The Mission of Hospital Sisters Health System

To reveal and embody Christ’s healing love for all people through a health care ministry.
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In 1205, St. Francis of Assisi devoted himself to solitude, prayer and service to others. St. Francis and his commitment to the care of others especially people who are poor, outcast and oppressed continue to be the guiding spirit for Hospital Sisters’ health care endeavors.

In 1875, the Hospital Sisters of St. Francis arrived in Illinois from Germany and began their work. Within three years of arriving, they were building hospitals in Effingham and Springfield. And within 12 years six hospitals had been built and the cornerstone of a seventh had been laid. The Sisters began their ministry to the sick and needy by caring for patients and families in their own homes as well as the homes of Sisters. This relationship provided opportunity for prayer and spiritual guidance as integral parts of the healing Mission which laid the groundwork for our holistic approach to provide care for the whole person — mind, body and spirit.

Today Hospital Sisters Health System (HSHS) is a multi-institutional health care system that sponsors 13 hospitals in 12 communities across Illinois and Wisconsin and an integrated physician network guided by the Mission and legacy of service of the Hospital Sisters of St. Francis.
Dear Friends,

While the health care reform debate continues around the country, the Hospital Sisters Health System (HSHS) and our colleagues quietly and confidently continue providing excellent care for those whom we are privileged to serve in Illinois and Wisconsin.

We are inspired by the dedication of our many passionate physicians, nurses, administrators and colleagues, who day in and day out uphold the precepts of our founding Sisters who lived solely to improve the quality of the lives of people who are poor and vulnerable.

During this critical time in the evolution of health care, HSHS strives to utilize every aspect of the health care system to continue our Mission of service and to improve the lives of our patients and their families. Our Care Integration strategy is designed specifically to unite the diverse talents of our many dedicated physicians, nurses and clinicians to provide our patients with high-quality health care.

Our physicians are in the forefront of medical innovation, blending their expertise with the most passionate care of the whole person – mind, body and spirit. Our nurses diligently ensure they bring the utmost professionalism and care to each patient, while our technicians tap into the potential of advanced technology to improve our care and delivery system.

Throughout the System, we are guided by the Mission and legacy of service of the Hospital Sisters of St. Francis. At the same time, we are firmly grounded in modern best practices utilizing state-of-the-art technology administered by skilled and compassionate health care professionals.

It is our legacy of service, rooted in compassion and faith that sets Hospital Sisters Health System apart and carries us into the future with Respect, Care, Competence and Joy.

Warm regards,

Larry P. Schumacher  
Interim President and Chief Executive Officer and Chief Operating Officer

Sister Mary Ann Minor, O.S.F.  
Chair, Board of Directors
Living Our Principles

In May 2010, Sister Charitas Prince was the first Sister in the international Congregation of the Hospital Sisters of the Third Order of St. Francis to celebrate 80 years of her religious profession. Since the founding of Hospital Sisters in 1844, no other Sister has reached this milestone.

Sister Charitas was born in 1910 in Cooks Valley, Wisconsin. As a child, she had three goals: to be a Sister, a nurse, and a missionary. She professed her vows on May 26, 1930 and graduated from St. John’s College, Department of Nursing in Springfield, Illinois in 1932. After obtaining both a Bachelor’s and a Master’s of Science degree in Biological Science from DePaul University, Chicago, Sister Charitas then began a career at St. John’s College where she taught Nursing Arts, medical and surgical nursing, as well as biological sciences.

In 1972, Sister Charitas experienced life as a missionary at Star of the Sea Clinic in Kaohsiung, Taiwan. After 10 years, she returned to the United States and served in the Pastoral Care Department of Sacred Heart Hospital in Eau Claire, Wisconsin. In 1989, Sister Charitas returned to Taiwan and taught English and cared for patients at Star of the Sea Clinic. She returned to Springfield in 1993, and since that time has occupied her time by making craft items for bazaars with proceeds benefiting missions. She sits with Sisters who are dying, assists with tasks around the Motherhouse and spends many hours in the Adoration Chapel praying for the needs of the Church, especially in mission lands. Sister Charitas celebrated her 100th birthday in October 2010.

Preach the Gospel at all times and when necessary use words.

- St. Francis of Assisi

A Unified Identity for the Future

Hospital Sisters Health System’s new visual identity incorporates the Tau, a highly recognizable but very common symbol of the Franciscan tradition. St. Francis stretched out his arms and proclaimed to his friars that their tunic was the Tau. Not only did the tunic reflect the shape of the cross but it also wrapped each friar in his life-long commitment to become a symbol of healing to others.

The new visual identity symbolizes the richness of the past and, at the same time, a challenge for the future. It visually unifies our Local Systems with HSHS and, in a more overarching way, with the sponsored ministries of the American Province of the Hospital Sisters of St. Francis.
Care that Places Our Patients at the Center of Everything We Do

Recognizing the national imperative for a better and more efficient health care delivery system, HSHS is developing new models of care that place our patients at the center of everything we do, from first contact through diagnosis, treatment and follow-up. These models will build on our Mission and Core Values of Respect, Care, Competence and Joy and will provide a highly-integrated experience that is accessible for the patient.
A Legacy of Service Rooted in Faith

The Mission of Hospital Sisters Health System is to reveal and embody Christ’s healing love for all people through a health care ministry. It is our legacy of service rooted in Catholic faith that sets us apart and carries us into the future.

To lay the foundation of our Franciscan heritage, spirituality and tradition, annually, we host Franciscan Formation at the Chiara Center in Springfield, Illinois. Franciscan Formation is designed to deepen our colleagues’ understanding of Franciscan leadership in Catholic health care; to build a community of committed leaders; to expand our leaders’ knowledge base and competencies in spirituality, operations, quality and service; and to integrate Mission Principles into leadership practice.

“Franciscan Formation provides a truly spiritual setting for deep and sincere reflection into our motivation for choosing to be servants and embody Christ’s healing love for all people,” said Peggy Sebastian, President and CEO of St. Joseph’s Hospital in Highland, Illinois. “Franciscan Formation provides a ‘roadmap’ to demonstrate our health care ministry where collaboration with and respect for our fellow HSHS colleagues is shared in a meaningful way with those we serve,” she added.

Serving Our Brothers and Sisters in Haiti

The healing Mission of HSHS extends beyond its 13 Local Systems and those we serve in communities across Illinois and Wisconsin as evidenced by our System-wide response to earthquake that ravaged Haiti on January 12, 2010.

As a System, we coordinated relief efforts which included payroll deductions to support the work of Hospital Sisters Mission Outreach in Haiti, hygiene kit drives and volunteering in the Mission Outreach warehouse sorting and packing supplies.

With our assistance, Mission Outreach provided 373,027 pounds of aid valued at more than $2,886,036 in response to the devastating earthquake in Haiti. HSHS colleagues also donated their expertise to the Haitian relief effort including David Rentmeester, MD, President, St. Vincent Medical Staff and Prevea Health, who worked with a team from Heartline Ministries and David Manke, MD, Prevea Health, who worked with Friends of Haiti to meet the tremendous medical needs of our brothers and sisters.
Treating the Whole Person

As does our Mission, so do our Core Values of Respect, Care, Competence and Joy encourage us to develop an integrated patient care model that addresses the needs of the whole person — mind, body and spirit — and to value our relationships with our patients and their families.

In 2010, HSHS partnered with the Chiara Center in Springfield, Illinois to host the first annual Spirituality in Health Care Conference entitled Palliative Care: The Spiritual Cloak of Comfort and Support which explored palliative care as comprehensive care focusing on easing suffering and offering patients and families the best possible quality of life in the face of debilitating illness.

At HSHS, the patient is at the center of everything we do. And to that end, we believe that spiritual care in concert with care for the mind and body results in a holistic health care delivery system and improved outcomes for those we are privileged to serve.

Valuing Our Communities

Our Core Values also encourage us to go outside of the walls of our Local Systems to care for our brothers and sisters in our local communities. Recognizing the special and diverse needs of the community, St. Nicholas Hospital in Sheboygan, Wisconsin serves on the Hmong Health Advisory Committee and the Refugee Task Force. In partnership with the county Public Health Department, St. Nicholas provides the Hmong community with access to free preventative health education programs. “Helping our community is what St. Nicholas stands for,” explained Mary Paluchniak, Program Development Specialist, Friends Outreach.

Building Bridges, Providing Hope

At St. Mary's Hospital Medical Center in Green Bay, Wisconsin, Carol Ponce is the Hispanic Health Educator with A Woman's Place. Trained as a social worker in Nicaragua, she said, “When I came to the U.S., I felt isolated. I was motivated to learn English so that I could give 100% to my community and to help my children thrive in this country.” Through A Woman’s Place, St. Mary's provides services and referrals for Latino men and women.

“Because of the language barrier, erratic work schedules and the lack of insurance and transportation, many in the Latino community aren’t able to access health care,” she explained. “It is important to have a Latino face in the hospital to build bridges for Latino people to access care.”
Making the Patient’s Day

In order to develop and deliver patient care models to meet the needs of those we serve, HSHS is focusing its efforts on nurturing relationships between people and their health care system.

At St. Nicholas Hospital in Sheboygan, Jan Mulhern, RN, Patient Advocate received a call from Janice Nowak who was scheduled to have surgery but was extremely anxious about being anesthetized. Jan met with her and devised a plan to ease her fears and make sure the surgery went smoothly from admitting through discharge.

Jan coordinated all services and communicated with each department about the patient’s needs. Janice was pre-registered and met the surgeon and anesthesiologist before surgery to discuss her concerns and the procedure.

With her supervisor’s permission, Jan changed her schedule so she could meet Janice at the door, walk her through surgery and be with her in the recovery room. “Working with people when they are at their most vulnerable is especially gratifying for me,” Jan explained. “This experience was as rewarding for me as it was comforting for Janice and her family.”

Teaching Children Healthy Habits

St. John’s Hospital in Springfield, Illinois is focusing its resources on teaching children and their parents about healthy lifestyle habits in an effort to proactively address the obesity epidemic. More than one quarter of Illinois’ population is classified as “obese” by the Centers for Disease Control and Prevention.

St. John’s Hospital is an Anchor Partner of Generation H (H is for Healthy), a coalition founded by Kemia Sarraf, MD, MPH to improve children’s health and combat childhood obesity through education, partnerships and programs focused on better nutrition and increased physical activity.

On a quarterly basis, St. John’s Hospital offers Continuing Parent Education Sessions on topics such as childhood wellness, eating healthy on a budget and summer exercise and safety. St. John’s also organizes the 100 Year Heart school health fairs at which each student spends 10 minutes each in seven booths geared toward teaching heart health, such as smoking prevention and anaerobic exercise. Through Generation H, St. John’s is building strong relationships with children and their families.
Improving Care, Improving Lives

At HSHS, we are also focusing our efforts on how to measure and improve things that matter to our communities such as heart health.

Prairie Heart Institute of Illinois (PHII) is providing hospitals with a Congestive Heart Failure (CHF) Toolkit that includes standardized protocols, patient teaching aids, staff training materials and methods to measure the comparative effectiveness of treatments for CHF. Nationally only a few such programs exist to address the cost and quality of treating the patient with CHF.

“We've developed a comprehensive approach that involves a multi-disciplinary team working together to treat patients with CHF. We want to share our successes with other hospitals because we recognize that we can improve people’s lives and simultaneously make our health care system more efficient,” said Frank Mikell, MD, HSHS Chief Physician Executive and Board Chair, Prairie Cardiovascular Consultants.

The CHF Toolkit was introduced to all 13 Local Systems. Four Illinois hospitals including St. Anthony’s Hospital in Effingham, St. Mary’s Hospital in Decatur, St. Elizabeth’s Hospital in Belleville and St. Francis Hospital in Litchfield are making strides to adopt portions of the CHF Toolkit including the patient teaching aids and the standardized protocols for physicians in the ER.

A Higher Level of Care to Rural Areas

Furthermore, St. Francis Hospital signed an agreement with PHII to bring a higher level of cardiovascular care to Litchfield and the region. “This new agreement is an evolution of a long history with PHII,” said Daniel Perryman, President and CEO of St. Francis Hospital.

In addition to implementing a program and protocol to quickly identify emergency room patients who may be suffering from CHF, programs to more rapidly and accurately identify heart attack patients and speed treatment to minimize damage to the heart muscle will be introduced. Access to clinical trials will also provide opportunities for patients in the region to have access to treatments available only through PHII.

“The result of this unique commitment will be that regardless of where a patient lives, they will have access to a higher level of heart and vascular care which will detect disease earlier, offer not previously available life-saving techniques and drugs and ensure a return to a quality of life possible only with these programs,” said James P. Zito, CEO of PHII.

There are many benefits of networks including the standardization of quality assurance measures, the sharing of successful patient safety strategies, the addition of clinical research, workforce development and internal benchmarking.
Creating a Lifetime of Value

By building strong relationships with our patients, utilizing technology to create an efficient delivery system and living our Core Values, our integrated patient care models provide a lifetime of value for our patients and their families.

For Ashley and Chris Maederer of Abrams, Wisconsin, life was full of promise – a new marriage; Chris was home from an 18 month tour of duty in Iraq; and Ashley was pregnant. However, within the month, Ashley noticed a lump on her collarbone. After a scan and further tests, she learned that she had Hodgkins Lymphoma. Ashley and Chris decided to delay treatment until the first trimester was completed.

On the first day of Ashley’s second trimester, she began chemotherapy. During the next nine months, Ashley was in the care of Allahyar Jazayeri, MD, PhD, a sub-specialist in maternal-fetal medicine and her medical oncologist Anthony Jaslowksi, MD, Green Bay Oncology, Ltd.

“The chemotherapy agents were carefully chosen to ensure the best chance for recovery without injury to Ashley or her child,” said Dr. Jaslowksi. On December 31, Ashley completed chemotherapy. She went into labor on January 4 and gave birth to a healthy girl named Lucy at St. Vincent Hospital in Green Bay.

In mid-February, Ashley continued with radiation therapy to successfully remove the mass in her chest. “After Ashley had Lucy, finished her treatment and found out that she was cancer free, she wanted me and my staff to be the first to know. That was clearly the best reward for me – to know that Ashley and Lucy were well, but also the satisfaction of knowing that she wanted us to be included in the joy of her good news,” said Dr. Jazayeri.

“Those of us who were chosen to be instrumental in her care are thankful and honored to be allowed to participate in her journey and to experience this miracle first-hand,” he added. This past January, Lucy turned one and is a happy baby with normal development, and Ashley has remained cancer free.
Finding Hope after Loss

In Sheboygan County, more than 400 babies die annually mainly through miscarriage. In keeping with St. Nicholas Hospital’s healing ministry and embracing the Ethical and Religious Directives for Catholic Healthcare Services, the hospital recognized the need to provide support for those who had experienced a miscarriage, ectopic, stillbirth or early newborn loss.

St. Nicholas Hospital’s Hope After Loss Organization (HALO) program was created to support parents and their families in the community with resources and counseling regardless of when or where the death occurred. “HALO is passionate about reaching out to families whose opportunity to engage with their child is brief. Comfort and guidance is given to families whose dreams are crushed by the loss of their child. By helping families grieve their loss, HALO contributes greatly to the family’s sense of well-being. HALO honors the lives of all children,” explained Cori Salchert, RN, Certified Pregnancy Loss Counselor.

HALO provides bereavement counseling via email, telephone, one-on-one or at monthly HALO support group meetings. In addition, HALO invites parents to participate in memorial services which include a balloon release to honor and remember the babies; siblings, extended family members and friends are welcome.

Keeping Loved Ones Connected

Integrated patient care also affirms holism by caring for the patient in totality rather than by diagnosis, and by addressing the patient’s interconnectedness to family and community and the healing benefit of those connections.

Due to an outbreak of H1N1, St. John’s Hospital in Springfield limited visitor access to the Carol Jo Vecchie Women and Children’s Center and St. John’s Children’s Hospital to adults 18 and older who did not have flu symptoms. St. John’s offered virtual visitation to keep loved ones connected.

“We recognize that the birth of a baby is an important event for the entire family. Because of the precautions in place to protect our patients from the H1N1 virus, we felt it was important to give families the option of visiting new mothers virtually,” said Stephanie Lake, manager, St. John’s Birth Center.

St. John’s IT department provided patients with computers equipped with web cameras. Connections were made for visits from home or from the Carol Jo Vecchie Center lobby. Kaleb Helwig and his two year old daughter Kinley were the first visitors to take advantage of virtual visitation. “It worked great considering Kinley was restless about not being with my wife Jody during her appointment. By using virtual visitation, we were able to support Jody emotionally,” he added.
Quick Facts about HSHS

Population served
3.0 million people in two states

Inpatient Admissions
85,707

Emergency Department Visits
318,570

Inpatient Surgeries
22,165

Outpatient Surgeries
46,095

Physicians on Medical Staff
3,974

Total Colleagues
13,953

Volunteers
4,176

Operating Revenue
$1.9 billion

Launched in 2008, HSHS Medical Group is a growing network of primary care groups, multi-specialty groups and independent physicians throughout Illinois and Wisconsin working with HSHS to create a highly integrated care delivery system. In January 2010, the HSHS Medical Group was comprised of 97 providers, 223 clinical staff and 29 infrastructure staff. Today, HSHS Medical Group encompasses 186 providers at 68 locations, 596 clinical staff and 84 infrastructure staff.

HSHS Local Systems and Physician Partners

In Illinois
St. Anthony’s Memorial Hospital, Effingham
St. Elizabeth’s Hospital, Belleville
St. Francis Hospital, Litchfield
St. John’s Hospital, Springfield
St. Joseph’s Hospital, Breese
St. Joseph’s Hospital, Highland
St. Mary’s Hospital, Decatur
St. Mary’s Hospital, Streator

In Wisconsin
Sacred Heart Hospital, Eau Claire
St. Joseph’s Hospital, Chippewa Falls
St. Mary’s Hospital Medical Center, Green Bay
St. Nicholas Hospital, Sheboygan
St. Vincent Hospital, Green Bay

Physician Partners

Prairie Cardiovascular Consultants
130,482 Office and Hospital Visits

Prevea Health
479,647 Provider Visits
Designing Our Future

To deliver integrated patient care, HSHS is designing new partnership models with physicians and other care providers—models that ensure that the needs of our patients across Illinois and Wisconsin are met. By embracing the latest medical information technology and utilizing evidence-based best practices in diagnosis and treatment, we will improve quality and efficiency and in turn reduce costs and limit duplication.
Improving Performance to Deliver Value

A critical success factor for health systems is their capacity for improvement. Daily we need to ask the question how can HSHS improve its performance to deliver value to patients. Patients value high quality clinical care, safely delivered, with a high quality patient experience, at a low cost.

“These four dimensions capture what patients want and need from us. We are determined to improve our ability to measure and report each dimension, and improve our ability to deliver value to our patients,” explained Robert Vautrain, MD, HSHS Chief Quality Officer.

High performing systems address these four dimensions and work to improve rapidly. In order to address our performance and in turn deliver value to the patient, the HSHS Quality department is paying close attention to the Institute for Healthcare Improvement’s Seven Leadership Leverage Points for Organization-Level Improvement in Health Care. HSHS has adopted this as a general framework on which to build its culture of quality and safety, and take its performance to a new and higher level.

Seven Leadership Leverage Points for Organization-Level Improvement in Health Care

- Establish and oversee specific System-level aims
- Develop an executable strategy to achieve System-level aims
- Channel leadership attention to System-level improvement
- Include patients and families on the improvement team
- Make the Chief Financial Officer a quality champion
- Engage physicians and nurses in improving quality and safety
- Build improvement capability

HSHS is working with its Local Systems to interpret each of these points as we focus our energy to improve our creation of value for our patients.
Standardizing Evidence-Based Medicine Order Sets

HSHS is committed to improving clinical quality and patient care through the use of evidence-based content order sets. Standardization of order set content and processes across the System and enhancing access to clinical decision support can improve both the clinician and the patient experience.

HSHS has completed the deployment of the Evidence-Based Medicine (EBM) Program and corresponding order sets utilizing ZynxHealth at the Local Systems. The scope for this development project is to standardize order sets across the System, easing the transition to Computerized Provider Order Entry (CPOE).

The EBM Program developed a sustainable infrastructure for each Local System and provided the mechanism by which Evidence-Based clinical content is developed, reviewed and adopted locally. In a spiritual environment of caring and service, HSHS Local System colleagues and clinicians will work closely together using the new clinical system and technology to provide high quality, cost-effective health care for all whom we are privileged to serve.

The EBM Program will:

- Improve patient safety
- Enhance staff productivity
- Improve clinical outcomes
- Maximize revenue reimbursement
- Provide integrated, timely patient data to all care disciplines
- Improve operating margins
- Strengthen clinician relationships with Local Systems
- Simplify assurance of compliance with accrediting and licensing bodies
- Increase patient, staff and physician satisfaction
- Increase overall competitiveness

Standardizing EBM supports enhanced efficiency, and therefore, improves outcomes of care by reducing variation in practice and by supporting proven practice approaches in order to meet or exceed community standards of care.

Standardizing content and processes for clinical care decisions also aids in the migration to CPOE to meet regulatory requirements. By combining and standardizing the evidence-based content provided through ZynxHealth and MEDITECH Provider Order Management and CPOE, regulatory compliance to meet the Meaningful Use Criteria as it pertains to the American Recovery and Reinvestment Act can be supported.

Through a collaborative effort between HSHS Quality Improvement and each Local System, metrics will be identified to monitor efficiencies and effectiveness. As we design our future, the focus will be on harvesting the benefits of Standardized EBM Order Sets on clinical quality, service, revenue enhancement and operational efficiency.
Developing Physician Led Structures to Deliver Excellent Patient Care

Two years ago, the decision was made by Hospital Sisters Health System leadership to unite health care providers – hospitals, physicians, nurses, technologists, etc. – in order to provide a better and more efficient health care delivery system.

To that end, HSHS Medical Group was launched in January 2009 with three employees and a charge to deliver health care in a way that truly placed the patient at the center of all that we do. Being part of the HSHS Medical Group means being committed to providing holistic, quality care with a focus on service excellence and achieving outstanding patient satisfaction. Now with more than 180 providers and 680 colleagues across two states, HSHS Medical Group is positioned to make a positive impact on how health care is delivered.

As a physician-led organization, HSHS Medical Group provides services, support and new tools and technology to enable its providers to deliver high quality care in a compassionate and caring manner. In each of the five HSHS Divisions, a local medical council helps shape how we deliver that care. Unique in scope, HSHS Medical Group not only focuses on the emotional and physical health of our patients but also on their spiritual health. By doing so, we honor our healing Mission and the legacy of service of the Hospital Sisters of St. Francis.

“As Medical Director of the Southern Illinois Division of HSHS Medical Group, I have an exciting front row view of the success we have enjoyed in collaboration with our sister hospitals to grow our family of physicians and providers,” explained Shelly S. Harkins, MD, “and I am moved by the eagerness of our doctors and staff to rise to the challenge of delivering seamless care to our patients with compassion and joy.”

She added, “I am deeply grateful to be part of a system where the voices of the physicians are not only heard but also quickly translated into meaningful change for our patients. I am comforted by our Franciscan values and have complete confidence that the power of our Mission is propelling us to be the leading health care provider in our region.”
Providing Connectivity to Deliver Clinically Integrated Care

In 13.6% of primary care visits nationwide, clinical information is missing which results in an adverse affect on patient care 44% of the time and a delay in care services 59.5% of the time. These statistics made a compelling case for change and provided the impetus for HSHS to establish a new hospital clinical information system to improve patient care excellence and reduce cost.

Our network, Kiara Clinical Integration Network (KCIN) serves as a centralized resource in a hospital setting, allowing hospitals and community partners to exchange health and other business information in a secure and efficient manner for the purposes of maximizing Excellence in Patient Care, Excellence in Care Efficiency and Clinician Experience Excellence.

“We believe electronic connectivity places the patient at the heart of the care that is provided,” explained Melinda Clark, President and CEO, KCIN. “Information, when available and useable, reduces the cost of care and prevents duplication of services that creates delays in the delivery of care to patients.”

HSHS recognizes the value of interoperable health information technologies and health information exchange and its positive affect on the quality, safety and efficiency of health care. Ensuring that the patient is at the center of a high quality, highly integrated, compassionate delivery system depends greatly on the latest IT systems and practices.

This modern portal technology collects data from separate information systems and securely aggregates them into a comprehensive view for the physician and other professionals. Physicians and patients appreciate the time savings and quality of care resulting from instant access to a single source of patient data. This means faster care decisions and cost savings from reducing duplicate tests and procedures.

Currently KCIN is offering two electronic health records (EHRs) to community physicians including Allscripts Enterprise and Epic Ambulatory as well as additional connectivity such as bi-directional interfaces for orders and results, uni-directional interfaces which direct results into EHRs, and automated, static results delivery in DropBoxes.

“Patients, physicians and others in health care are demanding quicker and easier access to records and test results, as well as communication between all parties,” explained Bill Montgomery, HSHS Chief Information Officer. “Meeting those demands is a far-sighted advancement in patient care,” he added. KCIN will continue to evaluate new products and services to improve quality and lower costs and by the end of 2011 plans to have 130 physicians connected.

As HSHS continues to implement an affiliate-wide network to deliver clinically integrated care, KCIN will simultaneously determine additional Mission-based partners and programs to electronically integrate with an emphasis on children’s health and needs-based clinics and also determine its third party relationships and partners.
Exemplifying Core Values

At St. Anthony’s Memorial Hospital in Effingham, the Mission Integration Committee recognizes colleagues who demonstrate the HSHS Core Values of Respect, Care, Competence and Joy.

In 2010, St. Anthony’s Mission Integration Committee developed the Physician Values Award to recognize a physician who embodies our Core Values. Nominations were accepted from St. Anthony’s colleagues. The Mission Integration Committee in tandem with physicians on the St. Anthony’s Board of Directors made the selection.

Dr. Ryan Jennings, Medical Staff President presented the inaugural Physician Values Award to Steve Jones, MD, a member of St. Anthony’s Medical Staff at the quarterly Medical Staff Meeting. “Dr. Jones exemplifies all of the finest that St. Anthony’s has to offer. There is not a single member of our Medical Staff that is more humble and commands the utmost respect from all those around him, and is so incredibly respectful of others and the institution.”

The nomination continued, “….there is truly no one who exemplifies joy more than this gentleman…he demonstrates an enthusiasm for his job and his diligence at St. Anthony’s Memorial Hospital is unsurpassed….”

Providing a Healing Presence

At Sacred Heart Hospital in Eau Claire, Wisconsin, Faye Deich, Chief Operating Officer, announced that Jill Schumacher, Surgical First Assistant, was the 2010 recipient of the Father Klimek Healing Presence Award. Jill began her career at Sacred Heart in 1980 as a surgical technologist.

The Father Klimek Healing Presence Award recognizes a colleague who has dedicated his or her life to being a humble servant of the sick. These recipients emulate the spirit of Father Edmund Klimek, Senior Chaplain, Sacred Heart Hospital, who has served patients for 43 years. “Jill has spent her career serving patients,” said Father Klimek. “Over the past 30 years, she has shown that special devotion to caring that has distinguished her among her peers. Jill truly lives the spirit of Sacred Heart Hospital,” he added.
Developing Partnerships with Providers

Skin cancer is the most prevalent of all types of cancer. Annually, more than one million cases of skin cancer are diagnosed in the United States.

In response, our Southern Illinois Division hospitals including St. Joseph’s Hospital in Highland, St. Joseph’s Hospital in Breese and St. Elizabeth’s Hospital in Belleville partnered with New Dimensions Cosmetic and Reconstructive Surgery to offer educational programs and free skin cancer screenings at clinics throughout the Metro East area.

Mary Frierdich, RN, Community Health Outreach with St. Elizabeth’s Hospital explained, “Offering these screenings under the umbrella of HSHS Division (Southern Illinois) allowed us to convey to our Local Systems the plan to work divisionally, rather than independently.” She added, “By planning major health promotions divisionally in partnership with area clinicians, we are increasing channels for people to access health care as well as capitalizing on shared resources and expertise and reducing duplication of services.”

Dr. David Reid, Dr. David Haymes, and Dr. Linda Camp of New Dimensions as well as Dr. Ahmed Radwan of Monroe County Family and Sports Medicine performed the screenings at Specialty Clinics, Highland Priority Care, New Dimensions, and at St. Elizabeth’s Hospital’s Monroe County Medical Building and O’Fallon Medical Building throughout the Metro East area.
Building on Existing Resources

Shortly after moving to Decatur, Illinois, MaryLou Duron’s 5 year old daughter was diagnosed with reactive airway disease. The pediatrician told her that living in a farming community that also has heavy industry escalates breathing issues – especially during harvest. Soon after, MaryLou noticed how many people in Decatur were on oxygen.

Seeing her passion for this issue, a colleague connected MaryLou, now COPD Project Director/Educator at St. Mary’s with Cheryl Shipley, a registered respiratory therapist and facilitator of St. Mary’s Breath of Life Club, a monthly COPD support group. With the addition of Julie Day, an RN working in Quality Management, St. Mary’s Hospital’s Integrated COPD Outreach Project was born. The group, comprised of 6 physicians, 5 nurses, and 2 respiratory therapists, is determined to change the way COPD is addressed.

Discovering that there was a lack of community-wide awareness about COPD, MaryLou connected with other groups in the area passionate about improving the health of Decatur’s citizens and the Decatur Health Coalition was created.

MaryLou notes, “We are incredibly lucky to have Lori Younker from the American Lung Association join this group. With her experience in organizing events and her connections with vendors, we are able to provide 2 health fairs each year – one on World COPD Day in November and one for World Health Day in April.”

Through St. Mary’s Hospital, the word continues to spread about the Breath of Life Club and its membership is growing. St. Mary’s Hospital is also in the process of placing the COPD Learn More Breathe Better® Resource Kit in all of their physicians’ offices.

From MaryLou’s perspective, “What makes this particularly valuable is that these improvements in care will lead to a better quality of life for our patients with COPD at a lower cost – exactly what health reform is trying to accomplish.” In June, the Joint Commission visited St. Mary’s Hospital to provide disease-specific advanced certification for COPD, a crowning achievement after 18 months of hard work.
Focusing on Farm Families

Annually, Sacred Heart Hospital in Eau Claire, Wisconsin and St. Joseph’s Hospital in Chippewa Falls, Wisconsin reach out to farming families before they head to the fields in the early spring. At the annual Farm Show held at the Eau Claire Indoor Sports Center, both Sacred Heart and St. Joseph’s offer free health screenings and advance directive kits.

Since 2001 the Farm Family Committee, a standing committee of the Board of Directors of St. Joseph’s Hospital, has been organizing events that focus on the needs of farm families. “The back bone of Chippewa County is farming. Farmers are a huge part of the fabric of our economy and the community, but they are often forgotten.”

“At St. Joseph’s Hospital, we have been nurturing relationships with farm families for 10 years, providing opportunities for them to gather at the hospital to learn about our services and meet our colleagues, to discuss topics pertinent to farmers such as estate planning and biodiesel fuels and to access free health screenings,” explained Bobbi Giles, Director of Development, St. Joseph’s Hospital in Chippewa Falls.

Attendance for the annual event has doubled since 2001, and in 2009, there was a waiting list. In 2009, in addition to audiograms, blood sugar and blood pressure, cholesterol and diabetes screenings, St. Joseph’s offered free prostate screenings, which were underwritten by area businesses.

Of the 12 PSA screenings conducted, two had elevated numbers and were referred to St. Joseph’s for follow-up. “Access to free screenings, early detection and treatment is one of the many benefits of our work with farm families,” explained Bobbi. “Farmers feel a connection with St. Joseph’s and know that we are the only hospital in Chippewa County that provides 24/7 physician coverage in the emergency department,” she added.
Our System Strategies

The leadership of HSHS and key stakeholders in our communities understand that our vision of a new health care delivery system is a work in progress. This means we continue to collaborate regularly to review and measure progress to meet our four System strategies:

1. **Franciscan Formation/Mission Integration**
   Continue the Mission of the Hospital Sisters of St. Francis, and combine the aspects of spirituality and effective Franciscan Formation in order to integrate Franciscan Values into our lives. Continue to strengthen health care in our communities and influence public policy to support health care for all and the healing mission of the Catholic Church.

2. **Quality/Care Integration**
   Lead with Quality, Safety and Service to better serve patients and community residents. Involve physicians in all major decisions. Implement the integrated health care models through collaboration with physicians, nurses, and other health care professionals who share our values and the HSHS commitment to exceptional quality and service.

3. **Develop Our People**
   Retain and attract the most talented people to fulfill our healing mission and invest in their development and health status so that we give exceptional care to all.

4. **Stewardship: Operations and Finance**
   Achieve the highest standards of operational/financial performance through careful and reasonable use of the resources and management of HSHS. Utilize the latest advances in Information Technology to standardize System data and processes.
The healing mission of the Hospital Sisters of St. Francis emphasizes four specific Principles including Stewardship. As such, HSHS is recognized by the Church and the community as a trustworthy and just corporate steward of human and material resources with an appreciation of the costs and benefits of science, technology and compassionate care that we provide to all whom we are privileged to serve.

We have a responsibility to make the health care delivery system more efficient and safe for our patients, colleagues, communities and planet. Inherent in all new patient care models and physician and health care professional partnerships is a focus on lean structures to streamline care and eliminate waste.
Leading Lean in Healthcare

The American Society for Quality (ASQ) is a national organization devoted to quality and providing the knowledge, tools, expertise and resources for leaders in health care to reduce variation and waste and improve the patient experience.

Sacred Heart Hospital in Eau Claire and St. Joseph’s Hospital in Chippewa Falls partnered with ASQ on a pilot project to educate leaders in “Leading Lean in Healthcare,” a multi-dimensional course. Fifteen teams of leaders participated and were responsible for critically evaluating the current state of each practice standard and designing a future model that will create better efficiencies and better experiences for patients served.

“Leaders will continue to implement ‘Lean’ in their own departments so that a culture of doing the right thing the first time without waste becomes the usual practice,” said Dawn Garcia, Director, Medical Staff/Quality Improvement, HSHS Division (Western Wisconsin). Completed Lean projects at Sacred Heart Hospital include improved timeliness of digital mammography results (from 44% to 97% within 12 hours) and the creation of a Lean core lab.

Lean projects underway at Sacred Heart Hospital include ten process redesign projects related to MEDITECH implementation, decreasing patient wait times for a computerized tomography (CT) scan, improving the inpatient experience and streamlining the operating room (OR) charge process.

Completed Lean projects at St. Joseph’s Hospital include improved use of staff, equipment and space in the lab. Projects underway at St. Joseph’s Hospital include standardizing and decreasing the cost of OR sutures, improving the pre-operative education process and two Core Measure projects to improve the compliance rates for antibiotic administration (SCIP) and pneumococcal vaccination.
Healing Our Earth

In 1979, Pope John Paul II named Francis of Assisi patron saint of ecology and the environment. Today more than ever St. Francis challenges us to be good stewards of our natural resources and live our Franciscan mission.

At St. Elizabeth’s Hospital in Belleville, every hand is working to heal the Earth. In 2009, colleagues recycled 286 tons, almost 1/3 of their waste, including 50.9 tons of cardboard, 234 tons of paper which saved 3,978 trees, and 1.8 tons of used batteries. In addition 2,145 toner and inkjet cartridges and 211 pieces of computer equipment were recycled.

Environmental Services initiated single stream recycling of aluminum, steel cans and plastic bottles, and Food and Nutrition discourages bottled water at meetings. Laundry sent 1,073 pounds of linens to be made into rags, and Pharmacy processes expired medications to keep them out of air and water supplies.

By making small changes we demonstrate our reverence for the resources of the Earth. In recognition of their recycling efforts throughout 2009, Cintas Document Management recognized St. Elizabeth’s Hospital with the Environmental Award.

Committing to Green

For nearly 30 years, St. Mary’s Hospital Medical Center in Green Bay has been working toward a healthier environment. In recognition of those efforts, St. Mary’s was honored with the highest award presented by Practice Greenhealth – the Environmental Leadership Circle Award for the 4th consecutive year. This award is given to fewer than 30 hospitals across the country that have committed to eco-friendly and sustainable practices.

Corrine Vercauteren, Director of Environmental Services at St. Mary’s said, "We are proud of our Leadership Circle status that recognizes that we have achieved a 42% recycle rate overall for the hospital and an 86% recycle rate for construction materials during the recent addition to our facility."

The St. Vincent Regional Cancer Center at St. Mary’s Hospital Medical Center is a state-of-the-art addition topped with a third floor living roof garden that is the largest green roof in Wisconsin. At the Wisconsin Builders annual Top Project Awards Dinner, St. Mary’s addition was recognized as one of 30 elite construction projects; the project was also featured in the Wisconsin Builder magazine.
Sharing a Passion for the Mission

As former President and “First Lady” of the Green Bay Packers, Bob and Madeline Harlan have given much to the Green Bay community. Most recently they served as honorary chairpersons of the “Hope and Healing: Friends for Life” capital campaign for the St. Vincent Regional Cancer Center at the St. Mary’s site in Green Bay, Wisconsin.

Their efforts helped to build the $28 million dollar cancer center project that expanded treatment services to St. Mary’s Hospital Medical Center. Now the same quality of cancer treatment services that has been offered for years at St. Vincent Hospital is available at St. Mary’s Hospital Medical Center.

In Northwest Wisconsin, cancer cases continue to grow, especially as the Baby Boom generation ages. While people are living longer with cancer, there are more effective treatments available and the demand for services is growing. Both St. Vincent and St. Mary’s hospitals are poised to meet the demand for cancer treatment services together.

The Harlan Family donated a generous six-figure campaign gift to underwrite the creation and installation of the beautiful bronze sculpture of St. Mary at the new entrance to the hospital. The welcoming statue was sculpted by artists David and Jordan Wanner.

Madeline Harlan is a long-time Board member of the Friends of St. Mary’s Hospital Medical Center and former chair of the Toast of the Town Committee. In that capacity, she led the effort to host the state-wide Lambeau Field Inaugural Ball, a benefit for St. Mary’s that netted an unprecedented half million dollars for the hospital’s endowment.

“There are so many worthy causes in our community,” said Madeline Harlan. “But Bob and I share a passion for the spiritual mission of the Hospital Sisters, and we are proud to offer our support.”
OUR FINANCIAL COMMITMENT TO THE COMMUNITY

In 2010 Hospital Sisters Health System invested $154.6 million in our community for the direct benefit of our patients and neighbors. From providing charity care and offering free wellness programs to conducting research and subsidizing government programs, HSHS continually strives to improve quality and increase access to care.

The Community Benefit that we provide reflects our commitment to our healing ministry and our patients and their families.

TOTAL FY2010 COMMUNITY BENEFIT

$154.6 million

As tax-exempt organizations, HSHS hospitals reinvest surplus funds into the mission of the organization and health of the community. Funds not committed to on-going operations are generally used to upgrade facilities, secure new technologies, improve patient care and support initiatives designed to promote health and ensure access for all. These mission-driven investments include the following community benefit activities aimed at improving access to health care, enhancing the health of the community, and advancing medical knowledge:

Charity Care
$32.3 million
Our Charity Care policies are one way we ensure that health care is available to all, regardless of ability to pay. The amount of Charity Care is based on the cost of providing services, not on charges.

Unpaid Cost of Medicaid and other public programs for low-income populations
$90.8 million
Our Medicaid shortfall reflects our unpaid costs for these programs.*

Community health improvement services
$6.0 million
This includes health education and wellness programs and outreach to seniors and other vulnerable populations. It also reflects our support of free clinics for low-income populations.

Subsidized health services
$11.1 million
This is the shortfall for services that we offer that incur a financial loss, such as hospice, palliative care, and behavioral health.

Health professions education
$10.8 million
This reflects direct costs incurred for training and education programs for physicians, nurses, and other health professionals.

Research
$2.3 million
This reflects our contribution to research to advance medical and health care services.

Cash in In-kind contributions
$1.3 million
This reflects support to non-profit organizations – including non-cash items such as furniture, equipment and supplies – that we collaborate with in order to improve health access and status.

*HSHS has elected to exclude Medicare shortfalls and bad debt expense from the community benefit calculation. When Medicare shortfalls are added, our total benefit to the community exceeds $311.0 million.
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The Prayer of St. Francis

Lord, make me an instrument of Thy peace; where there is hatred, let me sow love; where there is injury, pardon; where there is doubt, faith; where there is despair, hope; where there is darkness, light; and where there is sadness, joy.

O Divine Master, grant that I may not so much seek to be consoled as to console; to be understood as to understand; to be loved as to love; for it is in giving that we receive, it is in pardoning that we are pardoned, and it is in dying that we are born to eternal life.