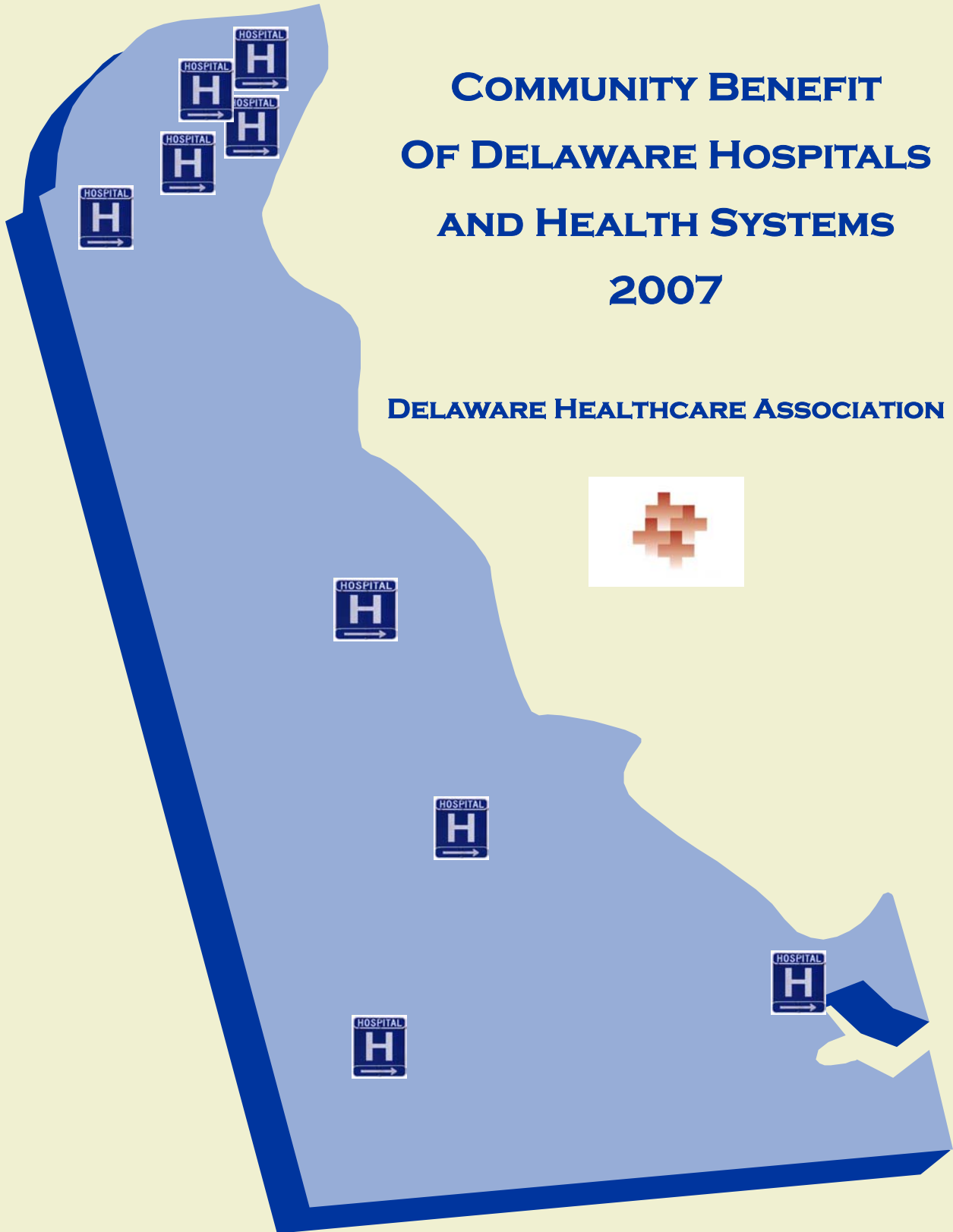


COMMUNITY BENEFIT OF DELAWARE HOSPITALS AND HEALTH SYSTEMS 2007

DELAWARE HEALTHCARE ASSOCIATION



Alfred I. duPont Hospital for Children ♦ Bayhealth Medical Center ♦ Beebe Medical Center
Christiana Care Health System ♦ Nanticoke Memorial Hospital ♦ St. Francis Hospital
Veteran Affairs Medical Center

INVESTING IN OUR COMMUNITIES

Hospitals are integral to our communities. Chances are, we pass by one of them or the familiar blue Hospital sign on our way to work everyday. We recognize hospitals as places where we can access healthcare services when needed regardless of ability to pay. In the simplest sense, hospitals provide care when minutes count.

But Delaware's hospitals go beyond the provision of traditional healthcare services. Their impact on a community is more far reaching. Hospitals offer an array of programs fulfilling community needs that otherwise would have gone unmet or would have required government intervention at taxpayer expense. Programs such as health screenings and education, prenatal and maternity programs, a community outreach van, child-centered wellness programs, and scholarship programs, among many others are all provided to Delawareans at little or no cost. In Fiscal Year 2007 alone, Delaware hospitals cumulatively contributed almost \$60 million towards community benefit programs. When including the millions of dollars hospitals lose on uncompensated care and reimbursement shortfalls experienced by participating in government sponsored programs, the total community benefit provided by Delaware hospitals was \$282,148,046 in 2007.

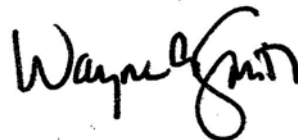
The impact of hospitals on our communities may be felt in other ways. Delaware hospitals contribute to the economy by creating jobs, generating business, and paying taxes. In fact, Delaware hospitals employ over 20,000 individuals and have the fourth largest industry share and the second largest private sector share of salaries in the State. In 2007, the total payroll of Delaware's hospitals increased 8% to \$1,046,422,273 and total employment increased 2% to 20,772 full-time equivalents.

The pages that follow highlight how Delaware hospitals have invested in their communities to help people in need. In a time of economic hardship and dwindling State and Federal resources, the role hospitals play in our communities will become even more prominent than it is now.

We are pleased to present you with the *2007 Community Benefit of Delaware Hospitals and Health Systems Report*.



Robert J. Laskowski, M.D.
Delaware Healthcare Association Board Chair



Wayne Smith
President & CEO

SOCIAL AND ECONOMIC IMPACT OF DELAWARE HOSPITALS

Voluntary Community Benefit Services and Programs

<u>Benefit Category</u>	<u>Loss/Cost</u>
Charity Care	\$30,836,996
Bad Debt	\$48,628,048
Medicare/Medicaid Shortfall*	\$142,977,759
Community Benefit Programs	\$59,705,243

Total Community Benefit	\$282,148,046
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*Medicare/Medicaid shortfall based on payments received less estimated cost of providing care to patients.

Economic Contribution (as Employers)

Total Annual Payroll	\$1,046,422,273
Total Employed	20,772
Average Salary	\$50,376
Total Annual Taxes Paid	\$189,147,630
Total Annual Federal Taxes	\$147,440,328
Total Annual State Taxes	\$39,400,713
Total Annual Local Taxes	\$2,306,589

ABOUT THE DATA

Delaware hospitals were provided with the American Hospital Association's (AHA) Community Benefit Reporting Framework to quantify benefits. The AHA model ensured uniform data collection and ensured that survey results were reliable.

Specifically, the AHA model quantifies charity care, bad debt, the loss attributed to government sponsored healthcare, and community benefit programs.

Charity Care

Charity care results from a provider's policy to provide health care services free of charge on a discounted fee schedule to individuals who meet certain financial criteria. Generally, a bill must be generated and recorded, the patient must meet the organization's criteria for charity care, and demonstrate an inability to pay. There is general consensus that traditional charity care should be reported in terms of costs, not charges. Charity care includes:

- Care provided to uninsured, low-income patients who are not expected to pay all or part of a bill or who are able to pay only a portion using an income-related fee schedule;
- Free or discounted healthcare services provided to persons who cannot afford to pay;
- Billed health care services that were never expected to result in cash inflows;
- The unreimbursed cost to the health system for providing free or discounted care to persons who cannot afford to pay and who are not eligible for public programs.

Bad Debt

Bad debt differs from charity care. Bad debt is uncollectible charges, excluding contractual adjustments, arising from the failure to pay by patients whose healthcare has not been classified as charity care.

Government Sponsored Healthcare

Government-sponsored healthcare community benefit includes unpaid costs of public programs, the shortfall created when a facility receives payments that are less than costs for caring for public program beneficiaries. This payment shortfall is not the same as a contractual allowance, which is the full difference between charges and government payments.

Community Benefit Programs

Community benefits are programs or activities that provide treatment and/or promote health and healing as a response to identified community needs. Community benefits include: research, health professional education, community health services, subsidized health services, community building, financial and in-kind contributions, and community benefit operations.



The Nemours/Alfred I. duPont Hospital for Children brings highly specialized pediatric care to the families it serves. Programs in cardiology and cardiac surgery, cancer, bone-marrow and organ transplantation, and orthopedics attract patients from across the nation and around the world. Care is provided at the main campus in Wilmington and at satellite locations throughout the tri-state area. In 2007, the hospital had nearly 10,000 admissions and performed nearly 11,500 surgical procedures.

In Delaware, Nemours is committed to ensuring all children – regardless of their family's ability to pay – have access to high quality health care. As part of its commitment to the community it serves, the duPont Hospital provides a safety net to low-income and uninsured children by providing more than 44,000 children with a medical home through its Nemours Pediatrics sites located throughout Delaware. In 2007, Nemours Pediatrics had twenty-eight doctors, six nurse practitioners and one physician's assistant at its primary care practices. The mission driven primary care practices - including three in Pennsylvania - lost \$4.2 million in 2007.

The same warmth, compassion, and commitment found in our pediatric primary care sites are extended to thousands of low-income Delaware seniors by the Nemours Health Clinic. Medicare and private insurance programs generally do not cover the dental, eye, and hearing services provided by the Nemours Health Clinic.

The duPont Hospital's community outreach efforts are primarily focused on two of the biggest challenges faced by children in our primary service area: accidental injury and childhood overweight. Accidental injury is the number one killer of children ages 1 to 14 in the United States, while 37% of children are either overweight or at risk of being overweight. The duPont Hospital provides child and parent education to address these issues.

TRAUMA INJURY PREVENTION PROGRAMS

Unintentional injuries are the leading cause of death and many parents and caregivers are unaware of the risks around the home and on the road that present a danger to their children.

In 2007, duPont Hospital's Emergency Department had over 38,000 visits. Our Trauma Injury Prevention Program, funded in part by a Kohl's Cares for Kids Grant, targets child passenger safety, bicycle safety, and home safety as a result of the hospital trauma registry statistics, which identify those mechanisms of injury that cause the majority of visits to our Emergency Department.

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Child passenger safety, especially for ages 4-8 and the use of booster seats, continues to be a top priority for injury prevention. Vehicle crashes are the leading cause of death for children in the United States and statistics show that over 85% of child safety seats are improperly installed. To address this, our Trauma Injury Prevention Program offers a free child passenger safety station on Wednesday evenings to teach parents how to properly install and use their child's seat.

In 2007, the duPont Hospital's Trauma Injury Prevention efforts were recognized with one of just six national *Get on Board with Child Safety!* grants sponsored by the Dorel Juvenile Group's Safety 1st brand and the National Association of Children's Hospitals and Related Institutions (NACHRI). The grant enabled the hospital to open the Nemours Safety Store, where families can learn about injury prevention and purchase items necessary to keep their children safe and secure. Health educators staff the Nemours Safety Store and products, like cabinet locks, car seats, bike helmets, and fire extinguishers are sold at cost. For example, a bike helmet that sells for more than \$25 at a retail store, is sold for \$4.

The infant mortality rate is an important indicator of the well-being of infants, children, pregnant women, and the surrounding community. Since infants are the most vulnerable members of our society, this mortality is a measure of the population's health. In most recent state comparisons, Delaware is ranked sixth worst in the nation. To help in this area, Nemours also partners with the State of Delaware through support of an Emergency Medical Services for Children (EMSC) Coordinator and a State Risk Watch Coordinator. This linkage now reaches over 980 classrooms within Delaware to reduce injury prevention and infant mortality.

PRIMARY CARE INITIATIVE ON CHILDHOOD OVERWEIGHT

Childhood overweight affects every community in Delaware, with approximately 37% of our children and youth either overweight or at risk of being overweight.

This epidemic has a significant impact on the state's economy, currently costing Delaware at least \$207 million in medical expenditures every year. According to a recent poll of more than 800 Delaware parents, most consider poor nutrition, a lack of exercise, and the number of overweight children to be serious problems, on par with cigarette smoking, accidents, and drug and alcohol abuse.

In the Delaware Valley, Nemours provides a full spectrum of care from prevention services to a nationally renowned weight management program that, in 2007, became part of an FDA-approved gastric lap banding study for children aged 14 to 17 years.

In the community, the duPont Hospital partners with classroom teachers and school nurses across the State to bring our *Stuffee* Program and its Community Nurse Educator to schools, camps, and community events.



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Funded in part by a Kohl's Cares for Kids Grant, the *Stuffee* program opens the door for education on nutrition and physical exercise through a fun and interactive program. *Stuffee* is a 7-foot tall teaching doll with blue hair that spreads the word to pre-K through elementary school students about how the body works and the importance of leading a healthy lifestyle.

STATEWIDE CHILDREN'S CAMPAIGN

In 2007, more than 125 leaders from throughout the State, led by Governor Ruth Ann Minner, joined together to support a multi-year, Statewide campaign to "Make Delaware's Kids the Healthiest in the Nation."

The campaign, launched by Nemours, encourages and celebrates the efforts of schools, community organizations, health professionals, childcare centers, parents, and other leaders to improve the motivation, opportunity, and ability for children to eat right and be more physically active.

The campaign has two components, which reinforce each other, and work together to Make Delaware's Kids the Healthiest in the Nation.

The first component of the campaign will focus on policy and practice changes that can enable Delaware's children and youth to live healthier lives. The theme of this campaign component is that our *Kids Can't Do it Alone*, and that it will take the collective action of committed adults to create environments in which kids can eat healthy foods and engage in more physical activity. This message is communicated through statewide print and billboard advertisements as well as through radio and TV spots.

The second component of the campaign is aimed at parents and children, and will focus on what children can do to adopt the *5-2-1 Almost None* lifestyle for healthy living –eating five or more servings of fruits and vegetables per day, spending no more than two hours per day in front of a screen (TV, video games, recreational computer time), getting at least one or more hours of physical activity per day, and drinking almost no sugary beverages (like soda and sports drinks). This component also will address how parents can model healthy behavior for their kids and will provide them with appropriate information tips and resources on how they can implement 5-2-1 Almost None in their homes and in their communities.

MILESTONES

1935: The Nemours Foundation is established to carry out Alfred I. duPont's life-long mission and sense of responsibility to help the frail and sick.

1940: The Alfred I. duPont Institute (now the Alfred I. duPont Hospital for Children) is established.

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- 1976: Nemours expands its mission to encompass more diseases of children by purchasing the landmark Hope Haven Children's Hospital in Jacksonville, Florida.
- 1984: Nemours opens the current facility, the Alfred I. duPont Hospital for Children in Wilmington, Delaware.
- 1996: Nemours converts the hospital into a comprehensive pediatric subspecialty children's clinic and added locations in Orlando and Pensacola.
- 2008: Nemours begins moving forward with plans to construct its second hospital in Orlando.

Indeed, Alfred I. duPont would be proud of his legacy. What began as a 60-bed orthopedic facility has evolved into one of the largest full-service providers of health care for children in the United States. Together, the duPont Hospital for Children and the Nemours Children's Clinics manage nearly one million patient visits each year. And, through Mr. duPont's beneficence, more than \$1 billion has been provided to care for children.

CONTACT US

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Bayhealth Medical Center is southern Delaware's largest healthcare system comprised of Kent General and Milford Memorial Hospitals, Middletown Medical Center, and many satellite facilities including five high school-based wellness centers. *Bayhealth's* mission is to improve the health status of all members of the *Bayhealth* community.

Bayhealth is a technologically advanced not-for-profit healthcare system employing over 2,900 with a medical staff of 455 physicians. In 2007, *Bayhealth* recorded 68,731 emergency department visits, 18,825 patients admitted, and 2,312 births.

Bayhealth has also received a number of awards over the years: *Bayhealth* is ranked Best in Delaware for Cardiac Surgery by HealthGrades 2008; J.D. Power and Associates recognized *Bayhealth* for providing an "Outstanding Inpatient Experience" and an "Outstanding Maternity Experience."; *Bayhealth's* Inpatient Rehabilitation Center earned the W.L. Gore Award of Excellence; and *Bayhealth's* Home Care has been named one of the HomeCare Elite by Outcomes Concept Systems.

ASSISTING STUDENTS IN SCHOOLS

Bayhealth provides medical and allied health students completing rotations with area physicians with housing, internet, cable, and meals. The per student expense for these services is \$1,478 per month or \$232,672 annually for all students.

Medical students are from Drexel University and the Philadelphia College of Osteopathic Medicine. Next year, *Bayhealth* will also be supporting medical students from Thomas Jefferson University. The allied health students are from Arcadia College, University of Maryland Easton, and Drexel University.

Bayhealth believes in the value of assisting students because this partnership supports our efforts to attract physicians and allied health professionals to Central and Southern Delaware. The Federal Government has placed Kent County on its Health Professional Shortage Areas and Medically Underserved Areas lists.

CARDIOVASCULAR HEALTH AND THE SENIOR CITIZENS

Residents of the Queens Manor Senior Residence look forward to their monthly visit and free blood pressure checks provided by *Bayhealth's* Education Department which also provides weekly free blood pressure checks at Kent General and Milford Memorial Hospitals. These free blood pressure assessments are provided for uninsured and underinsured adults and senior residents of our community.

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In the last six months, 544 people have participated in these screenings utilizing 182 employee and 47 volunteer hours with a net community benefit of \$4,666.



CHILDREN WITH ASTHMA

Each summer Bayhealth supports initiatives to help improve the lives of children with asthma by partnering with the American Lung Association to host Spacer Camp—a special day camp. Children with asthma often cannot attend a resident camp because of asthma related complications. This special camp accomplishes two goals: it provides a fun and safe camp experience for children and provides a



venue for offering meaningful instruction for children with asthma on how to control their symptoms by teaching campers breathing techniques and proper use of inhalers. For many summers, Bayhealth has provided the space for Spacer Camp at the 2,129 square foot Massey Cottage located east of Kent General Hospital. Two clinicians, who have special experience with respiratory care, helped staff the camp. The cost to Bayhealth in 2007 was \$3,838.

MATERIALS MANAGEMENT

Bayhealth's Materials Management Department often collects items which cannot be reused, leftover stock, and discontinued items. These items do not go to waste because the collected items are donated to local non-profit organizations.

Two of the non-profit organizations receiving goods during 2007 included the Hartly Fire Department, which collected sheets and pillow cases for the American Troops serving in Iraq, and the local SPCA. Without counting the staff hours to gather the supplies, Bayhealth has made five donations since September 2007 for a net community benefit in the last six months of \$9,228.



MILESTONES

KENT GENERAL HOSPITAL

- 1921: Dover's Rotary Club heard Drs. Joseph McDaniel and I.J. MacCollum address the pressing need for hospital facilities in Dover. The Rotarians, working with other local leaders, launched a community fund drive and by the end of 1925, a site was selected and secured and Kent General Hospital was incorporated.
- 1927: Kent General opens its doors.
- 1951: Kent General completes its first major addition, bringing the total number of beds to 93.
- 1972: Kent General celebrated its 45th anniversary with another building program to upgrade outpatient services and expand emergency services. Numerous building projects over the next two decades helped Kent General keep up with the increased demand for services and the changes in healthcare.
- 1995: Kent General unveiled a new Outpatient Rehabilitation Center and a Women's Center.
- 1996: The Outpatient Services Center opened on the southwest corner of the hospital.
- 2002: Kent General launched Phase 1 of a campus expansion project to include three additional floors on the 1986 building for the Center for Women and Infants that includes ten specially equipped labor and delivery suites, a 15 bed-neonatal intensive care unit, and 26 all private rooms. The new fourth floor provides 26 all private rooms with many amenities.
- 2008: Kent General will launch Phase 2 of the expansion project later this year. This \$168 million expansion will include an integrated cancer center that will bring radiation and medical oncology together, an emergency department that will more than double the space of our existing facility, a parking garage, and future expansion capabilities.

MILFORD MEMORIAL HOSPITAL

- 1907: Mary Louise Donnell Marshall, the founder of Milford Memorial, begins her efforts to construct a hospital.
- 1912: House Bill 194 authorizes the establishment of the 12-bed Milford Emergency Hospital in downtown Milford.
- 1938: A new 100-bed hospital, renamed Milford Memorial Hospital, opens.
- 1954: A four-story clinical addition was constructed at the existing hospital and a separate three-story building was built to house a school of nursing and provide housing for nursing students. Over the years, as existing facilities were renovated and equipment upgraded, the need for services continued to grow.

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- 1991: The Outpatient Services facility and the Surgical Department open.
- 1992: The 32,000-square foot Inpatient Rehabilitation and Physical Therapy Center open on a parcel of land adjacent to Milford Memorial's main campus.
- 2002: A comprehensive, 12,000-square foot Cancer Care Center opens in Milford, adding radiation therapy to previously existing chemotherapy and surgery services, and later that year a new main entrance opened featuring a new outpatient surgical services and testing area as well as a new gift shop and conference center.
- 2007: The diagnostic imaging department is renovated and expanded to enhance the patient experience.



CONTACT US

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Beebe Medical Center's Community Health Department reaches into the community with free screenings and educational health programs with the goal of improving overall health, improving cancer treatment outcomes, and tackling health disparities in minority populations.

Beebe Medical Center's largest community outreach event is the annual Community Heart Fair that takes place each February at the Rehoboth Beach Convention Center. In 2007 more than 1,000 people attended. The focus of the event, which is free, is to educate people on heart health. Community Health nurses give free glucose and cholesterol screenings and blood pressure checks.

Other education and outreach activities include:

- Community Health nurses perform free index calculations; bone density screenings; and other preventive healthcare measures. These services take place at local churches, schools, and community centers, often in response to community requests.
- In conjunction with the Tunnell Cancer Center, the department also offers free skin cancer screenings in the spring and prostate cancer screenings in the fall.
- A Community Health colorectal cancer screening nurse, through State funding, educates people in the community on the importance of screening for colon cancer and helps them find financial assistance when necessary. The nurse coordinator also initiates regular communication throughout the year with "Champions of Change," a team supporting the needs of the underserved and made up of representatives from La Red, First State Community Action Agency, and Slaughter Neck Community Action Agency. Through the year, the coordinator communicated with 2,807 people and facilitated the colon cancer screenings of 133 people.
- Orthopedic Services facilitated free bone density screenings and fall risk assessments at community centers.
- Wound Care Services/Diabetes Management sponsored free diabetic foot screenings throughout the year.
- Students from Beebe School of Nursing performed free stroke risk assessments in a discount retail store, raised money for the American Cancer Society, and collected food supplies for the Delaware Food Bank.



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- Sleep Disorders Center offered free sleep disorder screenings.
- Laboratory Services offered year-round, free, weekly glucose testing at four locations throughout the Beebe Medical Center service area.



COMMUNITY HEALTHCARE ACCESS PROGRAM (CHAP)



Two bilingual CHAP coordinators at Beebe Medical Center helped more than 1,500 uninsured residents in the Beebe Medical Center service area gain access to medical services last year.

The majority of CHAP clients in the Beebe Medical Center service area are people who work, but who do not have medical insurance. Other CHAP clients include people who have retired before they are eligible for Medicare but do not have any other type of medical insurance. The one thing all these people have in common is that they do not have enough income to pay for the cost of preventive care, for medical treatment for chronic illnesses such as diabetes and heart disease, or for acute health problems such as broken limbs or life-threatening infections.

CHAP assists uninsured Delaware residents who meet specific financial requirements to obtain preventive healthcare as well as medical services at an affordable cost. The discounts are based on the residents' income and ability to pay. The Delaware Health Care Commission administers the program with funding support from the Delaware Tobacco Settlement Funds.

FAMILY LIFE PROGRAM—WE'RE ALWAYS HERE FOR YOU

The Beebe Medical Center Family Life Program includes the Domestic Violence Victim's Advocate program and the Sexual Assault Nurse Examiner program (S.A.N.E.). Members of these programs are Beebe Medical Center employees who have added these responsibilities to their normal duties in order to help patients in time of need.

The **Domestic Violence Victim's Advocate Program** has staff members who are specially trained to provide information to victims of domestic violence. The realm of abuse goes beyond husband and wife. It also includes child abuse and elder abuse. Child abuse and neglect identification and prevention is a focus at Beebe Medical Center.

Beebe Medical Center has an established **Sexual Assault Nurse Examiner (S.A.N.E.) Program** in the Emergency Department to provide coordinated, timely, comprehensive, and compassionate care to victims of sexual assault. The specially trained forensic nurses work with the Attorney General's office to

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Beebe Medical Center

prosecute offenders and those who falsely accuse. They work to prevent and intervene in child and elder abuse cases.

The S.A.N.E. mission is to improve the professional response to a patient who comes to Beebe Medical Center with a complaint of being assaulted. A protocol for treatment follows guidelines set-up by the Medical Director and the International Association of Forensic Nurses (IAFN) standards of practice.

Beebe Medical Center S.A.N.E. nurses work in a collaborative effort with the Sexual Assault Network of Delaware. They assist law enforcement and provide factual testimony in court, and they work with advocates, such as Contact Delaware, to restore control and equilibrium to the individual.

S.A.N.E. nurses also educate the community about sexual abuse. They speak in schools, churches, and community centers and to professional organizations. S.A.N.E. nurses provide education to staff, resource materials, and prevention education. Nurses also work with the Child Advocacy Center.

Beebe Medical Center sponsored a free, one-day conference in the spring entitled “Sexual Predators: Recreational Sexual Violence” at the University of Delaware Virden Center in Lewes. The conference was geared for those who assist victims of sexual assault, who work to prevent sexual assault, and who apprehend and convict offenders. More than 80 representatives—including police and other law enforcement, medical staff, and sexual assault advocates—from around the State attended.

MILESTONES

- 1916: Dr. James Beebe and Dr. Richard C. Beebe founded the first private hospital in the State that was not located in Wilmington. When the brothers opened Beebe hospital, it was a tiny four-room building adjacent to their father’s home. It had just enough space for an operating room and two patient rooms, with a total of 3 beds.
- 1921: The Beebe School of Nursing is founded at the request of a young girl seeking advanced nursing education in her home town.

Benjamin F. and Helen M. Shaw donate the first of two wings bringing the hospital capacity to 35 beds.
- 1927: The Shaws donate another wing in memory of their daughter, Natalie Townsend Shaw. This second wing brought the hospital’s bed capacity to 60.
- 1938: Dedication of the Thompson Wing, named after Mrs. Henry R. Thompson of Greenville and Rehoboth Beach, who had been instrumental in supporting the building campaign. The new structure upgraded the capacity for more patients with six new rooms and also provided new nursing quarters, operating facilities, and kitchen and dining rooms.
- 1958: The Shaw Building is expanded to provide privacy and operating efficiencies needed to care for newborns, as well as a Pediatric Department.

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- 1985: Beebe added its five-story Rollins Wing, named for John W. Rollins. The new structure, coupled with renovations to the Lynch Wing, boasted 58 state-of-the-art patient rooms, a critical care unit, consolidation of an outpatient treatment center and same-day surgery, and expansion of diagnostic imaging and emergency services.
- 1995: The Clinical Building with the Tunnell Cancer Center and parking garage is added. The Tunnell Center, named for Robert and Eolyne Tunnell, houses the first radiation oncology treatment center in Sussex County.
- Beebe acquires the Lewes Convalescent Center.
- 1999: The Long Neck Health Center is completed to bring family physicians to the Long Neck area.
- Beebe expands the Lewes Emergency Department from 13 to 19 beds.
- 2003: Beebe Health Campus-Outpatient Care Center opens to serve patients West of Route 1 for outpatient services, including diagnostic imaging, women's imaging, express testing, and physical therapy.
- 2004: Beebe begins expansion of its Emergency Department (ED) on Savannah Road to redesign emergency care services and expand patient beds in the ED from 18 to 36.



CONTACT US

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Christiana Care Health System is one of the region's largest health care providers, serving Delaware and neighboring areas in Maryland, Pennsylvania, and New Jersey. A not-for-profit teaching hospital, Christiana Care is recognized as a regional center for excellence in cardiology, cancer, and women's health services, as well as for its Level-I trauma care and Level-3 neonatal intensive care (both highest capability.)

Christiana Care includes two hospitals with 1,100 patient beds, a home health care service, preventive medicine, rehabilitation services, a network of primary care physicians, and an extensive range of outpatient services.

With more than 10,000 employees, Christiana Care is the largest private employer in Delaware and the 10th largest employer in the Philadelphia region.

WILMINGTON HOSPITAL

The Wilmington Hospital campus offers a full range of wellness and preventive services to people of all ages. Studies show people who access the Wilmington campus know it provides excellent health care. Our plan builds on that excellence to keep it in step with the needs of our community.

Beginning in Fall 2008, this complex and far-reaching plan involves several key elements: a dramatic expansion and enhancement of the Wilmington Emergency Department; a new patient tower and surgical suites; and greater access by the community. In addition, the Wilmington campus is an economic driver. By itself it is the fourth-largest employer in the City of Wilmington with more than 1,900 employees. The expansion will increase this by as much as 600 employees, creating even more economic investment in the city. These investments will help build healthier families, stronger neighborhoods, and a new future for healthcare in the City.

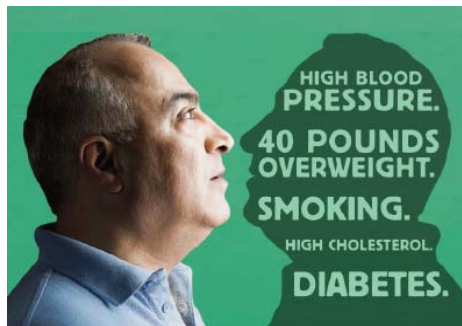
Some Key Features:

- ⇒ 337,000 square feet will be added, bringing the campus' total medical square-footage to more than one million square feet. The physical size of the Emergency Department and its related services will be doubled, with a new and separate entrance on Washington Street.
- ⇒ More than 62,000 square feet of existing hospital space and 10,000 square feet of medical office space will be renovated.
- ⇒ 60 additional single-patient rooms will be created, including 30 Intensive Care/Stepdown beds.

HEART RISK ASSESSMENT: EMPOWERING INDIVIDUALS AT-RISK FOR HEART DISEASE TO TAKE ACTION




Joseph Kardos, age 55, is a kind and easy-going man. He doesn't let many things bother him, including his high triglyceride levels. Even though he has known his cholesterol levels are high, he just ignores them. He considers himself to be in pretty good shape, overall. Fortunately for him, early this summer his wife Sandy decided to check out Christiana Care's Cardiovascular Screening and Prevention Program. She visited the christianacare.org/hearttest Web site and took the free seven-minute Internet heart risk test on Joe's behalf. Her concerns about Joe were confirmed when she printed out the risk assessment report. Joe was indeed at risk for heart disease. Joseph knew then that he had to take his situation a little more seriously.



As a follow-up to the online risk assessment test, since he was identified with risk factors for heart disease, he was encouraged to schedule an on-site cardiovascular screening with a cardiovascular nurse at the Center for Heart & Vascular Health. The screening focused on risk factors such as smoking status, physical activity, family history of early heart disease, waist measurement, body mass index, blood pressure fasting, lipid profile and fasting glucose, stress, and depression. Results of Joseph's screening showed that his cholesterol levels were significantly abnormal.

Following a multidisciplinary review with Edward Goldenberg, M.D., Medical Director of the program, Joseph and his doctor received results of the screening and best practice recommendations. Through the program, Joseph was also referred to exercise and nutrition classes at Christiana Care. Joseph met with his primary care doctor and started taking cholesterol-lowering medication. He also read through all the educational materials included in the Heart Healthy Kit he received and is considering using the pedometer that was also enclosed. Because he's taking care of a sore foot he says he'll get to the exercise class once his foot heals. Concerning nutrition, Joseph says, "This screening got me thinking more about my health and I'm not just going to ignore I anymore. Now it's always in the back of my mind."

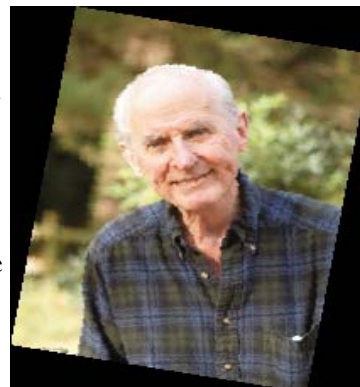
 The Center for Heart & Vascular Health launched the Cardiovascular Screening and Prevention Program to help at-risk patients prevent or delay the onset of initial cardiovascular events such as heart attacks or strokes. What makes this program unique is the long-term focus on patient health and well-being. Unlike typical screening approaches that focus on a short-term, 10-year risk, the program combines on-site screening with a more in-depth medical review that considers an individual's lifetime risk for developing cardiovascular disease. And, while individuals like Joseph may not be ready to change all their habits immediately, the program has increased their awareness about the potentially life-saving benefits of heart-healthy behaviors.

HELPING CANCER PATIENTS AFFORD CARE

“The year 2006 was a really rough one for me,” says 73-year-old Ed Kulesza, Sr. “I had radiation, chemotherapy, and surgery for my throat cancer. I lost 45 pounds and had a hard time eating and putting the weight back on.” He continues, “The people at Christiana Care came to my rescue. They gave me the high protein drinks I needed to gain weight. They helped me an awful lot and I know I’d be lost without them. I’ve been getting the free drinks since mid-2006. I pick up nine cases at Christiana Care every two months. I’m eating better now and only have about 20 more pounds to gain. I can’t thank them enough.”



Imagine fighting cancer and then starting to lose the battle because you can’t pay for the ongoing costs of care. Christiana Care’s Cancer Special Needs Fund helps patients at the Helen F. Graham Cancer Center pay for medically necessary services, especially after their insurance runs out. The fund helps cover medication, transportation to appointments, supplies, nutrition, counseling, and massage therapy. Since the fund began, more than 2,100 patients have received more than \$605,000 in financial aid. The Cancer Special Needs Fund was made possible through the generous support of corporations, foundations, and individuals in the community.



Improving access to the latest in cancer care

The Helen F. Graham Cancer Center at Christiana Care was selected by the National Cancer Institute (NCI) as one of only 14 cancer centers in the U.S. to participate in the three-year NCI Community Cancer Centers Program (NCCCP) pilot initiative. The NCCCP is a new national network of community cancer centers striving to expand cancer research and deliver the latest, most advanced cancer care to more individuals in the communities where they live.

The NCCCP focuses on:

- ⇒ Expanding cancer research clinical trials, especially in minority communities.
- ⇒ Reducing disparities in cancer care.
- ⇒ Collecting, storing, and sharing samples for research.
- ⇒ Exploring the use of a national database of electronic medical records.

The pilot program makes it easier to receive high quality cancer screening, prevention, treatment, and palliative care services in a multi-specialty care and clinical research setting, where studies show that patients tend to live longer and have a better quality of life.

Christiana Care is one of the largest community-based teaching hospitals involved with research in the United States.

- ⇒ Over 300 clinical cancer research and pharmaceutical studies were conducted last year.
- ⇒ 800 patients enrolled in cancer clinical trials.

MILESTONES



Transforming health care across the region

Christiana Care Health System's rich history traces back to the founding of three separate Wilmington hospitals, between 1888 and 1910. In 1965, these three hospitals merged – the first time nationally such a hospital merger occurred – and formed the Wilmington Medical Center.

The historic merger that created the Wilmington Medical Center, plus a long and storied list of other Delaware medical 'firsts,' shape today's Christiana Care.

- 1902** – Delaware's first medical residency training program began.
- 1935** – Delaware's first cancer program opened.
- 1967** – First arthroscopic surgery in America was done in what is now Wilmington Hospital.
- 1970**– Wilmington Medical Center established educational affiliation with Thomas Jefferson University Medical College, Philadelphia.
- 1985** – With the opening of Christiana Hospital, the Wilmington Medical Center became the Medical Center of Delaware (MCD).
- 1986** – First open-heart surgery performed in Delaware.
- 1987** – First balloon angioplasty procedure performed in Delaware.
- 1994** – The Eugene duPont Preventive Medicine and Rehabilitation Institute was established.
- 1997** – The MCD changed its name to Christiana Care Health System.
- 2003** – First in Delaware to offer drug-coated stents.
- 2002** – The Helen F. Graham Cancer Center opened.
- 2006** – The Center for Heart & Vascular Health opened in the new Bank of America Pavilion, the fifth patient care tower at Christiana Hospital.
- 2007** – Delaware's first adult kidney transplant performed at Christiana Care.
 - Construction began on a 124,000-square-foot expansion of the Helen F. Graham Cancer Center.
 - First in Delaware to offer minimally invasive procedure to treat ruptured brain aneurysm.
 - First Delaware hospital to receive the Joint Commission's Codman Award
- 2008** - Construction started on a 337,000-square-foot transformation of the Wilmington campus.

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NANTICOKE

HEALTH SERVICES

Located in Seaford, Delaware, Nanticoke Memorial Hospital and its affiliates, which comprise Nanticoke Health Services, serve communities throughout western Sussex County and into Maryland. In addition to Seaford, the service area for Nanticoke Health Services includes Georgetown, Bridgeville, Millsboro, Laurel, Delmar, Greenwood, and Federalsburg, Maryland. These communities have seen tremendous change, especially in recent years, with growth in population, expansion of the economic base, and greater diversity among the residents. With this growth and change, the importance of the hospital and the care it provides has evolved as well.

LA RED HEALTH CLINIC

Since its inception, Nanticoke Memorial Hospital has played a key role in the development and growth of La Red Health Clinic, a Federally Qualified Health Center serving Sussex County. Physicians and staff have served on its Board, volunteered, and provided support to enable this clinic to prosper. La Red's main facility is donated by Nanticoke Memorial Hospital. In addition, Nanticoke provides a maternity nurse to visit the clinic weekly and provide education to pregnant women. Obstetricians from the Nanticoke Physician Network conduct clinics at La Red and provide support to their nurse midwife.



PRESCRIPTION DRUG FUND

When a patient is discharged from the hospital and cannot afford the cost of their initial prescription, they have a resource in the Prescription Drug Fund at Nanticoke Memorial Hospital. Last year, more than \$40,000 was spent to assist patients in need. Donations for this fund come from proceeds of the hospital's annual Golf Tournament, financial support from the Medical Staff, and gifts from the community.



HIGH SCHOOL INTERN PROGRAM

To encourage young people considering a career in a healthcare field, Nanticoke works with the Seaford and Woodbridge School Districts to offer an Intern Program. This class is a full-year, academic offering that includes classroom work and direct experience in a number of areas in the hospital. Students accompany healthcare professionals throughout the hospital and share in the experience of nurses, physicians, therapists, and other professionals. Hospital staff mentor the young people and Nanticoke provides a coordinator at no cost to the schools.



MILESTONES

In January of 1952, Nanticoke opened its doors to its first patient as a 32-bed facility. Since that time, Nanticoke has grown to include extended care, business services, outpatient services, medical centers across Sussex County, Delaware and a host of preventive medicine and health education programs. Each part of Nanticoke Health Services works together to focus on fulfilling our mission statement: "We exist to positively impact our communities quality of life through improved health status."

Today, Nanticoke Memorial Hospital has 139 beds in its acute facility and a medical staff of 120 physicians. Since 1993, cardiac catheterizations have been performed at Nanticoke. The general



surgeons at Nanticoke pioneered the procedure of laparoscopic cholecystectomy with the first case being performed in 1989. In addition, the hospital has the area's first Wound Care Center with two hyperbaric chambers. Recently, a 64-slice CT was added which allows for advanced imaging and, especially, the use of cardiac imaging to identify early stages of heart disease.

The Emergency Department of Nanticoke Memorial treats more than 30,000 patients annually. Expanded in 2005, the Emergency Department has 24 beds, two trauma suites, and a special pediatric

area.

Filled with the newest technology, the Cancer Care Center at Nanticoke Memorial Hospital has two floors completely dedicated to cancer care. We are recognized, with commendation, as a community cancer center by the American College of Surgeons Commission on Cancer. Located in a tranquil

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setting, our Cancer Care Center is designed to relax and make patients feel comfortable during every phase of treatment. Chemotherapy suites have a serene view of the Nanticoke River. Intensity Modulation Radiation Therapy (IMRT) is performed in a soothing, comfortable atmosphere using a state-of-the-art linear accelerator. The latest in cancer treatment, IMRT allows our doctors to precisely target the cancer without hurting the surrounding healthy tissue. Brachytherapy is another treatment option for cancer patients at Nanticoke.

In the 1990's, Nanticoke Health Services identified a need in the community for quality long-term care and short-term rehab. LifeCare at Lofland Park, a long-term/subacute care facility, opened in 1992 with 110 beds. The Garden Unit, a special program and area for those with Alzheimer's Disease, has received recognition throughout the State.

The Mears Health Campus was established in 2002 to allow for expansion of outpatient services and to make access for patients more convenient. This campus holds an Imaging Center, Laboratory Services, Physical Therapy, and Orthopaedic offices.

The Nanticoke Physician Network was formed in the late 1980's to establish primary care offices in areas that were underserved. In subsequent years, this network of employed physicians has grown to over 20 physicians in primary care, obstetrics, vascular surgery, and other specialties.



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St. Francis Hospital has moved diligently in recent years to stabilize and to increase its numerous sources of operating revenue. Concurrently, operating expenses have been trimmed. All the while, its free patient care programs serving Wilmington's and New Castle County's economically disadvantaged populations have continued to provide the care demanded of them. Because these programs generate only a small percentage of their total operating expenses, the St. Francis Foundation is critical in helping to keep them viable. The expense of operating these programs is over \$1.0 million annually. Further, each year St. Francis Hospital spends approximately \$4 million providing charity care and \$16 million providing health care to those who are uninsured or unable to pay their bill.

THE ST. CLARE MEDICAL OUTREACH VAN

The St. Clare Medical Outreach Van was first put into service in the summer of 1992 as a collaborative project with the Ministry of Caring. Its purpose is to provide and deliver medical services to the homeless, poor, and other medically underserved people in the Wilmington area. The Van is a full service doctor's office on wheels. It visits dining halls that feed the hungry, homeless shelters, and other sites around Wilmington four days each week. Over the years, more than 80,000 patients have received medical care through this service.

The Van is equipped with two examination rooms, a bathroom, a central intake/work area for staff, and basic medical equipment. The program only provides services to people who have no Medicaid, Medicare, or private insurance coverage. Referrals are regularly received from local and State public and private agencies. Many of the patients treated on the Van have also come from Federally funded clinics where they cannot afford the minimum required \$25 fee, the cost of medications, or the administration fee for vaccinations. Many others have learned of the service by word-of-mouth and visit the Van for their primary medical care. Patients who require testing not available on the Van are referred to St. Francis Hospital for treatment, frequently without any reimbursement to the Hospital.

The staff on the Van average 20-25 patient visits a day, 79 visits a week, and approximately 4,100 visits per year. These numbers have been steadily increasing in recent months due to pressures on the economy. The Van provides service to people of all ages. Ninety percent of the patients seen on the Van are minorities, predominantly Latino and African-



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American. Thirty percent are children. Many patients are homeless or living in shelters, and a growing number are the working poor.

In addition to providing medical care, the St. Clare Van staff often act as social workers helping patients to complete Medicaid applications, serving as interpreters, or referring people to agencies that provide substance abuse counseling, food, shelter, and clothing. The staff work collaboratively with a variety of other nonprofit organizations serving the same populations.

Assessing the St. Clare Van's value to the community is not a difficult task. It is truly unique among all of the medical service institutions in Delaware. Without it, thousands of people each year would do without basic medical care and could be forced to seek emergency room care at a much greater cost.



TINY STEPS

Tiny Steps is a prenatal and maternity care program that operates out of the St. Francis Family Practice Center in Wilmington and the Center of Hope in Newark. The program was developed in 1992 to address Delaware's high infant mortality rate (number of deaths occurring in the first year of life per 1,000 live births). Sadly, as one of the smallest States in the nation, Delaware has one of the highest infant mortality rates. In fact, according to the 2007 Kids Count in Delaware Fact Book, 9.3 out of



every 1,000 infants born in Delaware die each year as compared to the national average of 6.9. Even more disheartening is the fact that the majority of these deaths (12.4 per 1,000 births) are happening in Wilmington.

Early prenatal care is important to identify and treat health problems and influence health behaviors that can compromise fetal development, infant health, and maternal health. Getting late or no prenatal care increases the likelihood of having babies that are low-birth weight, stillborn, or die in the first year of life. Children born at a low birth weight (5.5 pounds or less) are at risk for developmental delays, disabilities, major birth defects, and infant death.

Tiny Steps offers complete prenatal and maternity care to all pregnant women regardless of economic status. Approximately 1,500 patient visits are conducted each year through the program. With locations in both Wilmington and Newark, Tiny Steps serves approximately 600 mothers and 300 babies each year from all over New Castle County. Referrals are received from both public and private agencies, but the majority of the patients have heard of the service by word-of-mouth.

Seventy two percent of Tiny Steps' patient population is Hispanic, 20.5% are African American, 6.4% are Caucasian, and 1.1% are Asian. Sixteen percent of the expectant mothers in the program are teenagers, 76% range in age from 20 to 34, and 8% are over the age of 35. Approximately half of the people served through the Tiny Steps program are uninsured or underinsured and the remainder are Medicaid clients.

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Tiny Steps is open full-time, five days per week with extended hours on Thursday evenings. The staff is diverse and uniquely qualified to serve the patient population. Since a majority of the patients do not speak English fluently, all Tiny Steps employees are bilingual and both understand and respect cultural differences.

Tiny Steps offers an array of services including: pre-pregnancy planning; pregnancy testing; complete prenatal care; 24-hour emergency care; childbirth classes for expectant mothers and their coaches; delivery at St. Francis Hospital; post-delivery hospital care; and laboratory services.

In addition to medical care, an intensive patient education program is conducted with each visit. The program is designed to help reduce acute illness and promote healthy lifestyles in an at-risk population.

The success of the Tiny Steps program is evident in its patient outcomes. Of the 264 children delivered in the Tiny Steps program in 2007, including 17 that were pre-term, only 11 or 4.2% were considered to be low birth weight, and there were zero infant deaths.

Comparably, the most recent numbers reported in the 2007 Kids Count in Delaware Fact Book state that 9.3% of all babies born in the State of Delaware were considered to be low birth weight, with the highest percentage, 9.7% in New Castle County. The Delaware Division of Public Health's most recent Annual Report (2005) further reports 14.4% of all babies born in Wilmington to be low birth weight.



The annual operating expense of the Tiny Steps Program is \$606,746, but the benefits of the program reach far beyond the clients it serves. Fostering healthy pregnancies and healthy newborns reduces the number of babies needing treatment in the Special Care Nursery (SCN). The average newborn stay in a Special Care Nursery is 14.9 days at an average total cost of \$25,200. Therefore, each baby kept out of the SCN translates into significant cost savings. Additionally, it is estimated that half of the \$4.3 million (or \$2.15 million) St. Francis Hospital provides in charity care each year is spent serving OB patients.

CENTER OF HOPE



In addition to offering the Tiny Steps Program, The Center of Hope is a full-service Family Practice Office that provides medical services to poor and uninsured people in the Newark area. A health crisis for low income and uninsured families can cascade into more serious problems like job loss and homelessness. Routine access to preventive healthcare can reduce the severity of illness and prevent associated problems. Approximately 30% of the people served at the Center of Hope have no medical insurance and no other place to receive primary healthcare.

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Founded in 1996, the Center of Hope relocated in 2004 to a newly renovated and expanded facility that would accommodate its growing patient volume. The Center is open full time, five days per week and conducts approximately 6,400 patients visits per year. Seventy percent of the patient population is Latino, 15% Caucasian, 8% African American, and 7% other. All staff are bilingual since a majority of the patients at the Center of Hope do not speak English fluently.

MILESTONES

The Sisters of St. Francis of Philadelphia established St. Francis Hospital in 1924. The Jazz Age. Everybody was talking about The Babe hitting home runs out of Yankee Stadium. Mr. Ford's amazing automobile was becoming a household item and St. Francis Hospital was under construction on Clayton Street.

Catholics in Wilmington contributed to the cost of the land, purchased from the McComb estate. The Sisters of the Third Order of St. Francis of Glen Riddle, PA contributed money both to the building and equipment. In July, Bishop John Monaghan laid the cornerstone. In October the new hospital opened its doors, dedicated to St. Francis of Assisi. You could see the hospital from almost anywhere in the city.

On October 16, the hospital was dedicated by Bishop Monaghan. On October 23, the first patient was admitted. Two days after that, the first baby was born and St. Francis Hospital began its lifelong mission of caring for families in Wilmington.

CONTACT US

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<http://www.stfrancishealthcare.org>



WILMINGTON VA MEDICAL CENTER

The Wilmington VA Medical Center (VAMC) is part of the U.S. Department of Veterans Affairs. The hospital was established in 1946 and moved to its present location on Kirkwood Highway in 1950. Since its inception, the mission of Wilmington VAMC has been to provide quality healthcare and social services to veterans and to serve as a quality teaching healthcare organization. Wilmington VAMC has the privilege of being the only VA hospital serving Delaware veterans.

Wilmington VAMC has an approved authorized/operating bed capacity of 60. Also included within the medical center is a 60-bed nursing home care unit. Last year, the Wilmington VAMC treated over 25,800 patients, including nearly 3,000 inpatients. There were over 187,000 outpatient visits. National surveys consistently show the overwhelming majority of veterans treated by the Wilmington VAMC are highly satisfied with the quality and timeliness of care they receive.

Wilmington VAMC's goal is to provide care as close to veterans' homes as possible. In addition to the medical center in Wilmington, the VAMC offers services in several Community-Based Outpatient Clinics (CBOCs). In 2008 the Wilmington VA Medical Center opened VA staffed CBOCs in Kent and Sussex Counties. These CBOCs provide primary care, podiatry, optometry, and behavioral health services. Wilmington VAMC also has CBOCs in Cape May, Ventnor, and Vineland, New Jersey.

CAPABILITIES, CREDENTIALS, AND AFFILIATIONS

Wilmington VAMC is classified as a Clinical Referral Level 2 complexity facility. It is Joint Commission accredited and has Board-certified physicians. The medical center is also a teaching hospital, providing a full range of patient care services with state-of-the-art technology.

Wilmington VAMC places special emphasis on the safety of our patients and employees. Along with use of the electronic medical record, there are a variety of other programs and initiatives dedicated to patient safety including our multi-faceted initiative to reduce, if not eliminate, hospital-induced MRSA bacterial infections.

Wilmington VAMC has active affiliations with Thomas Jefferson University in Philadelphia, PA, the University of Maryland, and the University of Medicine and Dentistry of New Jersey. There are 30 resident slots, rotating through General Medicine, General Surgery, Urology, and Ophthalmology. Over 288 university residents, interns, and students are trained at the Wilmington VAMC each year. An affiliation with the Pennsylvania School of Optometry provides residents in this specialty. Other allied health training programs are supported in Nursing, Medical Technology, Occupational Therapy, Dietetics, Dental Hygiene/Assistant, and Social Work.



SERVICES

Wilmington VAMC provides healthcare and social services to veterans who are determined to be eligible for those services. Eligible veterans receive a comprehensive, “*Uniform Benefits Package*” of inpatient and outpatient services. Comprehensive health care is provided through primary care and long-term care in areas of medicine, surgery, psychiatry, physical medicine and rehabilitation, neurology, oncology, dentistry, geriatrics, and extended care. Veterans receiving healthcare benefits can receive a free ID card showing their eligibility for VA care and services.

SPECIALIZED PROGRAMS

Wilmington VAMC offers a variety of programs and services to meet the specialized needs of veterans including:

- Care for Returning Service Members. Recent combat veterans are eligible for five (5) years of VA healthcare benefits for any illness that cannot be clinically ruled out as being related to combat service. Services provided include preventive health care, inpatient and outpatient care, psychological counseling, prosthetics, and medications.
- Behavioral health care, including general mental health, PTSD, and military sexual trauma treatment; outpatient substance abuse and treatment counseling; case management for the severely mentally ill; services to veterans returning from Operations Enduring and Iraqi Freedom; home-based primary care and psychological intervention; compensated and transitional work therapy programs; and mental health intensive case management.
- Health care for homeless veterans.
- Women veterans’ health care (e.g., preventive and primary care and osteoporosis evaluation and treatment).
- Care Coordination, which provides home-based monitoring, equipment and clinical support to patients with high-risk, chronic illnesses like diabetes, hypertension, and emphysema; Prosthetics and Sensory aids for amputees and veterans with hearing or speech impairments, muscular dysfunction, spinal cord injury, visual impairment, or other health care conditions; and MOVE, a multi-staged weight management program.
- HealthierUS Veterans. A multi-faceted initiative designed to prevent or reduce the effects of obesity and diabetes.
- MyHealth_eVet, a VA Web site designed for veterans and their families which allows veterans to

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do such things as recording their personal and family health history, entering and tracking personal health information (e.g., body weight, blood pressure, blood sugar), refilling prescriptions, obtaining information about VA news and benefits, accessing reliable and trusted information about various medical conditions, and obtain portions of their VA medical records.

PARTNERSHIPS

Wilmington VAMC works closely with most Federal, State, and local organizations to assure health and social services are provided to veterans in the State of Delaware. This includes the Department of Veterans Affairs Regional Office and the Veterans Readjustment Counseling Center, both located on the grounds of the Wilmington VAMC.

Wilmington VAMC serves as a secondary receiving hospital for casualties under the VA/DoD Contingency Plan. Wilmington is also actively involved in DoD's Post-Deployment Health Risk Assessment program, which helps address the needs of service members returning from combat areas. In addition, Wilmington is a provider under the TRICARE agreement and has active sharing agreements with the Navy and Marine Reserves.

Wilmington VAMC also has a partnership with the new Delaware State Veterans Home (SVH). Through this partnership, the medical center will provide VA per-diem payments to the SVH, perform periodic inspections, help pay for medications for eligible veterans, and refer veterans for care, as appropriate.

CONTACT US

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DELAWARE HEALTHCARE ASSOCIATION

Established in March 1967, the *Delaware Healthcare Association* is a statewide trade and membership services organization that exists to represent and serve hospitals, health systems and related health care organizations in their role of providing a continuum of appropriate, cost-effective, quality care to improve the health of the people of Delaware.



The *Delaware Healthcare Association* is dedicated to providing its members the resources needed to stay current about health care issues and their impact.



The *Delaware Healthcare Association* recognizes that the provision of health care services is constantly evolving and changing to better serve patients and their communities.



The *Delaware Healthcare Association* promotes effective change in the provision of health care services through collaboration and consensus building on health care issues at the State and Federal levels.



The *Delaware Healthcare Association* provides effective advocacy, representation, timely communication and information to its members.



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Members:

Alfred I. duPont Hospital for Children

Alfred I. duPont Hospital for Children
duPont Hospital for Children Pediatric Practices
Nemours Center for Health Prevention and Services
duPont Hospital for Children Nemours Cardiac Center
Nemours Children's Clinics
Nemours Health Clinic



Bayhealth Medical Center

Kent General Hospital
Milford Memorial Hospital



Beebe Medical Center

Beebe Medical Center



Christiana Care Health System

Christiana Hospital
Wilmington Hospital
Eugene duPont Preventative Medicine and Rehabilitation Institute

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Nanticoke Health Services

Nanticoke Memorial Hospital

LifeCare at Lofland Park



St. Francis Health Services

St. Francis Hospital

Franciscan Care Center at Brackenville



Veterans Affairs Medical & Regional Office Center



Associate Members:

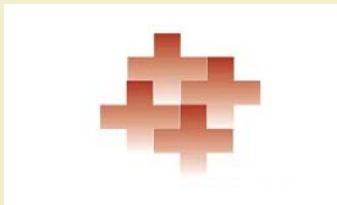
Array Healthcare Facilities Solutions



Blood Bank of Delmarva



Quality Insights of Delaware



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