Taking Care of New Jersey

Reimagining HEALTH CARE

MERIDIAN HEALTH ANNUAL REPORT 2011/2012

Taking Care of New Jersey

MERIDIAN HEALTH
Taking Care of New Jersey
Message from the President

Dear Friends,

If I had to describe 2011 in one word for Meridian Health, it would be outstanding. In fact, it was our most successful year to date. It’s hard to believe, but January 2012 marked the fifteen-year anniversary of Jersey Shore University Medical Center, Ocean Medical Center, and Riverview Medical Center joining to form Meridian Health. I am just amazed on how much we have grown, and the progress we have made in those fifteen years!

This past year was another award-winning year for Meridian Health. For the second year in a row, we were the only health system in New Jersey to be ranked as one of the most Integrated Healthcare Systems in the nation by Modern Healthcare Magazine. FORTUNE Magazine recognized us as one of the “100 Best Companies to Work For” in America for the third year in a row.

There are still many challenges in place for not-for-profit health care providers like Meridian. However, as a health system, we continue to be focused on growth. In fact, Meridian Hospital Corporation’s 2011 revenues increased significantly over the previous year. We welcomed more than 100 new physicians to Meridian. Our Partner Companies continue to contribute to our growth by getting us into new markets, which brings new patients to our hospitals and physicians. As another sign of growth, we broke ground on several expansion and building projects, including master facility plans at Ocean Medical Center and Southern Ocean Medical Center, and Meridian Health Village at Jackson.

We have all seen and heard a lot about health care reform in the news over the past year. Whether health care reform happens or not, Meridian is moving forward with several important initiatives, including creating a clinically integrated network, offering Meridian physicians a subsidy program to assist with the installation of electronic health records, introducing a partnership with Geisinger Health Plan, and launching a Team Member Health Benefit Pilot program. You can read more about these initiatives in this report.

In the end, it is the support we receive from our physicians, trustees, nurses, team members, and community members that is instrumental to our success and allows us to continue Taking Care of New Jersey.

Thank you for your interest in Meridian Health and the health and well-being of our community.

John K. Lloyd, FACHE
President, Meridian Health
Meridian’s Powerful Continuum of Care

Key Health System Statistics

- 95 Convenient Locations
- $1.6 Billion in Annual System Revenues
- 12,000 Team Members
- 2,100 Physicians on Staff

6 Hospitals: 1,700+ Beds

- Jersey Shore University Medical Center
- K. Hovnanian Children’s Hospital
- Ocean Medical Center
- Riverview Medical Center
- Southern Ocean Medical Center
- Bayshore Community Hospital

Partner Companies

- Post Acute Care: 5 facilities, 728 beds
- At Home Nursing, Hospice, and Rehabilitation: Serving all of Central New Jersey
- Ambulatory Care: 12 facilities
- Primary Care Network: 10 physician practices
- Ambulance/Medical Transport: 100+ vehicles
- Occupational Health: 6 centers
- Rehabilitation and Fitness: 9 facilities, 2 inpatient facilities
- Behavioral Health: 5 outpatient facilities, 2 inpatient facilities
Reimagining Health Care: With or Without Health Care Reform

The pending health care reform law is set to fundamentally rewrite how consumers access health insurance, how hospitals and physicians are reimbursed, the way health insurance companies do business, how Medicare and Medicaid provide coverage, and even how health care services will be delivered to patients.

Despite the fair amount of uncertainty with health care reform, Meridian anticipates fundamental, even transformational, changes in the way care is delivered and the way care is reimbursed. We should expect to see three key changes: 1) hospitals and physicians will likely see a decrease in reimbursement; 2) reimbursement will be linked to performance; and 3) instead of being paid by admission, hospitals and physicians will receive bundled payments for care. As a result of these pending changes, Meridian is moving forward with initiatives to better integrate care, all centered around the patient.

Creating a Clinically Integrated Network

In 2012, Meridian will create a clinically integrated network with our physicians. The goal of this network is to develop new and innovative ways to integrate care across the continuum, which will lead to an increase in quality and a decrease in costs.

One of the important goals of the clinically integrated network is to develop pilot programs to trial and test innovative ways to deliver care. One of these programs that we launched in January 2012 was the Meridian Healthy Advantage Pilot. This program is administered through QualCare and involves more than 7,000 Meridian team members and their families with approximately 330 primary care physicians. The goals of the pilot are to reward physicians who help us increase quality, and to improve the health of our team members.

Information Technology

We continue to focus on the implementation of electronic health records. Bayshore Community Hospital and Southern Ocean Medical Center went live on electronic health records in October 2011 and January 2012 respectively, joining the other Meridian hospitals and Partner Companies. We also introduced an electronic health record subsidy program to help our independent physicians automate their offices. In addition, Meridian developed a Health Information Exchange, which allows for electronic connectivity throughout Meridian and allows us to connect with physicians and non-Meridian hospitals in Monmouth and Ocean counties.

Physician Recruitment

In the future, primary care physicians will play a bigger role in coordinating and managing care with patients. Today there is a shortage of primary care physicians, which is expected to grow in the future. As a result of this shortage, and because of the role primary care physicians will play with integration, Meridian is recruiting a number of primary care physicians over the next few years. We will also continue to recruit physician specialists in areas where there is a shortage. Meridian is hoping to find physicians that want to be part of our winning team. This winning team needs to include a robust number of primary care physicians as well as specialists.

Medicare Advantage Product

As part of our ongoing vision to develop true clinical integration with our affiliated physicians, Meridian Health and Geisinger Health Plan have partnered to bring Geisinger Gold — a provider-sponsored Medicare Advantage product that is nationally recognized as one of the top ten in the country — to seniors in Monmouth and Ocean counties. The product will be introduced to Medicare beneficiaries in the fall of 2012 with plan benefits becoming effective January 2013.
Meridian’s Registered Nurse Patient Navigators deliver support through all stages of cancer treatment.

Ruth Strong of Beach Haven, New Jersey leads a fascinating life thanks to the care she received from Meridian CardioVascular Network. To view Ruth’s story visit MeridianCardioVascularNetwork.com.

Harry Carson
Former Captain, New York Giants
Member, NFL Hall of Fame
Spokesperson for Meridian Neuroscience

Noelle McNeil
Community Ambassador for Meridian Neuroscience
Health System Updates

Meridian has been viewed as a leader in developing the full continuum of care, providing integrated services to ensure our patients receive coordinated and seamless care from diagnosis to treatment to rehabilitation. The following updates speak to our philosophy that it’s not the ability to do a single thing well, but the unique ability to do everything better.

**Meridian Cancer Care**

Meridian Cancer Care provides multi-disciplinary care close to home and across the range of disease areas. Meridian’s focus on a multi-disciplinary, patient-oriented approach provides opportunities for both state-of-the-art care and trials.

Led by Corporate Medical Director Mark Krasna, M.D., Meridian Cancer Care has seen growth in programs and expanded a formal Patient Navigator Program with nurses to lead patients every step of the way.

Experts from Meridian CyberKnife® Center at Riverview Medical Center have treated more than 1,200 patients, making it the first and the largest CyberKnife program in the region. As a painless non-invasive robotic radiosurgery system, CyberKnife treats benign and malignant tumors as well as other medical conditions.

Plus, as the first and only “System Partner” of The Cancer Institute of New Jersey (CINJ), Meridian Cancer Care has expanded its partnership to grow research and education initiatives.

**Meridian CardioVascular Network**

Meridian CardioVascular Network provides the most comprehensive heart and vascular services in the region. It’s an overarching umbrella coordinating all aspects of heart and vascular care from research and education to diagnosis and treatment to rehabilitation and post-hospital care.

In 2011, Meridian CardioVascular Network thrived in research advancements, surgical innovations, and clinical trials. Our experts were the first in the region to offer groundbreaking procedures to implant life-saving devices, including the AngelMed Guardian cardiac monitor and alert system device that alerts if a heart attack is imminent, and the Abiomed’s Impella® 2.5 heart pump to assist critically ill heart patients.

Meridian’s Congenital Heart program also expanded in 2011 to address the needs of adults living with congenital heart defects. Today, Meridian CardioVascular Network can manage the health of congenital heart patients from birth through adulthood.

**Meridian Neuroscience**

Life can change in a moment. Specialists in Meridian Neuroscience have developed programs to diagnose and treat a range of conditions from stroke to epilepsy, brain tumors to spine injuries, and movement and memory disorders.

Meridian has partnered with NFL Hall of Famer Harry Carson to tackle stroke. As the spokesperson for Meridian Neuroscience, Harry promotes stroke awareness and education to our diverse communities and educates young athletes and coaches on the risks of concussions. Meridian was also pleased to welcome Noelle McNeil as Community Ambassador. As a survivor of a traumatic brain injury she takes the time to meet with families throughout Meridian who have a loved one affected by a brain injury, offering them hope and encouragement. You can read more about Noelle at www.noellesdefiningmoments.com.

Meridian Neuroscience physicians performed life-changing surgeries for patients with Parkinsons, herniated discs and lumbar spinal stenosis.
The "Mom Bloggers" of Meridian Momtourage

Christie Rampone
Captain, U.S. Women’s Soccer Team
Dedicated Mother
Role Model and Three-time Olympic Medalist
Spokesperson for K. Hovnanian Children’s Hospital

Jen Howard
of Middletown, New Jersey
enjoys Concierge Care services
at Riverview Medical Center.

Pawsitive Action Team
Doctor Bernard, Picaso and Hopscotch
Meridian Pediatric Network

Meridian is continuously addressing and meeting the needs of our youngest patients. From educating students on healthy choices with Doctor Bernard’s Pawsitive Action Team to expanding the capacity of K. Hovnanian Children’s Hospital at Jersey Shore University Medical Center, Meridian Pediatric Network is providing access to more than 100 pediatric specialists and the full continuum of care for children in Monmouth and Ocean counties.

With the opening of the Pediatric Care Center at Bayshore Community Hospital and Southern Ocean Medical Center’s planned opening in late 2012, Meridian Pediatric Network extends its touch points providing seamless and coordinated care to families throughout the region.

In 2011, Meridian’s Community Health Needs Assessment survey has once again highlighted asthma as an issue in our communities. That is why Meridian Pediatric Network has been active in educating parents and children about asthma. In the past three years, “Hopscotch’s Healthy You” program has reached grade school students in Neptune, Red Bank and Brick – approximately 1,000 children.

Meridian is engaging with moms, too. From their maternity experience at our hospitals to their children’s development, moms are logging on to MeridianMomtourage.com, an online destination providing local moms with resources from our physician experts, tips from local Mom bloggers, and an online community of mothers who are sharing and connecting with Meridian Health in a new way. You’ll also find Christie Rampone, Olympic gold medalist and spokesperson for K. Hovnanian Children’s Hospital, on Meridian Momtourage talking about her journey as a mom and a pro-athlete.

Concierge Care at all of our Hospitals

Making patients and guests feel at home while they’re away from home for a hospital stay is a top priority. Bayshore and Southern Ocean are now enhancing the total hospital experience of patients with Concierge Care, a program that consistently addresses personal or “non-clinical needs,” making patients and their guests as comfortable as possible. With the introduction of Concierge Care at Bayshore and Southern Ocean, this service is now offered at all of Meridian’s hospitals.

Meridian is the Tops!

Over the past year, Meridian has been recognized by several prestigious organizations and is ranked among the best in the state and nationally.

- FORTUNE Magazine’s “100 Best Companies to Work For” in America – Three years in a row.
- Best Places to Work for in New Jersey from NJBiz – Eight years in a row.
- Top 100 Integrated Health Networks for Modern Healthcare – Two years in a row. Meridian Health was the only health system from New Jersey to make this list.
- Top 100 Most Wired and Top 25 Most Wireless Health Systems in the Nation from Hospitals & Health Network Magazine – Eleven consecutive years on annual ranking.
- Magnet Designation – Jersey Shore University Medical Center, Ocean Medical Center, and Riverview Medical Center have received Magnet Designation for nursing excellence by the American Nurses Credentialing Center for the fourth consecutive time.
The physician residents of Jersey Shore University Medical Center celebrate their graduation.

A Jersey Shore team member in the new Meridian Transfer Center.

Jersey Shore team members celebrate the opening of its new inpatient dialysis unit.

A team member from Meridian Rehabilitation works closely with a pediatric patient.

The Center for Wound Healing at Jersey Shore includes the most advanced care in wound healing.
Hospital Updates

At the core of Meridian’s continuum of care is our six hospitals, including K. Hovnanian Children’s Hospital. Over the past year, our hospitals have expanded their services and implemented programs to enhance the patient experience.

Jersey Shore University Medical Center

Training the Physicians of Tomorrow
The academic programs at Jersey Shore University Medical Center had outstanding achievements related to quality in 2011. All of our sponsored graduate medical education programs received maximum accreditation by their respective accrediting agencies. Currently, there are 96 residents that are part of our core training programs of Internal Medicine, Pediatrics, and Obstetrics and Gynecology. Our continuing medical education program was re-accredited by the Medical Society of New Jersey for four years. Finally, a new residency program was established in Clinical Pharmacy, and will provide a pipeline of new providers to Meridian Health.

Cardiovascular Network Treatment and Technology
Jersey Shore currently has one of the region’s most complete and coordinated heart and cardiovascular care programs. From lifesaving angioplasty to one of the state’s largest cardiac surgery centers to vascular labs and a leading Heart Rhythm Center, our experienced heart and vascular experts offer options others simply can’t. In 2011, Jersey Shore performed 780 cardiac surgeries – the most in the region. Our team treats not only traditional open-heart surgery cases, but also provides new therapies like the Edwards SAPIEN Valve, for high-risk patients with limited surgical options, and the Impella - the world’s smallest heart pump.

Openings Abound!
Even after one hundred years, Jersey Shore continues to evolve to meet the growing needs of the community. Throughout 2011, Jersey Shore celebrated the opening of several new and enhanced services and facilities.

- The Meridian Transfer Center at Jersey Shore offers a streamlined patient transfer process for providers from other hospitals and referring facilities. Supported by a centralized team of nurses and an Alert Ambulance dispatcher, the transfer center coordinates all the logistics required to transfer a patient in one phone call, including the transmission of electronic medical records.

- The Center for Wound Healing opened at Jersey Shore, offering the most advanced care in wound healing, including hyperbaric oxygen therapy. The Center is led by an integrated panel of health care providers including physicians, podiatrists and nurse practitioners.

- A new Inpatient Dialysis Unit now offers 11 treatment stations, providing more patient comforts and advanced technology.

- Meridian Rehabilitation at Neptune is dedicated to improving the quality of life for those facing challenges due to injury or illness. A health care team works closely with patients, families, and physicians to create an individualized treatment plan, and helps patients through the recovery process. The center offers a specialized pediatric rehabilitation program through K. Hovnanian Children’s Hospital.

Jersey Shore Receives National Achievement Award from The American College of Surgeons
The Commission on Cancer (CoC) of the American College of Surgeons granted its Outstanding Achievement Award to Jersey Shore. The CoC Outstanding Achievement Award (OAA) recognizes cancer programs that strive for excellence in providing quality care to cancer patients and is granted to only 106 programs in the nation.

Clinical Decision Unit: An Innovative Approach to Patient Care
Most patients who come to an Emergency Department are treated and released; some clearly require hospitalization. For a small number of patients the decision is less clear. To handle these patients in the safest, most efficient manner, Jersey Shore has established a Clinical Decision Unit. Here specially trained nurses work closely with physicians to resolve clinical problems or clarify the need for admission.
K. Hovnanian Children’s Hospital announced an important part of their pediatric expansion with the opening of the new acute care pediatric floor. The redesigned space includes rooms with a fun, fresh look inspired by life at the shore.
K. Hovnanian Children’s Hospital

Growing with Our Children
With a 40% increase in pediatric acute care cases, we’ve expanded K. Hovnanian Children’s Hospital by adding a second acute care pediatric unit, which provides an additional 14 private rooms, increasing the total pediatric acute care capacity to 44 beds and the number of private pediatric beds from 6 to 20. The area features a new playroom, family area and procedure room.

In addition, a new 25,000 square foot Pediatric Specialty Care Center serves as a consolidated outpatient center for Meridian Pediatric Associates. The comfortable and modern space includes seven clinical suites and 40 exam rooms for faculty in 12 specialties, including dentistry, endocrinology, gastroenterology, hematology/oncology, infant apnea, infectious disease, nephrology, neurology, pulmonology, sports medicine, child evaluation, and child protection services.

With the additions of the second acute care pediatric unit, and the Pediatric Specialty Care Center, K. Hovnanian Children’s Hospital is one of the largest pediatric programs in the state.

Partnering with a Community for Better Health
K. Hovnanian Children’s Hospital recently celebrated the second anniversary of The Wellness Center at Midtown Community School, an onsite medical facility that provides preventive health care services for students. The Wellness Center, a concept resulting from an innovative partnership between the Children’s Hospital and the Neptune school district, has been well received in the community.
Ocean Medical Center had Jeanette Sullivan back on her feet fast after total knee replacement surgery.

Renderings of Ocean Medical Center’s new Master Facility Plan, including the Hirair and Anna Hovnanian Emergency Care Center.
Ocean Medical Center

**A Master Facility Plan Comes to Life**

Ocean’s much anticipated Master Facility Plan officially began with a groundbreaking celebration in April 2012. The project is the largest to ever take place on the Ocean campus and sets the groundwork for a multi-phase journey.

At the heart of the project is a new Emergency Department, as well as the framework for future campus expansion. The new emergency department will be three times the size of the existing space, including 49 private bays, dedicated areas for pediatrics, behavioral health, and express care, and dedicated imaging technology. The project also includes second and third floor shells that will account for the expanded growth in outpatient services and a new state-of-the-art patient floor.

Over the next several months, the new structure will take form, advancing Ocean Medical Center’s emergency services and expanding the exceptional care provided to families in central New Jersey.

**Orthopedic Excellence**

Ocean Medical Center’s reputation for excellence in orthopedic services continues to grow and is taking center stage as a destination service. Early in 2012, the Medical Center received the Gold Seal of Approval for its Hip and Knee Joint Replacement Program by The Joint Commission, a national hospital accreditation body. This certification recognizes the entire team’s dedication and compliance with rigorous standards of care and quality outcomes. Additionally, orthopedic services expanded with a new Sports Injury Care Program organized out of the Ocean Care Center in Point Pleasant. Patients seen in the Ocean Care Center for a sports injury can experience the seamless benefit of receiving a priority appointment with a sports medicine fellowship trained orthopedic specialist within 48 hours of their emergency visit.

**Improving the Patient Experience**

Ocean has always been focused on patient satisfaction, but 2011 took things to a new level. Building upon historical success, new initiatives were introduced to advance patient care and drive growth. For example, Ocean was the first hospital in the country to launch Care Calls, an innovative way to leverage modern communication technology and respond to guest concerns. By receiving a text or voice message, managers can respond to patient or family concerns while they are still in the hospital and remedy a situation on the spot. Paired with focused efforts like welcome ambassadors in the emergency department and same day surgery, patient satisfaction scores have shown a positive improvement trend.

**Excellence in Women’s Health**

Offering the finest resources to the members of our community is a priority at Ocean Medical Center, especially when it comes to women’s health. This was apparent when the medical center recruited a fellowship trained breast surgical oncologist.

The medical center has maintained an equally diligent focus on providing exceptional services that play a pivotal role in the prevention and detection of breast cancer. In fact, the Women’s Imaging Pavilion at Ocean Medical Center was designated a Breast Imaging Center of Excellence by the American College of Radiology (ACR) in 2011. This acknowledges the high practice standards in image quality, personnel qualifications, facility equipment, quality control procedures, and quality assurance programs.

Overall, 37 new physicians joined Ocean’s medical staff in the past year. These new physicians fill a clear need within the community and bring expertise in areas such as internal and family medicine, geriatrics, ob/gyn, pediatrics, colorectal surgery, general surgery, nephrology and orthopedics. Several of these physicians specialize in cancer care and are accelerating the oncology program development at Ocean Medical Center.
Community members participate in Paint the Town Pink.

Bill Rancic, author, entrepreneur, husband, and breast cancer supporter speaks at a special Paint the Town Pink event.

The new Surgical Day Suite at Riverview Medical Center.
Riverview Medical Center

Riverview Recognized Once Again for Providing an Outstanding Patient Experience
For 2011, Riverview Medical Center was once again “Distinguished” by J.D. Power and Associates for Outpatient Services. The J.D. Power and Associates “An Outstanding Patient Experience” recognition is one of the most prestigious health care distinctions in the nation. Riverview is now a seven-time recipient of the J.D. Power and Associates Distinguished Hospital Award, with previous recognitions for Maternity (2009), Inpatient Services (2005, 2006), and Emergency Care Services (2008). Less than one percent of hospitals across the country receive this distinction.

Riverview’s wide array of outpatient programs provides quality care and service in a timely manner. These include same-day surgery, imaging, cancer care, rehabilitation, women’s diagnostics, pain management, cardiac care, Crohn’s and colitis care, and emergency care.

2012: Paint the Town Pink Casts a Wider Pink Hue Over Northeastern Monmouth County
It takes a village to help Riverview Medical Center achieve the mission of Paint the Town Pink. And in May 2012, that village grew from three to eight towns, along with hundreds of supporters helping us to encourage women, ages 40 and older to have their annual mammogram. Paint the Town Pink strives to educate local women that early detection is a woman’s best defense against breast cancer.

Paint the Town Pink saw unprecedented growth in 2012. Communities embraced the mission and supported the goal of raising funds to provide mammograms to uninsured and underserved women. More than 15 community wide events took place with the campaign garnering support from thousands of Monmouth County residents and business owners. The number of participating businesses saw a 35% increase over 2011. Paint the Town Pink has become a recognized brand in of itself with new towns already interested in joining the 2013 campaign.

Something Life. Changing. is Happening at Riverview Medical Center
In 2011, Riverview announced the creation of a nearly 22,000 square foot center for surgical excellence to be constructed in the Blaisdell Pavilion on the Medical Center campus, supported by the Riverview Medical Center Capital Campaign, Life. Changing. This project will enable patients to continue to receive advanced surgical procedures close to home, instead of traveling to New York City or Philadelphia. Riverview recently celebrated the completion of the first phase of this expansion, the new Surgical Day Stay, which opened to provide patients with the finest healing environment.

The new center will include:
• Two sophisticated specialty surgical suites equipped with the latest technology to create a comprehensive, fully integrated setting for the surgical team.
• Renovated post-anesthesia care area, affording Riverview an increased opportunity to provide patients and families with a personalized health care experience in a more comfortable and healing environment.
• Relocated and renovated surgical day stay to keep Riverview on the leading-edge in the delivery of care and surgical innovation and education, while attracting the best and brightest physicians to the area.
• State-of-the-art conference and educational center to provide the necessary resources to attract superior surgeons with niche specialties who wish to attend educational forums, dedicated lectures, seminars, and symposiums.
Southern Ocean Medical Center welcomed the new addition of MRI in 2011.

Meridian and Southern Ocean Medical Center leadership celebrate the groundbreaking of the new Emergency Department.

Renderings of the new Emergency Department at Southern Ocean Medical Center
Southern Ocean Medical Center

Groundbreaking Milestone Brings New Emergency Department Closer to Reality
Months of planning reached a milestone as Southern Ocean Medical Center broke ground for its new emergency department on October 25. Meridian and Southern Ocean leaders donned hard hats and lifted shovels to officially kick off the construction of the $20 million dollar expansion project — the largest building project in the history of the Medical Center.

The new facility when completed in 2013 will more than triple the size of Southern Ocean’s current emergency department. In addition to extensive renovations in the existing space, the emergency department will grow from 8,800 square feet to 29,000 square feet. The new design features 42 larger private bays as well as expanded triage and fast track areas. Space has been designed just for behavioral health patients that will be discreet, separate, and secure. In addition, a five-bed pediatric care center will provide top-quality care for pediatric emergencies and for children recovering from surgery, as well as routine medical issues.

This dramatic expansion and renovation project will transform the way emergency care is delivered in southern Ocean County.

Advancing Technology to Improve the Patient Experience
Southern Ocean Medical Center installed a new state-of-the-art MRI system in 2011. The Signa whole body imaging MR system is a high-performance machine with advanced applications, which include shorter scan time. This advanced technology provides physicians with more information, more quickly, which translates to more comfort and convenience for patients.

Southern Ocean Finds Its NICHE
Southern Ocean Medical Center was designated a NICHE site for the second year in a row. NICHE stands for Nurses Improving Care for Healthsystem Elders and the program is run by the Hartford Institute for Geriatric Nursing, New York University College of Nursing.

This prestigious designation is given to hospitals that demonstrate dedication to improving the quality of care we provide to geriatric patients. Nurses are caring every day for geriatric patients who often have multiple health challenges. The geriatric expertise they offer patients is invaluable.
Patients, families and the community are now welcomed by new signage when they arrive to Bayshore Community Hospital.

The new Pediatric Care Center at Bayshore Community Hospital.
Bayshore Community Hospital

Creating a New Experience
In September 2010, Bayshore became the sixth hospital in Meridian’s Monmouth and Ocean county system. With a strong focus on customer service, alignment with Meridian Health clinical best practices, a new leadership team, and countless new physicians, Bayshore has begun to develop an exciting plan to create a destination hospital that will become the pride of the community. A number of exciting initiatives have been implemented since Bayshore joined the Meridian Health family:

• Since September of 2010, 100+ new physicians have joined the medical staff — more than in the past five years combined!

• Cardiovascular services continue to be central to Bayshore’s future. Within the past year, the heart of Bayshore has expanded with a new designation granted to the Cardiac Catheterization Lab, expanded services, lab upgrades, and plans for expansion.

• New services have been introduced, including a new Center for Bariatrics, developed under the leadership of nationally-recognized bariatric surgeon, Karl Strom, M.D.

• Several initiatives to promote nursing excellence have been introduced to encourage professional growth, additional training, and access to the latest clinical standards at Meridian Health.

The New Heart of Bayshore
In 2011, Bayshore announced the Cardiac Catheterization Laboratory was granted full-service adult diagnostic capabilities for all cardiac catheterization patients by the New Jersey Department of Health. This designation allows Bayshore to complete diagnostic procedures on high-risk patients, as well as the ability to continue performing these procedures on low-risk patients, without the need of transfers to outside facilities. In addition, the Lab has also been upgraded with two intra aortic balloon pumps, a mechanical device that increases coronary blood flow and oxygen delivery to the heart.

A Comprehensive Center for Bariatrics
Bayshore is successfully helping patients deal with this major public health problem and announced a newly developed Center for Bariatrics.

The new Center takes a comprehensive approach on bariatric treatment including: counseling, nutrition, exercise and medical/surgical treatment. The Center features the LAP-BAND® System, the only U.S. FDA approved, adjustable and completely reversible procedure, which requires less than a 24-hour hospital stay, has no stomach stapling or rerouting, and is 10 times safer than gastric bypass.

Kid Friendly!
Bayshore Community Hospital recently opened a new Pediatric Care Center, an affiliate of K. Hovnanian Children’s Hospital at Jersey Shore University Medical Center.

With the opening of the Pediatric Care Center at Bayshore, families in the surrounding communities will experience the difference in how Bayshore approaches emergency care for children. The needs of children and their families in an emergency are unique, clinically and emotionally. Providing a special place, designed just for children, can help make a difficult time a little easier.
Meridian leadership celebrate the groundbreaking at Meridian Health Village at Jackson, a state-of-the-art medical facility scheduled to open in 2013.
Meridian Partner Companies

Meridian’s continuum of care extends far beyond the reach of our six award-winning hospitals and allows us to effectively integrate care across different geographic sites, while delivering multiple clinical services that are coordinated seamlessly for our patients. Meridian Partner Companies, including ambulatory services, physician primary care network, Alert Ambulance, Meridian At Home, Meridian Nursing and Rehabilitation, Shore Rehabilitation Institute, Meridian Occupational Health, and more continue to be a distinguishing feature of Meridian Health.

Meridian Health Village: A “One Stop Shop” for Better Health and Wellness

In October, Meridian Health held its ceremonial groundbreaking for a new medical facility in Jackson Township. Dignitaries, Meridian Health leadership, and physicians spoke about the future of the 150,000 square-foot Meridian Health Village at Jackson. Meridian Health Village at Jackson is a “one stop shop” for better health and wellness, bringing together primary and urgent care, advanced medical and surgical specialists, a pharmacy, imaging and laboratory services, and fitness and wellness care all in a single destination. This state-of-the-art medical facility will offer both private health care services and those services that are traditionally limited to locations within hospitals all under one roof in an easily accessible environment.

Meridian Health Nursing Homes Are Seeing Stars

For the second year in a row, Meridian Health’s Holmdel, Shrewsbury, and Ocean Grove sub-acute rehabilitation and skilled nursing facilities, received a 5-star ranking in the U.S. News & World Report annual Best Nursing Homes ratings. U.S. News recognizes top rated nursing homes in all 50 states and offers important guidance to families and health care providers caring for people in need of a home.

Rehabilitation Certified Again

In 2011, Meridian Sub-Acute Rehabilitation at Wall was re-accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF). This accreditation signifies the facility has met the rigorous CARF standards for providing top-quality services and the best rehabilitation care.

Meridian At Home: Elite to the Fourth Degree

In 2011, Meridian At Home was named for the fourth consecutive year to the HomeCare Elite™ listing, ranking them as part of the top 25 percent of agencies in the nation. The listing is developed annually by a nationally recognized home care organization and is based on a market-leading review of agencies across the country. The three factors that determine an agency’s status include quality of care, quality improvement, and financial performance.

Three New Counties Benefitting from the Services of JFK At Home

In 2011, Meridian At Home, the largest in-home health care provider in Monmouth and Ocean counties, partnered with JFK Medical Center in Edison to extend its tradition of exceptional care and comprehensive in-home medical services to patients and consumers in Middlesex, Somerset, and Union counties. This partnership called JFK At Home, offers a full continuum of care, and can be a one-stop resource providing virtually any form of care or equipment in the home.
Meridian and Ocean Medical Center leadership, along with Edele Hovnanian, celebrate the groundbreaking of the Hirair and Anna Hovnanian Emergency Care Center.
**Meridian Health Resources**

Meridian Health Resources, which includes our Physician Primary Care Network, supports the physician enterprise for Meridian Health, providing practice management, billing, and now the GE Centricity Electronic Medical Record to more than 200 physicians.

The highlights for the year include:

- Approximately 90,000 annual patient visits are now on the GE Centricity Electronic Medical Record.
- Meridian installed the new GE Centricity Business practice management and billing system at more than 53 physician offices.
- Thirty-two new physicians joined Meridian's Physician Primary Care Network, and five new locations were added.
- Physician Recruitment completed 87 searches, and 50% of the searches were independent medical staff.

**Meridian Health Affiliated Foundations**

Meridian Health Affiliated Foundations received nearly $13 million in contributions and more than $1 million in grants during 2011, and was distinguished as one of 20 health care system foundations throughout the country as a “high performer” by the Association of Healthcare Philanthropy.

In addition, **Friends of the Foundation**, Meridian Health’s most prestigious donor giving circle, launched at all 5 campuses, recognizing our most prominent donors when they are in our facilities.

Because of our generous donors, we are able to invest in new programs, facilities and technologies, such as:

- Cardiology programs and services at Jersey Shore University Medical Center
- New surgical suites at Riverview Medical Center
- Advanced urology equipment at Ocean Medical Center
- A Pediatric Emergency Department at K. Hovnanian Children’s Hospital
- Emergency Department expansion project at Southern Ocean Medical Center
- Nursing scholarships at Bayshore Community Hospital
In 2011, Meridian introduced AngioScreen®, a revolutionary, new heart and vascular health screening.

A community member receives information at one of Meridian’s Health Fairs.

Doctor Bernard, Hopscotch and the Pawsitive Action Team demonstrate healthy eating, exercise, and fun at Doctor Bernard’s Birthday Party.
Meridian’s 2011 Community Benefits: $165.8 Million

2011 Community Benefit Report

Building Healthy Communities

Outreach has been defined as an attempt to provide services beyond conventional limits. At Meridian Health, nothing we do is conventional, as we continuously strive to provide outstanding care, service, and support to our community members, whether within the walls of our facilities or out in our surrounding communities.

At Meridian Health, our mission to improve the health status of the communities we serve is at the heart of our charitable roots. Meridian remains committed to strengthening its mission and in 2011, devoted more than $165 million in community benefits.

Caring for All Members of the Community

As a not-for-profit health care provider, Meridian Health is the regional leader in providing innovative and accessible health care programs and services to individuals, families and communities throughout Monmouth and Ocean counties. Everyone deserves access to quality care regardless of their ability to pay. In 2011, Meridian provided $134.2 million dollars in care that was not reimbursed by those receiving care or any governmental agency, serving as a health care safety net for our community’s most vulnerable populations. In addition, Meridian dedicated $3.1 million in subsidizing vital health services such as outpatient dialysis, behavioral health services and family health clinics.

Assessing and Addressing Community Health Needs

Community-based prevention and wellness activities play a critical role in keeping our local communities healthy and help keep health care costs down. That’s why Meridian embarked on a strategic process to reassess the area’s health care needs. Working with a nationally renowned research firm, Meridian surveyed over 1,000 households to gather local residents’ views of their community’s most critical health needs. In addition, Meridian hosted focus groups with leaders from the community, including health department officers, to gather input regarding their opinions and perceptions of the health of the residents of the area.

Findings of the assessment are reviewed together with Meridian’s Community Advisory Committees, health department officials, physicians, and other community leaders, with the goal of selecting and prioritizing the top health concerns for our community. This collaborative effort will serve as a tool to reaching three basic goals: to improve residents’ health status and elevate their overall quality of life, to reduce the health disparities among residents, and to increase accessibility to preventive services for all residents.
Delivering on Community Commitment
Community members both young and old took advantage of free health and wellness screenings, education programs, support groups and other health promotion activities offered throughout Monmouth and Ocean counties.

2011 accomplishments include:
- Serving more than 80,000 people through our community health programs
- Providing free health screenings to more than 32,000 adults
- Educating 13,500 children on how to eat right, stay fit, and be safe

Detecting a problem before it starts or catching a health issue early can increase your chances of living a longer, healthier life by getting you connected to the treatment that’s right for you. That’s why Meridian’s continuum of care starts with prevention and wellness. Meridian’s latest addition to its community outreach program is AngioScreen® a revolutionary, new vascular screening designed to provide participants with information about their risk for cardiovascular disease and stroke. Data from the most recent community health needs assessment showed that the prevalence of stroke has doubled in our area in the past 5 years, which is the driving force behind developing this innovative screening for our community.

Fostering a Spirit of Collaboration
Meridian convenes several Community Advisory Committees, whose mission it is to assist us in identifying and addressing local health care needs. Committee members represent a cross-section of the community in terms of age, gender, religion, ethnicity, interests and professional status. Our Partners in Health and Unidos committees, comprised of African American and Hispanic civic and community leaders, are focused on addressing health issues and disparities affecting Latinos and communities of color. Currently, more than 150 people from the surrounding area serve as members of Meridian’s Community Advisory Committees.

Meridian encourages our leaders, physicians, and team members to serve on a variety of boards and community groups dedicated to improving the quality of life in our neighborhoods. In addition, Meridian is proud to offer support through charitable donations to a host of worthy, local not-for-profit organizations. As a socially conscious member of the community, Meridian focuses its charitable giving on the areas that are aligned with our charitable mission. In 2011, Meridian provided $674 thousand dollars in cash and in-kind support.

Training the Next Generation of Health Care Providers
Training the next generation of health care providers is vital to providing a foundation for sound health in our community. Meridian encourages the development of physicians, nurses, medical technologists, and those entering allied health professions by supporting their education and offering clinical experience in our hospitals. In 2011, Meridian provided $25.9 million in benefits, which helps support medical training.
Financials

Meridian Hospitals Corporation
Statement of Operations
Year Ending December 31, 2011 ($ millions)

Meridian Hospitals Corporation Statement of Operations 2011 ($ millions)

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
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<tbody>
<tr>
<td>Operating Revenues</td>
<td>$1,053.6</td>
<td>$1,150.6</td>
<td>$1,302.3</td>
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<tr>
<td>Operating Expenses</td>
<td>$1,026.4</td>
<td>$1,120.3</td>
<td>$1,237.6</td>
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<tr>
<td>Gain from Operations</td>
<td>$ 27.2</td>
<td>$ 30.3</td>
<td>$ 64.6</td>
</tr>
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</table>

Meridian Hospitals Data

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient Admissions</td>
<td>74,272</td>
</tr>
<tr>
<td>Births</td>
<td>4,812</td>
</tr>
<tr>
<td>Patient Days</td>
<td>363,896</td>
</tr>
<tr>
<td>Average Length of Stay (in days)</td>
<td>4.90</td>
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<tr>
<td>Emergency Department Visits</td>
<td>262,446</td>
</tr>
<tr>
<td>Surgeries</td>
<td>41,453</td>
</tr>
<tr>
<td>Cardiac Surgeries</td>
<td>784</td>
</tr>
<tr>
<td>Cardiovascular Lab Procedures</td>
<td>16,299</td>
</tr>
</tbody>
</table>
Connecting With Our Local Community:
Social Media at Meridian Health

Today, more than 13,000 people have “liked” Meridian’s various Facebook pages.

Over 3,000 people follow Meridian Health on Twitter, providing real time updates, conversation and presence.

Our YouTube channel includes over 400 videos, featuring inspiring patient stories and physician featured videos, which have garnered nearly 50,000 views.

Meridian’s e-newsletters for cardiovascular and pediatric service lines provide our over 6,000 subscribers with monthly health information, videos and events.

Meridian Momtourage, our online community for experienced and expectant moms, features local “mom bloggers” and provides the nearly 1,000 community members with access to health resources, expert articles and videos, event information and discussion boards.
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Reimagining Health Care
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