OUR MISSION
To reveal and embody Christ’s healing love for all people through our high quality Franciscan health care ministry.
Dear Friends and Colleagues,

Hospital Sisters Health System recently updated our Mission Statement to include the words “high quality Franciscan.” What do these words mean for our patients, their families, our colleagues and physician partners, and the communities we serve?

In the simplest terms, these three words reflect our commitment to be the very best while remaining true to our heritage. As a Franciscan health care ministry, we take inspiration from the teachings of St. Francis and St. Clare of Assisi as we serve others, particularly the most vulnerable in our society. As health care professionals, we constantly adapt to changes in health care so we can deliver excellence in every encounter with our patients, their families and those with whom we work.

In this annual report, we are pleased to highlight some of the many ways we reveal and embody Christ’s healing love through our high quality Franciscan health care ministry.

In the pages that follow, you will read about how we are living our mission through new investments in our hospital-based services, our ongoing initiatives to integrate the delivery of care so that it centers on the unique needs of each patient, our work to enhance access to care, and our collaboration with others to improve health and wellness for all.

Over the past 137 years, our mission to share the healing love of Christ has been constant. While health care in the United States has become increasingly complex, the consistency of our mission sets us apart both as a health system and as individual health care professionals. As we adopt the latest medical technology, apply the most advanced clinical protocol, and find ways to deliver care in a more efficient manner, we do so remembering that it takes a human hand and heart to care for the sick, the injured and the helpless.

At Hospital Sisters Health System (HSHS), the hands and hearts of our 14,000 colleagues and physician partners reach out with compassion and understanding to improve the lives of those we have been entrusted to serve. It is through our hands and hearts that we live our mission.

We invite you to learn more about our mission and about those who bring it to life.

Sincerely,

Mary Starmann-Harrison
President and CEO

Sister Mary Ann Minor, OSF
Chair, Board of Directors

With 13 hospitals, scores of community-based health centers and clinics, hundreds of physician partners, and nearly 14,000 colleagues, Hospital Sisters Health System is bringing healing and hope to millions of people each year.
Working Collaboratively

Hospital Sisters Health System (HSHS) cares for patients in 12 communities in Illinois and Wisconsin. With 13 hospitals, scores of community-based health centers and clinics, hundreds of physician partners, and nearly 14,000 colleagues, HSHS is bringing healing and hope to millions of people each year.

In FY2012, HSHS advanced its health care mission by working collaboratively with other organizations to expand access to care, improve the delivery system and advance medical knowledge. Highlights of collaborations in FY2012 include:

**Prevea Health** and **St. Vincent Hospital** in Green Bay partnered with Madison, Wisconsin-based Dean Health Plan (DHP) to offer health insurance products through an integrated, managed care provider network in northeast Wisconsin. Under the new partnership, insurance products will be sold to residents and businesses in Green Bay, Brown County and the surrounding region under the brand name of Prevea360 Health Plan. Prevea360 focuses on wellness as the best solution to providing better health care value.

**Prairie Heart Institute of Illinois** continues to work collaboratively with hospitals across central and southern Illinois to bring the most advanced heart care to mid-size and rural communities. Prairie is partnering with St. Mary’s Hospital in Decatur to create a new state-of-the-art Cardiac Catheterization Lab. Prairie also partnered with Sarah Bush Lincoln Hospital in Mattoon to have dedicated cardiologists care for patients in east central Illinois.

**HSHS Medical Group** entered into a Primary Care Practice Medical Home Learning Pilot with Litchfield and Macoupin Family Practice Centers, two non-affiliated primary care practice groups. In this model, HSHS provides nurse navigators who work closely with patients to help manage chronic diseases such as diabetes or congestive heart failure. The Medical Home model has proven successful in improving health outcomes and lowering unplanned hospital readmissions.
Building for Tomorrow

Construction cranes were part of the landscape in several HSHS communities as five of our hospitals had major construction projects underway.

**St. Joseph’s Hospital** in Highland held a groundbreaking ceremony in April 2012 on the site of its new replacement campus, approximately one mile north of its current location. The new facility will span 91,000 square feet with additional planning for future expansion of ambulatory services (outpatient) and the development of a medical office building to accommodate the potential relocation and recruitment of physicians and health care-related retail providers.

**St. John’s Hospital** in Springfield saw great progress on the renovation of its patient tower and construction of a new Surgical Services Center, which will include 16 new surgical suites. The newly renovated patient floors feature spacious, private patient rooms. Throughout FY2012, a platform was laid for the Surgical Services Center, which will connect Prairie Heart Institute, the main Hospital, and the Pavilion.

**St. Francis Hospital** in Litchfield began renovation of its Surgery Center and Emergency Department (ED) in October 2011. When opened, the new ED entrance will feature a combined registration/waiting area, a centralized nurse/patient monitoring area and seven private patient treatment rooms. The new 16,000 square foot Surgery Center will encompass two surgery suites for endoscopic procedures, two surgery suites for specialty procedures, all private pre- and post-operative patient rooms, and a separate surgery patient discharge area. The renovation will also include a private family consult room and a beautiful, decorative water feature.

**St. Mary’s Hospital** in Decatur has completed the first steps of an aggressive campus modernization and renovation project, covering three floors and more than 94,000 feet of space. A new Emergency Department, Clinical Laboratory and two-story lobby and reception area has opened. These new facilities are the beginning of a multi-year project that will make St. Mary’s Hospital one of the most modern medical centers in the region.

**Sacred Heart Hospital** in Eau Claire embarked on a three year, $20 million Curtain Wall Project that will replace the heating and cooling induction units in every patient room and the original windows and supports installed when the hospital was first built in 1964. Once completed, the Curtain Wall Project will substantially improve the efficiency of the hospital and greatly improve patient comfort.

**St. Joseph’s Hospital in Highland architectural rendering**

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Serving for Our Patients

Hospital Sisters Health System continually works to meet the needs of our patients and the communities we serve.

**St. Anthony’s Memorial Hospital** in Effingham launched a new occupational rehabilitation service called Breast Cancer Rehabilitation. The program addresses the side effects breast cancer patients experience during treatment, such as tightened muscles, weakness, and limited range of motion in the arm and shoulder.

**St. Mary’s Hospital Medical Center** in Green Bay launched its new “InMotion” program, which encompasses every aspect of a patient’s orthopedic care, from physician visit, to pre-surgery consultation and preparation, to surgery, recovery and the return home. In its first year, the InMotion program has helped more than 300 patients.

**St. Mary’s Hospital** in Streator, together with Prairie Heart Institute of Illinois, implemented Pacemaker Clinics. No matter where a patient had their pacemaker implanted, the Prairie Heart Institute of Illinois at St. Mary’s offers assistance to keep it working properly.

**St. Elizabeth’s Hospital** in Belleville opened a newly renovated and updated fifth floor Medical-Surgical unit. The updated rooms allow for a private one-on-one health care experience. A recent study in the Journal of the American Medical Association noted that single-patient rooms maximize “safety, dignity, privacy and patient-centered care.”

**St. Joseph’s Hospital** in Breese opened a renovated Women and Infants Center in January 2012. The project focused on creating a calming, soothing, healing environment with spa-like decor for the families using the Center’s services.

**St. Joseph’s Hospital** in Chippewa Falls created a new healing garden for patients, their families and hospital colleagues. Just a few steps from the front doors of the hospital, the garden was funded mostly through colleague donations. A portion of the healing garden, including a gazebo, swing, benches and a sculpture was donated by the community. The garden also boasts more than 250 plants, a water feature and a walking path.
Providing for Our Communities

HSHS hospitals collectively provided $174.2 million in Community Benefit (or 9.0% of total expenses) in FY2012. Included in this amount was $43.1 million provided for Charity Care and $97.9 million for unreimbursed care provided under the Medicaid program. In addition, HSHS hospitals committed significant resources to care for Medicare patients.

Greater Access to Care

As a Franciscan health care ministry, Hospital Sisters Health System is deeply committed to serving those who are most in need. We not only provide care within our facilities, but also reach out beyond the walls of our hospitals and clinics to care for the individual.

Our efforts to ensure residents in the communities we serve receive the right care at the right time often involve partnering with others to achieve this goal. Across our two-state System, there are numerous examples of HSHS collaborating with other organizations to enhance access to care for those in need.

St. Joseph’s Hospital in Chippewa Falls works closely with the Chippewa Health Improvement Partnership (CHIP) to support the Open Door Clinic.
St. Vincent Hospital in Green Bay supports patient care for the uninsured at the NEW Community Clinic.

St. Anthony’s Memorial Hospital in Effingham and Catholic Charities partner to fill prescriptions for low income residents.

St. Joseph’s Hospital in Highland provides free van rides for area residents who lack access to transportation.

Better Community Health

HSHS hospitals also understand that we need to listen closely to the residents of the communities we serve to ensure the health care needs of all are being met. To that end, each of our 13 hospitals completed Community Health Needs Assessments (CHNA) during Fiscal Year 2012. The information gathered from these assessments is being used to help HSHS to develop new, and enhance existing, programs and services that best address the needs of the community.

Among the many priority needs identified from the CHNAs include metabolic and cardiovascular disease management, adequate food and nutrition, and mental health services. HSHS hospitals are addressing these and other needs by proactively offering educational opportunities, preventative screenings, and new or enhanced clinical services.

St. Francis Hospital in Litchfield partnered with two county health departments to provide screenings for diabetes and renal disease.

Sacred Heart Hospital in Eau Claire opened an outpatient behavioral health clinic.

St. John’s Hospital in Springfield addressed concerns about a food desert in the community by leading efforts to create an East Side Farmers Market.

Expanded Medical Knowledge

Hospital Sisters Health System works to advance medical knowledge by supporting research initiatives and educational opportunities. In Fiscal Year 2012, HSHS hospitals and affiliated physician groups contributed more than $16.2 million toward research and education.

Examples of this commitment include studying the impact that telemedicine has on improving care and reducing unplanned readmissions for patients with Congestive Heart Failure, subsidizing medical school residency programs, offering ongoing medical education to physicians and clinicians, and providing job shadowing programs for high school students.
eCare: Connecting with Patients in a Meaningful Way

eCare is HSHS’s Health Information Technology portfolio - systems and services that enable our clinicians and physician partners to better coordinate care and improve outcomes for our patients. eCare also enhances our ability to deliver on the Triple AIM Promise:

• Better Health for the Population
• Better Care for Individuals; and
• Lower Cost through Improvement

In FY2012, we began to implement computerized provider order entry (CPOE), the next step on the path to the adoption of an Electronic Medical Record (EMR) System-wide. CPOE has shifted from a best practice to a “must-have” for nearly every hospital and clinic in the country.

CPOE provides many benefits including enhanced patient safety and quality of care, and it enables providers to use clinical decision support (CDS) rules and alerts at the point of entry. The use of CPOE with CDS decreases errors and improves outcomes, increases operational and financial efficiencies, and promotes evidenced-based care.

As HSHS adds to our EMR, we will be able to enhance our ability to capture information in real time and immediately access the complete patient record. Throughout FY2013, HSHS will continue to optimize the system to improve the quality and productivity of patient care and ensure CPOE is a success System-wide.

Developing Our People

In FY2012, HSHS welcomed two new senior leaders to our health care ministry - Julie Manas and Amy Marquardt. Julie began her service in March as President and CEO of Sacred Heart Hospital in Eau Claire, Wisconsin and HSHS President and CEO, Western Wisconsin Division. Amy began her service in April as Vice President, General Counsel for HSHS. Both colleagues share our Core Values and bring exceptional experience and Franciscan leadership to their roles.

Franciscan Inspired Leadership

The continuation of the health care ministry of the Hospital Sisters of St. Francis and the integration of our mission in all we do depends on leaders formed in the Franciscan tradition. Annually leaders from throughout the System convene at the Chiara Center in Springfield to participate in Franciscan Formation - a program designed to build a community of committed leaders and to expand their knowledge base and competencies in spirituality, operations, quality and service. In FY2012, 187 colleagues attended Phase III: “Giving Life to Values through Stories.”
Transforming Health Care through Advocacy and Philanthropy

In FY2012, our senior leaders and many colleagues united to project one voice in Washington, D.C., Madison, Wisconsin and Springfield, Illinois around our four-part federal and state advocacy agenda:

- **Support Access for All** including ongoing efforts to expand and sustain coverage while influencing related provisions in the Affordable Care Act (ACA) including conscience issues.

- **Influence Patient-Centered Delivery System Reform** especially through our Care Integration strategy, implementation of the ACA, and the realization of more than $1 million in grant funds for our Local Systems.

- **Protect Fair Payment** including successes with our associations in mitigating a CMS proposed “coding offset” ($4 million for HSHS) and what could have been harsher cuts in the Illinois Medicaid program.

- **Promote Accountability to Patients and Communities** as signified by the favorable legislation in Illinois designed to clarify and protect hospital exemption from property taxes.

Recognizing the need to provide care for adults and adolescents with substance addiction and mental health issues in Wisconsin, the communities of Chippewa Falls and Green Bay generously supported the transformative work of our Libertas Centers in FY2012. Since the 1940s, HSHS has helped individuals and families achieve healing, wellness and wholeness. Just as St. Francis embraced the lepers of his day, the Libertas Centers extend compassionate care to those with addictions or mental health issues who may feel shunned or disdained by today’s society.

At Libertas Center in Green Bay, a dedicated group of volunteers secured gifts and pledges totaling $3.6 million to create several endowed funds that support ongoing program services, including the Center’s adolescent inpatient program, the only inpatient residential facility in northeastern Wisconsin.

In FY2012, St. Joseph’s Hospital colleagues and interested community members transformed the land surrounding L.E. Phillips-Libertas Center in Chippewa Falls into a healing garden, complete with a walking trail and a disc golf course. More than $175,000 was raised to fund this project. Where patients once walked the perimeter of the property along a chain-link fence, today they can heal in calm surroundings.

The efforts of our Libertas Centers and the support of our donors help to ensure that these youth and adults return to their homes and families, and go on to lead healthy lives.
HSHS Core Values express the Franciscan spirit and our special charism. We serve with values that are important within our high quality Franciscan health care ministry: Respect, Care, Competence and Joy.

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HSHS Quick Facts
FY 2012

**Population Served**
3.0 million in Illinois and Wisconsin

**Inpatient Admissions**
83,062

**Emergency Department Visits**
300,095

**Inpatient Surgeries**
21,105

**Outpatient Surgeries**
43,981

**Physicians on Medical Staff**
2,356

**Total Colleagues System-wide**
13,933

**Volunteers**
4,201

**Operating Revenue**
$2.0 billion

**Community Benefit**
$174.2 million