

Words We
Live By

Report to the Community

2021



Beaufort Memorial



Words we *live by*

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A Letter From the CEO



To succeed at any endeavor, particularly one as complex and consequential as health care, requires both clear definition of the endeavor and agreement by all concerned on its purpose.

With that in mind, we at Beaufort Memorial set out just before the pandemic hit on a process of discernment, our aim to answer two questions: What do we do? And why do we do it?

Over the many weeks that followed, we worked together to hammer out a mission, a vision and three foundational values for the Beaufort Memorial of 2020 and beyond. In a process that engaged every single employee and provider on our staff, we settled on what in essence are the words we live by.

Mission, vision and values were not new to us at Beaufort Memorial; we'd had them all for decades. So why did we decide to revisit them?

The answer was simple: Engage and align every person in the organization to fulfill the mission of the organization no matter the challenges, barriers or obstacles.

Over the course of several meetings and incorporating feedback from our annual leadership retreat, we crafted the new Mission, Vision and Values and presented them during 52 workshops reaching every team member in the organization.

- **Mission:** To enhance the quality of life in the Lowcountry through improved health, innovative partnerships and superior care
- **Vision:** To transform health care in the Lowcountry through innovation, accessibility and community
- **Core Values:** Safety, Compassion and Innovation

To put a fine point on it, we even developed a rally cry that, unbeknownst to us at the time, would become both foundational and motivational during the most challenging years of our professional and personal lives. That cry? One Vision. One Purpose. No Limits.

Safety and compassion had long been among the values to which we held ourselves accountable. In recent years, it had become abundantly clear that equally important to the care of our patients, the management of our organization and the wellbeing of our employees and providers was something most hospitals struggle to achieve: innovation. But more on that later.

Suffice it to say, our core values served as our North Star throughout the past two years, guiding us through the pandemic with our patients and staff and helping us achieve many of the important goals we set before COVID-19 ever arrived at our doors.

As you read this report, I hope you get a sense of what Beaufort Memorial has done and will continue to do to serve our community — to serve you.

Finally, I have to emphasize how proud I am of our Beaufort Memorial family and all we have accomplished together. Having learned from some of the most committed and caring people I've worked with during my career, I am equally excited for our future. Rest assured, no matter what comes next, Beaufort Memorial is with you, always.

Russell Baxley, MHA
President & CEO
Beaufort Memorial

Words we
live by

I

Safety

Safety:

I will take personal responsibility for ensuring a safe environment for our patients, visitors, my team members and myself.

I will follow policies and procedures, know emergency codes, take appropriate actions, wash my hands, use personal protective equipment, and respond to any changes in my surroundings (e.g. patients, sounds, smells).

I will proactively report any practice or condition that may cause harm to any patient, in keeping with the "Stop the Line" and "Speak Up" patient-safety initiatives.

Protecting Our Patients and Ourselves

It didn't take long to realize that more was better in terms of personal protective equipment for the safety of patients and staff.



As infection prevention guidance shifted and evolved, our infection prevention team worked around the clock to issue clear guidelines to staff, provide fit testing to ensure N95 masks were worn properly for maximum effectiveness and create "donning" and "doffing" stations on each nursing unit to provide staff with the gear, supplies and protocols to prevent the spread of the virus.

Daily safety huddles spawned daily COVID-19 huddles, which, for much of the pandemic, included every member of leadership and infection prevention. They tackled everything from changing Centers for Disease Control and Prevention guidance and its impact on staff and patients to creating testing sites and protocols, risk stratifying exposures, providing return-to-work guidelines for our staff and those of our essential community partners, and much more. ●

DAISY Awards *Honor* *Our Frontline Heroes, Leaders*

In the early days of the pandemic when health officials were struggling to understand the deadly novel coronavirus, the intensive care unit (ICU) nurses at Beaufort Memorial put aside their fears to care for a ward full of critically ill patients isolated from their loved ones.



The department celebrates DAISY Award winner Johnice Hawkins, RN.

What was already a high-pressure environment took on epic intensity as protocols and treatment plans changed daily with the rising number of COVID-19 deaths. Even as the nurses coped with heavy workloads and anxieties about whether they might infect their own families, they demonstrated extraordinary compassion for patients and their families, taking time to use video calls to make them feel connected.

To add to their burden, the nurses had to don full personal protective equipment (PPE) to care for the COVID-19 patients.

“Until you have worn an N95 mask and shield, a plastic gown and other safety gear for 12 hours, you will never understand the physical exhaustion involved in the process,” says Diane Razo, director of critical care at Beaufort Memorial. “The masks left indentations and raised red areas on their faces. Sores formed on their ears from the elastic bands.”

But it was the emotional toll that left the most scars.

“The burden of death was upon their shoulders as they became the family of the patient so they would not die alone,” Razo says. “You can’t imagine what it is like to place patients into body bags — sometimes two or three times a day.”

For their dedication and teamwork throughout the extended crisis, the ICU nurses were recently awarded the DAISY Award for Exceptional Nurses, a prestigious national honor reserved for registered nurses who go the extra mile to care for patients and their families.

“Across the nation, many ICU nurses and units fell apart,” says Razo, who nominated her nursing staff for the award. “Yet today,



Beaufort Memorial ICU nurses are honored with the DAISY Award for Exceptional Nurses for their tireless dedication throughout the pandemic.

if you look into our unit, you will see the same nurses who were here at the beginning, still advocating and caring for our patients. It speaks volumes about their resilience.”

This spring, 25 ICU nurses were presented with the award at a surprise ceremony held at the hospital. A plaque was placed in the unit and each nurse received a DAISY lapel pin. ●



DAISY Award winner Johnice Hawkins, RN

Also honored with a DAISY Award was 3T charge nurse Johnice Hawkins, who was nominated by four members of her nursing staff.

“From my very first shift on 3T, it was clear to me that Johnice is a different kind of nurse,” Mary Margaret Achurch wrote in her nomination. “She is exactly what you’d hope a nurse would be — and then multiply it by a thousand.”

In addition to serving as an example for the nurses in her charge, Hawkins is happy to assist her staff even while caring for her own patients, the nurses said.

“This is a charge nurse who goes above and beyond for everyone,” registered nurse Hanna Mont says. “She never backs down from a challenge and is always willing to lend a hand.”

At the surprise ceremony, Hawkins received a hand-carved sculpture titled “A Healer’s Touch” along with a bouquet of daisies.

“Mask Up” & “Stay at Home Challenge” Community Partnership Efforts

As COVID-19 cases and hospitalizations began to rise, hospital officials and dozens of community partners encouraged people to stay at home or, at the very least, to mask up if they couldn't.

The “Stay at Home Challenge” was issued by exhausted clinicians and staff who, concerned about their risk of infection at work and at home, encouraged people who were able to stay at home to do so, so they could stay at the hospital and take care

of sick patients. Meanwhile, hospital officials joined forces with local leaders and municipalities to provide education about and support for mask ordinances to slow the community spread of the virus. ●



COVID-19 Testing: No Small Means to a *Big End*

How do the tests work?
When should I test? When
will my results be in?
How do I know if they're
reliable? What do I do next?

As COVID-19 tests became available across the world and in our communities, many people breathed a sigh of relief that, finally, a simple (if not uncomfortable) test could tell us exactly what we needed to know and what to do next. But like most things pandemic related, neither the tests nor what they revealed provided the clear path forward we wanted or needed to keep the virus from spreading.

While teams of hospital staff began testing in emergency tents, school gyms and parking lots, a small group of infection preventionists worked around the clock sifting through ever-changing isolation and quarantine guidelines, tracking down test results from numerous reference labs, contact tracing, collating test data for reporting purposes, and advising everyone from people who were tested to employers about what a COVID-19-positive person should do to protect themselves and others.

More than 18 months into the pandemic, tens of thousands of tests have been performed and reported by the infection prevention team who, all the while, carry two phones 24/7 to respond to a never-ending stream of questions from employees, patients and providers. Those hard-won results informed guidance about masking, social distancing, reopening plans and more. Along with vaccines, they also have helped us safely and confidently resume the pre-pandemic activities we longed for during the many months of Netflix-binging, sweatpant-wearing isolation and boredom that defined our lives for far too long. ●



Beaufort Memorial nurse practitioner Susan Draves prepared to collect a sample to test for COVID-19.

Beaufort Memorial staff host a mass COVID-19 testing event at Lady's Island Middle School in Beaufort.



Vaccinating OUR COMMUNITY

While the world waited patiently for a COVID-19 vaccine to be authorized for the public, Beaufort Memorial leaders and staff set about acquiring the deep freezers required to store them safely, learning about the national scheduling and reporting system, and gearing up staff to administer shots as soon as possible.

As one of only a handful of area facilities equipped to store and administer the vaccines, Beaufort Memorial was a primary vaccinator in the early days of the rollout, vaccinating more than 25,000 people in the first four months of the effort.

The first vaccine clinic was quickly overwhelmed and a new, larger location was opened to accommodate more staff and patients while maintaining safe care and social distancing standards. Still, the demand was such that creating mass vaccination events became a priority — just as mass testing events had been in the early days of the pandemic.

Hospital staff and volunteers worked with local schools, law enforcement and first responders to host drive-thru vaccine clinics in Lady's Island, Beaufort and Okatie, vaccinating up to 1,200 patients per event and then doing it all again to provide second doses 21 days later.

The all-hands-on-deck approach provided ample opportunity for residents to get vaccinated and attempt to return to a version of normalcy. Last summer when the U.S. Food and Drug Administration authorized third doses of the Pfizer vaccine, we rolled up our sleeves

again to offer another jab to those eligible to receive it — many of them frontline workers, first responders and the most vulnerable members of our communities.

Nearly one year later, Beaufort Memorial has administered nearly 58,000 (and counting) vaccines to more than 37,000 people ages 5 to 100. We're proud of the role our team has played in the fight against COVID-19, and we're grateful to the dozens of hospital and community volunteers who helped us accomplish what would otherwise have been a near-insurmountable task. ●

Christian Lopez, age 6, prepares to receive his first dose of the COVID-19 vaccine with his mother, Fari, at the Beaufort Memorial Vaccine Clinic in Port Royal.



Vaccinating the Homebound

In early 2021, the hospital began a vaccination initiative with many of the area's nonprofits who serve the homebound population. More than 160 Beaufort County residents were identified through these organizations, and efforts were made to contact each one to schedule a home visit to provide on-site vaccinations.

Through April 2021, approximately 47 residents were vaccinated. In addition, 14 Head Start teachers and 10 staff and/or in-home support persons from Alzheimer's Family

Services of Greater Beaufort were vaccinated.

Coordinated by former Director of AccessHealth Lowcountry Debbie Slazyk, MHA, this community collaboration included Beaufort County Administration, Emergency Services, Palmetto Breeze, Meals on Wheels and the Deep Well Project, as well as dozens of paramedics, nurses and others who made vaccinating homebound residents a priority and a success. ●

Quality and Safety

RECOGNITIONS IN 2020 AND 2021

Beaufort Memorial is committed to quality care and patient safety and experience. In addition to the awards and certifications we have earned for program and facility quality and safety, we are proud to be ranked among the top 10% safest hospitals in the country.

Certifications/Accreditations

- College of American Pathologists Laboratory Accreditation
- American College of Surgeons Commission on Cancer accreditation with commendation
- National Accreditation Program for Breast Centers accreditation
- American Association of Cardiovascular and Pulmonary Rehabilitation certification for Cardiac Rehabilitation Program at LifeFit Wellness Center
- The Joint Commission (TJC) Gold Seal of Approval® for Hospital, outpatient surgery center, physician practices, rural health center
- TJC Gold Seal of Approval® for Advanced Total Hip and Knee Replacement Certification
- TJC Gold Seal of Approval® for Chest Pain Certification, Primary Stroke Center Certification
- American College of Radiology (ACR) Accreditation for MRI, CT, Mammography
- ACR Breast Imaging Center of Excellence
- ACR designated Lung Cancer Screening Center



Awards/Recognitions

- Blue Cross/Blue Shield Blue Distinction+ Center for Maternity Care, Hip and Knee Replacement



- American Heart Association (AHA) Get With The Guidelines® Gold Performance Award — Acute Myocardial Infarction (AMI)/Non-ST-elevation myocardial infarction (NSTEMI) and Gold AMI/ST-elevation myocardial infarction (STEMI) Receiving Center
- AHA Stroke Gold Plus Quality Achievement Award; Target: Stroke Honor Roll Elite, Target: Type 2 Diabetes Honor Roll
- AHA Mission: Lifeline Regional Trailblazer Award for pioneering STEMI Systems of Care implementation and 2020 AHA Lifeline Regional Award as a pioneer and innovator for STEMI regional systems of care
- National Cardiac Data Registry Silver Performance Award — Chest Pain — MI Registry
- South Carolina Hospital Association Zero Harm Award: SSI Knee Replacement — 24 Months

COVID-19: *By the Numbers*

It's been nearly two years since we began our protracted fight against COVID-19, and we're still fighting. As the virus reared its head again and again, our health care heroes donned their personal protective equipment (PPE) and went into battle, whether it was "their job" or not.

Throughout the pandemic, our heroes wore many capes, often working outside of their respective roles to administer tests and

vaccines, support staff and patients in the COVID-19 unit and critical care areas, and much more.

Although little about the past two years has been black and white, the numbers do tell a story — albeit a somber one. They tell a story about sickness and sadness, long hours and heroic efforts, commitment and community, and a relentless enemy that has pushed every one of us to our limits and beyond. ●

COVID-19 Pandemic Volumes:

5,900+	Positive tests at Beaufort Memorial
1,390	COVID-19 admissions
139	Deaths
7 days	Average length of stay
57,407	Vaccines administered
544	Monoclonal antibody infusions administered
156,000	Staff hours worked (not in core role)

The Cost of COVID-19 (not reimbursed by Medicare):

\$1.351M	Labor costs (attributable to COVID-19 response)
\$3.547M	Supplies, medications and capital costs
\$4.898M	Total expenses*

**not reimbursed through insurance payments*



Photo by Drew Martin, reprinted with permission of The Island Packet/Beaufort Gazette



Registered nurse April Simmons-Smith models the full personal protective equipment that medical staff put on before going into a patient's room on April 16, 2020, at Beaufort Memorial Hospital. Some of the equipment worn are even doubled. Two sets of gloves are worn, allowing staff to wipe down equipment after the outer gloves are removed, after using hand sanitizer. Other doubled equipment includes face masks. A disposable face mask was worn over the invaluable N95 face mask to increase its longevity. ●

Words we
live by

III

Compassion

Compassion: I will act with genuine empathy and concern for the well-being of others.

I will treat everyone with dignity and respect and respond to their emotional, physical and spiritual needs.

I understand that consistently acting with compassion builds trust not only with patients, but also with my team members.

The level of compassion with which I perform my job is directly related to both patient and employee satisfaction, and I am committed to excellence in this area.

Beaufort Memorial Discharges Patient

29 Days **After Admission
for COVID-19**

Beaufort Memorial providers and staff celebrated a major milestone — a “Co-Victory,” as one physician dubbed it — when Beaufort resident David Jackson left the hospital 29 days after seeking care and treatment for respiratory symptoms.

On April 15, 2020, registered nurse Lori Thompson wheeled Jackson down the hall to the sound of "Already Gone" by the Eagles with his wife, Rebecca, by his side, while dozens of staff cheered him on. For them, it was nothing short of a miracle.

Jackson presented to the Beaufort Memorial emergency room with a respiratory illness on March 18, 2020. He was immediately admitted to the hospital and, on March 19, transferred to the intensive care unit (ICU).

Following 13 days in the ICU and 11 days on a ventilator, Jackson's health began to improve, and he was transferred to another unit. Eventually, he landed in the acute rehab unit, where he spent a week recovering and regaining strength with the help of therapists, nurses and physicians.

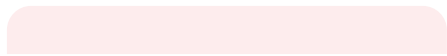
"When I left the ICU, I could not even lift my arms," Jackson says. "They helped me regain my strength so I could stand and walk again."

While he was hospitalized, Rebecca Jackson was home praying for her husband's life. She said prayer and hope pulled them through the weeks of illness, uncertainty and distance.

"God is good, and I knew that He would bring us through this if we didn't lose hope," she says. Jackson agreed, adding that his wife and the ICU staff helped pull him through.

"I knew I would see Rebecca again, and that's what gave me the strength to keep fighting," he says. "I can't say enough about the team in the ICU. They saved my life. I wouldn't have made it without them."

Many other "Co-Victories" followed as the science of treating patients evolved, along with care techniques, therapies such as convalescent plasma, and FDA-approved drugs, such as remdesivir. For Beaufort Memorial staff and patients' family members, nothing was quite as healing as the chance to bring their loved ones home again. ●



- 1** Maurice Allen leaves the hospital after 21 days on a ventilator and in intense rehabilitation.

- 2** Beaufort resident David Jackson greets his wife, Rebecca, and hospital staff nearly one month after being hospitalized with COVID-19.

- 3** Laverne Williams celebrates with tears of joy following a 45-day hospitalization with COVID-19.



Compassion in Action

Recognizing Our Health Care Heroes

There was no shortage of heroism at Beaufort Memorial, both inside and outside of the organization. Hospital staff worked around the clock to treat patients, reassure worried family members, and test and contact trace. In addition, hundreds of community members — individuals, groups and businesses alike — rallied around our employees with gifts of food, personal protective equipment, masks, letters, thank you signs and more, boosting morale and filling bellies during the most challenging weeks and months most had ever experienced in their careers. ●



Supporting Employees

The Compassion in Crisis Fund was created to provide emergency financial assistance to Beaufort Memorial employees and their families during the COVID-19 crisis. Funds were intended for employees in immediate need of financial relief to maintain basic necessities, such as food, clothing, shelter, transportation and medical assistance.

The funds were provided through donations to the Beaufort Memorial Foundation H.O.P.E. Fund and employee giving to the Employee Fund, as well as from others choosing to contribute.

During the height of the pandemic more than \$70,000 was distributed to approximately 75 employees. ●



- ✓ Childcare assistance
- ✓ Cross-training to provide additional work hours to those with reduced hours
- ✓ Isolation assistance at local short-term rentals and hotels
- ✓ Mental and spiritual health resources
- ✓ On-site grocery/meal pick-up services for staff
- ✓ A program to shower at LifeFit before employees went home
- ✓ A scrub program, whereby departments responding to COVID-19 patients can use hospital scrubs

Supporting Patients and Families

Addressing Food Insecurity

Many area communities depend on food donations from restaurants, hotels and other organizations to feed their friends and neighbors. Beaufort Memorial has long donated prepared food for use at local food kitchens. Not surprisingly, the need for such donations increased dramatically during the pandemic, as many joined the ranks of the unemployed and hotels and restaurants closed for business. Thanks to a Beaufort Memorial board member, the hospital was able to begin donating 50 meals per day to a Saint Helena Island-based nonprofit whose mission was and remains feeding hundreds of area residents each day. Our relationship and our donations have grown throughout the pandemic and continue today ●



When the hospital launched its palliative care program in August 2019, the goal was simple: to provide supportive care to patients with life-threatening illnesses.

Working in partnership with SC House Calls — a network of South Carolina medical professionals that brings home-based care directly to patients — the program provided services to 235 patients in its first five months, far exceeding expectations and helping the team secure a three-year, \$375,000 grant from the Duke Endowment.

The program is designed to improve the quality of life of patients suffering from incurable or chronic medical conditions like cancer, congestive heart failure, multiple sclerosis, HIV/AIDS, Parkinson's disease and Alzheimer's disease.

Although palliative care can be provided to patients of any age, Beaufort Memorial is focusing on its adult population. The supportive care services are available at any stage of a serious illness, from diagnosis through illness progression.

"It's not just about symptom management," says Jennifer Massey, a licensed social worker and manager of the program. "We look at the whole person and the patient's specific needs. We work with patients, their caregivers and family to help them match treatment options with their own personal goals for care."

Care typically begins while the patient is in the hospital for treatment. Massey and the nurse practitioner meet with the patient to discuss physical, psychological and spiritual concerns, advance-care planning and decision-maker preferences. Supportive care team members, including the hospital chaplain, dietitian and pharmacist, can be called in as needed.

"Palliative care provides an added layer of support to our patients and their families," Massey says. "We work as part of the Beaufort Memorial medical team to ensure patients have a good understanding of their illness, provide them with emotional and spiritual support and connect them with outpatient community resources to help them maintain the best quality of life possible." ●

Honoring Our Donors

There are many ways that people donate to our hospital. Sadly, one of the greatest gifts often arises from tragedy: a lost life that results in organ donations to save others. On those rare and emotional occasions we take time to honor our donors and their families for the precious gift(s) they offer during a time of intense loss and grief.

The "Honor Walk" occurs when the patient's family says their final goodbyes and escort their loved one through the hospital's halls, which are lined with staff to honor the patient and his or her family. It is a small but meaningful gesture of thanks, and one that touches everyone deeply. ●

Words we
live by

IV

Innovation

Innovation: Now more so than ever, health care and the hospital environment are dynamic and ever-changing. We creatively apply new ideas, streamline processes and build excellence into everything we do at Beaufort Memorial to create value for patients.

A Virtual Stroke Assessment From Charleston That Saved a Life Right Here at Home



Marion and Glenda Arbuckle share an afternoon walk on the waterfront of downtown Beaufort, just weeks after her stroke.

For Health Information Services specialist Glenda Arbuckle, it started like any other workday. She arrived at her office around 8 am on Nov. 19 and quickly settled into her daily schedule.

An hour later, she took a call from a patient and turned to her computer for the information she needed to answer some questions. It was all routine.

But what happened next was something she never expected. In the split second that followed her turning toward her computer, Glenda could no longer speak. Her arms and legs would move, but she could not utter a sound.

"I couldn't make anything happen," she says. "My brain was not functioning."

About the same time, Lisa Lugo had an inexplicable urge to get up and check on Arbuckle, whose desk in the Beaufort Memorial Medical and Administrative Center is separated from her co-worker's by a wall.

One look told Lisa to call for help. She knew the signs of stroke.

"You stay right there, Miss Glenda," she said, her voice level and kind. "We got you."

Events began to tumble forward rapidly. As luck would have it, Dr. Kurt Gambla was in a meeting down the hall. After a quick assessment, the hospital's chief medical officer called for an ambulance and briefed the Beaufort Memorial emergency department (ED) on Arbuckle's condition and imminent arrival.

ED staffers met Arbuckle at the ambulance bay and immediately wheeled her into imaging for a CT scan. They alerted stroke specialists in Charleston to stand by for a virtual assessment, available thanks to the partnership Beaufort Memorial has with the Medical University of South Carolina (MUSC) Health Telestroke Program.

The advanced web-based program gives participating hospitals immediate, around-the-clock access to stroke specialists. Patients with suspected stroke are hooked up to a telemedicine cart that enables specialists to remotely examine them and their brain-imaging studies to determine the best care options.

The Beaufort Memorial-MUSC Health partnership has helped to earn Beaufort Memorial certification for primary stroke from The Joint Commission and awards for stroke care from the American College of Cardiology and the American Heart Association.

Good News

Soon after her scan and specialist evaluation came the good news: Arbuckle was a candidate for tPA — or tissue plasminogen activator, widely known as the "clot buster" — and the drug was administered immediately through an IV line in her arm. Her devoted husband, Marion, also chaplain at Beaufort Memorial, never left her side.

Then came the better news: "It wasn't long before I could talk some," she says, "and by that evening, my speech had pretty much come back."

In keeping with stroke protocol, she was moved to the intensive care unit (ICU) for observation expecting that 24 hours later she'd be downgraded to a regular patient room and scheduled for occupational, speech and physical therapy.

Luckily, none of it was necessary. Arbuckle's recovery went so well, she was discharged the next day directly from ICU, something so rare that her nurse had to look up the unit's discharge procedures.

Once home, the 65-year-old was exhausted. Thanksgiving, "a very big occasion" at the Arbuckle house, was the following week, so she turned over the preparations to her daughter without complaint.

"The turkey's in the freezer," she told her daughter. "Go to it."

Two weeks after her stroke and back at work, Arbuckle reflected on the experience with gratitude.

"The care was excellent," says the quiet mother of three and grandmother of four. "I felt very comfortable from the very beginning. Everyone knew what they had to do."

It goes without saying that she's especially grateful to Lugo, her co-worker and friend, whose powerful intuition and quick action contributed significantly to her positive outcome.

Now the Arbuckles are back to doing what they most enjoy: grabbing a cup of coffee at Waterfront Park and watching the world go by from the swings.

"He calls me his Baywatch Babe," she says with a smile. ●

Providing SmartRobotics™ for Surgery

Last March, five of the hospital's orthopedic surgeons began performing total knee replacements using the Mako Robotic-Arm Assisted Surgery System, providing a new level of accuracy for the alignment and placement of the artificial joint.

"The robot does not perform the surgery," says Dr. Edward Blocker. "A human hand is on the instrument the entire time."

To start with, the surgical system's software allows the physician to create a personalized, pre-operative plan for the patient based on a virtual model generated from CT scans.

"We can see the knee on a computer screen and decide the size and position of the implant that would work best," Dr. Blocker says. "With the robotic arm, we can implant the components with greater precision, which can increase their longevity."

In the operating room, the surgeon follows the patient's pre-operative plan, guiding the robotic instrument to remove only the diseased bone, preserving the healthy bone and ligaments around it. A virtual boundary established by the robot prevents the surgeon from crossing

the bone field, reducing irritation to the surrounding soft tissue.

Once the arthritic bone and cartilage are removed, the surgeon implants the total knee components into their preplanned positions. The Mako system then allows the surgeon to check the implant component positions and make adjustments to the plan as needed to customize them to the patient.

"We can move the knee through a range of motion and see it on the

Over the years, advancements in surgical techniques and implant design have continued to improve outcomes. One of the most recent breakthroughs in total knee and hip replacement is robotic-assisted surgery.

computer screen," Dr. Blocker explains. "It allows us to objectively measure the tension of the ligaments to precisely balance the knee to that patient's unique anatomy."

A properly balanced knee, he says, will feel more natural and function better, which can extend the life of the implant.

This year, Beaufort Memorial added a second Mako system to offer robotic-assisted total hip replacement surgery. ●

Dr. Edward Blocker performs the first robot-assisted knee replacement surgery at Beaufort Memorial in 2020. To date, Beaufort Memorial surgeons have completed more than 400 robot-assisted knee and hip replacement surgeries.



Tackling the Childcare Conundrum

When schools and daycares abruptly closed, many of our frontline employees found themselves unable to work without reliable childcare.

Understanding the importance of keeping the hospital fully staffed, hospital and YMCA leaders teamed up to establish the Emergency Personnel Kids Camp, providing kids full-day care so moms and dads could care for sick patients.

As hybrid learning began to take hold, many of the same parents found themselves with a new set of challenges: how to work and supervise their child’s virtual learning efforts. The answer? The Learning Center at Celadon. A partnership with Hobbit Hill Preschools and Beaufort Memorial, the center was developed to ensure that essential workers would have a safe, adult-supervised learning environment for their school-age children until schools reopened fully for in-person learning. The popular center has since added a fully licensed daycare for children ages 6 months to 5 years.

What’s next? Plans are well underway to build a brand new daycare center for Beaufort Memorial employees’ children within walking distance from the hospital in Beaufort. It’s expected to open in late 2022. ●



CREATING NEW ROADS to Care for Sickle Cell Patients



A lack of reliable — or any — transportation has long been a barrier to care for many of our sickle cell patients, resulting in missed treatments, medical crises, frequent ER visits and more.

When the pandemic hit, those challenges were made worse by a void in ride-sharing services, such as Uber, and a more than 200% increase in taxi cab fares — most of which are covered by the hospital in the form of taxi vouchers.

With no end in sight and a growing need for transportation services in our community, we set out to create our own patient transport service for sickle cell and infusion patients. Thanks to a grant from the Coastal Blood Foundation, the hospital recently purchased an electric vehicle. We have completed 26 patient transports with almost a dozen more on the schedule. Stocked with crackers and water for oncology patients, the van serves local communities, including Beaufort, Bluffton, Hilton Head and Jasper. In addition to transporting supplies to all Beaufort Memorial facilities, we deliver chemotherapy drugs to the Okatie Medical Pavilion and bring any excess back to Beaufort at the end of each day to reduce the amount of costly waste. We are also evaluating plans to transport blood products in order to offer blood transfusions at the Okatie Medical Pavilion. ●

Words we
live by



Care by the Numbers

Enhancing the quality of life in the Lowcountry through improved health is fundamental to our mission. Despite a worldwide pandemic, we found innovative ways to provide health education, online classes, testing, vaccinations, video visits with physicians and much more.



BY THE NUMBERS

Mobile Wellness Unit

COVID-19 tests collected **20,000**
Total testing days **273**

BMH Care Anywhere

New patients registered **1,652**
Video visits completed **1,295**

Vaccine Clinic

COVID-19 vaccines administered **57,407**
Total people vaccinated **36,195**

Sickle Cell Clinic

Patients served **43**
Patient visits **759**

COVID-19 Staff Hours Worked

Staff hours worked* total **156,000**
Testing and vaccines **23,148.75**

Palliative Care Program

Patients served **1,023**
Patient/family visits **4,322**

*March 2020-October 2021

Expanding Access to Care

By the Numbers

Express Care Clinics

Easy access to walk-in care got a little easier last year with the opening of a third clinic in Okatie, but that didn't slow things down for our Beaufort and Bluffton clinics.

Express Care Clinic Volumes

- Beaufort: 17,750 patients
- Bluffton: 13,628 patients
- Okatie: 4,077 patients (closed for two months during COVID-19 surge)

Telemedicine: BMH Care Anywhere

Offering medical care with a click became increasingly important — and popular, during the pandemic. Fortunately, Beaufort Memorial was ahead of the curve and ready to serve patients when and where they needed it most: at home. Through the BMH Care Anywhere telehealth program, our providers quickly transitioned from scheduled in-office appointments to online visits to continue patients' care safely.

BMH Care Anywhere Volumes

- 1,295 virtual visits over the phone or computer
- 5,000+ patients registered
- 881 urgent care visits last year (not scheduled through the app)

Recruiting New Providers

Anyone who has tried to get a new patient appointment with a doctor knows it is neither easy nor quick. Last year, Beaufort Memorial Physician Partners (BMPP) aimed to address the growing need for primary and specialty care providers with a focus on recruitment. The result? More access for more patients.

BMPP Patient Visits

- 16,228 Total new primary care patients
- 28,855 Total new patients (specialty and primary)
- 252,795 Total visits



Opening a New Medical Campus

Building excellence into everything we do takes many forms.



Last November, it culminated with the opening of a 70,000-square-foot medical office building in Okatie — the hospital's newest home — serving southern Beaufort and Jasper counties. Including more than 25 physician practices, an MUSC Health-affiliated full-service cancer center, a third Beaufort Memorial Express Care & Occupational Health clinic and dozens of outpatient services, the Okatie Medical Pavilion is a true one-stop shop for health care delivery.

Since its opening, it has also served as a mass vaccination site, a daily testing site and home to dozens of MUSC Health adult and pediatric specialists. This fall, we welcomed a pulmonology practice and celebrated our first anniversary in our new home! ●

Beaufort Memorial Finances

2021 Revenue

Total net patient revenue	\$261.4M
Other non-operating revenue	\$17.7M
TOTAL REVENUES	\$279.1M

Total Uncompensated Care

(charity care and bad debt)	\$44.3M
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2021 Expenses

Salaries, wages and benefits	\$143.1M
Supplies, utilities and general items	\$113.2M
Depreciation	\$9.3M
Interest	\$1.6M

*Not yet audited numbers for Fiscal Year 2021

Total Operating Expenses

\$239.8M

Operating Income

\$5.6M

Total Capital Invested Into Hospital

\$15.1M

BEAUFORT MEMORIAL HOSPITAL BY THE NUMBERS

Adult discharges	8,465
Outpatient registrations	209,375
Emergency room visits	43,395
Newborn deliveries	1,029
Surgeries	9,917

BY THE NUMBERS

1 New Medical Campus
Okatie Medical Pavilion

3 New Telemedicine Kiosks
Lady's Island and May River Crossings
Publix Pharmacies
USCB – Bluffton Student Center

9 New Physician Practices
Bluffton Express Care
May River Primary Care
Okatie Express Care
Oncology Specialists (at Okatie)
Palmetto Medical Group
Port Royal Express Care
Direct Primary Care
Radiation Oncology Specialists (at Okatie)
Pulmonology Specialists (at Okatie)

20 New Physicians/Providers

Hospital Enhancements made possible by BMH Foundation donors

Cancer Services & Breast Health

Automated Breast Ultrasound Screening System
Brevera® Biopsy System
Exam tables
3D Mammography Unit
Navigation software
Sentinelle Breast Coils
Waiting room furniture

LifeFit Wellness Center

Strength equipment

Nursing Units

Patient recliners
Bedside tables
Blanket warmers

Surgical Pavilion

Anesthesia pumps
Barcode scanner
HVAC system
6 video towers

Collins Birthing Center

4 fetal monitors
8 patient beds

BMH Foundation grants to Beaufort Memorial:

\$3,548,862



A mammography technologist operates a new 3D mammography unit at the Beaufort Memorial Breast Health Center.

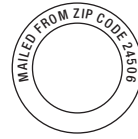
Deborah Schuchmann, director of development at Beaufort Memorial, Laura Morgan, founder of Pledge the Pink, and Shannon Markworth, RN, with the new Brevera® Biopsy System, purchased for the Breast Health Center in Okatie with funds donated to the BMH Foundation by Pledge the Pink.

Creating Access for Better Health

At no other time in our history has it been more imperative to create better access to care for our communities. Thanks to innovative partnerships with Publix and USCB, an expansion of our walk-in care kiosks both north and south of the Broad River and concerted efforts to recruit new providers, we did just that. ●

A mother and child see a provider virtually using the BMH Care Anywhere at a walk-in care kiosk at Publix on Lady's Island in Beaufort.





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recyclable product.

This publication in no way seeks to serve as a substitute for professional medical care. Consult your doctor before undertaking any form of medical treatment or adopting any exercise program or dietary guidelines.

Words we
live by

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About Us

Beaufort Memorial, a not-for-profit hospital founded in 1944 on the banks of the Atlantic Intracoastal Waterway, is licensed for 201 beds (169 acute, 14 rehabilitation and 18 mental health). We are an acute-care hospital, a regional referral center and the largest medical facility between Savannah and Charleston.

Fully accredited by The Joint Commission and affiliated with MUSC Health for oncology services, telestroke and telepediatrics, Beaufort Memorial boasts a dedicated, high-quality medical staff of nearly



230 board-certified or board-eligible providers. The health system includes 20 physician practices, medical campuses in Beaufort and Okatie, and services for residents of Beaufort, Jasper and Hampton counties. ●

Senior Leadership Team

Russell Baxley, MHA

President and Chief
Executive Officer

Kenneth Miller, MBA

Senior Vice President,
Chief Financial Officer

**Karen Carroll, DNP, RN,
NEA-BC**

Vice President,
Patient Care Services
Chief Nursing Officer

Deborah Schuchmann, MHA

Associate Vice President,
Chief Development Officer

Kurt Gambla, D.O.

Vice President,
Chief Medical Officer

Shawna Doran, MSN, RN

Vice President, Quality Services

Brian Hoffman, MBA

Vice President,
Human Resources

Chris Ketchie, MHA

Vice President,
Physician Services

MISSION, VISION, VALUES

Mission: To enhance the quality of life in the
**Lowcountry through improved health, innovative
partnerships and superior care**

Vision: To transform healthcare in the Lowcountry
through innovation, accessibility and community

Core Values: Safety, Compassion, Innovation