BAYHEALTH MEDICAL CENTER
BUILDING THE FOUNDATION OF HEALTHCARE EXCELLENCE
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BUILDING THE FOUNDATION
OF HEALTHCARE EXCELLENCE

Bayhealth Medical Center was created in January 1997 with the merger of Kent General Hospital and Milford Memorial Hospital. Since that time, enormous strides in overall quality of care, physician/nursing recruitment, and patient-care outcomes have been made — improvements documented by independent accrediting and monitoring bodies.

While both institutions trace their roots to the early part of the last century, Bayhealth’s creation in the 90s was an important step in addressing the changing and expanding health needs of a growing regional population. In becoming a modern medical complex, Bayhealth has embraced the technological advances found in today’s healthcare systems, even as we continue to manage operating expenses and monitor cost-effectiveness.

OUR PLANS FOR THE FUTURE

The purpose of this document is to communicate our plans for the future with friends, neighbors, and colleagues whose ongoing confidence and support will be essential to the good health of our region.

Bayhealth is an advanced, not-for-profit healthcare system proudly partnering in cardiology, oncology, and orthopedics with Penn Medicine. Today, Bayhealth has grown to more than 2,900 employees, with a medical staff of 455 physicians.

Despite our sustained growth, affiliations, and success, Bayhealth’s capital and programmatic needs remain a continuing financial challenge.

Our commitment to provide healthcare at the highest levels — as well as to recruit and keep superbly trained doctors, nurses, and ancillary professionals — requires us to acquire and maintain state-of-the-art facilities and equipment.

PASSIONATE COMMUNITY SUPPORT

Put simply, not-for-profit, local community health systems such as Bayhealth can only remain dynamic and strong in the coming years of significant healthcare reform if there is permanent and passionate community support.

While community philanthropy is not the largest source of Bayhealth’s revenues, it is among the most important. The charitable support we receive reduces our need to borrow capital funds, while it also encourages accountability and strengthens the partnership between the community and the hospital.

This partnership dates back almost 100 years to a time when physicians and local community leaders came together to raise money to transform how healthcare was delivered in central and southern Delaware.

This same type of visionary partnership is needed today. We invite you to join us in our efforts to continue transforming our care for you and your family.

IT COULD HAPPEN TO ANYONE ...

Brian Berns stepped off a curb and hurt his knee. The torn meniscus (cartilage) meant surgery. During the preoperative testing, his EKG was abnormal, yet he had never had any symptoms of heart problems.

He was referred to Bayhealth cardiologist Judith Rippert, DO. Tests soon showed he had a heart valve that wasn’t working properly. Then Bayhealth Cardiac Surgeon Daniel Marelli, MD, entered the picture. “Dr. Marelli explained that my aortic valve had begun to calcify and it was enlarged.”

Brian, who is 51 years of age and coaches the Caesar Rodney High School football team, was stunned. There was discussion about seeking care somewhere other than Bayhealth. “I talked to a lot of people and learned there are good, gifted, talented people right here at Bayhealth. It was the right decision.”

Surgery was scheduled on a Thursday, he was released the following Monday, and he was in the press box at the football game the following Friday. “I was back to work in two weeks.”
bayhealth’s mission & goals

Bayhealth is pursuing a far-sighted approach of expansion and enhancement of critically needed services in order to provide the entire service region with quality, accessible, health services.

We continue our mission of improving the community’s health by increasing patient access to care and services. We’re also preparing for future healthcare needs, anticipating a growing and changing population in central Delaware. Bayhealth is a fundamental anchor to the region, and we’re addressing the real needs of our community and all of its stakeholders.

Our renewed commitment in the months and years ahead is to make significant investments in expanded service availability, service capacity, and new technologies to improve the health of the changing population and the communities we serve.

Toward this end, the Bayhealth Foundation continues to solicit and make excellent use of charitable gifts from a wide range of generous donors. From 2002 through 2008, volunteers, employees, board members, physicians, and community leaders combined to generate over $10 million in gifts.

Over the next 10 years, we will seek to raise an additional $25 million in gifts that will enable Bayhealth to meet the dynamic and growing health needs of all the residents in our community.

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A few facts:

1) Bayhealth annually serves approximately 250,000 people in communities within its central and southern service area and is the second largest healthcare provider in Delaware.

2) Kent General Hospital is the sole community hospital serving central Delaware.

3) In the 2010 fiscal year, Bayhealth recorded 78,601 emergency department visits, 20,312 patients admitted to beds, and 2,394 births.

4) Last year, as part of its community service mission, Bayhealth provided over $33.3 million in medical services for which it was not reimbursed.
identifying needs of a changing community

Population:
Kent County 160,058
Sussex County 196,945
Kent County Seniors 28,495
Sussex County Seniors 57,699

Kent County Other Facts:
19% of children under 18 years old and 23.6% of children under 5 years old are poor.
40% of female-headed households with no husband present with related children under 18 years old have incomes below the poverty level.
62% of female-headed households with no husband present with related children under 5 years old live in poverty.

Demographics:
In Kent County, poverty is a major factor impacting access to medical care as well as quality of health. Unemployment is also a relevant issue, with the May 2010 unemployment rate standing at 8% (up from 7.7% in May 2009).i

Poverty Levels:
Kent County 14%
Sussex County 12%
Delaware total 11%

A Region in Need
There is significant healthcare work to be done among the population Bayhealth Medical Center serves.

Kent County and Sussex County rank the lowest in Delaware in all health assessment categories, based on a 2010 study by the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute.

Kent and Sussex are ranked the lowest in the state in respect to negative health behaviors such as smoking, lack of exercise, and alcohol consumption. The two counties also have the highest rates of cancerous tumors, while Kent has the highest rate of heart disease and diabetes among the state’s population.

Our Current Response
The growing population, the objective health needs in the region, and the subsequent increase in demand for services have not gone unnoticed by Bayhealth.

Nursing staff over the past five years has increased by about 20 percent to total over 1,000 nurses. We are on pace to recruit more than 100 new physicians in the next few years. Finally, these overall improvements Bayhealth has made recently in areas of cardiac surgery and service, critical care, and rehabilitation services have drawn substantial recognition from Health Grades, the State of Delaware, and national organizations such as JD Powers.

After being diagnosed with breast cancer, Michele looked far and wide for the best available treatment and care options.

She visited large medical centers in Wilmington and Baltimore, but discovered their recommendations were the same she received at Bayhealth. She also discovered that the same treatments, protocols, and even clinical trials were available at her local hospital — Bayhealth.

“It’s comforting to know that, looking at larger facilities, including academic medical centers, the same things are available here at Bayhealth.”

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It’s comforting to know that, looking at larger facilities, including academic medical centers, the same things are available here at Bayhealth. “It’s been nearly two years since the treatment and she feels optimistic about her future. “I’d say it’s always good to get a second opinion. But I am very happy about the treatment I received at Bayhealth.”


The Right Treatment for Breast Cancer Meant Staying at Home
Michele Munday, Felton
Bayhealth’s outstanding reputation and credentials in cancer care are a direct result of our investments in medical and radiation oncology services, care coordination, clinical trial programs, and community outreach and prevention education. Our medical and radiation oncologists provide comprehensive cancer services, which follow the National Comprehensive Cancer Network (NCCN) Guidelines, which direct them to offer the most advanced medical technologies, including state-of-the-art equipment, to effectively treat cancer across the entire continuum of care (surgery, chemotherapy, and radiation oncology).

Bayhealth is a member of the Penn Cancer Network, a select group of community hospitals throughout Pennsylvania, New Jersey, and Delaware. This collaboration provides our community with access to university-level cancer care and to Penn’s global leaders in cancer research and treatment.

Bayhealth is also an affiliate member of the Eastern Cooperative Oncology Group (ECOG) through Penn’s Abramson Cancer Center of the University of Pennsylvania. Bayhealth signed a long-term partnership agreement with the Abramson Cancer Center to conduct clinical trials, provide support services, and offer clinical referrals. It is the only such agreement in the state of Delaware and is a vital component of this work.

Bayhealth Medical Center is accredited by the American College of Surgeons Commission on Cancer and is designated a Breast Imaging Center of Excellence by the American College of Radiology (ACR) — the first center in Delaware to hold this title. By awarding Bayhealth this status, the ACR recognizes that Bayhealth’s breast imaging center has earned accreditation in all of the College’s voluntary breast imaging accreditation programs and modules, in addition to the mandatory Mammography Accreditation Program.

The nonprofit Bayhealth Cancer Institute, formed in 2007, advances Bayhealth’s expanded cancer mission through programs that benefit the community, including education, prevention, research, and other specialty programs and offerings.

Bayhealth Medical Center is committed to the continued growth, development, and program excellence of Bayhealth’s oncology services. We have made significant investments in infrastructure over recent years, including:

- a comprehensive cancer center facility at the southern region’s Milford Hospital Campus in the mid 2000s
- the administrative integration of cancer services at multiple campuses
- the recruitment of a seasoned executive to serve as the director of our oncology services
- comprehensive capital improvements
- provider and care coordination staff have been significantly expanded at both campuses
A new Integrated Cancer Center (ICC) is being established by Bayhealth at Kent General to provide convenient access to treatments in an aesthetically pleasing, comprehensive cancer care facility.

The 30,000-square-foot, two-story ICC will contain an expanded radiation therapy department incorporating state-of-the-art technologies and replacing outdated (20-year-old) linear accelerators. The first floor will house radiation oncology services, exam rooms, and space for multidisciplinary patient conferences. On the second floor, an expanded medical oncology department will replace the existing open chemotherapy chairs with 19 chemotherapy stations, 11 exam rooms/private suites sufficiently large enough for family members to be with their loved ones, a triage room, and a procedure room.

The new ICC will also provide space for services that support cancer patients, including a multidisciplinary oncology clinic, space for clinical planning, video conferencing, cancer care coordination, and an on-site retail pharmacy. There will also be dedicated space for clinical research programs.

Skylights and clerestory windows will introduce pleasing natural light throughout the facility. Other therapeutic amenities will include healing gardens, art, music, and massage therapies. In keeping with Bayhealth’s holistic approach, the ICC retail space will feature products that provide aid and comfort to patients and their families during difficult medical treatments, while in more private settings, items such as hair pieces, prosthetic undergarments, and skin care products will be offered.

**Patient Care and Convenience**

The ICC at Kent General integrates and expands our cancer services—all of those now being provided at multiple locations will be brought together to create a single point of service.

Patients will come to one convenient site for treatments, their physician appointments, review of their treatment plan, and their lab and diagnostic tests. This seemingly simple patient-centered approach is difficult and complicated to do from multiple logistical points of service. But in a recent report by The Advisory Board®, multidisciplinary care and patient-friendly facilities were among the top six concerns of all patients surveyed (even beating out waiting times and physician qualifications).

In the new ICC, the whole person will be treated in one setting, not just with conventional modalities of specialty and sub-specialty care, including radiation, oncology, surgery, and the latest diagnostic imaging equipment, but also with their family, social, and spiritual needs taken into account.

**Excellence Through Integration and Collaboration**

Consolidating medical and radiation oncology cancer care services “under one roof” at the new ICC on the Kent General campus does more than provide patient convenience. This physical integration of services is crucial for providing the highest level of continuity of care. The ICC model is designed to encourage collaboration among oncologists, surgeons, primary care doctors, nurses, social workers, patients, and families — and is the new standard of care for oncology.

The training and research capabilities that are inherent to the Center’s design will continue to bolster partnerships with academic medical centers, specifically Penn Medicine at the University of Pennsylvania in Philadelphia, as a part of the continued development of the Bayhealth Cancer Institute.
Bayhealth stunned many in Delaware’s healthcare industry in 2005 with the announcement that we were partnering with the University of Pennsylvania’s Penn Medicine to bring advanced cardiac services to lower Delaware, including the expertise of the world-renowned PENN Cardiac Care and the PENN Heart and Vascular Center at the Perelman Center for Advanced Medicine.

This new affiliation provides everyone in the Bayhealth service area access to world-class, award-winning cardiovascular services, which have already been recognized for high quality several years in a row.

**Heart Surgery and Non-surgical Interventions**

Cardiac surgery, a key component to our Cardiac program, is led by John Mannion, MD, Chief Cardiac Surgeon and Assistant Professor of Cardiology at the University of Pennsylvania. Dr. Mannion was trained in New York and at Penn in Philadelphia and came to Bayhealth from the University of Oklahoma. Daniel Marelli, MD, is also a cardiac surgeon, and trained at the University of California, Los Angeles. Both Dr. Mannion and Dr. Marelli live in central Delaware.

But they are only part of the specialty team of trained professionals in cardiothoracic procedures. Bayhealth’s comprehensive approach has brought together not only the key surgical expertise, but specially trained nurses, clinical specialists, nurse managers, physician assistants, nurse practitioners, pharmacists, discharge planners and care managers, educators, and nutritionists to provide the highest holistic quality of care for our patients throughout their treatment.

When cardiac surgery is mentioned, most people think of bypass surgery — the open heart procedure technically known as **coronary artery bypass surgery (CAB)**. In this procedure, surgeons use a blood vessel from another part of the body to bypass part of a narrowed or blocked coronary artery. Blood goes through the new blood vessel, avoiding the blocked artery, and improves blood flow to the heart.

While heart surgery is never routine, Bayhealth’s complication rate is so low we’ve been rated “the best heart hospital in Delaware,” even for the more complicated procedures involving heart valves and repairable heart defects. The Bayhealth team has also advanced cardiac care to include aneurysm repair (endovascular surgery), diagnosing and treatment of irregular heart rhythms and pacemaker placements (electrophysiology), and cardiac catheterization, which includes stent placements for arterial blockages.

**Cardiac and pulmonary rehabilitation services** are another component of the comprehensive cardiac program at Bayhealth. The program helps patients who have a cardiac incident or procedure return to a healthy, more productive lifestyle. Rehabilitation begins as early as possible in the hospital and continues after discharge on an outpatient basis. The program includes: education, monitored exercise, breathing retraining, stress reduction, dietary counseling, and the fitness program at Bayhealth’s Lifestyles Fitness Center.

Healthy Hearts

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As noted earlier, the region’s population explosion, particularly among the elderly, has placed increased demands on our Emergency and Trauma Services. The Trauma/Emergency Department (T/ED) is expanding its capacity to accommodate up to 70,000 annual visits (nearly a 50 percent increase over the current Kent General volume of 50,819).

The Bayhealth Kent General Emergency Department is the sole provider of hospital-based emergency care in Kent County.

Emergency room visits are growing annually and are projected to continue to rise in volume and in complexity, reflecting our aging population. Also, the Affordable Healthcare Act will, when fully implemented, create a pathway to healthcare for previously non-insured individuals. This pathway will begin, in most cases, in our emergency department.

Designated as a Level III Trauma Center, Bayhealth Kent General Hospital has resources for emergency resuscitation, surgery, and intensive care of most trauma patients. The much needed new facility will allow for expanded resources and a future designation as a Level II Trauma Center.

The expanded T/ED will include open treatment bays, improved patient flow, decreased wait times, streamlined triaging, improved ambulance access, and the ability to accommodate accompanying family members at the time of the emergency visit.

The T/ED will grow from its current 21 beds to 36 patient treatment bays. This re-location and expansion corresponds to the population’s changing health, where emergent conditions can often be life threatening. The new unit will expand points of controlled access, including ambulance drop-off, walk-in/drop-off (close to a new parking garage), access off the main lobby of the hospital, and secure elevator access from the roof for trauma patients transported via helicopter.
More Senior Patients =
More Complex Urgent Care

Kent County’s population is expected to increase by 25% between 2010 and 2040, and as the overall population size expands, so too does the demand on the Trauma/Emergency Department.

But the largest growth trend is in the senior segment of the population, creating unique demands on Trauma/Emergency Department services. Of the 25% population increase in the years ahead, it is estimated that more than 60% of that will be from individuals aged 65 and above, an age that historically needs the most urgent access to healthcare facilities.

Enhanced Access:
Reduced Waiting Times

At Bayhealth, more physical capacity in our emergency rooms is required to provide more timely service. Approximately 200 patients per month actually leave the facility before they are treated. And today, the wait from arrival to onset of treatment time is more than an hour. Both of these figures demonstrate the need for change and improvement.

Expanded treatment bays and triage space will address these issues by shortening time to be seen by an Emergency Department physician. A “Fast Track” for minor illnesses will be expanded to facilitate patient flow and direct people to the most appropriate level of emergent care in a timely manner.

Improved Flow into Hospital Admissions

Forty-five percent of all inpatient admissions at Bayhealth Kent General come from the T/ED, so admitting these patients efficiently requires redesign of the physical layout, re-engineered processes, and new use of technology.

The current volume of 50,819 annual emergency visits stretches our current capacity, making it vital that patients approved for admission be quickly moved to the appropriate floor. Increased use of wireless communications and patient tracking has begun to transform admission decisions and shorten the transfer time from Emergency Department to a hospital bed. Our new unit will hasten that improvement.

Enhanced Quality of Services

More effective space and better use of staffing and technologies will also lead to improved clinical and service quality.

New technological tools will be employed to automate and streamline processes as well as to fully integrate data and records management within the rest of the hospital. The Emergency Department is an integral access point for the community, and the projections of serving 70,000 patients annually in just a few years demand the use of technology that is fully integrated into our technological infrastructure.

Electronic health records, patient billing and finance, and patient tracking systems will allow us to respond better than we do today, even with increased patient case loads. Improved use of space will better address our current and future standards of care related to HIPAA, privacy, and confidentiality. The expansion project will eliminate the need for using hallway stretchers and better meet the medical, human, and psychological needs of patients and their families.
Whether our patients are recovering from a disabling illness such as a heart attack or stroke, or overcoming post-surgery physical problems, Bayhealth’s Orthopedics and Rehabilitation Services help them overcome their fears and frustrations and relearn skills necessary for independence. We have recently entered into another affiliation with Penn Medicine, much like the Cardiology and Oncology affiliations, to bring state-of-the-art orthopedic care to central Delaware.

The Center for Orthopedics at Kent General

The Center for Orthopedics at Kent General Hospital is a dedicated 15-bed unit on the third floor for patients who have undergone orthopedic surgery, including knee and hip replacement. This unit provides the specialized staff and equipment to assist patients recovering from orthopedic surgery.

The Total Joint Center at Milford Memorial

The Total Joint Center opened in February 2006 to provide specialized orthopedic care for patients recovering from joint replacement surgeries in a patient-centered, healing environment. From preoperative teaching through discharge to home, our healthcare team works with patients to ensure a successful joint replacement experience. To best help patients prepare for their upcoming joint replacement surgery, our Joint Center Coordinator offers weekly preoperative classes to familiarize patients with the expected plan of care.

After surgery, patients recover in one of the Total Joint Center’s seven private rooms and receive unit-based rehabilitation services. After discharge, patients continue to receive rehabilitation services from one of several options with the type of rehabilitation received tailored to the patient’s health status after surgery.

Outpatient Rehabilitation Services at Bayhealth

With convenient facilities in Dover and Milford, Bayhealth Outpatient Rehabilitation Services include physical therapy, occupational therapy, and speech language pathology. Bayhealth is able to assist our patients with getting back on the road to recovery after surgery or injury and is dedicated to providing the highest quality therapy services based on the best standards of practice.

Inpatient Rehabilitation Center at Milford Memorial: Physical/Occupational/Speech Therapy

The Inpatient Rehabilitation Center provides rehabilitation services developed to assist patients in achieving their maximum potential and adjusting to their limitations and regaining a satisfying lifestyle. The primary mission of the inpatient rehabilitation program is to focus on achieving basic skills that may allow independent living and working.

Award-winning Care

Bayhealth’s Inpatient Rehabilitation Center at Milford Memorial Hospital received a 2007 W. L. (Bill) Gore Award of Excellence for demonstrating high levels of performance excellence.

Bayhealth’s Inpatient Rehabilitation Center is also accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) and received a three-year accreditation from CARF for our Stroke Specialty Program.
Rehabilitation Toward a Renewed Life
Roland Jackson, Milford

After surgery to replace both knees, Roland knew that a successful rehabilitation program was key to an active retirement.

So working with Kim Jester, physical therapist at Bayhealth Milford Memorial campus, Roland began lifting weights and riding bikes to regain his leg strength. “It was hard work, but as long as you do what you’re supposed to, recovery isn’t so bad. I couldn’t have gotten better care. Bayhealth therapists treat you like part of the family.”

Now that he has two brand-new knees, Roland has wasted no time in making his retirement count. He’s back to deer hunting and walking a mile every day. “The way my life has changed is really amazing. And I thank Bayhealth for the way they helped me get back to the things I love to do.”

The much anticipated replacement facility for Bayhealth Milford Memorial Hospital at the current site is now in the early planning stages.

In recent years, much progress has been made in attracting many new physicians to practice in Milford, thereby leading to a steady increase in both inpatient and outpatient utilization. This increase in physicians reflects our energetic and long-standing commitment to Bayhealth’s southern region. Patient satisfaction, employee retention, and hospital census numbers in Milford all point to the need for this new facility, and Bayhealth’s steadfast commitment will culminate with the construction of a new Milford Memorial Hospital.

Plans are scheduled to be finalized in 2013 with construction to follow. Preliminary total cost estimates for the new Milford hospital range from $200 to $225 million.
There are only three ways for nonprofit health systems like Bayhealth to raise capital for their operations and growth.

We generate a modest operating margin each year that is held in reserve to meet future needs, such as improving the physical plant and purchasing equipment. At Bayhealth, our annual operating margin has historically been around 5 percent. This financial performance is key to acquiring capital in the second of three ways ... floating bonds.

Nonprofit hospitals like Bayhealth can borrow capital through bond issues. While the capacity to borrow is computed in part by certain financial ratios such as level of reserves against level of debt, the major consideration by the bond issuer is past and projected operating performance by the hospital and its history of paying off debt. As a result, to maintain the lowest interest rate for this debt, some of the reserve previously mentioned needs to be “held” to “collateralize” the bonds, and is therefore unavailable for use in developing projects and programs. In short, we can’t spend all our annual reserves, even if there were enough to pay for projects outright.

**Because of this need to maintain some part of our capital reserves, philanthropy is crucial as the third and the final way for us to raise capital.**

The more money we raise from philanthropy, the less debt and debt service burden we must take on. The following chart outlines how we envision our financing structure over the next ten years for the projects and programs outlined in this report.

Periodic, multi-year capital campaigns with large goals are a necessary component of our finances. These efforts will be successful if our major donor constituencies (boards, volunteers, employees, community leaders) are fully engaged each and every year in our growing and multipronged efforts of annual fundraising.

**Summary, Uses, and Sources of Capital Funds – 2010 through 2020**

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<th>Sources (in millions)</th>
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As you see, over the next ten years, for Bayhealth to continue providing exceptional care, we’ll need to raise $25 million from philanthropy (and this does not take into account any potential negative impact to revenue that occurs because of national healthcare financing reform). We must begin these efforts now. We simply cannot wait until the need is dire and directly upon us before reaching out to our community, friends, supporters, and all of our new constituents to help us raise the money necessary to maintain this growing and vibrant world-class organization.

What’s more, it is asked of every generation to leave behind a strong foundation on which the next generation will build. It is that time now for Bayhealth. With a proven track record of remarkable community service and a solid, sensible plan to address the community needs as the population grows and ages, Bayhealth is poised to become a transformative institution for central and southern Delaware.

We look forward to working with you as, together, we build Bayhealth into the national ranks of cutting-edge regional hospitals, with an unwavering commitment to all in our community for generations to come.
THE FOLLOWING IS A LIST OF CURRENT CAMPAIGN DONORS AND FRIENDS WHO ARE HELPING US BUILD TOWARDS THE FUTURE. WE WILL NEED THEM AND OTHERS TO CONTINUE OUR MISSION FOR YOU, YOUR FAMILIES, AND THE FUTURE GOOD HEALTH OF CENTRAL AND SOUTHERN DELAWARE.

Bayhealth’s Honor Roll

Guardian ($100,000+)
Crystal Trust
Longwood Foundation, Inc.
Welfare Foundation, Inc.

Benefactor ($50,000 to $99,999)
Mr. & Mrs. Michael S. Koppenhaver
Mr. & Mrs. Terry M. Murphy
Mr. & Mrs. Edward F. Quinn IV
Mr. & Mrs. J.J. Strickland
Mr. & Mrs. David Watson

Pacesetter ($25,000 to $49,999)
Dr. & Mrs. Richard B. Crabb
Ms. Jo Ann M. Davis
Mr. & Mrs. William W. Fisher
Laffey-McHugh Foundation
Mr. & Mrs. Paul E. Lakeman
Mr. & Mrs. Jon C. McDowell
Mr. & Mrs. Anthony Perratto
Mr. Jerry Fritts and Ms. Louise Phillips
Dr. & Mrs. Michel R. Samaha
Mr. & Mrs. Earl P. Tanis
Mr. & Mrs. David E. Walczak

Patron ($10,000 to $24,999)
Ms. Cathie Barron
Becker Morgan Group Architecture & Engineering
BHMC Pharmacy Dept

Mr. & Mrs. Richard V. Butto
Mr. & Mrs. Ronald Doughty
ECCB Charitable Foundation
Mr. & Mrs. Alexander S. Ewing
Mr. & Mrs. Terry V. Feinour
Mr. & Mrs. James A. Flood, Jr.
Ms. Ann E. Keane
Mr. & Mrs. D. Bryan LeGates
Mr. & Mrs. Ed Marecki
Marmot Foundation
Dr. & Mrs. Francis J. Montone
Mr. Gregory V. Moore
Councilman & Mrs. Douglas E. Morrow
Mr. & Mrs. John W. Paradise
Mr. & Mrs. Thomas Price
Mrs. & Mr. David H. Rutt
Mr. & Mrs. Ronald L. Sayers
Dr. & Mrs. Gary Siegelman
Ms. Donna M. Stinson
Dr. & Mrs. Michael G. Sweeney
Mr. & Mrs. John Van Gorp
Mr. Clifford A. Zarov & Ms. Ayn Hoyt

Friend ($1,000 to $9,999)
Ms. Beverly Abbott
Mr. & Mrs. Troy Adams
Mr. & Mrs. A. Joe Adkisson
Ms. Sharon Aikens
Dr. Roger S. Alexander
Mr. Charles A. Anderson
Ms. Cynthia Bartz
Mrs. Anne M. Beals
Mr. & Mrs. Douglas A. Beisch
Mr. & Mrs. Jeffrey W. Bieber
Ms. Paula H. Bodner
Mr. & Mrs. Anthony Bonanno
Mr. & Mrs. Jerome E. Bradley
Mrs. Margaret W. Breeding
Mr. & Mrs. Robert D. Burns
Mrs. Susan R. Burns
Mr. I.G. Burton III
Mr. & Mrs. Gordon Cameron
Mr. & Mrs. Michael T. Carey
Mr. & Mrs. A. Temple Carter III
Mr. & Mrs. Stephen M. Cronk
Mr. & Mrs. Alberto T. Delacruz
Delaware Community Foundation
Delaware Radiation Associates
Mr. & Mrs. John C. DeMarie
Mr. John Desiderio
Mr. & Mrs. James C. Dewey
Mr. Darrell Donophan
Dover Electric Supply Co., Inc.
Mr. Christopher P. Dukes
Mr. & Mrs. Robert L. Edgell
Mr. George H. Ehrmann, Jr.
Dr. James L. Everette, Jr.
Dr. & Mrs. John J. Fink
Ms. Christine Foxwell
Mr. Jerry Fritts & Ms. Louise Phillips
Mr. & Mrs. Ronnies Fuller
Ms. JoAnn Glenn
Eric Gloss, DO, MMM, FACOEP
Ms. Susan M. Green
Dr. & Mrs. Harjinder S. Grewal
Mr. & Mrs. Garrett L. Grier, Jr.
Mr. & Mrs. Douglas E. Haddad
Dr. & Mrs. Joel Halpern
Dr. & Mrs. Scott A. Hammer
Mr. Lawrence E. Hampton
Mr. & Mrs. Lester Harrison
Dr. Mary Lynn & Mr. Matthew J. Hawkins
Ms. Donna F. Henderson
Ms. Jane Hewitt
Mr. & Mrs. Leland L. Hobbs
Dr. & Mrs. Craig D. Hochstein
Ms. Carrie Holmes
Mr. & Mrs. Robin Hudson
Mrs. Linda Hughes
Ms. Dawn C. Jackson
Dr. & Mrs. William N. Johnston
Dr. & Mrs. Edward R. Jones
Mr. & Mrs. R.W. Kelly
Ms. Robyn Kepner
Mr. & Mrs. Karl B. Kibler
Mr. Bradley D. Kirkes
Mr. & Mrs. Dennis E. Klima
Ms. Veronica Kopeck
Ms. Kathy J. Kucek
Mr. & Mrs. Marvin Lands
Ms. Marie F. Laramee
Ms. Theresa LaTorre-Tegtmeier
Mr. & Mrs. Manny Laymon
Mr. Louis E. Levenson
Lewes Surgical & Medical Associates
Mr. & Mrs. Keith Litchford
Mr. & Mrs. Edward Lozzi
Dr. & Mrs. Daniel Morelli
Ms. Lisa Martin
Ms. Holly S. Marvel
Mr. & Mrs. J. Christopher McCarroll
Dr. Mary Jane McClements
Mr. & Mrs. Joseph S. McDaniel III
Ms. Constance McDowell
Mr. & Mrs. Walter P. McEvilly, Jr.
Merrill Lynch & Co. Foundation, Inc.
Mr. & Mrs. Michael Merson
Mr. & Mrs. Michael Metzing
Ms. Charlotte Middleton
Mr. Charles J. Miles
Ms. Laura J. Mills
Mr. & Mrs. Richard M. Morgan
Mrs. Susan D. Mylott
Ms. Ann-Marie O’Donnell
Mr. & Mrs. Karl J. Oliver
Ms. Karen M. Palmer
Mr. & Mrs. Joseph A. Pelle
Ms. Paula S. Penn
Mr. Joseph D. & Rev. Connie L. Perry
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