50 YEARS OF PRIDE AND COMMITMENT.

More than 12,000 people attended the hospital’s dedication and open house the weekend of November 30 – December 1, 1963, and all of DeKalb County took pride when it opened its doors on January 2, 1964. In these pages, we highlight many of the accomplishments and milestones over the past 50 years that have brought us to where we are today. In addition, we celebrate the unique bond that exists between the hospital and its community. Ours is a rich heritage of independence, determination and a commitment to taking care of the individuals and families we serve. As you will see here, it is a heritage that offers enormous inspiration as we look to the years ahead.
When DeKalb Memorial Hospital opened its doors on January 2, 1964, it was the culmination of tremendous efforts by many individuals throughout the community. In 1955, the Auburn Lions Club began considering whether DeKalb County could support a new, more modern hospital. Interest grew and, as a result, a petition was circulated asking for more information. Judge Harold J. Stump formed an eight person board charged with discovering details on building and operating a medical establishment.

A key role was played by Glenn Rieke of Rieke Corporation, who led the board that oversaw the planning, fundraising and construction of the project. "Despite its enormity, the task suited him well," recalls his son, Eric Rieke. "He had wide experience of expanding Rieke operations throughout North America and around the world, so he understood how to manage both professional and volunteer entities to accomplish the goal."
Glenn was proud of the fact the project proceeded as a not-for-profit operation. When the board presented its recommendations, they were against having a hospital that was county funded and operated, as during their due diligence they observed that government operated hospitals were vulnerable to political infighting. Of course, this meant that the fate of the project rested on whether sufficient financial support could be generated.

As it turned out, the community rallied around the hospital’s fundraising efforts. Volunteers from around the county packed the McIntosh High School gymnasium, and there was huge momentum as they worked to gather donations of all sizes.

“It was remarkable how the community assumed ownership of the project from the very beginning,” said Eric. “It was called the ‘Miracle of Indiana,’ the true miracle being how united and determined our community was in making the dream come true.”

Today, 50 years later, we can still marvel at the accomplishment that DeKalb Health represents. “There’s an enormous legacy here,” concluded Eric. “People still take great pride in having a hospital right here in our community that was built just for us.”
For more than 30 years, she was on the front lines as an Obstetrics and ER nurse, and she experienced countless changes as the hospital modernized and expanded.

“When I started out, we wore traditional starched-white uniforms and caps, and we always stood up whenever a doctor came into the room,” said Jayne. “The nursing staff was much smaller than it is today, and we all worked in a variety of places throughout the hospital – helping out wherever it was needed.” Jayne spent many evenings in the emergency room at a time when there was no EMS service in DeKalb County. “We often had no advance warning when patients would arrive, and we were relied on to stabilize them while a physician or surgeon was quickly summoned. Even with our limited staff in the evenings, I know there were many lives saved with our early intervention.”

While many things evolved over the years at DeKalb Health, for Jayne, one thing remained constant. “Being in a smaller community made it more personal. We knew many of the families who came in for emergency care or to have a baby, and it truly felt like we were taking care of our neighbors.” Indeed, nurses like Jayne have helped forge a strong bond between the hospital and the community over the years, for which we are grateful. “Every day certainly had its challenges,” said Jayne, “but I loved it.”
When the hospital opened, it became known as the ‘Miracle of Indiana’ due in part to the fact that so many people in the community supported the effort, making donations of all sizes that totaled nearly $2.5 million.

To this day, individuals and businesses across the area are generous in their support of DeKalb Health through participation in a wide range of events.

In 1985, the hospital launched the first annual DeKalb Memorial Hospital golf tournament fundraiser. Betty Carbaugh, who with her husband owned Carbaugh Jewelers in downtown Auburn, was the overall winner for the women. “It was an outstanding event,” said Betty. “And most importantly, it raised more than $5,000 to help support the hospital.” For 29 years, the Charity Golf Outing has continued to grow, and this year, proceeds provided scholarship assistance to 19 local students who are pursuing a degree in the healthcare field.

“It is a big asset to DeKalb County and the surrounding area to have a hospital,” said Betty. “It’s wonderful to have it so close, especially in times of emergency. And just as the community has participated in raising funds to support the hospital, DeKalb Health has in turn done its share in giving back to the community.”
In the early days, we had limited surgical facilities, but I was fortunate to have a great team, and we performed a wide range of procedures. We had a strong commitment to taking care of our patients and simply doing what needed to be done,” said Dr. Edwards. “In fact, the people were always what made this hospital great,” he continued. “We attracted outstanding doctors who were willing to get up in the middle of the night, if needed, to take care of their patients.”

Throughout his career, Dr. Edwards played a role in much of the progress in medical care that has taken place at the hospital, having served as Chief Surgeon, Chief of Staff and on the Board of Directors. “As I look around, I’m proud of the level of sophistication we have here today,” he said. “This is a very valuable healthcare resource for our community.”

Dr. Edwards retired from DeKalb Health in 1997, but he never slowed down. He worked at Parkview Hospital, earned an MBA degree and resumed a part-time surgical practice at DeKalb Health with Jeffrey Justice, MD. Although he retired again in 2006, he continues to take care of patients at St. Martin’s Healthcare. At age 80, Dr. Edwards is still doing what needs to be done.
State of the art. Close to home.

Since our founding in 1964, DeKalb Health has been committed to growing our facilities and services to care for the people of our communities. A great example is our emergency department, featuring 13 private exam and treatment rooms, with dedicated rooms for trauma, cardiac care, OB/Gyn, orthopedics and more. An innovative layout maximizes convenience and efficiency for both patients and caregivers, and advanced technologies provide for real-time communication and enhanced monitoring. It’s all designed to give our outstanding medical staff the tools to do what they do best—bring world-class emergency care home to you.

$12 million, 60,000 square foot, three-story wing opened featuring new DEJ and Rehabilitation Centers

2003

Health Care Excel presents Indiana Medicare Quality Improvement Organization award and scores highest in the state

2005

Kirk Ray named CEO following the retirement of Jack Corey after 29 years of service

2006

New ER, imaging, laboratory, respiratory and registration areas open in October. New eICU opened in December

2007

The newly expanded 40,000 square foot surgical center opens on the third floor

2008

Hospital purchases PharmaCare

2009

Hospital modifies name from DeKalb Memorial Hospital to DeKalb Health

2010

Receives status as an Accredited Chest Pain Center

2011

New ER, imaging, laboratory, respiratory and registration areas open in October. New eICU opened in December

2012

Fred Price named CEO in January

2013

DeKalb Health Foundation begins fundraising efforts under new Director Anna Nixon

JEFFREY TURNER

Long-time DeKalb Health Foundation board member and community leader Jeff Turner has helped guide the Foundation as its role has evolved over the years. “The Foundation was started with the funds that remained after the hospital was completed,” explained Jeff, “and for the first 20 years, it served primarily in a caretaker role in receiving bequests and modest donations.” In the 1980s, the Foundation expanded its ability to provide meaningful support to DeKalb Health when it received a $1.5 million gift, and from that time, funds from the Foundation have been used to expand or equip the hospital. “More recently,” said Jeff, “a new generation of Foundation board members have asked the question of where do we go in the next 50 years.” This led to the decision two years ago that the hospital and Foundation would jointly fund the position of Foundation Director, and it paved the way for a wide range of fundraising opportunities to support the hospital as it makes capital improvements and expands healthcare services.

“Today, the DeKalb Health Foundation has a broader mission that is designed to help the hospital remain an independent, world-class healthcare provider,” said Jeff. “It’s about carrying on the commitment of so many in our community who came before us, and it’s about ensuring the quality of life in our area for generations to come. After all, this is our hospital. We built it, and it’s up to us to help it thrive.”
As I look back over my first months at DeKalb Health, I’m struck by how smoothly our family settled into our new community and how quickly the leadership team worked through the transition period and got down to work. It was immediately clear that we had one overarching question before us: how do we position DeKalb Health to be successful when we’re surrounded by large hospital systems?

It’s a question that has increasing urgency as we enter a healthcare environment in which the need for care is increasing as reimbursements are decreasing. We know that strategic partnerships are key to our future, and it is up to us to maximize those relationships to provide the greatest benefit for our patients and community as a whole.

As the hospital reaches its 50th anniversary, we want to celebrate its rich heritage and all the things that make this organization in northeast Indiana exceptional. First and foremost, we have a passionate, engaged medical staff at DeKalb Health that is committed to providing patient-centric care. Indeed, the physician-driven care at DeKalb Health is unique and something patients cannot expect to receive at a large hospital system.

I have had the opportunity to spend time outside the hospital in the community, and I am impressed by the broad support that exists for maintaining DeKalb Health as an independent entity with local decision-making. I believe there are a number of things we must continually address to ensure that we succeed in remaining both successful and independent. To begin with, we need to understand that hospital reimbursement will be based increasingly on patient experience. That is why it is so important to challenge ourselves and each other to continually improve our quality benchmarks and patient satisfaction scores. We also need to commit to providing the appropriate infrastructure to support patient comfort and facilitate our strategic partnerships with physician specialty groups and other providers. Most importantly, we need to encourage our community to truly rediscover DeKalb Health and all we have to offer.

As I turn to the year ahead, I look forward to helping our community better understand the ways that healthcare is changing and realize the tremendous value DeKalb Health offers as a responsible healthcare provider. I want to develop ways to increase access to the hospital, and in turn, increase DeKalb Health’s presence throughout the community. We will find ways to continue to become more efficient and reduce costs — all while maintaining the highest levels of care.

I would like to express my appreciation to the outstanding executive team and my assistant Amy Wright for helping us make a seamless transition and to the executive committee of the Board of Directors for having the vision and courage to tackle the challenges we face. Finally, I want to say thank you to everyone who has welcomed my family to this community and extended a hand in friendship. I can tell you, it already feels like home.
CEO LETTER

EXECUTIVE TEAM 2013
from left to right

DONNA WISEMORE, RN
Chief Nursing Officer

DEB AREND-SINCLAIR, SPHR
Vice President, Human Resources
and Employee Development

EMILIO VAZQUEZ, MD
Chief Medical Officer

FRED PRICE
Chief Executive Officer

KELLY DUNHAM, MHA
Vice President, Support Services
and Compliance Officer

ED HOBBS
Vice President, Information Services
and HIPAA Security Officer

AMY CROUCH, CPA
Chief Financial Officer

Not photographed: Rick King, Vice President, Ancillary Services
Matt Lehn, Vice President, Physician Services
This has been a year of transformation at DeKalb Health, as we made a transition in leadership and responded to rapidly changing demands in today’s healthcare environment.

Our search for a new CEO was guided by our commitment to remaining an independent hospital with the singular goal of serving our community. In Fred Price we found someone who brings three key strengths to help ensure the future of DeKalb Health. To begin with, he offers leadership and innovative thinking as we forge relationships with physician groups and other healthcare providers that bring world-class care to our campus. Fred also has experience with the expectations that a smaller community has from its hospital. He fully embraces our patient-focused approach and the opportunities our organization offers in terms of providing affordable, responsible care. Finally, with his strong clinical background, Fred has a thorough understanding of the workings of a hospital and the challenges we face as we seek to continually improve our level of care.

This last point is key to another area of transformation here at DeKalb Health – a shift in culture that recognizes that today’s healthcare environment is driven by performance metrics and the constant expectation of excellence. DeKalb Health has long been a trailblazer for transparency in quality scores and benchmarking, and because we understand the relationship between quality care and costs, we are taking proactive steps to build on our heritage of being accountable to our patients.

The Board of Directors has spent countless hours this past year forming immediate and long-term strategies for maintaining the hospital’s independence. I am excited about the many ways DeKalb Health can prosper through partnerships that offer a strategic alignment of service lines. I believe this gives us the opportunity to leverage best practices and become the best possible provider for our community.

I would also like to recognize the work of the DeKalb Health Foundation under Foundation Director Anna Nixon. The Foundation’s active engagement with fundraising initiatives offers huge potential for enabling us to fully realize our goals for the future.

The 50th anniversary of the hospital is a time for reflection on the accomplishments of all who have worked so hard to create and sustain this organization. As we embark on the next 50 years we face many new challenges, but with unwavering focus and commitment, I believe we will preserve the legacy for the next generation.
This past year was one in which we worked to enhance and expand our clinical strengths. We continued to advance our relationships with regional cardiology groups, Fort Wayne Cardiology and Lutheran Cardiology, bringing daily heart care coverage to the DeKalb Health campus. In addition, we have seen expansion in our relationship with Fort Wayne Orthopedics, through both the sports medicine program and general orthopedic surgery.

We were also pleased to welcome Dr. David C. Lee to DeKalb Health as an ear, nose and throat (ENT) specialist. Dr. Lee is certified by the American Board of Otolaryngology and has maintained a private practice for more than 40 years. Patients can now receive ENT care, including surgery, here at the DeKalb Health campus.

As part of our goal of increasing patient access to high-quality healthcare, we opened the new After Hours Walk-In Clinic. The clinic is open in the evenings and on weekends and offers convenient, affordable non-emergency care by providers from DeKalb Health Medical Group. With the After Hours clinic, we are extending our ability to provide appropriate levels of care while helping to control costs for both patients and the hospital.

Through all of the hospital’s recent growth, I am impressed by how our outstanding medical staff continues to provide unmatched patient-focused care. DeKalb Health is truly unique in that patients who require hospital stays are cared for by their own primary physician with the support of a wide range of specialists.

I would like to thank the medical staff and hospital administration for their support as I conclude my first year in a leadership role as Chief of Staff. I look forward to the year ahead as we continue our goal of delivering the best possible healthcare to our community.
The DeKalb Health Auxiliary Guild experienced another exciting year. I would like to begin by thanking our tireless volunteers for all their service on behalf of the hospital. In 2013, we had 75 active volunteers who provided 18,355 volunteer hours.

Auxiliary volunteers play an important role in ensuring a quality experience for both patients and visitors to DeKalb Health. They provide an invaluable service in way-finding, staffing patient and family hospitality needs at the reception and information desks, through their assistance in the Surgery waiting area and the Family BirthPlace, and as clerks in the Serendipity Gift Shop. The Auxiliary volunteer organization owns and operates the Curiosity Shop thrift store in downtown Auburn as their major fund-raising effort. I would like to give a special recognition to Nita Webb, Volunteer Coordinator, for her outstanding service as staff liaison to DeKalb Health.

This past year, the Auxiliary donated $23,000 to the hospital for the remodeling of the outpatient clinic, including new furniture, carpeting and paint. We also made a donation of nearly $8,000 for the purchase of new televisions in the Family BirthPlace. In addition, we were pleased to be able to fund three scholarships of $1,000 each to college students who are residents of DeKalb County and are pursuing studies in a healthcare field. The Auxiliary also spent $1,200 to provide a small gift for each newborn in the Family BirthPlace.

As we celebrate the hospital’s 50th anniversary it’s a great opportunity to look back. The Curiosity Shop opened its doors in 1966 and has been in continuous operation. Most importantly, the Auxiliary Guild has provided DeKalb Health with nearly $500,000 in donations over the past five decades.

In October, I handed the reins to incoming president Pat Lumpkins. It has been a privilege to lead the Auxiliary Guild for the past two years, and I know it will be in good hands as we set off toward the next 50 years.
For more than 50 years, DeKalb Health has had close bonds with the communities it serves. Today, we continue to donate time and resources in support of schools, businesses, charitable organizations and other worthy causes to help them thrive. With every community investment we grow stronger together.

COMMUNITY BENEFICIARIES

American Cancer Society - DeKalb County Relay for Life AFA Mural Arts Autism Arts Commission, Inc. Auburn Chamber of Commerce Auburn Cord Duesenberg Festival Auburn Cord Duesenberg Museum Auburn Dayton Airways Auburn Girls Softball League Auburn Lions Club Auburn Professional Firefighters Local 2454 Auburn Rotary Club

COMMUNITY OUTREACH/EVENTS

Better Health Magazine Bicycle Helmets Blood Drive Buckle up Bear Car Seat Safety Inspection Program DeKalb County Community Foundation DeKalb EMS Diabetes Fair Food Fun Healthy Expectations Healthy Halloween Fair Kramer Entertainment Agency - Drunked Driving Education Life is Cool Look Before You Lock Education Brochures Mr. Yuk Play, Learn, Save! Sinclair the Safetyaurus Sports Medicine St. Martin’s Healthcare Clinic Women’s Health Symposium

Prior to initiating fundraising beyond the DeKalb Health campus, we felt it was essential to show the community the high level of support from the DeKalb Health family of employees. The first-ever employee campaign kicked off in March, and the results were astounding! Nearly 50% of the employees participated in the employee giving campaign, Partners in HEALTH, and we raised over $30,000. The Partners in HEALTH members chose to dedicate these funds for hospital improvement and expansion projects in the future.

One of the exciting programs just recently introduced is the Century Society. This distinguished giving program serves as a tribute to the founding benefactors who began the legacy of giving, and it looks to generous individuals who have a deep commitment to healthcare excellence and who are willing to make a significant commitment to the Foundation today.

Throughout this next year as the hospital celebrates its 50th anniversary, the Foundation has many wonderful and exciting programs and events in store. As we continue to revitalize the Foundation, we hope to renew the collective effort displayed by the founding benefactors and once again unite with the common goal of ensuring that DeKalb Health continues as an innovative leader in healthcare, right here in our community, for many years to come.
### Administrator’s Report

It is with genuine pleasure that I submit this report to you of the success of your hospital. Week after week we have visitors viewing the hospital as an example of what can be done if a community really wants to advance in the medical care of their people. We shall continue to improve our image as the “Miracle of Indiana.”

In the two year period we have become a financially solvent organization, so no one will ever have to worry about the hospital becoming a tax burden to the community. Despite the shortage of trained personnel, the willingness and devotion to duty of all the employees makes it possible for us to furnish the type of care our patients so richly deserve. We are proud of our hospital family!

Some of the statistics of the first twenty-seven months are as follows:

<table>
<thead>
<tr>
<th>Statistic</th>
<th>2013</th>
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<tbody>
<tr>
<td>Adult Admissions</td>
<td>5,108</td>
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<tr>
<td>Births</td>
<td>864</td>
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<tr>
<td>Patient days served</td>
<td>36,515</td>
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<tr>
<td>Laboratory Procedures</td>
<td>3,928</td>
</tr>
</tbody>
</table>

It is with sincere gratitude that we express our appreciation for your patronage when necessity dictated hospital care. We feel we have a superior medical and hospital staff, plus excellent facilities to hasten your recovery.

R.O. King, Administrator
MISSION
Promote, Preserve, Restore Health

VISION
To be the Healthcare Organization of Choice for Patients, Payers and Healthcare Professionals.

VALUES
Creativity Pursuing continuous improvement through innovation, imagination and resourcefulness.

Integrity Earning the respect and confidence of our community through professional and ethical business practices and having the courage and commitment to uphold our values.

Quality Emphasizing an ongoing commitment to excellence through a continuous process of education, communication, evaluation, efficiency and improvement.

Service Identifying and satisfying the needs of our patients, community, employees and partners.

Teamwork Capitalizing on the strengths of each employee and working collectively in the best interest of our patients and community.

Independence Continue to function organizationally as an independent, not-for-profit hospital and healthcare organization.