

Holy Family Memorial

2018 Community Benefits Report



Holy Family Memorial

Sponsored by the Franciscan Sisters of Christian Charity

Our Mission

Holy Family Memorial is a network of health professionals who, rooted in the healing ministry of Jesus Christ, provide services to help individuals and our communities achieve healthier lives.

Our Vision

Holy Family Memorial, as a network and in partnership with others, will be the clear choice for healthcare in the lakeshore region, recognized as the leader in patient-centered, excellent medical care, while delivering valued outcomes in a Christian environment.

Our Core Values

Stewardship
Excellence
Respect
Via
Innovative Care
Compassion
Christian Environment



Priority #1:

Ideal Culture

Rooted in the Franciscan tradition of hospitality and the healing ministry of Jesus Christ, Holy Family Memorial has a rich heritage of putting our community first. The Franciscan Sisters of Christian Charity were approached by local clergy and community leaders more than a century ago to start a hospital to care for the health needs of our growing community. Since then, we have been proudly serving Manitowoc County.

Having a healthy culture directly translates to delivering an exceptional patient experience and high-quality care. HFM's expectations listed below are critical to a strong culture and are how all HFM employees, providers and volunteers go about their daily work in caring for all individuals who trust us for their care.

Brett Norell, President & CEO

The following employee expectations were created to help HFM achieve our ideal culture. These expectations are listed on the back of each employee, provider and volunteer's name badge.

- 1 Treat each other in the same respectful manner you want to be treated.
- 2 Be friendly and genuine in all communications—even when having a disagreement with others.
- 3 Communicate openly and honestly.
- 4 Assume others have good intent.
- 5 Provide an outstanding patient experience because it is our #1 priority.
- 6 Live HFM's values: Stewardship, Excellence, Respect, Innovative Care, Compassion, Christian Environment.
- 7 Recognize we are a Catholic organization rooted in the healing ministry of Jesus Christ, employing and serving those of all faith beliefs.
- 8 Understand none of us are perfect and we all make mistakes.

Additionally, HFM introduced a new program called HFM Ambassadors. These ambassadors are the initial group of employees at staff, leadership and provider levels who have both the courage and willingness to model behaviors of HFM's ideal culture to share optimism, hope and positivity. These employees are working together to help HFM achieve our four priorities of: ideal culture, patient experience, quality, and financial & operational performance.

Priority #2:

Patient Experience

As a Catholic healthcare system, Holy Family Memorial is part of something larger. We, and our peers across the nation, are committed to providing care to patients and transforming hurt into hope. Rooted in our mission and guided by our vision, we epitomize quality, compassion, and respectful care through all life stages.

Delivering an exceptional patient experience is an expectation for all HFM employees. We are focused on taking feedback from our patients to improve their experience. The continuous improvement is accomplished by providing all HFM employees, providers and volunteers with the necessary tools and skills to drive improvement and deliver this amazing patient experience.

Brett Norell, President & CEO

HFM's Dedication to Exceptional Patient Experience

Patient experience is about culture, communication and trusted relationships. A healthcare network must have a culture of caring, compassion, quality, and respect for each other, patients, and the community. Patient experience begins with simple things such as the look of the building and grounds, smiling faces from staff, and warm greetings by volunteers. Patient experience, above all, is about creating a unique, welcoming experience for each person who comes to HFM—patients and families. As Maya Angelou famously said, “People will forget what you said, people will forget what you did, but people will never forget how you made them feel.” Our goal at Holy Family Memorial is to ensure we are living out our Christian values so every person who walks through our doors leaves feeling they were treated with respect, compassion and excellence.

Patient Experience Testimonial



Amber, my surgery navigator, was very friendly, assuring that she would make sure everything was taken care of, reminding me that I could call anytime with any questions. She was wonderful. Mike DePew, Dr. Dopirak's right-hand man was very nice. Naturally calming, he went out of his way to make sure I had my needs met even in difficult circumstances with med and pain relief changes! A nurse...personally dropped off a script to my local pharmacy so I would have the med/pain relief changes I needed! Wow! That is a team that goes above and beyond!

The anesthesiologist did an amazing job with my pain block in my shoulder (I was extremely nervous about that). Dr. Dopirak is very confident, very real, and says it the way it is! I like that—love his point-blank honesty. His confidence was very reassuring that all would be alright in the end.

Cassandra Wolfert, surgical patient

Priority #3:

Quality

Holy Family Memorial is committed to providing safe, outstanding care to every patient every time. To meet that goal, we regularly review our performance, policies and practices to give our patients the best experience and to improve their overall health and quality of life.

In 2018, Holy Family Memorial earned four stars from the Centers for Medicare and Medicaid Services (CMS) Overall Star Ratings. HFM is in the top 30% of the 4,807 hospitals evaluated across the nation.

The ratings summarize 57 quality measures, including outcomes, patient experience, access and process to determine how well hospitals perform. The different measures are then divided into seven measure groups: mortality, safety of care, readmission, patient experience, effectiveness of care, timeliness of care, and efficient use of medical imaging.

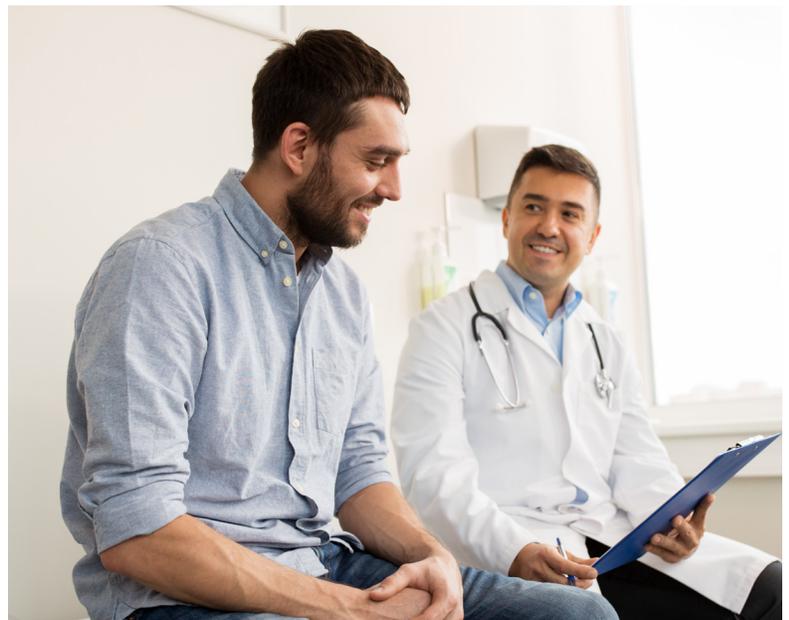
As a member of the Wisconsin Collaborative for Healthcare Quality (WCHQ), HFM voluntarily collects and submits data for healthcare services we provide. WCHQ validates the data and measures it against evidence-based standards. This information is used to compare HFM's performance with other WCHQ members. The following quality metrics show that HFM is performing better than 75% of hospitals within Wisconsin for:

- Readmissions for COPD, pneumonia and heart failure
- Patient falls
- Low infection rates for colon surgery, hip replacement, knee replacement, and abdominal hysterectomy

Manitowoc County residents can be confident that the care they receive at HFM is of the highest quality as compared to other hospitals around the nation.

Most patients seeking healthcare assume they will receive quality care and HFM must deliver this each and every day. In 2018, we launched a redesigned quality program to continuously improve the care we deliver. HFM is committed to the community to be the clear choice for healthcare in the lakeshore region.

Brett Norell, President & CEO



Priority #4:

Operational and Financial Stability

Holy Family Memorial is actively seeking development of strategic partnerships with other healthcare organizations. We are doing this because we believe a strategic partner will create a win-win for HFM, our patients, employees/providers, and the community. When considering which organizations to partner with, HFM relies on three strategic relationship expectations, driven by its values and culture:

1. Catholic identity
2. Continue sponsorship
3. Local community governance and presence

Before HFM would enter into a partnership with another entity, we want to ensure the partner respects and supports our Catholic identity, values, and culture by acknowledging the significant presence of our Sponsor, the Franciscan Sisters of Christian Charity. HFM remains dedicated to the community's healthcare needs and those of its sponsored ministries, both now and in the future. Additionally, HFM ensures the partners understand the necessity of providing services in a manner which respects our Christian environment, as well as, the *Ethical and Religious Directives for Catholic Health Care Services*, which differentiate us from other healthcare networks in the area.

HFM's second and third strategic relationship expectations emphasize our leadership is committed to preserving the sponsorship of the Franciscan Sisters of Christian Charity in Manitowoc and our current local control structure of governance, operations and leadership. We will maintain and improve our convenient integrated delivery network of local access to high quality physicians and medical care, while continuing to improve the efficiency and value of services in our community through shared clinical services and collaboration with a managed care health insurance plan. As with everything we do at HFM, the community and its needs are at the forefront of all our decisions.

HFM remains committed to our mission-driven approach to care by adding value to the local community. Our focus on caring for those most in need and helping individuals and communities achieve healthier lives is foundational to our mission and any strategic relationships we may create. A strategic partnership will only strengthen HFM in our market to help with volumes and provide stronger stability for HFM, our employees, providers, patients, and community.

The healthcare industry is rapidly changing, including how healthcare organizations are reimbursed for the services delivered. This is no different for HFM which is an independent, free-standing, Catholic healthcare network. It is critical for HFM to continue to improve the efficiencies of operations and financial performance to ensure we remain in the community for another 120 years and carry out the mission of the Franciscan Sisters of Christian Charity.

Brett Norell, President & CEO

Benefits to the Community: \$34,137,000

Summary of Quantifiable Community Benefits Fiscal Year 2018

| | Caseload Units of Service Number Measure | Benefit Expense Amount | % of Total Expenses* |
|---|---|------------------------|----------------------|
| 1. BENEFITS FOR THE POOR | | | |
| Community Care | 511 Encounters | \$529,000 | 0.40% |
| Unpaid Cost of Public Programs | | | |
| Medicaid—Inpatient | 341 Days | \$1,193,000 | 0.91% |
| Medicaid—Outpatient | 31,586 Visits | \$7,664,000 | 5.85% |
| | 31,927 | \$8,857,000 | 6.77% |
| Total Quantifiable Benefits for the Poor | 32,438 Encounters | \$9,386,000 | 7.17% |
| 2. BENEFITS FOR THE BROADER COMMUNITY | | | |
| Community Health Improvement and Community Benefits Operations | 29,449 Persons | \$112,000 | 0.09% |
| Health Professions Education | 398 Persons | \$108,000 | 0.08% |
| Cash and in Kind Contributions | 4,316 Persons | \$168,000 | 0.13% |
| Community Building Activities | 3,889 Persons | \$11,000 | 0.01% |
| Total Quantifiable Benefits for the Broader Community | 38,052 Encounters | \$399,000 | 0.30% |
| QUANTIFIABLE COMMUNITY BENEFITS SUBTOTAL | 70,490 Encounters | \$9,785,000 | 7.47% |
| *2018 Total Expenses: \$130,909,651 (unaudited) | | | |
| 3. BENEFITS FOR THE ELDERLY | | | |
| Unpaid Costs of Medicare | | | |
| Inpatient | 1,594 Days | \$5,655,000 | 4.32% |
| Outpatient | 101,114 Visits | \$18,697,000 | 14.28% |
| Total Quantifiable Benefits for the Elderly | 102,708 Encounters | \$24,352,000 | 18.60% |
| GRAND TOTAL BENEFITS | 173,198 Encounters | \$34,137,000 | 26.08% |

Community benefit is programs, events and services used to promote health and healing to meet community needs. Community benefit programs create better access to healthcare, enhance the health of the community, advance medical or healthcare knowledge, and demonstrate charitable purpose.

HFM's quantifiable community benefit in 2018 was \$34,137,000, which was 26.08% of our total expenses.



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