In late 1977, after Durham County General Hospital’s first year of operations, administrative director Edward McCauley penned a letter to staff.

“Anniversaries are a funny thing,” he wrote. “On one hand, it is a time to celebrate, to recognize the achievement of a milestone. On the other hand, it is a time for reflection, a time to consider possibilities for the future.”

Mr. McCauley’s words echo our feelings this year as Duke Regional Hospital celebrates 40 years of caring for our patients and the health of our community. Durham County General Hospital (DCGH), as we were then called, was dedicated October 3, 1976, and opened to the community seven days later.

The impact of these four decades cannot be overstated. We are part of a tradition of caring that has touched the lives of hundreds of thousands of our friends and neighbors.

That tradition of caring extends far beyond the hospital walls and much earlier than 1976. The opening of DCGH merged the city’s first two hospitals, Watts and Lincoln, which had opened in 1895 and 1901, respectively, and were known for their compassionate and highly qualified staff. The new hospital’s opening also symbolized the union of two historically segregated hospitals and the nationwide movement toward racial integration. DCGH launched the future of health care for the community.

Duke Regional Hospital remains vital four decades later. As we enhanced care for patients, expanded services, joined Duke University Health System and partnered with local agencies, the hospital’s connection to the community has not wavered; it has strengthened.

This report highlights just a few of the hospital’s accomplishments and community support efforts during fiscal year 2016. We hope, as Mr. McCauley suggested, you will celebrate these milestones and reflect on the future. We believe, with continued commitment and work, our team can carry on Duke Regional Hospital’s long-standing tradition of caring and achieve our vision to be the best community hospital.

To our staff, thank you for all you do every day to care for our patients, their loved ones and each other. And to our community, thank you for trusting Duke Regional Hospital to care for you and your loved ones for the past 40 years.
At a Glance

As part of Duke Health, Duke Regional Hospital provides exceptional care with the personal touch and convenience found only at a community hospital.

Patients can receive a comprehensive range of diagnostic, emergency, medical and surgical services from our compassionate, experienced team. Specialties include bariatrics (weight loss), cardiology, neurology, obstetrics and gynecology, ophthalmology (eye care), oncology (cancer care), orthopaedics, psychiatry and mental health, radiology (imaging), rehabilitation, urology and vascular disease.

Facilities

- **DUKE REGIONAL HOSPITAL**
  3643 North Roxboro Street

- **DUKE CANCER CENTER OF NORTH DURHAM**
  407 Crutchfield Street

- **DUKE CENTER FOR METABOLIC AND WEIGHT LOSS SURGERY**
  407 Crutchfield Street

- **DUKE REGIONAL VASCULAR ACCESS CLINIC**
  407 Crutchfield Street

- **JAMES E. DAVIS AMBULATORY SURGICAL CENTER**
  120 East Carver Street

- **WATTS SCHOOL OF NURSING**
  2828 Croasdaile Drive
  Suite 200

Staff

1,895 employees, including 709 nurses

958 providers, including

738 physicians and

220 allied practitioners

150 volunteers, including

90 adult and junior volunteers,

25 ambassadors and

35 adjunct chaplains

who provided 17,475 hours of service

Volume

222 average daily census

15,792 admissions

63,222 emergency visits

13,799 surgeries

2,422 births

The American Nurses Credentialing Center has granted Duke University Health System Magnet status. The Magnet Recognition Program recognizes healthcare organizations for quality patient care, nursing excellence and innovations in professional nursing practice.

To learn more, visit dukehealth.org/drh.
Key Achievements and Milestones

Providing high quality, safe care
Reaccredited by the Joint Commission following a rigorous on-site survey. Recertified as a Primary Stroke Center as well as for hip fracture care and total joint replacement surgery. Joint Commission accreditation/certification reflects a commitment to meet quality performance standards.

Awarded an “A” for patient safety by the Leapfrog Group, a national nonprofit organization that reports hospital quality and safety data. Named among 152 hospitals nationwide to achieve straight “A”s since 2013.

Created a task force to improve patient progression, which is the way patients move through the hospital, often starting in the Emergency Department. Implemented new processes, such as piloting an admission/discharge nurse.

Developed a process, as part of the admission assessment, for nurses to identify patients who may have high-risk needs at discharge. Risk stratification allows Case Management to work earlier and more effectively with patients who need assistance before leaving the hospital, and streamlines the discharge process for patients without high-risk needs.

Implemented a readmission reduction plan for patients who have undergone bariatric surgery. Staff follow up with patients within 24 hours of discharge from the hospital and, if needed, can refer patients to a same-day clinic appointment or the Clinical Decision Unit for observation.

Activated dashboards in Maestro Care, the electronic health record system, to better monitor compliance with key quality standards related to device utilization, falls, immunization, pain, pressure ulcers, restraints, stroke education and required documentation.

Continued the journey to excellence with an on-site survey by the North Carolina Awards for Excellence team and achieved the Governor’s Award for Performance Excellence.

Growing our services
Received 875 patients transferred from local facilities.

<table>
<thead>
<tr>
<th>Patient Transfers</th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
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<tr>
<td></td>
<td>875</td>
<td>764</td>
<td>599</td>
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$8.7 million operating income.

Inpatient services growth compared to fiscal year 2015
- General surgery 9%
- Orthopaedics 10%
- Psychiatry 16%

Opened beds on Unit 5-3 Neurology and Oncology to provide inpatient hospice care and supplement capacity at Duke’s Hock Family Pavilion.

Recruiting, retaining and developing a talented, engaged staff
Provided the 5-Star Program to recognize staff living the values and received 1,513 submissions in fiscal year 2016. There have been 3,262 examples of values-driven behavior since the program’s inception in fall 2014.

Awarded merit-based pay increases of at least 2 percent and continued, as part of Duke, to invest millions of dollars in benefits such as health insurance and paid time off.

Held quarterly town hall meetings and the annual All DRH Event to reconnect with mission, vision and values; highlight recent success and share updates and strategic priorities.

Supported leader development with emotional intelligence and situational leadership trainings.

Celebrating anniversaries
Duke Regional Hospital opened October 10, 1976

James E. Davis Ambulatory Surgical Center performed its first surgical case 30 years ago, on October 16, 1985.
Our Outstanding Team

Living Our Values: 5-Star Program

Launched in 2014, the 5-Star Program provides a way for staff to recognize colleagues who are living our values of diversity, excellence, integrity, safety and teamwork. Five staff are named to the Honor Roll each quarter for the strongest representation of one of the values; and Super Stars are selected for their extraordinary commitment to a value during the fiscal year. Congratulations to these incredible team members!

<table>
<thead>
<tr>
<th>Diversity</th>
<th>October–December 2015 HONOR ROLL</th>
<th>January–March 2016 HONOR ROLL</th>
<th>April–June 2016 HONOR ROLL</th>
<th>Fiscal Year 2016 SUPER STARS</th>
</tr>
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<tbody>
<tr>
<td>Barbara Filajdic</td>
<td>Ginger Ducharme</td>
<td>Natasha Lemay</td>
<td>Sharon Tobias</td>
<td>Natasha Lemay</td>
</tr>
<tr>
<td>Case Management</td>
<td>Pharmacy</td>
<td>Critical Care Unit</td>
<td>Unit 5-3 Neurology and Oncology</td>
<td>Critical Care Unit</td>
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<thead>
<tr>
<th>Excellence</th>
<th></th>
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<tbody>
<tr>
<td>Robert Fish, MD</td>
<td>Audrey O’Briant</td>
<td>Marcus Alford</td>
<td>Sheila Mangum</td>
<td>Robert Fish, MD</td>
</tr>
<tr>
<td>Durham Radiology</td>
<td>Emergency Department</td>
<td>Supply Chain Operations</td>
<td>Environmental Services</td>
<td>Durham Radiology</td>
</tr>
<tr>
<td>Associates</td>
<td></td>
<td></td>
<td></td>
<td>Associates</td>
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<table>
<thead>
<tr>
<th>Integrity</th>
<th></th>
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<tbody>
<tr>
<td>Judith Powell</td>
<td>Shanna Tanksley</td>
<td>Arefeh Razavi</td>
<td>Brittany Best</td>
<td>Brittany Best</td>
</tr>
<tr>
<td>Unit 7-1 Orthopaedics and Neurosurgery</td>
<td>Radiology Services</td>
<td>Unit 5-3 Neurology and Oncology</td>
<td>Operating Room</td>
<td>Operating Room</td>
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<tr>
<th>Safety</th>
<th></th>
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<tbody>
<tr>
<td>Luis Torres</td>
<td>Margaret Lam</td>
<td>Laverne Rankins</td>
<td>Emily Ko</td>
<td>Margaret Lam</td>
</tr>
<tr>
<td>Interpreter Services</td>
<td>Outpatient Services and Preoperative Clinic</td>
<td>Security Services</td>
<td>Hospital Medicine</td>
<td>Outpatient Services and Preoperative Clinic</td>
</tr>
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<tr>
<th>Teamwork</th>
<th></th>
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<tbody>
<tr>
<td>Melanie Campbell</td>
<td>Judy-Anne King</td>
<td>Thaddius Dennis</td>
<td>Edwin Montemayor</td>
<td>Thaddius Dennis</td>
</tr>
<tr>
<td>Critical Care Unit</td>
<td>Watts School of Nursing</td>
<td>Radiology Services</td>
<td>Unit 6-1 Psychiatry</td>
<td>Radiology Services</td>
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Emeritus Medical Staff

We are proud to honor the following physicians with emeritus status for their 20-plus years of compassionate service to our patients and their loved ones, and for their contributions to health care in our community.

2015
- Frederick J. Carpenter, MD: Anesthesiology
- Thomas A. Dimmig, MD: Orthopaedic Surgery
- Hector J. Hidalgo, MD: Radiology
- Charles E. Murphy Jr., MD: General Surgery
- Joseph P. Oleniacz, MD: Pediatrics
- Daniel J. Sexton, MD: Infectious Disease
- Stephen F. Shaban, MD: Urology

2016
- Robert W. Andrews, MD: Urology
- Linda L. Fakto, MD: Obstetrics/Gynecology
- Ricki F. Goldstein, MD: Pediatrics
- Jeremiah R. Marion, MD: Ophthalmology
- Mark A. Powers, MD: Pulmonary Medicine
- Donald Serafin, MD: Plastic Surgery
- Ira Q. Smith, MD: Obstetrics/Gynecology
Giving Back to the Communities We Serve

As a community hospital, we are proud to help improve the health of our friends and neighbors. For every dollar of operating income earned during fiscal year 2016, we returned nearly $5 to our community through charity care, donations and fundraisers, outreach programs and other services.

Outreach and support

- Offered educational classes about childbirth for new parents and about surgery and rehabilitation for total joint replacement patients.
- Hosted Project SEARCH, a program that prepares high school students with developmental and intellectual disabilities for the workforce through on-the-job training and specialized education.
- Held “Look Good... Feel Better,” a monthly support group for women undergoing treatment for cancer, and led a monthly support group for patients who have experienced a stroke and their loved ones.
- Marched in the North Carolina PrideFest parade in support of the lesbian, gay, bisexual, transgender, queer/questioning (LGBTQ) community.
- Provided opportunities for pre-health undergraduate students from local colleges and universities to shadow and volunteer alongside clinical and customer service staff as ambassadors in the Emergency Department, Operating Room and Women’s Services.
Donations and fundraisers

25 bins
of crayons, glue sticks, markers, paper, pencils and more
Crayons2Calculators Fill That Bus!
school supply drive

72 units
of blood from 101 donors
American Red Cross
blood drives

100 children adopted
Salvation Army Angel Tree

$18,665
Donated through
Duke Community Giving
and United Way of the
Greater Triangle

$8,173
American Heart Association
Triangle Heart Walk

$14,316
March of Dimes
March for Babies
Strategic Plan for 2015–2020

Mission
To care for our patients and the health of our community

Vision
To be the best community hospital

Values
Caring for our patients, their loved ones and each other

Through
DIVERSITY
EXCELLENCE
INTEGRITY
SAFETY
TEAMWORK

Lead in the delivery of highest quality, patient-centered care
- Continuously enhance patient- and family-centered care
- Meet or exceed national standards in quality, safety and patient experience
- Provide an inclusive and culturally competent care delivery environment
- Strengthen the hospital/medical staff partnership
- Invest in and expand facilities and technology to implement the master facility plan
- Leverage information technology to improve patient care

Recruit, retain and develop a talented and engaged workforce
- Foster and promote an inclusive work culture
- Build a foundation for current and future leadership and employee development

Advance our performance excellence journey
- Measure progress and growth in innovation, best practices, learning cycles and knowledge management
- Achieve a site visit for the Malcolm Baldrige National Quality Award

Deliver on the promise of population health
- Partner with Duke University Health System and other entities to identify/ fill service gaps and prepare for new care delivery and payment models
- Promote efficient, seamless care to meet the needs of the communities we serve

Maintain our community hospital role while leveraging the benefits of being part of Duke University Health System
- Enhance community engagement
- Integrate to optimize coordination of care
- Identify unique competencies to differentiate Duke Regional Hospital within Duke University Health System

Grow and extend our reach locally
- Optimize hospital capacity through service-line development

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