvest every dollar we earn into improving community health. Every day during 2005, Sentara provided more than \$246,000 in care to the poor and uninsured—people who otherwise could not afford quality medical care. That’s over \$89 million annually in charity care—more than any other health system in Hampton Roads. Last year, those funds provided care to more than 60,000 uninsured Hampton Roads residents. Combined with funding for medical education, grants to not-for-profits that provide health care for the underserved, community screenings and education programs, Sentara provided nearly \$101 million last year in uncompensated costs.



That’s a significant investment in the health of our community.

Q: *Is this why not-for-profit hospitals are tax-exempt?*

A: Butler: Everyone needs health care, whether they can afford to pay for it or not. If health systems don’t pick up

the cost of uncompensated care, then the government would have to shoulder the burden. Tax exemptions are provided in recognition of the not-for-profit taking on the burden that would otherwise be the government’s. Sentara provides a significant amount of charity care, which is why we have a tax exemption.

“Tax exemptions are provided in recognition of the not-for-profit taking on the burden of uninsured care that would otherwise be the government’s. Sentara provides a significant amount of charity care, which is why we have a tax exemption.”

**William K. Butler, II,
Sentara Chairman of the Board**

Sentara’s “cost of living” or operating expense was \$1.95 billion last year. Sentara’s operating margin—or the amount of money after all expenses are paid — is 7 cents of every dollar.

In 2005, 100% of that amount was reinvested in new facilities and equipment—including the new Sentara Heart Hospital, Sentara Princess Anne Health Campus and Sentara Williamsburg Regional Medical Center.



Q: *How is Sentara governed?*

A: Butler: A volunteer board of directors governs Sentara. That has been our governing structure since 1888 when the predecessor of Sentara Norfolk General Hospital—Retreat for the Sick—was opened. Leaders in our community commit their time and talents to ensure Sentara is fulfilling its mission. But more importantly, these board members and their families live here. They’re concerned about issues like access to quality care and technological innovations

because they are recipients of health care in this community.

Bernd: As a not-for-profit, we don’t have stockholders or investors to whom we’re responsible. We are responsible directly to the community. Our volunteer board members are the trustees of this community asset. We serve the Hampton Roads community. We’re locally based. Every decision our board makes—and I, as CEO, implement—is driven by the desire to improve health in this community.

See Not-for-Profit: Where the Money Goes on page 8

“As a not-for-profit, we don’t have stockholders or investors to whom we’re responsible. We are responsible directly to the community.”

David L. Bernd, Sentara Chief Executive Officer

Sentara Health Foundation *continued from page 2*

In 1999, Parker had a job, a nice home and plans for a career in social work. But that year, she developed a medical problem that drained her of her energy. She was soon unable to stand or walk, even for short periods of time. Her problem was diagnosed as fibromyalgia, a neuromuscular disorder. Her medical insurance did not cover her disability and, since she soon lost her job, the coverage she did have was canceled. Along with losing her career dreams and her job, Parker lost her home. Within a shorter period of time than anyone would have thought possible, she had lost everything.

In 2005, Sentara Health Foundation funded a Women's Health Program at the Beach Health Clinic that included breast and cervical cancer screening, health education and a total of 902 patient visits. Of the 792 women served,

18 received critical referrals for additional treatment. From this project, clinic staff learned that every eligible woman who comes into the clinic should be screened for cancer. A valuable lesson learned.

Parker is one of those not only eligible for the routine care she received but qualified to receive preventive care, too, thanks to the Women's Health Program funded by Sentara—an important addendum to Parker's story since her particular illness makes her high risk for breast cancer.

"By good luck and God's grace," Parker says, she found her way to Beach Health Clinic's free services to the uninsured, thanks to (in her words) "the generosity of local physicians, medical professionals and funding organizations like Sentara Health Foundation."

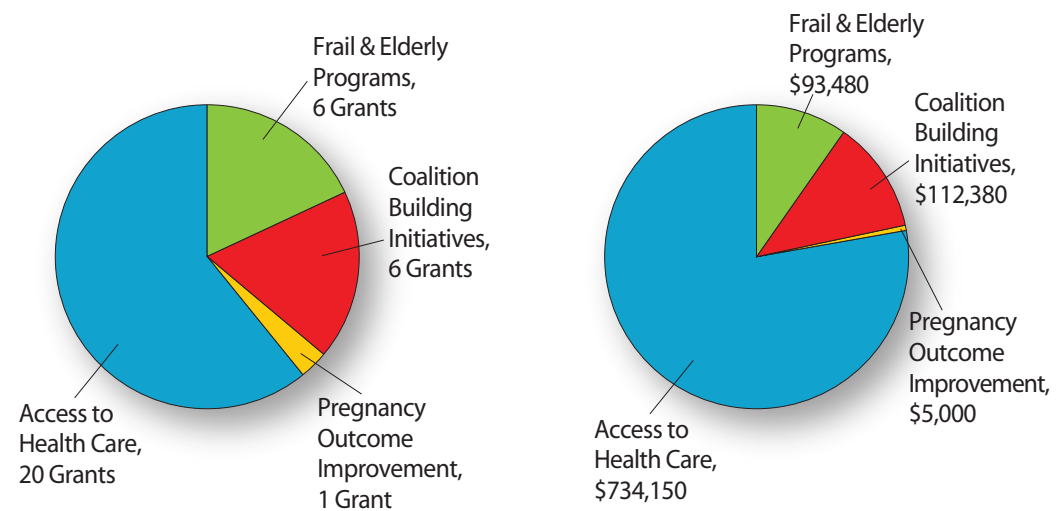
It's hard to hear Parker's story without realizing that all of us

are potentially one event, one disaster away from losing it all. Any of us could be in need of the

community services provided by the many organizations that the Foundation helps to support.

Parker is grateful that she will have the chance to use her growing strength to give to others.

2005 Grant Distribution



In 2005, Sentara Health Foundation awarded 33 Community Recognition Grants for a total of \$945,010. Priority areas of funding included programs for the frail and elderly, pregnancy outcome improvement, coalition building initiatives and projects increasing access to basic health care services.

2005 GRANTS

American Cancer Society - \$22,000

To help educate African American men about prostate cancer screenings, the importance of early detection and local treatment options.

American Diabetes Association - \$7,500

To conduct workshops focused on diabetes awareness, particularly youth and Type 2 diabetes, as well as healthy eating, increasing physical activity and cardiovascular disease awareness.

American Red Cross Dental Clinic - \$10,000

To increase dental services for underserved women in Norfolk.

Beach Health Clinic - \$20,000

To increase breast and cervical cancer screenings.

Chesapeake Care Free Clinic - \$20,000

To provide dental services for the uninsured at 200% below poverty level.

Chesapeake Care Free Clinic - \$100,000

To hire a part-time family practice nurse practitioner.

Consortium for Infant and Child Health - \$5,000

To identify and enroll uninsured children in insurance programs through outreach and application assistance.

Judeo-Christian Outreach Center - \$10,000

To provide a medical case manager to residents, ensure success with the new Supportive Housing Project and decrease reliance on ER care for shelter residents.

Mental Health Association in South Hampton Roads - \$3,000

To assist mentally ill patients with counseling, mentoring and support groups.

Operation Blessing - \$20,000

To provide free basic dental care services to the uninsured.

Operation Blessing - \$100,000

To operate a mobile dental van with a full-time dentist.

Park Place Medical Center - \$100,000

To add a family practice physician.

Peninsula Christian Free Clinic - \$15,600

To provide pharmacy care to low-income patients.

Peninsula Institute for Community Health - \$22,050

To provide access to radiology, pathology, cardiology, and emergency medical services to patients at 200% below poverty.

Peninsula Institute for Community Health - \$100,000

To staff a full-time physician's assistant.

Portsmouth Community Health Center Inc. - \$20,000

To provide a pharmacy technician to assist high-risk residents with their medications.

Portsmouth Community Health Center Inc. - \$100,000

To add a family practice physician.

Seton House - \$10,000

To provide basic mental health service for high-risk teens.

St. Mary's Home for Disabled Children - \$15,000

To hire a full-time certified recreation therapist to work with severely disabled children.

Virginia Health Care Foundation - \$34,000

To implement health improvement projects specific to Hampton Roads seniors for access to care.

Access Partnership - \$50,000

To develop health improvement solutions in the Hampton Roads community for the uninsured and underinsured.

CHIP/Healthy Families Chesapeake - \$7,380

To create a systemic continuum of services for Chesapeake children, ages birth to 6.

Minority Health Coalition - \$20,000

To promote good health practices and disease prevention in the minority faith-based community.

Rx Partnership - \$10,000

To coordinate a program for uninsured, low-income citizens to access free prescription medications.

Self Protection Awareness - \$10,000

To improve access to medical services through education and referrals for persons without shelter.

The Planning Council - \$15,000

To coordinate collaborative efforts for

grant funding from the U.S. Department of Health and Human Services for homeless health care services.

Catholic Charities of Hampton Roads - \$30,000

To assist in obtaining certain prescription medications for adults at or below 150% of poverty level.

Circle of Love Faith in Action - \$12,480

To provide transportation to medical appointments, as well as other community services, for seniors.

Eastern Shore Community Services Network Inc. - \$10,000

To provide vital educational programs on diabetes management and intervention.

Hampton Ecumenical Lodgings and Provisions Inc. - \$10,000

To provide primary and preventive care to uninsured and low-income elderly.

Peninsula Agency on Aging - \$6,000

To transport low-income at-risk seniors over the age of 60 to medical appointments.

Senior Services of Southeastern Virginia - \$25,000

To assist residents living at or below 150% of poverty level in obtaining free medications.

Horizons Unlimited Ministries Inc. - \$5,000

To provide an abstinence and education intervention program for at-risk middle school students.

Gratitude *continued from page 2*

Gifts come not only from individuals. Organizations as diverse as the Red Knights Motorcycle Club and hospital auxiliaries have aided the Sentara Burn Center, contributed to the purchase of the mobile mammography van and many other life-saving pieces of equipment and even funded nursing scholarships. Sentara is also the recipient of grants from federal and state agencies and private foundations.

Appreciative families have supported new amenities for patients and families in a Special Care Nursery, Nightingale air ambulance enhancements and new equipment for rehabilitation programs. Patients, families and friends continually contribute funds for art in hospitals, cancer treatment programs and medication assistance. Even school children have contributed to Camp Lighthouse, Sentara Hospice's camp for grieving children who have lost a close family member.

In 2005, Sentara Health Foundation received a total of \$594,198. Sentara Health Foundation accepts charitable gifts on behalf of each Sentara hospital, hospice/home care services and specific programs like mobile mammography and Community Health and Prevention. Connecting individual donors with needed programs and services makes philanthropy rewarding and personally beneficial. To learn more, visit www.sentara.com/foundation or call 1-800-SENTARA.



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INNOVATIVE TREATMENTS
MEDICAL BREAKTHROUGHS
CONTEMPORARY HEALTH ISSUES

Sentara, your community, not-for-profit health partner.

Obici Health System Joins Sentara

BY LISA BURRIS
Sentara Healthcare

On April 1, Obici Health System officially joined Sentara after obtaining federal and state regulatory clearance. Late last year, Obici Health System announced its intent to merge with Sentara citing ever-increasing challenges as an independent hospital and their commitment to provide high quality health care in the future in western Tidewater.

"We chose to affiliate with Sentara because of the high quality health care they provide and they are locally-based," says Obici board chairman, J. Samuel Glasscock. "Sentara's leadership understands where we came from and the importance of community-

based care." Glasscock adds, "With this merger, the hospital's future is secure and the quality of health care in western Tidewater is going to be enhanced because of the financial and program strength Sentara brings to Suffolk."

Two independent assessors reviewed the value of the Obici assets and representatives of both systems negotiated a final figure of approximately \$130 million. As part of the definitive merger agreement, Sentara Healthcare will assume all \$60 million of Obici's debt and infuse the independent Obici Healthcare Foundation with approximately \$70 million. Sentara will also invest an additional \$32.5 million on the Obici campus over the next five years in building

and equipment improvements.

"This new money allows the Obici Healthcare Foundation to change course," says George Birdsong, chairman of the Obici Healthcare Foundation. "The foundation can now focus on partnerships with community groups and making grants for solutions to health care needs, further enhancing health-care services to the community."

"We are delighted to officially be in Suffolk and part of the Obici legacy," says Sentara CEO David L. Bernd. "We're excited at the opportunity to improve health every day in this vibrant, growing community."

The legacy of hospital founder Amedeo Obici lives on in the hospital's new name, Sentara Obici Hospital.

Quality *continued from page 4*

Sentara Involves Patients in Decisions

"Sentara is also dedicated to empowering health care consumers so they can make informed decisions and take an active role in their care," Yates says. "To that end, Sentara is leading the way in educating consumers about quality — helping to define quality standards and offering data that is understandable and meaningful."

How do you measure quality of health care? It is not enough to have the latest equipment or a fancy, new facility. Even the most advanced technology needs a skilled and dedicated professional to operate it. In the end, what matters most — Was the procedure or surgery successful? Was the outcome what the patient and their family had hoped?

One of the first in its industry, Sentara made a commitment to openly share outcomes information in an effort to empower patients with valuable information about its facilities. "We challenge our community to look closely at our outcomes in making their health care choices. It is our obligation to open our doors and share this important information with them as they make decisions about their health care," says David L. Bernd, Sentara CEO. "We are confident they will consistently find our team is providing some of the best care in the nation right here at home."

An important step in sharing this information occurred in December 2005. "With the launch of Sentara's redesigned Web site, consumers can review clinical

outcomes data from Sentara hospitals for such indicators as heart attack care, patient safety, heart failure care and pneumonia care," noted Steven M. Schlossberg, M.D., vice president, medical informatics, Sentara Healthcare.

Recognized for Excellence

One of the most significant achievements in the past year was Sentara's receipt of the 2005 John M. Eisenberg Patient Safety and Quality award from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) and the National Quality Forum. Sentara received the award for "Innovation in Patient Safety and Quality at a Local or Organizational Level."

"Sentara Healthcare is an example of what is right with health care in the United States," said Kenneth W. Kizer, M.D., M.P.H., president and CEO of the National Quality Forum. "Their

commitment to improving the quality and safety of American health care is to be applauded."

This was the second such award for quality improvement the organization received in recent years and emphasizes the strides that Sentara is making to improve care quality. To develop its quality initiative, Sentara looked outside health care, and adopted successful safety principles from the nuclear power industry, the airlines and even naval aviation. Sentara has become a champion of safety within the health care industry.

With the launch of Sentara's redesigned Web site, consumers can review clinical outcomes data from Sentara hospitals for such indicators as heart attack care, patient safety, heart failure care and pneumonia care.

Not-for-Profit: Where the Money Goes

continued from page 5

Q: Does Sentara provide direct outreach to the community?

A: Butler: Absolutely. Our single purpose is to improve health. The Sentara Health Foundation funds grants to nonprofit organizations that provide health related services to the underserved. Our Community Health and Prevention Department partners with the Minority Health Coalition to build health ministries in minority churches in addition to many other community activities. Last year Community Health and Prevention conducted more than 2,300 community health events. We also reach people in the community on an individual level. For example, our physician partners and medical staffs volunteer thousands of hours to Eastern Virginia Medical School, area free clinics, community education and civic and charitable programs.

Bernd: We continue to participate in national and international research trials to increase available medical options. We offer services like our mobile mammography unit, which saves lives by making it more convenient for women to be tested for breast cancer. We contribute funds for services such as Operation Blessing's mobile dental van in a partnership that is addressing one of the community's greatest health needs.

Q: What has Sentara achieved in the past year that has made you most proud?

A: Butler: I'm proud of Sentara's exceptional quality. In the 2005 *U.S. News & World Report* rankings, for instance, the cardiac and urology programs at Sentara Norfolk General were ranked in the top 50 programs in the country.

In fact, our cardiac mortality outcomes are better than nine of the top 10 programs nationwide. We're bringing some of the highest quality care in the nation to patients at facilities right here in their back yards.

Bernd: Sentara is a national leader in patient safety initiatives. That leadership role and our extraordinary patient safety outcomes were recognized with a 2005 Eisenberg Patient Safety and Quality Award from the Joint Commission on Accreditation of Healthcare Organizations and the National Quality Forum. This was a crowning achievement for us and speaks to our commitment to ensuring that every patient at every Sentara facility has a safe experience while in our care.

Q: What's on the horizon for Sentara?

A: Butler: Incredible things are happening at Sentara. In February, the new Sentara Heart Hospital opened. With that, in addition to providing the region's only dedicated heart hospital, we are now the first in the region to offer the cardiac 64-slice CTA scanner, the latest available 3-D imaging technology. Sentara will



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"We continue to participate in national and international research trials to increase available medical options. We offer services like our mobile mammography unit, which saves lives by making it more convenient for women to be tested for breast cancer."

David L. Bernd, Chief Executive Officer

have one of only a handful of experts nationwide credentialed in reading those images.

Bernd: We are also excited about our merger with Obici Health System in Suffolk which will allow us the opportunity to better serve the western Tidewater region. Of course, we're also constructing new facilities to serve the future health care

needs of our region. Sentara Williamsburg Regional Medical Center and Sentara Princess Anne Health Campus in southern Virginia Beach both open this year. We're also opening an outpatient surgery center at Sentara Port Warwick. All of this will complement the world-class care provided by the other Sentara inpatient and outpatient programs.

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