# Engaged in a Noble Pursuit

**We are a better organization than we were a year ago.**

The wisdom of Greek philosophers is undeniably timeless. In last year's annual report, Heraclitus reminded us that change is constant. This year, it's Aristotle's insight that resonates: We humans are goal-seeking creatures whose lives gain meaning when we are reaching outward with purpose.

So it is at Harrison, where every day, guided by our mission and a clear vision, we seek to make sound and meaningful decisions that will best serve our patients and their families.

In this watershed year, we have much to celebrate, notably our achievement as a best-practice organization for employee and physician engagement by the renowned Gallup Organization.

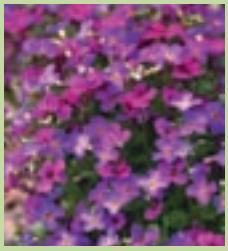
Achieving all of our organizational goals, we also made great strides in our four areas of concentration: people, facilities, information technology, and communication. Among a myriad of initiatives, we heightened standards of clinical excellence, accelerated physician and employee collaboration, updated technology, and achieved financial stability.

We are a better organization than we were a year ago, and our community is taking note. Our goal to become the best medical center in the region by 2010 is clearly within our reach.

Harrison's physicians, employees, leaders, and board are at the core of our transformation. The positive changes we see and feel are a reflection of their work—a tapestry of skill, knowledge, and, above all, care. They truly inspire me.

Every day our noble work gives meaning to my own life and the lives of all of us at Harrison who serve you and your family. We are honored to be on this incredible journey from good to great on your behalf.

Scott W. Bosch
President and CEO



# Highlights of the Year

## Master Facilities Plan

■ After realizing we could not afford to build a brand-new hospital, we began discussing creative alternatives with the architectural and planning firms of Seattle's NBBJ and, locally, Rice Fergus Miller.

■ Bremerton and Silverdale will continue to be full-service hospitals, each providing comprehensive inpatient and outpatient medical and surgical services, plus an array of specialties.

■ We plan to extend service to North Kitsap and Bainbridge Island and expand facilities at Silverdale and South Kitsap.

## Emergency Department

■ Our Bremerton Emergency Department (ED) exceeded an organizational goal to decrease our patients' overall ED time by 10 percent. As of April 2006, despite a 15 percent rise in patient volume, the team had decreased that length of stay by 12 percent.

## Clinical Research

■ Harrison was accepted into the Radiation Therapy Oncology Group this year. This nationally prominent research group affords our patients the opportunity to participate in National Cancer Institute clinical trials, along with 250 of the major research institutions in the United States and Canada.

## Wi-Fi Harrison

■ Wireless technology and free Internet became a reality on our Bremerton and Silverdale campuses, allowing people to access the Internet on their own laptops or portable data devices at any number of computer terminals throughout the main campus. Harrison is among the first hospitals in western Washington to offer this free community service.

## Engaged in a Noble Pursuit

■ The Gallup Organization has named Harrison a best-practice, mission-driven organization.

■ Our employees and physicians are inspired by and engaged in our purpose: making a positive difference in people's lives through exceptional medical care. That dedication helps us to serve you better.

■ We've set our sights on reaching Gallup world-class status in 2008.

## Our Mission

We make a positive difference in people's lives through exceptional medical care.

## Quality of Care and Patient Safety

Harrison joined 3,100 hospitals nationwide in support of the Institute for Healthcare Improvement's (IHI) 100K Lives Campaign to reduce lethal medical errors.

■ Harrison focused on six areas of opportunity to improve patient safety and decrease hospital-acquired infections and medical errors. Among the most substantial was our creation of a rapid response team that intervenes to prevent cardiac arrest when a patient's health declines.

■ Harrison now serves as a mentor hospital for IHI.

*"I ran a little test, asking many of the staff how well they liked working at Harrison. They were ALL enthusiastically pleased to work there! That's the bottom line."*
*—C. W., Silverdale*

## Physician Recruitment

■ Faced with inadequate numbers of physicians in certain specialties, plus some nearing retirement, we hired a full-time recruiter to assist local physicians with recruiting to their practices.

■ More than 50 viable candidates have visited our service area; 19 have joined local practices.

# 2006 Board of Directors

Carl Cramer, chair
James Smalley, vice chair
Tim Arnold, secretary
Mark Adams, MD, chief of medical staff
Kate Brostoff, MD
James Civilla
Mary Garguile
Elizabeth Hyde
Ralph Lintz
Ronald Muhleman
Richard Nelson, MD
Joan Soriano
David Tinker, MD
David Veterane
John Wallen

# 2006 Statement of Revenues and Expenses

As a nonprofit hospital, Harrison receives no direct tax subsidies. Our revenues are returned to the region in the form of services, technology, facilities, and programs.

| REVENUES | |
|---|---|
| Patient revenues—Net[1] | $228,312,000 |
| Other operating revenues | $3,905,000 |
| Non-operating revenues | $2,771,000 |
| **Total** | **$234,988,000** |

[1]Revenues of charity care provided, totaling $6,509,000, and government discounts taken of $165,966,000.

| EXPENSES AND OTHER | |
|---|---|
| Wages and employee benefits | $120,927,000 |
| Supplies and other | $72,683,000 |
| Depreciation and interest expense | $13,488,000 |
| Patients failing to pay | $10,483,000 |
| Insurance | $3,979,000 |
| **Total** | **$221,560,000** |
| Excess funds for reinvestment[2] | $13,428,000 |

[2]Reinvestment in future health programs, services, equipment, and facilities.

*"I felt as if I were at a resort instead of a hospital. I really enjoyed my stay."*
*—F. L., Bainbridge Island*

*"Wow! Who says the healthcare system is broken in America? Not at Harrison. Outstanding! Thank you!"*
*—D. F., Covington*

# Annual Statistics

**Average Stay (in days)**

| | |
|---|---|
| 1986 | 4.5 |
| 1991 | 4.8 |
| 1996 | 3.9 |
| 2001 | 3.7 |
| 2006 | 3.7 |

**ER Visits**

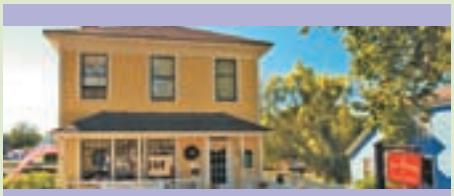
| | |
|---|---|
| 1986 | 23,886 |
| 1991 | 34,277 |
| 1996 | 39,833 |
| 2001 | 48,913 |
| 2006 | 64,404 |

**Surgeries**

| | |
|---|---|
| 1986 | 5,905 |
| 1991 | 8,015 |
| 1996 | 8,708 |
| 2001 | 10,753 |
| 2006 | 12,976 |

**Births**

| | |
|---|---|
| 1986 | 1,556 |
| 1991 | 2,195 |
| 1996 | 1,917 |
| 2001 | 1,655 |
| 2006 | 1,985 |



**Admissions**

| | |
|---|---|
| 1986 | 12,203 |
| 1991 | 13,138 |
| 1996 | 12,046 |
| 2001 | 12,267 |
| 2006 | 16,630 |