

2019 Mission Integration and Outcomes Report



 **Holy Family Memorial**
Sponsored by the Franciscan Sisters of Christian Charity



Brett Norell, FACHE
President & CEO

A Letter from the President & CEO

Holy Family Memorial (HFM) celebrated 120 years of service to the Manitowoc community on September 28, 2019. We have a proud heritage to celebrate, continuing in the footsteps of the Franciscan Sisters of Christian Charity. Their courage, determination and profound faith in Divine Providence serve as an inspiration for us all. We strive to continue and advance the mission these Sisters began so long ago, rooted in the healing ministry of Jesus Christ and the teachings of the Catholic Church.

Keeping healthcare affordable and within the local community is a top priority for Holy Family Memorial. HFM's Strategic Plan revolves around four goals: Engaged and Inspired Workforce, Quality, Patient Experience and Growth and Sustainability. These goals and accompanying strategies, along with HFM's Mission, Vision, Values and Expectations hold us accountable and help us improve our patient experience and outcomes. We continue to be focused on being the clear choice for healthcare in the lakeshore region and recognized as the leader in patient-centered, excellent medical care, while delivering valued outcomes in a Catholic Christian environment.

Throughout 2019, I held a number of Town Hall meetings to communicate with HFM employees/volunteers and the community about all of the great things that are happening here. Our goal of leveraging our people to improve our community reputation and re-engage the community in our network has met with great success. It is a honor and a privilege to serve this community.

Brett Norell,
President & CEO

A Letter from Mission and Pastoral Care

It has been evident to me during my short time here as Director of Mission and Pastoral Care that Holy Family Memorial (HFM) is dedicated to continuing the mission begun 120 years ago by the Franciscan Sisters of Christian Charity. HFM's core values of Stewardship, Excellence, Respect, Innovative Care, Compassion, and Christian Environment are found throughout the system, in every department and campus. I have been very blessed to see the numerous ways our employees carry out our mission to serve as the hands, feet, voice and heart of Jesus to all in need.

We must always remember that our mission here at Holy Family Memorial is part of the Catholic Church's mission to be the healing presence of Jesus Christ in the world today. That mission is defined through the seven core commitments of Catholic Health Care: Serve as a Ministry of the Church, Promote and Defend Human Dignity, Promote the Common Good, Attend to the Whole Person, Care for Poor and Vulnerable Persons and Act on Behalf of Justice.

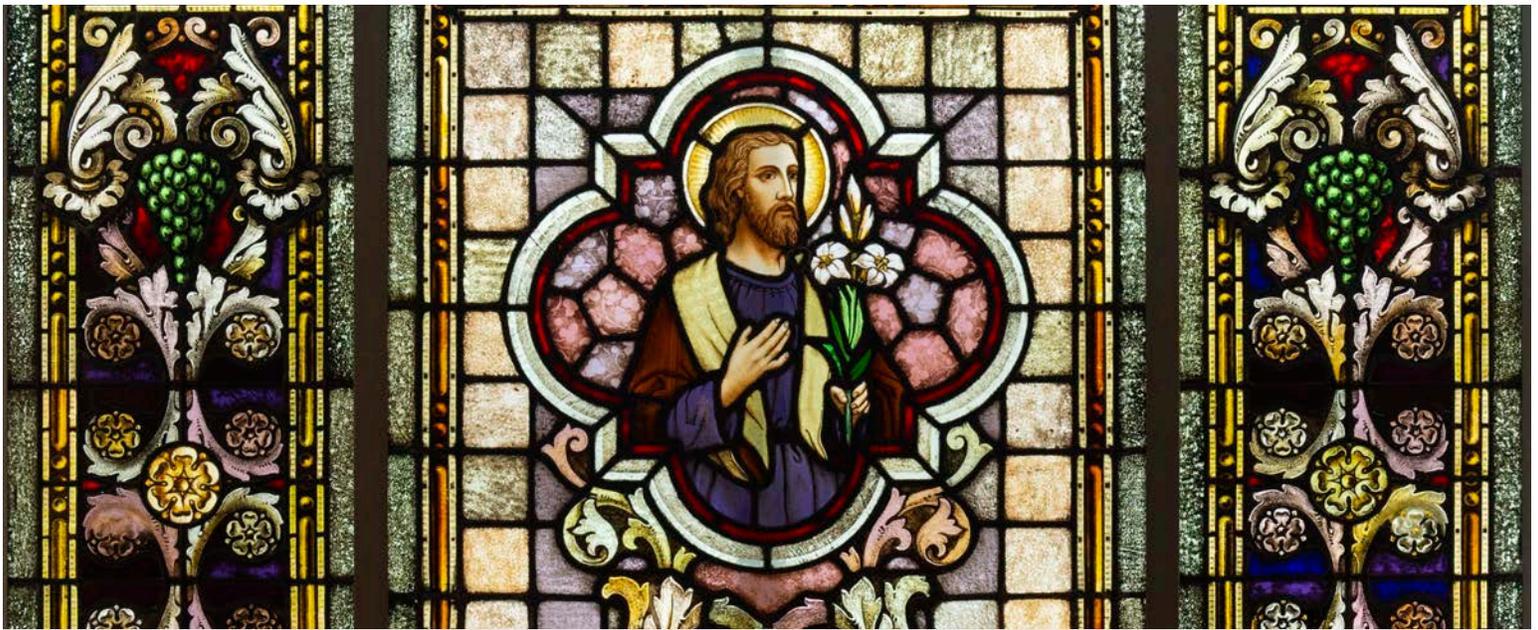
In this Mission Integration and Outcomes Report, we highlight just a few of the ways that these values and commitments were integrated into HFM's services to the community throughout 2019.



Roxanne Miner,
Director of Mission and Pastoral Care



Roxanne Miner, OFS
Director of Mission
and Pastoral Care



Core Values

- Stewardship
- Excellence
- Respect
- Innovative Care
- Compassion
- Christian Environment

Strategic Themes

- Quality
- Patient Experience
- Engaged/Inspired Workforce
- Growth and Sustainability

Core Commitments Mission Integration	HFM Core Values	HFM Strategic Themes
Serve as a ministry of the church	<ul style="list-style-type: none"> • Christian environment • Excellence 	<ul style="list-style-type: none"> • Engaged and inspired workforce
Promote & defend human dignity	<ul style="list-style-type: none"> • Respect • Compassion 	<ul style="list-style-type: none"> • Engaged and inspired workforce • Patient experience
Promote the common good	<ul style="list-style-type: none"> • Innovative care • Stewardship 	<ul style="list-style-type: none"> • Quality • Growth and sustainability
Attend to the whole person	<ul style="list-style-type: none"> • Christian environment • Excellence 	<ul style="list-style-type: none"> • Quality • Patient experience • Engaged and inspired workforce
Care for poor & vulnerable persons	<ul style="list-style-type: none"> • Compassion • Respect • Innovative care 	<ul style="list-style-type: none"> • Patient experience • Quality
Act on behalf of justice	<ul style="list-style-type: none"> • Stewardship • Innovative care 	<ul style="list-style-type: none"> • Growth and sustainability • Engaged and inspired workforce

HFM Strategic Theme: Engaged and Inspired Workforce

We will create an inspiring and joyful work environment where all are motivated to do their best for our patients, each other and the network through shared accountability.

Christian Environment

Engaged and Inspired Committee Efforts

An engaged workforce is important to providing patient-centered care. With that in mind, HFM created a new Engaged and Inspired Workforce Committee to develop ways to ensure our employees remain engaged. Still new to the organization, the team is looking at enhancing hospital events, expanding rewards and recognition, and staff involvement in activities.

Honoring Our Heritage with Feast Day Celebrations

As a Catholic organization, HFM has a rich history. It is important that we make that history come alive for employees. In 2019, we did this through a celebration of important Feast Days, such as the Feast of St. Francis. Senior leadership passed out treats and prayer cards, while sharing the meaning of the day and celebration with staff, patients and visitors.

Attend to the Whole Person

Catholic healthcare affirms every person is a unity of body, mind and spirit. When we attend to the whole person, we strive for the best care possible to meet their physical needs without neglecting their spiritual needs.

Providing welcoming facilities that promote healing and prayer, providing spiritual support from a diversity of faith traditions and spiritual backgrounds, and promoting and enhancing social connections shows care for the whole person—body, mind, and spirit.

Developing just policies for employee compensation and recognition and giving attention to co-worker engagement can reveal how well we are attending to those with whom we serve.



Excellence

Employee Recognition

Everyone deserves recognition for a job well done. A new recognition program has been created to offer more opportunities to recognize employees. Cheers for Peers allows staff to recognize one another. WOW awards let leaders thank team members for going above and beyond. Leaders also send thank you notes at least monthly to staff throughout the organization. Additional recognition vehicles will be added in 2020.

Community Engagement Plan

HFM has been integrally connected to the community since its inception 120 years ago. Over the past year, HFM has renewed its commitment to support the community through initiatives such as Move Manitowoc, which encouraged healthy activities in area businesses; support for the Manitowoc Aquatic Center, which provides means for families to engage in safe, healthy activities; and participation in community fairs for senior citizens, Healthiest Manitowoc County programs and more.

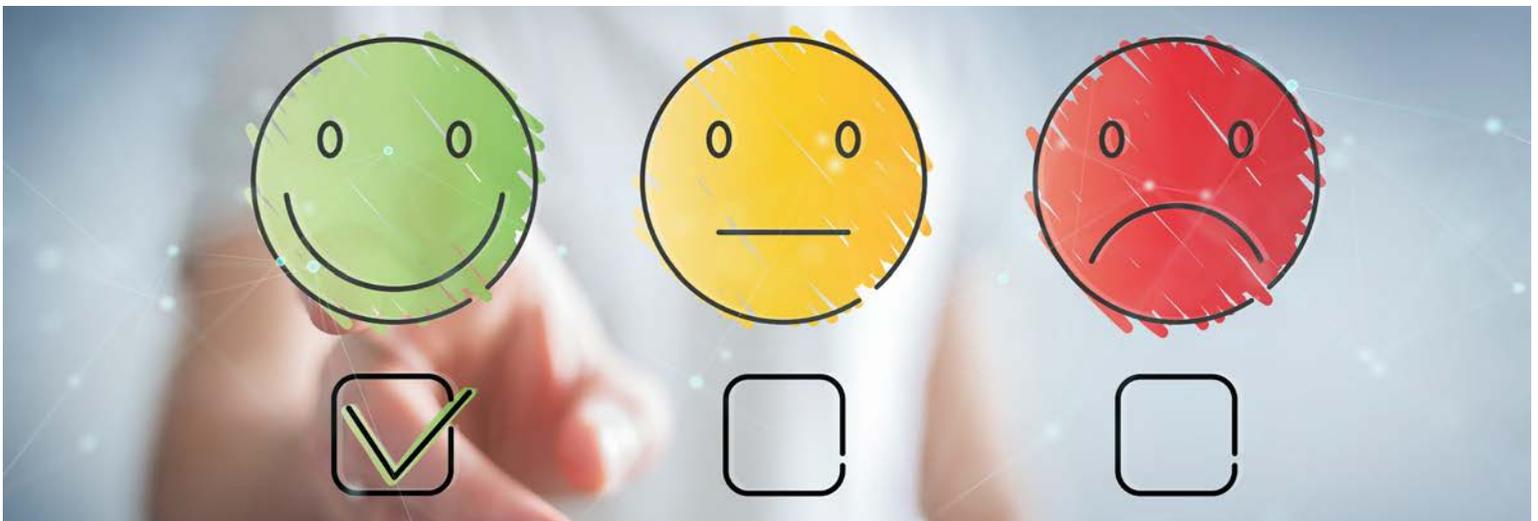
Engaged and Inspired Survey Results

Employees who are engaged in their work provide a consistently better experience for their patients. Happy employees are known to be key to satisfied patients.

In 2019, HFM launched its first Press Ganey employee engagement survey. Unlike previous engagement surveys, the Press Ganey survey is standardized so that the same measures are applied to each consecutive survey. In this way, HFM can accurately measure gains or losses in employee engagement. The survey will be conducted every three years, with a “pulse” survey being conducted midway between surveys to measure improvements.

Nearly half of employees responded to the survey. Communication was identified as a major concern. As communication encompasses a wide variety of components, a follow up communication survey will be conducted in early 2020 to provide more specific areas for focus. Employee recognition and wage and salary were other areas of concern.

Leaders will receive their departmental results in early 2020 and develop action plans for their areas. Each department will focus on two areas of improvement for their team.



HFM Strategic Theme: Quality

We will provide high quality care in a safe environment to produce better health outcomes for our patients and a positive perception of HFM and our services.

Innovative Care

Perioperative Surgical Home

One's overall health, pre-surgical rehabilitation and positive preparation for surgery all have an impact on surgical outcomes. Perioperative Surgical Homes (PSH) help patients and their doctors put this all together for enhanced results. HFM began using a PSH for GI procedures and will expand to other services in 2020.

CORE Treatment Services

While very few of us are untouched by the devastation of drug and alcohol abuse, there is a shortage of residential treatment facilities for those afflicted by it. Which is why HFM committed support to the new CORE Treatment Services Residential Rehabilitation Center. A nonprofit, 16-bed residential and day-treatment AODA facility, CORE will open in the former Franciscan Sisters of Christian Charity convent building next to HFM in early 2020. CORE is a licensed Community Based Residential Facility (CBRF) and the state's fifth Comprehensive Community Services (CCS) organization. Pastor Chris Gilbert of Connection Church, and behavioral health supervisor Carmen Persaud are CORE's co-founders and co-executive directors.

Care for Poor and Vulnerable Persons

Jesus clearly demonstrated his love for people who are poor and vulnerable and so, too, we pay attention to our neighbors who are poor, underserved and vulnerable.

How we integrate an understanding of the social determinants of health in our service to at-risk communities and to what extent we collaborate with others in our community on shared issues demonstrates our commitment to this core commitment.

Knowing that some of those with whom we serve are among the at-risk members of our community, we must consider our compensation and benefit structures.

CORE TREATMENT SERVICES INCORPORATED



Promote and Defend Human Dignity

A critical element of Catholic identity is the commitment to cherish, promote and defend human dignity. Made in the image and likeness of God, each person is a treasure and each life is a sacred gift.

How and to what extent we include the patient voice in care planning and meeting the diverse needs of those served is a key performance indicator of this core commitment.

At the internal level, retention and engagement are among the indicators that co-workers and associates feel valued and cherished.

HFM Strategic Theme: Patient Experience

We will search for new and better ways to deliver care to meet patient and community needs.

Compassion and Respect

Leader Rounding on Inpatients

Rounding on patients—or visiting them outside of normal care routines—demonstrates to patients and families that HFM is committed to providing quality care. By interacting with patients and families, nurse leaders are able to manage to patient expectations, learn about HFM's effectiveness and identify staff for reward and recognition.

When rounding is done consistently, nurse leaders can manage the patient experience on the front end as opposed to finding out later through surveys or letters that expectations were not met.

Keys to effective rounding include:

- Set expectation with our patients
- Meet our patients' goals
- Validate behavior staff uses to provide quality care
- Manage up
- Reward and recognize staff members who are recognized by patients
- Ensure the patient has what they need
- Service recovery, if needed
- Better communication with staff

Nurse leader rounding was implemented mid-2019. Benefits for both patients and staff have been recognized, including better communication between staff and the interdisciplinary team. It has created healthy competition for staff to see who gets mentioned in patient comments, thus creating the expectations for what patients believe is quality service. Staff also learn of patients' worries and have the opportunity to resolve them.

Patient HCAHPS

The HFM Strategic Plan includes two HCAHPS questions.

- The question "Would you recommend this hospital?" has a 2019 goal of 35th percentile rank. In fourth quarter, HFM scored at the 45th percentile.
- HFM had a goal of reaching the 45th percentile for the "Rate the hospital" survey question. HFM's fourth quarter score was the 43rd percentile with improvements still being made.

The question "Doctors treated me with courtesy/respect" scored at 90.40% percentage in the last quarter. Areas scoring 75% include: nurses listen carefully to me, doctors listen carefully to me, cleanliness of hospital environment, staff talk about help when I left, and info regarding symptoms/problems to look for.

HFM showed HCAHPS improvements in whiteboard communication, first time medication communication, and menu/food delivery process.

Bridges Action Plan

HFM hired the Bridges Consulting Group in 2019 to help focus on patient experience and staff engagement in clinical areas. Bridges interviewed staff and made recommendations. Based on Bridges review, departments created action plans for three areas:

1

Take care of HFM staff members

2

Patient-specific/process improvement goals

3

Patient experience goal communication for departments

Departments worked together to recharge! That included reviewing patient flow and staffing appropriately, cross training to allow for lunch breaks to help reduce burn out, revisiting roles and responsibilities and creating expectations.

These measures are important for staff and patient safety and improved morale. Process improvements varied from proactively scheduling follow-up appointments, scheduling a series of appointments at one time (i.e., chemo treatment appointments), revamping joint surgery time to accurately schedule patients, streamlining immunizations for our pediatric population, creating an instruction sheet for patients who need to report to another department for further testing, and real-time feedback surveys.

Many of our departments now have patient experience visual management boards and discuss their goals regularly at department meetings. Bridges also noted that HFM leadership is already focused in the right areas to improve employee compensation and recognition, as well as leadership development.

In addition, a cross functional patient team will kick off at the end of First Quarter 2020.

Patient and Family Advisory Council Identifies Attributes

The HFM Patient and Family Advisory Council (PFAC) was formed in 2015 to strengthen collaboration between patients, family members and HFM staff to ensure the delivery of the highest quality of comprehensive and compassionate care. Council members meet quarterly and share experiences, opinions and ideals for care with staff.

In 2019, the group was tasked with developing patient attributes, those aspects of care that are important to a successful patient/caregiver interaction and which must be part of every experience. These are:

Talk to Me—Provider Communication
Be Nice to Me—Courteous Staff
Ensure I Understand—Crisp Communication
Include Me—Provider to Patient Collaboration
Support Me—Provider to Provider Communication
Respect Me—Timeliness

The attributes were introduced to staff at the end of 2019, with additional training to ensure consistent and seamless use scheduled for 2020.

HFM Strategic Theme: Growth and Sustainability

We achieve a financially stable organization through partnerships, managed care, prioritization of key services, and innovation.

Innovative Care

Community Health Needs Assessment

In 2019, HFM joined other community health organizations for a Community Health Needs Assessment. From the 13 needs identified, HFM selected three to address from 2020-2022: improve substance abuse and care services for our community; reduce prescription and over-the-counter drug abuse in Manitowoc County; model and inspire health nutrition and exercise to address overweight and obesity.

Keeping Care in the Community through Shared Partnerships

Keeping care local is important to our patients. To ensure that care is available locally whenever possible, HFM has created strategic partnerships with other providers, such as Bellin Health Partners and Tower Clock Eye Center. These partners offer services at HFM on scheduled days each month to allow HFM patients to receive care in their own community.

Promote the Common Good

Created by a God of relationship, we do not thrive in isolation. Protecting and promoting the common good for our patients and the communities we serve involves staying active in local partnerships that seek to improve local social determinants of health.

A key performance indicator of this core commitment is the extent that employees are invited to work for the common good of the community through civic engagement, local outreach and volunteerism on behalf of the organization.

Expanding Access and Enhancing Experience

HFM has a 120-year history of commitment to the community and providing quality care to meet the health needs of all who need our services.

In 2019, HFM greatly expanded the scope of its community healthcare coverage by once again becoming part of the provider network for the Manitowoc and Valders School District, the City of Manitowoc, and a preferred provider for orthopaedic services for Manitowoc County. In addition, HFM increased its occupational health offerings to include 25 new businesses and two new Chamber Clinic locations.

To achieve those commitments, HFM focused efforts on patient experience and access. In addition to the expanded clinic locations, HFM also add women's health providers, a foot and ankle surgeon and a spine surgeon as well as other providers. Focus on the patient experience was also key, to ensure that every patient's experience is one of quality and satisfaction.

Stewardship

Community Engagement

HFM has been committed to being an integral part of our community since its inception. While this includes providing healthcare, it is also more. HFM is committed to being active in the community, both as an organization and through the works of our employees. Following are a few of the ways HFM and its employees engaged with the community in 2019:

- HFM supported expansion of the city's water park, which includes activities for children of all ages and abilities.
- CORE Treatment Services, which will provide inpatient and outpatient AODA treatment services in the former convent building on the hospital campus, was the focus of many activities throughout the year, including HFM fundraising efforts.

- Trick-or-Treat Harvest Festival attracted more than 300 community members for a family-friendly trick-or-treating and craft event at HFM Medical Center.
- Employees hosted a Random Acts of Kindness event, sharing good news messages on large posters around the campus and to passing drivers, bringing smiles to many faces.
- Food and school supply drives helped area food pantries and schools provide for the less fortunate in our community.
- HFM volunteers and staff volunteers walked in the Manitowoc Memorial Day parade and the Manitowoc and Two Rivers Holiday parades.

Managing resources—length of stay initiatives and meeting benchmarks

HFM strives to provide the best possible care to every patient on every encounter. That includes patient experience as detailed earlier in this report. It also includes meeting a variety of benchmarks established by our governing healthcare agencies and programs. HFM:

- Maintains a consistent four-star rating from the Centers for Medicare and Medicaid Services (CMS).
- Has improved in 13 of 15 outpatient metrics and 11 of 12 inpatient metrics.
- Earned 25% higher than budgeted in incentive compensation from the ACO with Bellin Health Partners.
- Continues to improve in all patient experience ratings but has not yet reached its goal.



HFM Mission-Lived Events

New Shoes for a Patient

HFM Wound Clinic is dedicated to healing wounds and optimizing the best outcomes for their patients. The clinic often has patients who come in for an appointment with holes in their shoes and socks or they don't have any.

This was the case for an elderly gentleman who was referred to the HFM Wound Clinic for a lower leg wound. Wound clinic staff noticed the patient's shoes were rotted with blood and dirt on the inside, laces rotted, and the shoe pulled away from the sole.

Staff called the Med/Surg unit and by the grace of God they had an almost new pair of tennis shoes that fit the patient perfectly. The patient told staff this was the best pair of shoes he has had in over 20 years. The department also provided the patient with a jacket from their Closet of Love for wound patients.

While assisting the patient, staff also learned that the patient was a veteran. They reached out to a hospital social worker to help the patient get assistance through the Manitowoc County Veteran Services Office.

Notice of Nondiscrimination

Holy Family Memorial complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex. Holy Family Memorial does not exclude people or treat them differently because of race, color, national origin, age, disability, or sex.

Holy Family Memorial:

- Provides free aids and services to people with disabilities to communicate effectively with us, such as:
 - Qualified sign language interpreters
 - Written information in other formats (large print, audio, accessible electronic formats, other formats)
- Provides free language services to people whose primary language is not English, such as:
 - Qualified interpreters
 - Information written in other languages

If you need these services, contact Noelle Gentile at (920) 320-4014 or email ngentile@hfmhealth.org.

If you believe that Holy Family Memorial has failed to provide these services or discriminated in another way on the basis of race, color, national origin, age, disability, or sex, you can file a grievance with:

Noelle Gentile
RAC Coordinator
2300 Western Avenue,
P.O. Box 1450, Manitowoc, WI 54221-1450
Telephone: (920) 320-4014
Fax: (920) 320-5109
Email: ngentile@hfmhealth.org.

You can file a grievance in person or by mail, fax, or email. If you need help filing a grievance, Noelle Gentile is available to help you.

You can also file a civil rights complaint with the U.S. Department of Health and Human Services, Office for Civil Rights, electronically through the Office for Civil Rights Complaint Portal, available at <https://ocrportal.hhs.gov/ocr/portal/lobby.jsf>, or by mail or phone at:

U.S. Department of Health and Human Services
200 Independence Avenue, SW
Room 509F, HHH Building
Washington, D.C. 20201
1-800-368-1019, 800-537-7697 (TDD)
Complaint forms are available at <http://www.hhs.gov/ocr/office/file/index.html>.

