

# THE PULSE

CATHOLIC HEALTH  
INITIATIVES<sup>SM</sup>

St. Elizabeth  
Health Services

February 2009

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## The President's Message

Last month I presented the revised Vision of CHI and St. Elizabeth Health Services or the "Where is our business going?". Now I will share with you some changes we have made in the Organizational Structure, or the "Who is responsible for ensuring that it gets there" part of our plan. We started with reorganizing the management reporting structure to move departments to improve functionality of groups and improve effectiveness of leadership team members.

Jerry Nickell, VP of Human Resources/Mission Integration/Corporate Responsibility Officer now has a more focused role in employee advocacy without responsibility for administrative oversight of specific operational departments. He will expand his involvement in Education by including responsibility for the Nurse Educator and in the future develop additional clinical education support services.

Kelly Williams, VP of Patient Care/Chief Nursing Officer will now provide Administrative direction for the Pharmacy. This will support the enhanced patient focused partnerships that have developed as part of clinical pharmacy and patient safety initiatives.

Bob Borders, now Director of Clinical & Support Services, is the Administrative lead for Rehab, Lab, Imaging, and Physician Clinic Services as well as Facility and Housekeeping/Laundry Services. This division is combined to facilitate a synergy for performance improvement and operational strategic initiatives and continued leadership development support.

Stephen Miles, Administrator for the Health Care Center is recognized as a member of the hospital wide Administrative Team and will be responsible for the Continuing Care/Social Services for the overall facility.

A new Organizational Chart is posted with the Administrative Policies on the Common Drive.

To better support an efficient and effective work flow at the same time as these structure changes were initiated, we have moved a few offices around in the administrative hallways. The Human Resources offices are together now in the West Wing – sounds kind of Presidential doesn't it. It will be very helpful for employees and for Jerry and Stacy in HR to be located across the hall from each other and just behind the employee access computers in that wing. Ginger Whitney, who is the assistant for the CEO, CFO and Communications/Business Development offices will move into Jerry's previous office to make it more convenient to provide that support..

The Health Care Center Medical Records office is now in the HCC hallway and, just so you know, the Trauma Coordinator Office is moved to the West Wing also by Finance and IT. IT is still there, just moved down the hall a ways to make room for HR.

A special THANK YOU to the Facility Services Department for the special care they took in getting everyone moved and the offices looking great!

*Leanne Irsik, Interim CEO*

## St. Elizabeth Goes Tobacco Free-May 4, 2009!

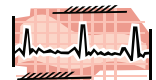


St. Elizabeth Health Services is making progress toward becoming a

tobacco-free facility. A team is meeting regularly to discuss how we can make this as easy of a transition as possible. If you are interested in joining this

group and helping to make this a reality, contact Bob Borders, Sheri King, or Jerry Nickell for more information.

**Thanks!**





# The Financial Update

For the month of December, St Elizabeth reported a Loss from Operations of (\$59k) compared to a budgeted monthly profit of \$24k. This brings the YTD Income from Operations to (\$13k) compared to a budget of \$117k. Low monthly inpatient volumes, both from budget and prior year significantly adversely affected December's financial performance. Declining ER visits, acute admissions, and lost market share in long term care are driving the low financial performance for SEHS. Acute admissions were below budget by 55 admissions for December. SWB admissions are 94 behind YTD budget. Endoscope procedures by all providers performed at a high 59 for the month, up by 20 from last month. OP Emergency visits were 63% under December budget. Non-emergency outpatient visits were 26% less than budget. Resident days for the Care Center were 289 days under budget. Gross patient revenue exceeded December budget by \$3k. Total Expenses excluding bad debt expense was below budget by 4% for December. The financial condition of the long term care center will continue to be a primary focus of management to minimize losses while striving to increase resident census. The utilization of services will be a key factor for meeting budget goals. The primary areas of this will be maximizing length of stay and increased utilization of swing bed. A coordinator will be providing oversight of the swing bed operations and will focus on increasing the admissions and length of stay. There are ongoing efforts to maximize cost reimbursement in various areas. There are some small opportunities that could affect this year, but most likely anything identified will have more of an impact on next year.

*Tracy Winans, Senior Financial Analyst*

## Do You Want to Help St. Elizabeth?

Did you know that you can donate some of your excess PTO hours to the St. Elizabeth Foundation and receive a tax break (for a charitable donation)? It's easy to do, and helps the Foundation to make a difference in the place you work. For more information go to MY Handbook in the HR / Payroll Connection, click on "Benefits and Time Off," then on "Employee Time Off," and finally on "PTO Donation to Foundation." Thanks!

## Happenings in the Care Center



### All Hands on Deck!!

As the hospital struggles greatly with low census, the care center has done so for almost a year now. A new tool we want you to know about is called our Placement Screening Tool.

As the clearing house for health and healing in our community, we want to seek out any person whose medical needs may not be met in the living situation they are in whether at home or in another setting. By this we mean that if anyone knows of such a person, upon invitation our social worker and RN will make a visit to them using a screening that will identify what level of care they may need. This may often involve referring them to a care level below what the Care Center or the Swing beds offer.

There is a rather unusual underutilization of care services in our county at the present and we are trying to find out why.

If you know of anyone who might benefit from this new, free service please call Bill Mattes at 1714 or Stephen Miles at 1715.

Thank you and don't forget to do something splendid for that special love in your life!

*Stephen Miles  
Care Center Administrator*

# Getting the Word Out...



Healthy Work Community detailed work begins

The Healthy Work Community initiative will begin to take shape this year, following approval in December by Catholic Health Initiatives leadership. St. Elizabeth employees, Amy Dunkak and Jerry Nickell participated in the initial planning of Healthy Work Community.

Calling the project the "right thing to do," the Board of Stewardship Trustees and President's Council approved implementation to be phased in during the next few years. Given our tough economic times, Healthy Work Community leaders will introduce programs with careful consideration of financial realities and good stewardship.

St. Elizabeth employees will have opportunities to partner with CHI and participate in the Healthy Work Community programs that will provide greater opportunities for physical and financial health now and into retirement.

First phase addresses medical coverage with an approved implementation schedule now in hand, the Healthy Work Community team has begun detailed planning for the first phase of programs.

While we have few details to share at this point, we do know that:

- Our mission to create healthier communities extends to our own workplace for the good of our employees. Healthy Work Community will provide opportunities for employees to meet their basic needs, including affordable health care, adequate retirement savings and programs to improve health. Healthy Work Community is a multiyear commitment beginning with building the infrastructure we need to reach our long-term objectives.
- Benefits-eligible employees will have an additional medical plan option to choose from. We also expect to make some modifications to our existing plans. You will learn about the changes in July, once the details can be completed. The new options will be available during annual enrollment in November, becoming effective Jan. 1, 2010.
- We are creating new ways to regularly deliver employee-related information and promote employee engagement with CHI, starting in July.
- Over time, the Healthy Work Community initiative will include additional programs and policies that promote physical and financial health for all employees.

More details coming in July Healthy Work Community implementation team will spend the coming months developing program details and timing. You will learn more in the Pulse and elsewhere when more details are available in summer 2009.

*Amy Dunkak*  
*Director of Communication and Business Development*

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## Windy Birthdays....

It's time to start thinking of birthdays that (hopefully) bring in warmer weather. Here are the people who will be celebrating their birthdays in March!

|             |          |            |          |
|-------------|----------|------------|----------|
| Angela B.   | March 6  | Dana K.    | March 15 |
| Kelly W.    | March 7  | Laura A.   | March 16 |
| Marianne S. | March 8  | Kelly A.   | March 19 |
| Pimchan C.  | March 10 | Casey W.   | March 20 |
| Joann I.    | March 10 | Tina A.    | March 23 |
| Flint S.    | March 10 | Glynda A.  | March 23 |
| Dr. Eric S. | March 11 | Nancy J.   | March 23 |
| Becky C.    | March 14 | Karen K.   | March 23 |
|             |          | Susan A.   | March 26 |
|             |          | Sheri K.   | March 27 |
|             |          | Shirley I. | March 28 |
|             |          | Bonnie P.  | March 29 |

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### A Summer Day in January?

The EAC put on a great BBQ and Summer Party on January 28. Janet and Shirley braved the cold weather to make some awesome hamburgers for us (Thanks, Ladies!). Angela B. won the Costume Contest, Julie B. won the Beach Ball Toss, and Flint S. won the Squiggle Contest.

Thank you, Employee Activity Committee, for bringing a little sunshine into our lives!

January was an amazing month for us in the I CARE arena. A BIG "Thanks" to these people for demonstrating their values so effectively!



Annette G. (6)  
April W.  
Brandi P (2)  
Carolyn H.  
Dana K. (2)  
Darla D.  
Della M. (3)  
DJ N. (2)  
Greg G.  
Homer R.  
Jamie G. (10)  
Jody A.  
John L. (3)  
Judy S. (6)

Lana N.  
Laura A. (2)  
Leanne I.  
Lucy K. (2)  
Megan N.  
Misty G. (9)  
Pim C.  
Rex K.  
Shirley G.  
Stacy D.  
Susie H.  
Tina A.  
Tom L.  
Tracy L.

As you can see, several people are well on their way to great rewards and celebrations!

### We're on the Web!

[www.St.ElizabethHealth.com](http://www.St.ElizabethHealth.com)

## Mission Moment



I wish you could feel what I feel. Maybe then you would understand what goes on in my heart when I see how the St. Elizabeth "family" comes together to support each other.

At the risk of sounding disingenuous, I feel that the people who work in our facility are the best people on earth. That doesn't mean we don't have our problems, and at times we fight just like most families do. But that doesn't take anything away from the fact that we truly love each other and when the opportunity arises, we are there for each other.

Because of a great idea that Leanne brought to us from her previous experiences, I was able to sponsor a Bake Sale to support one of our own who was dealing with more than she could handle. We

added a "Donation Raffle," where people donated items and their generous donations were compounded by others generously contributing for the raffle tickets. Betty K., Mary Sue E., Autumn S., Jan M., Melonie M., Shauna C., Glynda A., and Alicia T. were the lucky winners, but it wasn't so much about the getting as it was the giving.

This won't be the last Bake Sale. I'm perfecting my cookie recipe, and I can't wait to use it again. I can't wait to see everyone's response. I can't wait to hear Jesus say, "As you have done it to others, you have done it to Me."

*Jerry Nickell*  
*VP Mission & Human Resources / CRD*



### Where Miracles Happen!

The Pulse is a monthly newsletter published by  
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