Dear Friends and Colleagues,

Throughout 2016, Hospital Sisters Health System successfully met the needs of our patients and their families, our colleagues and physician partners by effectively sharing our resources and talent. Together we are expanding access to our high quality, Franciscan health care ministry at a time when we must continually adapt to a health care environment that is still evolving under the Affordable Care Act.

In this report, we will describe the many ways our ministries are providing high quality, compassionate and affordable care that is aligned with our Franciscan heritage and mission. Several notable accomplishments this past year include establishing an Accountable Care Organization (ACO) in Illinois, receiving distinguished ratings in quality care, patient safety and satisfaction, advancing the HSHS-led telemedicine network across Illinois, affiliating with HSHS Holy Family in Greenville, IL, and pursuing full affiliation with Shelby Memorial Hospital in Shelbyville, IL, and a minority interest affiliation with Ministry Door County Medical Center in Sturgeon Bay, WI.

Our success is due to the HSHS colleagues and physician partners who work tirelessly to care for our patients. HSHS supports their vital work through investments in state-of-the-art technology and facilities. By making these investments, we are advancing our care integration strategy to better serve those seeking health and healing. Whether we’re offering Anytime (virtual) Care to reach patients at home, enhancing and consolidating our electronic health records, or administering industry-leading training for colleagues, we consistently strive to ensure each patient has the best experience and outcome possible.

As a Franciscan health care ministry, we are inspired to serve others, particularly the most vulnerable in our society. We are also committed to adopting the latest best practices to deliver exceptional and compassionate care to all our patients.

For more than 140 years, our mission to share the healing love of Christ has remained constant. On behalf of the HSHS family, we are grateful for the opportunity to serve our patients, their families and our communities in the healing tradition of Jesus Christ and St. Francis and St. Clare of Assisi.

Mary Starmann-Harrison
President and CEO

Stephen J. Bochenek
Chair, Board of Directors
HSHS is a highly integrated, multi-institutional health care system comprised of 14 hospitals and more than 200 physician practice sites in Illinois and Wisconsin. The system serves rural and midsized communities throughout both states. HSHS is committed to delivering high quality, compassionate, holistic and cost-effective health care services to all who seek it. Sponsored by Hospital Sisters Ministries, our mission is to reveal and embody Christ’s healing love for all people through our high quality Franciscan health care ministry. That mission is carried out every day by the 14,000 colleagues and 2,100 physicians who care for patients in our facilities.

Through our care integration strategy, investments in state-of-the-art facilities and technology and substantial community benefit programs, we continue the legacy of the Hospital Sisters of St. Francis to care for the residents of the communities we serve, with a special emphasis on the poor and vulnerable.
Serving Our Communities

In the midst of profound change in health care, one constant has been the commitment of Catholic health care providers to meet the needs of their communities, especially the needs of poor and vulnerable persons.

The Affordable Care Act (ACA) put into place requirements to ensure non-profit hospitals meet their obligation to improve community health. The law requires tax-exempt hospitals to conduct community health needs assessments and develop strategies for community health improvement.

While there have been tremendous changes in the law, tools and knowledge, HSHS has seen a reaffirmation of the commitment to community health that was established by our founders, the Hospital Sisters of St. Francis, more than 140 years ago.

Enos Park Access to Care Collaborative

Launched in FY 2016, the collaborative is a partnership between HSHS St. John’s Hospital, Memorial Medical Center and SIU School of Medicine’s Center for Family Medicine FQHC to improve access to health care in the Enos Park neighborhood of Springfield, IL, which is challenged by a poverty rate of about 53 percent, drug abuse and a large transient population.

Based on population health models, the collaborative is designed to improve access to care for Enos Park residents and homeless populations and address overuse of both hospitals’ emergency departments for routine care and chronic health issues. The collaborative hired three community health workers to focus on the health needs of clients who include impoverished mothers, new parolees, isolated seniors and others who may feel marginalized.

The collaborative established a Health Care Providers Alliance and Community Advisory Group, which resulted in 151 social service referrals and the creation of 27 new activities. In total, 423 health care visits (339 primary care, 44 mental health and 40 dental appointments) occurred, and a community health worker accompanied clients to 290 of those visits. Over the course of 11 months, the collaborative devoted 41,070 minutes to Enos Park clients and provided 983 rides to improve access to health care services and enhance the health of the Enos Park neighborhood.

Make Health Happen

HSHS St. Elizabeth’s Hospital in Belleville, IL, is a member of East St. Louis Make Health Happen, a partnership of local community organizations working to promote healthy eating while increasing access to healthy food options in East St. Louis. In communities that lack access to grocery stores, residents depend on corner stores for their food purchases, which are often limited to prepackaged and processed foods.

Through Make Health Happen, HSHS St. Elizabeth’s Hospital promoted eating healthy food, provided cooking demonstrations and recipes and offered a nutrition education series as part of the Healthy Corner Store Initiative. In addition, the hospital provided diabetes education at the Bond Avenue Fish & Poultry Market, and offered samples of common food items found at local food pantries and how to prepare them in new and healthy ways.
FY 2016 Community Benefit
$203 Million

A cost to charge ratio is used to calculate charity care and the unpaid cost of Medicaid. The amounts in the following table reflect the quantifiable costs of the hospitals’ community benefit for the year ended June 30, 2016:

Dose of Reality
In FY 2016, HSHS St. Mary’s and St. Vincent Hospitals in Green Bay created and rolled out an antibiotic and pain management protocol for all emergency departments in Green Bay to address opioid addiction as part of the Governor’s “Dose of Reality” campaign. The Oral Health Task Force’s protocol does not include prescription pain medicine, but rather OTC pain medication or short acting dental blocks. At a listening session, Governor Scott Walker shared that parents who lost a child to heroin overdoses told him that without exception their child’s addiction started with pain medicine prescribed as part of wisdom tooth extractions or treatment for a sports injury.

Mending Wounded Souls
In western Wisconsin, HSHS Sacred Heart Hospital in Eau Claire and HSHS St. Joseph’s Hospital in Chippewa Falls launched the adult and youth Mental Health First Aid program, building on the success of the launch of Question, Persuade and Refer (QPR), an evidence-based suicide prevention program. Mental Health First Aid is an eight-hour course that teaches participants how to recognize common risk factors and warning signs of mental health problems and substance abuse disorders and the importance of early intervention. Conducted by a hospital colleague who is a certified mental health first aid instructor, the program is listed in the Substance Abuse and Mental Health Services Administration’s National Registry of Evidence-based Programs and Practices.
SYSTEM HIGHLIGHTS

Shelby Memorial Hospital Letter of Intent
In February 2016, HSHS and Shelby Memorial Hospital (SMH) announced their intent of sharing and aligning resources to continue to improve the patient experience and health care delivery throughout Shelby County. HSHS operates several local health systems in the central Illinois region, and is affiliated with physician groups near SMH.

Greenville Regional Hospital Affiliates with HSHS
In May 2016, Greenville Regional Hospital joined HSHS as the system’s 14th hospital and was renamed HSHS Holy Family Hospital. Founded in 1960 as Edward A. Utlaut Memorial Hospital, Holy Family is a not-for-profit 42-bed facility, providing residents of Bond and surrounding counties with inpatient, outpatient, emergency, OB, surgery, physical therapy and mental health services.

Minority Interest Partnership with Ministry Door County Medical Center
In July 2016, HSHS and Ministry Door County Medical Center (DCMC) signed a letter of intent to enter into a minority affiliation. DCMC will continue to operate as a locally led and controlled hospital in partnership with HSHS. DCMC, located in Sturgeon Bay, WI, is a 25-bed, acute-care hospital and outpatient medical center offering a full range of services and specialties. DCMC medical staff includes more than 175 physicians who offer care at five locations in Door and Kewaunee counties.

After breaking ground last year, HSHS St. Elizabeth’s replacement hospital project has seen significant progress and continues to be on track for completion in the fall of 2017 in O’Fallon.

LeadWell
LeadWell, HSHS Medical Group’s and Prevea Health’s corporate health and wellness program, continues to grow with 31 locations in Wisconsin and five in Illinois. In addition to opening new clinics in Kohler, WI and Springfield, IL (shared by Horace Mann and HSHS St. John’s Hospital colleagues), the City of Springfield and Richland Community College in Decatur, IL, approved new LeadWell clinics for their employees in 2016. LeadWell also offers businesses access to virtual health care (Anytime Care) which provides employees and their dependents unlimited access to virtual health care services 24/7. Using a computer webcam, tablet or smart phone, patients connect with medical providers who can diagnose and treat non-emergent health concerns.
HOSPITAL HIGHLIGHTS

New HSHS St. Vincent Children’s Hospital
In 2016, HSHS St. Vincent Hospital changed the name of HSHS St. Vincent Regional Pediatric Center to HSHS St. Vincent Children’s Hospital. The children’s hospital, located inside of HSHS St. Vincent Hospital in Green Bay, WI, encompasses a wide range of services, including Pediatric Intensive Care, Neonatal Intensive Care, Pediatric Hematology/Oncology Services and specialized pediatric components of HSHS St. Vincent Hospital’s Emergency Department, Diagnostic Imaging Services.

HSHS St. Elizabeth’s Pediatric Partnership
HSHS St. Elizabeth’s Hospital and SSM Health Cardinal Glennon Children’s Hospital formed a partnership to bring nationally recognized pediatric care to serve Belleville, O’Fallon and communities throughout the region. Cardinal Glennon Emergency Pediatric Care is available 24/7 at HSHS St. Elizabeth’s Hospital’s Emergency Department and newborn nursery.

HSHS St. Joseph’s Ambulatory Surgery Center
In 2016, HSHS broke ground on a new ambulatory surgery center at HSHS St. Joseph’s Hospital in Breese, IL. The surgery center expansion, slated for completion in December 2017, will include 22 private patient rooms.

HSHS St. Francis Cancer Center
Based on an identified community need, HSHS St. Francis Hospital in Litchfield, IL, began construction on a cancer care center to provide patients with oncology treatment close to home. The center will offer chemotherapy treatment, blood transfusion and injections. HSHS St. Francis Hospital is investing a total of $1.2 million to support the project with an expected completion date in early 2017.

HSHS St. Nicholas ICU
Work on the new ACUITY Intensive Care and Intermediate Care Unit at HSHS St. Nicholas Hospital in Sheboygan, WI, will be complete in early 2017. The project, which is part of a larger renovation at the hospital, will feature larger patient rooms, decentralized nursing stations, and more private consult rooms for physicians and families. The project also includes a redesign of the operating rooms.

Inpatient Admissions
75,225

Outpatient Registrations
1,533,191
**OUR PHYSICIAN PARTNERS**

**HSHS Medical Group grows**
The HSHS Medical Group added 96 new providers between December 2015 and November 2016. With this growth came additional locations and expanded services to offer more complete care to our communities. New locations included family medicine providers in Effingham, IL, Greenville, IL, and Pocahontas, WI; internal medicine in Blue Mound, IL; and gastroenterology and pulmonology in Belleville, IL, beginning January 2016. New specialty clinics in Shelbyville, IL, include pulmonology, general surgery and endocrinology. Other outreach clinics opened in Carlinville, IL, Highland, IL, and O’Fallon, IL; while specialty care expanded in Springfield, IL.

**Prevea Health turns 20**
Prevea, a 400+ physician group, began in 1996 when three small medical groups partnered with St. Vincent Hospital and St. Mary’s Hospital Medical Center in Green Bay. Since then, Prevea has partnered with HSHS St. Nicholas Hospital in Sheboygan, HSHS St. Clare Memorial Hospital in Oconto Falls and this past year with the Western Wisconsin Division hospitals. Prevea also is a partner in the new alignment with Door County Medical Center.

**Joslin Diabetes Center**
Joslin Diabetes Center, an affiliate of HSHS Medical Group continues to expand care and education. Patients receive comprehensive, coordinated care under one roof, including endocrinology, diabetes education, podiatry, optometry and peripheral vascular care.

**Prairie Cardiovascular physicians first in U.S. to use new procedure on patient**
In January 2016, doctors at the Prairie Heart Institute (PHI) at HSHS St. John’s Hospital became the first in the United States to successfully complete a double transcatheter heart valve replacement using the Edwards Sapien 3™ valve. The patient, Gretchen Peters-Hantle from Decatur, IL, (above) needed her aortic and mitral valves replaced but was too ill for traditional open heart surgery. Prairie Cardiovascular physicians routinely replace aortic valves using a minimally invasive procedure called transcatheter aortic valve replacement (TAVR), but there is no transcatheter option available for the mitral valve in the U.S. The patient was referred to the Structural Heart Disease Team at PHI. After review, the team decided to leverage their experience with TAVR because they believed it offered the best outcome for the patient.

**PCIN**
Physician Clinical Integration Network (PCIN) is a group of independent and employed physicians working together to improve quality and reduce the cost of health care in a shared savings model. In 2016, PCIN grew to more than 1,400 physicians and 550 mid-level providers in Illinois and Wisconsin and includes 65 specialties and sub-specialties.
INFORMATION AND TECHNOLOGY SERVICES

Information Security
In 2016, HSHS implemented new security to monitor traffic inside the network, upgraded the firewalls to enhance protection, provided clinical staff with a secure messaging tool for real-time, direct communication, strengthened data encryption on mobile devices, continued the rollout of a secure vendor remote access application and offered Information Security colleague training.

Conversion to Single Electronic Health Record
Last year, HSHS approved and began implementing Epic as the single Electronic Health Record (EHR) platform of the entire system. In 2016, HSHS completed the implementation of Epic at Prairie Cardiovascular and began work preparing the Western Wisconsin Division to go-live with Epic in February 2017.

PHILANTHROPY

In FY 2016, HSHS local foundations received $18.2 million in contributions and bequests. More than 14,000 donors contributed to HSHS ministries, including more than 4,400 first-time donors and 390 donors who made gifts of $5,000 or more. Four donors made gifts greater than $1 million.

The Hospital Sisters of St. Francis Foundation disbursed $7.5 million to HSHS ministries to renovate facilities, purchase equipment and provide services, including:

- $545,000 for the Emergency Department renovation at HSHS Sacred Heart - Eau Claire
- $350,000 for a CT scanner upgrade at HSHS St. Joseph's - Breese
- $193,000 for patient simulators at HSHS St. Francis - Litchfield
- $155,000 for student scholarships at St. John's College of Nursing in Springfield
- $146,000 for portable ultrasound units at HSHS St. Mary's - Decatur
- And more than $1.65 million to support patient care services across the System
2016 Recognition and Awards

System Awards
HSHS received the Advisory Board’s 2016 Workplace of the Year Award, the Wisconsin Hospital Association Advocacy All-Star Award, the Practice Greenhealth System for Change Award, and the Social Stewardship HealthTrust Group Award.

Healthgrades Awards
St. John’s Hospital in Springfield received the Health Grades 2016 Distinguished Hospital Award for Clinical Excellence. St. Joseph’s Hospital in Breese, St. John’s Hospital in Springfield, Sacred Heart Hospital in Eau Claire, St. Joseph’s Hospital in Chippewa Falls, St. Vincent Hospital and St. Mary’s Hospital Medical Center in Green Bay received the Healthgrades Outstanding Patient Experience Award. St. Joseph’s Hospital in Breese, St. Joseph’s Hospital in Highland and St. Mary’s Hospital Medical Center in Green Bay won the Healthgrades Patient Safety Excellence Award.

The Joint Commission Recognition
St. Joseph’s Hospital in Chippewa Falls earned The Joint Commission’s Gold Seal of Approval for the hospital and Home Care, and St. Anthony’s Memorial Hospital in Effingham received it for their Joint Replacement Program certifications. St. Elizabeth’s Hospital in Belleville, St. Joseph’s Hospital in Breese, St. Joseph’s Hospital in Chippewa Falls, St. Anthony’s Memorial Hospital in Effingham, St. Joseph’s Hospital in Highland, and St. Francis Hospital in Litchfield were recognized as The Joint Commission’s Top Performer on Key Quality Measures program.

Leapfrog Awards
St. Joseph’s Hospital in Chippewa Falls, St. Mary’s Hospital Medical Center in Green Bay, St. Nicholas Hospital in Sheboygan, St. Joseph’s Hospital in Breese and St. John’s Hospital in Springfield received an “A” in Leapfrog’s Patient Safety Scores.

ILPEx Award
St. Anthony’s Memorial Hospital in Effingham received the bronze award by Illinois Performance Excellence (ILPEx) for their efforts to adopt and apply continuous improvement principles.

Blue Distinction Center Designations
St. John’s Hospital and St. Elizabeth’s Hospital were designated as a Blue Distinction Center for their Cardiac Care Program. Sacred Heart Hospital, St. Joseph’s Hospital in Chippewa Falls, St. Mary’s Hospital in Decatur, St. John’s Hospital, St. Anthony’s Memorial Hospital, St. Joseph’s Hospital in Breese, and St. Elizabeth Hospital were designated as Blue Distinction Center for their Maternity Care programs.

Press Ganey
Twenty-eight Prairie Cardiovascular providers ranked in the top 99 percentile in Press Ganey for patient satisfaction.

Healogics Awards
St. Anthony’s Memorial Hospital’s Wound Center in Effingham received the Robert A. Warriner III and M.D. Center of Excellence, and the Center of Distinction Awards.

St. John’s voted “Best Place to Work” in the 2016 Illinois Times’ Best of Springfield contest
Citing St. John’s commitment to its core values of respect, care, competence and joy, readers of the Illinois Times voted St. John’s as the best place to work in Springfield.

HSHS Western Wisconsin Division receives Wisconsin Forward Award
Wisconsin Forward recognizes Wisconsin organizations that strive to be role models. The award’s evaluation process is based on the Baldridge Criteria for Performance Excellence, which provides a framework to guide organizational performance.

Franciscan Formation
As a Franciscan health care ministry, HSHS is dedicated to forming leaders in the Franciscan tradition. Annually, the System Mission Integration department provides colleagues in Wisconsin and Illinois with opportunities to strengthen their understanding of the mission and values and how their daily work furthers the healing ministry of the Hospital Sisters of St. Francis. In FY 2016, the HSHS Mission Integration department offered Franciscan Formation VII at Chiara Center in Springfield, IL.

Franciscan Formation VII focused on compassion. HSHS leaders continue to explore how compassion in the workplace can be a powerful and expansive energy resource.
OUR PEOPLE

We welcomed these colleagues to the HSHS leadership team:

Executive Management Team
Mary Starmann-Harrison, FACHE
President and CEO
David J. Carlson, DO
Chief Physician Executive
Michael W. Cottrell
Chief Financial Officer
David Beach
Chief People Officer
Sister Marybeth Culman, OSF
Senior Vice President,
Sponsorship and Governance
Sister Monica Laws, OSF, PhD
Vice President, Mission Integration/
Franciscan Formation
Peter Mannix, FACHE
Vice President, Strategy Development
and Implementation
Ann Carr
Treasurer
Amy Bulpitt
General Counsel

HSHS Board of Directors
Stephen J. Bochenek
Chair
William (Bill) Murray,
Vice Chair
Sister Gertrude O’Connor, OSF
Secretary
Members:
Mary Starmann-Harrison
Robert B. Atwell
Steven A. Hassebrock
Matthew Lambert, MD
William H. Blum
Janice Wiegmann
John Sheehan
Sister Christa Ann Struwing, OSF
OUR MISSION
To reveal and embody Christ’s healing love for all people through our high quality Franciscan health care ministry.

OUR VISION
Rooted in our Franciscan Mission, we will be the unique, high quality Health System providing exceptional care, centered on the whole person.

OUR VALUES
Respect • Care
Competence • Joy