


Drake Center Turning Point

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Drake Center

Specialized Medical & Rehabilitative Care

Cincinnati, Ohio

A Supplement of the Business Courier

Turning Point

Dear Friends,

My connection to the Drake Center is a personal one. Eight years ago, a car accident left me paralyzed from the chest down. Cincinnati firefighters rescued me and University Hospital surgeons saved my life, but the doctors and therapists at the Drake Center gave me my life back and helped me regain my independence. Today, I am in a wheelchair, but thanks to Drake I am able to be with my wonderful family, take care of myself, continue my work as a lawyer, professor and community volunteer, and serve as Chairman of Drake's Board of Trustees.

Our Board is focused on assisting the Drake Center make the transition from the Health Alliance to a new health care partner. As with any transition in life, this one comes with its share of challenges, but I am confident that Drake Center will emerge stronger and better than ever. Not only am I confident that this will occur, I am personally committed to making it happen.

In this issue of Turning Point, be sure to read our 2010 Report to the Community beginning on page 3, including a Q&A with Senior Vice President Karen Bankston. She provides details about Drake's plans for the future and its recent accomplishments in patient care and research. You can also read about the many resources Drake offers to help you experience better health. And you will hear from other community leaders who share my belief that Drake Center is one of Greater Cincinnati's greatest treasures.

If you are like I was, you can't imagine needing the Drake Center. But it sure is good to know that we're here for you if you do.

Kevin Flynn

*Chairman of the Board
Drake Center, Inc.*



On the cover:

*Members of the leadership team (left to right) in Drake's therapeutic courtyard are: **Mark Goddard, M.D.**, Medical Director of Physical Medicine & Rehabilitation at Drake & Chairman of the Department of PM&R at the University of Cincinnati; **Patrick McCullough, M.D.**, Chief of Staff; **Kevin Flynn**, Chairman of the Board; **Karen Bankston, Ph.D.**, Senior Vice President & Site Executive; and **Joseph Segal, M.D.**, Attending Physician.*

What is Drake Center?

Drake Center is a hospital that specializes in helping people recover from catastrophic illnesses or injuries. We are held to the same exacting standards as traditional hospitals, with one major difference – we specialize in helping people who need a longer recovery time. We also offer a full range of health care services to help patients through recovery, rehabilitation and beyond.

Drake Center provides the area's most complete range of rehabilitative care – from medically complex and rehabilitative long-term acute care, to transitional skilled nursing, to outpatient services, wellness, assisted living and research – all on one campus. So whether we're helping a patient breathe, walk or live independently, or helping you with your wellness goals – our aim is to have people achieve their fullest, most active and independent lives possible.



***Reclaiming Health.
Restoring Hope.
Rebuilding Lives.***

2010 Report to the Community

Main Campus:

151 West Galbraith Road,
Cincinnati, OH 45216

Leadership:

Karen Bankston, Ph.D., FACHE
Senior Vice President/Site Executive

Beds: 269

166 Long-term Acute Care/Rehab
103 Skilled Nursing

Assisted Living Apartments: 102

Satellite Locations:

Clifton and West Chester

Admissions: 1,924

Outpatient Visits: 13,249

Employees: 958 (725 Full-Time)

Volunteers: 210

Awards & Recognition:

America's Best Doctor™

National Goldberg Innovation Award
for Patient/Family Care

National Dementia Care Program
of Distinction

Distinguished Physical Therapy
Administrator Award

Distinguished Physical Therapy
Researcher Award

Outstanding Researcher in Wound Care

Outstanding Nurse of the Year in
Wound Care

Our Services

- Long-term acute care
- Multiple trauma care
- Medically complex care
- Pulmonary care and ventilator weaning
- Spinal cord injury
- Traumatic brain injury
- Stroke
- Advanced wound care
- Transitional skilled nursing care
- Outpatient therapies
- Wellness programs
- Assisted living
- Research
- Pain Relief Program
- Radiology

All information is for Fiscal Year July 1, 2009 - June 30, 2010



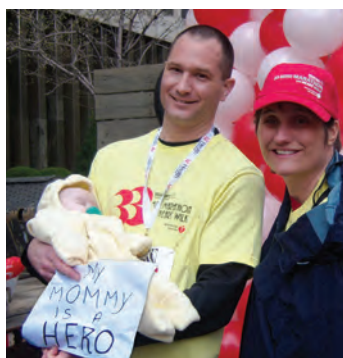
Drake Center has continued to grow and change in the past few years. We launched new patient care services, received national acclaim for our clinical programs and, following the dissolution of the Health Alliance, began to search for a new health care partner. In this report, we provide a glimpse of our progress and highlight some of the outcomes that set us apart.

Community Benefit: Charity Care, Special Events and Community Education

When most people think of Drake Center, they reflect on our exceptional medical services. But Drake Center's commitment to serving our community goes beyond direct medical care to include research initiatives, community education programs, special events and caring for patients who cannot afford to pay their medical bills. Our commitment to these areas is growing, as you can see from the chart below.

Total Benefit to the Community for charity care, research initiatives, community education programs and special events.

2008	2009	2010
\$782,711	\$1.6 million	\$1.8 million



Drake Center co-sponsored this year's first-ever Steps for Stroke 1K event in downtown Cincinnati on March 28, 2010. Our very own, Dr. Brett Kissela, left, co-director of the Stroke Recovery Center at Drake, worked with the American Heart Association to bring the walk to reality. He is shown here with Nicole Hulbert and her sixth child. Nicole, a Florida resident who had a stroke while pregnant, temporarily relocated to Cincinnati to continue her recovery at Drake. She joined Dr. Kissela and about 100 other walkers to raise more than \$10,000 for AHA stroke research.



Drake Center's 9/11 event honoring first responders



Drake hosts the annual Spinal Cord Expo and Reunion for spinal cord injury survivors, giving them access to the latest technology, research and durable medical equipment, as well as opportunities to form lasting relationships with other survivors.

An Interview with Senior Vice President and Site Executive *Karen Bankston*



Change seems to be the one constant in today's health care landscape, as national health care reform takes shape and new partnerships develop in Greater Cincinnati. Through it all, Drake Center continues to serve our community in innovative, life-changing ways. Here, Karen Bankston addresses some of Drake's recent accomplishments and the challenges ahead.

Q. You've been at Drake Center for nearly five years. How has Drake changed during that time?

A. Drake Center has grown significantly in a number of exciting ways. We've opened new outpatient therapy sites in West Chester and Clifton, a new Pain Relief Center and our new Stroke Recovery Center, the only one of its kind in the country that's helping people continue their recovery months and even years post stroke.

In addition, we have greatly expanded our research program in partnership with the University of Cincinnati. Drake is the only hospital of its kind in the region with an in-house clinical research laboratory funded in part by the National Institutes of Health and the American Stroke Association. We are currently hosting 27 studies, many of which are open to the community.

Our reputation for excellence in patient care and research extends far beyond Drake Center's immediate service area. Patients are coming to us from throughout the Midwest and beyond. And Drake recently was honored with three national awards for wound care, as well as a Goldberg Innovation Award from the National Association of Long Term Hospitals. Drake is a great place, and I'm very proud of everyone here who makes Drake what it is.

Q. How does Drake Center benefit the Greater Cincinnati area?

A. Drake is a very rare, very special place. There are other facilities in the community that do pieces of what Drake Center does, but nobody else offers the different levels of care and the blend of medical and rehabilitative services that Drake does. It's our mix of specialized clinicians working together through all levels of care that helps patients rebuild their lives.

Drake Center is also a wonderful partner to other hospitals in our area (*see quote from Dr. Davis, right*). Drake caters to the special needs of patients who have suffered catastrophic illness or injury and need a longer time to recover. This gives patients the extra care they need, allowing other facilities to focus on maintaining standard hospital beds and funds for typical patients' needs. And Drake is often able to provide this care at a lower cost per patient day than regular hospitals.

As a result, Drake is fulfilling its mission of helping people rebuild their lives after a catastrophic illness or injury. People like motorcycle accident victim, Don Glardon. Aggressive therapies at Drake Center made it possible for him to recover much faster than doctors anticipated and get back to life as he knew it before his crash. See his story on page 7.

Q. How is Drake Center preparing for health care reform and our community's changing health care needs?

A. There are a number of ways we are preparing for the changes that health care reform legislation will bring. For example, federal laws now favor the establishment of "continuing care hospitals" — facilities that provide long-term acute care, rehabilitation therapy and skilled nursing. This is a new concept for most, but something Drake Center has been building and refining for years.

Drake is also working with other health care providers nationwide to assist the Centers for Medicare & Medicaid Services (CMS) in its efforts to better define different levels of care and evaluate their costs and outcomes to optimize health care spending.

Also, we are focused on serving the region's changing health care needs as our baby boomer population continues to grow older. Bridgeway Pointe, the assisted-living community connected to Drake Center, serves adults of all ages. Bridgeway's secured dementia area, The Harbor, is the first assisted-living facility in Ohio and only the 15th in the country to have earned the Alzheimer Foundation of America (AFA) Excellence in Care dementia program of distinction. What a testimony to the quality care provided at this facility!

Q. How would you characterize Drake Center's financial health?

A. Drake Center's financial performance had been positive overall for the past three years. We have made tremendous progress, since our team from the Health Alliance took over the management of Drake in 2006, improving our financial health through greater efficiencies and expanded services. However, as the recession continues, we, like many other hospitals across the country, are losing money. In addition to the recession and reimbursements that lag behind the cost of care, a number of other factors have impacted finances in recent months. Drake no longer receives funds from a county tax levy, which until it expired on December 31, 2009, provided us with about \$11 million a year. In addition, a new state-imposed franchise fee on hospitals exceeds \$1.2 million annually for Drake. And as the Health Alliance has dissolved, expenses have increased and revenue opportunities have been lost.

We are grateful to the people of Hamilton County who supported the tax levy, and we are working hard to find ways to compensate for that lost revenue. We want to make Drake Center the kind of organization that people believe in and want to invest in, and I think we're on the right track.

Q. What's next for Drake Center?

A. Drake Center is proactively seeking a new health care partner, ideally one that also specializes in long-term acute care and will help carry out our plans for growth and fulfill our commitment to the Cincinnati community. We hope to conclude our negotiations before the end of the calendar year.

Drake Center is an attractive health care partner for many reasons. We have a wonderful facility that's ideally located, and we've invested wisely in new technologies that improve patient care. But the heartbeat of Drake Center is its team of physicians, nurses, rehabilitation therapists and other staff, who are committed to helping patients experience remarkable recoveries. Their expertise and teamwork are what really set us apart.

Drake's value to the community



"It would be difficult, almost impossible for us to have a successful trauma center without having a facility like Drake to complete the recovery of a lot of our patients. Drake does a great job."

Kenneth Davis Jr., M.D.

*Trauma Surgeon and
Professor of Surgery
University of Cincinnati*



"Conventional wisdom says that what you recover in the first six months after a stroke is pretty much it. I refused to believe it, and the doctors and therapists in Drake Center's Stroke Recovery Center refuse to believe it as well."

Mark McEwen

Longtime CBS Weatherman and Stroke Survivor



"The doctors and therapists at Drake are exceptional. They were dedicated to my recovery, even when I wanted to give up."

Sergeant Bryce Bezdek

*Former Drake Center patient
and Cincinnati Police Officer
injured in the line of duty*



"Drake is a fantastic regional asset for our community. From soldiers with traumatic brain injury to citizens who suffer catastrophic car accidents, there's no place better to recover than Drake. As Chair of the Cincinnati Council committee that oversees health care, I am proud to sing the praises of Drake Center."

Hon. Laure Quinlivan

*Cincinnati Council Member & President,
LQ Consulting Video*



"One of the reasons I consider this locale—Ohio, Kentucky, Indiana—to be the greatest part of this country is the Drake Center....the expert nursing and medical facilities....No one does better work."

Bill Cunningham

WLW Talk Radio Host



"Drake Center is without question the most comprehensive and professional rehabilitation institution in the Tristate (and miles beyond). I have many personal experiences where friends and family have benefited from the exceptional care at Drake. We are so fortunate to have this resource in our midst."

Jim Tarbell

*Community Development Officer,
SHP Leading Design*

Be a part of Drake Center's Social Network



Quality of Care

Medically Complex

Providing the Full Spectrum of Care

At Drake Center, our goal is to help patients reach their highest possible level of function and independence. Rehabilitation is essential, but many patients aren't ready for it when they arrive at Drake because they are too seriously ill or catastrophically injured. These patients are considered "medically complex," often relying on a ventilator to help them breathe. When their condition stabilizes, they can move seamlessly to our inpatient rehabilitation unit and, eventually, progress to outpatient rehabilitation.

One evening, Pamela Meyer, 47 years old, became so forgetful and confused that her husband took her to the emergency room. She was diagnosed with a brain abscess that eventually caused paralysis of her right side. After three weeks at University Hospital and two surgeries to drain the abscess, Pamela was discharged to Drake Center. She was admitted to Drake's highly respected long-term acute care unit for patients with medically complex needs. While at Drake, Pamela

relearned how to walk, talk and perform many activities of daily living with the help of Drake's expert occupational, physical, and speech therapists.



Today, Pam Meyer is back home enjoying life with her husband (above, left), family and friends.

"If it weren't for the Drake Center, Pam certainly wouldn't be walking around on this earth."



Jean Elwing, M.D.
Critical Care Medicine & Pulmonologist
UC Physicians and Assistant Professor
University of Cincinnati



95% of our medically complex patients come directly from an ICU.

Medically Complex Statistics	Drake 2009	National Average*	Percentage of Difference to National Average
Ventilator** wean rate	68%	58%	17%
Length of stay for ventilator weaned patients (days)	34.8	40.5	14%
Percentage of patients weaned from ventilator who are discharged home	33%	22%	50%
Average days to vent wean	14.9	26.4	44%
Percentage of patients discharged to home	43%	39%	10%
Average length of stay in days	23.5	32.8	28%
Length of Stay for patients with wounds on admission (days)	27.7	42	34%
Percentage of patients with wounds who were discharged home	30.8%	18.2%	69%

Source: National Association of Long Term Hospitals

**Ventilators are machines used to assist patients who are having difficulty breathing on their own.

Above statistics are for calendar year 2009



Quality of Care Rehabilitation

“From a body lying in a bed to a mobile and highly functional person...within 10 days.”

“The great team at Drake brought me from being that body lying in a bed to being a mobile and highly functional person within the limits of my injuries in a short 10 days. Considering that everyone had predicted, when I left University Hospital, I might get home in a month or more, this is a pretty amazing accomplishment.”

Don Glardon

Motorcycle Accident, March 2010

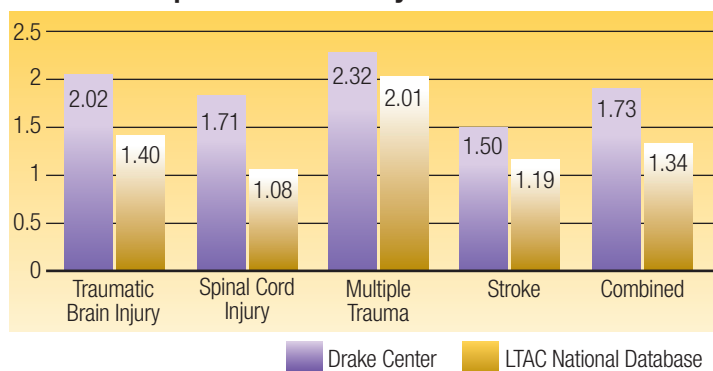
We get patients better 33% faster than national benchmarks, and with long-lasting outcomes.

Average Length of Stay in Days

	Drake Center	Long-Term Acute Care Hospitals Nationally	Percentage of Fewer Days
Traumatic Brain Injury	20	37	46%
Multiple Trauma	17	24	29%
Spinal Cord Injury	50	69	29%
Stroke	19	27	30%
Combined	106	157	33%

Source: UDSmr Standard Facility Report 1/1/09-12/31/09.

Functional Improvement Per Day**



Source: UDSmr Standard Facility Report 1/1/09-12/31/09.

**Functional Improvement Scores are based on FIM® instrument ratings from admission to discharge.

Outcomes

Our patients are able to build upon the functional gains they achieved in Drake Center's rehabilitation program.

At Three Months After Discharge:

83%	of brain injury patients are living in the community*
83%	of spinal cord injury patients are living in the community*

*Community is defined as home or assisted living.
(Source: MEDTEL Outcomes. 1/1/09 to -12/31/09)

What Our Patients Say

Patients and their families offer a unique and valuable perspective on the life-changing care that Drake Center provides.

"I traveled 500 miles by ambulance to rehab at your institution."

I nearly died after complications from emergency surgery due to a spinal infection. When I arrived at Drake, I was nearly paralyzed. But with the help and direction of your people there, I achieved a level of recovery that gives me hope and determination to continue to fight my way back. Drake occupies a special place in my life."

Sandra A. Buckley
Danville, Pennsylvania



"I was only 37, active and healthy when I had my stroke in July 2009."

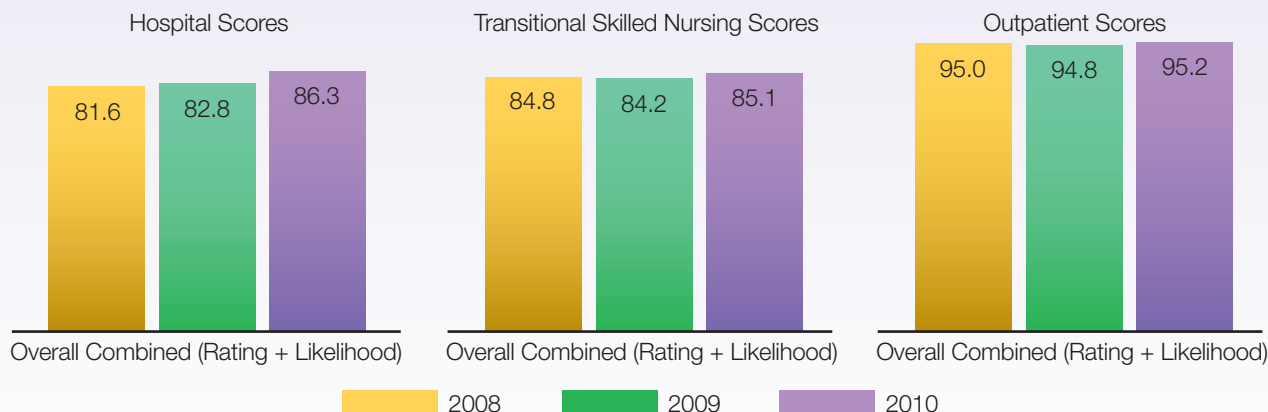
After three days at University Hospital, I was transferred to Drake. Friends and family told us that Drake was the the place to be because it's the best. Everyone at Drake was so positive all the time and helpful. I spent three weeks as an inpatient and 10 months as an outpatient. Today, I'm working, playing soccer, and back on my boat. "

Chris Masur
Stroke Survivor



How our patients rate our overall care and how likely they are to recommend us to others speaks highly of the services we provide. We are proud to say . . .

Our patient satisfaction scores are high and rising!



Drake Center's Fiscal Year: July 1 - June 30.

Drake Foundation, Rudy Giuliani Honor First Responders

Former New York City Mayor Rudy Giuliani with, left to right, Mark Goddard, M.D., Medical Director of Physical Medicine & Rehabilitation at Drake Center and honorary co-chairmen, Bryce Bezdek, former Cincinnati Police Officer; Chris Gabbard, Hamilton Firefighter; and Brandon Gehring, Lockland Police Officer. Dr. Goddard treated all three of these first responders at Drake Center after they were injured in the line of duty.

Easley Blessed Photography



Two awards were presented at the event. The 2010 Diamond Award went to Jack Cassidy (second from right), president and CEO of Cincinnati Bell, and his wife, Karen (center), in recognition of their strong commitment and philanthropic leadership to numerous causes in Greater Cincinnati, including Drake Center.



The 2010 Spirit of Drake Award was given to Johan and Susan deRoos. Johan (left), a former Drake patient, and his wife, Susan (center), have been active advocates of Drake since Johan's stroke in 2006. The Spirit of Drake Award honors an individual or individuals who have shown courage, character, perseverance and vision, and who have served as a source of inspiration for patients and families at Drake Center. Shown with the deRoos' is former patient and Drake supporter Marjorie Motch.

On May 13, the Drake Foundation hosted an inspirational evening to honor our community's first responders and to raise funds for patient services and research. Featured speaker and former New York City Mayor Rudy Giuliani gave a compelling presentation about the principles of leadership and how first responders embody those principles to keep our nation safe. Three local first responders, all of whom were injured in the line of duty and treated at Drake, served as honorary co-chairmen.

Mr. Giuliani and the honorary co-chairmen each received a commissioned commemorative print entitled "A Tribute to First Responders." Signed/numbered prints are available for \$150 and make the perfect gift for first responders. All proceeds benefit the Drake Foundation. For more information, call 513-418-5970 or order online at DrakeCenter.com.



Drake Foundation Co-Hosts Unique Exhibit Celebrating Artists with Disabilities

On June 15, The Drake Foundation and Art Beyond Boundaries celebrated the opening of "Rejuvenation: Rebuilding Lives," an art exhibit and sale celebrating local and regional artists with disabilities. The 100-piece exhibit was on display for the public at Drake Center through September 15. Drake's partnership with Art Beyond Boundaries has been growing for the past two years. A professional, mainstream fine arts gallery, Art Beyond Boundaries strives to demonstrate to both the artists and the community that art transcends the limits of disabilities.

A Tribute to First Responders by Bruce Erikson is available for sale.

Top 10 Ways

Drake Center is here for you

1 Long-Term Acute Care

We provide longer specialized hospital care, averaging weeks, not days for people suffering from catastrophic illness or injuries.



4 Occupational, Physical and Speech Therapies

We treat everything from ankle, brain and spinal cord injuries to swallowing and speech difficulties with both traditional and contemporary therapies to get you back to work, back on the field and back in the community.

2 Transitional Skilled Nursing

Our Transitional Skilled Nursing Care provides short-term skilled medical and rehabilitation care to bridge the gap between hospital-level treatment and a more independent level of care.

3

Assisted Living

Bridgeway Pointe, our assisted-living community, is designed for adults of all ages (including baby boomers). It is the first assisted-living facility in Ohio and only the 15th in the country to have earned the Alzheimer Foundation of America Excellence in Care dementia program of distinction for its dementia unit. Visit BridgewayPointe.org or call 513-418-4370 for a personalized tour.



5

Stroke Recovery Center

Drake is a regional leader in stroke recovery with its one-of-a-kind START program for stroke survivors who are months or years post-stroke and passionate about achieving a fuller recovery. This innovative program begins with a three-hour assessment by a team of clinical specialists that outlines a personalized treatment plan for continued recovery.



To learn more
about any of these services,
call 513-418-2500
or visit DrakeCenter.com.

6

Pain Relief Center

Fewer than 10% of pain medicine practices in the country offer our holistic model, which assesses every angle of your condition. We treat back pain, headaches, fibromyalgia, tendonitis, osteoarthritis, neuropathy and more.



7 Advanced Wound Care

When wounds won't heal, call our award-winning Advanced Wound Care Team. We treat ostomies; diabetic, venous and pressure ulcers; traumatic wounds; and others.

Recipient
of three
national wound
care awards.

8 Radiology

Need an MRI or other radiology services? Drake offers MRI, CT scans, diagnostic X-rays, digital fluoroscopy procedures, modified barium swallow and ultrasounds. Our experienced staff includes board-certified radiologists.

9 Aquatics & Wellness Classes

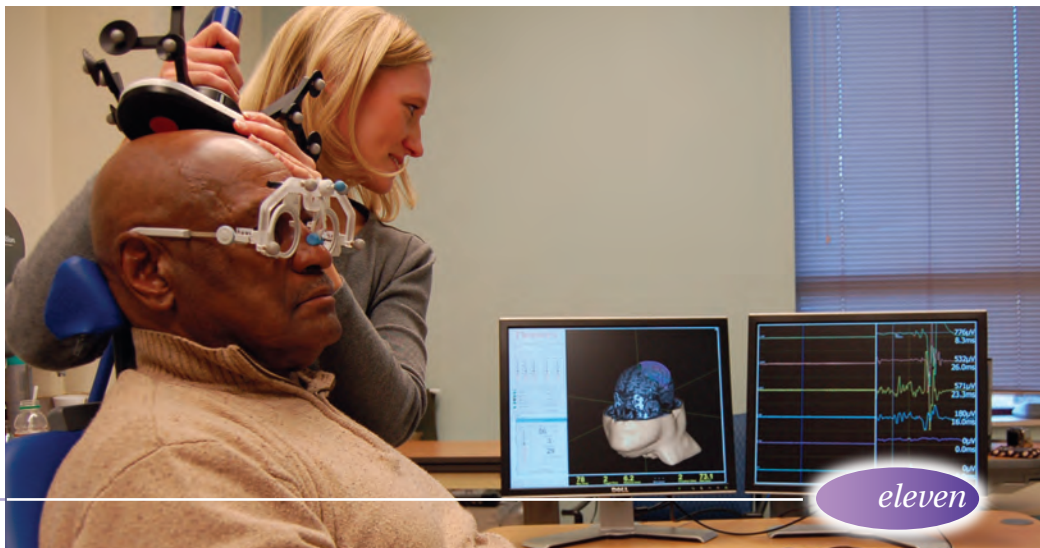
We offer both individual and eight-week group exercises classes. Classes in our indoor warm-water aquatic pool include adult learn-to-swim, low-impact aerobics, deep-water exercise, water walking, arthritis and stroke exercise and community open pool. Wellness classes include tai chi, pilates and strength and stretch. Free trial classes are available.

10

Research Studies

In partnership with the University of Cincinnati, we are currently hosting more than 27 research studies in stroke recovery, spinal cord injury and speech.

Drake is the only hospital of its kind in the region with an in-house clinical research laboratory, and the first long-term acute care hospital in the country to study the benefits of Nexstim, a navigated brain stimulation device, in the recovery of stroke survivors.



Drake Center

Specialized Medical & Rehabilitative Care

151 West Galbraith Road
Cincinnati, Ohio 45216
513-418-2500



Drake Center is a not-for-profit, long-term acute care hospital, providing both medically complex and rehabilitative care, as well as skilled nursing, assisted living, various outpatient and wellness services, and research.

Non Profit Org.
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Cincinnati, OH
Permit #1232

“Because of Drake, I’m going HOME!”

In October 2003, Tony Savicki, an active man in his mid-30’s, experienced the worst headache of his life. Rushed to University Hospital, he was diagnosed with an aneurysm and underwent surgery the following day. During surgery he suffered a stroke. After 35 days in Neurological Intensive Care, Tony was discharged to the Drake Center, where his long road to recovery began. From his first days at Drake, Tony’s motivation was to gain back his independence and go *home*. Tony was a hard-charging sales manager, used to setting and achieving goals. Because of his unrelenting determination and the many services that Drake has to offer, Tony would achieve this goal, too.

All the Rehabilitative Services Tony Needed, Drake Provided

The Drake Center offers hundreds of patients like Tony the opportunity to recover in one location. He took advantage of many services offered at Drake, including long-term acute care, transitional/skilled nursing, stroke recovery, occupational/physical/speech therapy, water therapy, assisted living, research studies, pain relief, neuropsychology, and exercise and wellness classes.

When Tony came to the Drake Center, he was unable even to sit up in his wheelchair. After years of hard work as an inpatient, outpatient, and in assisted living, Tony purchased a house and is going HOME. His story of recovery is emotional, remarkable and inspirational, but it doesn’t end with his going home. Tony plans to continue coming back to Drake for The Next Step fitness program and to participate in additional research studies. He’s also planning to volunteer at Drake, helping others on their road to recovery.

Many of the Drake Center services that helped Tony are also available to you. You can read about 10 of these services on pages 10 and 11.

“I am better today than I was yesterday, but not as well as I’ll be tomorrow. I am excited about the future!”



Tony shows his level of recovery while at Drake’s assisted-living facility.