02 Our Call to provide exceptional care

06 Our Call to move forward

10 Our Call to advance care

14 Our Call to deliver high quality

18 Our Call to support our community

24 Our Call to perform

26 Our Call to lead
Dear friends,

Each year, thousands of patients and their loved ones come to Mercy Medical Center – Des Moines seeking answers. Seeking compassion. Seeking hope. In return, our experts provide the highest level of quality, compassionate care to everyone we are privileged to serve. For Mercy, it’s more than our job. It’s our calling.

Inspired by the example set by the Sisters of Mercy 125 years ago, our more than 7,000 physicians and colleagues are committed to ensuring the best possible continuum of care, with an ongoing drive to never stop improving.

Our passion for healing moves us to embrace bold ideas, invest in the latest research-based approaches and find ways to deliver care in more convenient ways. With great pride, I invite you to read the stories of courage and strength shared in the following pages. The patients featured are remarkable. The Mercy physicians and colleagues who support them are truly exceptional.

During fiscal year 2018, Mercy celebrated numerous achievements, including several that are exclusive to Iowa. From opening the state’s first and only freestanding rehabilitation hospital, to providing mobile options for finding and receiving care, to utilizing the latest technology to treat a stroke, Mercy continues to make advancements to benefit our patients and community.

The work we do, and the extraordinary outcomes created, would not be possible without the support of our Board of Directors, volunteers and community partners. This report is dedicated to them, along with our Mercy physicians and colleagues whose devotion to following the call to serve others benefits us all.

Sincerely,

Karl Keeler
President
Our Call to provide exceptional care
HAVE FAITH IN YOUR DOCTOR

Donald Clifton refused to let an esophageal cancer diagnosis take him away from his passion for life. “Every time I’d eat, it seemed like I was choking on something. My kids and my daughter-in-law kept telling me to get my throat checked out. When I did, they diagnosed me with esophageal cancer,” Donald said.

“Dr. Jan Franko removed almost all my esophagus, except the part they connected to my stomach. I was in the hospital for almost a month. I had very good care and couldn’t have asked for a better team.”

Today, Donald is clear of cancer and continuing to live life to the fullest. “I walk a mile almost every morning, and in the summer, I’m out in the garden. Every year I put up about 150 quarts of produce — tomato sauce, spaghetti sauce, salsa, etc. Nothing beats fresh stuff right out of the garden.”

“My advice to other cancer patients is to follow your doctor’s directions. If Dr. Franko told me to do something, I did it. If he told me not to, I tried not to! Don’t hesitate to ask questions, have faith in your doctor, and know that you’re in good hands at Mercy Cancer Center.”

“I had very good care and couldn’t have asked for a better team.”

Donald Clifton
Friendly and upbeat, former broadcast journalist Jim Boyd is an optimist by trade and by nature.

But when it comes to his chronic back pain, Jim is more of a realist.

“When you’ve developed a good physician-patient relationship like we have, it’s important to keep it.”

“I’ve recommended Dr. Pederson to a couple of friends, and I stayed with him when he moved to the new office,” he says. “When you’ve developed a good physician-patient relationship like we have, it’s important to keep it.”
LUCKY TO BE ALIVE

David Shufelt was helping a friend fix his roof when suddenly he got very overheated and started experiencing chest pain. His friend rushed him to Mercy West Urgent Care, where he collapsed walking through the door. The doctor quickly evaluated him and said David was experiencing a heart attack and called for an ambulance to take him to Mercy Medical Center.

Upon arrival to the Emergency department, David was in full cardiac arrest. The medical team shocked his heart several times and performed CPR for at least 40 minutes. The staff told David’s fiancée, Anita, to prepare for the worst.

Since the resuscitative efforts weren’t working, Emergency physician Andrew Terry, D.O., started advocating for the use of potentially lifesaving technology known as extracorporeal membrane oxygenation (ECMO). ECMO involves the use of a sophisticated pump that takes over the functions of the heart and lungs, essentially breathing for the patient by pumping oxygenated blood to vital organs so the lungs can rest. The device is traditionally used to support adults in cardiac failure waiting for a heart transplant and to help protect the delicate respiratory systems of infants born prematurely.

Iowa Heart Center Interventional Cardiologist Atul Chawla, M.D., and Advanced Heart Failure Cardiologist Frances Johnson, M.D., were contacted for their assessment. Dr. Chawla agreed to take David to the cardiac catheterization lab to evaluate his coronary arteries and facilitate ECMO placement.

David had a coronary artery that was 100 percent blocked, and was able to be opened up and a stent placed because of the ECMO, which he remained on for five days.

“They saved my life by putting me on ECMO and I couldn’t be more thankful,” Dr. Terry said. David spent nearly two weeks in the hospital and is now enjoying spending time with his family and appreciating life even more.

“They saved my life by putting me on ECMO and I couldn’t be more thankful,” David said. “The care I received was wonderful, and I hope more people are able to benefit from this in the future.”
Mercy Clinics continued to expand to meet the needs of central Iowa’s growing communities in fiscal year 2018 with the opening of two new primary care clinics and completion of remodeling projects at three additional clinic buildings. In its more than three decades of existence, Mercy Clinics has evolved from opening its first clinic in 1983, to now operating 33 primary care clinics, 10 walk-in clinics and more than 20 specialty clinics.

New clinics offering both family medicine and pediatric services were opened in Grimes and Norwalk, two cities experiencing an influx in young, growing families. Each clinic is served by established providers who relocated from other Mercy Clinics practices, in addition to providers new to the market.

Growth will continue in fiscal year 2019, with the opening of a second Occupational Health clinic location and the move of Family Medicine Beaverdale into a new facility that is currently being constructed.
EXPANDING SERVICES
TO BETTER SERVE PATIENTS

In June 2018, Mercy colleagues and community leaders celebrated the opening of Mercy Rehabilitation Hospital, a state-of-the-art, 50-bed inpatient facility dedicated to the treatment and recovery of individuals who have experienced the debilitating effects of a severe injury or illness.

As Iowa’s first and only freestanding rehabilitation hospital, the new inpatient rehabilitation hospital provides comprehensive inpatient rehabilitation services that help patients recover and return home with the highest level of independence possible.
NEW SPECIALTY CLINIC PROVIDES COMPREHENSIVE TREATMENT AND SUPPORT

Lung cancer patients now have access to a specialty clinic providing comprehensive treatment and support more quickly and conveniently than ever before. The Mercy Lung Cancer Clinic, which opened in June 2018, offers a multidisciplinary approach to the evaluation and management of lung masses and lung cancer.

The new clinic allows patients to make a single appointment, during which time they will see multiple specialists all in one location. By combining these services during the same outpatient visit, extra travel time, expense and time away from normal activities is eliminated. The experienced team providing patient care includes pulmonologists, medical oncologists, radiation oncologists, thoracic surgeons and others from Mercy Cancer Center, Chest, Infectious Diseases and Critical Care Associates, PC (CIC), Iowa Heart Center, Medical Oncology & Hematology Associates and Mercy Medical Center – Des Moines. These providers work collectively to offer a compassionate, comprehensive consultation and an individualized treatment plan for each patient.

FACILITY UPGRADES IMPROVE ACCESS, PREPARE FOR FUTURE CONSTRUCTION

Improving parking and access for patients and visitors at Mercy’s central campus was a top priority during the last year. In April, Mercy opened the southwest parking deck at the corner of 5th and Laurel Streets, adding approximately 200 new parking stalls for employees. In the next fiscal year, work will begin to expand the existing west parking ramp. When completed, the project will add another 300 parking stalls.

“Access to conveniently located parking is an important part of how our patients and guests view their experience at Mercy,” said Sandy Swanson, vice president of strategic planning and development. “The addition of new employee parking options will help us ensure our patients and guests have a positive first impression of our facility.”

Construction to expand the central utility plant at Mercy’s central campus will begin in fall 2018. This expansion is necessary to accommodate additional HVAC, water and gas systems and upgrade electric generation for additional building capacity. This project is expected to improve efficiency of operations, achieve energy savings and prepare for future campus expansion.
ACCESS 2 HEALTH CONNECTS PATIENTS TO PROVIDERS WITH EASE

In September 2017, Mercy Clinics unveiled Access 2 Health, a service that makes it easier for current and prospective patients to find a primary care provider and schedule appointments. Through Access 2 Health, patients call one number and can schedule an appointment at any Mercy primary care clinic, find a primary care provider in a specific location, or receive professional advice from a registered nurse.

In its first 10 months of operation, more than 1,000 new patient appointments were scheduled through the Access 2 Health service.

“Access 2 Health has proven to be a valuable service to central Iowans and a great way to introduce consumers to Mercy’s excellent providers,” said Sharon Phillips, Mercy Clinics chief operating officer. “We are pleased to be able to provide this service, which makes it easier for people new to the community to find a provider who is accepting new patients, and also allows our current patients to make or reschedule appointments at times convenient to them.”

NEW SERVICE OFFERS ONLINE MEDICAL VISITS

The ability to access health care day or night, from home, work or on-the-go became easier this year with the launch of a new virtual health platform. Mobile Care allows patients to visit with a physician through a secure video connection on a computer or mobile device. This new service is designed to diagnose and treat patients with minor illnesses – including cold and flu, sore throat, eye infections, cough and much more.

Mobile Care is provided by a team of physicians who are U.S. board-certified in internal medicine, family medicine, emergency medicine or pediatrics. These physicians can write prescriptions, if needed. If a patient has symptoms that cannot be treated via a video visit, the physician will direct the patient to visit his or her primary care provider, local urgent care clinic or the emergency room.
MERCY ADDS
BREAKTHROUGH IN STROKE TREATMENT

In January 2018, Mercy started performing 24/7 clinical coverage of mechanical thrombectomy – a new interventional procedure available to acute ischemic stroke patients. With this procedure, a blood clot is removed from a person’s brain with an instrument called a stent retriever by opening the intracranial vessels after a large stroke which, without treatment, could lead to severe disability or death.

Mechanical thrombectomy is considered a breakthrough in stroke treatment. It can be used in conjunction with Activase, also known as t-PA, or tissue plasminogen activator, which is a protein involved in the breakdown of blood clots, or alone if the patient is unable to receive Activase. Studies have shown mechanical thrombectomy also significantly reduces stroke-related disability and mortality.

Mercy is one of only two thrombectomy centers in the state of Iowa, and the first and only one located in central Iowa.

INNOVATIVE PAIN MEDICINE PROCEDURE IS AN IOWA FIRST

Three patients are enjoying relief from chronic pain after receiving implants of newly developed technology designed to stimulate nerves in the dorsal root ganglion (DRG) area near the spine, blocking pain signals being sent to the brain. Daniel Moyse, M.D., and Jolene Smith, D.O., with Mercy Center for Pain Medicine, were the first physicians in Iowa to implant the devices.

The DRG neurostimulators were approved by the Food and Drug Administration (FDA) to treat chronic pain in the lower body. This is pain that has not responded to other medical treatments. The patients who had the devices implanted have endured pain for several years and received other treatments and medications, including opioids, without relief. Drs. Moyse and Smith say DRG stimulators help bring additional precision to treatment of pain.
INVESTING IN TECHNOLOGY AND EQUIPMENT TO REVOLUTIONIZE HEALTH

Providing world-class care begins with state-of-the-art diagnostic testing and the most advanced surgical technology. Mercy’s commitment to continually investing in innovative technology and equipment ensures patients have access to the most sophisticated tools from diagnosis through treatment and recovery.

During fiscal year 2018, investments were made in several areas:

**Surgery:**
A new da Vinci Xi® surgical robot was installed in one of the operating rooms at Mercy’s central campus, advancing minimally-invasive surgery options through new technology. The new robot features an overhead instrument with four arms designed to provide anatomical access from virtually any position, and longer instrument shafts allow surgeons to probe further, with sharper and more defined 3D vision.

**Medical Imaging:**
During the last fiscal year, new 3D mammography machines were added at Mercy North in Ankeny and Mercy East in Pleasant Hill, making 3D mammograms available at all five Des Moines metro area locations. A new wide bore MRI machine and CT scanner were also installed at Mercy North. Two new CT scanners and two new digital X-ray machines were installed at Mercy’s central campus.

**Inpatient Care:**
In addition to clinical equipment, Mercy recently replaced more than 200 hospital beds at central campus with state-of-the-art Centrella™ Smart+ beds from Hill-Rom®. The new beds are purposefully designed for patient satisfaction, with features that also benefit the patient’s care team.

**Cath Lab:**
The Cath Lab at Mercy’s central campus added a new Phillips Azurion and EchoNavigator. Mercy is the first Cath Lab in the United States to have this technology, which required one of the existing rooms in the Cath Lab to be completely demolished and rebuilt to accommodate this new equipment.
Our Call
to deliver high quality
In August 2017, Mercy Medical Center – Des Moines was named a Best Regional Hospital for 2017-2018 by *U.S. News & World Report*. Mercy was ranked third overall in Iowa and was recognized as “high performing” in seven areas: abdominal aortic aneurysm repair, heart bypass surgery, heart failure, colon cancer surgery, chronic obstructive pulmonary disease, hip replacement and knee replacement. The U.S. News rankings take into account risk-adjusted survival and readmission rates, volume, patient experience, patient safety, quality of nursing care and other care-related indicators.

Mercy received the American Heart Association/American Stroke Association’s Get With The Guidelines®-Stroke Gold Plus Quality Achievement Award. The award recognizes the hospital’s commitment to ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines based on the latest scientific evidence.
Mercy Katzmann Breast Center was granted a three-year/full accreditation designation by the National Accreditation Program for Breast Centers (NAPBC), a program administered by the American College of Surgeons. Accreditation by the NAPBC is only given to those centers that have voluntarily committed to provide the highest level of quality breast care and that undergo a rigorous evaluation process and review of their performance.

Aetna Insurance designated Mercy Medical Center – Des Moines as an Aetna Institute of Quality® Orthopedic Care Facility for Total Joint Replacement and Spine Surgery, and designated Mercy Medical Center – West Lakes as an Aetna Institute of Quality® Orthopedic Care Facility for Total Joint Replacement. Institute of Quality facilities are selected for consistently delivering evidence-based, safe care.

Mercy Medical Center – Des Moines was named a Screening Center of Excellence by the Lung Cancer Alliance (LCA) for its ongoing commitment to responsible lung cancer screening. Designated Screening Centers of Excellence have committed to provide clear information based on current evidence on who is a candidate for lung cancer screening, and to comply with comprehensive standards based on best practices developed by professional bodies such as the American College of Radiology, the National Comprehensive Cancer Network and the International Early Lung Cancer Action Program for controlling screening quality, radiation dose and diagnostic procedures within an experienced, multi-disciplinary clinical setting.

Mercy Cancer Center was awarded a three-year term of accreditation in radiation oncology in August 2017 by the American College of Radiology (ACR). The ACR seal of accreditation represents the highest level of quality and patient safety. It is awarded only to facilities meeting specific Practice Guidelines and Technical Standards developed by ACR after a peer-review evaluation by board-certified radiation oncologists and medical physicists who are experts in the field. Patient care and treatment, patient safety, personnel qualifications, adequacy of facility equipment, quality control procedures, and quality assurance programs are assessed.

Mercy received the American Heart Association/American Stroke Association’s Target: StrokeSM Honor Roll Elite award. To qualify for this recognition, hospitals must meet quality measures developed to reduce the time between the patient’s arrival at the hospital and treatment with the clot-buster tissue plasminogen activator, or tPA, the only drug approved by the U.S. Food and Drug Administration to treat ischemic stroke.

Mercy Cancer Center was awarded a three-year term of accreditation in radiation oncology in August 2017 by the American College of Radiology (ACR). The ACR seal of accreditation represents the highest level of quality and patient safety. It is awarded only to facilities meeting specific practice guidelines and technical standards developed by ACR after a peer-review evaluation by board-certified radiation oncologists and medical physicists who are experts in the field. Patient care and treatment, patient safety, personnel qualifications, adequacy of facility equipment, quality control procedures, and quality assurance programs are assessed.
Mercy Medical Center-Des Moines and Iowa Heart Center earned the distinguished three-star rating from The Society of Thoracic Surgeons (STS) for their patient care and outcomes in isolated coronary artery bypass grafting (CABG) procedures. The three-star rating, which denotes the highest category of quality, places Mercy and Iowa Heart Center among the elite for heart bypass surgery in the United States and Canada.

Wellmark Blue Cross® and Blue Shield® recognized Mercy with a Blue Distinction® Center+ for Maternity Care designation as part of the Blue Distinction Specialty Care program. Blue Distinction Centers are nationally designated hospitals that show expertise in delivering improved patient safety and better health outcomes, based on objective measures that were developed with input from the medical community.

Wellmark Blue Cross® and Blue Shield® recognized Mercy Medical Center – West Lakes with a Blue Distinction® Center+ for Bariatric Surgery designation as part of the Blue Distinction Specialty Care program. Blue Distinction Centers are nationally designated health care facilities that show expertise in delivering improved patient safety and better health outcomes for bariatric patients, based on objective measures that were developed with input from the medical community. To receive a Blue Distinction Center+ for Bariatric Surgery designation, a health care facility must demonstrate success in meeting patient safety measures as well as bariatric specific quality measures, including complication and readmission rates for laparoscopic procedures in sleeve gastrectomy, gastric bypass and adjustable gastric band. A health care facility must also be nationally accredited at both the facility and bariatric program-specific levels, as well as demonstrate cost-efficiency compared to its peers.
Our Call to support our community
BUILDING HEALTHIER COMMUNITIES

Improving the health and well-being of others and bringing positive, measureable change is a long-standing tradition at Mercy.

Our extended family of colleagues, providers and volunteers greatly contribute to the economic, civic, cultural and social strength of the communities we serve. During fiscal year 2018, these generous gifts benefited countless people through charitable care, community outreach, medical education services, subsidized health services, donations and community health-building activities.
To help those in need, Mercy supports several special “Mission on the Move” projects throughout the year. Some highlights from fiscal year 2018 include:

- Joining community volunteers in helping Meals from the Heartland package 3.6 million meals for Iowans and people throughout the world.

- Collecting eight pallets of personal care items for those experiencing homelessness and receiving support through Joppa and Catholic Charities Emergency Family Shelter.

- Preparing 750 frozen casseroles, plus donations of hard boiled eggs, toaster pastries and granola bars to help the Salvation Army feed the homeless and supplement programs for local school children during the annual Martin Luther King Jr. Day of Service.

- Collecting 15,000 pounds of food and $1,155 in support of Combat Hunger and the Food Bank of Iowa.

- Gathering 12 pallets of disposable diapers to support families in need receiving services at House of Mercy, Catholic Charities and West Des Moines Human Services.

- Raising $722 and providing more than 827 coats, boots and sneakers to area children in need through Shoes That Fit.

Opposite page: Susan Schrader, senior organizational development consultant, and Cory Ohorilko, Staff Advisory Council co-chair, delivered bags of personal care items to Joppa.
LEADING BY EXAMPLE

As a vital community advocate and supporter, Mercy takes an active role in helping to ensure refugees receive necessary resources for health and well-being, as they adjust to life in the United States. Mercy College of Health Sciences hosted the 2017 Refugee Summit in October 2018, in which Iowa businesses celebrated the accomplishments of refugees and increased awareness of opportunities to support them.

Mercy proudly participates in the Refugee Wellness Program offered through the U.S. Committee for Refugees and Immigrants (USCRI).

PROVIDING ACCESS TO CARE

Through a special collaboration with Bras for the Cause Iowa, Mercy Mammography, Katzmann Breast Center and Mercy Cancer Center, “Muffins and Mammograms” provides uninsured or under-insured qualifying patients with a screening mammogram. Through the years, hundreds of women have received preventative care as part of this free program.
SAVING CHILDREN IN THE YUCATAN

It’s been 40 years since the first group of Mercy physicians and surgeons answered the call to help children on the Yucatan Peninsula. Since then, physicians, nurses and volunteers from Pediatric Cardiology, PC, Iowa Heart Center, Mercy Medical Center – Des Moines and other centers around the country have worked together to make the annual trip to Mexico and provide children with much-needed cardiac care and surgery. During the course of four decades, more than 1,100 children and their families have benefitted from this life-altering program.

Above: Health care providers from Mercy, Pediatric Cardiology, PC, and the University of Iowa with volunteer interpreters from Mexico.
COMMUNITY OUTREACH

Mercy sets the standard for meeting the health needs of those we serve through the diligent delivery of education, services and improved access to care. We partner with civic groups, public health departments, nonprofit organizations, donors and others who contribute to the betterment of our communities to further expand our reach and impact.

Following is a list of just some of the organizations and efforts to which Mercy, our staff and our providers offered support during fiscal year 2018.

Alzheimer’s Association, Greater Iowa Chapter
American Cancer Society
American Heart Association
American Lung Association
Bishop Drumm Retirement Center
Bras for the Cause
Care for Children Foundation
Catholic Charities Outreach Center
Central Iowa ACEs
Central Iowa Heart Walk
Chrysalis Foundation
Clowns at the Carousel
Count the Kicks
Des Moines Area Religious Council
Des Moines Marathon
Des Moines Public Schools
Drake University Athletics
Fight for Air Climb
Food Bank of Iowa
GiGi’s Playhouse
Go Red for Women
Habitat for Humanity
Healthy Homes Des Moines
Holy Family Catholic School
House of Mercy
Iowa Donor Network
Iowa State Fair (“Kid Find” Wristbands)
Iowa Wild
Iowa Wolves
Jordan Creek Town Center
Joppa outreach
Lady’s to Luke’s Bible Walk Run (St. Luke the Evangelist Catholic Church)
Love Your Melon (College Chapters)
March of Dimes
Meals from the Heartland
Outlets of Des Moines
Pleasantville Police Department
Principal Charity Classic
Relay for Life
Ronald McDonald House
Salvation Army
Shoes that Fit
The Preemie Project
Toys for Tots
United Way of Central Iowa
U.S. Committee for Refugees and Immigrants
Variety – The Children’s Charity
Walnut Hills Elementary (Waukee)
Warm Hearts Warm Beds
Well Kids of Central Iowa Coalition
West Des Moines Human Services
West Des Moines Public Schools
Our Call to perform
<table>
<thead>
<tr>
<th>FINANCIAL REPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal Year 2018 (July 1, 2017 - June 30, 2018)</td>
</tr>
<tr>
<td>Mercy Medical Center – Des Moines</td>
</tr>
</tbody>
</table>

**Revenues**

- Patient Service Revenues ...................................................... $911,520,000
- Other Revenues .................................................................... $103,877,000
- Total Revenues ................................................................... $1,015,397,000

**Expenses**

- Operating Expenses ........................................................... $1,027,271,000

**Investments**

- Investment Earnings .......................................................... $21,683,000
- Revenues over Expenses....................................................... $9,809,000

**Assets**

- Current Assets (Total)......................................................... $261,519,000
- Net Property, Plant, Equipment........................................... $415,276,000
- Other Assets .......................................................................... $358,711,000
- Total Assets ........................................................................ $1,035,506,000

**Liabilities**

- Total Liabilities ................................................................. $212,123,000
- Total Liabilities and Fund Balance ................................. $1,035,506,000

**Community Benefit Data**

- Cost of Charity Care ........................................................... $11,301,000
- Cost of Uncompensated Medicaid................................. $28,453,000
- Community Education and Outreach, Medical Education Services, Subsidized Health Services, Donations and Other Community Health-building Activities ....................................................... $13,729,000
- Total Community Benefit ................................................ $53,483,000

**Key Numbers**

- Total inpatient admissions: 34,743
- Outpatient visits: 254,769
- Emergency Department visits: 84,074
- Surgeries (procedures): 21,382
- Total newborns: 4,203
- Medical Imaging procedures: 249,420
- Laboratory procedures: 2,990,517
Our Call to lead
MERCY LEADERSHIP
BOARD OF DIRECTORS

President
Karl Keeler, President, Mercy Medical Center – Des Moines

CEO
Robert P. Ritz, CEO, Mercy Health Network

Chair
Suku Radia

Vice Chair
Brenda Cushing

Secretary
Terry Lillis

Treasurer
Kevin L. Prust

Members
Mary Cownie
Beth Cross
Stephen Feltz, M.D., OB/GYN Associates
Monica L. Friedman, SPHR
Kyle S. Galles, M.D., Iowa Orthopaedic Center
Joseph C. (Joe) Garcia
Glen G. Hall
Kerty Levy
Shazia Manus
Theresa McConeghey
Patricia McDermott
Dolores Preisinger, R.S.M.
Mark Tannenbaum, M.D., Iowa Heart Center

Ex-Officio Member CY2016 and CY2017
Daniel J. Barth, D.O., CIC Associates

Ex-Officio Members CY2018 and CY2019
Leatrice Olson, D.O., President, Medical Staff, Primary Health Care
Aneesa Afroze, M.D., President-Elect, Medical Staff, CIC Associates