

“A Summa leader embraces ‘servant leadership’ by serving those who care for our patients, members and communities. We do so through active collaboration and by holding ourselves accountable for the well-being of every individual whose life we touch.” -Thomas J. Strauss

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Leadership carries tremendous responsibility. At Summa Health System, it is a role we never take lightly. The work we do influences the lives of tens of thousands of people. It affects the health and well-being of the individuals who live and work in this region. It shapes our local economies, now more than ever, as we continue to be the largest employer in Summit County.

We have grown and evolved as a system – one that is unified and truly integrated. Our leadership remains flexible. At Summa, as well as in the healthcare industry in general, we continually evaluate the healthcare needs in our communities as we assess the many economic, political and technological forces driving change in healthcare.

In these fluctuating times, we can't – and won't – stand still. As our nation changes its approach to healthcare, we must change the local approach. Much of this has come through community partnerships, in particular, the Austen BioInnovation Institute in Akron. Along with Akron Children's Hospital, Akron General, NEOUCOM and The University of Akron,

we are capitalizing on our region's strengths in research, education and healthcare to transform this area into a model for biomedical discovery, innovation and enterprise. Through this initiative, we will expand Akron's rich legacy in industrial and materials science to create new technologies that will directly impact the people we collectively serve.

The 2009 Summa Health System Annual Report contains stories and photos of leadership throughout Summa and this region. As a stable employer, we influence other businesses in the region; by identifying our core strength of medical education and clinical research, we generate transformation; through exceptional patient care, we have the opportunity to inspire not only one another, but everyone who walks through our doors; by imagining the future, we have helped create it through recruitment and retention of physicians; and through the high-touch side of high-tech, we lead in innovation.

During the next few years, we will see more change in the healthcare industry than we have likely seen at any time in

history. Our goal in this new era is to be accountable to every citizen of our region and to make our entire population as healthy as possible.

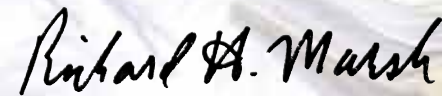
As leaders, not only in the healthcare industry but in the regional business community, we are committed to staying true to our mission to provide the highest quality, compassionate care to our patients and health plan members and to contribute to a healthier community.

As we look to the future, our mission will guide us. We will continue to influence, identify, inspire, imagine and innovate as we lead this system and this region into a new era.

In good health,



Thomas J. Strauss
*President and
Chief Executive Officer
Summa Health System*



Richard H. Marsh
*Chair, System Board of Directors
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SUMMA'S ROLE AS THE AREA'S LARGEST EMPLOYER POSITIVELY AFFECTS BUSINESSES IN THE REGION

Leadership carries many daunting responsibilities. With a workforce of more than 10,000, Summa Health System is the largest employer in this region. That number of people working has a ripple effect. The influence carries over to other businesses in the area. If people are working, they are spending money – on food, dry cleaning, or car maintenance, for example. All Summa employees are consumers. This, in turn, keeps more people working, resulting in a healthy local economy. Additionally, taxes paid by Summa's employees help

support our communities. Summa's presence as a stable – and growing – employer during a worldwide economic downturn reflects its influence as a regional leader. Leadership at Summa takes its role as the area's largest employer seriously. "We have a broad reach beginning with educating children about careers in the healthcare field," said Kyle Klawitter, system vice president of human resources. "From there, we work with colleges and universities to train and recruit professionals."

That level of responsibility reinvests itself into Summa's employee base. A number of workforce development programs are in place to help employees learn and grow professionally. Employee pay is competitive and benefits comprehensive because attracting and keeping talent is a top priority at Summa. The strength of the organization depends on it. "Employee engagement is a driving force at Summa," said Klawitter. "People who enjoy coming to work are an asset to the organization, as well as the greater community."

Robert DeJournett, director of community relations and diversity, Summa Health System, volunteers with the Akron Reads program at Seiberling Elementary School. Below: Summa's role as the region's largest employer has a ripple effect on other businesses such as restaurants, construction and barber shops.

L e a d e r s I n f l u e n c e





JOINT VENTURES RESULT IN PHYSICIAN RECRUITMENT AND RETENTION

The landscape of healthcare is changing in unprecedented ways. Summa Health System is weathering this change from a strategic position, always assessing, always evaluating. Leadership that is solid, yet paradoxically fluid, is mandatory.

Summa remained stable and grounded throughout the turbulence of 2009. Much of this is due to the System's proactive leaders. Though the landscape of the industry may be changing, Summa's leaders imagine the future. And, as such, help create it.

"We are, and continue to be, a much more integrated healthcare delivery system," said T. Clifford Deveny, M.D., system vice president for physician alignment and president of Summa Physicians, Inc. "With a strong community of physicians, the region we serve only benefits."

Part of this integration includes partnerships with physicians. In 2009, Summa entered into a joint venture

with Western Reserve Hospital Partners to form Summa Western Reserve Hospital. Currently housed in what was Cuyahoga Falls General Hospital until a new facility is built in northern Summit County, Summa Western Reserve Hospital is a full-service community hospital. The Crystal Clinic Orthopaedic Center opened, integrating inpatient and outpatient services and physician practices of the area's two leading orthopaedics programs. And Summa is partnering with Vibra Healthcare on an acute rehabilitation hospital.

These partnerships are not about being bigger; they are about providing even better, more accessible healthcare. Physician recruitment and retention is the primary driver behind these partnerships that further Summa's ability to provide innovative care to those in need in a manner that is consistent, thorough and deeply rooted in evidence-based, scientific research.

That, in turn, means individuals living in Akron

and surrounding communities have quick and easy access to specialists and services.

From a business standpoint, it means more physicians work and live in this area. The region continues to enjoy economic stability as a result, the tax base grows and other businesses remain in the area as new ones are drawn to it.

As a community steward, Summa Health System shares responsibility for the economic well being of the region. But the focus of its business, first and foremost, is patients.

"Summa's joint ventures are based on a common philosophy," said Deveny, "Each patient receives more than the highest standard of care; in fact, it is the intangibles that make the difference. The sense of community – infused with compassion and concern – differentiates Summa in a unique manner that resonates positively and successfully with patients and their families."

Summa's joint ventures allow for even more accessible healthcare. Shown here at Summa Western Reserve Hospital are Gary Pinta, M.D. and Eric Espinal, M.D.

Above left: Thomas Reilly, M.D., chair of the board of managers, Crystal Clinic Orthopaedic Center and Scott Weiner, M.D., chair of the department of orthopaedics. **Center:** Patrick Blakeslee, D.O., Cindy Carter, R.N. and Kristen Richenbacher, a nursing student from The University of Akron. **Right:** Jason Fried, D.O. and Mark Smilek, D.O.

L e a d e r s I m a g i n e

Medical education and clinical research are cornerstones of Summa Health System. Summa is a national leader in clinical research.

THE SUMMA FOUNDATION: COMMITTED TO MEDICAL EDUCATION AND CLINICAL RESEARCH

In 1976, Akron, Ohio, manufacturing was king. The rubber factories were thriving and so was the local economy. That same year, what was then Akron City Hospital, formed a foundation to support medical education and research.

The world evolved. Industry changed in Northeast Ohio. Plants closed or moved elsewhere. What remained is healthcare, now the primary business in this area.

Summa Health System continued to grow and the Summa Foundation took on a proactive role in order to better serve the community. As Summa became a catalyst for economic growth within this region, the Foundation became a channel for change within Summa.

No longer just a hospital foundation, the Summa Foundation now supports the entire System through the development of relationships, collaborations and resources. It has sharpened its focus and redefined its mission. Results of this transformation include: the renamed Department of Community Benefit and Diversity aligned with System and Foundation goals and priorities; the Department of Government Relations and Health Policy guided Summa's response to policy and political opportunities; Summa's leadership participated in health policy planning at the federal and state levels regarding health information technology, Medicare Advantage, and workforce development; additionally, major gift asks, grant applications and appropriation requests

exceeded \$65 million, an all-time high.

But it is the Foundation's commitment to education and clinical research that connects it to its beginnings. Today, the Summa Foundation plays a primary role in funding and shaping medical, nursing and allied health education and clinical research, as well as working with community leaders to create an environment where research and education thrives.

By identifying its core strength and virtue, the Foundation transformed and continues even more strongly today. This kind of leadership calls for fortitude. Summa Health System, supported by the Summa Foundation, is here not just to stay but to grow and thrive.

L e a d e r s I d e n t i f y



Collaborative, team-based care offers the high-touch side of high-tech patient care.

SUMMA'S NATIONAL PROMINENCE IN THE FIELD OF GERIATRIC MEDICINE IS GROUNDED IN "HIGH-TOUCH" CARE

The phrase "medical innovation" brings to mind images of technological advancements in surgical or diagnostic tools. It is all that, but at Summa Health System it also defines the high-touch side of high-tech care.

Summa's division of geriatric medicine created team-based patient care models through community collaborations and partnerships such as the AD LIFE (After Discharge Care Management of Low Income Frail Elderly) and the PEACE (Promoting Effective Advanced Care for the Elderly) trials. Both are research trials made possible through strong community partnerships with the Area Agency on Aging. These programs, along with many others, drive research in healthcare delivery for quality, cost effective care serving at-risk and underserved older adult populations.

The ultimate goal is quality of life for the patient.

"Aging is a process, not an event and we all need to prepare for the common and often multi-faceted problems that we may face as we age," said Kyle Allen, D.O., AGSF, chief, division of geriatric medicine, Summa Health System. "By working as a team, we can better address patients' social, as well as complex medical needs."

That work begins during the patients' hospital stay and continues after discharge. Summa's Post Acute and Senior Services offers geriatric and palliative care clinical programs across the continuum of care to include outpatient, inpatient, physician house calls, skilled nursing facility and long-term care.

It's the interactive approach to patient care integrating social

service agencies and clinical care that is truly groundbreaking. Summa is a national leader through its work on AD LIFE and the PEACE trials.

"Together with the Area Agency on Aging, we help patients navigate their own care with the help of a healthcare coach," said Allen. "There aren't many examples of acute care and community agency collaborations that integrate acute care with community based long-term care. We are among the very few."

Allen and his colleagues at Summa believe this work will influence state and national healthcare policy. For now, they are helping healthcare systems across the nation change their emphasis from acute illness treatment to a chronic illness management model. And, in the process, they are re-defining innovation.

L e a d e r s I n n o v a t e



THE FRONT LINE OF QUALITY CARE: THE NURSES OF SUMMA HEALTH SYSTEM

Patient care at Summa Health System is defined through a philosophy that honors and serves the needs of our patients and members. Known as “Servant Leadership,” it is not taught in MBA courses or management books. Inspired by Summa Health System President and CEO Tom Strauss, this style of leadership encourages service to others and a transfer of power to front-line workers.

Servant Leadership is fully ingrained in the culture throughout Summa. Employees at all levels understand the mantra: “If you are not serving our

patients, you had better be serving someone who is.” This leadership philosophy allows for more meaningful moments with patients and with one another.

Servant-leaders exhibit skills of awareness, foresight and listening. They value individuals for who they are – not just what they can do. These leaders do not use the power tactics of coercion, force and manipulation. People choose to follow these leaders – authority rather than power.

Summa has long held a solid reputation for providing quality service to patients and members. Servant

Leadership means taking that reputation to the next level so it becomes part of what takes place every day.

“At Summa, our mission is to provide the highest quality, compassionate care,” said Lanie Ward, vice president and chief nursing officer. “It defines who we are and why we exist.”

Patient care touches so many lives. Work in that environment, by its very nature, is inspiring. Everyone at Summa is called to be a Servant Leader. As such, we inspire not only one another but everyone who walks through our doors.

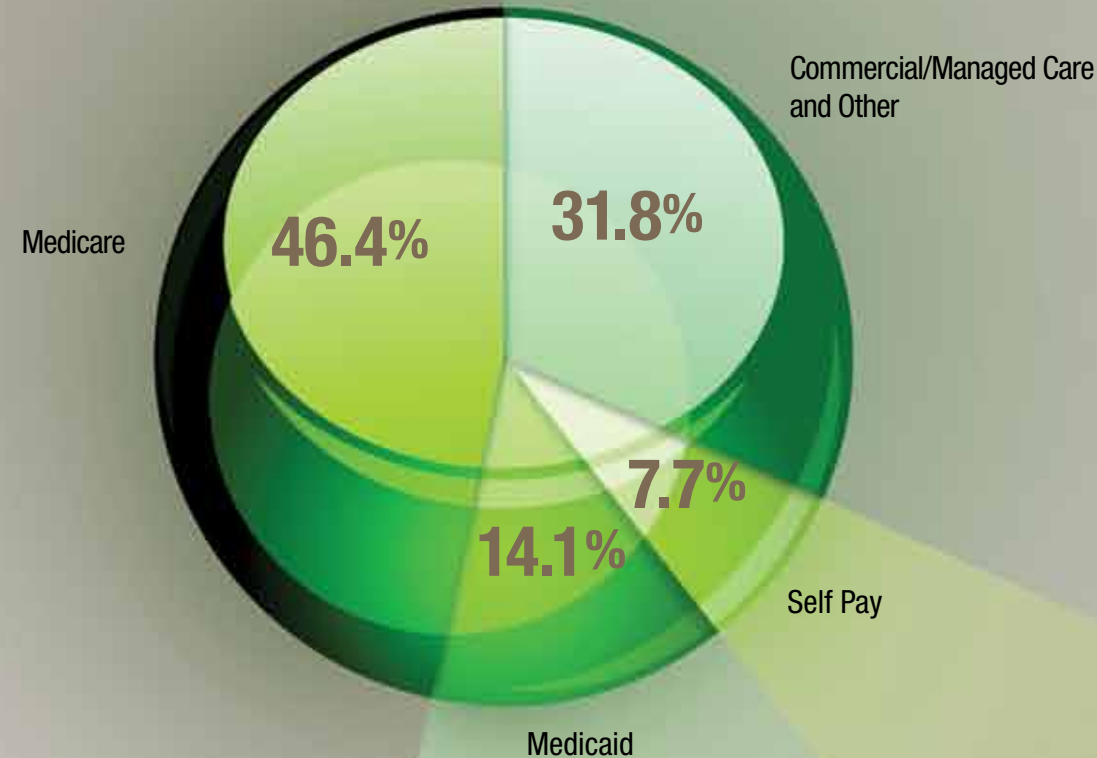
Shown here are Laurie Staab, Karen Kelley and Ann Marie Faber, nurse managers at Summa Wadsworth-Rittman Hospital. Below are nurses from Summa Barberton Hospital. **Left:** Deborah West and Naz Older. **Middle:** Anthony Perella and Darlene Bagley-Fazekas. **Right:** Michelle Robillard, Amy Bovard and Laura Canada.



L e a d e r s I n s p i r e

Summa Health System Hospitals Payor Mix

Medicare and Medicaid includes the respective managed care.



SummaCare Total Members

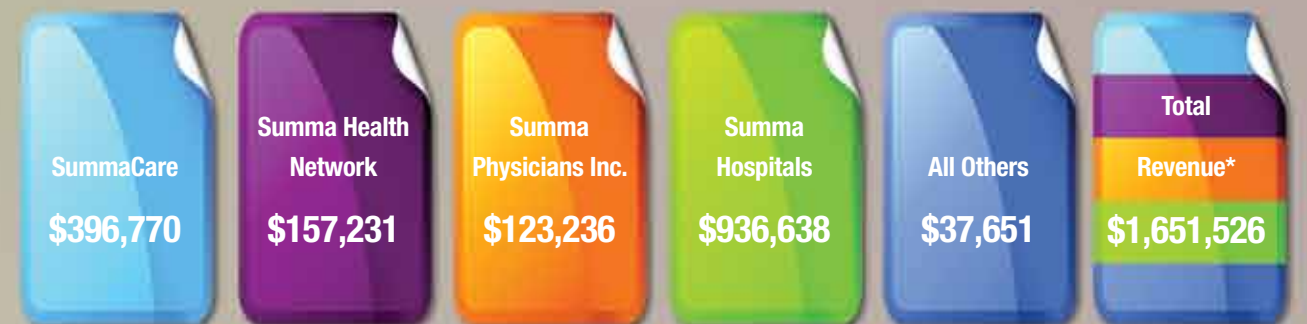
Enrollment at 12/31/09

Commercial Self Insured	38,330
Commercial Fully Insured	45,794
Group BPO/PSN	46,303
Medicare Advantage	19,656
Individual PPO	3,695
TOTAL	153,778

Hospital Data Year End 2009

Licensed Beds	1,063	327	113	-	1,503	272	94	272	2,141
Inpatient Admissions	35,698	8,500	2,870	1,177	48,245	8,918	2,324	1,689	61,176
Adult Patient Days	176,195	43,688	11,370	5,018	236,271	34,889	6,781	7,014	284,955
Average Length of Stay	4.9	5.1	4.0	4.3	4.9	3.9	2.9	4.2	4.7
Inpatient Surgeries	6,994	1,286	504	396	9,180	1,909	2,131	486	13,706
Outpatient Surgeries	13,080	3,345	2,307	1,518	20,250	4,337	5,314	1,723	31,624
Total Surgeries	20,074	4,631	2,811	1,914	29,430	6,246	7,445	2,209	45,330
Orthopaedic Surgeries (included above)	3,389	893	447	540	5,269	501	7,445	624	13,839
Emergency Visits	102,378	43,019	21,295	9,325	176,017	42,074	-	10,700	228,791
Births	3,156	562	302	-	4,020	777	-	-	4,797
Diagnostic Cardiac Caths	2,037	506	-	-	2,543	2,808	-	-	5,351
Interventional Cardiac Caths	1,344	282	-	-	1,626	-	-	-	1,626
Home Care Visits	78,550	-	14,980	-	93,530	36,729	-	-	130,259
Observation Patients	4,886	2,306	1,164	457	8,813	3,475	450	615	13,353

Total Summa Revenue (in 1,000s)



*Excludes consolidating and eliminating entries.

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