Dear Friends and Colleagues,

Starting in 2014, millions of Americans will become eligible for health care coverage offered through health insurance exchanges and through expanded Medicaid. Every day, Hospital Sisters Health System’s hospitals and our physician partners see uninsured patients and provide them with high quality services – it is who we are, it is our mission imperative to provide for all people.

By actively reaching out and engaging uninsured individuals, enrolling them in health coverage, and keeping those who remain eligible covered, our patients will benefit by having continuous access to coverage and care. Studies have shown that people without insurance coverage are more likely than their insured counterparts to postpone care and to develop more severe and expensive conditions. It is for this reason that Catholic health care, the Catholic Church, and Hospital Sisters Health System have long promoted “coverage and access for all.”

Key to realizing our mission is our colleague and physician engagement. By attracting, developing and nurturing the most committed, talented people, Hospital Sisters Health System is positioned to provide exceptional service to all we are privileged to serve. Through our dedicated colleagues and physicians, we will fulfill our mission to share the healing love of Christ for all people.

As a Franciscan health care ministry, we are inspired by the teachings of St. Francis and St. Clare as we serve others, particularly the most vulnerable in our society. As health care professionals, we constantly adapt to changes in health care to improve patient care, increase access to coverage and care, and provide an excellent experience in every encounter with our patients and their families.

In this annual report, we celebrate our accomplishments and embrace our Franciscan values that guide us each day. Best of all you will see the many ways we are reaching out to provide the healing ministry of the Hospital Sisters of St. Francis for generations to come.

Sincerely,

Mary Starmann-Harrison
President and CEO
Hospital Sisters Health System

Sister Mary Mollison, CSA
Board Chair
Hospital Sisters Health System
Hospital Sisters Health System

Hospital Sisters Health System (HSHS) is a multi-institutional health care system comprised of 13 hospitals and an integrated physician network across Illinois and Wisconsin. As our name implies, we are a healing ministry guided by the historic mission of the Hospital Sisters of St. Francis. At the same time, we are firmly grounded in modern best practices.

With 13 hospitals, scores of community-based health centers and clinics, hundreds of physician partners, and more than 14,000 colleagues, HSHS is bringing healing and hope to millions of people each year.

Our mission is “to reveal and embody Christ’s healing love for all people through our high quality Franciscan health care ministry.” We live our mission by providing holistic healing to all who seek our care.

FY2013 Quick Facts

Population served: 3.0 million people (in Illinois and Wisconsin)

Inpatient Admissions: 82,681

Emergency Department Visits: 296,655

Inpatient Surgeries: 19,461

Outpatient Surgeries: 41,639

Physicians on Medical Staff: 2,058

Total Colleagues: 14,267

Volunteers: 3,486

Operating Revenue: $2.0 billion

Community Benefit: $185.6 million
HSHS Medical Group

Growing to Serve Our Communities
HSHS Medical Group has experienced significant strategic growth in virtually every area of care. Since its inception in 2008 with 10 physicians, the group has grown to include 268 physicians and mid-level providers. The expansion of primary care services creates a solid foundation for growth across the HSHS ministries. It also increases our presence in communities we currently serve as well as the areas surrounding them. Mid-level providers are being recruited to improve access to care.

A growing base of primary care physicians, in turn, requires HSHS Medical Group to expand its inpatient and specialty care coverage. Strong inpatient service lines, which include hospitalists and intensivists, allow the Medical Group to partner with hospitals across the System while streamlining care and reducing readmission rates for patients. Intensivists and hospitalists provide an important service to primary care physicians by providing expert care for patients until discharge and then successfully transitioning them to follow-up care.

The Medical Group has also seen growth in Orthopedics, Neurosurgery and Gastroenterology with plans for a regional Occupational Medicine program.

Advanced Medical Home
In 2011, HSHS Medical Group had two RN nurse navigators in four locations. The program has since grown to eight navigators in 15 locations, and patient participation has grown from 169 to more than 1,000 in just two years. As a result of the Advanced Medical Home model, high-risk patients with chronic diseases have experienced fewer Emergency Department visits, hospital admissions and readmissions. The model focuses on the high risk patients who have conditions such as congestive heart failure, diabetes, hypertension, COPD, and asthma. Because the program is fully funded, there is no cost to patients who participate.

Care Integration

Dyad Leadership Model
In late 2013, HSHS Medical Group moved to a dyad leadership model. This approach is made up of an administrative and physician leadership team to run day-to-day divisional operations. Melinda Clark serves as Chief Executive Officer and Loren Hughes, MD serves as President.

The Central Illinois Division dyad leadership consists of Jim Bock, MD, Medical Director and James Schaefer, MSHA, CPA, Executive Director of Operations. Dr. Bock has practiced medicine for more than 20 years and joined the Medical Group in November 2009. Jim Schaefer brings more than 20 years of health care experience to the Medical Group. He is a Certified Public Accountant and joined the Medical Group in August 2011.

In the Southern Illinois Division, Dr. Hughes served as Medical Director prior to his promotion; a search is underway for his replacement. Karen Gleave, BSN, MPA is the Executive Director of Operations. Karen joined HSHS in 2013, bringing extensive experience in health care management to her role.

The Western Wisconsin Division dyad leaders are Medical Director Kristie Gering, MD and Director of Operations Linda Dutter-Tio, MBA. Dr. Gering practices family medicine at HSHS Medical Group Family Health Associates in Chippewa Falls. Linda serves as practice manager of the Chippewa Falls clinic in addition to her role as Director of Operations. Family Health Associates became part of the HSHS family in 2010.
**Prairie Heart Institute of Illinois**

Prairie Heart Institute of Illinois (PHII) is the umbrella organization for the hospital-based Prairie Heart Institute programs located in more than 30 communities throughout central and southern Illinois. PHII also includes Prairie Cardiovascular, the cardiovascular practice of more than 60 cardiologists. During 2013, PHII:

- Successfully recruited and placed eight cardiologists. This is equal to or greater than the total size of many cardiology groups in the nation.

- Performed the 100th TAVR (Transcatheter Aortic Valve Replacement) procedure. Only large university-based hospitals have accomplished this milestone.

- Developed the region’s first general cardiology fellowship program in cooperation with Southern Illinois University. This program will train 2 new cardiologists each year.

- PERC (Prairie Education and Research Cooperative) participated in 62 clinical research projects, serving as the national coordinating site for several of the studies.

- Expanded the Prairie Chest Pain Network and Rapid Read program to help local hospitals more rapidly and efficiently diagnose and treat heart attacks/disease while keeping the patient in the community environment.

**Prevea Health**

Prevea Health celebrated a year of accomplishments. Customer Service experienced record performance in all sections of the Press Ganey survey, including a 93rd national percentile ranking in the “visits” category for the year, an overall 92.3 mean score and a 95th national percentile overall ranking in November 2013—a record high for Prevea.

In terms of patient care, all 14 of Prevea’s primary care locations are now Level 3 NCQA Patient Centered Medical Home accredited. A pediatric obesity clinic and community initiative was launched to improve wellness among area young people, while 29 local employers now offer access to Prevea Health & Wellness Centers. More than 2,100 employers now utilize Prevea Employer Services.

Additionally, the Prevea Gamechanger Challenge with spokesperson Aaron Rodgers directly improved the wellness of the six “gamechangers” who participated in the challenge, and indirectly improved the wellness of thousands of other individuals following the competition online.

The Prevea360 Health Plan was successful, ending the year with approximately 7,000 members. Enrolling two school districts was key to the success of the plan as they provided a strong platform to build upon. Individual enrollment was at 125% of goal.
A Focus on High Quality, Safe Care

HSHS was honored to receive the 2013 Success Story Award from Press Ganey Associates, Inc. for demonstrating leadership and implementing organizational change that led to improved performance on clinical or process measures. We were among only 13 national health care organizations - including Cleveland Clinic and Johns Hopkins – to receive this honor.

Our efforts to improve quality and safety are ongoing and intense. We never stop looking at how we can do even better and recognize that asking the right questions, listening and communicating consistently are important to improve quality and safety.

HSHS is determined to transform care so that it is safe, timely, effective, efficient, equitable, and patient-centered. In 2010, HSHS articulated a plan to guide our delivery of care that consistently and reliably includes these features. Every one of these six aspects of care, defined by the Institute of Medicine, receives attention as we work to transform our care in this direction as rapidly as possible.

Sponge ACCOUNTing

By implementing an event reporting system, HSHS identified occurrences of retained sponges after surgeries and procedures. In FY2013, we launched a System-wide program to define and systemize how we manage sponges used in procedures.

By utilizing the Sponge ACCOUNTing system, HSHS hospitals had ZERO retained surgical sponges from September 2012 – September 2013, in contrast to the seven we had experienced in the two years before.
Creating a Culture of Safety

The culture of safety is an important element in the plan developed in 2010. As a result, for the past three years HSHS conducted the Agency for Healthcare Research and Quality’s (AHRQ) Hospital Survey on Patient Safety Culture among hospital physicians and staff involved in patient care. We are utilizing this feedback from the front line of care to develop our Six-Step Framework for improvement.

Among the steps HSHS has taken to improve quality and safety are:

- Daily Check-in for Safety
- Patient Safety Leadership Rounding
- Accountability System
- Developing a more nuanced way to understand nurse staffing to ensure optimal nursing resources at the bedside
- Further developing our event-reporting system so we become aware of real and potential safety events
- Growing and systematizing our ability to study and learn from events, and to make sure the learnings are shared across HSHS

Our culture of safety is improving dramatically, with the mean percentile rank from the survey rising 30 points, from 13 to 43, from 2011 to 2013. Our mortality rate is improving, declining from 2.12% prior to February 2012 to 1.89% since that time. Risk-adjusted mortality declined from 1.05% prior to December 2011 to 0.88% since then.

HSHS will continue its commitment to transforming care in order to serve our patients at the highest possible levels of excellence.

OB Collaborative

Annually, about 8,300 live births occur in HSHS hospitals, and each birth means that a new mother has chosen to entrust us with her care and the care of her unborn child. Because it is our duty and privilege to serve those mothers, babies and families, we are committed to bringing the highest possible level of quality and safety to this special human experience.

To that end, HSHS with the support of a RQIL grant, launched an Obstetrics Collaborative in June with the goal of consistently applying best practices in the delivery of obstetric care. As an example of a best practice being applied, HSHS hospitals do not perform elective deliveries before 39 weeks gestation.
Community Benefit Programs

July 2012 – June 2013

Engaging Our Community to Improve Health and Quality of Life

Catholic health care is committed to promoting and defending human dignity, caring for the poor and vulnerable, promoting the common good and being good stewards of our resources. As a Catholic health ministry, HSHS has a long history of providing Community Benefit programs and activities to improve community health. While Community Benefit is a mission imperative, it is also needed to meet tax code and IRS reporting requirements, as well as Affordable Care Act (ACA) requirements for tax-exempt hospitals.

In FY2013, the HSHS Strategic Plan called for each Local System to create three new or enhanced Community Benefit programs in response to need. Based on the outcomes of the Community Health Needs Assessments (CHNA) as required by the ACA and conducted by all 13 HSHS hospitals in FY2012, community needs were prioritized and programs developed or enhanced based on resources and expertise. Three needs that were common to five or more of our hospitals were Chronic Disease Prevention & Management, Alcohol and Other Drug Abuse, and Food and Nutrition. Access to Health Care Services, Mental Health and Obesity were also priorities identified by several hospitals.

In the fiscal year that ended June 30, 2013, HSHS hospitals provided $185.6 million in Community Benefit (or 10.2% of total expenses), an increase of $11.4 million over fiscal year 2012. Of this amount, $44.8 million was provided for Financial Assistance and $104.2 million was the amount of unreimbursed care provided by the Medicaid program. In addition, HSHS hospitals committed significant resources in serving the Medicare population. The cost of providing services to primarily elderly beneficiaries of the Medicare program, in excess of governmental and managed care contract payments, was $152.3 million during fiscal year 2013. HSHS hospitals also recorded $107.1 million in uncollectible accounts.

HSHS strengthens the health of its communities by continually reinvesting any surplus revenue from operations and investments into new medical technology, facility infrastructure and health care services. HSHS is committed to the health of the communities we serve and acts in accordance with what we proclaim as a Catholic health care ministry.
Greater Access to Care

As a Franciscan health care ministry, HSHS is deeply committed to serving those who are most in need. We not only provide care to every patient who walks through our doors, but also reach out beyond the walls of our hospitals and clinics to care for those in our communities.

Our efforts to ensure residents in the communities we serve receive the right care at the right time in the right setting 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.

From 2006 to 2009, the United States saw a 16% increase in individuals seeking dental care at hospital emergency rooms. With the support of St. Mary’s Hospital Medical Center and St. Vincent Hospital in Green Bay, Wisconsin, the NEW Dental Clinic on the campus of Northeast Wisconsin Technical College expanded in FY2013 and was able to accommodate up to 6,000 visits. The clinic provides dental services to low-income and uninsured persons including the homeless in Brown County.

St. Francis Hospital in Litchfield, Illinois partnered with Lewis & Clark Community College to bring their mobile health unit to the Litchfield area; the unit provides dental exams and screenings, x-rays and dental hygiene to those in need.

In western Wisconsin, St. Joseph’s Hospital in Chippewa Falls works closely with the Chippewa Health Improvement Partnership (CHIP) to support the Open Door Clinic. The free medical clinic provides health care for those without insurance coverage. This past year, the clinic served a total of 2,672 patients, an 11% increase from the prior year. With more than 166 volunteers, the clinic provided more than 6,751 hours of care to individuals.

In southeast Illinois, area residents can get help filling a prescription through the long-term collaboration between St. Anthony’s Memorial Hospital in Effingham and Catholic Charities. Last year, St. Anthony’s helped underwrite the cost of prescription medications for more than 280 residents.

In southwest Illinois, St. Joseph’s Hospital in Highland enhanced their offerings to their senior population based on their CHNA. “Senior Renewal” is an outpatient counseling program for senior adults who may be facing emotional and physical problems unique to the aging process such as feelings of loneliness, isolation and anxiety. Clients receive an intensive level of treatment without inpatient hospitalization through counseling strategies and education.

In addition to programs such as these, HSHS makes sure that those who need financial assistance for care receive it. Our Financial Assistance (i.e. Charity Care) program covers 100% of hospital charges for individuals and families who earn less than 200% of the federal poverty level. HSHS Financial Assistance programs have a sliding scale, in some instances providing up to a 60% discount on charges for those earning up to 600% of the federal poverty level. Counselors are available in our hospitals to explain our financial assistance policies to patients, provide them with assistance in filling out a simple application form, or help them enroll in publicly funded health care programs.
Better Community Health

HSHS listens closely to the residents of the communities we serve to ensure the health care needs of all are being met.

In partnership with the Sangamon County Health Department and local farmers, St. John’s Hospital in Springfield, Illinois took a lead role in bringing a Farmers Market to the east side of Springfield. The East Side Farmers Market addresses three community needs: childhood obesity, childhood poverty (26% of children in Sangamon County live in poverty vs. 18% in the state) and providing fresh produce to persons living in a known “food desert.”

St. Mary’s Hospital in Streator, Illinois teamed up with the Streator YMCA to offer a 12 week weight loss program – Healthy You – to motivate 282 participants to lose weight and maintain a healthy lifestyle. The program included aerobics classes, cooking classes, and a maintenance program to encourage participants to weigh in monthly. A total of 191 participants completed the program, losing a total of 2,491 pounds.

The Decatur Health Coalition unites St. Mary’s Hospital in Decatur, Illinois, the American Lung Association, Community Health Improvement Center, Decatur Memorial Hospital, Decatur Community Partnership, Heritage Behavioral Health and Macon County Health Department as partners in community outreach and education for people living with COPD. St. Mary’s Hospital has researched and compiled admissions data related to COPD and has increased patient, provider and community education to better coordinate care across the continuum for better patient outcomes.

Health literacy was identified in the CHNA completed by St. Nicholas Hospital in Sheboygan and the Department of Public Health in FY2012. To begin addressing this need, St. Nicholas Hospital sponsored a symposium for health care providers and social services organizations and a community-wide CME for all Sheboygan physicians as well as staff training as first steps to address the health literacy needs of the Sheboygan community.

Sacred Heart Hospital in Eau Claire, Wisconsin addressed the need for mental and behavioral health services through The Healing Place. Free grief and holistic support services such as one-on-one counseling, workshops and presentations are provided for individuals and families dealing with loss and major life transitions due to military service, illness, death, divorce, etc.
Expanded Medical Knowledge

HSHS works to advance medical knowledge by supporting research initiatives and educational opportunities. In FY2013, HSHS hospitals and affiliated physician groups contributed nearly $15.6 million toward research and education. Highlights of this commitment include subsidizing medical school residency programs, offering ongoing medical education to physicians and clinicians, and providing job shadowing programs for high school students.

Another example of this commitment includes St. John’s College of Nursing in Springfield, Illinois, which offers the last two years of the baccalaureate degree in nursing, as well as continuing education programs for nurses and health professionals. St. John’s College has been cited as the oldest Catholic hospital-based school of nursing in the United States. Founded in 1886, the College has remained dedicated throughout its rich history to the education of professional nurses whose practice exemplifies excellence in an integrated health care system.

St. Elizabeth’s Hospital in Belleville, Illinois provided 83,000 hours of clinical education in nursing, radiology, surgery, respiratory, dietary, physical and occupational therapy, pharmacy and behavioral health to 1,100 students in area undergraduate, graduate and internship programs and 10,206 hours of mentoring. In addition, to address a shortage of Primary Care Family Practice doctors in St. Clair County, St. Elizabeth’s Hospital subsidized the St. Louis University Family Medicine Residency Program, a unique merger of a community setting, an academic center and a military-based residency. Clinical education sites included St. Elizabeth’s, Cardinal Glennon Children’s Hospital, area physicians’ offices and Scott Air Force Base outpatient clinics.

Also in southern Illinois, St. Joseph’s Hospital in Breese hosted members of the Health Occupations Students of America onsite to learn about job opportunities in health care; St. Joseph’s Hospital was recently recognized by the Illinois Principals Association – Kaskaskia region for sponsoring the program for more than 30 years. St. Joseph’s also provides clinical experience for Kaskaskia College students enrolled in the nursing, physical therapy and radiology programs. Pharmacy students have also completed their clinical training at St. Joseph’s Hospital.
Higher Level of Care

HSHS’s Community Benefit initiatives are a vital part of our overall mission. We believe that through our work to create greater access to care, better community health, and expanded medical knowledge, we made a positive difference in the lives of tens of thousands of people during FY2013.

Hospital Sisters Health System’s commitment to Community Benefit stems from the Franciscan and Catholic values shared by our 14,000 colleagues across Wisconsin and Illinois. Catholic health care is committed to promoting and defending human dignity, caring for persons living in poverty and other vulnerable populations, and promoting the common good. We remain dedicated to continuously improve community health through our strategic, well-defined Community Benefit initiatives so that we can help more people live healthier lives.

Community Benefit FY2013

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<th>COMMUNITY BENEFIT CONTRIBUTIONS</th>
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<td><strong>Benefits for the poor:</strong></td>
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<td>Financial Assistance</td>
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<td>Community Health Service</td>
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<td>Subsidized Health Services</td>
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<td>Financial Contributions</td>
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<td>Community Building Activities</td>
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<td>Community Benefit Operations</td>
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<th><strong>Benefits for the broader community:</strong></th>
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<td>Health Professions Education</td>
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<td>Subsidized Health Services</td>
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<td>Community Building Activities</td>
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<td>Community Benefit Operations</td>
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**TOTAL COMMUNITY BENEFIT** $185,598,506
St. Joseph’s Hospital in Highland, IL

In June, St. Joseph’s Hospital dedicated its new hospital campus and adjoining medical office building. The new facility began receiving patients in late August.

“This facility allows us to offer our patients a modern, comfortable environment for healing that utilizes state-of-the-art technology administered by skilled and compassionate health care professionals,” said Peggy Sebastian, President and CEO, St. Joseph’s Hospital.

The new 25-bed Critical Access Hospital encompasses 91,000 square feet with additional space to allow future growth and expansion opportunities for outpatient services. The medical office building is designed to accommodate the relocation and recruitment of Highland area physicians and health care related retail providers such as a pharmacy, medical equipment, home care, chiropractic, massage therapy, acupuncture, and optometry.

HSHS Construction

Building for the Future

St. Francis Hospital in Litchfield, IL

St. Francis Hospital broke ground on October 2, 2011 for its new Surgery Center and Emergency Room addition. The $10.8 million project was finished in early 2013.

Surgery Center
With more than 16,000 square feet of space, the Surgery Center features four surgery suites, with two specifically designed for endoscopic and specialty procedures. The facility has all private preoperative and postoperative rooms to accommodate family members and a spacious waiting area. The amenities in the facility offer greater privacy and comfort to patients and their families.

Emergency Department
The new ED features a centralized nurse/patient monitoring area and state-of-the-art medical equipment. Doctors and nurses are able to monitor patients’ vital signs from one convenient area. The area is spacious and comfortable and has a private triage room for evaluating the patient’s illness/injury and a large waiting area for families and visitors.
St. John’s Hospital in Springfield, IL

St. John’s Hospital is undergoing the most exciting physical transformation since its initial construction in the early part of the 20th century.

**Patient Tower**

This $41 million construction project will create all private rooms and specific nursing units on floors six through nine in the patient tower. Orthopedic, oncology and neurology patients, for example, will receive care in specialty units with nurses and clinical staff focused on their treatment protocols. The expected completion date for the patient tower portion of the construction project is February 2014.

**Surgery Center**

St. John’s $121 million Surgery Modernization construction project will replace St. John’s existing inpatient surgery department. The new surgery space is scheduled to open 2014.

The Surgery Modernization project will put all surgery services, including cardiac, pediatric and Main Surgery into one space. The project will include 16 new surgical suites, satellite pharmacy, Central Sterilization, offices, conference rooms and space for a future Emergency Department.

Sacred Heart Hospital in Eau Claire, WI

In February 2012, Sacred Heart Hospital embarked on a three year, $20 million renovation to enhance the patient experience. In addition to replacing the heating and cooling induction units in every patient room, this project also includes replacing the original windows and supports installed when the hospital was first built in 1964. It will not only completely change the look of the hospital, but also most importantly, will enhance safety and create a more comfortable healing environment for our patients.

In addition to completing the entire North wing, construction crews recently finished renovations to the West facing column of the hospital. Scaffolding has been transitioned to the East facing column, where crews continue to progress on the North side of the East wing.
St. John’s Hospital in Springfield, Illinois

Sacred Heart Hospital in Eau Claire, Wisconsin
Advancing Technology

The delivery of health care in the U.S. relies on robust Information Technology systems that connect vital patient information between medical professionals. In FY2013, HSHS invested $34.5 million in various IT projects, including upgrades to our MEDITECH, Epic and Allscripts electronic health records.

Investments in IT allowed all of our Local Systems to successfully receive more than $26 million in incentive payments from the federal government under the Meaningful Use Stage 1 program. Meaningful Use is designed to accelerate the transition to a paperless environment where patient records can be easily and securely shared with the goal of providing more efficient care.

HSHS is busy preparing for Meaningful Use Stage 2, which includes:

- More rigorous Health Information Exchanges
- e-prescribing and lab results
- Electronic transmission of patient care summaries across multiple settings
- More patient-controlled data

Information Technology

ICD-10 Implementation

HSHS is getting ready for the implementation of ICD-10 code sets. The transition from ICD-9 code sets is a major change for America’s health care providers and the switch to new codes will provide more detailed information that will enhance efforts around population health management.
HSHS Engages Lawmakers in Washington, Madison and Springfield

Recognizing the monumental changes occurring in health care as a result of the Affordable Care Act (ACA), HSHS has been actively engaged in promoting principles consistent with our values and mission. These principles include:

- **Support Access for All** including ongoing efforts to expand and sustain coverage under the ACA while also addressing concerns related to conscience issues.

- **Influence Patient-Centered Delivery System Reform** through our Care Integration strategy, implementation of the ACA, and the realization of over seven million dollars in active state and federal grant projects for our Local Systems.

- **Protect Fair Payment**, including successes with our state and federal hospital associations in mitigating cuts to the Medicare and Medicaid programs. In Illinois, HSHS worked to ensure passage of Medicaid expansion during the 2013 spring session.

Advocacy

Improving Patient Care through Advocacy

Through ongoing dialogue with our Illinois and Wisconsin Congressional delegations HSHS has been able to successfully rally support for such issues as expanding training opportunities for medical residents and protecting Critical Access Hospitals. By engaging our state legislators, we helped expand Medicaid coverage in Illinois and enhance broadband access in rural Wisconsin communities.
Our People

**Theresa Rutherford** was appointed President and CEO, St. Anthony’s Memorial Hospital in Effingham. Previously, Rutherford served as Chief Operating Officer at St. Mary’s Hospital in Decatur. Rutherford began her career with HSHS in 1979, as a LPN at St. Mary’s.

**Therese Pandl**, President and CEO, HSHS Eastern Wisconsin Division was selected by the Wisconsin Hospital Association (WHA) to serve as chair-elect in 2014 and chair in 2015. She has been a member of the WHA Board since 2012 and currently co-chairs the WHA Enrollment Action Council.

**E.J. Kupier** was appointed President and CEO, HSHS Central Illinois Division. Kupier previously served as President and CEO of Saint Anthony’s Health System in Alton, IL.

**Jeff Ogletree** was named Vice President, Revenue Cycle. Previously, Ogletree served as Director of Patient Financial Services for Billings Clinic in Billings, MT.

**John Flanders** was appointed President and CEO, St. Mary’s Hospital in Streator. Previously, John served as Chief Operating Officer for Providence Willamette Falls Medical Center in Oregon City, OR.

**Dan Hoodin** was named Vice President, Managed Care Strategy and Development. Hoodin previously served as Vice President, Contracting and Provider Services with Cigna Healthcare in Atlanta, GA.
St. Elizabeth’s and St. John’s listed among 50 Top Cardiovascular Hospitals
Truven Health Analytics listed both hospitals among the top 50 U.S. hospitals for inpatient cardiovascular services. It was the third year in a row St. John’s made the list (and sixth time overall), and the second year in a row for St. Elizabeth’s.

St. Joseph’s Hospital in Chippewa Falls and St. John’s Hospital Score “As”
Both hospitals were honored with an “A” by The Leapfrog Group, an independent national non-profit run by employers and other large purchasers of health benefits. The scores were assigned to U.S. hospitals based on preventable medical errors, injuries, accidents and infections.

Sacred Heart Hospital among “100 Great Community Hospitals”
The annual list by Becker’s Hospital Review recognizes high-performing hospitals nationally that continually provide a high quality of care and outstanding patient experience.

St. Elizabeth’s, St. Nicholas and St. Mary’s Streator Top Performers
All three hospitals were named a “Top Performer on Key Quality Measures®” by The Joint Commission. This designation recognizes hospitals for exemplary performance in using evidence-based clinical processes that are shown to improve care for certain conditions.

2013 Distinguished Service Award
Mary Starmann-Harrison, President and CEO, HSHS received the Wisconsin Hospital Association’s 2013 Distinguished Service Award for her service to the health care industry, community and the Association.

Prevea a Top 50 Workplace Achievers, a leader in employee rewards and recognition software, included Prevea on its list of 50 Most Engaged Workplaces. The annual award recognizes top employers that display leadership and innovation in engaging their employees.

HSHS Honored with Elite Environmental Award
HSHS and 12 of its Local Systems were recognized for environmental stewardship by Practice Greenhealth. The System was awarded the prestigious System for Change Award which recognizes health care systems that are working cohesively to gather data, set system goals, benchmark and share successes in environmental performance.
Engaging Our Past to Secure Our Future

Throughout FY2013, the System Mission Integration department provided our colleagues in Illinois and Wisconsin with opportunities to deepen their understanding of our mission and Franciscan values and how their daily work furthers the healing ministry of the Hospital Sisters of St. Francis for generations to come. Highlights of our Mission Integration programming in FY2013 included:

Franciscan Inspired Leadership
In collaboration with Chief Nursing Officers throughout the System, a rich and diverse curriculum was created to address the development needs of our front line nurse leaders. The program included a four day immersion, eight months of ongoing education and the completion of a project by each participant specific to a need in their organization.

Franciscan Formation
The continuation of our health care ministry and the integration of our mission in all that we do depends on leaders formed in the Franciscan tradition. Annually, colleagues from throughout the System convene at 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.

Larry Mathews Mission Outreach Fellowship Program
Launched in 2009 in the Eastern Wisconsin Division, the Larry Mathews Mission Outreach Fellowship Program provides colleagues with an experiential mission program combined with a mini pilgrimage and service opportunity with Hospital Sisters Mission Outreach. In FY2013, HSHS adapted the program for System Services Center, Information Services Center and HSHS Medical Group colleagues.

In Memoriam

Remembering Father Klimek
October 31, 1927 – August 28, 2013

Known throughout Western Wisconsin as a deeply humble and spiritual man, Monsignor Edmund Klimek devoted his life to ministering to the sick, suffering and dying. In his quiet and unassuming way, he brought the compassionate love of Christ to all those he encountered during his 45 years as a hospital chaplain at Sacred Heart Hospital in Eau Claire.

In June, the Catholic Health Association honored Father Klimek with its “Lifetime Achievement Award.” The award was the first ever given to a hospital chaplain.

CHA produced a moving tribute video to Father which can be viewed at http://youtu.be/wmD89wY6gic or by scanning this QR code.
Sister Mary Ann Mollison, CSA
Chair

Stephen J. Bochenek
Vice Chair

Sister Maureen O’Connor, OSF
Secretary

Mary Starmann-Harrison
Member

John R. Combes, MD
Member

Sister Bernice Coreil, DC
Member

John E. Staudt
Member

Robert B. Atwell
Member

Steven A. Hassebrock
Member

Sister Gertrude O’Connor, OSF
Member

Sister Mary Ann Minor, OSF
Member

HSHS Board of Directors

HSHS Executive Management Team

Mary Starmann-Harrison, FACHE
President and CEO

Larry P. Schumacher, RN, FAAN
Chief Operating Officer

Frank Mikell, MD
Chief Physician Executive

Sister Marybeth Culnan, OSF
Senior VP, Sponsorship & Governance

Peter Mannix, FACHE
VP, Strategy Development & Implementation

Michael W. Cottrell
Chief Financial Officer

Sister Monica Laws, OSF, PhD
VP, Mission Integration/Franciscan Formation

Jay Justice, JD
Chief People Officer

Ann Carr
Treasurer

Amy Marquardt, JD
General Counsel