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"TRUSTING AND ASSUMING
GOODNESS IN INTENTIONS" 1



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the pulse

BUT HE SAID TO THEM, "DO NOT BE ALARMED. YOU SEEK JESUS OF NAZARETH, WHO WAS CRUCIFIED. HE IS RISEN! HE IS NOT HERE. SEE THE PLACE WHERE THEY LAID HIM.

~MARK 16:6

HE IS RISEN – HE IS RISEN INDEED!
HAPPY EASTER

The President's Message

Guiding Behaviors of "Trusting and Assuming Goodness in Intentions"

I have really come to appreciate the Guiding Behavior of "trusting and assuming goodness in intentions" because I believe it is an essential ingredient to the success of the other Guiding Behaviors; in particular "communicating openly, honestly, respectfully and directly."

The true test though to practical application of these Guiding Behaviors is in daily making that personal commitment to take a step of faith. In some instances, it may mean choosing to leave the past behind, in other situations, it might mean trusting and assuming the

goodness of intentions of someone that you do not know well.

Good communication can only work well if there is trust between the participants. What if one of the participants in an exchange has a reason to distrust the other? Have you ever had a conversation where you were unsure if the other person was giving you the "straight story," leaving you to try and decipher what the true message or intent was? Did you walk away thinking that the time spent communicating with that individual was not an effective use of your time?



I would challenge all of us to understand that communicating openly, honestly, respectfully and directly cannot happen in a vacuum. It is the responsibility of each of us, directed by our Guiding Behaviors, to participate in building an environment where our communication can become an extension of our trust in each other.



**Saint Alphonius
Medical Center**

BAKER CITY

May Birthdays

Pattie B.	May 1	Stacy D.	May 15
Jennifer G.	May 3	Susan P.	May 22
Brandi P.	May 4	Ginger W.	May 22
Jason D.	May 5	Lacey O.	May 23
Mandy P.	May 7	James G.	May 24
Stacy B.	May 8	Judy S.	May 24
Elizabeth L.	May 9	Beverly H.	May 25
Amanda M.	May 9	Angela M.	May 25
Cathy G.	May 11	Annette G.	May 27
Mihaela P.	May 12	Andrea M.	May 27
Brent W.	May 13	Glady S.	May 30
Rosemary D.	May 15	Dana B.	May 30

Honduras Trip – Carla S.

When I asked Carla S., RN and House Supervisor, OB "Why Honduras this year?", she immediately replied "because this has been on my bucket list. I really wanted to go the previous year." Unfortunately, due to the timing, Carla wasn't able to get her passport ready for last year's trip. This year, she more than made-up for that, bring along her son Tyson, a dental student at Idaho State to work with Baker City's Sean Benson on the dentistry side of the mission. Coming along as well from Saint Alphonsus Medical Center--Baker City was Liz L.

There was one day in particular that stood out to Carla; "the day we saw over 600 patients! It was great getting to do lots of nursing care... and no charts!" Carla also expressed how much she appreciated both, the people of Honduras and the people she worked with on the trip. "The people were so grateful, kind and humble, and the other members of the team were wonderful and caring individuals."

I asked Carla if she was considering going again; "I can't wait till next year!"



INSPIRED SERVICE AWARD



Annette G. is being recognized for her extraordinary work in the Care Center, resulting in being awarded in excess

of 10 ICARE awards! This outstanding achievement proves your dedication not only to this facility, but also the residents (and families) that you work with daily. Thank you Annette for your service!

- Ray Gibbons



The following is a Testimonial from the family of a patient; we feel this perfectly explains why Pim C. is being

awarded the Critical Difference award:

"So professional and compassionate! Her loving kindness is appreciated by the patient and family.

Pim never startled or awakened the patient from sleep but was gentle. She was timely, courteous, and caring of the needs of her patient.

This family cannot begin to express our sincere appreciation for Pim's genuine kindness and true professionalism! Pim, THANK YOU so much! You are a gem!"





The Critical Difference

March Recipients

Amy B.
Bradey M.
Carrie S.
Casey F.
Cindi M.
Doug L.
Emma D.
Glady S.
Hannah A.
Jeff M.
Jim C.
Julie S.
Kal K.
Kathie P.
Kathy S.
Kcia F.
Laura S.
Liz L.
Lori A.
Mathew D.
Mel H.
Michelle P.
Pim C. (2)
Sarah S. (2)
Sommer S.

Welcome our New CFO, Paul Vachek

For the past couple of weeks, our new CFO, Paul Vachek has had the challenging responsibility of serving as CFO for both, Saint Alphonus Medical Center--Baker City and Saint Alphonus Medical Center—Ontario where he has worked for five and a half years. Right now, he is in Baker several days a week and then off to Ontario for a few. "I'm being flexible based on need."

Paul says in his chosen field of work he, enjoys the numbers and the challenge, particularly the unique and sophisticated nature of healthcare. He also likes the fact that everyday is different. Saint Alphonus Medical Center—Baker City isn't Paul's first time working with a Critical Access Hospital. For three years Paul was employed by a CAH in McCall, ID.

When he isn't making the trip between the two Saint Alphonus Ministry Organizations, Paul is back at his home in Meridian, ID with his family (wife, three sons and daughter). Along with his family, Paul enjoys a wide range of outdoor activities (camping, hunting, and fishing), including a healthy love of soccer (Paul competes on a division 1 Boise team as well as coaching the sport). While growing-up in the Czech Republic, Paul also trained as a serious cross-country skier.

We really appreciate having Paul's financial expertise and talents that he brings to the Saint Alphonus Medical Center--Baker City team. Welcome to our family.

Welcome
Paul to our
SAMC-BC
Family

Paul Vachek,
CFO



EMPLOYEE RECOGNITION BANQUET



Wow, what a blast we had at this years' Employee Recognition Banquet. A red carpet event, including a walk of stars (featuring our very own recognized Associates).

If you were unable to attend, make sure you plan to be present next year, you won't want to miss out again. We had laughs-a-plenty, great entertainment and delicious food.

Special thank you to our Emcees: Betty S. & Brian V. Entertainment: Al K., Sheri K. & Shauna C., John F., Jerry N. & Kathie P. Buffet: Laurie Young & Staff. Major Awards (Golden Bedpans) & Associate Gifts: Chris W., Lindsay W., Alyssa P. and Sheri K. IT Guy: Ben W. Facility Help: Chris W, Alyssa P., Sheri K., Kayla N., Stacy D., Laurie Y., Andrea M., Bob B., Mathew D., Nick M. Award Deliever (Vanna): Stacy D.

The event would not have been the success it was without you sharing your talents. You are very much appreciated!

Ginger



Mission Moment

When I was in high school I decided that I wanted to put together a Volkswagen that I could have as my own car (it's one thing to drive the folk's car around, but having your own car in high school is something else!). While the car itself changed from a Volkswagen pickup (now that's another story!) to a rusty '67 bug, the engine stayed the same.

Here was a problem that I didn't think through

very carefully – I had virtually no money to rebuild this engine. It was a \$40 engine from a junk yard that had run too long without oil and the number 3 rod bearing burned up, essentially melting the bearings to the crankshaft. I had the \$15 to get new bearings, but that was about it. So I took a file and some emery cloth (I can see you mechanics already cringing!) and removed as much of the melted bearing off the

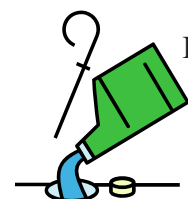
crank without marring it too much, and put it back together.

Believe it or not – it ran! I kept that car for several years and the engine never gave me any trouble.

My point? Sometimes we don't always have all the resource we feel we need, but we do have ingenuity and courage. There may be times in our lives when we want to say, "No, this will never work."

But like it says in the Bible – don't cast away your confidence, because it has great hope of reward.

I've got some VW parts sitting in my shed right now – I wonder what I might be able to do with them?



Blessings!
Jerry

TRINITY HEALTH'S UNIFIED REVENUE ORGANIZATION OPENS 4TH REGIONAL SHARED SERVICE CENTER IN BOISE:

30 POSITIONS OPEN IN PATIENT FINANCIAL SERVICES

On April 18, Trinity Health's Unified Revenue Organization (URO) began moving into the new Shared Service Center (SSC) in Boise. The West Region SSC will support Revenue Management functions for our four Health System hospitals, as well as Saint Agnes Medical Center in Fresno. The other three URO Regional SSCs are in Southeast Michigan (Farmington Hills), West Michigan (Grand Rapids), and Iowa (Mason City).

Patient Financial Service Associates currently working in Boise, and the remaining associates from the Nampa location who will join on May 2, will move into the new 25,000 square foot location at 8757 W. Emerald Street (between Milwaukee and Maple Grove). The SSC will manage patient billing, cash posting, customer service and patient account management. An Open House and Dedication Ceremony will be held at the West Region SSC on May 17.

Trinity Health will add approximately 30 new Associates to support this revenue management work for our hospitals, and would invite you to spread this news to your friends and neighbors who have work experience in this area. Applications for open positions should be submitted through the Trinity Health website at www.trinity-health.org/body.cfm?id=230. We are proud to host the West Region SSC and add these jobs to help our local community grow and thrive.

The URO and Regional SSCs will ultimately allow Trinity Health to better "steward the resources entrusted to us" as we manage health care's complex financial reimbursement processes, respond quickly to regulatory changes, improve physician satisfaction and protect revenues with best practice revenue management innovations, and increase administrative efficiencies with URO standards.

Frequently Asked Questions about the Unified Revenue Organization (URO)

1. Why was the URO created?

- Billing and insurance coverage processes are often complex, confusing, and frustrating for both patients and physicians. The URO will reduce these frustrations and improve customer service for our patients and physicians as staff manage the process.
- Trinity Health revenues are increasingly at risk due to third-party payment reductions, ever changing regulations, compliance exposures and growth in patient payment obligations.
- It is difficult for each Trinity Health Ministry Organization (MO) to independently manage the revenue cycle in the face of these environmental challenges. This is reflected in the large current variation in revenue processes and outcomes across Trinity Health.

2. What does the URO manage?

- The URO manages beginning-to-end revenue processes. Major components of the URO will include the following:
 - Management of all revenue operations across Trinity Health, including, payer contracting, pricing of services, patient access, health information management (HIM), billing and collections, and reimbursement
 - Use of central, regional and MO-based operations to maximize economies of skill and scale
 - High performance through use of metrics and scorecards
- Full transition for all functional areas will occur over a 3-5 year period

3. What is the Vision of Trinity Health's URO?

- The Vision for the Unified Revenue Organization has three major focuses: world class operations, innovation, and recognition as an industry leader.
 - The URO will function as a world class revenue organization committed to achieving full potential revenue in total compliance with regulatory requirements and utmost service for Unified Enterprise Ministry patients and customers
 - The URO will be recognized for our innovation within the health care industry and for collaborative efforts with payers to improve administrative efficiency of the health care system
 - The URO will be recognized as a leader in the industry for:
 - Attracting and retaining exceptionally talented associates
 - Designing and implementing best-practice processes
 - Integrating leading-edge technology in our processes

Vision: Enhance access to health care and add value in every community we serve.

4. What benefits will MOs experience when the transition happens?

- Transitioning to the URO provides high value to our Ministry Organizations and our Mission through:
 - Improved patient satisfaction— Patient Experience Transformation
 - Better compliance with regulations
 - Enhanced physician relationships
 - Strengthen financial stewardship—improved revenues by \$500 million over five years to provide continued support for our Mission to serve our patients and communities
 - Implementation of industry-leading practices
 - Stronger position with payers and vendors using the skill and size of the Unified Enterprise Ministry (UEM)
 - Associate education and training on leading practices

Current Key Patient Financial Services SSC Contacts

- Linda Schaeffer – VP – URO Patient Access & Patient Financial Services
- Tina DeMarco – Interim Director West Region Shared Services
- Mike Frith – Regional Manager, Patient Accounting
- Open - Regional Manager, Patient Access
- Lairea Howell - Patient Access Site Director – SARMC, Boise
- Brandi Kramer, - Patient Access Site Director – SAMC, Nampa
- Tammy Graham - Patient Access Site Director – SAMC – Baker City and Ontario
- Dennis Nelson - Patient Access Site Director – Saint Agnes, Fresno
- Christy Dunbar, OTE Generalist
- Susan Marshall, URO Change Integration