<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>02</td>
<td>Leadership</td>
</tr>
<tr>
<td>04</td>
<td>Patient Care</td>
</tr>
<tr>
<td>06</td>
<td>Board</td>
</tr>
<tr>
<td>08</td>
<td>Our Stories</td>
</tr>
<tr>
<td>24</td>
<td>Foundation</td>
</tr>
<tr>
<td>25</td>
<td>Statistics</td>
</tr>
<tr>
<td>26</td>
<td>Financials</td>
</tr>
</tbody>
</table>
A MESSAGE from Leadership

YOUR HOSPITAL FOR LIFE is your hospital for the future.

From humble wooden barracks in 1948 to the state-of-the-art expansion of the M.T. Mustian Center, Tallahassee Memorial HealthCare (TMH) has evolved during the most extraordinary times in our nation’s history. We’ve been right there with you from polio eradication to the first man on the Moon, striving towards incredible advancements.

For over 70 years, we’ve grown with you. We’ve taken care of you. We’ve grieved with you. We’ve laughed with you. We are a part of your story and you are a part of ours. As our community continues to grow, we’ve never stopped evolving to meet the needs of the neighbors we serve. Through the decades there have been many changes, but one constant has driven everything we do: our unwavering commitment to providing exceptional, compassionate care for our patients.

From our physicians and nurses to our technicians and therapists and every colleague in between, we are truly called to care for you. In this year’s Annual Report, you’ll read and watch honest and authentic patient stories that showcase the impact TMH has made on the lives of our patients and their families. Unscripted, uninterrupted and undeniably full of emotion, if these stories teach us one thing, it’s that the human side of healthcare never changes.

At TMH, we are inspired by a passion to continually build the highest level of healthcare for our community; never forgetting our promise to always be Your Hospital for Life – today, tomorrow and beyond.

Hear our stories — TMHAnnualReport.org
QUALITY of Patient Care

TMH IS RANKED IN THE TOP 25% of Hospitals Regionally by Vizient Southeast for fewer complications.

TMH IS RANKED A “High Performer” in 11 of 20 Top Clinical Populations by Volume:

- Major Joint Replacement
- Intracranial Hemorrhage or Cerebral Infarction
- Chronic Obstructive Pulmonary Disease
- Kidney & Urinary Tract Infections
- Simple Pneumonia & Pleurisy
- Renal Failure
- Acute Myocardial Infarction
- Esophagitis, Gastroint & Digestive Disorders
- Nutritional & Metabolic Disorders
- Major Small & Large Bowel Procedures
- Respiratory Infections & Inflammations

TMH RECEIVES STAR PERFORMER recognition from the American Orthopaedic Association’s Own the Bone® program for the past eight years.

TMH is one of over 225 healthcare institutions nationwide that has taken initiative to ensure its osteoporotic fracture patients receive the treatment and care they deserve by implementing the AOA’s Own the Bone® program. Star Performer designation is reserved only for institutions achieving a 75 percent compliance rate for the secondary fracture prevention measures.

In 2018, TMH performed 1,000 TOTAL JOINT REPLACEMENT SURGERIES.

82% of patients are DISCHARGED HOME AFTER SURGERY. Home-based rehabilitation after joint replacement has been associated with reduced cost and improved patient outcomes.

92% WALKED THE SAME DAY AS SURGERY. Clinical evidence supports that patients who begin rehabilitation the same day as surgery experience reduced pain and improved function.
As a not-for-profit hospital founded by local civic leaders, Tallahassee Memorial HealthCare’s mission has always been defined and driven by a desire to serve our community. Today, TMH continues to be guided by a volunteer Board of Directors who give their time to advance healthcare in the Big Bend by providing financial, administrative and quality-of-care oversight.
Cancer

PATIENT STORY

Denna Hunter

In December, at 34 weeks pregnant, Denna noticed a lump in her breast.

With a two-year-old daughter and a full-time career at Tallahassee Memorial HealthCare (TMH), life was hectic but exciting for Denna Hunter. Denna and her husband were just weeks away from the joyous holiday season and from welcoming their baby boy to the family when their lives were turned upside down.

In late December, at 34 weeks pregnant, Denna noticed a lump in her breast. With her medical background in nursing, she pointed this out to her OBGYN, Andrea Friall, MD. They both agreed it was most likely a clogged milk duct, but to be safe Denna received a mammogram at Dr. Friall’s orders. As an additional precaution, Denna also received one further opinion from the radiology team at TMH.

While at work the next day, Denna began receiving multiple phone calls. Denna’s medical team arranged a last-minute consult with her. The team informed her that her scans were inconclusive, which prompted the need for advice from Jeffery Crooms, MD, general surgeon at TMH.

“The next day, the results from Denna’s additional tests came back. Her lump was malignant. She tested positive for triple negative breast cancer – one of the rarest and most serious types of cancer – at 36 weeks pregnant.

Dr. Crooms and Karen Russell, MD, medical oncologist from the Tallahassee Memorial Cancer Center, met with Denna and immediately outlined a plan of action.

“Denna is the kind of woman everyone wants to know, but not in the setting of breast cancer, and especially not pregnancy and breast cancer,” stated Dr. Russell. “As a physician, emotions are running high, as you are worried about your patient staying alive and cancer free to be a mom down the road for that little one.”

On February 4, Denna’s obstetric team induced her three weeks early. The next morning, she and her family welcomed a healthy and happy baby boy into their family.

Following her chemotherapy treatments in February, Denna underwent a single mastectomy, along with the removal of 18 lymph nodes, followed by radiation treatments.

Today, Denna is cancer free and enjoying life with her family of four. She hopes her story can serve as a reminder for men and women to be properly educated on self-exams and aware of the resources right here in the community.
Michael, a Category 5 hurricane, made landfall on Florida’s panhandle on October 10, 2018.

As the storm approached the Gulf Coast of Florida, Tallahassee Memorial HealthCare (TMH) began preparing for impacts to Leon County and surrounding counties. As with any other day, the most important things for TMH were maintaining patient- and family-centered care and safe working conditions for colleagues.

During the storm, TMH activated the established disaster preparedness plan, with leaders, physicians, nurses and colleagues from across the organization working around the clock to ensure the safety of patients and their families. In the days, weeks and months that followed, TMH colleagues continued their work to secure and support the Main Hospital, as well as outlying facilities – including clinics in Blountstown, Wakulla and Quincy – and neighboring communities.

“Everyone at TMH plays a role during a storm, like Hurricane Michael, to make sure everyone is taken care of,” said Andrea Friall, MD, Vice President/Chief Medical Officer at TMH.

Tallahassee Memorial remained open and fully operational throughout the storm. From a patient care perspective, there was no difference before, during or after Hurricane Michael. At TMH, colleagues are dedicated to providing the same high-quality care day in and day out.

Three hospitals in counties west of Tallahassee were severely damaged or completely devastated during the storm and TMH went to great measures to support them. Whether providing medical supplies and support or taking in patients, TMH remained a beacon of light during and after the storm.

Thank you to the thousands of incredible TMH colleagues for their commitment to serving Tallahassee Memorial and the community.

Kids are made to dream big – they thrive on slam-dunks, wheelies, back-flips and belly-flops into their next adventure. That’s why, when your child or grandchild has an orthopedic need, you can trust the experts at Tallahassee Memorial HealthCare (TMH) to provide the highest-quality specialized pediatric care, right here at home.

For six-year-old JaShawn Webb, one of his most recent adventures involved riding a hoverboard with his cousin, followed by a crash into the concrete and a trip to the emergency room at TMH.

When JaShawn arrived, Dr. Ryan Price, pediatric orthopedic surgeon at TMH, examined his wrist and determined surgery was needed to properly realign the fractured bone.

“My grandma took me to the hospital on her birthday. She could have been playing bingo with her friends, but was with me at the doctor for her whole birthday,” recounted JaShawn.

Following JaShawn’s surgery, Dr. Price and his specialized team continued working on his treatment plan, transitioning JaShawn from a camouflage cast to a red cast and finally to a brace, until his fractured wrist fully recovered. These weekly appointments at Dr. Price’s office were always a highlight of JaShawn’s week.

His grandma, Linda Rollins, explained the impact Dr. Price had on him throughout this process.

“All things considered, JaShawn had a good experience. He always looked forward to seeing Dr. Price – he has a good way with the kids,” said Linda. “Now JaShawn is just upset that he won’t be going to see him every Friday.”

“I love Dr. Price, he’s my favorite doctor,” exclaimed JaShawn. “When I get big I want to be like him.”
The world stopped turning in Tallahassee, when Daniela and five others attended a local yoga class.

Twenty-two-year-old Daniela Archila is many things: a student, a daughter, a sister, a friend. On November 2, 2018, she added another title, one that she never anticipated: survivor.

It seemed like the world stopped turning in Tallahassee that evening, when Daniela and five others attended a local yoga class. A sanctuary designed for peace and serenity was shattered when one man walked into the studio and opened fire, taking two innocent lives and his own.

First responders rushed the victims to Tallahassee Memorial HealthCare (TMH) during their most critical moments. As each came in, they were received by the highly-skilled trauma team in the Tallahassee Memorial Bixler Trauma & Emergency Center. Well-versed in caring for gunshot victims, the team sprang into action to fight for each patient’s life.

As a full-time student at Florida State University studying Child & Family Sciences, and a part-time Certified Nursing Assistant (CNA) at the Tallahassee Memorial Rehabilitation Center, Daniela’s passion is caring for others. Now, the same positive attitude she brought to her patients would carry her through the days and months of recovery that followed.

Daniela suffered gunshot wounds in her left leg and thigh. Fortunately, her vital organs were left unscathed. Her most acute injury was nerve damage in her left foot. The projectiles’ shock caused a neuropraxia or “temporary nerve injury” of the sciatic nerve.

“In Daniela’s case, one bullet entered and traversed her posterior thigh near her sciatic nerve,” shared Narlin Beaty, MD, neurosurgeon at TMH. “Now, Daniela and I are very excited that her sciatic nerve is returning to function. She has been working very diligently with her physical therapist and has already seen significant improvement.”

Following the incident, Daniela spent the next four days in the hospital, then began physical therapy at TMH’s Outpatient Neuro Rehab Clinic, located at the Tallahassee Memorial Rehabilitation Center (TMRC), where she’d been working just days prior.

“When Daniela began therapy, she exhibited a positive attitude,” remembered Daniela’s physical therapist, Lauren Pelham, PT. “She has progressed from being barely able to move her toes and ankle on her left foot to having regained full strength and range.”

Daniela recently returned to work at TMRC as the Unit Secretary and, while she hopes to return to her CNA role within the next few months, she doesn’t want to rush her recovery.

“From what everyone’s told me about nerve damage, it takes about a year to fully recover. Because I’m doing so well, they’ve thrown out some more optimistic numbers, but I’m a realist and don’t want to rush my recovery,” said Daniela.

She continued, “Since the beginning, I’ve taken this journey day by day. It’s a cliché takeaway, but I feel like, when you’re in a situation like this, you realize life is short. All my life I’ve felt average, but coming out of this has pushed me; I feel more motivated. I’m going to be better, I’m going to do better and I’m going to do more. I’m really trying to make the most of my time, my friends and my energy – I’m trying to live life to the fullest.”
Neurosurgery

PATIENT STORY

William Golden, Sr.

3D PRINTING IS NEUROSURGICAL GOLD.

William Golden, Sr., 44, father of four, small business owner and Super-Lube manager, is a hard-working family man, always on the go. For years, he suffered from sinus headaches. His mother said he was working too hard and needed to take a break, but Mr. Golden insisted he was fine. That is, until one night in 2017 when he ended up in the emergency room with debilitating symptoms. A CT scan revealed not an infected sinus cavity, but a dangerous cerebral aneurysm in Mr. Golden’s brain.

With this diagnosis, Mr. Golden was introduced to Matthew Lawson, MD, neurosurgeon and Stroke Medical Director at Tallahassee Memorial HealthCare (TMH). Together, they spent the next year monitoring his complex brain aneurysm – called a dissecting pseudoaneurysm – while Dr. Lawson thoughtfully strategized the most effective, individualized treatment plan.

“Working with Dr. Lawson was a very helpful experience for me and my family,” recounted Mr. Golden. “He’s very direct in explaining his approach and that made me respect him a lot.”

Dr. Lawson decided to utilize 3D printing, a new kind of neurosurgical technology, to benefit Mr. Golden’s case. 3D printing brings re-creations of brain tissue into surgeons’ hands, allowing more advanced planning for complex surgical procedures, like brain aneurysm interventions. These models are made possible through a one-of-a-kind partnership between TMH and UK-based medical technology firm Axial 3D, and in the Southeastern United States, only available at Tallahassee Memorial.

In January 2019, Mr. Golden became the first patient at TMH to receive a 3D model for neurological pre-surgical planning of his brain aneurysm. The surgery was a success and, as a result, Mr. Golden’s dissecting pseudoaneurysm was treated.

“Mr. Golden doesn’t take his second chance at life for granted. “Now that I had my surgery, I’m looking forward to being successful in life and giving back to others.”

Baby-Friendly

PATIENT STORY

Tonya Little

THE REGION’S ONLY ACCREDITED BABY-FRIENDLY HOSPITAL.

Last year, Tallahassee Memorial HealthCare (TMH) became the region’s only accredited Baby-Friendly Hospital, underscoring the organization’s commitment to help Big Bend families grow and thrive.

This designation from the World Health Organization (WHO) and United Nations Children’s Fund (UNICEF) recognizes the team in the Tallahassee Memorial Alexander D. Brickler, MD Women’s Pavilion, and throughout the hospital, for providing the optimal environment for helping moms and babies bond.

Over the past several years, TMH has adopted and standardized evidence-based practices — including skin-to-skin, rooming in and delayed bath — proven to set moms and babies up for the best possible start together and promote feeding. Skin-to-skin contact, for instance, involves placing baby naked onto mother’s (or partner’s, if mom is unavailable) chest following birth. The practice benefits premature and full-term babies with better weight gain, improved sleep, enhanced bonding, improved brain development and greater ease with breastfeeding. New mom Tonya Little said feeling her daughter’s skin against hers moments after giving birth marked an emotional turning point.

“That was a moment for my husband and I that made everything come together. Feeling your baby and hearing her breathe is a beautiful moment. It feels so natural and right,” Tonya shared.

Having support from a knowledgeable and compassionate nursing staff was also key to Tonya’s experience, and is foundational to being a Baby-Friendly Hospital. When Tonya arrived at Triage, she learned she’d need to be induced, sending her birth plan out the window.

She credits her nurses with helping her cope.

“The staff really helped comfort me; I was very emotional,” Tonya recalled. “They put my mind at ease.”

When Tonya’s daughter, Alice, arrived, any worries disappeared. “When she was born, everything changed. All of that was worth it. There was no fear.”
Every element of the M.T. Mustian Center is thoughtfully planned for patients and families.

After nearly a decade of planning, designing and building, the Tallahassee Memorial M.T. Mustian Center officially opened its doors on May 20, 2019. This unprecedented, more than 340,000-square-foot, multi-story addition is already expanding Tallahassee Memorial HealthCare’s (TMH) footprint and capacity to care for the community’s surgical and critical care needs.

Named after former TMH President, Administrator and visionary M.T. Mustian, the M.T. Mustian Center houses 28 state-of-the-art operating rooms, four interventional suites and three thoughtfully-designed adult intensive care units (ICUs) to accommodate 72 patient rooms. As the most expensive single construction project in Tallahassee’s history, the facility represents a more than 270-million-dollar investment in caring for the community.

Patients begin their surgical journeys in the M.T. Mustian Center’s lobby, which incorporates contemporary design and sunlight to create a welcoming environment. The lobby also houses the Eyes of Texas Café serving Lucky Goat coffee.

The M.T. Mustian Center’s 28 operating rooms (ORs) feature leading technology and range from 600 to 1,000 square feet – significantly larger than the ORs they replace. In designing the facility’s ORs, TMH built full-scale models of the spaces so medical staff and colleagues could provide input on the rooms’ organization and process flows to best optimize patient care. TMH has also implemented a cutting-edge patient tracking system to monitor patients through their surgical journeys, allowing families to stay informed.

Also on the ground and first floors are four interventional suites for neurosurgical and vascular procedures, and two Surgical Care Units with private pre- and post-operating rooms. These floors also house the center’s Recovery Rooms, formerly known as the post-anesthesia care unit (PACU), with 52 beds across the two floors – nearly triple the unit’s former capacity.

The third through fifth floors of the M.T. Mustian Center house TMH’s three adult ICUs – the Cardiopulmonary ICU, the Vogter Neuro ICU and the Cardiovascular, Medical & Surgical ICU – which accommodate 72 patient rooms. Committed to making patients’ and families’ medical experiences as comfortable as possible, TMH sought insight from patient and family advisors, colleagues and physicians to help design the new ICUs.

“During the planning of the M.T. Mustian Center ICUs, the Patient-Family Advisory Board had direct input to the planning and decision making,” said Samara Simms, RN, Assistant Nurse Manager, Cardiovascular, Medical & Surgical ICU. “Patients and families tell us, when it’s time to leave the ICU, they don’t even want to leave because the facility is so amazing and beautiful.”

Every element of the ICUs is thoughtfully planned to ensure the units accommodate patients’ complicated medical needs and provide a comfortable environment for recovery. Each unit features an internal corridor that takes activity away from patient rooms and creates a calmer environment for healing.

The M.T. Mustian Center is a product of dedication, passion and teamwork from TMH colleagues throughout nearly every area of the organization. From planning the design and construction of the building and stocking the space with supplies, to training colleagues on navigating the space and everything in between, the center is a testament to the crucial role every colleague plays in bringing the community the highest level of healthcare.
Tallahassee resident Ken Morrison, 72, was planning a trip out West to Wyoming with his wife when he learned he needed heart surgery. Suddenly the trip, and any others in the future, were the furthest things from his mind.

Years earlier, Ken had been diagnosed with atrial fibrillation (AFib) – a quivering or irregular heartbeat that can lead to blood clots, stroke, heart failure and other heart-related complications – but was monitoring and managing it. He’d never had a heart attack, stroke or any blockages in his arteries. By all accounts, he considered himself very healthy. It wasn’t until 2013 that he learned he had a leaking mitral valve, which required open heart surgery to repair.

“It scared me to death,” Ken shared. “You get to certain points in life when something happens and you realize you need to make a change – this was that point for me.”

During his surgery, performed by C. Patrick Murrah, MD, FACS, cardiothoracic surgeon at Tallahassee Memorial HealthCare (TMH), Ken underwent a mitral valve repair to fix his leaking valve, had an appendage on his heart removed to restore circulation, and received a surgical ablation procedure to prevent erratic electrical impulses in the future.

“It was a lot of surgery and it took a long time for me to wake up,” Ken recalled. But from the moment he was conscious, the staff in the Tallahassee Memorial Heart & Vascular Center’s Cardiac Progressive Care Unit had him working on recovery and rehabilitation. “The staff in the Heart & Vascular Center was unbelievable. As soon as they get you awake, they are getting you up and walking down the hall.”

To regain his strength and learn to live with his new normal post-heart surgery, Ken began cardiac rehabilitation at the Tallahassee Memorial Cardiopulmonary Rehabilitation Center. The outpatient Cardiac Rehabilitation Program is a comprehensive, multidisciplinary rehabilitation program designed for patients with cardiovascular disease. Participants like Ken learn healthy behaviors to support returning to full activity after a cardiac procedure or event, and to help prevent the progression of heart disease.

The staff at the Cardiopulmonary Rehabilitation Center work individually with every person in the program to develop a customized plan that works best for them – from exercise and nutrition, to proper water consumption. Under the constant supervision of registered nurses, respiratory therapists and exercise physiologists, participants in the Cardiac Rehabilitation Program can be physically active in a safe environment among other patients with similar goals.

What began as a 12-week Cardiac Rehabilitation Program quickly became much more for Ken. Over six years later, he still goes every week. What keeps him and many others in the program coming back is, not only the program itself, but also the people behind it.

“It’s like a family with the people that work there. They’re like my brothers and sisters,” Ken said.
Child Life
Program

PATIENT STORY

Jessie & Ella Kate Shuler

When Jessie Shuler’s daughter, Ella Kate, was born prematurely at 26 weeks, she weighed just over one pound. As the Newborn Intensive Care Unit (NICU) team at Tallahassee Memorial HealthCare (TMH) helped Ella Kate gain strength, certified child life specialist Olivia Vincent, CCLS helped Jessie cope with the emotional exhaustion of a 115-day NICU stay and ease into motherhood in an environment far from what she anticipated.

“As a mom, you want to be there for your child, but you are so physically and emotionally drained,” Jessie shared. “I was literally able to hand Ella to Olivia, and she was just as content in her arms. Olivia would even hop into Ella’s crib to hold her while a nurse put in an IV. Olivia sees it as doing her job, but to a parent, having someone there for you who also has such a strong bond with your child means the world.”

As a certified child life specialist, Olivia takes the scary out of medical care by helping children and families cope with hospitalization. While her job includes offering kids a reprieve through distractive toys and activities, she’s also integral during medical procedures and advocates for families.

TMH is home to the region’s only Child Life Program, and proud to have expanded the program’s size last year, introducing a second certified child life specialist at the Tallahassee Memorial Children's Emergency Center located within the Emergency Center – Northeast. No matter a child’s circumstances, child life specialists like Olivia provide support throughout the entire medical stay, and sometimes long past it. Parents like Jessie will tell you it’s that compassion and care that helped get them through some of the toughest times of their lives.

TMH FOR LIFE

Lauren Faison-Clark

In January 2019, Tallahassee Memorial HealthCare (TMH) collaborated with Connecting Everyone with Second Chances (CESC) to open a second location of the Tallahassee Memorial Transition Center at The Kearney Center.

As the largest shelter in the Big Bend region, The Kearney Center provides various services to individuals experiencing, or on the verge of experiencing, homelessness. In serving this population, The Kearney Center sometimes called on Emergency Medical Services (EMS) multiple times a day to address individuals’ basic healthcare or hygiene needs. The presence of the Transition Center at The Kearney Center has now significantly reduced the amount of EMS calls, which has resulted in large cost savings both for TMH and Leon County.

“TMH and The Kearney Center recognized the need for healthcare services for those who can’t or don’t know how to access them,” said Lauren Faison-Clark, Tallahassee Memorial’s Administrator for Regional Development, Population Health and Telemedicine.

“We are excited about this opportunity to improve the health and wellbeing of our community.”

Currently, more than 60 patients receive medical services at The Kearney Center each week. Through the use of telemedicine, they are able to meet with physicians and have real-time consultations. Patients also have access to an on-site pharmacist who can assist with providing medications. During office visits, patients receive education about how to maintain physical and mental health, as well as personal hygiene.

The Transition Center at The Kearney Center is rebuilding trust in the healthcare system for the homeless. Tallahassee Memorial is proud to be breaking down barriers and changing the way healthcare is delivered to better serve the needs of the Big Bend community.

Hear their story  TMHAnnualReport.org#ChildLife
Hear first-hand  TMHAnnualReport.org#TMHFORLIFE
A rainbow follows a storm, giving hope of what’s to come. For the Walenz family, that is exactly what Jonah was – a rainbow baby.

Overwhelmed with joy and in the midst of preparing for the arrival of their baby boy, Becki Walenz’s water broke in the middle of the night at 27 weeks. She immediately headed to Tallahassee Memorial HealthCare (TMH) where the team acted quickly, with the primary goal of delaying labor. Becki was put on bed rest and planned to be there for the next six weeks, under the close watch of her medical team.

However, Jonah had his own set of plans. At 28 weeks, Jonah arrived via emergency C-section weighing two pounds, six ounces and measuring 14 inches long.

Jonah was quickly transported to the Newborn Intensive Care Unit (NICU) at TMH, where he continued to receive care. This was not the Walenz’s birth plan, but they knew he was in great hands. Through the weeks following his birth, Jonah was cared for by various groups – registered nurses, neonatologists, respiratory therapists, registered dietitians and music therapists. While every expert played a role in helping baby Jonah grow, the music therapy team made a special impact.

Becki herself had a unique tie to music. With a Doctor of Music in Brass Performance from Florida State University, she was familiar with the Tallahassee Memorial Music Therapy Program.

The music therapists at TMH provide treatment for babies during their first six months of life – some of the most vulnerable times. Babies receiving musical therapy learn to feed sooner, breathe independently without a ventilator sooner, and experience improved brain development, which all lead to an earlier discharge.

“It was just amazing the takeaways I received,” said Becki. “I learned his cues and body language. The biggest takeaway is him using his hands to communicate – I still use that at home.”

During these personalized sessions, music therapists used research-based interventions incorporating guitar, singing and the use of the Pacifier Activated Lullaby (PAL) to show these cues and patterns to Becki.

The PAL is a device designed to help teach premature infants the “suck-swallow-breathe” reflex required for proper feeding. A sensor is attached to the infant pacifier and music is triggered to play when the infant sucks. Music serves as a reward for the infant’s sucking behavior. Research has shown infants who receive PAL have increased sucking endurance and feeding rates.

While these sessions provided vital information and skills to both Becki and Jonah, she credits the music therapy team with easing their time in the NICU.

“When you are a parent of a NICU baby there is not much you can do but sit there,” said Becki. “To see your child look comfortable for a little while is such a blessing.”

Today, Jonah is a happy and healthy 10-pound baby. Music continues to be a vital part of the Walenz’s life, and to say they are thankful to the Tallahassee Memorial Music Therapy team is an understatement.
Giving Back

THANK YOU TO OUR DONORS

Without your giving hearts, Tallahassee Memorial HealthCare (TMH) would not be the nationally-recognized healthcare system it is today.

Thanks to the generosity of our donors, volunteers and advocates – like Shawn and Courtney Roberts, who established Michael’s Fund to support kid-friendly spaces in the new M.T. Mustian Center – the Tallahassee Memorial HealthCare Foundation continues to support the best possible care for thousands of patients and their loved ones.

This year we celebrated Golden Gala XXXVI, which benefited the Tallahassee Memorial Music Therapy Program. Your generosity helped support our nationally-renowned music therapy program, helping children and adults with physical, emotional, cognitive and social needs.

The patronage of other events including Cards for a Cure, Tee Off for Tots Golf Tournament & Par-Tee, Spring Garden Party, The Ride for Hope and Tallahassee Tennis Challenger provided additional funding for programs such as breast cancer, juvenile diabetes and neurological care.

Your financial support this year totaled more than $4 million, helping to improve patient outcomes and elevate the health of our community through your support of the following:

- Animal Therapy
- Behavioral Health
- Cancer Center
- Clinical Education
- Diabetes Care Programs
- Emergency Services & Urgent Care
- Family Medicine Residency Program
- Heart & Vascular Services
- Metabolic Health Center
- M.T. Mustian Center
- Music Therapy
- Neonatal Intensive Care Unit (NICU)
- Vogt Neuro Intensive Care Unit (VNICU) and Stroke Center
- Nursing Support & Education
- Children’s Center
- Orthopedics
- Rehabilitation Services
- Spiritual Care
- Surgical Care & Technology
- Telemedicine
- Women’s Care

We know giving is not done to receive recognition, but it’s TMH’s privilege to thank you. We are honored to partner with people who care about our community and endeavor to use their time and resources to make life better for everyone. You inspire us every day and we thank you for giving life to so many.

OUR YEAR

TMH in Review

2018-2019

ED CANUP  Chair
DEBORAH MINNIS  Chair-Elect
KATHLEEN BROTHERS  Treasurer
PAUL SULLIVAN  Assistant Treasurer
RHONDA SAINT  Secretary
SAM LESTER  Immediate Past Chair

MUTAQEE AKBAR
LES AKERS
LINDA ALEXIONOK
ROCKY BEVIS
FLECIA BRASWELL
MILDRED BRICKLER
ROGER CHAMPION
VAN CHAMPION
SAM CHILDERS
Sammie Dixon
VIRGINI GLASS
RANDY QUEMPLE
WALT HALEY
TOM HANEY, MD
DARRYL JONES
ALBERT LEE, MD
JOHN MAHONEY, MD
JANE MARKS
TODD PATTERSON, DO
MARTIN PROCTOR
PAUL SULLIVAN
CLAUDE WALKER
CAROL WINCHESTER
GARY WRIGHT
MARIA YEALDHALL
CHRISTOPHER RUMANA, MD  Ex Officio
BETH GREEN  Ex Officio
NIGEL ALLEN  President & Chief Advancement Officer
G. MARK O’BRYANT  President & CEO, TMH, Ex Officio

SURGERIES
17,450

EMERGENCY & URGENT CARE VISITS
139,500

BIRTHS
3,950

LABORATORY TESTS
1,541,000

RADIOLOGICAL PROCEDURES
167,900

CARDIOVASCULAR LAB TESTS
92,100

RADIATION ONCOLOGY
48,200
## Balance Sheet Review

**Balance Sheet as of September 30, 2018**

### Assets
- Cash and short term investments $335,296,000
- Accounts receivable, net 91,049,000
- Inventories 10,240,000
- Prepaid expenses and other assets 22,913,000
- Facilities and equipment, net 462,255,000
- Other long term assets 70,926,000
- **Total assets** $1,103,741,000

### Liabilities and Net Assets
- Accounts payable and accrued expenses $85,432,000
- Notes and bonds payable 389,948,000
- Self insurance reserves 34,763,000
- Other liabilities 14,736,000
- **Total liabilities** 524,879,000
- Net assets 578,862,000
- **Total liabilities and net assets** $1,103,741,000

### Expense Dollar
- Salaries, wages and benefits $341,752,000 48%
- Supplies and other 215,750,000 30%
- Professional fees 66,627,000 9%
- Depreciation and interest 32,184,000 5%
- Interest 6,336,000 1%
- **Total operating costs** $711,844,000 100%

### Community Benefit
- Education $19,028,700
- Clinics 26,339,700
- Home health care 1,588,200
- Diabetes 227,300
- Neuroscience center 875,500
- Community outreach 438,500
- **Total** $48,796,200

### Taxes
- Federal & state income tax 1,103,450
- Real estate tax 715,233
- Sales tax 122,004
- Other local taxes 216,024
- Unemployment tax 148,149
- **Total taxes** $2,304,860

### Admissions Patient Days
- Adult and pediatrics 22,160 102,460
- Obstetrics 3,983 12,943
- Neonatal and newborns 3,721 16,431
- Behavioral health 1,450 6,826
- Rehabilitation 933 15,366
- **Total admissions** 32,247 154,026