

Dear Commissioners,

For the past several weeks, the Lower Keys Medical Center team – leadership, staff and physicians with the support of our Board of Trustees – has been focused on two tasks: providing quality care to every patient and implementing an aggressive action plan designed to enhance quality and increase patient, employee and physician satisfaction.

The team is energized and I am pleased to report we are making positive strides:

- Our patient care initiatives are paying off and we are seeing improvements in several patient experience and quality measures;
- Reopening the lines of communication with our employees and physicians is resulting in increased engagement with both groups and a decline in employee turnover;
- A concentrated focus on addressing patient and community concerns has led to a sharp decline in negative community feedback and is resulting in enhanced morale throughout the organization.

Ongoing investments in our hospital are continuing. Hospital facility improvements have begun and will continue for the next 15 months. We continue to invest in the growth and expansion of key services such as orthopedics, inpatient and outpatient behavioral health, and women's services, to meet community demand.

And in direct response to concerns raised by the Commission and others in the community, we hosted the first open forum with our Board of Trustees last week, which was attended by several community members including Commissioner Payne. It was a valuable session in which we shared information about our quality improvement program, cultural philosophy and capital investment plans; we also reserved time for community input and questions. It was during this part of the forum that Commissioner Payne shared his impression that the majority of the City Commission would like to work with the hospital and Community Health Systems as our improvement efforts continue.

We were encouraged by Commissioner Payne's sentiments, just as we have been encouraged by the increased support and advocacy we have received from patients, members of the medical community, other elected officials and the community at large. Everyone at Lower Keys Medical Center is 100% committed to completing the massive turnaround we have begun – of both our operations and the community's perception of our hospital.

We are proud to be one of Munroe County's largest private employers. We are honored to care for residents of the Lower Keys. And we look forward to continuing to do so for many years to come.

Sincerely,

Stephen Pennington  
Interim CEO