2004 annual report













vision

Tampa General Hospital will be recognized as a leading medical center in Florida and one of the best in the nation. We will be at the forefront of clinical services, medical research and education. With our physician and university partners we will create, teach and deliver tomorrow's breakthroughs in medical science.

mission

Tampa General Hospital is committed to providing the residents of West Central Florida with excellent and compassionate health care ranging from the simplest to the most complex medical services. As a teaching facility, Tampa General partners with academic and community institutions to support both their teaching and research missions. As the region's leading safety net hospital, we reaffirm our commitment to providing high quality health services to all residents.

board members



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dear community:

A hospital is like a small city in its diversity. This is especially true for Tampa General Hospital and its workforce of more than 5,000 physicians, employees, medical students and volunteers. And while we all come from different backgrounds, have different interests and styles, there is one thing that unites us all – Our Mission.

This year's annual report focuses on the mission of Tampa General Hospital. The management team of the hospital crafted this mission statement, which you can read on the opposite page. The process of debating and writing the mission statement challenged our management team to look critically at what we do on a daily basis, and to reaffirm what we stand for.

The most challenging aspect of any mission statement, however, is not in the writing. Everyone who works at Tampa General, including our physicians who technically are not hospital employees, must live up to this mission on a daily basis. It is one thing to say you will provide "excellent and compassionate" medical care, but quite another to actually achieve it every day. This is how we measure ourselves.

Tampa General has responded to this challenge. In December, the American Association of Critical Care Nurses awarded Tampa General Hospital's Surgery/Trauma ICU its prestigious Beacon Award for Critical Care Excellence. This award recognizes hospitals for achieving the highest standards in nurse recruitment and retention, patient outcomes, staff training, healthy work environments, leadership and evidence-based practice and research. Tampa General is the only hospital in Florida – and one of only five in the country – to earn this recognition.

And in January, Tampa General became the only hospital in the country to receive disease-specific certification in 11 areas of health care. The Joint Commission on Accreditation of Healthcare Organizations, the nation's largest independent monitor of patient quality and safety, brought reviewers into the hospital to analyze and assess the 11 programs, which include: Bariatric Services, Burn, Complex Orthopedic Services, Epilepsy, Heart Transplant, Liver Transplant, Orthopedic Joint Replacement, Sleep Disorders, Stroke, Surgical Digestive Disorders and Gastro-intestinal Cancers and Trauma.

The Joint Commission awarded the 11 certifications after reviewing each program's processes and the ability of the team members within each program to evaluate and improve patient care. What it reflects is the healthy relationship Tampa General's staff maintains with community-based physicians, the transplant surgeons and support staff from LifeLink HealthCare Institute, and the physicians, faculty and support staff from the University of South Florida College of Medicine.

While we remain extremely proud of these accomplishments, we never lose sight of what is truly important to us all – Our Mission.

Handw Wulls HAL MULLIS, JR., ESQ.





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commitment to providing high quality health services to all residents.

Child Life Specialists in the Tampa General Hospital Children's Medical Center work with more than 1,500 patients each year to ease their fears during hospitalization. Child Life Specialist Nicole Roy spends time with patients preparing them for procedures or surgery, and often uses toy medical instruments to help explain their medical treatments.





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Some of the more than 65,000 patients who come to Tampa General Hospital's Level I Trauma Center each year are treated in the Minor Emergency Care Center. The Center was designed to treat less serious illnesses and injuries and sees over 40 patients every day. Paula Andersen, RN, BSN, bandages a patient's arm in the Minor Emergency Care Center.







More than 21,000 surgeries take place each year at Tampa General Hospital. Shown here performing an exploratory laparotomy are Dr. Matthew D'Alessio, a surgical fellow, and Dr. Emmanuel Zervos, Assistant Professor of Surgery, General Surgery/Surgical Oncology, USF College of Medicine. They are being assisted by Norma Hunt, CST 2.



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Tampa General Hospital is the primary teaching hospital for the University of South Florida College of Medicine and helps train 238 residents each year. In addition, Tampa General is involved in training nurses from USF, the University of Tampa, Hillsborough Community College and other regional education centers. Students benefit from hands-on training in our state-of-the-art skills lab equipped with a computer-simulated "patient." Student Paul Hoang practices delivering oxygen via the bag-valve mask method while Carol Biondi, University of Tampa, Dept. of Nursing, Coordinator, Nursing Skills Center, explains the procedure to Erica Nuñez and another student.





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Tampa General Hospital provides care to those in our community with limited health care resources. Our community clinics provide high-risk OB/GYN services, and a full range of specialty and family care services. Over 75,000 patient visits occurred at our HealthPark and Kennedy clinics last year. At the Genesis high-risk OB/GYN clinic at HealthPark, Dr. Michael Parsons, Professor, Dept. of Obstetrics and Gynecology, USF College of Medicine, oversees the ultrasound that Gina Fernandez, RDMS, is performing on K. Susan Fontanez.

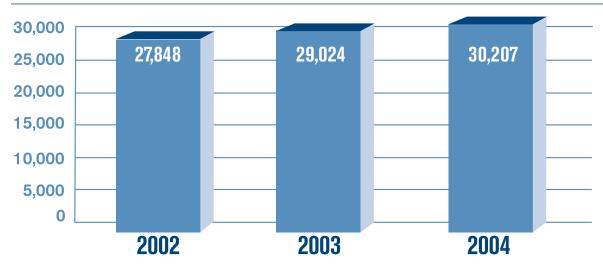


Tampa General Hospital Operating Indicators

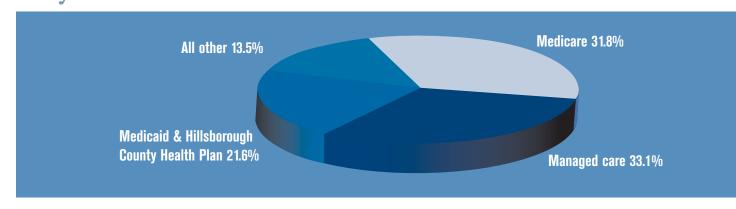
For the years ending September 30, 2004, 2003, 2002 (\$'s in thousands)

	2004	2003	2002	CADE DOOVIDED TO INDICENT DATIENTS						
Total Revenues	\$605,539	\$566,065	\$532,530	CARE PROVIDED TO INDIGENT PATIENTS						
Expenses					2004	as a % of total	2003	as a % of total	2002	as a % of total
Salaries & Benefits	\$242,690	\$236,469	\$206,336			or total		or total		or total
Medical Supplies	119,639	110,545	95,479	Charges Foregone						
Provision for Bad Debts	37,288	40,418	50,819	Medicaid HCHCP	\$254,699 78,433	13.31% 4.10%	\$229,540 63,017	13.27% 3.64%	\$200,196 69,045	12.81% 4.42%
Purchased Services	47,786	41,682	34,159	Charity	105,455	5.51%	96,781	5.59%	65,130	4.42% 4.17%
Depreciation, Amortization	19,008	17,590	16,927	Total	100,100	<u>0.0170</u>	<u>50,101</u>	<u>0.0070</u>		111170
Professional Fees	18,043	15,938	14,835	Indigent	<u>\$438,587</u>	<u>22.92%</u>	<u>\$389,338</u>	<u>22.50%</u>	<u>\$334,371</u>	<u>21.40%</u>
Utilities & Leases	15,441	14,401	12,742	Hospital						
Interest	11,101	8,628	7,715	Gross	#4 040 000		ф4 7 00 000		₩ 500 000	
Insurance	30,559	15,564	8,950	Charges	<u>\$1,912,696</u>		<u>\$1,730,303</u>		<u>\$1,563,280</u>	
Other	34,401	33,200	28,366	Her- e						
Total Expenses	<u>\$575,956</u>	<u>\$534,434</u>	<u>\$476,328</u>	Utilization of Services						
Gain (Loss)	<u>\$29,583</u>	<u>\$31,631</u>	<u>\$56,202</u>	Discharges (includes newborns)						
Total Assets	\$571,277	\$516,622	\$381,466	Medicaid	10,541	30.82%	10,495	30.88%	9,279	29.63%
UTILIZATION				НСНСР	1,159	3.39%	1,280	3.77%	1,171	3.74%
Discharges			A	Charity	<u>3,230</u>	<u>9.45%</u>	<u>2,768</u>	<u>8.15%</u>	<u>2,877</u>	<u>9.19%</u>
(excludes newborns)	30,207	29,024	27,848	Total						
Patient Days (excludes newborns)	209,706	199,699	183,052	Indigent	<u>14,930</u>	43.66%	<u>14,543</u>	<u>42.80%</u>	<u>13,327</u>	<u>42.56%</u>
Deliveries	4,473	4,185	3,970	Total Discharges	<u>34,201</u>		<u>33,981</u>		<u>31,313</u>	
Surgeries	21,481	19,844	19,063							
ER Visits	64,843	64,376	59,739							

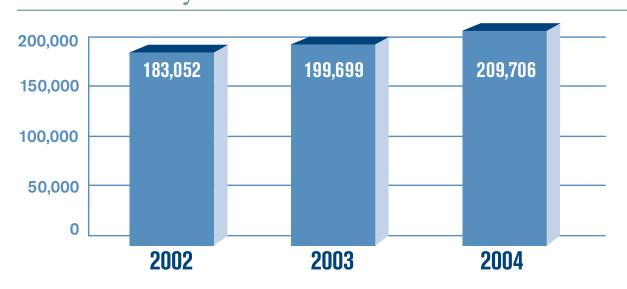
Discharges (excludes newborns)



Payor Mix - 2004 (percentage of gross revenues)



Patient Days (excludes newborns)





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Tampa General Hospital Senior Management

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STEVE SHORT
Executive Vice President
Finance and Administration

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BRUCE R. ZWEIBEL, M.D. At Large Representative

CHARLES E. WRIGHT, M.D. Immediate Past Chief

Tampa General Hospital staff members shown in this publication (as pictured left to right)

PAGE 2 Nicole Roy, CCLS • PAGE 3 Jennifer Murphy, RN, BSN • PAGE 4 Leigh Ann Allred, RN • PAGE 5 Paula Andersen, RN, BSN • PAGE 6 Norma Hunt, CST 2; Surgical Fellow, Matthew D'Alessio, MD; Emmanuel E. Zervos, MD, Assistant Professor of Surgery, General Surgery/Surgical Oncology, USF College of Medicine • PAGE 8 Erica Nuñez, Nursing Student; Carol Biondi, University of Tampa, Dept. of Nursing, Coordinator, Nursing Skills Center; Paul Hoang, Nursing Student • PAGE 9 Paul Hoang, Nursing Student; Carol Biondi, University of Tampa, Dept. of Nursing, Coordinator, Nursing Skills Center; Erica Nuñez, Nursing Student • PAGE 10 Michael T. Parsons, MD, Professor, Dept. of Obstetrics and Gynecology, USF College of Medicine; Gina Fernandez, RDMS; K. Susan Fontanez, RDMS • PAGE 11 K. Susan Fontanez, RDMS; Michael T. Parsons, MD, Professor, Dept. of Obstetrics and Gynecology, USF College of Medicine