



P R O M I S E S T O K E E P

Summa Health System 2011 Annual Report





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We promise to

As an Integrated Healthcare
Delivery System, Summa Health
System is in an extraordinary
position to be a proactive

communities and employees...and
determine what lessons best guide
us as we move forward. This year,
our annual report is inspired

the call to be servant leaders
who work tirelessly to make a
difference and leave footprints
for others to follow.

deliver – and deliver more than we promise.

participant in the evolution of
healthcare. We are fully committed
to ensuring we are well positioned
for the future and optimistic about
the opportunities that lie ahead.

This period of rapid change also
has been a time of reflection...

to think back on our past and
the promises we've made to
our patients, their families, our

by Robert Frost's classic poem,
*Stopping by Woods on a Snowy
Evening*. Like the narrator, we
take a brief moment to reflect on
our past accomplishments, yet
are acutely aware of how much
remains to be done.

In each area of our organization,
the work continues. From patient
care to research, philanthropy to
medical education, we answer

Thank you for taking
this journey with us.

Yours in good health,


Thomas J. Strauss
President and CEO
Summa Health System


Richard Marsh
Chair, System Board of Directors
Summa Health System



Summa will
strive to meet the
changing medical
and social needs
of our community
by providing or
arranging for a
full continuum of
healthcare services.

Transformative healthcare

Edgewood Village is a neighborhood in the city of Akron, Ohio – near the Helen Arnold Community Learning Center and the Akron Urban League – where healthcare is evolving. A grass-roots initiative known as A Better Community (ABC) began when Summa Health System’s residency program in family medicine added a critical component to its curriculum: to reach, interact and serve patients not only in hospitals and clinics, but also in the communities where they live and work.

s t a r t s a t h o m e .

What is unique about this program is its approach. Rather than healthcare professionals determining the healthcare needs of the community, the community is determining its own health priorities. Care, education and support are provided

by the medical staff and residents of Summa Health System, along with partners that include the Akron Metropolitan Housing Authority, the University of Akron College of Nursing and The Ohio State University extension program.

The initiative began when community members and healthcare providers met to discuss disparities in health and healthcare. In order to create a constructive dialogue about the social determinates of health, medical staff from Summa Health System asked residents of Edgewood Village to participate in an exercise called “photo voice.” Community members were given disposable cameras and asked to take photos that showed positive and negative aspects of their neighborhood. Positive images included walking paths and park benches, while

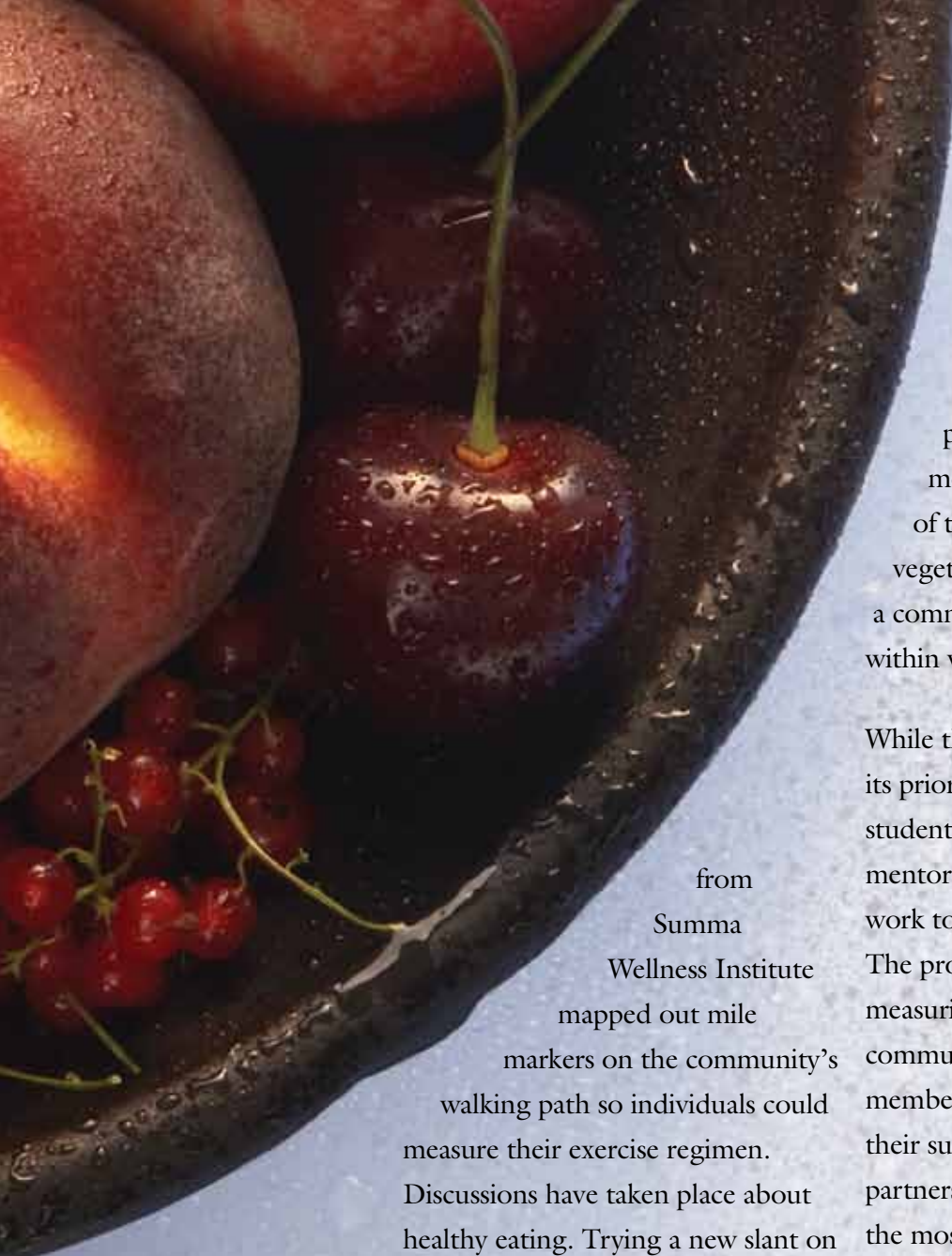
negative images included vacant lots and “food deserts” – city blocks containing retail and fast food restaurants, but no markets or stores where individuals can purchase fresh produce.



When the photos were assembled into a montage,

community members met again to review and discuss “what the pictures told them” about their community and health concerns. They then prioritized their health issues and chose to focus on weight management and opportunities for physical activity.

While the program is in its infancy, much of the groundwork has been laid. For example, a representative



from
Summa
Wellness Institute
mapped out mile
markers on the community's
walking path so individuals could
measure their exercise regimen.
Discussions have taken place about
healthy eating. Trying a new slant on
community gardens was suggested
by a neighbor: Rather than allocating
a specific space for one garden for

the entire community,
would the group consider
small container gardens
residents can keep outside
their own homes? The
premise is individuals are
more likely to take advantage
of the availability of fruits and
vegetables grown at home versus
a community garden that is not
within walking distance.

While the community determines
its priorities and programs, medical
students, their professors and
mentors study the impact of the
work to determine outcomes.

The project is idealistic; however,
measuring results will help both

community
members and
their supporting
partners develop
the most
effective models
of care that will
help them reach

their objectives and determine the
sustainability of the initiative.

Meanwhile, family medicine
residents will gain experience in
caring for patients in their own
communities. This translates
into enhanced empathy and
understanding, awareness
and perhaps modifications of
recommendations based on a
patient's ability to adhere to
that practice.

"In the end, it's about being a more
sensitive and understanding physician,"
said Sharon VanNostran, D.O.,
a physician with Summa Health
System. "We want to teach our

residents how to become
part of the general
community so when they
graduate, they know how
a patient's environment
contributes significantly
to his/her health status
and their respective



ability and/or willingness to accept a certain amount of accountability for their well-being – if the right tools are in place.”



circumstances and perhaps, the same chronic conditions.

Should the community choose to accept the Stanford Model, emerging community leaders will be trained

and certified. Again, the emphasis is on members of the community as they determine how they will address their healthcare concerns.

One factor is critical, however. Whatever program(s) ultimately is chosen, it must be outcomes driven. The health of the population must improve or the program(s) will not be replicated.

“One thing people need to know, it is extremely hard work and it demands time, energy and commitment to develop a program such as this. It requires the same dedication to sustain while it

evolves,” said Dr. VanNostran.

“The hope for this project is not just that it works for the neighborhood of Edgewood Village. The hope is to start in this neighborhood, have measureable success, then have this community share those learnings and experiences with other neighborhoods.”

In many ways, this project is a model of success for the community, the residents in the family medicine residency program, the partnerships among the entities mentioned previously and for Summa Health System. With the support of Summa Foundation, the health system consistently honors its promise to meet the social and medical needs of the communities it serves.

* “The Stanford Model of Chronic Disease Self-Management Program is a workshop where people with different chronic diseases attend together. It teaches the skills needed in the day-to-day management of treatment and to maintain and/or increase life’s activities.” (Definition taken from the patient education/Stanford Model website).

Summa will maintain a leadership
position for the education of,
and research by, physicians and
other health professionals.

We're unlocking medical mysteries



“The orchestra is in place, but there is no conductor.”

Ten years ago, Marc Penn, M.D., Ph.D., FACC, renowned cardiologist, director of research at Summa Cardiovascular Institute and professor of medicine and integrative medical sciences at Northeast Ohio Medical University (NEOMED) and his team of researchers hypothesized the human body tries to repair itself with stem

Through clinical trials and extensive research, Dr. Penn and his associates set out to find that conductor and a decade later, they identified one known as SDF1 and completed the first clinical trial studying its effects in patients with heart failure. He and his team conducted further research to determine how that conductor can repair the damage caused by

heal after a major acute incident such as a myocardial infarction. They also are adding to the body of work that addresses the issues of chronic disease

management for cardiac conditions.

“Medicine has become very good at treating acute diseases,” said Dr. Penn.



for our physicians and patients.

cells when it's injured. The challenge is that it is clinically inefficient. Many in the medical community argued the inefficiency was due to a lack of stem cells. Dr. Penn argued it was clinically inefficient because the body lacked the signals that trigger stem cells to start the healing process – thus the analogy of an orchestra (the stem cells) with no conductor (the trigger).

myocardial infarction and minimize or eradicate the long-term effects of heart failure for patients who may live with this condition for many years.

The type of research Dr. Penn and his team are conducting is known as regenerative medicine, broadly defined as medical therapies that enable the body to repair, replace and/or restore damaged or diseased cells, tissues and organs. He and his colleagues are undertaking a number of studies to determine if and/or how the heart can

“The 30-day mortality rate for an acute heart attack dropped from about 15 percent 20 years ago to under five percent. The good news is people live. The challenge is they live to have more heart attacks and chronic heart failure. Medicine has transitioned from acute illness to chronic disease management. Heart failure is burgeoning because patients survive those acute incidents and now have weak or damaged hearts for the rest of their lives. The goal of

regenerative therapy is twofold: (1) prevent the damage at the time of the acute illness so a patient doesn't have the risk of developing heart failure and (2) regenerate the function in someone who has a weak heart."

Dr. Penn joined Summa Health System in 2011 after working for major medical institutions for many years. He chose to continue his research and practice at Summa Health System because it allows him – and other like-minded researchers – to collaborate in a way that is unique in our region and rare across the country. Summa Health System has a stellar reputation for collaboration with other organizations such as the Austen BioInnovation Institute in Akron, NEOMED, the University of Akron, Kent State University and other institutions of higher learning as well as companies that hold themselves to the highest standards of excellence in their respective disciplines. It is this collaboration and commitment that draws professionals such as Dr. Penn to Summa.

"In my discussions with the leadership at Summa, and particularly with the department of cardiology, I saw the deep commitment of these professionals and their desire to bring opportunities to their patients. They want to participate at this level and that's where the opportunity of translating science from 'bench to bedside' exists for someone like me," he said.

As a researcher and practicing cardiologist, he is equally passionate about the role clinical trials play in helping many patients in our own communities. Clinical trials can transform the delivery of healthcare. Summa Health System has multiple clinical trials in process concurrently, particularly in the disciplines of cardiology and oncology.

"Think of it this way," said Dr. Penn.

"Consider a patient who has just been brought into the hospital 24 hours ago with a heart attack. She/he is taken to the catheterization lab. That individual is stented to stop the heart attack and given up to five prescriptions and receives exceptional care. There are, conservatively, hundreds of patients who participated in clinical trials so we could 'figure out' how we should treat that patient, optimize the chance of surviving that heart attack and return to as normal a life as possible with decreased risk of future events. Thus, anyone currently in a hospital bed has benefited from the willingness of others who came before her/him to participate."

Kenneth Berkovitz, M.D., chair of the department of cardiovascular medicine at Summa Akron City and St. Thomas Hospitals and medical director of Summa Cardiovascular Institute, welcomes



Dr. Penn's leadership in the clinical research enterprise and believes Dr. Penn acts as a mentor and facilitator with other physicians to engage, lead and conduct further research that ultimately can



change the course of care, specifically for cardiology patients.

"Summa Health System is one of 19 centers in the country doing a Phase II trial for stem cell therapy in patients who suffered a recent myocardial infarction to demonstrate these stem cells will cause regeneration of that heart muscle, one that previously was thought to be dead and unsalvageable," said Dr. Berkovitz. "We are enthusiastic and optimistic about the opportunities that lie ahead for our patients, the communities we serve and Summa."

The commitment to research and the results obtained from the studies demonstrate Summa's promise to

maintain a leadership position in the future of medicine. Yet there is another factor that distinguishes Summa Health System from other healthcare institutions.

"What sets us apart,"

said Dr. Berkovitz, "is the collaborative effort among all the cardiovascular physicians throughout the continuum of care. By reviewing quality metrics and developing strategic programs that allow us to implement advanced evidence-based practices, we truly are a multifaceted, multidiscipline unit. With Dr. Penn and his team of researchers, I believe our clinical research enterprise has the opportunity to be as robust as any medical center in the country."

Dr. Walter Horton, vice president, Office of Research and Sponsored Programs for NEOMED, concurs

and believes within the next five to 10 years "the collaboration among Summa Health System, NEOMED and other organizations in Akron, Ohio's 'biomedical corridor' will create jobs, attract physician and scientific talent, generate more funding and most important, dramatically improve healthcare delivery models for the people in the region."



Our patients, their families, members of the communities we serve and the institutions with whom we partner

have every reason to be optimistic about the transformative research currently conducted at Summa Health System.

It is for them we serve – and our promise to honor.



Summa will
engage the
community in
growing the
assets available
to Summa to
support its
mission.

We anticipate the moments

It seems counterintuitive. Amid the debates and discussions surrounding healthcare reform is a central theme: Change how healthcare is delivered by creating optimal patient-centered care models that produce excellent outcomes in order to reduce (1) the number of hospital re-admissions and (2) the total cost of providing care. Given this premise, why would a healthcare organization make a

Because the future of healthcare requires us to view the industry differently. While the practice of providing care for “one patient at a time” in a hospital setting remains, an evolution is taking place. A major component of that evolution includes managing the health of populations, improving

criteria are consistent. People want care that is accessible, convenient and affordable.



Summa Health System has a long and proven history of effectively leading change in healthcare and is one

when neighbors need us most.

major financial capital investment in building, expanding, renovating and upgrading the emergency departments, outpatient facilities, urgent care centers and clinics within its system? In essence – why keep building?

the health of that population, preventing or minimizing diseases and providing care efficiently and at a reasonable cost. Given the diversity of any defined population, it is to be expected individuals will have different healthcare needs at different times. While the needs may vary, the

of a select group of healthcare organizations to take a proactive approach to addressing this issue. One of the organization’s goals – one of its promises – is to provide the right care at the right time at the right place for the populations it serves. Assessing how to best meet that objective helped solidify a system-wide approach to the current

and future state of the organization's first point of contact for many individuals – Summa Health System's emergency departments, outpatient centers, urgent care centers and clinics.

If healthcare reform remains intact, in 2014 healthcare systems can expect an influx of newly insured patients who likely first will seek care at the nearest healthcare facility in their community. Summa Health System recognized several of its hospitals' emergency departments had to be expanded and/or renovated to meet this anticipated need.

This tremendous volume impacts three critical factors of the healthcare equation: quality of care, patient satisfaction and cost. Further, providing optimal care for these

individuals requires more than physical space (beds, examination rooms, waiting areas, etc.). It also requires new, more effective and efficient treatment protocols, the most advanced medical equipment available and trained, experienced, compassionate, caring healthcare professionals – the latter is a hallmark characteristic of Summa Health System's culture.

Summa Health System judiciously evaluated both the healthcare environment and the needs of the populations it serves to ensure individuals receive the highest quality care that is easily accessible and convenient. The results of these

evaluations, in conjunction with the anticipated changes in healthcare reform, lead the organization to determine where and when to build, expand and renovate in order to best meet the current and future needs of the communities as well as those of the organization.

Accessibility, coupled with great care, helps ensure Summa Health System provides the right care at the right time at the right place for each patient. This, in turn, increases patient satisfaction. Satisfied patients do more than reflect upon the

reputation of an organization – it can impact their health. They are more likely to comply



with follow-up recommendations and visits to their physicians or other healthcare professionals on their care team. They are



more inclined to ask questions and be fully engaged in their own care and health management. Ultimately, this level of satisfaction and engagement should result in reduced costs as well.

But what if the healthcare reform mandate is overturned? How can a health system reallocate or transition these assets – EDs, outpatient centers, urgent care centers, clinics, etc. – so they are of value to the communities and itself?

Embedded in Summa Health System's vision of healthcare in the next three, five, 10 and 20 years is the capacity to

be flexible and adapt to meet the current need of a population under different scenarios. As part of its overall strategy, the organization has the capability to “right-size” quickly and efficiently. Its ability to respond to changes in the healthcare environment has been tested and Summa Health System has responded successfully time and again. Summa Health System recognizes both the risks and rewards and believes the opportunity for growth in the communities it serves is significant. As such, these investments demonstrate

the breadth and strength of its commitment to its vision.

The promise to be an asset is both literal and figurative. Throughout the clinical enterprise, the true meaning of Summa Health System's promise is to provide the highest level of compassionate care throughout the continuum for each and every patient the organization has the opportunity to serve.

This has been our history. It is how we serve today and how we see ourselves in the future.



Summa will be
financially prudent
as a steward
of community
resources by
operating in a cost
effective fashion,
protecting and
enhancing existing
assets and wisely
planning for their
future use.

We preserve your generosity for

Summa Health System's promise to be a financially prudent steward of community resources and plan wisely for the future is a central focus for Summa Foundation. Founded in 1976, Summa Foundation has transformed patient care, medical education and innovative research through philanthropy. Those philanthropic efforts support the long-term strategic plan of Summa Health System so it meets the healthcare needs of the community today, tomorrow and for years to come.

If being a prudent steward is one of the cornerstones of Summa Foundation, it also is certain that generosity is an intrinsic trait of its many donors who

generations of healing.

have chosen Summa Health System as the recipient of their philanthropic generosity.

"We raise money to fund vision," said Laura Hnat, interim system director of development, Summa Foundation.

"As an example, when Summa Health System chose to build a cancer center, it was to fulfill the vision of what a cancer center should be and what amenities we should have for patients who are receiving the best cancer care available.

People want to support a vision that will be part of the community for a long time."

"The art is to match the philanthropic intent of the donors with the mission-specific priorities of the health system...to find that match that piques

their curiosity and interest and allows them to feel as though they are making wise investments that will mature and provide a service or resource that will

impact others long-term," added Steven Schmidt, Ph.D., president and chief operating officer of Summa Foundation.



Summa Health System's commitment to be a vital resource for the community as an outstanding healthcare provider and

model citizen is supported by the efforts of Summa Foundation's development department to find the connection between vision and generosity.

Perhaps more important is Summa Foundation's ambitious desire to infuse the concept of generosity into each individual who comes in contact with the organization – patients, family members, physicians, healthcare professionals, employees, citizens of the communities served by the health



system and the neighborhoods in which Summa has a presence.

The reason? The spirit of altruism can and does significantly change how healthcare is delivered.

Philanthropic donations have a direct impact on patient care. For example, nurses in labor and delivery can learn the newest techniques that help ensure the safe delivery of high-risk newborns and mothers in the virtual care simulation laboratory located on the campus of Summa Akron City Hospital.

“Patients should know and understand the entire patient care experience is impacted when medical professionals are able to provide optimum care because philanthropic dollars supported them to do so. These professionals can integrate best care processes for their condition through research. The better the

care, the better the patient experience. And these grateful patients are the legacy that helps us keep our promise to be here for future generations,” said Dr. Schmidt.

Of critical importance is the relationship that develops between donors, Summa Foundation and Summa Health System. That relationship connects people and their altruistic intent to the long-term strategic goals of Summa Health System. This ultimately benefits both patients and their caregivers.

“In the end, Summa Foundation is simply the steward of the generosity of so many,” said Dr. Schmidt. “We want to be good stewards of a donor’s philanthropic dollars. Giving is important. It is the core of who we are – what we feel and envision for ourselves – the ability to give, to be rewarded in deep ways from that giving. It’s

about the reward the donor receives. As stewards, we try to translate donations so they are more meaningful to more people than what the donor could do on her/his own. We refer to it as ‘generosity heals.’ It’s about how we can leverage the generosity of donors and help more people. Obviously, the more people we help, the more we have the opportunity to educate and influence how they care for themselves. Ultimately, the health of our citizens and communities should – over time – improve significantly. Donors play a significant role in helping us achieve that objective.”

Donors leave one type of legacy – their generosity helps Summa Health System fulfill its promise to plan wisely for the future.

Recipients leave a legacy as well.

From the start, Summa Foundation’s thoughtful and proactive approach to support the strategic vision of Summa Health System planted the seeds for the organization to be

recognized as one of the region’s leading healthcare systems.

Today, through the work of Summa Foundation and the generosity of its



many and diverse donors, Summa Health System researchers break new boundaries to develop innovative treatment options for life-threatening illnesses and chronic diseases. Exceptional healthcare professionals are being trained to have the latest

skills and access to information so they can deliver optimal care across the continuum. In progress are the building and renovation of patient-centric environments

that offer the most advanced equipment and best trained personnel to diagnose and treat conditions. Patients and their families are gaining a better understanding of how to manage chronic diseases and reduce and/or prevent hospital readmissions.

The true assets for which we are stewards are the lives we touch. We do so by giving and receiving.

This is Summa’s legacy – and it withstands the test of time.

Summa will
provide a working
environment
that fosters
compassionate,
patient-centered
care and generates
the highest
level of patient
and employee
satisfaction.

Our vision sustains a compassionate,



What instigates change?

At Summa Health System, it is the relentless drive to provide the right care at the right time at the right place at the right cost for our patients. It is the desire to appropriately manage the health of the populations we serve. The goal, simply, is to offer the highest quality care and ensure the citizens of our communities reap the benefits of better health at a low cost. We intend to lead and forge the

cycles. Our strategy for the next three years (2012 – 2014) is aggressive, yet fundamental. It bares evidence of our commitment to what Dr. Donald Berwick, former administrator of the Centers for Medicare & Medicaid Services, identified as the “triple aim”: (1) better health for populations (2) better care for individuals (3) lower total



so the health system can continue to provide high quality compassionate care to patients, their families and the

communities we serve. At the same time, we intend to maintain and enhance our reputation as a valued employer for our employees.

patient-centered future.

future of healthcare – not follow in the footsteps of others.

To accomplish these goals, Summa Health System’s board members and executive management groups design strategic plans that direct the future of the health system in three-year

healthcare costs. Only truly Integrated Healthcare Delivery Systems that work to improve all three aims concurrently will be successful.

The triple aim is the foundation for our 2012 – 2014 strategic plan and provides the guidelines for three priorities Summa Health System has set for itself to ensure its longevity

Our first priority is to advance the clinical enterprise. It is our intent to create a structure for setting, prioritizing and reaching system-wide clinical goals and new value-based models of care delivery to achieve consistently superior patient outcomes relative to cost. We will do this across our system. A major step in accomplishing this priority is to

transition our service lines to a new institute model with a broader focus across the care continuum.

Summa Health System's institute model will be clinically based, patient-centered, focused on specific clinical areas or populations and it will define systems of care across disciplines, facilities and functions.

Entrenched in the institute model are metrics and measurements that allow us to report our progress and successes internally and externally. This level of transparency enhances our ability to become the provider of choice in our communities, the partner of choice for our care providers and the employer of choice for our employees. Most important, it aligns our services with our long-term vision for healthcare in our region to move from a volume-driven system to one that is based on value.

Our second priority is to achieve effective integration at all levels of our organization. This means we are moving toward a clinical operating company defined by our capabilities. It is our intent to fully integrate governance, administration and corporate support so we function as one organization with one common culture. These steps reduce fragmentation and ensure we consistently operate with a shared vision of success.

Our third priority is to grow the population base. Given the economic challenges that began in the last decade and the indisputable data demonstrating an aging population, growing a population base is an intrinsically challenging

priority for a strategic plan; however, we intend to meet that challenge by continuing to focus on growing our accountable care organization, aligning with physicians in new and innovative ways, exploring appropriate business opportunities and growing the membership of our health plan, SummaCare. Additionally, we intend to have a physical presence where our patients need us most. As mentioned in a previous story, Summa Health System's expansion strategy allows us to serve the largest population base in our communities via the most appropriate venues – from full service hospital emergency departments to urgent care clinics.



Ultimately, the strategic plan ensures Summa Health System will deliver the highest quality, personalized care wherever and whenever a patient

comes in contact with the health system.

This will be accomplished through an



enhanced, coordinated, team-based approach that is focused on the improved health and well-being of each and every patient. By doing so, we expect a greater, more active participation between a patient and his/her healthcare providers engendering the highest level of patient loyalty and satisfaction. It also results in the improved health of the populations we serve as we forge even stronger bonds between the communities and the health system. Simply put, “We will do whatever it takes to deliver the care patients need – when and where they need it – in the most effective and personalized manner possible.”

In turn, patients will come to identify Summa Health System as their provider of choice for healthcare because of the ease of access to the care they need and want. That care

is of the highest quality, personalized and seamlessly coordinated by multi-specialty teams across all Summa entities. This is the true transformation from volume-driven care to value-driven care and it resonates with patients because it is designed from their vantage point. It is, in essence, about their preferences, their comfort, their well-being and it is our intent to honor the trust that is conferred upon us when they entrust their lives to our care.

As the implementation of the 2012 – 2014 strategic plan begins, we are ever mindful of the courage and tenacity required to keep the promises we’ve made. Our strategic plan for the coming three years is the first step in our journey...



...and we have miles to go before we sleep.

2011 Summa Health System Accomplishments

Summa Health System

- Completed new three-year strategic plan for the health system titled “Advance the Clinical Enterprise.”
- Developed comprehensive performance plan designed to improve financial performance by more than \$900 million over the next 10 years.
- Implemented new, system-wide patient safety initiative, “I’m 4 Safety.”
- Named one of the Top 99 Employers in Northeast Ohio by Northcoast 99 for the 8th consecutive year (Robinson Memorial Hospital for the 9th year) and ranked 14th among large employers on the Plain Dealer Top Workplaces list.
- Developed and launched new, comprehensive employee wellness program.
- Successfully met American Recovery and Reinvestment Act requirements for “Meaningful Use” and received \$5.1 million incentive.
- Began migration from service line care delivery structure to an institute model.
- Conducted annual review with Moody’s Rating Agency and received an affirmation of Summa’s Baa1 rating with an upgrade in the outlook to “Stable” from “Negative.”
- Effectively moved employees from a defined benefit pension plan to a defined contribution pension plan.
- Added Summa Health System employees to the Accountable Care Organization, NewHealth Collaborative.
- Redesigned Summa’s Leadership Institute, which is now further dedicated to preparing existing and emerging leaders for the future.

Summa Akron City and Summa St. Thomas Hospitals

- Achieved Magnet Status, as designated by the American Nurses Credentialing Center.

- Patient satisfaction improved to highest level in the history of both hospitals.
- Named #1 hospital in the Akron, Ohio, metropolitan area and considered “high performing” in eight specialties by *U.S. News & World Report*.
- Successfully met all requirements outlined by the Joint Commission, resulting in three-year accreditation.
- Improved significantly on core measures.
- In collaboration with the Akron Area YMCA, successfully opened the University Park YMCA on the Summa Akron City Hospital campus.

Summa Barberton and Summa Wadsworth-Rittman Hospitals

- Summa Wadsworth-Rittman Hospital accomplishments in regard to vision:
 - Doubled the size of the ICU to eight beds and moved unit to a new, larger location.
 - Added three new operating room suites, which became operational in November 2011.
 - Established the Jim and Linda Venner Emergency Center at Summa Wadsworth-Rittman Hospital, which was made possible thanks to a \$500,000 gift to the Wadsworth-Rittman Hospital Foundation, the largest donation in hospital history.
 - Renovated a 7,000 square-foot space on the fourth floor of Founders Hall, which now hosts four physician offices and the hospital’s sleep lab.
 - Established the orthopaedics center at Summa Wadsworth-Rittman Hospital.
- Increased hospital admissions 7.6 percent and home health visits 40.8 percent over 2010. These strong volumes, along with further control of expenses, have increased income from operations by \$2.13 million, or 27.5 percent, compared to 2010.
- Summa Barberton Hospital maintained zero hours of diversion in the emergency department for med-surg the entire year.
- Summa Barberton Hospital broke ground on a new \$17.3 million expansion that involves a new emergency department, a new dining area and a conference center.
- Summa Barberton and Summa Wadsworth-Rittman Hospitals instituted daily patient safety calls for all clinical and support departments.

- Successfully completed triennial accreditation activities with the Joint Commission Survey, resulting in three-year accreditation for both hospitals.
- Summa Barberton Hospital’s Parkview Center was awarded a three-year “Approval with Commendation” from the American College of Surgeons Commission on Cancer.
- Successfully recruited the following physicians: Paul Hartzfeld, M.D.; Jonathan Kase, M.D.; Bashar Alalao, M.D.; Laura Distel, M.D.; Nisreen Khazaal, M.D.; and Amy Sadler, M.D.

Summa Western Reserve Hospital

- Implemented a mandatory flu vaccination policy for the entire hospital family, including all clinical and non-clinical staff, physicians and volunteers. This was done in the best interest of patients and for the improved safety of visitors, staff and families. As of November 30, 2011, there was 100 percent compliance.
- Expanded partnership with Robinson Memorial Hospital, an affiliate of Summa Health System, by offering two separate, much-needed services in Portage County: Pain Management and Endocrinology.
- The Center for Pain Medicine opened in the Robinson Health Center at Kent and Summa Western Reserve Hospital endocrinologists began seeing patients in the Robinson Health Center at Streetsboro.
- Implemented concierge pharmacy program. Summa Western Reserve Hospital’s in-house retail pharmacy now fills and delivers patients’ home-going prescriptions at the bedside. This program was designed to improve patient satisfaction, enhance the patient experience on discharge and increase compliance with home-going medications. In the first six months of operation, it has been utilized by more than 30 percent of all inpatients and is the only program of its kind nationwide.
- Following a dedicated plan to grow strategic service lines and service locations in 2011, Summa Western Reserve Hospital experienced a 71 percent increase in pain medicine procedures, a 40 percent growth in infusion center volumes and a 13 percent increase in MRI procedures for the year-to-date period ending November 11, 2011. Summa Western Reserve Hospital also added a new lab draw site in Cuyahoga Falls and an MRI location in Warrensville Heights.

Robinson Memorial Hospital, an affiliate of Summa Health System

- Re-designated as a Magnet hospital by the American Nurses Credentialing Center.
- Presented formal request to the Board of Portage County Commissioners to convert the hospital's ownership status from county-owned to not-for-profit.
- Began installation of the Sunrise Clinical Manager electronic medical record system.
- Opened the Robinson Health Center at Garrettsville.
- Opened the Robinson Center for Pain Medicine in cooperation with Summa Western Reserve Hospital.
- Named as one of the best places to work in northeast Ohio by the Employer's Resource Council for the ninth consecutive year.
- Named as one of the 65 great community hospitals in the United States by *Becker's Hospital Review*.

Crystal Clinic Orthopaedic Center, a joint venture with Summa Health System

- Projected to significantly improve financial performance compared to 2010.
- Achieved significant improvement in the cost of contractual services.
- Began a contractual relationship with a durable medical equipment (DME) vendor to significantly improve DME utilization and profitability.
- Successfully implemented CostFlex cost accounting and contract management software.
- Achieved significant improvement in inpatient satisfaction scores.
- Achieved a significant – 40 percent – decrease in the rate of patient falls.
- Installed the “Meaningful Use” certified version of the HMS Electronic Health Record.

Summa Foundation

- Established new leadership with the appointment of Steven P. Schmidt, Ph.D., as chief operating officer. Dr. Schmidt has been with Summa since 1982 and was previously director of the division of surgical research, system director of research

and vice president of clinical research and innovation. In addition to his new role with Summa Foundation, Dr. Schmidt will retain responsibility as vice president of clinical research and innovation supporting the System's research priorities.

- **Office of Development:** Raised more than \$9 million in private and public sector dollars in 2011. These funds will support medical education, research, capital projects and other system priorities.
- **Office of Government Relations:** Worked with Ohio Hospital Association to advocate for a revised franchise fee formula. As a result, Summa gained \$4.5 million over the next biennium period.
- **Office of Community Benefit:** Implemented strategies and tactics that advanced the community transformational agenda for the region and Summa Health System.
- **Total community benefit investment of \$103.5 million, including:**
 - o \$23 million in charity care
 - o \$19 million in Medicaid shortfall
 - o \$29.5 million in subsidized health services
 - o \$3.4 million in community health improvement services, programs and support
 - o \$22.7 million in education
 - o \$5.9 million in research
- **Completed the build out of the Summa Center at New Seasons, located in the Village at New Seasons.**
- **Research and Innovation:**
 - o Summa investigators were awarded \$4.96 million in external funding for research, \$3.5 million more compared to 2010.
 - o A total of 46 inventions were disclosed by Summa investigators to the Office of Technology Management, which led to six provisional patents being filed and three pending utility patents. In September, Summa Foundation honored inventors at the Innovator's Awards Dinner.
 - o In collaboration with Northeast Ohio Medical University, successfully recruited Marc Penn, M.D., Ph.D., an internationally renowned cardiologist and translational researcher.
 - o Conducted 400 clinical research protocols at Summa Health System during 2011, with a growing research agenda in patient centered outcomes research.

Medical Education:

- o Successfully filled all residency and fellowship positions with highly qualified individuals from across the country and, once again, led the NEOMED consortium hospitals in the recruitment of NEOMED graduates. Across the system, graduated 103 residents and fellows, 42 of whom went on to further residency or fellowship training and 25 of whom stayed to practice in surrounding communities.
- o The work of the internal medicine residency program, as part of the ACGME's Educational Innovation Project, was presented at two national meetings and published in the *Journal of Graduate Medical Education*.
- o Expanded the size and scope of the medical simulation center in support of Summa's commitment to quality and safety.
- o Founding faculty of Summa's Institute for Professionalism Inquiry published their second book, entitled *Developing Clinicians' Career Pathways in Narrative and Relationship-Centered Care*.
- o Approved the development of two new fellowship training programs, one in medical simulation and one in emergency medical services.

Summa Physicians Inc.

- Established new leadership structure with the appointment of A. Gus Kious, M.D., as president and Jay Williamson, M.D., as chief medical officer of Summa Physicians Inc.
- Improved overall financial performance compared to 2010 by finishing the year \$2.9 million better than budget.
- Made significant improvement in health risk assessments. A total of 1,262 have been completed in 2011, leading to better documentation of care provided to Medicare patients and enhanced reimbursement.
- Successfully recruited 24 new physician members of Summa Physicians Inc.
- Implemented electronic medical record systems across 126 providers and 46 practice sites. A total of 54 physicians attested for “Meaningful Use” at \$18,000 each, which aids in care coordination and integration.

SummaCare

- Received the following recognitions:
 - Highest accreditation of “Excellent” from National Committee for Quality Assurance (NCQA) for commercial PPO, commercial HMO/POS and Medicare HMO/POS products.
 - Recognized as number one health insurance plan in Ohio among commercial plans by the NCQA 2011-2012 Private Health Insurance Plan Rankings. HMO/POS plan was ranked number one in Ohio and 54th nationally, while PPO plan was ranked number one in Ohio and 116th nationally among 390 health plans.
 - Recognized with a 4.5 out of 5 star rating for 2012 in the Centers for Medicare and Medicaid Services’ (CMS) Medicare Star Quality Rating System.
 - SummaCare is one of only two health plans in Ohio to receive this rating.
 - The only plan in Ohio recognized by the HIRC as the health plan with the most effective disease management programs for asthma, heart failure and diabetes.
- SummaCare was selected as the sole health benefits administrator for University of Akron for 2011-2013 with Akron General Health System included in the provider network (for this employer only).
- Apex Benefits Services experienced significant growth:
 - First Coast Advantage (FCA), a provider service network (PSN) that coordinates benefits for Medicaid members in Florida, increased membership by 30 percent to 61,000 members.
 - Secured Mountain States Health Alliance (11,000+ members) and University Hospitals Health System (24,000 members) as clients to manage their employee health benefit plans and assist them with ACO support.
- On January 1, 2011, a named network strategy was implemented. The primary goal of named networks is to offer SummaCare customers the flexibility to choose between access (number of providers) and cost. It also supports tailored networks in specific geographic or niche markets and responds to self-insured clients, such as health systems, who prefer to customize their networks.
- Supported launch of the ACO, NewHealth Collaborative, by providing a sub-set of SummaCare Secure Medicare Advantage members, associated with ACO primary care physicians, as the ACO’s first population to manage.

NewHealth Collaborative, System Quality and Medical Affairs

- Operationalized NewHealth Collaborative (Accountable Care Organization), a collaborative effort between Summa Health System, its partners and independent physicians that is on target to simultaneously improve quality while reducing preventable costs in the SummaCare Medicare Advantage population. Projected annualized savings: approximately \$7 million.
- Operationalized a system-wide quality dashboard report and system board quality committee while building system-wide Systems and Process Lean/Six Sigma Engineering and business intelligence functions, which will become part of a new system integrated innovations department.
- A few of these accomplishments include the development of a performance improvement SharePoint site to support and manage projects; training programs from introductory to advanced skill levels; and numerous successful re-design projects.
- Operationalized (with service line leadership) a transition process from service lines to institutes with renewed focus on value-based growth, integration and quality.
- As part of the system-wide patient safety initiative, operationalized the following: event reporting; prevention, recovery and high-reliability behavior training; safety huddles; system-wide survey on safety and team-work behaviors that provides actionable information on system, entity and hospital unit basis; a system-wide patient safety task force to govern and advance the “I’m 4 Safety” initiative.
- Established a national (international if including the master’s class taught in the United Kingdom) reputation for Summa Health System as a leader in Accountable Care. Summa continues to play a leadership role in the Premier ACO Collaborative. A presentation was given at a number of prestigious conferences and meetings and Summa is now participating in a joint measurement initiative between Premier, Brookings-Dartmouth, National Quality Forum and others that will determine the national measurement standards for Accountable Care in the future.

Summa Health Network

- Finalized the managed care contract negotiations for all of Summa Health System’s major payers that will have a positive impact on all Summa hospitals and employed physicians that amounts to increases greater than the 2012 budgeted amount.
- Continued to expand managed care support services across Summa Health System. Crystal Clinic Orthopaedic Center was engaged with the implementation of the CostFlex managed care contract analyzer; SPI was engaged with the implementation of the Managed Care Payment Compliance initiative; and ARIS was engaged with an expansion of contracting services to support its national growth plans. All managed care support services are aimed at further maximizing the revenue performance of managed care payer contracts.
- Significant progress has been made in the development of the Clinical Integration Model, referred to as the Summa Health Network Ambulatory Care Model, most notably the following:
 - Beginning in 2012, the Ambulatory Care Model is scheduled to implement contracted quality incentive and shared savings programs between physician members and several willing payer partners, including Buckeye Community Health Plan and Humana.
 - Physician participation increased from less than 100 physicians to almost 400 physicians during 2011.
 - Launched a diabetes pilot program that produced results for the pilot physician group of up to a 16 percent point improvement in process measures and up to a 9 percent point improvement in outcome measures, such as blood pressure, LDL and HbA1C.
 - Developed and distributed the third annual report that highlights the current programs and successes in the transformation of the delivery of care.
- Began delivering group purchasing benefits to physician members through Summa Health System and the Premier group purchasing organization. Physician members are currently signing up to receive significant savings on the items they purchase within their office settings.

Ohio Health Choice

- Increased Primary Health Choice (program for the working uninsured) enrollment to 600 members.
- Completed the formation of a provider-owned statewide PPO network partnership – Ohio PPO Connect. Other partners include: HealthSpan (Catholic Health Partners), OSU Health Plan (The Ohio State University) and Quality Care Partners (Genesis Health System).
- Renegotiated 15 hospital contracts and added 600 new physicians to the Ohio Health Choice panel.
- Added 12 new Ohio Health Choice customers and one Ohio PPO Connect customer in 2011, bringing total enrollment to 130,000 members.
- Began the development of an NCQA credentialed network that will allow Ohio Health Choice to continue to furnish wrap services to SummaCare.

Service Line Accomplishments

- Behavioral Health
 - Established an on-call psychiatrist at Summa Barberton Hospital June 1, 2011.
 - Summa Akron City and St. Thomas Hospitals became a community Medicaid provider for ambulatory chemical dependency services to retain patients within Summa Health System for treatment.
 - Relocated ambulatory chemical dependency services to Stark County to work more collaboratively with Aultman Hospital and AultCare as a provider of chemical dependency services for their patients.
- Cardiovascular
 - Opened the Heart Failure Clinic on the campus of Summa Akron City Hospital and Summa Anticoagulation Management Services (SAMS), a collaboration with pharmacy.
 - Experienced superior results in average EMS to balloon time.
 - Saved more than \$1 million in implantable device costs.
- Emergency/Trauma
 - Expanded available service area with addition of the new emergency department at Summa Health Center at Lake Medina.
 - Made further progress in the construction of the emergency departments at Summa Akron City Hospital and Summa Health Center at Green.
 - Regionalized emergency medical services.
 - Successfully reached consensus on services provided across system (i.e., all facilities becoming a certified chest pain center).

- Neuroscience
 - Successfully recruited neurosurgeon Paul Hartzfeld, M.D., to serve Summa Barberton Hospital and Summa Wadsworth-Rittman Hospital.
 - Developed a structure for the neurosciences institute.
 - Further enhanced the system stroke program with certification from the Joint Commission and the recruitment of stroke ICU specialist John Kachoris, M.D.
- Oncology
 - Received three-year accreditation with “Commendation” by the Commission on Cancer of the American College of Surgeons for Parkview Center at Summa Barberton Hospital and Robinson Memorial Hospital, an affiliate of Summa Health System.
 - Successfully coordinated non-insured patient drug replacement program, eRecovery, between pharmacy and oncology services that has yielded year-to-date system drug savings of \$426,734 and patient savings of \$1,421,728. Note: Patient savings are hospital charges.
 - Submitted applications and completed survey preparations for 2012 review of the Jean and Milton Cooper Cancer Center, Parkview Center and Summa Health Center at Lake Medina by American College of Radiology.
- Orthopaedics and Sports Health
 - Increased system market share to 48.1 percent from 46.6 percent in nine regional market areas. Total orthopaedic inpatient volume across all facilities increased by 440 cases.
 - Successfully recruited, in collaboration with Crystal Clinic Inc., the following surgeons: Jovan Laskovski, M.D., Dan Myer, M.D., Kyle Nelman, M.D. and John Kase, M.D. Improved financial performance through system-wide implant cost containment, uniform vendor contracts and system-wide uniform payer contract renewals. Improved contribution margin percentage of net revenue: 27.1 percent at Summa Barberton Hospital and 33.7 percent at Summa Wadsworth-Rittman Hospital.
- Respiratory
 - Established all councils and have completed a strategic plan beginning in 2012 that reflects the health system’s priorities.
 - Addressed performance improvement recommendations and instituted significant staffing changes at Summa Akron City and St. Thomas Hospitals.
 - Began the full integration of all respiratory therapy departments by standardizing all policies, procedures, medications, etc.

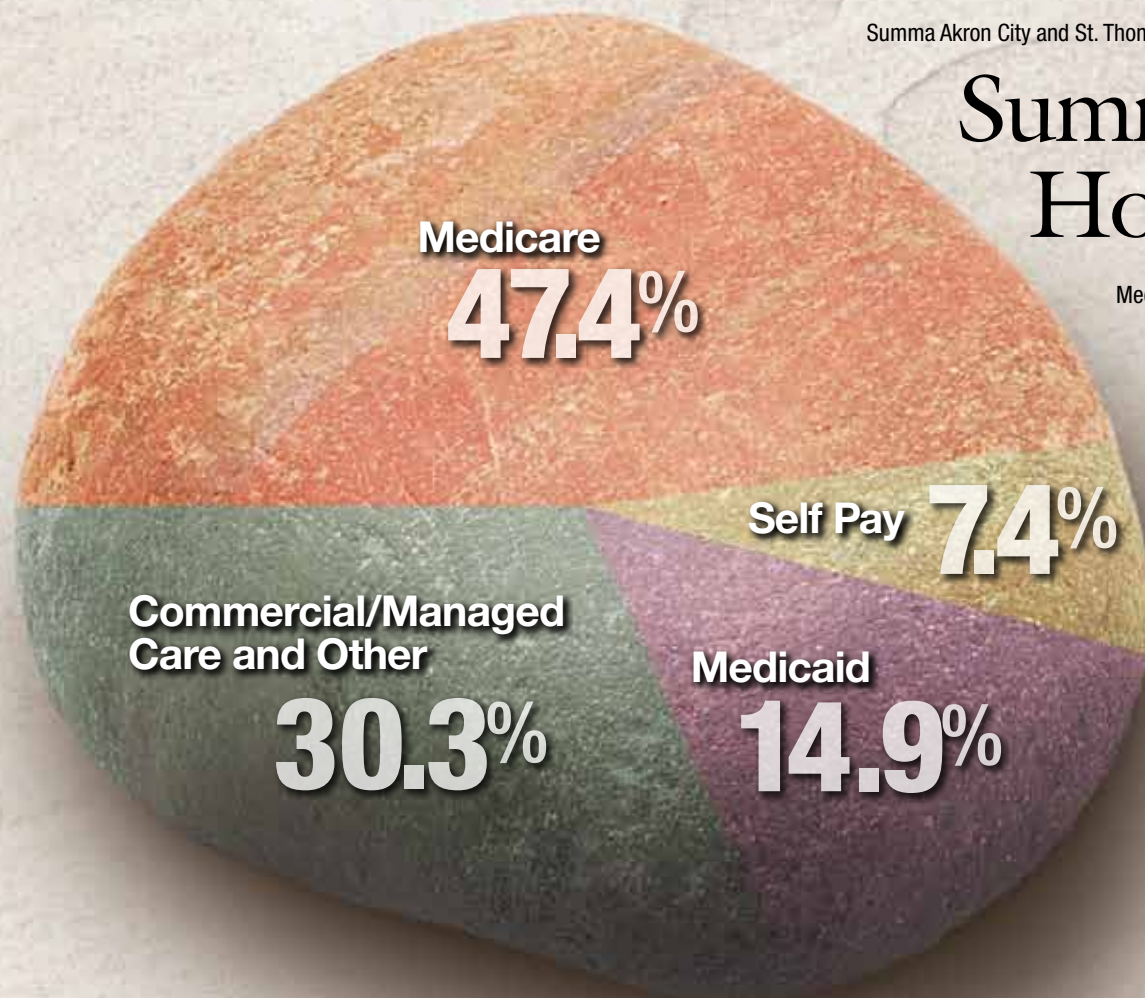
- Post Acute/Senior Services
 - The Bridge to Home transitional RN model expanded to cover six Summa Health System hospitals and Mercy Medical Center. “It’s My Health,” a nursing model combining patient centered care and transitional care, received the Magnet “Best New Knowledge Innovations Award” at ANCC National Magnet Conference in 2011.
 - The accredited geriatric and palliative care fellowship programs have exceeded the national average by consistently filling the fellowship training positions. The fellowship positions have been filled the past four years and are currently filled for the 2012-2013 training year.
 - Six Summa Health System hospitals will participate in the Regional Medicare Community-Based Care Transitions Program (CCTP), sponsored by the Centers for Medicare and Medicaid Services.
- Surgical Services
 - Significantly improved in all six categories for SCIP. SCIP INF 1,2,3 and VTE1,2 and Cardiac 2 all have been hardwired for consistent outcomes. As of July 2011, all are at 100 percent except Beta Blocker, which is at 95 percent. This meets the achievement threshold and is expected to improve.
 - Restructured trauma services to 24-hour in-house coverage by attending physicians.
 - Established John Fink, M.D., as chair of department of surgery at Summa Akron City and St. Thomas Hospitals.
- Women’s Services
 - Completed recruitment for medical administrative structure at Summa Akron City and St. Thomas Hospitals:
 - Chief of gynecology – Steven Gorsuch, M.D.
 - Chief of perinatology – Angela Silber, M.D.
 - Chief of robotics – Thomas Mendise, M.D.
 - Chief of pediatrics – John Ahmann, D.O.
 - Achieved or exceeded the benchmarks set in the Ohio Hospital Compare core measures.
 - Completed a three-year strategic plan with the end-goal of transforming to the institute model.

2011 Financial Overview

Summa Akron City and St. Thomas Hospitals, Summa Barberton Hospital and Summa Wadsworth-Rittman Hospital

Summa Health System Hospitals Payor Mix

Medicare and Medicaid includes the respective managed care.



SummaCare Total Members

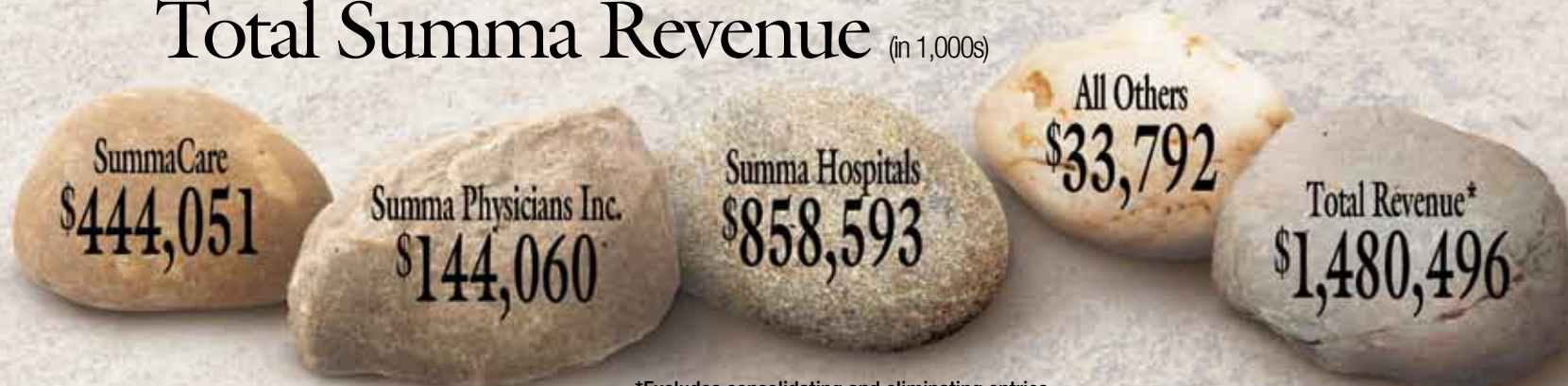
Commercial Self Insured	59,594
Commercial Fully Insured	44,875
Group BPO/PSN	63,015
Medicare	25,059
Individual PPO	4,526
TOTAL	197,069

Enrollment as of 12/31/2011

Hospital Data Year End 2011

Licensed Beds	994	311	98	1,403	272	272	94	2,041
Inpatient Admissions	32,431	9,718	2,725	44,874	3,695	8,388	3,881	60,838
Adult Patient Days	157,535	49,819	11,667	219,021	15,054	33,550	10,518	278,143
Adult LOS	4.86	5.13	4.28	4.88	4.07	4.00	2.71	4.57
Inpatient Surgeries	5,225	1,270	569	7,064	1,133	1,854	3,854	13,905
Outpatient Surgeries	9,807	4,370	1,771	15,948	4,036	4,256	8,956	33,196
Total Surgeries	15,032	5,640	2,340	23,012	5,169	6,110	12,810	47,101
Orthopaedic Surgeries	978	852	435	2,265	1,786	1,553	12,810	18,414
ER Visits	103,816	42,164	19,639	165,619	22,005	39,615	-	227,239
Births	2,992	655	-	3,647	-	717	-	4,364
Diagnostic Cardiac Catheterizations	1,854	668	-	2,522	38	289	-	2,849
Interventional Catheterizations	1,408	185	-	1,593	-	-	-	1,593
Home Care Visits	68,755	-	21,988	90,743	-	23,954	-	114,697
Observation Patients	5,668	2,283	1,231	9,182	1,206	2,944	1,163	14,495

Total Summa Revenue (in 1,000s)



*Excludes consolidating and eliminating entries.

Summa Health System and Affiliate*

2010 Community Benefit Costs and Investments

Charity Care	\$23M
Medicaid Shortfall	\$19M
Subsidized Health Services	\$29.5M
Community Health Improvement Services, Programs and Support	\$3.4M
Education	\$22.7M
Research	\$5.9M
TOTAL	\$103.5M

The chart totals \$103.5M and is net of Hospital Care Assurance Program (HCAP) Benefit of \$14.8M.

*To measure and report community benefit, Summa Health System, which includes Summa Akron City and St. Thomas Hospitals, Summa Barberton Hospital, Summa Wadsworth-Rittman Hospital, Crystal Clinic Orthopaedic Center, Summa Western Reserve Hospital, Robinson Memorial Hospital, an affiliate of Summa Health System, and Summa Physicians Inc., follows Internal Revenue Service and Catholic Health Association guidelines.

Note: These statistics are for the calendar year 2010 and are the most recent data available. Data for 2011 will be available in fall, 2012.

Community Benefit Summary 2010

Charity Care (at Cost)

As the area's top safety net provider, in 2010 Summa Health System provided more than \$23 million in charity care. This amount represents the net costs, not charges, associated with providing care and does not include bad debt.

Patients with incomes up to 200 percent of the federal poverty income guidelines, or who have a hospital bill that exceeds 25 percent of their gross annual family income, are eligible to apply

for charity care assistance. In addition, there is a sliding scale discount program for those who have income between 200 percent and 400 percent of the federal poverty income guidelines. In 2010, more than 83,000 individuals benefited from the charity care program.

Unreimbursed Cost of Medicaid

As one of Northeast Ohio's top providers of hospital care for Medicaid patients, in 2010, Summa Health System's unpaid costs for Medicaid totaled more than \$19 million. Ohio Medicaid reimbursements historically have not covered the

cost of providing the care to program beneficiaries, creating a budgetary shortfall.

Community Health Improvement Services

An important part of Summa's mission is offering preventive and wellness programs to build a healthier community. Throughout 2010, Summa provided more than \$1.4 million to help fund vital health improvement activities such as free and low cost health screenings, health education services and wellness programming.

Health Professions Education

As a national leader in medical education, Summa Health System fosters a sought-after learning environment for the next generation of caregivers. At three of Summa's hospitals, more than 250 graduates from U.S. and international medical schools train in 19 accredited residency and fellowship programs and 30 percent of residents remain in the community to practice at Summa hospitals. Summa also has invested more than \$22 million of its resources to provide clinical learning experiences in medicine, nursing and allied health.

Subsidized Health Services

Summa Health System is committed to providing subsidized health services – clinical services that meet an identified community need and are provided despite a financial loss. Vital services such as the Center for Senior Health, Level III Perinatal Center, CARE Center for HIV/AIDS cases, DOVE program for crisis services, the Summa Center for Dental Health and our diabetes education efforts are offered even though they are not profitable. Income from other services is used to cover these costs. In 2010, the cost of our subsidized health services exceeded \$29.5 million dollars.

Research

Over the past decade, Summa's integrated approach to scientific inquiry and research has earned high rankings and demonstrated our dedication to the advancement of medical knowledge. Innovation is at the very core of our programs, providing the ability to redefine medical treatments and keep us on the frontier of medical discovery. In 2010, Summa contributed nearly \$6 million to the advancement of medical care and treatments. Our mission to continually transform and improve patient care all over the world is facilitated by our various research labs and departments, including:

- Applied Surgical Research Unit
- Center for Cardiovascular Research
- Center for Treatment and Study of Traumatic Stress
- Emergency Medicine
- Family Medicine
- Health Services Research and Education Institute
- Infectious Disease
- Molecular Pathology
- Musculoskeletal Research Laboratory
- Nursing
- Oncology
- Ophthalmology
- Surgical Education and Research
- Women's Health

Financial and In-kind Donations

Every year, Summa contributes financial assistance and in-kind services to support organizations and events that provide care and promote health and wellness. From neighborhood health facilities such as OPEN M, Access to Care, Akron Community Health Resources, Akron's only federally-funded health center,

and others, Summa participates in numerous community programs and helps other not-for-profits fulfill their missions. Summa also provides support to the Austen BioInnovation Institute in Akron's (ABIA) Center for Clinical and Community Health Improvement to help develop care delivery models. In total, in 2010, Summa contributed more than \$1.7 million to community organizations.

Community Building Activities

Throughout 2010, Summa Health System provided strong leadership and support in various regional alliances and initiatives designed to revitalize our community. Our collaborative efforts with other area healthcare systems and universities led to the creation of Austen BioInnovation Institute in Akron (ABIA). As a member of Northeast Ohio Health Science and Innovation Coalition (NOHSIC), Summa is working to address workforce shortages through numerous partnerships. Summa also has a strong alliance with Akron Public Schools to help students explore healthcare careers. In 2010, Summa's financial contributions to community building activities totaled more than \$300,000.

Bad Debt Expense

An important part of Summa Health System's commitment to providing quality and accessible healthcare includes covering the expense of payments that were expected but not received. While Summa Health System recognizes that the cost of bad debt is part of the cost of doing business, it agrees with the Ohio Hospital Association that it is important to report these costs to show the total picture of how much care Summa Health System provides to the community without full reimbursement. In 2010, the cost for bad debt exceeded \$27.5 million.

2011 Summa Foundation Donor List

Individual Donors

The impact from individual donors, including Summa Health System physicians and employees, is immeasurable. This support provides funding for capital needs, program initiatives, medical education, clinical research and innovation, and many special projects integral to the delivery of the highest quality compassionate care for our patients.

\$100,000 or more

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Mrs. Wilfred Weaver*

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The second annual Summa Foundation
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Stopping by Woods on a Snowy Evening

Whose woods these are I think I know.

His house is in the village, though;

He will not see me stopping here

To watch his woods fill up with snow.

My little horse must think it queer

To stop without a farmhouse near

Between the woods and frozen lake

The darkest evening of the year.

He gives his harness bells a shake

To ask if there is some mistake.

The only other sounds the sweep

Of easy wind and downy flake.

The woods are lovely, dark, and deep,

But I have promises to keep,

And miles to go before I sleep,

And miles to go before I sleep.

Robert Frost

American Poet and Pulitzer Prize Winner

