Every Image Tells a Story

As you know, 2012 marks the centennial of Baptist Memorial Health Care. Walk the halls of our corporate office, or look around the lobby of Baptist Memorial Hospital-Memphis, and you can’t help but notice the pieces from our past: Photos of the hospital, some dating back to our first, 150-bed structure in 1912, a timeline spanning every decade of our history. One wall in our corporate office is tiled in green marble salvaged from our former medical center in Midtown Memphis. In our corporate boardroom and in the chapel at Baptist Memphis, you can see stained glass from the original chapel at the medical center hospital.

Seeing all these images and symbols from our history, you might be tempted to think we are focused on the past. And, in an important way, we are. Our tradition helps define us. But Baptist hasn’t endured for a century without being forward-looking as well. We’ve embraced innovation and brought new ways of practicing medicine to our region, including ideas we now take for granted, like physician office buildings, private rooms and baths, and computerized patient billing. And as you’ll see when you read on, we have big plans to bring new facilities and new technologies to our region in the near future.

Buildings have come and gone, technologies have evolved almost beyond recognition, and the means of delivering care have shifted. But our mission of healing, preaching and teaching remains the same.
Left: As members of the Baptist Memorial Health Care board of directors look on, CEO Stephen Reynolds opens a time capsule that had been sealed inside the wall of the Madison East Tower in 1956. To Mr. Reynolds’ immediate right is former President and CEO Joseph Powell, who was at Baptist when the time capsule was originally sealed.

Right: The original Baptist Memorial Hospital was built in 1912 at a cost of $235,000. Model-A and Model-T Fords were the most commonly seen automobiles on the Memphis streets when this photo, as seen across from Madison Avenue, was taken in the early 1920s.

Our mission is summed up succinctly on the old cornerstone that was transplanted from the medical center to the entrance plaza outside our corporate building: “Jesus saw the crowds of the sick who had gathered, hoping for help; he had compassion for them, and he healed them.” Buildings have come and gone, technologies have evolved almost beyond recognition, and the means of delivering care have shifted. But our mission of healing, preaching and teaching remains the same.

On behalf of our board of directors and the institution we proudly serve together, I invite you to look over this special centennial edition of our annual Community Report. It is amazing how far Baptist has come in 100 years, how steadfastly it has remained the same, and how exciting the coming century looks.

Stephen C. Reynolds
President and Chief Executive Officer
Baptist Memorial Health Care
A Foundation for Growth

There was a time, decades ago, when one of the duties of Baptist’s administrative residents involved looking after the hospital’s financial investments. This involved a trip to a Mississippi farm to check on Baptist’s most substantial investment — a prized bull. At Baptist, investments made with proceeds from non-patient revenue sources (such as parking fees and the gift shop) were a primary means for acquiring new technologies and launching new services. A. E. Jennings, the Mississippi planter who served as the hospital’s first superintendent, sometimes invested his own funds as well.

As a result of his foresight and vision, the foundation of the Baptist Memorial Health Care Foundation was laid during the 1940s and ‘50s and involved such far-ranging investments as a grocery store, a commercial shipping dock in Houston, and a share of the Black Angus sire (which Baptist ultimately sold for $500,000).

The establishment of the Baptist Memorial Health Care Foundation in 1983 gave the hospital a formal fundraising arm — and a strong resource for supporting research programs, new equipment, health and wellness efforts, and scholarships. Through gifts from corporations, other foundations and individuals (including nearly $400,000 annually from Baptist colleagues), the Foundation provides grants that extend Baptist’s caring hand in a number of directions, from the hospital’s pediatric audiology center to new equipment for digital mammography to cancer screenings; Camp Good Grief; the region’s first residential hospice, Baptist Trinity Hospice House; and the Kemmons Wilson Family Center for Good Grief.

Through the Foundation and other sources, Baptist has been able to stay at the forefront of game-changing technology. In the past year alone we’ve brought the remarkable da Vinci surgical robot to Baptist Women’s Hospital, Baptist North Mississippi, and Baptist DeSoto; the CyberKnife to Baptist Memphis; and TrueBeam to Baptist DeSoto. All give us the ability to perform incredibly complex surgeries more precisely — especially in the treatment of cancers. Just as remarkable, it demonstrates how our new role as a health care system has allowed these life-saving innovations to be available wherever our patients live.
Nurturing Our Community

It is no exaggeration to say Baptist has been a vital part of Memphis for more than half the city’s history, nurturing health and sustaining life. It has helped sustain and build up the community, too, providing livelihoods, attracting patients from across the region and new professionals from across the country, and playing no small role in the emergence of Memphis as an important center of the health care industry.

Baptist has also long been one of the city’s largest private employers and one of its largest purchasers of goods and services, from food to linens to electricity. As such, Baptist’s impact on the local economy — which, along with payroll and purchasing, community benefit through uncompensated care, charitable contributions and support for education — has been enormous.

1912 saw not just the beginning of Baptist Memorial Hospital Medical Center, but the beginning of a mutually rewarding relationship with the University of Tennessee medical school, which had opened one year earlier on Madison. Over the years, the medical school attracted a growing number of outstanding physician faculty members who also served on the hospital’s medical staff — and who enriched it with their knowledge of leading-edge research, practices, and surgical techniques. Baptist, which largely served as the medical college’s teaching hospital, provided the training ground for thousands of physicians, nurses, therapists, and other professionals who served Memphis and communities throughout the region.

A similar dynamic applied to pioneering physicians who came to Memphis to practice. In the first half of the twentieth century, the city became home to Drs. Raphael Eustace Semmes and Francis Murphey, founders of the Semmes-Murphey Neurologic & Spine Institute; Willis C. Campbell, founder of the Campbell Clinic, which is recognized today as a world leader, one of the most influential orthopedics practices and a pioneer in sports medicine; and Dr. Neuton Stern, a founding member of the American...
Heart Association and one of the nation's pioneers in cardiovascular medicine. Stern, the first cardiologist in the Memphis area to use what was then a revolutionary EKG machine, helped begin Baptist's long tradition of excellence in heart care. The hospital benefited from the expertise and innovation of these and other physicians; their practices benefited from the critical mass and support that Baptist offered; and the community benefited from both.

The tradition of innovation started in 1928, with the first major addition to the facility. The gracefully curved stone stairways that had led to the original main entrance, and had served as a backdrop for numerous photos in the intervening years, were replaced with a structure far more pragmatic — the Physicians & Surgeons building. A first-of-its-kind facility, it enabled members of the medical staff to walk out of their offices and into the hospital.

With an uncompromising emphasis on quality, Baptist and its physicians established the highest qualifications in the United States for hospital privileges. This collaborative approach between the hospital and its doctors set the tone for Baptist's operations and helped pave the way for many of the hospital “firsts” (and near-firsts) that put Baptist prominently on America's health care map. When Baptist, for example, became one of the nation's first hospitals with an intensive care unit, the ICU's development and design closely reflected input from physicians who would provide care there. When Baptist invested in new technology for monitoring patients in the coronary care unit, guidance from physicians determined the kind of equipment the hospital purchased. The unprecedented innovation, widely copied later, made Baptist especially attractive to physicians. And having close access to outstanding physicians helped Baptist evolve from a city hospital into a regional referral center. People from all across Tennessee, Arkansas, and Mississippi would travel to Baptist for exceptional care.

To many of these first-time visitors in the latter half of the 1950s, Baptist beckoned like a gleaming Oz. No one had ever seen a hospital like this. They ooh-ed over the towering addition on Madison Avenue, with massive wings reached out like enveloping arms. They ahh-ed over being able to step into an elevator with doors that closed at the push of a button and required an attendant. Hospital staff became accustomed to seeing groups
of people standing near the top of the escalator, doing something they had never done before: watching themselves on one of Baptist’s new closed-circuit TV monitors. The place was a marvel of modern convenience and efficiency and a reflection of America’s national optimism and confidence.

In 1981, Baptist took the next logical step and went from a regional referral center to a regional health care system. Branching out was nothing new — more than two decades earlier, with the opening of a Regional Rehabilitation Center, Baptist had become one of the nation’s first hospitals to establish a satellite unit. In the 1970s, as Memphis’ demographic center continued to shift and the population of east Shelby County mushroomed, the hospital made plans for a sister hospital, on a campus that now includes Baptist’s flagship hospital.

But it was in the 1980s that Baptist became a health care system. Under the leadership of Joseph Powell, who succeeded Frank Groner as administrator in 1980, Baptist affiliated with a dozen hospitals in a little over a dozen years, from Covington, Tennessee, to Columbus, Mississippi, to Blytheville, Arkansas. The new hospitals, along with the growth of decentralized services such as rehabilitation and home health care, enabled Baptist to continue serving its historic patient base, but more conveniently and efficiently. With additions of sophisticated technologies and new services at the satellite hospitals, patients who once had to drive to Memphis could receive excellent care closer to home for all but the most serious cases.
Also, in partnership with Christ Community Health Services, Baptist began operating a medical outreach to homeless Memphians, delivering free, high-quality care directly to them. Through another innovative program called Memphis Healthy Churches, Baptist works through local churches to provide health screenings, education and other resources. Through the Baptist College of Health Sciences, located in the Medical Center area, Baptist has continued to educate nurses, therapists, and other allied health professionals who serve the wider community.

Memphis has changed enormously in 100 years. Medicine has changed. Baptist has not just changed with the times, but also helped change them. But the mission remains the same. As we enter our second century, Baptist is more focused than ever before on healing, preaching, and teaching: caring for the sick, ministering to our neighbors, teaching new generations of caregivers, and making a powerful impact for good across the Mid-South.

To see more images and learn more about Baptist’s history, please visit our special centennial website: www.baptist100.org.
Building for the Future

NEA Baptist Health System

In 2010, NEA Baptist, in Jonesboro, Ark., broke ground on a new medical campus that will completely transform the way we care for patients. The hospital and the new NEA Baptist Clinic building will be connected, allowing physicians and hospital staff to work together more easily to provide integrated patient care.

The new hospital will measure 550,000 square feet and have 181 beds. An adjoining 213,000-square-foot professional medical office building will house NEA Baptist Clinic’s physicians and surgeons, as well as diagnostic testing services. The building will be connected floor by floor with the hospital.

The project is expected to be complete in 2013. Important design features include easy wayfinding and entry onto the medical campus; a healing, hospitable environment within; and comfortable inpatient rooms filled with natural light.
Baptist Golden Triangle
Responding to a need to better serve patients with behavioral and mental health problems, Baptist Golden Triangle replaced its Willowbrook building with a brand-new behavioral and mental health facility. The 26,100-square-foot psychiatric and chemical dependency facility serves patients on both an inpatient and outpatient basis and includes a 14-bed closed unit and two eight-bed open units. One wing is dedicated to senior adults with psychiatric and/or chemical dependency problems.

Baptist North Mississippi
Baptist North Mississippi took an important first step toward building a more advanced hospital to serve the rapidly growing Oxford and Lafayette County region. The Oxford Board of Aldermen and the Lafayette County Board of Supervisors sold the hospital building to Baptist, with the support of the community, which will allow Baptist to continue its plans to build a replacement facility. The new hospital will attract even more premier physicians to Oxford and give them the technology to match, and further position our hospital as a regional referral center.
Baptist Trinity Hospice House

Recently, we dedicated the Baptist Trinity Hospice House and Kemmons Wilson Family Center for Good Grief, the first residential hospice in the metro Memphis area and the only dedicated bereavement center. It was a day long-awaited by many who had diligently worked on this project since 1998. With the passionate support and participation of Baptist’s senior executive leadership and the Baptist Memorial Health Care Foundation, as well as Baptist colleagues — who pledged more than $1.2 million to the project — the first patient was admitted in December 2010. Those who are facing their journey’s end and want to focus on living their lives to the fullest now have a place to go, regardless of their ability to pay.

Baptist Cancer Center

Baptist is leading the way toward the future of cancer care with its plans for a new integrated cancer center in Germantown, Tenn. The center will be the first of its kind in our region — bringing together some of the area’s most respected oncology physicians in one extraordinary new facility housing research, diagnostics and treatment side-by-side with physicians’ offices.

The center will be located near the intersection of Germantown Road and Wolf River Parkway and include medical office space. Physicians will have access to advanced cancer-fighting tools while simultaneously offering greater access and convenience to their patients.

Sean Henneberger, executive director of the American Cancer Society, Memphis office, said, “Our research shows 34,750 new cancer cases were diagnosed in Tennessee in 2011, and that number is expected to grow during the next several years. In addition, more people are surviving cancer, and they need convenient access to outpatient services. Having a comprehensive center for cancer services will help make care more efficient and convenient for patients, as well as facilitating optimal outcomes.”
A Mission in Focus

Each year, Baptist colleagues add new chapters to the Baptist story of healing, preaching, and teaching. Guided by the example of Christ, they minister to our neighbors beyond the hospital walls, donating their time, money, and expertise to community initiatives vital to our region. In the following pages you’ll see inspiring vignettes of our colleagues in action, at health and wellness fairs, charity events, school health programs, and much more. It is through these efforts that we truly build a healthier community.
Baptist DeSoto colleagues provided 3,016 shoeboxes filled with much-needed supplies to soldiers from Marshall, Tate, Tunica, Panola and DeSoto counties in the annual Shoeboxes for Soldiers drive. The hospital donated a total of $1,750 to the physical education funds of the three local schools that donated the most shoeboxes.

Colleagues at Baptist DeSoto collected supplies during the month of August for underprivileged children in Afghanistan. The Baptist Operation Outreach initiative was started at the request of emergency medicine physicians at Baptist DeSoto who were deployed in Afghanistan. Colleagues donated more than 3,000 items, including school supplies, stuffed animals and clothing.

The Back to School Health Fair is a free annual event sponsored by Baptist Booneville to provide free health screenings for children ages 4 to 12. More than 150 children received free height and weight checks along with blood pressure; vision; dental; and ear, nose and throat screenings. They also received a free backpack and health and safety information.

Baptist Memorial Health Care colleagues and Baptist College of Health Sciences students participated in the annual United Way Day of Caring. Students and colleagues assisted with Project Homeless Connect, a massive one-day event that provided the resources and services needed to find permanent housing. Baptist colleagues and students administered health screenings, including height and weight, blood pressure, glucose, cholesterol, vision and body mass index. Baptist Operation Outreach scheduled more than 70 appointments for follow up or further diagnostic testing.

Baptist College of Health Sciences students, faculty and staff participated in the annual Memphis Walks for the Homeless. The College raised awareness and funds for the Baptist Operation Outreach health care van for the homeless and provided water, fruit and granola bars to participants. The College also hosted three LifeBlood drives during the academic year. More than 118 units of blood were collected, which potentially saved 362 lives.

Baptist Memphis and the Baptist Memorial Health Care Foundation sponsored the first Refresh and Retreat Stroke Camp for stroke survivors and caregivers. During the education sessions, stroke survivors and their caregivers learned about new technologies, services and supportive equipment.
Campers Annabelle and Teryun race with a wet sponge during water games at Baptist Trinity’s annual Camp Good Grief. Baptist Trinity offered bereavement services to more than 1,500 individuals at the Kemmons Wilson Family Center for Good Grief and at its annual bereavement camps for children and teenagers.

Colleagues at Baptist Trinity Home Care & Hospice support its adopt-a-school partner, the Shrine School, with many activities throughout the year to provide needed supplies for the school as well as to support and encourage staff and students. The Shrine School is a Memphis public school for children with severe disabilities. Baptist Trinity colleagues also participated in fundraising events benefiting the Memphis Walk to Defeat ALS, Arthritis Walk, and the Komen Memphis-MidSouth Race for the Cure.

Baptist Collierville participated in the annual American Cancer Society Relay for Life at Johnson Park in Collierville. The hospital raised more than $4,660 for the American Cancer Society, and colleagues volunteered approximately 75 hours for the event.

The annual HerBaptist Pink Tie event featured a fashion show with the latest fall fashions modeled by breast cancer survivors. The models received complimentary makeovers, and Baptist’s mobile mammography unit, genetic counselors and representatives from the Baptist Women’s Breast Risk Management Center were on hand to provide information about breast cancer to all attendees.

The Baptist Women’s Hospital is one of the Mid-South’s largest recipients of Komen grant funds, which are used to provide free health screenings to underserved and uninsured women. Baptist Women’s Hospital has now provided more than $1 million worth of free services for Komen patients since 2007.

Baptist Rehabilitation-Germantown provided healthy eating tips and exercise training to children at Riverdale Elementary School for the Get Fit First program. More than 100 children participated in the 15-week nutrition and education series provided by the hospital to students.

Baptist College of Health Sciences faculty and staff donated more than $1,700 to purchase school uniforms for 50 homeless students. The college works with the Memphis City Schools Displaced Student Services program, which coordinated the distribution of the uniforms.

Above: A patient gets her vision checked at the second annual Baptist Operation Outreach and Davis Vision Focus on America community screening event, held at Memphis Athletic Ministries. In the two years Baptist has hosted the event, Davis Vision has given more than 420 pairs of glasses to the homeless.
Baptist Memorial Health Care colleagues donated holiday gifts and necessities to the second annual Tree of Faith, Hope and Love holiday event. Baptist colleagues served lunch to approximately 250 patients of the Baptist Operation Outreach health care van for the homeless while patients chose donated winter clothes and other items.

Baptist Tipton colleagues participated in the March of Dimes Walk and raised more than $5,000. Hospital staff also participated in the American Cancer Society Relay for Life, raised more than $2,000 and provided donations as a corporate sponsor. Baptist Tipton also participated in the annual Run on 51 to benefit the Carl Perkins Child Abuse Center. Hospital colleagues raised more than $4,500 to help with the new medical room at the center.

In recognition of American Heart Month, Baptist Golden Triangle offered HeartScore screenings to the public. With a $25 donation to The United Way of Lowndes County, more than 500 community residents received CT heart scans. Participants raised $13,000 to benefit the 17 local, nonprofit agencies served by United Way of Lowndes County. Twenty-five percent of those screened were referred to a cardiologist for further evaluations and follow-up care.

Kindergarteners from Union City Elementary School visited Baptist Union City for the annual Teddy Bear Clinic. During the visit, the students learned proper hand hygiene and participated in an exercise session. The hospital also provided “check-ups” for the students’ stuffed animals.

Above: Don Pounds, senior vice president and chief financial officer for Baptist Memorial Health Care, serves turkey and gravy to Baptist Operation Outreach patients at the second annual Tree of Faith, Hope and Love event.

Baptist Operation Outreach van for the homeless is designed to deliver convenient care to the homeless. The van provided acute and primary care, disease prevention information, vision and dental services, and guidance to more than 4,000 Memphians last year. The Baptist Operation Outreach health care van also provides medication and free transportation to and from medical appointments to patients without permanent housing.

Baptist sponsored the Mid-South Food Bank’s Food for Kids BackPack program at the Downtown Porter Boys & Girls Club. More than 100 eligible children received a backpack filled with wholesome food to take home every Friday for the weekend. Research has shown that many children who are eligible for free or reduced-price meals at school do not have enough healthy food on the weekend.

During the holidays, colleagues at Baptist Union City collected nearly 200 gifts for students who participate in area Head Start programs. A colleague dressed as Santa for students in the four-year-old class at Miles Head Start in Union City.
Baptist Collierville hosted its annual Girls’ Day Out women’s wellness event where 64 vendors exhibited and approximately 450 attendees enjoyed a free sleep quiz as well as blood pressure, bone density, cholesterol, glucose, and allergy and asthma screenings. Right, Dr. Michelle Allmon, a physician with BMG-Collierville Internal Medicine, checks blood pressure at the event. Baptist Women’s Hospital also hosted a Girls’ Day Out event on the same day.

Baptist Union County hosted a free breast cancer awareness luncheon for more than 90 attendees. The women enjoyed lunch; free educational materials; and a presentation on breast cancer detection, risk factors and mammography. Hospital colleagues volunteered for this community event.

The Center for Healthy Children is one of five programs of the NEA Baptist Charitable Foundation and encourages healthy lifestyles for children. The program’s purpose is to teach, motivate and guide overweight children and their families to build a solid foundation of proper nutrition and regular exercise for a healthy lifestyle. The Center for Healthy Children offers a free, 16-week session that focuses on helping children and their families learn to live a fit way of life through nutrition and physical activity.

NEA Baptist hosted Family Fest – a free, community-wide event that offers free health screenings and education on health, nutrition, safety and fitness. Family Fest is packed with free screenings and literature, as well as fun activities that everyone can enjoy. Approximately 3,000 people attended the outdoor event that was held in front of the hospital. Staff administered 400 flu shots, gave away 360 bicycle helmets and performed 134 health screenings, including blood sugar checks, blood pressure checks and cholesterol checks.

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Baptist North Mississippi hosted its annual Back to School Kids’ Fair. Health screenings included height and weight checks along with vision; ear, nose and throat; blood pressure; and hearing screenings. The hospital also provided dental, hand washing and fitness tips for children ages 4-12. Children learned about fire and forest fire safety, crime prevention and more. The event featured 33 local health and educational vendors, and 638 children attended.

The first Girls’ Day Out health fair event sponsored by Baptist Huntingdon attracted more than 250 people, and colleagues contributed more than 100 volunteer hours. Colleagues offered free healthy snacks; recipes; massages; health education handouts; and screenings, including blood pressure, body mass index and bone density.
Into the Next Century

To carry out their missions successfully, not-for-profit hospitals must simultaneously deliver outstanding, compassionate care while effectively applying the business skills of the for-profit world: operational efficiency, entrepreneurial savvy and innovation, and a focus on serving customers (who include families and physicians as well as patients).

Baptist owes much of its national prominence to leaders among its administration and medical staff who, in working together, helped create synergies that enabled the hospital to excel in health care and the business of health care. Our current leadership is just as forward-looking, with a goal of ensuring that Baptist remains a leader for the next 100 years. The new facilities and new technologies you’ve just read about are a big part of this. But Baptist is also changing the way we deliver health care with the formation of the Baptist Medical Group (BMG).

BMG, as we call it, restores the Baptist tradition of hiring top physicians and putting their expertise out front. BMG is a growing network of Baptist physicians across all areas of health care. BMG will make exceptional care more accessible and more streamlined for all our patients, and give them a brand they know they can trust.

Left: Baptist Memorial Hospital-Memphis recently purchased and installed CyberKnife, a new radiation therapy system that treats both cancerous and non-cancerous tumors. CyberKnife is a non-surgical treatment that increases the effectiveness of treatment and decreases the time needed for tumor radiation. The new technology is the first of its kind in the Mid-South.

Right: Cary Finn, M.D., internal medicine physician with Baptist Medical Group, examines a patient at his practice, Finn and Associates. Since April 2009, BMG has acquired a number of family medicine, internal medicine and sub-specialty physician practices and has ongoing plans to expand to other groups and specialties.
MISSION
In keeping with the three-fold ministry of Christ — healing, preaching and teaching — Baptist Memorial Health Care is committed to providing quality health care.

VISION
We will be the provider of choice by transforming the delivery of health care through partnering with patients, families, physicians, care providers, employers and payers; and by offering safe, integrated, patient-focused, high quality, innovative cost-effective care.

VALUES
Compassionate Care and Service
Teamwork and Trust
Innovation and Excellence
Respect for the Individual and the Value of Diversity