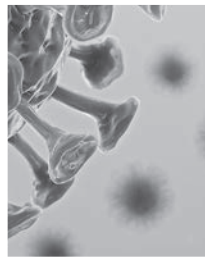
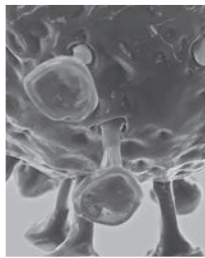
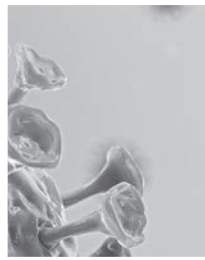
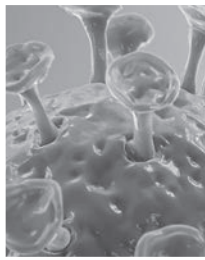


2019-20 ANNUAL REPORT





Mission, Vision & Values

MISSION: Improving health through excellence and compassion.

VISION: To be the healthcare provider and employer of choice for Southeast Arkansas.

VALUES: CARES

- Compassion
- Accountability
- Respect
- Excellence
- Safety





Our Commitment

Brian Thomas, President & CEO Jefferson Regional

It's safe to say that the healthcare industry hasn't had a year like this one in a very long time. In fact, not since the Spanish Flu in 1919 has the entire country been handicapped by a medical pandemic as we have by COVID-19. However, we have seen the silver lining of this storm cloud on many occasions, and COVID-19 has taught us a lot of important lessons.

As the first hospital in Arkansas to identify a COVID-19 patient, we put into practice our extensive plan for dealing with a long-lasting medical emergency and have seen it work on every level. From staffing to equipment and supplies to safety precautions, we have been and continue to be prepared for whatever this virus throws at us. We have witnessed our staff members meet these unique challenges and go far beyond what is expected of them, with a passion and dedication that is awe-inspiring. We have also been touched by the

support and trust of the community, who has continued to rely upon us for their medical care and who has been understanding of the limitations we must all operate under at this time. We have always known that Jefferson Regional is an exceptional healthcare organization, and the demands of 2020 have proven it beyond the shadow of a doubt.

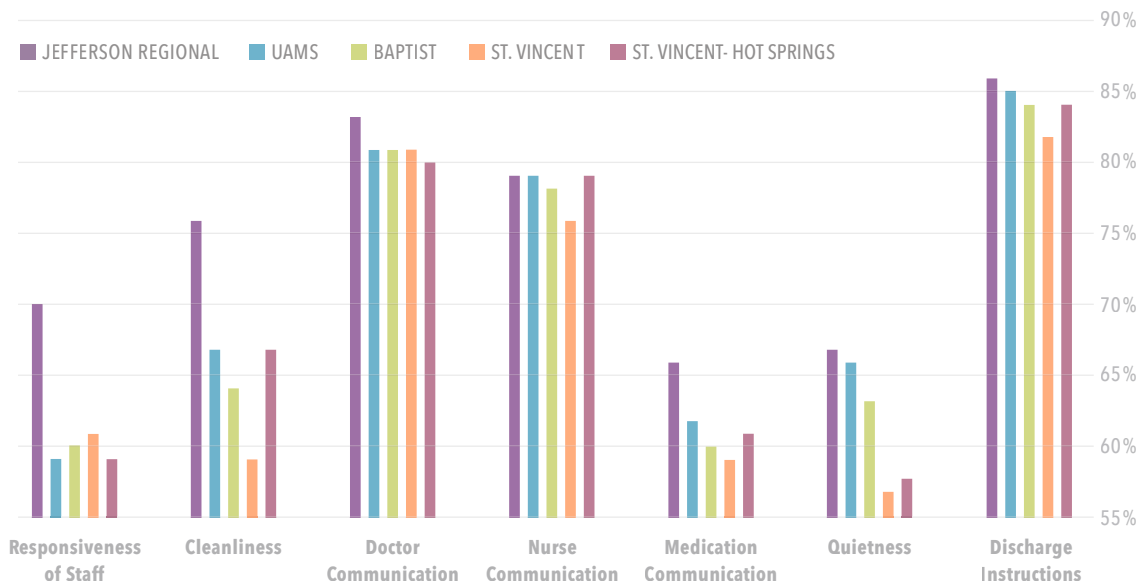
Of course, there have been other developments over the last year besides COVID-19 – new physicians, new hospital projects and great strides forward in existing programs. I think you will see that it is a snapshot of healthcare as a living, breathing thing: challenged at times, victorious at others, mindful of our history and excited for the future, always pushing through to achieve the necessary outcome but continuously looking forward. This is Jefferson Regional.



Jefferson Regional Receives High Marks

HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) is a national survey that asks patients about their experiences during a recent hospital stay. The HCAHPS results posted on Hospital Compare (Medicare.gov) allow consumers to make fair and objective comparisons between hospitals and review state and national averages

on important measures of patients' perspectives of care. Many consumers think that hospitals in larger cities are better. However, based on Jefferson Regional's survey results, that is not always the case. Jefferson Regional has focused on improving the patient experience over the last several years and our patients are seeing the difference!





Improvements In Patient Experience

During the past year, Jefferson Regional has continued to place the primary emphasis on quality, patient experience and our employees – our most valuable asset. As a result, great strides were made in our HCAHPS patient satisfaction surveys. One of our hospital-wide goals was to improve each section of the survey, and we improved in nine out of ten categories. More importantly,

we were recognized as scoring in the 71st percentile in Doctor Communication, 74th percentile for Responsiveness of Staff, 83rd percentile for Communication about Medications, and 85th percentile in Pain Management. Increasing Overall Rating of the hospital was another goal, and significant improvement was made, as the score increased six percentage points in fiscal year 2020.



Patient Satisfaction Improvements – Emergency Department

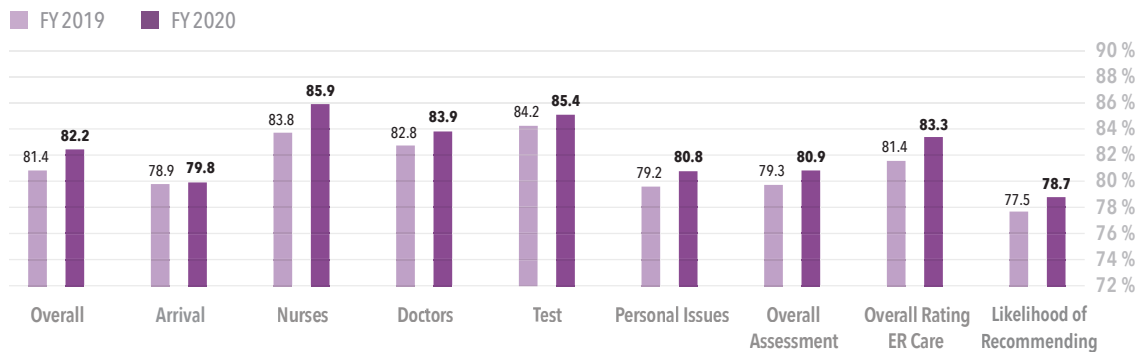
As one of the busiest in the state, the Jefferson Regional Emergency Department moves quickly and efficiently, but the focus on patient

experience is always a priority. Over the past two years, we have seen consistent improvements in all the ratings.

"The staff, everybody there is polite and excellent in taking care of me. I was very happy with the way they treated me. I'd go back there in a heartbeat."

"I just love the ED and the nurses I think they do a great job. I told them it was my second home. I wouldn't go anywhere else and that's about all I can say, it's just great."

– Jefferson Regional Patients





National Recognition

In November 2019, Jefferson Regional was invited to present a case study on our strategies to increase employee & patient engagement at the Press Ganey National Client Conference in

Orlando, Florida. Jefferson Regional is proud to be recognized on a national level for outstanding work in improving the patient and employee experience!



Employee Recognition

Part of Jefferson Regional's vision is to be the employer of choice for Southeast Arkansas, and we know the importance of recognizing our employee's contributions.



THE DAISY FOUNDATION



Gloria Daniel, RN
JULY 2019



Cassie Cox, RN
AUGUST 2019



Laurin Pooree, RN
SEPTEMBER 2019



Tanya Jackson, RN
OCTOBER 2019



Gail Parker, RN
NOVEMBER 2019



Gwen LaPoole, RN
DECEMBER 2019



Amber Helms, RN
JANUARY 2020



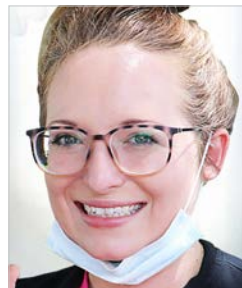
Terri Morton, RN
FEBRUARY 2020



Jaye Rupe, RN
MARCH 2020



Jessica Blasengame, RN
APRIL 2020



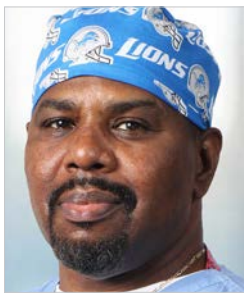
Kaitlyn Socia, RN
MAY 2020



Elizabeth Wheeler, RN
JUNE 2020

Once a month, an award is given to an employee and a nurse for outstanding performance in their job. The WOW Award winners are chosen by other employees; The DAISY Award for Exceptional Nurses is part of a national program and nominations come from patients or family members.

Jefferson Regional
WOW Award



Tony Thompson
JULY 2019



Janet Irons
AUGUST 2019



Tracie Hickman
SEPTEMBER 2019



Cynthia Johnson
OCTOBER 2019



Carla Goldman
NOVEMBER 2019



Kim Ventry
DECEMBER 2019



Walter Warfield
JANUARY 2020



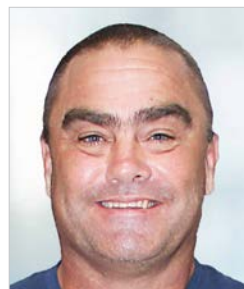
Tyler Camp, RRT
FEBRUARY 2020



Rosa Burton
MARCH 2020



Tena Brooks
APRIL 2020



Phillip Humphrey
MAY 2020



Rosemary White, MSW
JUNE 2020

Leading through the COVID-19 Pandemic



On March 11, 2020, Jefferson Regional diagnosed the first COVID-19 positive patient in the state of Arkansas, and in that moment, everything changed. Within an hour of implementing our action plans, our COVID-19 response team had been notified, the command center was being set up and decisions were being made minute by minute to protect our patients, visitors and employees.

As our response teams were activated, we also began a crucial dialog with the community, responding to press inquiries and keeping our social media followers updated on hospital visitation changes as well as symptoms of this new virus. A COVID-19 page was added to our employee intranet and to the Jefferson Regional website. This allowed our employees and the public to get the most up to date information about COVID-19 at Jefferson Regional. We also quickly established a COVID-19

Hotline, which was operational 24 hours-a-day with clinical staff members manning the line. Callers with symptoms were given appointments for obtaining a COVID-19 test.

The command center team has been very active, making decisions about all aspects of our COVID response. The team was responsible for testing of employees and patients, communication of test results from the Arkansas Department of Health and assigning employees to work at the hospital entrance screening stations. They also developed and distributed educational materials for our staff and community, made decisions about patient placement and developed staff work assignments for positive and pending COVID units. In addition, the command center team coordinated testing for nursing homes and community partners, developed



ways to obtain and distribute Personal Protective Equipment (PPE), and any other needs related to COVID-19. We quickly saw that our efforts were effective. Arkansas Governor Asa Hutchison said on March 18th: “Jefferson Regional has been an extraordinary partner. They are on the front line and I appreciate them, they are doing an extraordinary job.” On June 9, the Governor traveled to Pine Bluff to broadcast his daily COVID-19 update from Jefferson Regional.

Through long-term emergency planning and good contacts, we have not encountered a shortage of PPE, clinical employees or patient beds. However, the financial impact has been significant, and we are slowly recovering. While no one knows exactly what the future holds regarding COVID-19, we feel certain that Jefferson Regional is prepared to handle it quickly, effectively, and in the best interest of our patients and employees.



Healthcare Heroes



Jefferson Regional employees are among the most valuable assets in this organization. Over the last several years, changing the culture of the hospital has been a primary focus and one of the ways employee engagement is measured is through employee surveys. This year, due to COVID-19, the traditional survey was not used. Instead, a COVID-19 specific survey was launched to obtain feedback from Jefferson Regional employees. The results of the surveys indicated that 90% of Jefferson Regional employees agree or strongly agree that the work they do makes a real difference. Employees also gave us a very high rating on how well departments work together (78th percentile).



Business Development



Asif Masood, M.D.



Abid Mohiuddin, M.D.



For many years, Jefferson Regional has been providing expert, compassionate care to cancer patients across South Arkansas. Now, we're excited to be consolidating all of our cancer services into one, convenient location.

The second floor of Jefferson Professional Center I (JPC I) will be dedicated to the Jefferson Regional Cancer Center. Office space for Hematologists/Oncologists Asif Masood, M.D. and Abid Mohiuddin, M.D. will be located there, as well as our Infusion Center, which provides chemotherapy and other treatment options for cancer patients. Those individuals also enjoy an extra level of confidence because the hospital is right across the street, and our physicians are on call 24-hours-a-day, seven-days-a-week - available whenever they are needed.

Jefferson Regional has changed HealthCare Plus to HealthWorks, an exclusive occupational health facility. We offer area industry a variety of health-related services including preemployment drug screens, DOT physicals and same day medical appointments.



Jefferson Regional's cardiology program continues to grow with new physicians and ongoing service upgrades. Cardiologist Jainil Shah, M.D. has joined Ayman Alshami, M.D., Ricki Fram, M.D. and Nick Willis, M.D. at Jefferson Regional Cardiology Associates. At the same time, we just completed an upgrade of one of our existing cath labs with brand new equipment and software. This technology will provide high quality cardiac imaging with excellent visibility and a significantly lower radiation dose rate.



Ayman Alshami, M.D.



Ricki Fram, M.D.



Jainil Shah, M.D.



Nick Willis, M.D.



We are excited to announce that Arkansas Children's in association with Jefferson Regional will be establishing a new pediatric clinic located in close proximity to the existing Jefferson Regional Children's Clinic. The facility is expected to be approximately 10,000 square feet with 14 exam rooms.



Business Development

Jefferson Regional's Urgent Care facility is increasing its visibility as it extends and enhances services for the community.

Urgent Care has operated a drive-through testing system since the beginning of the COVID-19 pandemic. It has also introduced a new pricing model, which includes unified billing. It continues to offer minor emergency care, at a better price, seven days a week from 9 a.m. until 9 p.m.



Our hospital has also established an affiliation with Washington Enterprises, a Little Rock psychiatric Services group led by **Abeer Washington, M.D.** This agreement provides psychiatric care for our patients 365-days a year, and helps us achieve our goals in psychiatric care such as length of stay, quality targets, readmissions and cost efficiencies.



Long-time community physician **Amy Cahill, M.D., OB/GYN** has joined Jefferson Regional's physician network. We believe this partnership will help us strengthen our existing OB/GYN practices and grow our women's health program.

Physician Recruitment

Jefferson Regional is pleased to have recruited more exceptional physicians over the last year in several different specialties. They include:



J.R. Taylor, M.D.
General Surgery



Jainil Shah, M.D.
Cardiology



Nabeel Siddiqui, M.D.
Pulmonology



Chris Steel, M.D.
Anesthesiology

Engaging Physicians

Jefferson Regional's Medical Staff & Provider Engagement team has been active this year, especially during the COVID-19 pandemic. Two events were held for providers: Dr. Carrie Hyde presented "Safe Opioid Prescribing & Pain Management" and Dr. Heather Moore presented "Starting the Conversation: Palliative Care". Dr. Naznin Jamal started the Jefferson Regional lecture series during the COVID-19 pandemic to provide updates to area physicians. This was very well received so she organized a monthly call and expanded the covered topics beyond COVID-19.

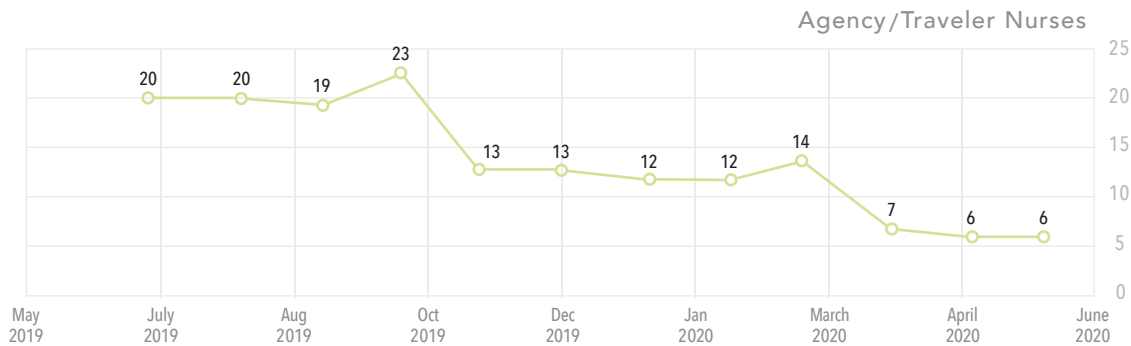


Nursing Recruitment & Retention

Nursing Agency Reduction

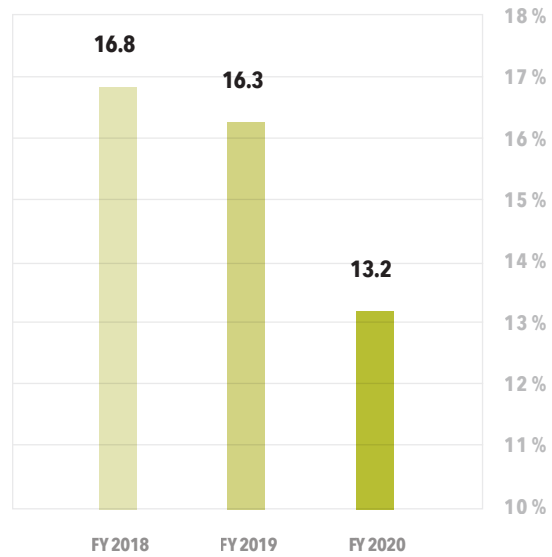
All hospitals must rely on agency nurses from time to time, but it is a significant expense and one that Jefferson Regional has been diligently trying to reduce. We are extremely pleased with

efforts to acquire permanent, full-time nurses, dropping to only six agency nurses at the end of fiscal year 2020.



Nurse Residency

Nursing turnover has also decreased from 16.8% in 2018 to 13.2% in fiscal year 2020, and we believe that a big part of our improvement in nursing retention is because of the Jefferson Regional Nurse Residency Program. Instead of simply placing newly graduated nurses on the floor, we give them additional training as well as a mentor for six months, creating an opportunity to



reduce some of the stress that new nurses experience in their first jobs. Since July 2019, 36 nurses have enrolled in the residency program, and 31 are still here, a retention rate of 86%.

PATHS Program for Nurses

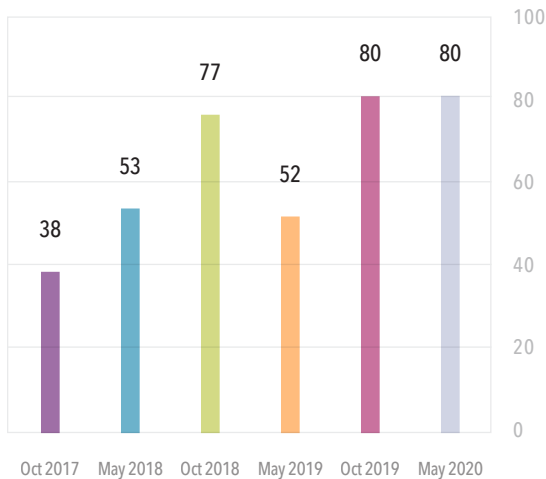
Formerly known as the Clinical Career Ladder, the PATHS program encourages Registered Nurses to advance their knowledge and careers through study and application of educational coursework. Points are awarded based on experience and financial

incentives ranging from \$2,500 to \$7,500 are awarded based on the level of competency achieved. Since the beginning of the program, 27 nurses have been chosen for the PATHS program, and 26 are still employed here, a retention rate of 96%.

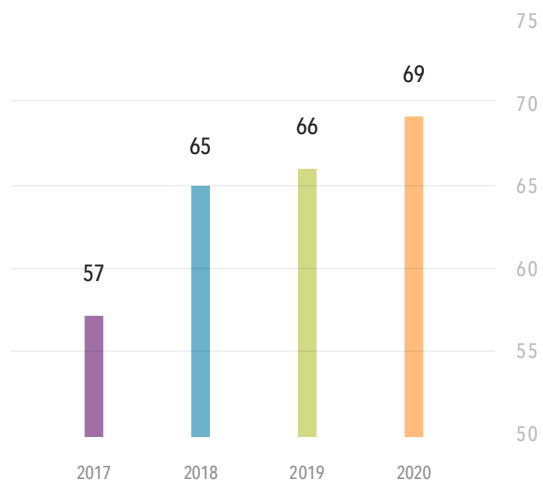
There are a multitude of benefits to having an on-campus school for nursing students, and we are proud to continue providing that service after more than 40 years. The school has grown in many ways, including the transition to a seventeen-month Associate's Degree program, with new classes starting twice a year. This year, the School of Nursing has been working hard to improve their NCLEX (National Council Licensure Examination) pass rates. There have been changes to the admission criteria, ensuring that all requirements are geared towards a focus on nursing education. Changes in curriculum include tighter grading policies, higher passing grade requirements, additional pharmacy classes and a standardized level of difficulty for test questions that are in line with testing in the NCLEX style.



NCLEX 1st Time Pass Rate



NCLEX Pass Rate



Large Hospital of the Year Award



In 2020, Jefferson Regional was honored to receive the Large Hospital of the Year award from *Arkansas Business* magazine, recognizing a facility with 100 beds or more. Each year, *Arkansas Business* presents Healthcare Heroes awards to recognize healthcare

providers, both facilities and individuals, who are doing great things in Arkansas. The criteria for Large Hospital of the Year includes providing safe, patient centered care with an eye for collaboration and new ways of serving the community.

Community Engagement

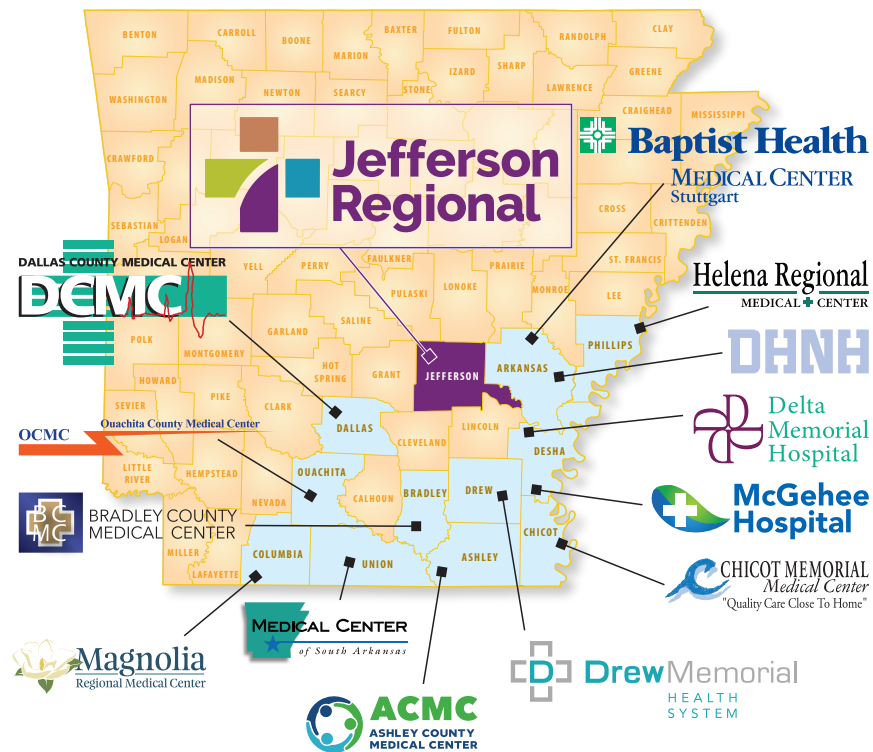
Heart to Heart - In February of 2020, Jefferson Regional invited the public to observe Heart Month by hearing from two of our cardiologists. Partnering with Relyance Bank, we served lunch at the Pine Bluff Country Club and held a question and answer session with Ayman Alshami, M.D. and Nick Willis, M.D. of Jefferson Regional Cardiology Associates.





Arkansas Rural Health Partnership





The Arkansas Rural Health Partnership (ARHP) is a public nonprofit comprised of 14 member hospitals across South Arkansas. Together it continues to expand, nurture and provide programs throughout 16 counties.

Over the past decade, ARHP has obtained over \$12M in grant funding and successfully implemented and sustained 52 grant-funded programs. As the largest hospital facility within ARHP, Jefferson Regional plays a leading role in setting, supporting and executing the group's mission of creating and implementing sustainable community solutions to improve the healthcare infrastructure

and strengthen healthcare delivery in rural Arkansas.

In 2019, Jefferson Regional led a group of ARHP hospitals and physicians in the creation of a clinically integrated network (CIN). Arkansas Rural Hospital Partnership Clinically Integrated Network, LLC was certified as a Medicare Accountable Care Organization (ACO), responsible for coordinating the care of approximately 7,500 Medicare covered lives.

Clinically integrated networks are designed to coordinate the efforts of healthcare providers for the purpose of improving the health of a population while reducing the overall cost of care.

Financial Performance

Assets	June 30, 2020	June 30, 2019
Cash	35,864,568	661,875
Patient accounts receivable	22,262,061	32,310,379
Other current assets	25,251,362	12,214,816
Invested reserves	129,044,787	142,565,906
Property, plant & equipment	75,876,430	78,484,691
Other non-current assets	6,126,119	4,892,787
Total assets	\$ 294,425,327	\$ 271,130,454

Liabilities

Operating line of credit	–	2,980,688
Accounts payable	11,694,754	11,290,440
Accrued expenses & other current liabilities	16,494,814	12,309,567
Advances from third-party payors	30,808,479	–
Long-term debt	24,501,419	26,899,706
Other long-term liabilities	18,226,000	13,837,036
Total liabilities	\$ 101,725,466	\$ 67,317,417

Financial Results & Net Assets	June 30, 2020	June 30, 2019
Patient service revenue	170,893,316	180,514,964
Other operating revenue	19,281,369	7,185,212
Provider relief funds & other support	10,805,863	–
Total operating revenues	\$ 200,980,548	\$ 187,700,176
Salaries, wages, benefits & agency personnel	102,719,474	102,115,822
Supplies, utilities, services & other expenses	104,676,890	86,876,346
Depreciation, amortization & interest	11,950,438	12,500,632
Total operating expenses	\$ 219,346,802	\$ 201,492,800
Operating loss	\$ (18,366,254)	\$ (13,792,624)
Realized investment return & other income	8,034,448	6,515,158
Deficiency of revenues over expenses	(10,331,806)	(7,277,466)
Unrealized investment return & other net asset changes	(781,370)	2,607,173
Decrease in net assets	(11,113,176)	(4,670,293)
Total net assets, beginning of year	\$ 203,813,037	\$ 208,483,330
Total net assets, end of year	\$ 192,699,861	\$ 203,813,037

Key Measures

Volume Statistics	June 30, 2020	June 30, 2019
Admissions	9,979	10,476
Patient days	48,901	49,922
Average daily census	134	137
Surgeries	5,541	6,492
Deliveries	660	664
Outpatient visits	150,713	161,699
Emergency department visits	40,056	45,043
Network physician encounters	129,070	117,834

Financial Metrics

Average age of plant	16.6	17.0
Long-term debt to capitalization	11.3%	12.3%
Net days in accounts receivable	48	65
Days cash on hand (all sources)	289	274
Case mix index	1.50	1.45
Patient collections as % of net revenue	101%	98%

Payer Mix	June 30, 2020	June 30, 2019
Medicare & Medicare Advantage	47%	47%
Medicaid	10%	13%
Other third-party payors	40%	37%
Patients	3%	3%

Uncompensated Care

Charity care – charges excluded from revenue	\$ 15,104,000	\$ 18,284,000
Charity care percentage	2.4%	3.3%
Estimated cost of providing uncompensated care	\$ 17,488,090	\$ 16,237,233

Expenses by Function

Healthcare services	83%	85%
General & administrative	17%	15%

Information Technology

Telehealth

With the onset of the COVID-19 pandemic, the Information Technology (IT) department at Jefferson Regional implemented a rapid response initiative for Telehealth to introduce and implement telemedicine. This was a focused effort to enhance our ability to care for patients during the pandemic. We began with a quick start initiative, which allowed us to put real-time digital visit connections in the hands of our physicians to help avoid unnecessary visits, and allow Jefferson Regional to virtually deliver needed care such as diagnosis, consultation and treatments. The second design phase of our Telehealth journey is now underway. By expanding our long-term initiative, this will allow Jefferson Regional to extend virtual access to our large rural patient base while reducing the travel burden. Since the Emergency Department is one of the most expensive elements of healthcare, Telehealth will also serve to reduce Emergency Department and Urgent Care visits, as well as a reduction in left-without-being-seen events and overall wait times for our patients.



Cybersecurity

In addition to the range of obstacles introduced with the COVID-19 pandemic, the Information Technology department at Jefferson Regional has also been challenged with increased activity by cyber criminals, as cyber-attacks were focused on hospitals and other critical infrastructure targets. Jefferson Regional (IT) Information Technology partnered with Dell/EMC to deploy an industry leading Cyber Vault air gap solution. This technology utilizes appliances that are not connected to the Internet, other

devices or the company's primary network. The premise behind the air gap technology is simple: leave no doors or windows open, and criminals will have no way in and data no way out. In addition to protecting the data itself, the Cyber Vault solution applies advanced encryption. During a cyberattack, backup infrastructure is often compromised or targeted and this technology ensures there is always one "Golden" copy in the Vault for a unified recovery.





 **Jefferson Regional
Foundation**

It's extremely exciting to be part of something brand new that carries the promise of the Jefferson Regional Foundation. We all know how important dependable quality healthcare is – not just to Pine Bluff but also to the other rural counties in Southeast Arkansas who depend on us for medical care. It is absolutely necessary to keep our community healthy and viable. More importantly, the mission of the Foundation is really for the next generation and beyond. We want to ensure that there are funds available to continue providing the finest healthcare services available to our children and grandchildren. It's a key component to keeping Southeast Arkansas vital and growing for years into the future. We have assembled a Board of Directors whose members share that desire, and are committed to seeing it achieved. We will be sharing a number of plans with you for protecting and strengthening the position of Jefferson Regional within our community and beyond. ***With your help, the future will be remarkable! For information on donating, please contact Laura Beth Shaner at 870-541-7210.***



Laura Beth Shaner
Development Officer

Board of Directors



Jefferson Regional Foundation



Debe Hollingsworth



Julie Bridgforth



Mac Bellingrath



Carolyn Blakely



Keidra Burrell



George Dunklin, Jr.



Bryan Jackson



Bill Jones



Nick Makris



Nancy Oudin



Freddye Petett



Brian Thomas



Cindy Trotter



Ryan Watley

Annual Gifts

The following donations reflect gifts received by the Jefferson Regional Foundation from July 1, 2019 through June 30, 2020.



Founder \$10,000 +

George Dunklin, Jr. Charitable Foundation
Mr. & Mrs. Brian Thomas

Partner \$5,000 – \$9,999

Dr. & Mrs. Ayman Alshami	Dr. Amy Cahill & Mr. Doug Cahill	Mrs. Sissy Jones
Dr. & Mrs. Omar Atiq	Mr. & Mrs. Jack Hollingsworth, Jr.	Mr. & Mrs. Mac Norton
Mr. & Mrs. Bill Bridgforth	Mr. & Mrs. Bill Jones	Mr. & Mrs. Bryan Jackson

Leader \$2,500 – \$4,999

Mr. & Mrs. George Makris	Mullins Family Trust	Dr. & Mrs. Reid Pierce
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Benefactor \$1,000 – \$2,499

Dr. & Mrs. Marks Attwood	Mr. & Mrs. Dean Davenport	Mr. & Mrs. Kirby Mouser
Mr. & Mrs. Peter Austin	Dr. Michelle Eckert & Captain John Eckert, PhD	HHH Petroleum
Mr. & Mrs. David Beck	Mrs. Louise Hickman	Dr. & Mrs. Reid Pierce
Dr. Carolyn Blakely	Mr. Ben Jackson	Dr. & Mrs. Alan Pollard
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Mr. & Mrs. Mike Carter	Dr. & Mrs. Kim Kosmitis	Mr. & Mrs. Matt Soto
Mr. & Mrs. Marty Casteel	Mrs. Ruth & Dr. Charles Mabry	Southeast Arkansas College
Ms. Bea Cheesman	Mr. & Mrs. Nick Makris	Ms. Mary Ross Taylor
Mr. & Mrs. John Christopher	Dr. & Mrs. Asif Masood	Mayor Shirley Washington
GTL Americas	Mr. & Mrs. Tommy May	Mr. & Mrs. Matt Woodruff
Mr. & Mrs. Nick Cox	Mr. & Mrs. Chuck Morgan	
Mr. Rick David		



Care Giver \$500 – \$999

Dr. & Mrs. Laurence Alexander
 Dr. Khadija Khan &
 Dr. Meer Akbar Ali
 Mr. & Mrs. Mac Bellingrath
 Kevin & Tanja Bonnette
 Ms. Patricia Brown
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 Dr. & Mrs. Jeff Hunter
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Mr. Scott Robinson
 Mr. & Mrs. Mitch Rose
 Dr. & Mrs. Harry Ryburn
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 Mr. & Mrs. Robert Siever
 Marlyn B Simpson
 Dr. & Mrs. P.B. Simpson, Jr.
 Mr. & Mrs. Jack Talbot
 Colonel Nathaniel Todd
 Mr. & Mrs. Garland Tynes
 Mr. Ryan Watley

Annual Gifts Continued

Supporter \$250 – \$499

Mr. & Mrs. Michael Acosta, Sr.	Mr. & Mrs. Larry Kennedy	Dr. & Mrs. Ruston Pierce
Mr & Mrs. David Bridgforth	Mr. & Mrs. John Lawson	Mr. & Mrs. Michael Powell
Mr. & Mrs. Walter Cash	Mr. & Mrs. Jimmy McFall	Ms. LaTasha Randle
Mr. Mark Charette	Mr. John McGraw	Mr. & Mrs. Steven Shaner
Mr. & Mrs. Chuck Fuller	Mr. & Mrs. Charlie McNew, Sr.	Mr. Charles Tadlock
Mr. & Mrs. Wayne Hassen	Mr. Iyad Owda	

Friend \$100-249

Mr. Joel Carver	Lynann & Kenny Hill	Ms. Kelli Peckham
Mr. & Mrs. Jeff Dunagan	Mr. & Mrs. Reid McGee	Mr. & Mrs. Chris Peterson
Ms. Kelly Eubanks	Mr. & Mrs. Matt Mosler	Mrs. Freddy Petett
Ms. Quinci Floyd	Ms. Geneva Payne	Mr. & Mrs. Burthel Thomas
Mr. & Mrs. Edmond W. Freeman, III	Mr. & Mrs. Lee Pearce	Mr. & Mrs. Ford Trotter
Mr. & Mrs. Kelton Harrison	Mr. Mark Pearce	

Donor \$1 – \$99

Mr. & Mrs. David Cain
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Mr. & Mrs. Roy Ferrell
Ms. Molly Hobson
Ms. Elizabeth Matthews
Mrs. Linda McNulty
Mr. Patrick Neece
Ms. Linda Osborne
Mr. & Mrs. Lee Randle
Mr. Michael Westerfield



Special Gifts In Honor Of

Sissy Jones

Dr. & Mrs. Omar Atiq
Mr. & Mrs. Marty Casteel

Jefferson Regional Staff

Mr. & Mrs. Kirby Mouser

Special Gifts In Memory Of

J.W. Barber

Mr. & Mrs. Ed Bailey

Laykinn Marie Davies

Mullins Family Trust

Lois Ann Merrill

Mr. & Mrs. Ted Carr

Calvin Bracy, M.D.

Mr. Joel Carver
Mr. & Mrs. Roy Ferrell
Ms. Molly Hobson
Mrs. Ruth & Dr. Charles Mabry
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Ms. Linda Osborne
Mr. & Mrs. Chad Pittillo
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Beatrice D. Robey Trustee
Mrs. Adam Robinson, Jr.
Mr. & Mrs. Brian Thomas

Marjo Dill

Mr. Robert Dill

Frank Merritt

Mrs. Sissy Jones

Murphy Jones

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