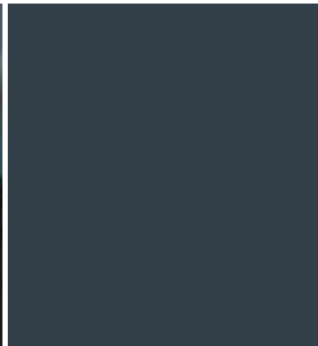
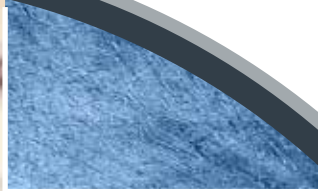


Annual  
Report  
2020



# Board of Governors 2020

Leadership, fiscal oversight and strategic vision are all provided by the Wooster Community Hospital Health System's Board of Governors, who give freely of their time and talents to advance our mission.

- Mayor Robert Breneman.....Chairman
- Dan Wakefield, Chester Twp. ....Vice Chairman
- Jerry Packard, ESQ .....Secretary
- Tammy Brooks, Franklin Twp.
- Tom Capek, East Union Twp.
- Tod Carmony, Wayne Twp.
- Craig Forcell, Clinton Twp.
- Charles Kiper, Wooster Twp.
- Greg Long, CPA
- David Reynolds, MD
- Gary Thompson
- Yvonne Williams, PhD

Bill Sheron .....President/CEO

## 2020 Community Partners

- American Cancer Society
- American Heart Association
- American Red Cross
- CAMO (Central American Medical Outreach Inc.)
- The Children's Advocacy Center
- Joyful Cafe
- The Karen Wellington Foundation
- LifeCare Hospice
- Main Street Wooster
- Nick Amster
- OneEighty, Inc.
- United Way of Wayne and Holmes Counties
- The Viola Startzman Clinic
- Wayne Center for the Arts
- Wayne County Board of Developmental Disabilities
- Wayne County Committee for Crippled Children & Adults Inc.
- Wayne County Community Foundation
- Wayne Economic Development Council
- Whit's End Community Place
- Wooster Chamber of Commerce

## 2020 in perspective.

I think it's an understatement to say that 2020 was a difficult and challenging year for everyone. The COVID pandemic has been a major disruption to the hospital, and we have tried not only to provide treatment for patients, but also serve as a resource for our community.

Unlike many other businesses, the financial impact came to the hospital early in this pandemic, because the government mandated the suspension of certain services. This was done primarily to make sure that hospitals were not stretched beyond their capacity. The state mandated suspension of key services, coupled with the added expenses associated with PPE, screening and safety equipment and protocols, put a severe strain on operating revenue as early as last March. It also created

uncertainty and fear within the public.

Throughout these challenging times, our Wooster Community Hospital employees and physicians have been remarkable. Taking care of patients that may have an infectious virus is challenging, and our caregivers are there, for every patient. We've had to suspend visitations and modify procedures, realizing this is difficult for families and patients. Our goal is the safety of everyone, and we appreciate the cooperation and understanding of the community. The reality is, our precautions have worked, and almost all of the COVID positive patients we have seen were exposed to the virus outside of the hospital.

We obviously cannot predict how long we will have to operate in this

**BILL SHERON**  
PRESIDENT/CEO

environment. Testing capacity continues to increase, we have deployed new treatments such as outpatient monoclonal antibodies and, hopefully, the new array of vaccines will make a difference.

We appreciate your understanding of this situation and know that people may be worried about coming to the doctor or hospital, but we thank you for putting your trust in the experience and award-winning care at Wooster Community Hospital.

## On the horizon...

### Continuous improvement. Continuous innovation.

That's how WCH has earned "IBM Watson Health Top 100 Hospital" ranking four years running, and seven times over the past 12 years. And what's behind our next major step forward: a brand-new, state-of-the-art Emergency Department that will provide a far better "first contact" for patients, visitors, EMT first responders, physicians and staff. It will incorporate evidence-based design and best practices as it allows the hospital to respond more effectively to increased patient traffic generated by our status as a Certified Chest Pain Center and Certified Stroke Center. And, of course, provide a far more comfortable ER experience for patients and families.

Still in the early planning stages, we look forward to sharing more details in the near future. Stay tuned...



## In 2020 the Society Honors:

Charitable estate planning creates an opportunity to make a meaningful commitment, leaving a legacy that can honestly change the lives of real people for the better: better care, better outcomes, new hope and new strength throughout our community.

The Sapphire Legacy Society celebrates those foresighted individuals and families who make endowed, estate or other planned gifts to the Wooster Community Hospital Foundation.

If you would like more information on how you can become a Legacy Society Member, please contact Angela Rincon at arincon@wchosp.org or call 330.263.8701.

- Audrey Beaverson
- Flo Gault
- Stan Gault
- Justine Geiser
- Marilyn Lawrence
- Maxine Loehr
- Lula Mann
- Dorothy Marshall
- Nancy McKee
- Lawrence Reed
- Glenn Sell
- Frances Schoolroy
- Donna Smetzer
- Richard Smetzer
- Esther Wolbaugh

## Please don't delay care!

As the COVID-19 pandemic has worn on, we are now confronting a second health crisis: our neighbors and families putting off critical tests and treatments because they're afraid to come to the hospital. So patients – even heart attack patients – are arriving sicker, suffering additional physical injury because they've ignored warning signs.

In truth, Wooster Community Hospital is one of the safest environments you can visit. Stringent cleaning, physical separation, use of UV cleaning robots, and everyone masked continues to help protect patients, staff and visitors.

**We're here for you. Please, don't wait to seek the care you need.**



## WCH in the year of COVID-19.

As Wooster Community Hospital is inarguably at the center of the COVID-19 pandemic here in Wayne County, this Community Benefit Report would be incomplete without a brief summary of how our response unfolded throughout 2020.

Initially, we were told to be prepared for three times normal capacity, and did so, prepping space, equipment, PPE and staff. We did not see the expected surge in patients in the spring; COVID has been in the ICU since day one, but in far fewer numbers than we foresaw. We continued to maintain a state of readiness: developing protocols, obtaining new treatments such as Remdesivir and monoclonal antibodies, and carried on with weekly emergency preparedness meetings. On the plus side, it gave our teams a chance to learn, to prepare, and to become more comfortable with the extraordinary challenges to come. And come they did.

We saw the autumn spike several weeks ahead of the rest of NE Ohio: five or six new cases per day, with up to 33 COVID patients in the hospital at any one time. But we were as ready as we could be. We knew much more about treating complications (blood clotting, etc.). We learned to intubate only as a last resort, instead using aggressive oxygen therapies. Patients are doing better because we see them sooner. If they don't need hospitalization, we have better tools to help them recover at home.

At this writing, WCH has a mortality rate 62% below the state average. Fully 66% of COVID patients admitted have been discharged to home or assisted living... another illustration of the culture of excellence at WCH that has earned "Top 100 Hospital" ranking four years running, and seven times over the past 12 years.

Our staff remains resilient. Normal routines are more daunting given the

need to don PPE and maintain strict infection control. For sick, frightened patients and family they cannot see, staff is also their emotional lifeline. Very difficult end-of-life conversations, answering questions, trying to help family understand... and then, finishing their shifts, there's all the stress at home. This pandemic has truly affected every aspect of their lives.

Yet we remain utterly dedicated. Truly passionate about what we do, fighting every day for better outcomes, and now, hopeful that the COVID-19 vaccines being distributed will be the game-changer.

Please know, your WCH team has done extraordinary work in caring for those in our community devastated by this disease. As a result, our COVID-19 outcomes are almost as exceptional as each of the clinicians, nurses, aides and hospital staff that made them possible.

## 2020 Financial Highlights.

Wooster Community Hospital started 2020 strong, with volume indicators on track compared to budget. Our cost per adjusted discharge was lower than both budget and the prior year, reflecting our Board of Governors' ongoing objective to provide high quality care cost-effectively.

By March 13th, our attention had already shifted to planning for the overwhelming number of projected COVID-19 patients needing hospitalization. Though the Hospital was standing ready, governmental directives to curtail the viral spread as well as patients delaying care resulted in significant negative financial consequences.

We did receive much-needed CARES Act Provider Relief funds to help cover staff salaries and the extraordinary

costs incurred in safely caring for all patients, including those impacted by the virus.

Throughout the year, our dedicated staff continued to show up fearlessly, day after day, to live out our mission with each patient encounter. And despite the pandemic, the hospital remained focused on planning for the future, completing a Community Health Needs Assessment and corresponding Strategic Plan.

**SCOTT BOYES**  
VICE-PRESIDENT/  
CFO



**Table 1**

Although WCH is very mission focused, we are also a business that significantly impacts our local economy. This table compares a few key indicators in 2020 to previous years and shows WCH's continued economic impact on your local and regional economy.

	2020	2019	2018
Total Net Revenue ▶	\$146,524,000	\$150,628,000	\$143,744,000
Salaries & Wages ▶	\$69,940,000	\$73,030,000	\$68,074,000
Number of Employees ▶	1,063	1,094	1,077

**Table 2**

Below are several other indicators that reflect WCH's contributions to local (and regional) economic activity.

	2020	2019	2018
Local Vendor Capital and Operating Purchases ▶	\$1,563,000	\$1,466,000	\$1,716,000
Wooster Income Taxes Paid by WCH Employees ▶	\$727,000	\$764,000	\$720,000
Real Estate Taxes Paid by WCH ▶	\$153,000	\$151,000	\$151,000

## A word regarding vaccines...

"Vaccination has long been the workhorse of primary prevention for many diseases, such as influenza, measles, mumps, rubella and tetanus. The vaccination process is unmatched in healthcare for limiting human suffering, cost of healthcare, and mortality. To put COVID-19 into the history books, primary prevention must be the mainstay moving forward as the devastating consequences of continued infections will be difficult to endure medically, financially, and socially.

"We are so excited to be able to offer COVID-19 vaccines to frontline staff and patients, and look forward to providing this important protection to our community as supplies permit."

**BRUCE ARTHUR MD,**  
PULMONARY /  
CRITICAL CARE  
MEDICINE



# Home truly is where the heart is.

The specialty wire business originally brought Lowell Steinbrenner to Wooster and Armetco Inc. in 1964. Where, over the course of three separate residencies, he has accomplished more than a few items of note.

Foremost among them, winning the heart of his wife – and Woosterite – Jan on a blind date. Lowell was instrumental in founding the Unitarian Universalist Fellowship of Wayne County. He was co-founder, Chairman, and President of Contours Inc. of Orrville, now Bekaert Corp.

The Steinbrenners' community service and philanthropy – from United Way to Junior Achievement leadership – has extended beyond Wooster, of course. They have established The Steinbrenner Institute for Environmental Education and Research at Carnegie Mellon University (one of Lowell's alma maters) as well as being a major contributor to the founding of the Ralph Waldo Emerson Unitarian Universalist Professorship of Divinity at the Harvard Divinity School.

"We lived in Cambridge, MA for 19 years," recalls Jan. "As well as another eleven years in upstate New York and Pittsburgh. When friends visit here, they are impressed with all that Wooster has to offer. And the medical care here is every bit as good as any we've encountered in the larger metro areas." The Steinbrenners have been impressed by the health care delivered at Wooster Community

Hospital and recently made a generous gift in support of its Cardiovascular Institute.

"Dr. Cyril Ofori is our neighbor as well as our cardiologist," notes

Lowell. "He's taken good care of us. After getting to know him and the work he has done, which we respect and appreciate, we decided to help out." The Steinbrenners' gift will name the lobby of the Institute.



## "If the community has been good to you, you should try to leave something to the community. You give back."

Those are the words of Kathy Long's father, Ralph Jones. Who lived a good long time here in Wooster, thanks in part to Dr. Cyril Ofori.

"My Dad was referred to Dr. Ofori way back when for congestive heart failure," recalls Kathy. "At that first meeting they formed a bond... maybe when Dr. Ofori told him he had to follow a strict diet if he wanted to see his grandson Matt graduate from Wooster High. When Dad showed up for the second meeting, he'd lost 30 pounds. Saved his life. He lived long enough to see Matt graduate from high school, college, and law school!"

Of course, Dr. Ofori is just one of the Long family's many connections to WCH. Kathy Long was born here during a snowstorm in 1950 – the year the hospital opened – and grew up on Kieffer St. watching the hospital grow too, from her back yard.

Meanwhile Greg Long, a fifth-generation Woosterite, serves on the WCH Board of Governors. "Prior to joining the Board in 2010, I'd actually had little contact with the hospital," he observes. "Just knew it was good. Then saw how Flo and Stan Gault were cared for, how it touched them. This hospital was always really good. Now we're really

great. And not just for families. It's vital for the whole community, for employers and businesses. To thrive."

"We're really so fortunate to have our own community hospital that's independent, yet has such incredible resources," observes Kathy. "Greg and I have referred lots of friends to the Cardiovascular Institute. Dr. Ofori sits on a pretty high pedestal with us... no story about our family is complete without Dr. Ofori."

*The Ralph R. and Grace B. Jones Foundation has made a generous gift to the hospital, which will name a Cardiac Cath Lab Recovery Suite within WCH's Cardiovascular Institute.*

**"In many ways, philanthropic gifts** are investments in the future of a community. And Wooster Community Hospital is a worthy investment. Because a given gift here simply leaves a bigger footprint. Our philosophy of spending the money where the patients are, and our history of sound financial stewardship, mean each dollar has a greater direct impact on patient care and the people we care for."

— Bill Sheron, CEO



## Considering a gift?

To learn about the many naming opportunities that exist throughout the hospital and our Main Campus, please call **Director of Development Angela Rincon at 330.263.8701.**



**WCH Foundation**

1761 Beall Avenue | Wooster, OH 44691

WCH 03008 051821



# THIS IS WHY.



Today, perhaps more than ever, you want great care closer to home. A gift to Wooster Community Hospital represents exactly that: an investment in your family's health care.

It provides for better, more timely medical responses to your needs, and helps keep us on the cutting edge of medical practice and technology.

A gift allows more of you, throughout treatment and recovery, to remain closer to home, family and support systems. And to look forward to a superior patient experience.

That's why. Because your family, now and for generations to come, deserves it.

For more information or to discuss a gift, **please contact Angela Rincon, Director of Development, at 330.263.8701.**