



## The Evolution of Excellence

Advancing Quality and Safety in the Region

**2016**  
Annual Report



*Medicine to the Highest Power*





# Financial Strength Fuels Advancements

Hello Saint Francis Healthcare System Family and Friends,

As the business of healthcare evolves in directions few could have predicted a decade ago, the financial strength of Saint Francis Healthcare System continues to provide us with the flexibility necessary to excel on multiple levels.

The most recent example is the significant investment our Board of Directors approved for Epic, the state-of-the-art, fully integrated electronic medical record system that unites all of our hospitals, clinics and other facilities through a common database. This makes patient information readily available to physicians and staff throughout the Saint Francis Healthcare System, as well as other healthcare systems that use Epic. It is not far-fetched to say this technology will have lifesaving implications, especially when major medical events occur away from home.

Outside of major construction projects, Epic is the most exciting venture we have had in the history of Saint Francis. It brings us on par with many of the major healthcare systems in the United States, including The University of Texas MD Anderson Cancer Center, with which we have a close relationship as an affiliate of the MD Anderson Cancer Network®.

Saint Francis' financial strength enables us to use Epic to its fullest capabilities without negatively impacting our credit standing. Bond credit rating agencies Fitch and Standard & Poor's affirmed our extraordinarily high ratings on the strength of strategic thinking that keeps us well prepared for the future. We have built investments such as this, as well as future upgrades, into our financial projections.



Our financial stability allows us to serve those in need when many organizations are finding it difficult to fulfill their mission because of the reduction in payments from Medicare and Medicaid, as well as traditional insurers. The implementation of Epic is an example of the steps we are able to take that decrease our costs by improving quality and patient outcomes through a reduction in clinical variation.

Regional development efforts are another benefit of our strong financial footing. Saint Francis continues to enhance its ability to deliver care and services with the addition of physician practices, clinics and facilities outside of our main Cape Girardeau campus.

Our growing group of Saint Francis Medical Partners makes Saint Francis Healthcare System the premier healthcare delivery network in the region. More than 200 providers have chosen to align their practices with Saint Francis, making up a large component of our medical delivery system in southeast Missouri.

The Saint Francis Family has more to be excited about than at any point in our history. Our upgraded facilities, expanded medical services and exceptional patient-experience rankings place us among the elite of Missouri's healthcare systems.

A blue ink signature of Steven C. Bjelich, written in a cursive style.

**Steven C. Bjelich, FACHE-D**  
President and Chief Executive Officer

# An “Epic” Undertaking

## New Electronic Medical Record System Launches Saint Francis Into New Era

Two years of preparation and months of training culminated at 4:25 am on July 1, 2016, when Saint Francis Healthcare System hit the go-live button and entered the Epic era – Epic as in the premier fully integrated electronic medical record system in use today.

Epic provides a seamless connection between all practices and departments within the Healthcare System. It helps to enhance patient safety, clinical efficiency and consistency of care, as well as to improve outcomes and reduce errors. It also reduces the amount of time physicians spend on paperwork, leaving them free to do what they are trained to do, and that is take care of patients.

“Epic provides doctors with information they’ve never had easy access to before,” says **Steven C. Bjelich, FACHE-D**, President and Chief Executive Officer. “They know what’s going on with patients who may be



Above: D. Curtis Coonce, MD, FACS, otolaryngologist, Saint Francis Medical Partner, and Sarah Meyers, CMA, of Cape ENT Group review a patient’s electronic medical record on the new Epic system.

receiving services at another one of our sites or at an Epic organization elsewhere in the country.”

Saint Francis MyChart, the patient portal component of Epic, went live two weeks later. MyChart gives patients 24/7 secure online access to their own medical records, so they can keep track of appointments, medications and other pertinent personal information, and even communicate with their provider.

“The biggest advantage of Epic involves the continuity of care. The medical record stays with patients no matter where they are in our system, and providers have instantaneous access,” says **Thomas S. Diemer, MD**, Vice President of Quality and Patient Safety. “An army of people descended on Cape Girardeau for the go-live event to make sure everything was successful.”



In addition to patient care information, Epic also provides data pertaining to quality and safety for management analytics. This real-time information enables leadership team members to make operational changes that will improve the financial integrity of the organization even further.

“Doctors, clinical staff, support staff and other employees put in many hours of work to make our Epic go-live a success,” says **Maryann Reese, RN, MHA, DHA, FACHE**, Executive Vice President and Chief Operating Officer. “This is a powerful tool from an operational perspective. We have immediate access to the information we need to really drive quality and patient safety. It makes us a much more nimble organization, ready to respond to real-time data in order to improve patient care.”



*Top and bottom:* The Saint Francis Family, both physicians and nursing staff, worked tirelessly, participating in hours of classroom and hands-on training, to prepare for the July 1 Epic go-live.



# Our Commitment to the Region Grows

## Expanding Healthcare Services Across Southeast Missouri

Saint Francis Healthcare System continues its commitment to medically underserved areas in southeast Missouri with a number of regional development initiatives geared toward increasing access to physicians and services across the continuum of care.

Saint Francis serves seven of the 10 least-healthy counties in the state of Missouri. This creates numerous opportunities to improve communitywide health that ultimately will play a role in reducing the overall cost of healthcare in our region.

“There are areas very short in primary care, and fortunately we have an exceptionally strong base of primary care physicians, nurse practitioners and physician assistants,” says **Steven C. Bjelich, FACHE-D**, President and Chief Executive Officer. “They are the ones who will have a significant impact on how healthcare is delivered and will help to improve population health in the future.”

### Saint Francis Health Center – Dexter

This new, modern facility provides quality care to residents in Dexter and neighboring communities,



Above: Saint Francis Health Center in Dexter opened its doors on July 5, 2016.

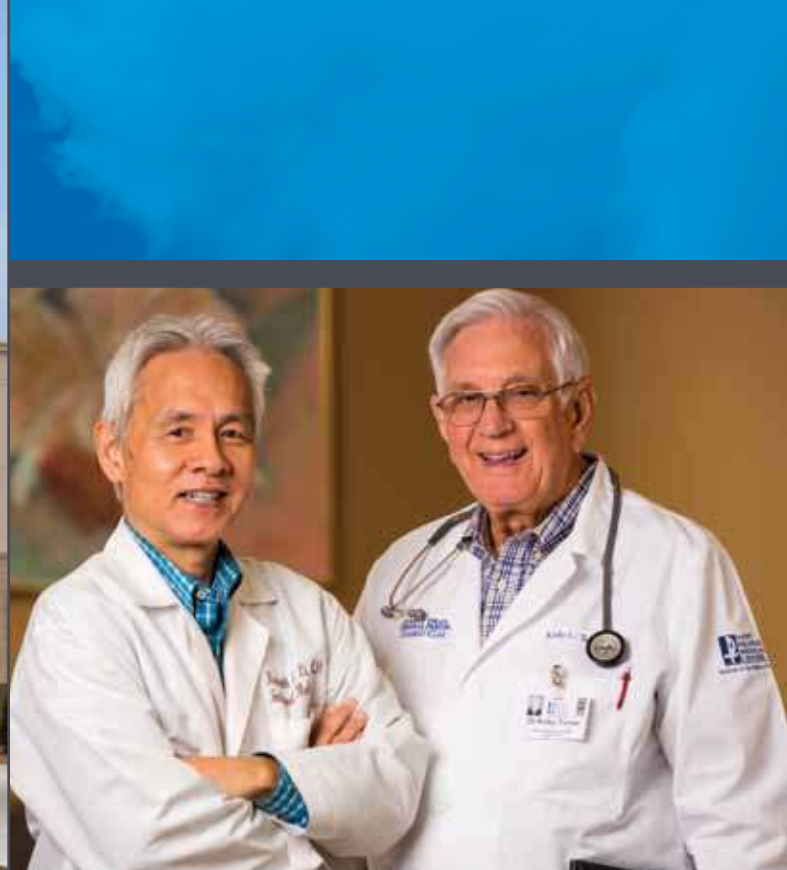
offering direct access to the Healthcare System’s trained specialists, modern technologies and powerful resources.

The Saint Francis Health Center offers an array of services, including primary and urgent care; expert cardiac specialists; OB/GYN specialty care; a Weight Loss Solutions bariatric clinic; physical therapy and rehabilitation; and lab services.

Further, within the facility is a Fitness Plus health and fitness center, which attracted nearly 800 members within a month of its July 5 opening and currently has more than 1,000 members.

### Kneibert Clinic – Poplar Bluff

This group of more than 25 providers joined Saint Francis Medical Partners on January 1, 2016, making it the largest multispecialty group to join the physician organization since its inception. These local providers are experts in internal medicine, family practice, women’s health, pediatrics, psychiatry and behavioral health, endocrinology and sleep disorders.



Above right: Saint Francis Medical Partners Kenneth C. Li, MD, internal medicine physician, and Kirby L. Turner, MD, family practice physician, of Kneibert Clinic in Poplar Bluff.

## Farmington Physician Associates

The new Farmington Physician Associates clinic opened in fall 2015, with modern facilities for the Saint Francis Medical Partners primary care and specialty care physicians who practice there. The clinic offers X-ray and lab services, single-level access and the availability of additional providers when prompt care is required.

## Outreach Clinics

Saint Francis Healthcare System and its physician partners actively extend the availability of healthcare beyond the Saint Francis Medical Center campus. Primary care clinics in Charleston, Dexter, Farmington, Jackson, Piedmont and Poplar Bluff form the foundation of the network of outreach locations. In addition, physicians practicing in a wide range of medical specialties see patients and present informational events at locations throughout the region.



Above: Farmington Physician Associates began seeing patients at its beautiful, new clinic on September 21, 2015.

## Saint Francis Healthcare System Outreach

### CHARLESTON

- Charleston Family Care

### DEXTER

- Cape Cardiology Group
- Cape Care for Women
- Fitness Plus Dexter
- Outpatient Physical Therapy
- Physicians Park Primary Care
- Saint Francis Health Center

### FARMINGTON

- Cape Cardiology Group
- Cape Neurology Specialists
- Cape Pain Management
- Cape Spine & Neurosurgery
- Farmington Physician Associates

### FREDERICKTOWN

- Cape Care for Women

### JACKSON

- Immediate Convenient Care
- Jackson Family Care
- Jackson Physician Associates

### MARION

- Cape Spine & Neurosurgery

### PERRYVILLE

- Cape Cardiology Group
- Cape Medical Oncology
- Vascular Clinic

### PIEDMONT

- Cape Care for Women
- Piedmont Physician Associates

### POPLAR BLUFF

- Black River Medical Center
- Cape Cardiology Group
- Cape Pain Management
- Cape Spine & Neurosurgery
- Diagnostics Center
- Immediate Convenient Care
- Kneibert Clinic
- Physicians Park Primary Care
- Poplar Bluff Neurology Specialists
- Vascular Clinic

### SIKESTON

- Cape Cardiology Group
- Cape Medical Oncology
- Sikeston Neurology Specialists
- Infusion Outreach
- Sikeston Radiation Oncology

# Building on Excellence Reaches the Finish Line

## Modern Medical Center Campus Is Complete After Four Years

Saint Francis Healthcare System's four-year journey to upgrade and modernize its main Saint Francis Medical Center campus has finally reached its conclusion. As a result, our patients are safer, and they enjoy a higher quality of care and enhanced privacy.

Building on Excellence was our name for the series of construction projects that focused on developing a campus capable of serving the needs of the region and creating an exceptional healing environment for years to come. Approved by the Board of Directors in 2012, Building on Excellence was the second-largest construction project in Cape Girardeau's history.

Details, ranging from the restoration of our beautiful Saint Francis of Assisi statue to amenities within the Level III Neonatal Intensive Care Unit, were made possible through the generosity of donors and hard work by dedicated Saint Francis Healthcare System Foundation supporters.



Above: The new Women & Children's Pavilion beautifully completes the north side of the Saint Francis Medical Center campus.

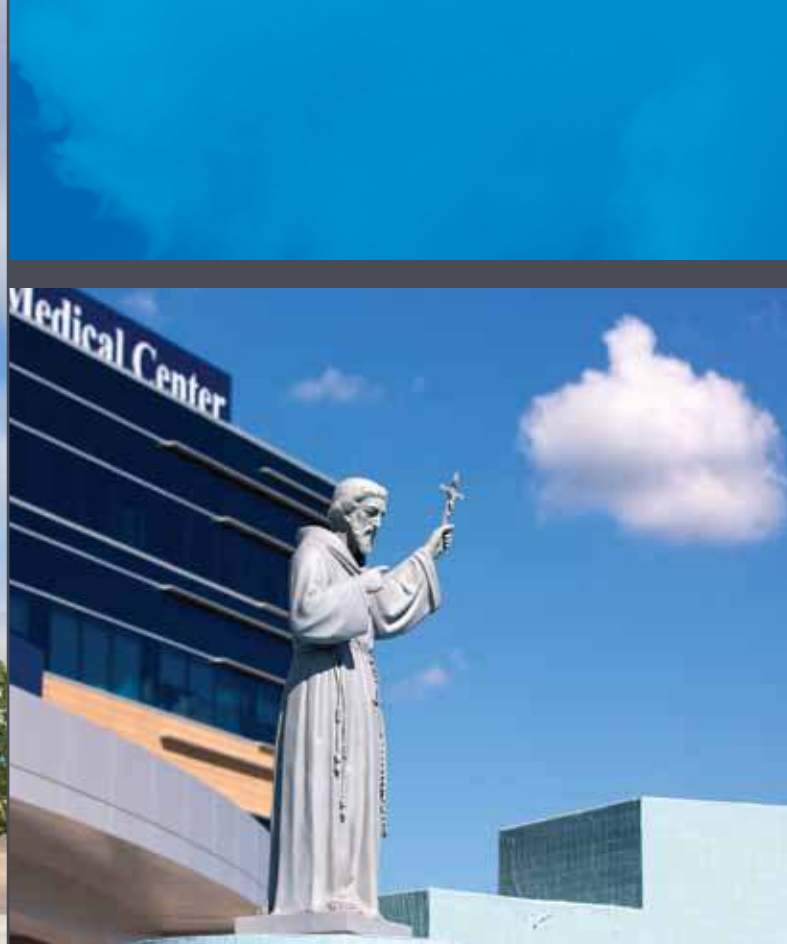
### The Cross

The second and third floors of the original patient care building were renovated for specific service lines and is now referred to as the Cross.

On the second floor are patient rooms, which are secured for overflow purposes, while the third floor is the new home of the Inpatient Rehabilitation and Inpatient Therapies units. This location allows quick and easy access to the Tower, which houses the Neurosciences, Orthopedic and Surgical units.

Designed by staff with input from patients and families, the rehabilitation units feature private rooms that offer patients and their families a comfortable place to rest and relax between therapy visits and during meals. Each room includes a large bathroom with open shower stalls and a homelike vanity for grooming activities as patients advance from full assistance to a less-restrictive environment.





*Above right:* The restored historic Saint Francis of Assisi statue welcomes patients and visitors to the Medical Center.

Physical and occupational therapy share an interdisciplinary gym, allowing therapists to work as a patient-centered team to discuss therapy plans geared toward individualized goals. The unit's objective is to ensure patients return home upon discharge, achieving the highest level of independence possible.

### Women and Children's Pavilion

Saint Francis' long-held focus on women and children's health has a new home in the Women and Children's Pavilion on the north side of the Medical Center campus. The renovated Family BirthPlace was designed to accommodate our increased volume of deliveries, and the former Orthopedic floor became home to an expanded Level III Neonatal Intensive Care Unit late in 2013. Offices for Cape Care for Women and Cape Maternal & Fetal Medicine also moved into the new building.



*Above:* Sara Mahnken, PT, NTMTC, works with a patient in the new Inpatient Rehabilitation Unit.

# Strength in Numbers

## Participation in Influential Industry Groups Boosts Saint Francis' Stature

As Saint Francis Healthcare System continues to gain respect as a major player in the regional healthcare landscape, the organization and its leaders increasingly are serving in leadership roles for a variety of industry groups.

### MPact Health Alliance

MPact Health Alliance is a clinically integrated network that currently spans four states with 49 hospitals and 3,000 physicians. The network members work collaboratively to improve quality and clinical integration. Saint Francis anchors the southeast Missouri portion of the MPact Health Alliance map.

Saint Francis' large geographic presence, sophistication of services and relationship with the Health Network of Missouri makes it a good fit for MPact, which provides large-scale benchmarking and clinical analytics. The Alliance directly contracts with employers and insurers to create a clinically integrated network.

"We are using MPact as our conduit to ensure that we are boosting our effectiveness and efficiency of care," says **Steven C. Bjelich, FACHE-D**, President and Chief Executive Officer. "It is driven and led by physicians



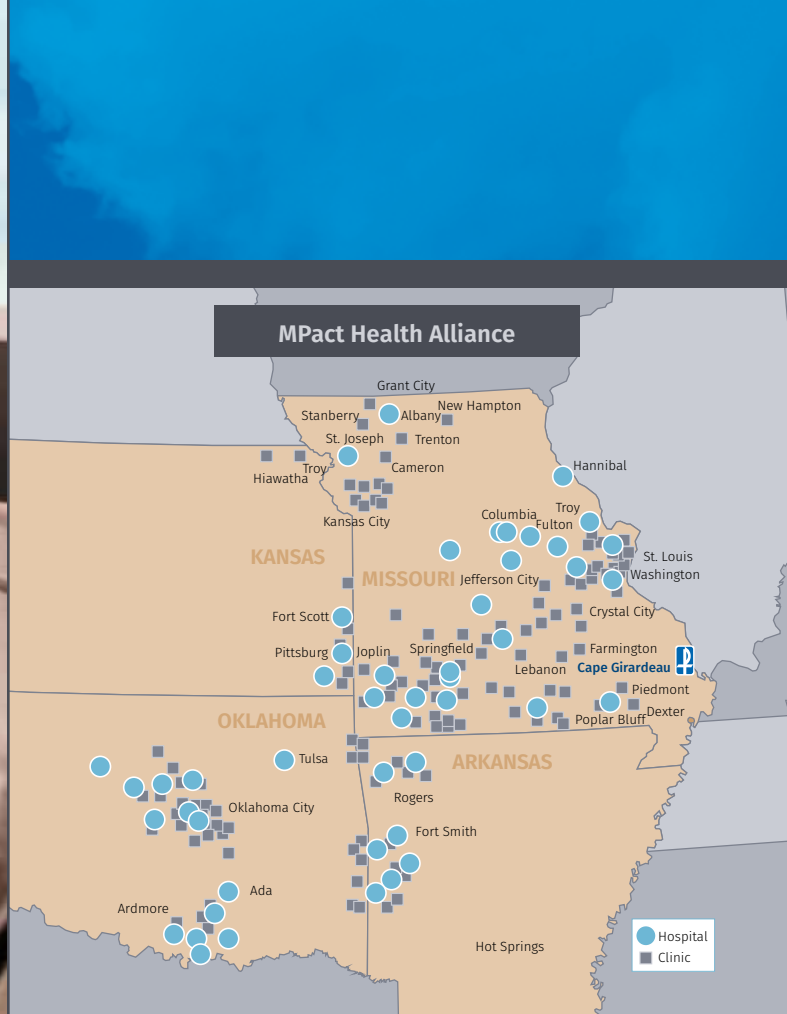
Above: Michael Dodd, DO, hospitalist, Saint Francis Medical Partner, visits with a patient at Saint Francis Medical Center.

across the continuum of care, and MPact leadership informs us there is an even broader multistate network on the horizon."

### Health Network of Missouri

The Health Network of Missouri, which is made up of six healthcare systems throughout the state, is structured to allow members to work together as equal partners on common goals while enabling each healthcare system to serve the needs of its own community and preserve its independence. The organization encompasses more than 1,000 hospital beds, 10,700 employees and 1,200 affiliated physicians.

"It's a win-win for all organizations anytime we are part of a larger, statewide collaborative that's focused on quality and access to care," says Bjelich, who was elected Vice



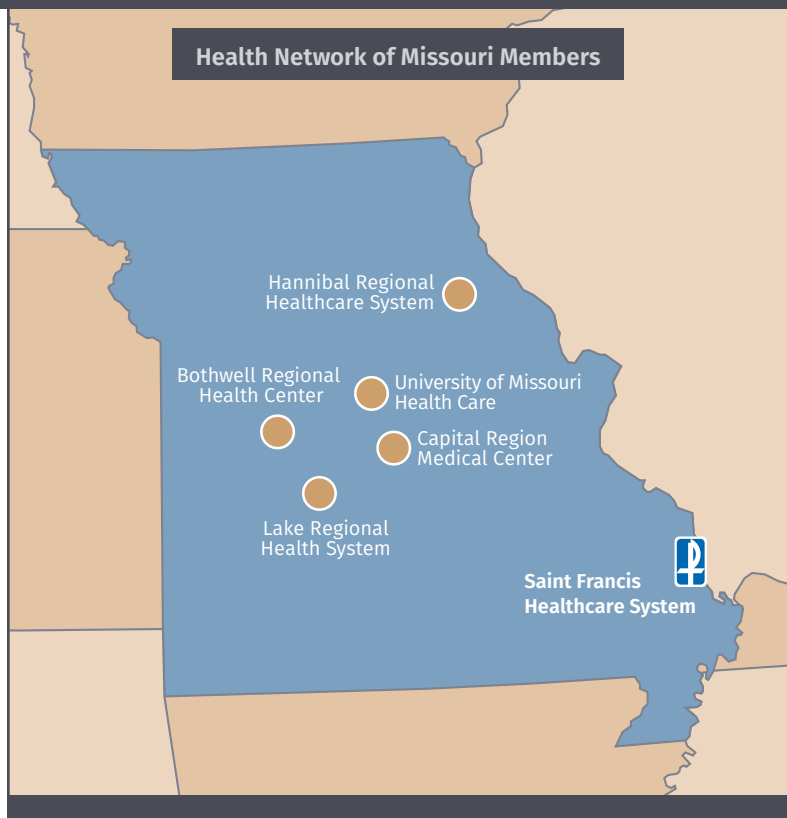
Above right: A detailed map indicating hospitals and clinics within the MPact Health Alliance.

President of the Health Network of Missouri. “This is a wonderful opportunity for all member organizations to seek the triple-lane initiative of advancing population health, clinical quality improvement and transparency initiatives.”

### Additional Industry Representation

Bjelich was elected Chair of the Missouri Hospital Association’s Strategic Quality Advisory Committee during the past year. This committee is tasked with enhancing and ensuring quality care in Missouri’s hospitals.

He also serves as state delegate to the American Hospital Association (AHA) Region 6 Policy Board. In this role, Bjelich represents Missouri hospitals to the AHA, working to identify needs unique to Missouri and assisting in developing programs to meet those needs.



Above: The six current members of the Health Network of Missouri.



# Embracing What Is New

An array of Saint Francis physicians and providers revealed what events were the most influential and important to them over the past year. They shared the newest, biggest achievements to happen at Saint Francis Healthcare System ... what mattered most to them ... and all the many ways that Saint Francis is advancing quality and safety in the region.

*"The most important change is the continued – nearly exponential – growth of Saint Francis Medical Partners. This year, we have added 23 new physicians and 11 new advanced practice providers. The continued growth and diversification of the Medical Partners predict healthy future expansion of the Saint Francis Healthcare System."*

**Michael R. Freeman, MD** • Chair, Saint Francis Medical Partners  
GASTROENTEROLOGIST



*"The biggest thing that has happened this year has to be Epic. While it's still in its infancy at Saint Francis, there is huge opportunity to significantly improve patient care, safety and overall communication between all physicians – within the Medical Center and the outpatient setting."*

**Brian C. Schafer, MD** • Medical Staff President  
ORTHOPEDIC SURGEON

*"Saint Francis' continued expansion into surrounding communities has improved access to quality medical care for many patients. We share a design to expand our services, and our combined efforts provide a path to better serve the urology needs of the region."*

**James E. Outman III, DO, FACS**  
UROLOGIST



*"The new Saint Francis Health Center in Dexter brings state-of-the-art resources for the maintenance of healthcare and preventive medicine with the Fitness Plus facility. It's a much-needed service that I know will greatly benefit the region."*

**F. Michael Caldwell, MD**  
INTERNAL MEDICINE PHYSICIAN



*"The continued foresight and dedication Saint Francis puts into developing all levels of their healthcare network. The support and collaboration I receive from staff, physician partners and state-of-the-art facilities and technology all help me deliver better patient care, grow my practice and heighten my skills in advanced surgical techniques, such as robotic surgery."*

**Kevin N. Bartow, MD, FACS**  
GENERAL SURGEON

*"Though I am proud of Kneibert Clinic's long run as a successful independent provider in southeast Missouri, I am grateful we now have Saint Francis as our healthcare sponsor to take the business burden off our backs and let us physicians do what we do best ... take care of our patients."*

**Kenneth C. Li, MD**  
INTERNAL MEDICINE PHYSICIAN



*"Becoming a part of the Saint Francis Family at Jackson Family Care. Upon joining, I have been able to take part in the startup of the Epic electronic medical record system, which is proving to be really beneficial in coordinating patient care."*

**Laura E. Glueck, DO**  
FAMILY PRACTICE PHYSICIAN





*"The successful launch and implementation of a comprehensive electronic medical record system has made the biggest difference in how I am able to care for my patients at Saint Francis Medical Center."*

**Mitchell L. Ogles, MD**  
UROLOGIST

*"Our transition to a powerful new electronic medical record system. Undoubtedly, the successful transition to Epic was due in part to the training and assistance provided by various instructors and 'super users' in the months leading up to July 1. I'm grateful for the investment Saint Francis has made in this EMR and for also showing providers how to effectively use Epic to provide better patient care."*

**Sara A. Lorenz, MD, FACOG**  
OBSTETRICIAN/GYNECOLOGIST

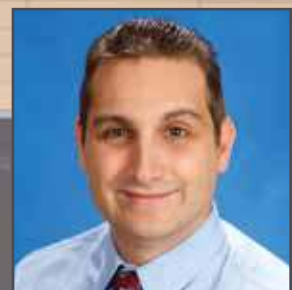


*"The upgrade to our electronic medical record system, Epic. It is always a challenge to make a big change, but I am hopeful and confident that it will provide better-quality care to my patients and allow me to be more efficient at providing that care."*

**Andrew Godbey, MD, MSPH**  
NEUROLOGIST

*"The implementation of Epic as our electronic medical record system will continue our story of providing high-quality care to Saint Francis patients."*

**Rafid J. Hussein, DO**  
GASTROENTEROLOGIST







*"The conversion of our entire healthcare system to the best electronic medical record system available was incredibly demanding, but the unbelievable dedication in both time and effort from all areas by the Saint Francis Family and allied providers made it happen. As the physician champion for the process, I am grateful and have been humbled by it. In the ever-changing landscape of healthcare, we must adapt to survive ... and with Epic, Saint Francis has done that."*

**Matthew Shepard, MD**  
HOSPITALIST

*"I'm proud of all the hard work from all Saint Francis Family members to improve and maintain the best quality of care we provide to the patients. This dedication has helped minimize in-hospital pneumonia, catheter-related infections and falls, and has improved our scorecards, which were already excellent."*



**Carlos Robles, MD**  
MEDICAL ONCOLOGIST/HEMATOLOGIST



*"The Food and Drug Administration recently approved transcatheter aortic valve replacement for moderate-risk patients, so more people can be treated with this innovative therapy. On a more personal note, the birth of my daughter at Saint Francis was very exciting for me and my wife. Being on the other side was a unique experience ... and the care was amazing!"*

**Steven J. Joggerst, MD**  
INTERVENTIONAL CARDIOLOGIST



Nicole Chance, MBA



Mark Culberson



Denise Ernst, BSN, RN,  
CCRN-CSC-CMC



Liz Glastetter, BSN, RN,  
MBA



Stephanie A. LaPierre,  
MBA, BSN, RN,  
CSSBB (ASQ), CPHQ

# Welcoming Our Best and Brightest into Leadership Positions

## Saint Francis Names Nine Individuals to Key Roles

### **Nicole Chance, MBA**

#### **Director of Human Resources**

In her new role, Chance's responsibilities include compliance with state and federal regulations, compensation, benefits, performance management, recruitment and retention for the Medical Center, in accordance with Saint Francis' policies, procedures, philosophy, mission, values and strategic initiatives. Chance joined Saint Francis in 2006 as the human resources manager.

### **Mark Culberson**

#### **Director of Facilities Management**

In his new position, Culberson is responsible for directing plant operations, plant maintenance and biomedical engineering departments. He oversees design, cost estimating, scheduling and construction activities across Healthcare System properties and serves as the safety officer for Saint Francis. Culberson joined Saint Francis in 2008 as an electrician, later transitioning to a construction coordinator.

### **Denise Ernst, BSN, RN, CCRN-CSC-CMC**

#### **Clinical Director for Medical and Critical Care Services**

Now reporting directly to the vice president of patient care, Ernst's new responsibilities include planning and directing the administrative and clinical activities of the intensive care units: medical, progressive care and wound care therapy. She served as the patient care manager for the cardiac intensive care and progressive care team since 2011.

### **Liz Glastetter, BSN, RN, MBA**

#### **Service Line Director of Maternal and Child Health Services**

Glastetter began her leadership role in 2013 as patient care manager of the Surgical Intensive Care Unit. She now oversees the full continuum of obstetrical care: high-risk prenatal care, labor and delivery, neonatal care for premature and critically ill newborns, and follow-up pediatric care.

### **Stephanie A. LaPierre, MBA, BSN, RN, CSSBB (ASQ), CPHQ**

#### **Chief Performance Improvement Officer**

In her newly created role, LaPierre drives improvements through cross-functional team and process enhancements. As a Lean Six Sigma Black Belt, she leads the Healthcare System in advancing patient care. Before Saint Francis, she served as director of quality and performance improvement for St. Elizabeth's Hospital in Belleville, Ill., and spent years in medical management roles in the United States Air Force.

### **Lisa Newcomer, RRT, MBA**

#### **Service Line Director of Cancer Services**

In her new role, Newcomer leads a team of expert cancer care specialists, including medical oncologists and radiologists. Her leadership roles began at Saint Francis in 2008, when she became director of Home Medical Equipment and the Sleep Disorders Center. She later added Cape Pulmonology and Sleep Medicine to her growing responsibilities.



Lisa Newcomer,  
RRT, MBA



Steven D. Rothert, MD



Joel Sander, MSPT, MBA



Julie Woodruff, RN, BSN

### Steven D. Rothert, MD

#### Medical Director of Emergency Services

Rothert has been part of the Saint Francis Emergency Department team since 2004. He currently oversees a team of 18 hospital-based emergency medicine physicians and trauma surgeons as part of the Medical Center's Emergency and Trauma Center, the only state-designated Level III Trauma Center in southeast Missouri.

### Joel Sander, MSPT, MBA

#### Service Line Director of Orthopedic Services

Sander joined Saint Francis as a physical therapist and became the manager of Outpatient Rehabilitation in 2007.

In his new role, he leads administrative and clinical activities within the orthopedic service line, including orthopedics; inpatient rehabilitation; inpatient and outpatient therapies; sports medicine; psychology; the Knee, Hip and Shoulder Clinic; and the Concussion Clinic.

### Julie Woodruff, RN, BSN

#### Director of Surgical Services

In her new role, Woodruff supervises and directs both the administrative and clinical activities of the surgical area, and reports directly to the vice president of patient care. She served as Saint Francis' operating room manager since 2010 and was previously a nurse manager and surgical assistant for an OB-GYN practice.



## FOUNDATIONS OF GROWTH

### Moving Our Patient Experience Forward

Saint Francis' Valet Services is tremendously beneficial to thousands of people, with more than 34,000 people taking advantage of it last year alone. Offered at all high-traffic entrances in the building, patients and visitors who take advantage of it simply hand their keys to an attendant, who safely parks their vehicle for free.

Valet parking services require \$250,000 annually, and The Friends of Saint Francis — with the support of the Saint Francis Healthcare System Foundation — proudly began sponsoring it in July 2016. All funds raised from The Friends' 29th Annual Benefit Golf Tournament in August went to valet parking.

Plus, thanks to a generous contribution from The Friends, the Medical Center was able to upgrade its Guest Wi-Fi technology so that patients and guests can enjoy optimized Wi-Fi capabilities for their devices. The Friends also donated dozens of charging stations throughout the Medical Center, allowing guests to easily recharge their electronic devices while visiting the campus.



# Caring for Our Community in Many Powerful Ways

## Outreach Efforts Touch Diverse Populations

Saint Francis Healthcare System takes its role as an active member of the community very seriously, participating in outreach activities throughout the year that benefit a wide range of individuals.

### Pink Up™

A record 1,600 people attended last year's campaign at the Pink Up kickoff event, providing a glimpse of the energy to come for Saint Francis Healthcare System Foundation's popular breast cancer detection and

prevention fundraising effort. Businesses and schools from Perryville to Poplar Bluff participated in Pink Up and Dig for Life activities, helping Saint Francis provide more than 3,200 mammograms for uninsured and underinsured women since 2005.

Highlighting last year's campaign was the first jersey auction, where all 100 Southeast Missouri State University Redhawks football jerseys went up for bid. The winners earned the right to have the name of a loved one embroidered on the pink jersey worn at the October 31 game.

### FOUNDATIONS OF GROWTH

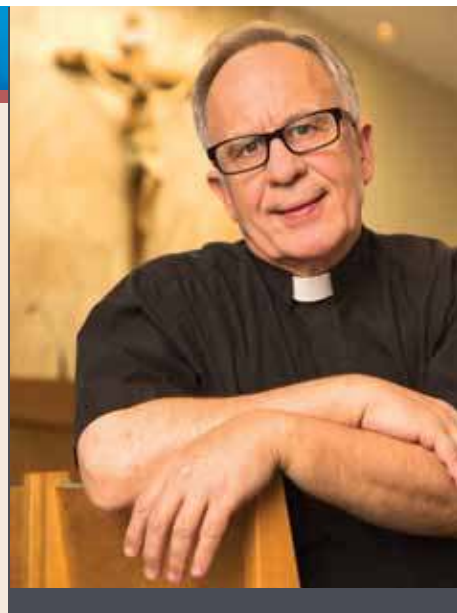
## Building a Strong Foundation of Faith

The past year has brought good things to grow Saint Francis' Catholic identity and Christian mission within the Healthcare System. In May, **Father John Braun** was welcomed as the pastor for Saint Francis Healthcare System. His experience as a beloved pastor in 10 parishes over the past 29 years represents a new opportunity to build Saint Francis' Pastoral Care in communities ... and strengthen relationships and outreach with parish partners across the region.

Pastoral Care also has returned to the capable hands of the Saint Francis Healthcare System Foundation Family to help reinvigorate its role in providing spiritual and emotional care to patients, families and staff.

With the Foundation's support, Pastoral Care guides the Healthcare System's healing mission by serving the spiritual and palliative needs, assisting in end-of-life journeys, helping reduce stress and offering a healing touch.

In working to enhance its community outreach, Pastoral Care is creating a more robust volunteer chaplain program to complement its two nondenominational chaplains and Father Braun. All these changes are helping Pastoral Care become a more vital service to our community.





## Employee-giving Campaign

**\$9** per pay period

Average contribution amount that helped the campaign reach its goal

**1,054**

Employee and Physician Contributors

**57** departments

Achieved a 60 percent or higher participation rate

**\$250,300**

**Total raised**

The Pink Up football jerseys, which celebrate breast cancer survivors and honor loved ones, were presented to the winning bidders at the completion of the game.

The first Power of One fundraising campaign proved to be a huge success because of the generosity of the entire Saint Francis Family.

## Health Events

Men and women often have differing health concerns, which is why Saint Francis dedicates time for each audience with free health events at Isle Casino Cape Girardeau throughout the year.

The men's health event features presentations from Saint Francis physicians on topics including joint pain, gastrointestinal issues, sleep disorders, hernia repair, heart health and other issues common to men. The women's health event includes presentations on holistic approaches to conception, health concerns in middle age, a well-rounded approach to cancer and problems that women are afraid to discuss with their physicians.

## Hispanic Women's Health Fair

Saint Francis delivered healthcare information to area Hispanic women during a health fair in partnership with St. Vincent de Paul Catholic Church. Speakers included bilingual Saint Francis providers, who also conducted question-and-answer sessions following their talks. Attendees visited booths and obtained information printed in both English and Spanish about a variety of healthcare topics.

## Power of One

Saint Francis' internal Power of One fundraising campaign was a huge success in its first year. Power of One combined two previous employee-giving campaigns to raise money for internal and external charities. The generosity demonstrated by our employees, physicians and leaders resulted in \$250,300 in contributions for others in need, surpassing the campaign's \$250,000 goal.

## #123forEquity Pledge

Saint Francis joined hospitals throughout the Missouri Hospital Association in taking the #123forEquity pledge to ensure care is being provided across diverse populations. The American Hospital Association (AHA) is a partner in the National Call to Action to Eliminate Health Care Disparities, along with the Catholic Health Association of the United States and other organizations.

The AHA's Health Equity Campaign calls for hospitals to choose a specific quality measure and determine if a sociodemographic discrepancy exists, such as race or language preference, and then develop a plan to address any gaps. Studies show there are areas that are underserved by the healthcare community. This focus fits with Saint Francis' recent community health needs assessment that identified where needs exist in our own community.



Donald L. Kaverman

James H. Bollinger Jr., DDS

Joseph T. McLane

## Area Leaders Answer the Call for Board Roles, While Others Say Farewell

### Three Members Step Up on the Healthcare System Board, as Three Retire

**Donald L. Kaverman**, director of athletics at Southeast Missouri State University from 1999 to 2009, is the new Chair of the Saint Francis Healthcare System Board of Directors. A veteran administrator with a proven track record of fiscal responsibility and fundraising proficiency, Kaverman oversaw numerous improvements to the Southeast Missouri State University athletics department during his tenure.

Joining the Healthcare System Board as new members are **James H. Bollinger Jr., DDS**, and **Joseph T. McLane**. Bollinger, who is a current Saint Francis Healthcare Development Board member and a past Saint Francis Foundation Board member, is a dentist in Cape Girardeau and serves as Board president of the Catholic Charities of Southern Missouri. McLane is president of First Midwest

Bank of Poplar Bluff, Dexter and the Ozarks. He has been a Board member of United Gospel Rescue Mission for more than 20 years and also serves on the Saint Francis Healthcare Development Board of Directors.

### Honoring Three Retirees

We would like to thank three retiring members of the Healthcare System Board of Directors who have given selflessly of their time during one of the most important periods in Saint Francis Healthcare System's history.

**John Layton** brought a combination of legal expertise, small-town family values and strong Catholic faith to his role on the Board. His passion for ethics, justice and faith was the perfect fit for an organization striving to live those attributes as part of its culture.



**Dennis Marchi** has been a tireless advocate of our mission since he first joined the Board in 1989. Marchi served a pair of three-year terms as chair, and his leadership efforts played a significant role in Saint Francis' development into the healthcare system of choice for our region.

**Clyde Nenninger Jr.** brought a quiet wisdom to his tenure on the Board that belied his passion for making sound business decisions. Nenninger understood how to balance Saint Francis' mission with the business side of healthcare in bringing the Healthcare System to the next stage in its development.

*A heartfelt thank you to our Healthcare System Board of Directors' retirees, from left to right: John Layton, Dennis Marchi and Clyde Nenninger.*



#### FOUNDATIONS OF GROWTH

### Welcoming Three Times the Joy

Valarie Hulshof was only 26 weeks along when her triplet girls were born via emergency cesarean section on February 22, 2016, at Saint Francis Medical Center. The difficult decision to deliver early happened fast, when perinatologist Naomi L. Wahl, MD, FACOG, discovered that one of the triplets was in fetal distress due to an umbilical cord being wrapped around her neck.

Since Cora, Nora and Heidi each weighed under 2 pounds, 3 ounces, all three needed 24/7 specialized care in the Level III Neonatal Intensive Care Unit (NICU). Valarie, her husband, Brian, and their two-year-old son, Henry, welcomed Cora and Nora home after spending 80 days in the NICU, and Heidi joined the family 20 days later due to a heart murmur.

Between Brian's full-time work and Valarie's busy baby days, daily lunches were the only real quiet time they had together. The Parents With Hope fund, created by Jason and Leigh Ann Siener to provide financial assistance to families of premature or critically ill newborns in Saint Francis' Level III NICU, helped by giving meal vouchers, as well as gas vouchers for Heidi's heart procedure in St. Louis. "Every bit of support lessened the burden and financial stress of an already stressful situation for our family," Valarie explains. "Parents With Hope helped when we needed it most."



Tracy Carr, RN, BSN, MSN, CNM, the first certified nurse midwife in Cape Girardeau County.



Interventional cardiologists Steven J. Joggerst, MD, and William K. LaFoe, MD, FACC, FSCAI, perform a TAVR procedure.

## New and Expanded Services Enhance Patient Care

### Beneficial Medical Offerings Create More Options

Saint Francis Healthcare System continues to add to and enhance its medical service offerings throughout the continuum of care. Here is a look at some of them.

#### Certified Nurse Midwife Services

Saint Francis now offers certified nurse midwife services for mothers who desire an alternative option for giving birth. This holistic approach to pregnancy and childbirth is a good option for mothers who have no complications during their pregnancy and delivery.

**Tracy Carr, RN, BSN, MSN, CNM**, the first certified nurse midwife in Cape Girardeau County, and fellow midwife **Megan Keeney, MSN, APRN, FNP-BC, CNM**, see patients at Cape Care for Women and Cape Primary Care and deliver babies at Saint Francis' renovated Family BirthPlace in the Women and Children's Pavilion.

#### TAVR

Transcatheter aortic valve replacement (TAVR) is a minimally invasive treatment that offers an alternative for patients whose narrowed aortic valve is obstructing blood flow from the heart to the rest of the body. First introduced to the region by physicians at Saint Francis in 2014, TAVR is ideal for patients who are not healthy enough for traditional surgery.

Since September 2014, Saint Francis has performed a total of 37 TAVR procedures, all while continuing to introduce a variety of new approaches to the beneficial procedure. From these procedures, Saint Francis has achieved a zero mortality rate and has experienced zero hospital readmissions for valve-related complications.

#### Bariatric Surgery

Saint Francis' Weight Loss Solutions program offers sleeve gastrectomy and Roux-En-Y gastric bypass surgery options performed by Cape Girardeau native **Ryan A. LeGrand, MD**, and **Carson C. Cunningham, MD**. These bariatric and general surgeons work with a team that includes a nurse practitioner, nurses and dietitians, as well as psychiatry and fitness experts.

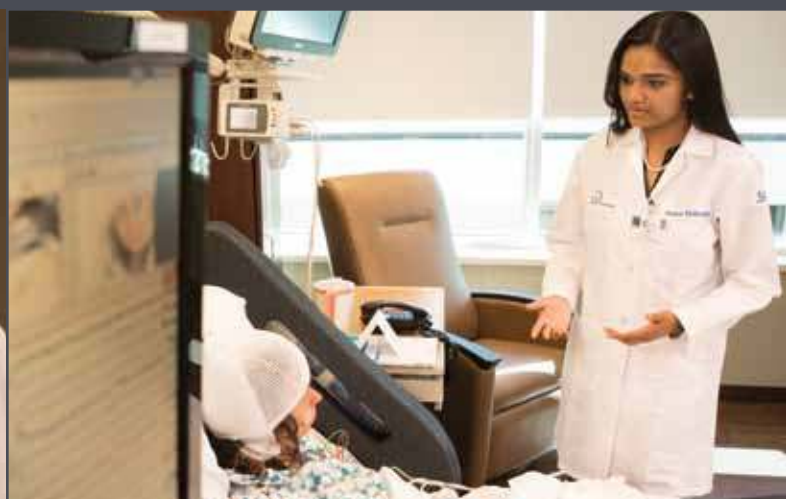
More than 650 bariatric surgeries have been performed at Saint Francis since 2013. Cunningham joined the Weight Loss Solutions team in May 2016, potentially doubling the number of procedures that can be performed.

#### Epilepsy Monitoring Unit

This specialized inpatient unit provides sophisticated diagnostic and treatment services focused on evaluating, diagnosing and treating seizures in adult patients. The Epilepsy Monitoring Unit (EMU), developed by



Bariatric and general surgeons Ryan A. LeGrand, MD, and Carson C. Cunningham, MD, of Weight Loss Solutions.



Sisira Yadala, MD, visits with a patient in the Epilepsy Monitoring Unit.

**Sisira Yadala, MD**, neurologist, Saint Francis Medical Partner, uses a continuous video electroencephalogram (EEG) to pinpoint specific epilepsy patterns and adjust medications when appropriate.

EMU technologies can determine whether a patient's spells are epileptic seizures or something else, what kind of seizures the patient is experiencing and where they are starting in the brain to evaluate whether surgery could benefit patients whose seizures are uncontrolled by medicine.

## Convenient Care Moves

This service, previously located inside the Saint Francis Medical Center Emergency Department, has moved and become a part of Immediate Convenient Care (ICC) at its urgent care locations in Cape Girardeau and Jackson. This move frees up resources for the Emergency Department to operate more effectively in treating emergency and trauma patients, while providing quick and cost-effective care for urgent care needs in a separate location.

## FOUNDATIONS OF GROWTH

### A Successful Black-Tie Event Is Born

Who would have guessed that a small, out-of-the-box fundraising idea in a brainstorming session would quickly blossom into an amazing evening event for a really great cause? The Friends of Saint Francis most certainly did!

The inaugural Friends of Saint Francis Gala was held in March 2016 at Isle Casino Cape Girardeau. This "social event of the season" featured live entertainment and dancing, a high-energy live auction, a fabulous plated dinner, open bar and other fun — with all event proceeds going directly to Saint Francis Healthcare System's CancerCare and CardiacCare patient assistance funds.

The sold-out room of 236 gala attendees generously contributed more than \$111,000 to help enhance the impact that The Friends is having on the health of cancer and cardiac care patients in the region. The next Friends Gala is on the calendar for next March, and it promises to be a successful, fun-filled event for the entire community to enjoy.





# Building Physician Leadership From Within

## Physician Leadership Academy Gives Physicians Essential Management Skills

Organizational leadership is not included in the medical training that physicians go through in preparing for a career in patient care, yet proficiency with these skills often becomes a part of professional reality in today's healthcare business environment.

Saint Francis Healthcare System introduced the Physician Leadership Academy in 2016. The program provides an opportunity for physicians to develop the leadership side

of their skill set with training, coaching and mentoring for those interested in acquiring expertise in management, clinical quality and safety.

A series of courses, conducted January through April, are designed to help physicians become leaders from inside the transformation process rather than looking in from the outside. Subjects include physician autonomy to physician teamwork; physicians in management with

### FOUNDATIONS OF GROWTH

## Sharing Good All Year Long

It was a year of giving for Saint Francis Auxiliary volunteers. The group presented the Saint Francis Healthcare System Foundation with a \$160,000 contribution at the Auxiliary and Volunteer Appreciation Luncheon in April.

They continued to greet visitors at the information desk and staff the Tower Gift Shop ... selling gift items to patients and guests.

The Auxiliary held scrubs, shoe and handbag, jewelry, home décor, greeting card and bake sales. On Veterans Day, the Auxiliary held a Krispy Kreme doughnut sale, and shared free coffee and doughnuts with veterans. Fundraisers led to a \$2,400 Sister Esther Emergency Fund contribution, which gives patients necessary items such as discharge transportation, lodging and medications they cannot afford.

Volunteers knitted and sewed 200 cozy quilts and 800 caps for babies in the Family BirthPlace, Level III Neonatal Intensive Care Unit and Children's Center ... and delivered carnations and playing cards to hospitalized patients on Christmas, Mother's Day and Father's Day.



**Front row, left to right:** Nancy Malvasio, Vice President of Fundraising Co-Chair; Norma Woods, President-Elect; Betty Carroll, President; Jeannie Boxdorfer, Vice President of Fundraising Co-Chair

**Back row, left to right:** Darrell Jones, Treasurer; Mona Nenninger, Recording Secretary; Judy Heisserer, Corresponding Secretary; Deborah Gibson, Manager of Volunteer Services and Pastoral Care; Ann Beggs, Past President

focuses on communication, finance and quality; and a capstone course called “Not Just a Doctor Anymore.”

Participants gain background knowledge through the coursework and take three in-depth leadership assessments that create a leadership competency correlation analysis. The analysis forms the basis of a formalized assessment with personalized coaching suggestions.

Saint Francis’ unique national model of physician leadership utilizes collaboration between physicians, a clinical medical director and administrative vice president. They create three clinical quality goals, a strategic goal and financial goals. This set of goals is then approved by the physicians of that respective specialty, followed by the administrative and nursing components.

Once all three groups are aligned, the five objectives become the basis for measuring improved quality and strategic direction of the organization, and form the basis for employee performance appraisals.

“Physicians have a significant impact on factors such as resource utilization and quality of medical care,” says **Steven C. Bjelich, FACHE-D**, President and Chief Executive Officer. “Most importantly, they affect the speed and extent of changes that occur within the healthcare delivery system.”



**Front row, left to right:** Danielle Torbet, Development Officer; Michelle Jones, Secretary; Julie Woodruff, Ken Hayden Memorial Golf Chair; Nicole Chance, Benefit Golf Chair

**Back row, left to right:** Candice O’Hare, Historian; Mark Proffer, President; Garrett Ozburn, Vice President and Development Chair; Jason Van de Ven, Treasurer

**Not pictured:** Debbie Balsano, Past President; Myra Bax, Gala Chair

## FOUNDATIONS OF GROWTH

### Friends Make Everything Better

The Friends of Saint Francis experienced another great year of giving to enhance the patient experience, enjoyed amazing new membership growth and created new ways to raise funds through exciting Board leadership ideas.

Going well beyond its two popular annual golf events – the Ken Hayden Memorial Golf Tournament (which raised more than \$85,000) and The Friends 29th Annual Benefit Golf Tournament (raising nearly \$200,000) – the Friends hosted its inaugural Friends Gala. With an original fundraising goal of \$50,000 for CardiacCare and CancerCare, the well-attended black-tie event far surpassed it ... with attendee contributions totaling more than \$111,000.

The Friends Café raised nearly \$22,000 from employee badge purchases, in which a portion of My Daddy’s Cheesecake sales go to Saint Francis Healthcare System Foundation. The Friends also continued to host monthly restaurant “Share Days” to help give back.



Receiving the 2016 Healthgrades Outstanding Patient Experience Award is a testament to the hardworking and dedicated staff at Saint Francis Medical Center.

## The Quest for Excellence Happens Every Day

### Saint Francis Receives 2016 Healthgrades® Outstanding Patient Experience Award™

Patients are telling the world how pleased they are with the high quality of care they receive at Saint Francis Medical Center, and their feedback is translating into recognition on a national level.

Saint Francis Medical Center was one of only three hospitals in the state of Missouri — and the only one in Cape Girardeau County — to receive the prestigious Outstanding Patient Experience Award in 2016 from Healthgrades, the leading online resource for information about physicians and hospitals. Saint Francis is a recipient of this award for the seventh time, including 2009, 2010, 2012, 2013, 2014, 2015 and, now, 2016.

The award recognizes hospitals for outstanding patient experience based on factors related to recommendations to family and friends, physician and nurse communication, hospital cleanliness and noise levels, and medication and post-discharge care instructions.

Saint Francis was one of nearly 4,000 hospitals for which at least 100 responses to the Hospital Consumer Assessment of Healthcare Providers and Systems survey were submitted to the Centers for Medicare & Medicaid Services. Patient safety scores were included in the overall evaluation, confirming that patient satisfaction and quality outcomes are interrelated.

Patients gave Saint Francis an overall rating of 9 out of 10, with 83 percent saying they definitely would recommend the Medical Center to others. Caregiver communication ranked very high, with 86 percent of respondents saying their doctors “always” communicated well and 85 percent saying nurses “always” communicated well.

Saint Francis moved up in the national rankings to be among the top 5 percent of hospitals evaluated in 2016 after placing in the top 10 percent in 2015.

The awards are high praise from the people who matter most — patients.



# New Medical Partners

## Growing Our Team of Providers

Saint Francis Medical Partners is an integrated network of employed providers who share a passion for delivering the highest-quality care for their patients. Saint Francis now employs more than 200 Medical Partner physicians and providers. We are pleased to welcome these talented physicians in the past year as our newest Medical Partners.



**R. Kingsley Bost, MD**  
*Pediatrician*  
Kneibert Clinic



**Danielle N. Carron, MD**  
*Family Practice Physician*  
Farmington Physician Associates



**Jason A. Conway, MD, DABA**  
*Anesthesiologist*  
Cape Anesthesia Group



**Carson C. Cunningham, MD**  
*Bariatric and General Surgeon*  
Weight Loss Solutions



**Gary W. Dausmann, MD**  
*Family Practice Physician*  
Kneibert Clinic



**Michael Dodd, DO**  
*Internal Medicine Hospitalist*  
Saint Francis Hospitalist Services



**Wendell H. Elliott, MD**  
*Family Practice Physician*  
Kneibert Clinic



**Edith S. Hickey, MD**  
*Family Practice Physician*  
Kneibert Clinic



**Charles R. Lawson, MD**  
*Internal Medicine Physician*  
Kneibert Clinic



**Kenneth C. Li, MD**  
*Internal Medicine Physician*  
Kneibert Clinic



**Joseph F. Mayo Jr., MD, FACS**  
*Vascular Surgeon*  
Cape Thoracic &  
Cardiovascular Surgery



**Stephen R. Miinch II, DO**  
*Internal Medicine Hospitalist*  
Saint Francis Hospitalist Services



**Naveed J. Mirza, MD**  
*Psychiatry & Behavioral  
Health Physician*  
Kneibert Clinic



**Rebecca J. Pinchoff, MD**  
*Pediatrician*  
Kneibert Clinic



**Joel W. Ray, MD, FACS**  
*Neurosurgeon*  
Cape Neurosurgical Associates



**Michael D. Roach, DO**  
*Family Practice Physician*  
Kneibert Clinic



**Shaun A. Ross, MD**  
*Pediatrician and Endocrinologist*  
Kneibert Clinic



**Navid S. Siddiqui, MD**  
*Internal Medicine and  
Sleep Medicine Physician*  
Kneibert Clinic



**Kirby L. Turner, MD**  
*Family Practice Physician*  
Kneibert Clinic



**Prem K. Varma, MD**  
*Internal Medicine Physician*  
Kneibert Clinic



**James W. Wilkerson, MD**  
*Family Practice Physician*  
Kneibert Clinic



**Sisira Yadala, MD**  
*Neurologist*  
Cape Neurology Specialists



**David G. Yingling, MD**  
*Neurosurgeon*  
Cape Neurosurgical Associates



## 2016 Saint Francis Healthcare System Board

Saint Francis Healthcare System Board members work closely with the Executive Team to move strategic development forward based on a long-term vision. Its efforts continue to move and evolve the system to ensure excellence on every healthcare level.

**Front row, left to right:** Donald L. Kaverman; James H. Bollinger Jr., DDS; Steven C. Bjelich, FACHE-D, President and Chief Executive Officer; Clyde Nenninger, Chair; Dennis Marchi; Patricia Ray

**Back row, left to right:** Joseph T. McLane; Dennis Vollink; Steve Dirnberger; William D. Stahr, MD; Michael C. Trueblood, MD; Kevin A. Govero, Secretary/Treasurer; John A. Layton, Vice Chair

**Not pictured:** Jason Siener



## 2016 Saint Francis Healthcare Development Board

**Front row, left to right:** John A. Layton; Laura L. Younghouse; Clyde Nenninger, Chair; Steven C. Bjelich, FACHE-D, President and Chief Executive Officer; Kevin Govero; Gary Rust

**Back row, left to right:** Adam Kidd; Judy Wilferth; Mike Himmelberg; Harry E. Rediger; Steve Dirnberger; Joseph T. McLane; David Crader





## 2016 Saint Francis Healthcare System Executive Team

**Front row, left to right:** Tony A. Balsano, Vice President – Finance; Jeannette Fadler, RN, Vice President – Patient Care Services; Steven C. Bjelich, FACHE-D, President and Chief Executive Officer; Maryann Reese, RN, MHA, DHA, FACHE, Executive Vice President and Chief Operating Officer; Marilyn K. Curtis, MT (ASCP), MSA, Vice President – Building on Excellence

**Back row, left to right:** Teri Kreitzer, Vice President – Human Resources and Administrative Services; Gerry Salter, MBA, PT, Vice President – Professional Services; Alex Ogburn, MBA, Vice President – Ambulatory Services; Barbara W. Thompson, Vice President – Marketing and Foundation; Thomas Diemer, MD, Vice President – Quality and Patient Safety



## 2017 Saint Francis Foundation Board

**Front row, left to right:** Dawn E. Dauer; Dori Lage; Craig Billmeyer, Past Chair; Gina Raffety, Chair; Jason Coalter, Treasurer; Bart Ozbun, Vice Chair; Paul Kitchen; Steven C. Bjelich, FACHE-D, President and Chief Executive Officer

**Back row, left to right:** Jimmy Wilferth, Executive Director; Lynn Richardet; Dan O. Carns; Greg Kennard; Debbie Balsano; Karlyle Christian-Ritter, MD, FAAP; Duc T. Nguyen, DO

**Not pictured:** Cheryl A. Mothes, Secretary



## Saint Francis Medical Partners Board

**Front row, left to right:** Eric M. Nelson, MD, DABA; Deborah D. Price, DO, FACOI; Michael R. Freeman, MD, Chair; Steven C. Bjelich, FACHE-D, President and Chief Executive Officer; Colleen Moore, MD, FACS, RPVI

**Back row, left to right:** F. Michael Caldwell, MD; Kimberly K. Roos, MD, FACOG; Steven D. Rothert, MD; Andrew Godbey, MD, MSPH; Kennett D. Asher, DO, CMD

**Not pictured:** J. Christopher Bauer, MD; Edward M. Bender, MD, FACS; Brett M. Dickinson, MD; William K. LaFoe, MD, FACC, FSCAI; Joy L. LeDoux Johnson, MD; Mark A. Meadors, DO; Phenu Zachariah, DO



## Mission

The mission of Saint Francis Healthcare System is to provide a ministry of healing and wellness inspired by its Christian philosophy and values.

## Philosophy and Values

**We respect** the dignity and worth of each person and strive to promote the rights of our patients.

**We are dedicated** to caring and compassion for all whom we serve. Their needs of body, mind and spirit are our first priority.

**We are committed** to quality service through continuous quality improvement, teamwork and collaboration.

**We encourage** innovation through an empowered workforce as a way of achieving healthcare services that embrace our philosophy, values and mission.

**We believe** in community stewardship and will work in a collaborative partnership with others to help assure affordable and accessible services for all people of this region.

Find a complete list of our active and associate Saint Francis Medical Staff and Foundation supporters at [sfmc.net/2016AR](http://sfmc.net/2016AR).





*Medicine to the Highest Power*

211 Saint Francis Drive • Cape Girardeau, MO 63703  
573-331-3000 • [www.sfmhc.net](http://www.sfmhc.net)