

# 2008 Annual Report





# Dear Community

On behalf of the Tampa General Hospital Board of Directors, staff, physicians and volunteers on the Tampa General team, it is our pleasure to present the 2008 Annual Report.

The hospital has grown tremendously over the past several years – our licensed beds have increased from 877 to 958 and we employ almost 6,000 people. We recently opened a 340,000-square-foot expansion on the channel across from Bayshore Boulevard named the Bayshore Pavilion.

In fact, it's pretty hard not to notice our campus from Bayshore Boulevard or Harbour Island. Thousands of you drive past every day on your way to and from work. We've become a familiar landmark in downtown.

But unless you've been a patient or visited someone being treated here, you never get to see what goes on behind hospital walls. At any given time, we may be preparing laboring mothers for delivery, stitching up the arm of a child who fell while playing, prepping someone for a surgical procedure, caring for critically ill patients, or tending to any number of emergency cases brought to our doors by ambulance or helicopter.

This year's annual report brings you inside the Bayshore Pavilion to see what takes place every day. We selected the newest part of the hospital for this insider's view because so many of you watched its construction over the past few years.

The Bayshore Pavilion houses our Emergency & Trauma Center, Neuroscience & Trauma Intensive Care units, Cardiovascular Center, Women's Center and the Digestive Diagnostic & Treatment Center.

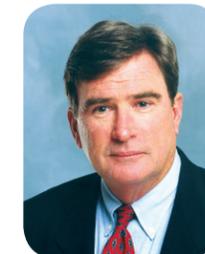
Daily, the Bayshore Pavilion fills with hundreds of clinical, support staff and physicians from the community and the University of South Florida College of Medicine to care for our patients.

We selected a random time – 11:00 a.m. – to show you what was taking place inside the Bayshore Pavilion. The amount of activity taking place on this particular day is incredible even for those of us who work here. What's even more remarkable is that the Bayshore Pavilion is just one six-story section of Tampa General. We have two additional patient towers, each with nine floors, where the same kinds of activities are taking place.

By the end of this particular day, more than a thousand people will be treated by our clinical staff and physicians for a wide variety of medical issues ranging from stitches to organ transplant surgery. More than 700 of them will stay with us overnight, and the cycle will begin again the very next day.



**Ronald A. Hytoff**  
President & CEO



**Jim W. Warren**  
Chairman of the Board

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Ronald A. Hytoff

Jim W. Warren

## Board Members

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Chairman of the Board

**Vision** Tampa General Hospital will be recognized as a leading medical center in Florida and one of the best in the nation. We will be at the forefront of clinical services, medical research and education. With our physician and university partners we will create, teach and deliver tomorrow's breakthroughs in medical science.

**Mission** Tampa General Hospital is committed to providing the residents of West Central Florida with excellent and compassionate health care ranging from the simplest to the most complex medical services. As a teaching facility, Tampa General partners with academic and community institutions to support both their teaching and research missions. As the region's leading safety net hospital, we reaffirm our commitment to providing high quality health services to all residents.

## 11 a.m. in the Emergency & Trauma Center

- • • • Physicians, nurses, respiratory therapists, radiology and laboratory staff are just a few members of the specialized team that respond to traumas. In this hectic scene, each team member is focused on their specific role in assessing the patient's injuries. This patient arrived by helicopter and was the third trauma of the day.



In the next hallway, a patient with stroke symptoms is being taken to the Stroke Care Center. As one of 10 state-licensed comprehensive stroke centers, TGH provides patients with the most advanced stroke care available. Our stroke team works quickly to identify the source of the stroke and determine the best method to restore blood flow to the brain.



Meanwhile, in the Pediatric Emergency Care Center, a little girl is examined. From the waiting room to the exam room, the child-friendly environment helps to ease her fears. After filling a few prescriptions at the convenient pharmacy down the hall, her mother will take her home to rest.

## 11 a.m. in the Cardiovascular Center

In one of 12 interventional labs in the Cardiovascular Center, a patient with severe headaches is having a cerebral arteriogram to check the blood vessels in her brain. As the physician injects dye through a catheter into a major artery, the images of the vessels appear on video monitors.



In another part of the center, a technologist monitors a patient undergoing cardiac imaging with a 64-slice CT scanner. The scan provides highly detailed images of the heart and blood vessels to detect any narrowing or blockages.



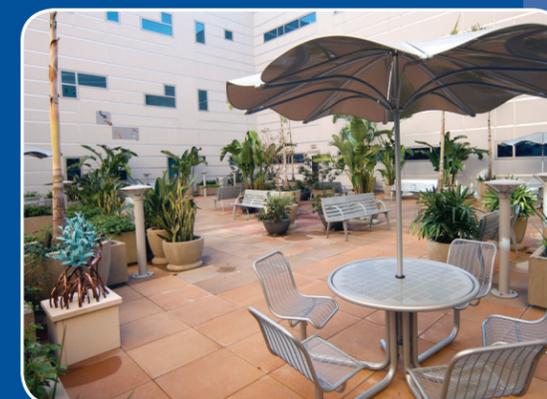
Down the hall, a woman is resting comfortably in a private pre-procedure room as a nurse preps her for a cardiac catheterization. The woman is one of about 60 patients who will have procedures in the Cardiovascular Center on this day.

## 11 a.m. in the Women's Center

On the fourth floor, a new mother cradles her infant son born just a half hour before. The Women's Center has four OB-surgical suites for c-section deliveries and are large enough to accommodate multiple births. More than 5,500 babies are born each year at TGH.



The new mother was pleased with the beautiful labor and delivery suite that felt more like a hotel than a hospital room. Soon, mom and baby will move to the similarly furnished postpartum area down the hall where they'll remain together until they leave the hospital.

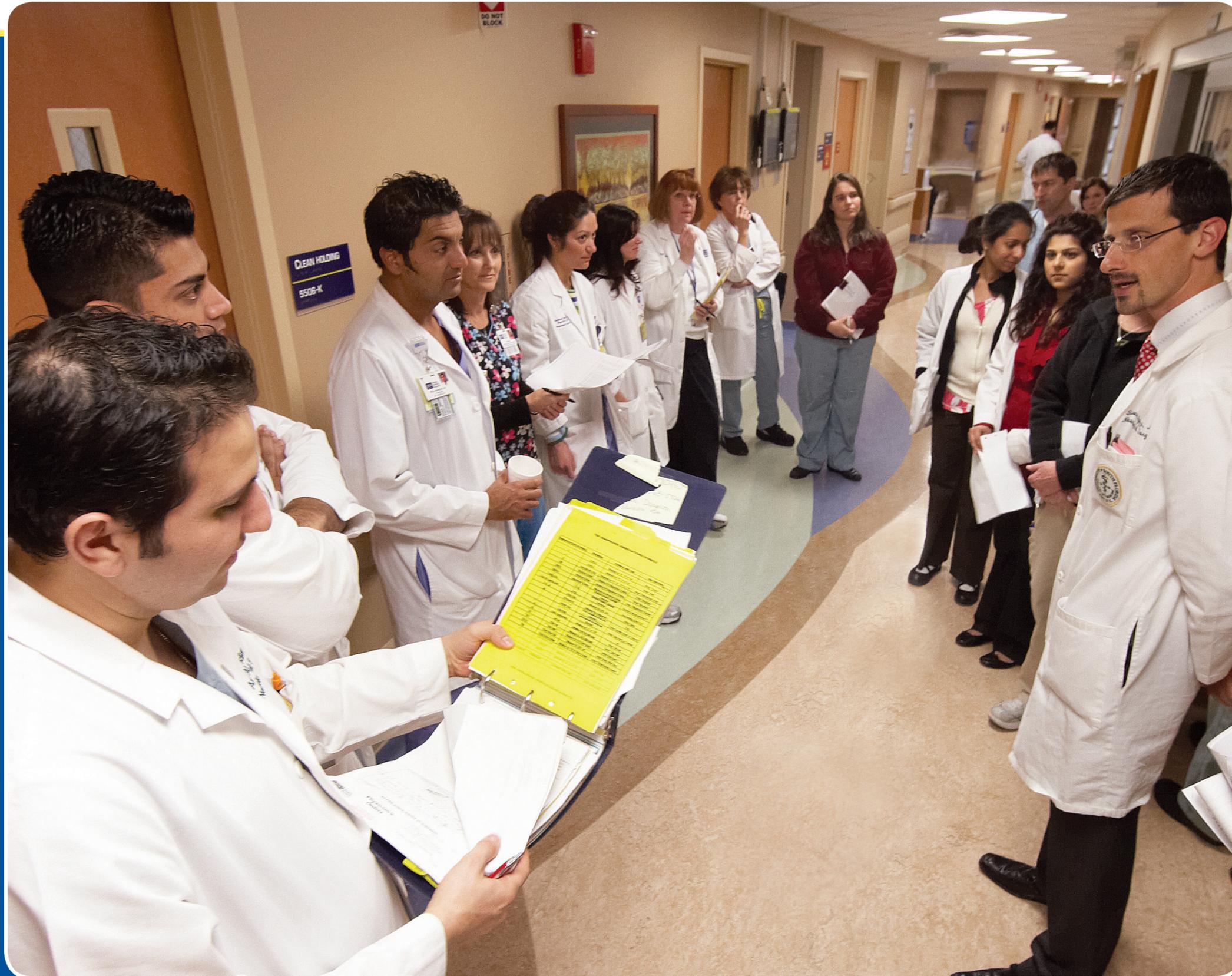


A rooftop garden area located in the Women's Center is a calm and relaxing area designed for both

OB and gynecological surgery patients and their families. With beautiful landscaping and lighting, this area can also be enjoyed in the evening.

# 11 a.m. in the Neuroscience & Trauma Intensive Care Units

In the 32-bed Neuroscience ICU, attending physicians who specialize in neurological disorders and injuries are conducting rounds with medical residents from the University of South Florida College of Medicine and members of the healthcare team. They will review each patient's condition and treatment plan as part of the residents' intensive medical training.



Since ICU patients require close monitoring, individual nurses' stations were placed just outside each room so nurses can remain near their patients.



At the other end of this floor, a nurse in the 18-bed Trauma ICU is checking a monitor that is connected to her patient. The critically injured patient was admitted yesterday after being stabilized in the Emergency & Trauma Center.

# 11 a.m. in the Digestive Diagnostic & Treatment Center



This patient is about to undergo an Endoscopic Retrograde Cholangiopancreatogram, or ERCP, in one of 10 procedure suites. During this procedure, the physician will look for, and remove, gallstones in the patient's bile duct. This patient will go home before the day ends.



At the same time, another patient is checking in at the reception desk. He will be one of more than 6,000 patients to have a procedure in this center this year.



In the inpatient Specialty Surgery Unit, a dietary associate is reviewing today's menu options with a patient who had gastrointestinal surgery the day before. While patients may have dietary restrictions, they still have several menu options available to choose from. This 32-bed unit has spacious private rooms, each with windows providing a beautiful view.



# Operating Indicators

## Tampa General Hospital

For the years ended September 30, 2008, 2007, 2006 (\$s in thousands)

	2008	2007	2006
<b>TOTAL REVENUES</b>	<b>\$874,892</b>	<b>\$838,295</b>	<b>\$758,502</b>
<b>Expenses</b>			
Salaries & Benefits	\$358,162	\$320,276	\$293,570
Medical Supplies	187,828	179,573	159,309
Provision for Bad Debts	68,053	73,179	61,017
Purchased Services	63,833	52,978	49,143
Depreciation, Amortization	28,039	21,650	22,459
Professional Fees	32,819	27,158	22,924
Utilities & Leases	19,299	19,658	15,425
Interest	19,528	20,827	9,015
Insurance	27,599	29,837	36,582
Other	52,050	50,824	46,528
<b>Total Expenses</b>	<b>\$857,210</b>	<b>\$795,960</b>	<b>\$715,972</b>
<b>Gain from Operations</b>	<b>\$17,682</b>	<b>\$42,335</b>	<b>\$42,530</b>
<b>Non-Operating Net Gains (Losses)</b>	<b>(\$12,660)</b>	<b>\$24,838</b>	<b>(\$946)</b>
<b>Gain (Loss)</b>	<b>\$5,022</b>	<b>\$67,173</b>	<b>\$41,584</b>

<b>Total Assets</b>	<b>\$979,539</b>	<b>\$975,310</b>	<b>\$892,936</b>
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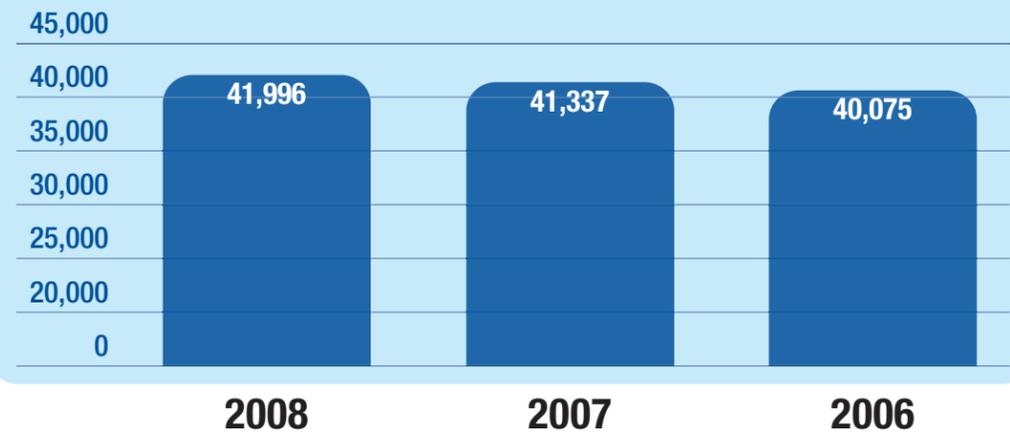
### UTILIZATION

Discharges (includes newborns)	41,996	41,337	40,075
Patient Days (includes newborns)	260,549	249,096	247,594
Deliveries	5,585	5,454	5,284
Surgeries	26,057	25,722	25,222
ER Visits	70,577	67,009	64,716

CARE PROVIDED TO INDIGENT PATIENTS		as a % of total		as a % of total		as a % of total
<b>Charges Foregone</b>						
Medicaid	\$429,226	13%	\$348,077	12%	\$344,543	14%
HCHCP	101,789	3%	94,855	3%	77,167	3%
Charity	230,786	7%	187,672	7%	162,294	6%
<b>Total Indigent</b>	<b>\$761,801</b>	<b>24%</b>	<b>\$630,604</b>	<b>22%</b>	<b>\$584,004</b>	<b>23%</b>
<b>Hospital Gross Charges</b>	<b>\$3,201,371</b>		<b>\$2,832,205</b>		<b>\$2,575,202</b>	
<b>Utilization of Services</b>						
<b>Discharges (includes newborns)</b>						
Medicaid	11,984	28%	11,404	28%	10,503	26%
HCHCP	1,854	4%	1,764	4%	1,281	3%
Charity	4,304	10%	4,841	12%	5,818	15%
<b>Total Indigent</b>	<b>18,141</b>	<b>43%</b>	<b>18,009</b>	<b>44%</b>	<b>17,602</b>	<b>44%</b>
<b>Total Discharges</b>	<b>41,996</b>		<b>41,337</b>		<b>40,075</b>	

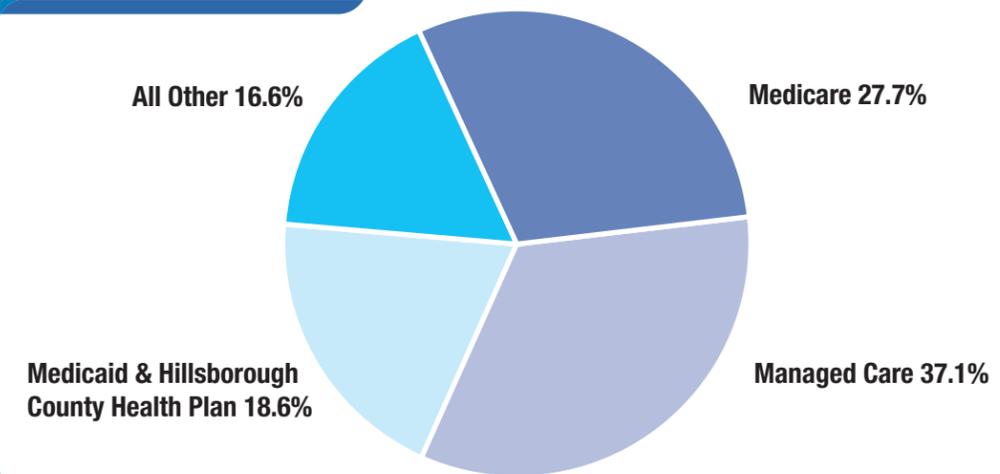
## Discharges

(includes newborns)



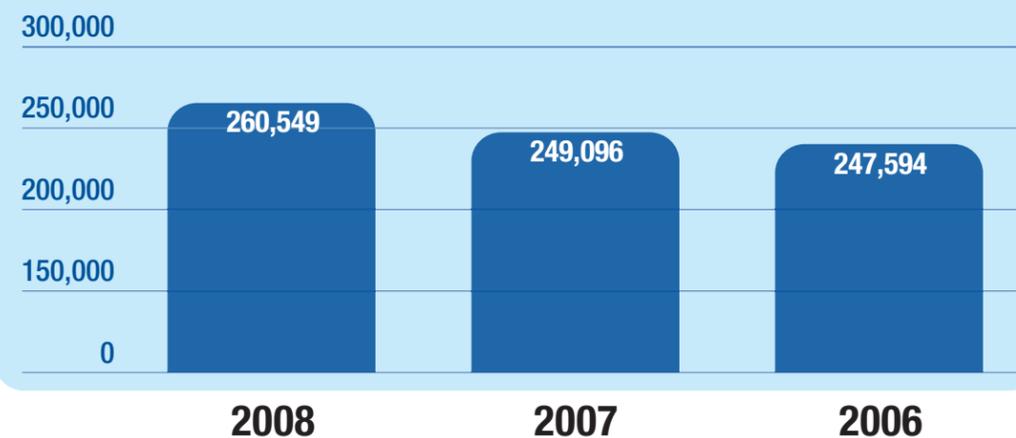
## Payor Mix-2008

(based on gross revenue FY 2008)



## Patient Days

(includes newborns)



# Facts about Tampa General Hospital

## EMERGENCY & TRAUMA CENTER

Tampa General Hospital is the only Level I Trauma Center in West Central Florida, providing emergency treatment to adults and children with critical injuries and acute illnesses.

This Level I rating means that a designated trauma team is in the hospital 24 hours a day, ready to respond to the most serious injuries. Six trauma rooms, one dedicated to pediatrics, and a dedicated operating room are available 24 hours a day.

Our trauma program has received disease-specific certification from The Joint Commission.

## REGIONAL AEROMEDICAL TRANSPORT PROGRAM

Four aeromedical helicopters, equipped with the most advanced life support equipment, transport critically ill or injured patients from 23 surrounding counties.

## REGIONAL BURN CENTER

TGH is one of just four burn centers in Florida and the first in the state to earn Verification by the American Burn Association/American College of Surgeons. This distinction means the center has met stringent guidelines for patient care procedures, facilities and staffing.

This self-contained unit treats critically burned patients from initial emergency admission through reconstructive surgery and follow-up care. Only 53 burn centers in the country have received the honor of Verification status. Our burn program has also received disease-specific certification from The Joint Commission.

## TRANSPLANTATION PROGRAM

TGH is one of the busiest organ transplantation centers in the nation and the only hospital in West Central Florida performing adult heart, lung, kidney, liver and pancreas transplants.

From October 1, 2007 through September 30, 2008, Tampa General Hospital transplanted 50 hearts, 39 lungs, 159 adult kidneys, 11 pediatric kidneys, 21 kidney/pancreases, 85 livers and six liver/kidneys.

Tampa General Hospital is the fifth busiest cardiac transplant center in the nation and one of just seven in the nation to have performed more than 775 heart transplants. The first successful heart transplant in Florida was performed at TGH in 1985.

## NEONATAL INTENSIVE CARE UNIT

As a Level III Neonatal Intensive Care Unit, TGH provides the most advanced treatment for critically ill newborns, including ECMO, a life-saving breathing treatment available at only eight hospitals in Florida. Our Level III status is the highest rating available.

## CENTER FOR BLOODLESS MEDICINE & SURGERY

The program is designed to provide state-of-the-art medical care for patients who choose not to accept blood transfusions or blood products. Bloodless care can be applied to nearly every medical and surgical specialty.

## CARDIAC SERVICES

TGH provides a complete range of non-invasive, invasive, surgical, diagnostic and rehabilitative cardiac services. Aspects of cardiac care include echocardiography, angiography, interventional cardiology, electrophysiology procedures including ablations, heart failure management, heart transplantation and cardiac rehabilitation.

TGH routinely performs cardiac surgical procedures and has six operating rooms dedicated to cardiac surgery. TGH provides treatment of coronary artery and bypass graft blockages using balloon angioplasty, intracoronary stenting, and other modalities. Biventricular pacemakers and ventricular assist devices (VAD) are also implanted here. Our VAD program has received disease-specific certification from The Joint Commission.

## REHABILITATION SERVICES

Specialized therapy for patients of all ages with head and spinal cord injuries, stroke, amputations and other neuromuscular disorders is available at TGH.

TGH is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) and is designated as a State of Florida Brain & Spinal Cord Injury Center for adult and pediatric patients.

## CHEST PAIN & STROKE CENTER

Our stroke program has received disease-specific certification from The Joint Commission and is designated a state-licensed Comprehensive and Primary Stroke Center. Patients with symptoms of heart attack or stroke (brain attack) are taken directly to the Chest Pain & Stroke Care Center in TGH's Emergency & Trauma Center.

Diagnostic procedures begin immediately and, when indicated, treatment is administered to halt the attack's progress. This specialized focus substantially reduces the time in which patients are diagnosed and treated compared to facilities without chest pain and stroke centers.

## WOMEN'S CENTER

Offering high-risk and normal obstetric services, more than 5,500 babies are delivered at TGH each year. The Women's Center offers childbirth education classes, pre-registration, 24-hour anesthesia services, labor and delivery in the same room, beautiful post-partum rooms and lactation consultation. A free infant car seat is given to each new mother upon discharge.

Comprehensive infertility (IVF) treatments, fertility preservation, pre-implantation genetic diagnosis services and reproduction endocrine care services are available.

## CHILDREN'S MEDICAL CENTER

A hospital-within-a-hospital, the Children's Medical Center (CMC) provides a vast array of services including pediatric surgery, neurosurgery, kidney transplantation, dialysis and rehabilitation care. A specially staffed nine-bed pediatric intensive care unit is also part of the CMC.

Staffed with certified child life specialists, the CMC has its own playroom and school.

A Ronald McDonald House is located on the TGH campus and provides a home-away-from-home for families of children being treated in the CMC.

## DIGESTIVE DIAGNOSTIC & TREATMENT CENTER

TGH is a referral center for routine and complex disorders of the digestive system. Our surgical digestive disorders and gastro-intestinal cancers program as well as bariatric services have received disease-specific certification from The Joint Commission.

The American Society for Bariatric Surgery has named TGH a Bariatric Surgery Center of Excellence. TGH's bariatric services also received Gold Seal Certification from The Joint Commission. More than 1,800 weight loss surgeries have been performed at TGH since 1998.

## INFECTIOUS DISEASE SERVICES

In addition to providing state-of-the-art patient care, this service provides specialized training, consultation and continuing education in infectious disease care for health professionals. Topics address problems arising from bio-terrorism, emerging pathogens and bacterial resistance.

## NEUROSCIENCE SERVICES

TGH provides a full range of neurosurgical services, including cerebrovascular surgery, surgical epilepsy treatment, spine and spinal cord surgery, and brain tumor surgery. Services also include diagnosis and treatment of patients with neurological injuries and impairments, including stroke, epilepsy and movement disorders such as Parkinson's and Huntington's diseases. Our epilepsy program has received disease-specific certification from The Joint Commission.

## SLEEP DISORDERS CENTER

Tampa General Hospital's Sleep Disorders Center is the first in the country to have received both accreditation by the American Academies of Sleep Medicine (AASM) and disease-specific certification by The Joint Commission.

This center provides evaluation and follow-up care for children and adults with a variety of sleep-related disorders such as sleep apnea, narcolepsy and insomnia.

## ORTHOPEDIC SERVICES

A multidisciplinary team of physicians supported by nurses, physician assistants, and physical and occupational therapists provides total replacement of hips, knees, shoulders and elbows. TGH was named on *U.S. News & World Report's* list of America's Best Hospitals in orthopedics in 2005, 2006, 2007 & 2008.

Our complex orthopedic services and orthopedic joint replacement programs have received disease-specific certification from The Joint Commission.

## PhysicianFinder

Physician Referral Service (800)-822-DOCS

For more information on any of the TGH services mentioned, please contact TGH Marketing at (813) 844-4702 or [www.tgh.org](http://www.tgh.org)

## GOVERNANCE

Tampa General Hospital, a private not-for-profit corporation, is governed by a volunteer Board of Directors.

## ACCREDITATIONS

The Joint Commission, with disease-specific certification in ten medical specialties

Commission on Accreditation of Rehabilitation Facilities (CARF)

Magnet status for nursing excellence, American Nurses Credentialing Center

## LICENSED BEDS

899 acute care and 59 rehabilitation care beds

## PATIENTS FY '08 (10/01/07 – 9/30/08)

Inpatient Discharges  
(includes newborns) - 41,996

Births – 5,585

Surgeries – 26,057

Emergency & Trauma Center – 70,577

Adult – 57,062

Pediatric – 13,515

## SURGICAL SUITES (43 Total)

19 Main (including one dedicated trauma room), 1 Burn, 6 Cardiac, 8 OB/GYN, 9 Outpatient

## MEDICAL STAFF

**Devanand Mangar, M.D.**, Chief of Staff

**Thomas L. Bernasek, M.D.**, Vice Chief of Staff

**Bruce R. Zwiebel**, Secretary – Treasurer

**Stephen G. Brantley, M.D.**, Past Chief of Staff

**Matthew A. Fink, M.D.**, At Large Representative

**Richard L. Paula, M.D.**, At Large Representative

## MEDICAL SCHOOL

TGH is affiliated with the University of South Florida College of Medicine and serves as the primary teaching hospital for the university. Approximately 1,200 community and university-affiliated attending physicians and more than 270 resident physicians in the University of South Florida College of Medicine residency program serve the community's medical needs.

## NURSING PROGRAMS

TGH serves as the clinical site for associate, baccalaureate and graduate nursing programs for the University of South Florida, the University of Tampa, Hillsborough Community College, St. Petersburg College, and the University of Florida.

## EMPLOYEES

More than 5,800 employees staff TGH. TGH plays a vital role in the education of nurses, therapists, technicians and other health professionals.

# Senior Management

## Ronald A. Hytoff, MHA, FACHE

President & CEO

## Deana L. Nelson, RN, BSN, MHA, CNAA

Executive Vice President &  
Chief Operating Officer

## Steve Short

Executive Vice President &  
Chief Financial Officer

## Robin DeLaVergne

Senior Vice President  
Development

## Sally Houston, M.D.

Senior Vice President &  
Chief Medical Officer

## Jean M. Mayer

Senior Vice President  
Strategic Services

## Ginger K Oliver

Senior Vice President  
Information Systems

## Judith M. Ploszek

Senior Vice President  
Finance

## Chris A. Roederer

Senior Vice President  
Human Resources

## John H. Bond Jr., RN, MSN, NE-BC

Vice President  
Surgical Services

## Mark W. Campbell

Vice President  
Materials Management

## Janet Davis, RN, BSN, MS, CNA

Vice President  
Acute Care & Therapy Services

## Cheryl Eagan

Vice President  
Support Services

## Anthony Escobio, MPH, CHFP, CHAM

Vice President  
Patient Financial Services

## Veronica Martin, RN, MSN

Vice President  
Women's & Children's Services

## Marcos F. Lorenzo, M.D.

Vice President Governmental Affairs,  
Corporate Compliance & Privacy

## Maureen Ogden, RN, BS, MHA

Vice President  
Cardiovascular & Transplant Services

## Amy Paratore, RN, BSN, MBA, CNAA

Vice President  
Emergency & Trauma Services

## David K. Robbins, MHA, FACHE

Vice President  
Professional Services

## At-A-Glance Directory

**Main Switchboard** (813) 844-7000

**Patient Information** (813) 844-7443

**Rehabilitation Center** (813) 844-7700

**PhysicianFinder**  
**Physician Referral Service** (800) 822-DOCS

**Family Care Center Kennedy**

2501 W. Kennedy Boulevard  
Information: (813) 844-1385  
Appointments: (813) 236-5350

**Family Care Center at Healthpark**

5802 N. 30th Street  
Information: (813) 236-5300  
Appointments: (813) 236-5350

**Genesis (OB/GYN) at Healthpark**

5802 N. 30th Street  
Information: (813) 236-5100  
Appointments: (813) 236-5150

**Pediatric Clinic at Healthpark**

5802 N. 30th Street  
Information: (813) 236-5100  
Appointments: (813) 236-5150

**The Specialty Center at Healthpark**  
5802 N. 30th Street  
Information: (813) 236-5200  
Appointments: (813) 236-5250

**KEEPING OUR COMMUNITY HEALTHY**  
In addition to specialized medical services, TGH is committed to providing community resources:

**KIDCare** (813) 844-7192  
(daycare for sick children)

**Florida Poison Information Center**  
(800) 222-1222

**MORE HEALTH, Inc.** (813) 287-5032  
(school and community health education)

### Employment

For employment opportunities, visit our website at [www.tgh.org](http://www.tgh.org).

### Support Groups

TGH hosts a wide variety of support groups. Visit [www.tgh.org](http://www.tgh.org) for additional information.

The 2008 Annual Report was published by the Strategic Services Department.

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