



(inner)Views

Summer 2009

On time, under budget, ahead of the curve

Electronic Health Record implementation nears completion

A report published in the March 25 online edition of the New England Journal of Medicine revealed that only 1.5 % of the nation's hospitals have comprehensive electronic health record systems currently in place. Wheaton Franciscan Healthcare is now among this distinguished minority.

With nearly all of 22 software applications implemented in nine hospitals and more than 30 medical group sites across two states (see "EHR implementation status" call-out box, page five), the System's massive Electronic Health Record (EHR) initiative is coming to completion on time and under budget.

"I wish to say thank you to every clinician who participated in this process," said Jean Sagan Vice President, EHR Operations, announcing the imminent completion of implementation. "An undertaking of this size and magnitude required the collective wisdom of all of you. Congratulations on a job well done!"

The Project

In 2005, Wheaton Franciscan Healthcare committed to the goal of implementing an electronic health record to promote best practices, enhance patient safety, and improve clinical decision making through the availability of dependable, accurate, timely, and actionable clinical information incorporating best practices. The project officially launched in July of 2006.

Three years later: mission accomplished, according to Sagan. "We have not only connected and standardized care, but also improved productivity and quality. Most importantly, based on comments patients have made to me as I'm rounding at our sites, our patients say they feel safer."

And they are safer. As a result of warnings and alerts generated by pharmacy information and medication administration systems, Wheaton now exceeds the 90th percentile in avoiding adverse drug events.

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Wheaton Franciscan Healthcare

Mission

Wheaton Franciscan Healthcare is committed to living out the healing ministry of Jesus by providing exceptional and compassionate health care service that promotes the dignity and well being of the people we serve.

Dear friends...



Characterizing our July 1 transition into fiscal year 2010 is a genuine sense of momentum. This is the result of the hard work of our leaders and associates throughout FY 2009 and our

significant achievements. Most conspicuous among these is the successful implementation of our Electronic Health Record which is coming in on time and under budget. Our cover story in this issue of *innerViews* gives you more details about this extraordinary team effort. FY 2009 also saw notable improvements in the area of Clinical Excellence across the System, as well as impressive savings from our Operational Excellence efforts.

To capitalize on this momentum, we have identified four strategies for FY 2010 which will enhance our pursuit of our six organizational goals: Mission Integration, Patient Service, Clinical Excellence, Employer of Choice, Financial Viability, and Physician Partnership.

Strategy one is to prioritize physician relationships with an emphasis on a mutual commitment to the achievement of Wheaton Franciscan Healthcare goals. This involves ensuring efficiencies within our medical groups while maintaining excellent patient service and clinical outcomes.

Our second strategy builds on our strong clinical outcomes and efforts to eliminate preventable harm by continually optimizing the delivery of patient care. We will achieve this through the use of evidence-based practices, our Electronic Health Record, and continuing promotion of our culture of patient safety.

Strategy three calls us to effectively manage and support a systemwide approach to service excellence by emphasizing the responsibility of all associates to provide superior patient service. To do this we are developing a WFH Patient Service and Accountability Model based on specific patient service measures of success.

Lastly, strategy four is to continue implementing site-specific Operational Excellence initiatives. These include improvements to our revenue cycle processes, optimizing Wheaton Franciscan Medical Group operations, identifying efficiencies within our work flow practices, addressing opportunities for cost savings within our supply chain, and more proactively managing associate benefits and pay practices.

There is a great deal of work to be done. But at the outset of FY 2010, I can say with confidence we are headed in the right direction. Maximizing this momentum within the context of our Mission, Vision, and Values is the plan for the year ahead, as well as the formula for our ongoing success.

Sincerely,

A handwritten signature in blue ink that reads "John D. Oliverio". The signature is fluid and cursive.

John Oliverio
President and Chief Executive Officer

A Word from Our Sponsors



Twenty-five years ago, a young auditor with the firm Lavnethol and Horwath so impressed the Sisters and System leadership, they invited him to join our ministry. That auditor's name was John Oliverio.

John joined Wheaton Franciscan Healthcare in 1984 as Senior Vice President of Finance. He became Executive Vice President in 1989 and in 1998, moved on to become Chief Operating Officer. In 2000 John was named President and Chief Executive Officer of our health care and housing ministries by the Sisters and affirmed by the Wheaton Franciscan Services, Inc. Board of Directors and Sponsorship Board.

Throughout the past 25 years, we have witnessed the continued personal and professional growth of John into a thoughtful, reflective, and visionary ministry leader. He has developed a vision of "the whole" and an understanding "the parts" and knows how to make them fit together and work. A ministry such as ours challenges not only the mind but also the heart. It is the engagement of the heart that makes this work ministry, and John, a ministry leader.

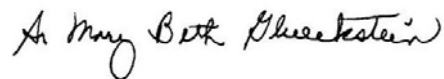
John strives to see the big picture and helps others strive to do this as well. He gives of himself freely and abundantly without always knowing all the details of the good work being done. His work requires him to deal with complex and risky issues but he remains undeterred. In consultation with others, he makes decisions that have allowed the ministry to flourish.

John consistently demonstrates the ability to navigate decisions with moral integrity and discern complex business strategies in light of our Franciscan Mission, Vision and Values. He never loses sight of those we are called to serve, especially the marginalized of our society. He reflects our Mission and Values in all his actions.

Last year during an event commemorating the 25th anniversary of the establishment of Wheaton Franciscan Services, the Wheaton Franciscan Sisters presented John with the Benemerenti Medal. This is an award from the Vatican given to those who demonstrate exceptional service to the Catholic Church, their families, and the community.

For the last three and a half years, John has spent the greater part of each week living in Milwaukee away from his wife and family. This is not without great personal sacrifice on John's part as well as that of his wife, Diane. John has three children, one granddaughter, and is expecting another grandchild in November. If you want to see him light up, ask him about his kids and his grandchild, Gabriella.

On behalf of the Sisters, the WFSI Board of Directors, and all our associates, I congratulate you, John, and thank you for your 25 years of outstanding service.

A handwritten signature in cursive script that reads "Sister Mary Beth Glueckstein".

Sister Mary Beth Glueckstein, OSF
Chair, Sponsor Member Board

System Emergency Departments have reported improved performance through better documentation. And electronic signature capabilities have improved physician completion of chart deficiencies by more than 40%.

In addition to clinical benefits are significant financial savings.

"We're bringing the project in under budget and we are beginning to realize the financial benefits," says Dr. Steve Cardamone, Senior Vice President and Chief Medical Officer. These include:

- Reduced orderables by 71%
- Decreased Medical Records overhead for a 14% savings
- Reduced IV waste by 10%
- Decreased Radiology overhead for more than \$2 million savings year-to-date
- Decreased record storage costs by 94% at one site
- Increased Emergency Department revenue by 40% at one site

Presenting to the Board

In June, Dr. Steve Cardamone, Senior Vice President and Chief Medical Officer presented this information to the Wheaton Franciscan Services Board of Directors.

"The board was very energized and appreciative of the work the organization has done to bring us to this point," says Cardamone. "They recognize the effort involved to get a project of this scale and complexity implemented with few controllable delays, within our budget, and now starting to realize clinical and financial benefits."

Dr. Cardamone admits he enjoyed being the bearer of good news, but made sure the Board understood Wheaton's EHR implementation was the result of a massive team effort.

"None of this could have been accomplished without the support and engagement of our physicians, our clinical staff, and, of course, our Information Services Department," says Cardamone. "And I have to recognize organizational leadership, as well, especially John Oliverio and the Board. From the beginning they said, 'you need to do this as an organization. This is going to be important for the way you deliver care, to support patients, to enable caregivers, and to be competitive.'"

What's next?

"Over the next couple of months, while we wrap up implementation at the remaining sites, we'll be transitioning away from implementation mode into an optimization of the current applications," explains Sagan. "That's where the end users say, 'okay I've got this up and running, I need to change it, or I think I can do this better.' How do we do that? How do we maintain that? That's where a whole different philosophy comes in. We're no longer rolling this out. Now we've got to come back and say, 'what can we increase or change in some manner, shape, or form?' That's the next phase of the Electronic Health Record."

A major factor in this next and future phases of our Electronic Health Record is The American Reinvestment and Recovery Act (TARRA), also known as the stimulus package. On February 17,

2009, the federal government committed \$19 billion to encourage hospitals to employ "certified" electronic health records and demonstrate their "meaningful use." For Wheaton, this could mean a significant multi-million dollar benefit.

"The stimulus opportunity is continuing to evolve," says Cardamone. "Jean Sagan is really the point person for the organization to help us stay current with the detail as it evolves and to help us make sure from a planning and implementation standpoint that we maximize our opportunity."

Among the evolving details are definitions of the terms "meaningful use" and "certified electronic health record," as well as the criteria for demonstrating compliance with these requirements.

"I've talked to peers around the country, particularly around the state, people in roles similar to mine, and we all have a lot of questions," says Sagan.

Nonetheless, she is confident that based on the breadth and depth of our deployment, Wheaton will meet criteria for "meaningful use."

"If you look at the preliminary data coming out of the federal government, we believe we're in a pretty good position to be able to maximize our opportunity to collect the dollars."

In order to keep abreast of the latest TARRA definitions and requirements, Sagan is tuned into a number of EHR related networks.

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"I'm signed up to get e-mail alerts and updates from the Health and Human Services Secretary's office, our EHR vendor McKesson, The Wisconsin Hospital Association, and others," explains Sagan. "Greg Smith, our Senior Vice President and Chief Information Officer, is a member of the College of Healthcare Information Management Executives. So we're linked into a variety of sources and everybody is networked together to get information and stay on top of it, because it's coming out rapidly."

Sagan says federal stimulus funds for compliant EHR users will likely be distributed beginning October 2010.



Despite the incredible accomplishment full implementation represents, both Sagan and Cardamone emphasize that the EHR is one initiative that is never really "done."

"From the Board's vantage point, they see the EHR as a tool to help us continuously improve the clinical information available for caring for patients as well as our ability to be successful with the TARRA benefit and position our organization for health care reform," says Cardamone.

"Our journey is not complete," adds Sagan. "We have a lot of work before us."

EHR implementation status

Iowa

- Covenant Medical Center: All applications implemented
- Sartori Memorial Hospital: All applications implemented except Horizon Expert Orders (HEO), still in process.
- Mercy Hospital: All applications implemented except HEO, still in process.
- Covenant Clinic: Horizon Ambulatory Care (HAC) currently being implemented at all sites, expected completion March 2010.

Southeast Wisconsin - North/Central Markets:

- WFH - Elmbrook Memorial: All applications implemented except HEO, still in process.
- Wheaton Franciscan - St. Joseph Campus: All applications implemented except HEO, still in process. Also Admin RX. in Neonatal Intensive Care Unit expected to be implemented before the end of 2009. The Wisconsin Heart Hospital Campus: All applications implemented except HEO, still in process.
- WFH-St. Francis: All applications implemented except Horizon Expert Documentation (HED) for mental health, and Clinical Profile History (CPH), which go live on August 11.
- WFH-Franklin: Horizon Physician Portal/Horizon Patient Folder, Horizon Order Management, Horizon Meds Manager, Clinical Profile History, Picture Archiving & Communications System, and Horizon Surgical Manager implemented. Documentation for inpatients using HED and Admin Rx will roll out in FY11. HEO implementation TBD.
- Wheaton Franciscan Medical Group: Horizon Ambulatory Care (HAC) currently being implemented at all sites.

Southeast Wisconsin - South Market

- WFH-All Saints: Phase II HED implementation scheduled for September 15 go-live. HEO expected to go-live in December.
- Wheaton Franciscan Medical Group: HAC is currently being implemented.

RepTrax eliminates the hassle of vendor tracking and management

“People were so nice to work with and so excited about this,” says Terri Kendrick, Director of Purchasing. “Everybody was on board and everybody thought it was a good idea.

That idea was RepTrax, an Internet-based vendor management and credentialing system recently implemented at Wheaton Franciscan Healthcare acute care sites in Wisconsin and Iowa. RepTrax enables Supply Chain, OR Directors, physicians – anyone who interacts with outside sales, service, and delivery personnel – a quick and convenient means of qualifying, tracking, and monitoring vendors doing business with our organization.

The need

For reasons of health and safety, The Joint Commission requires health care facilities to employ a vendor tracking system of some form or another.

“Prior to RepTrax, it was all paper,” explains Kendrick. “And each facility had to do its own forms, so we were duplicating efforts.” Not surprisingly, the process was difficult to manage. “Vendors were entering the facilities’ many access points and clinicians were being interrupted while taking care of patients. That’s taking away from patient care.”

Patient safety, infection control, and associate health and wellness are concerns as well. “When a vendor goes into the Operating Room, there’s a lot of credentialing and criteria that

have to be met,” says Kendrick. Proof of vaccinations, proof of general liability, criminal background check, and drug screening are among the requirements. Gathering and



tracking this information with a paper system can prove cumbersome, time consuming, and inaccurate.

When Kendrick first learned about RepTrax in 2007, she immediately saw its value and proposed the solution. It was not until Dr. Kenneth Redlin, Vice President of Medical Affairs at WFH-St. Francis, became involved, however, that the project gained significant momentum.

“All the OR Directors had been working on this independently as I had been,” Kendrick recalls. “But then Dr. Redlin stepped up and said ‘no, we really need this’ and really helped get this off the ground. He was our champion.”

The team

Once she received approval, Kendrick went about assembling

her team to facilitate customization of the RepTrax system to meet Wheaton’s needs.

“I tried to touch anybody I thought would have any insight, opinion, or feedback regarding the project,” she says.

In addition to Redlin and the OR Directors, this included representatives from the following departments:

- Logistics Supply Chain
- Information Services
- Infection Control
- Office of General Counsel
- Security
- Risk Management
- Associate Health and Wellness
- Mission Services
- Human Resources
- Pharmacy
- Educators
- Chan Auditors

Kendrick worked closely with OR, Infection Control, and Associate Health and Wellness to establish specific health requirements. “They told me exactly what they wanted to be included and what the requirements were.” Depending on where vendors seek entry, they must now provide proof of vaccination against Chicken Pox, Hepatitis, Measles, Mumps, Rubella, Tetanus, and Tuberculosis.

In addition to all standard legal criteria, the Office of General Counsel added requirements

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such as evidence of Employer Product Service Competency, verification of clearance from the Excluded Parties List System (an information source about persons excluded or disqualified from covered transactions), and clearance from the Office of Inspector General to validate their ability to do business in the United States.

“We also put our purchase order terms and conditions, payment terms, and return policies in there,” says Kendrick. “If a vendor wants to do business with us, they can see all the terms and conditions they need to agree to.”

Mission Services ensured that our Wheaton Franciscan Mission statement was placed prominently within the program as well. Vendors are required to read the statement and acknowledge that they have done so before they can complete their qualification.

How RepTrax works

Vendors fill in qualification requirements only once per year on the www.RepTrax.com Web site. Once approved, they may visit our facilities any time. Upon arrival, they locate the RepTrax computer kiosk in the hospital lobby and sign in.

“They enter what time it is, who they’re going to meet, and how long they’re going to be there,” Kendrick explains. “Then a printer at the kiosk prints out an adhesive badge for them so everybody in the hospital knows they are a vendor who is approved to be in the facility.” Vendors must also sign out when

they leave.

Meanwhile, Wheaton associates on the system can monitor all vendor activity.

“If I’m an OR director, I can go in and look at my facility, see who’s been in here to visit, even narrow the search down to my department,” says Kendrick. “There’s also an option for filing grievances or complaints if a vendor has done something inappropriate.”

Were a complaint significant enough, RepTrax enables the administrator to lock out offending vendors. “Hopefully, we’ll never have to do that. Actually, the one complaint we did have turned out to just be a misunderstanding. It was actually kind of nice because we were able to go back to the person who filed the complaint and the vendor so they could confront the issue instead of just letting it fester. Everything worked out in the end,” Kendrick says.

RepTrax serves as a communication tool as well, enabling users to e-mail all vendors at once regarding organizational changes, meetings, or other needs.

Lastly, one of the most attractive features of RepTrax is its price. While vendors are required to pay a \$300 annual access fee, the system is absolutely free to Wheaton Franciscan Healthcare.

“For us the only costs were the time it took Information Services to set up and validate the vendor log-in computers at each of the sites and my time in working with

the team to build our requirements into the system.” Other than the small \$100-a-piece badge printers at each kiosk, no new equipment was required for the process. The log-in computers were borrowed from work stations no longer in use.

According to Kendrick, there are only a few companies in the United States who provide comprehensive electronic vendor tracking systems. Reptrax is one of the largest and also has an existing agreement with Consorta, Wheaton’s health care group purchasing organization. “They had done all the leg work already to ensure this was the best system for our facilities.”

RepTrax participating facilities

Southeast Wisconsin

- WFH - All Saints
- WFH - Elmbrook Memorial
- WFH - St. Francis
- WFH - Franklin
- Wheaton Franciscan— St. Joseph and The Wisconsin Heart Hospital Campuses
- Midwest Orthopedic Specialty Hospital
- WFH - Wauwatosa

(Phase 2 will include Wheaton Franciscan Medical Group locations)

Iowa

- Covenant Medical Center
- Sartori Memorial Hospital
- Mercy Hospital

Measures of Our Mission

Franciscan Ministries, Inc. Resident Service Coordinators recognized for outstanding service

Danny Gutierrez and Kathy Lingwai, two Resident Service Coordinators at Wheaton's housing ministry, Franciscan Ministries, Inc. (FMI) were honored at a recent Illinois division of the U.S.

Wheaton Franciscan Healthcare's Mission is to live out the healing ministry of Jesus by providing exceptional and compassionate health care service that promotes the dignity and well being of the people we serve. Beyond providing excellent care and service, our Mission calls us to address the needs of our communities, especially those of the poor. Here is one example of associates living out our Mission in the communities we serve.

Department of Housing and Urban Development (HUD) Conference. A HUD appointed committee of peers recognized Danny and Kathy as being exemplary of best practices that have made a difference in assisting the residents of their respective housing communities.

Danny Gutierrez

Danny was recognized for his development and management of a visionary program.



Shortly after beginning with FMI in 2008 at Constitution

House, Danny realized a common need among the independent elderly population was vision correction. Many of the residents had not received eye exams in recent years and were in need of updated prescriptions. Most, however, could not afford new lenses and frames. Danny approached a local division of eyeglass provider, Lenscrafters, to see if arrangements could be made. Danny ultimately connected 50 income qualified senior residents with eye exams, new frames, and prescription lenses.

Danny also supports the efforts of the Constitution House Incredibles, a band of

80 and 90-something Constitution House residents who play music, sing songs, and perform skits throughout the Aurora, Illinois area.

Kathy Lingwai



Kathy was recognized for her work in bringing PACT - Police and Children Together - to FMI. PACT is a program which brings local police officers and children ages nine through 12 together for five days of leadership development, character building, and personal mentoring.

Thanks to Kathy, the program now also includes a visit to FMI's Colony Park. There children spend time with senior residents doing homework projects, playing games, or helping with tasks like clearing snow, emptying trash, and cleaning closets. Participants and residents alike enjoy the company and friendly exchange of 'when I was your age' stories.

Of the 250 coordinators present at the Illinois HUD Conference, Danny and Kathy were the only two recognized for their extraordinary efforts. More importantly, they represented the Franciscan tradition at its finest as well as FMI's Mission to promote the wholeness of life in ourselves and the communities we serve.

Affinity and Wheaton pioneer interactive web technology

WebOuts bring the human touch to systems' Web sites

You might say MyWheaton.org – the Web site for Southeast Wisconsin - recently got some personality; actually, a lot of personalities. Twenty-nine Wheaton Franciscan Medical Group physicians put their bedside manners on the World Wide Web with the addition of WebOuts to their online profiles.

WebOuts are short interactive videos that give doctors the ability to “walk out” of their personal Web page and speak directly to current and prospective patients searching MyWheaton’s Find a Doctor function.

“Our hope is that these WebOuts will really appeal to people looking for a doctor and give them the sense that they’re getting to know our physicians as individuals,” says Ann Saqr, Vice President, Marketing. “Choosing a doctor is a very personal decision so anything we can do to bring some of the human touch to the process is great. I think WebOuts do this in a big way.”

Each WebOut was carefully crafted with individual doctors to give viewers a feel for who the doctor truly is as a person; his or her philosophy of medicine, reasons for becoming a doctor, even personal hobbies and interests. The end result is comforting, compelling, and sometimes entertaining.

“We find that the most powerful resource of any organization is overwhelmingly the people that work within the organization,” explains Michael Hagen, President of WebOuts. “WebOuts give the public access to the subject

What’s a WebOut?

See for yourself. Go to:
<http://www.mywheaton.org/about/webouts.asp>
 or
<http://www.affinityhealth.org/page/Doctor>

experts to share the passion they have about the products and services they offer.”

Affinity the pioneer

WebOuts, LLC, a Green Bay, Wisconsin-based company, has provided their interactive technology services for a variety of industries: from Daytona International Speedway, to Schneider

“Affinity and Wheaton have been early adopters, and we commend their commitment to innovation in how they serve their patients.”
 - Michael Hagen, President of WebOuts

National Trucking, to the Orlando Hispanic Chamber of Commerce. Affinity Health System was the first health care organization on the WebOuts client list.

“Before we began the ‘Find a Doctor’ project, we first helped Affinity in 2007 with an internal United Way informational WebOuts e-mail that was sent

to their employees,” says Hagen. “We created a couple of internal HR WebOuts e-mails as well. These were very well received.”

Based on response to the WebOuts e-mails,

Affinity leaders wondered if there might be other applications for this technology.

“Jen Wagner Mauk, Executive Director, Brand and Marketing Communications and Vince Gallucci, Chief Administrative Officer,

sat down with the WebOuts guys and started brainstorming,” relates Affinity’s Sarah Jedlicka, Marketing Associate. “That’s where they developed the idea to use WebOuts in our Find a Doctor physician profiles.”

Affinity is now about halfway through its Find a Doctor project, with 100 of their 200 medical group physicians

reaching out to patients through a personal WebOut.

“Patients have told us they very

much appreciate being able to see something of a doctor’s personality when selecting a physician,” says Jedlicka. “We’ve also been able to save a lot in advertising costs because we’ve dropped more than half of our Yellow Pages listings.

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"We just concentrate on driving people to our Web site. Now when we hire a new physician, we try to produce their WebOut right away."

Affinity also features WebOuts on each of their hospital homepages, with the presidents of St. Elizabeth Hospital, Calumet Medical Center, and Mercy Medical Center personally welcoming users to the site and presenting a quick overview of the hospital's philosophy of care. And internal WebOut e-mails continue to be used to announce United Way campaigns, the opening of the Affinity apparel store, and more.

Within Wheaton, 29 physicians participated in the first phase of the WebOuts project. The second

phase, currently underway, consists of WebOuts for the 24 physicians at Wheaton's joint venture Midwest Orthopedic Specialty Hospital.

"What is interesting is seeing the differences in how organizations use our services," adds Hagen. "Every organization has a different personality - something that sets it apart and makes it great at what it does. The physicians at Affinity and Wheaton are professionals with a sincere commitment and care for their patients, and it is extremely evident in their WebOuts messages. Affinity and Wheaton have been early adopters, and we commend their commitment to innovation in how they serve their patients."



BEFORE

AFTER

My Connect

Human Resources' contest to increase associate awareness and utilization of *My Connect*, the private self-service zone of our online HR service center, was a great success. More than 1,400 self-service cases were processed in the month of June, the duration of the contest. This represents a 300% increase in self service cases from the previous month. Non contest-related inquiries included questions about benefits, leave administration, payroll, pension, recruitment, tuition reimbursement, and more. Twenty-four lucky winners were selected from among the many participants.

The *innerViews* survey – What you said

InnerViews has been Wheaton Franciscan Healthcare's system newsletter since 2001. Its purpose, then and now, is to serve as a tool for sharing important news, celebrating successes, and reinforcing how the people of Wheaton Franciscan Healthcare live out our Mission, Vision, and Values.

With the Fall 2008 issue, *innerViews* became an exclusively "electronic" publication. In the interest of Stewardship, it was decided to forego the printed version of the publication and instead post an electronic version online which readers could access via an e-mailed link. The savings in printing, design, and mailing costs have proven significant. Better yet, readers seem to prefer the electronic format.

After the release of the Spring 2009 issue, a survey was conducted asking readers a number of questions regarding the format and content of *innerViews*. When asked, "Do you like the new electronic format as opposed to a hard copy?" 78% of the 224 readers responding, answered, "yes." Furthermore, 79.1% said they read the publication on screen and do not print it out.

"I think it's just more convenient online," said one respondent. "When I have a few minutes, I can go back and look at it."

"I can save it until I have time to read it or forward it home if necessary," said another.

"Thanks for going green," said a third.

These results certainly concur with current publishing trends and

bolster plans to convert other Wheaton publications to an all-electronic format in the future.

Other Results

Questions about content and reading habits produced encouraging results as well.

Are you reading innerViews more or less in its new electronic format?

More - 26.6%
Less - 26.1%
About the same - 47.3%

Do you read innerViews?

Always - 28.8%
Often - 23.4%
Sometimes - 32.4%
Never - 15.3%

How thoroughly do you read innerViews?

Cover to cover - 20.2%
Articles of interest - 46.3%
Skim through - 33.5%

Does innerViews represent what is important to WFH leaders?

Yes - 62.3%
No - 4.7%
Unsure - 33%

Does innerViews give you a good overview of what is going on across the System?

Yes - 68.7%
No - 8.2%
Unsure - 23.1%

You're the editor

Open ended survey questions asked what kind of articles readers would like to see in *innerViews* as well as any suggestions for overall improvement.

A number of respondents

requested more human interest stories highlighting how individual associates live out our Mission. Others said they would like to see more of a clinical focus; articles about clinical improvements around the System, the role of clinicians, and accomplishments in ancillary and support areas. There were requests for more overviews of different departments, their day-to-day activities, and how they fit into the larger Wheaton picture. A few were looking for more information about the Vision of Wheaton Franciscan Healthcare, specifically future strategies, projects, and affiliations on the horizon. Some requested more balanced coverage of markets and regions as well as more stories about our housing ministry, Franciscan Ministries, Inc. There were requests for more information regarding health care trends, issues, and proposed legislation. And a few requested more in-depth articles about issues within and outside the organization.

Some intriguing new ideas included an online discussion group where readers could exchange thoughts, questions, and suggestions regarding various articles in real time; and more aggressive publicizing of *innerViews* online availability reminding associates it is there for the reading.

Thank you to all who participated in the *innerViews* survey. Your feedback is greatly appreciated. While not all suggestions fell within the scope of *innerViews'* organizational function, your responses, both directly and indirectly, ultimately make for a better overall System newsletter.



Health care reform has dominated the headlines for much of this year and is likely to continue doing so at least into September.

Generally, there is consensus that the American health care system is in need of reform.

That consensus ends,

however, when the discussion turns to the extent of that reform, how much it will cost, and how to pay for it. Not surprisingly, the debate falls pretty much along party lines.

President Obama effectively kick-started the debate by publicly outlining his plan for health care reform in Green Bay, Wisconsin last June. A key component of the President's plan – and the primary point of contention in this debate - is the creation of a government-sponsored health insurance program available to all, also known as "the public option."

Democrats contend such a program would ensure coverage of the nation's nearly 47 million uninsured and 25 million underinsured while fostering greater competition within the insurance market. This, they believe, would drive down the costs of private insurance options.

Republicans counter that a government-sponsored plan would keep its prices artificially low through tax subsidies and price controls, making it virtually impossible for private insurance companies to compete. They are also concerned that the cheaper public option would encourage employers to drop their expensive private plans, forcing employees to either purchase a private plan on their own or go onto the public plan.

The Republicans' alternative proposals include redirecting the tax exemption on employer-provided health benefits from employers to individuals, making health insurance affordable and portable; relaxing regulations on private insurance companies to increase competition and lower costs; providing incentives for Health Savings Accounts; and creating high-risk pools to help cover those with pre-existing conditions.

Democrats argue that redirecting the tax exemption from employers to individuals would not provide individuals and families sufficient funds to purchase quality health insurance. They also fear that with the influx of individual policyholders, insurance companies would have less incentive to control their costs or retain sick policyholders.

Recent reports out of the non-partisan Congressional Budget Office concerning the anticipated costs of the leading reform proposals out of the House and Senate have made rapid passage of any bill unlikely. Heading into the August Congressional recess, lawmakers are searching for ways to lower the cost of their plans, means to fund them, or alternative proposals.

As the debate continues, it's important for all of us in health care to keep informed about the various proposals being forwarded, their costs, the potential consequences on our industry, and, most importantly, the potential impact on our patients.



Many members of Congress will be holding informational town hall meetings over the August recess regarding health care reform. Contact your representatives to find out if and when they are holding town hall meetings. Contact information can be found at:

<http://www.usa.gov/Contact/Elected.shtml>

Iowa



One hundred and twenty golfers participated in the 2009 **Wheaton Franciscan Healthcare Foundations' Golf Classic** on May 18 at the Beaver Hills Golf & Country Club in Cedar Falls. Participants enjoyed a day of free food, beverages and prizes. The tournament wrapped up its third year in which it has raised more than \$40,000 for the Covenant, Sartori Health Care and Mercy Foundations.

Sartori Memorial Hospital once again held its Career Fair with Partners in Education, Hansen School in Cedar Falls. The fair attracted the attention of Danielle Wagner's "You've Got Class" segment seen on KWWL-TV. Once a year Hansen 6th graders, as part of their unit on careers, come to the hospital and visit various departments. This year more than 50 students saw first hand what the Nursing, Plant Engineering, Wellness, Dietary, PT, ER, Radiology, and Pharmacy professions had to offer.

Illinois

\$50,000 in scholarships for post-high school education was awarded to 26 students with disabilities from the greater Chicagoland area by the

Marianjoy Scholarship Program, now in its 15th year. This year's recipients include young men and women studying electrical engineering, architecture, law, medicine, journalism, teaching and music. The students are attending colleges and universities all across the country including Massachusetts Institute of Technology (MIT), University of Illinois, University of Wisconsin, Arizona State University, Northern Illinois University, Loyola University, and Vandercook School of Music. Six of the recipients are former Marianjoy patients.

Rush Oak Park Hospital's Inpatient Diabetes Management program again has been awarded the Joint Commission's Gold Seal of Approval™ for health care quality. It is one of seven hospitals in the country and the only hospital in Illinois to have earned certification for advanced inpatient diabetes. The Joint Commission measured Rush's program against standards the Joint Commission developed with the American Diabetes Association. In their evaluation, they observed staff working directly with patients, interviewed staff, assessed the program's processes, and its ability to evaluate and improve care. They made no recommendations for improvement.

Rush Oak Park Hospital joined other area hospitals for a June 27 EMS Region 8 disaster preparedness exercise to extend surge capacity. Members of Rush's Facilities and Environmental Services staff worked side by side with representatives from hospitals around the region first to inflate giant emergency air shelters, then to zip them together

to produce more than 5,000 square feet of emergency surge capacity. Combined, the shelters produced enough additional space to accommodate about 60 patient beds. Some of the tents were set up as decontamination shelters. Air conditioning piped from ceiling



vents in other tents, keeping them cool on an otherwise warm day. The self-contained shelters are mobile, having arrived from their respective hospitals in trailers, and can provide additional space at any scene. As quickly as they went up, they came down in a matter of minutes. By combining assets, hospitals in EMS Region 8 were able to purchase the emergency shelters with federal grant funding.

Rush Oak Park Hospital recently dedicated two full days to review emergency procedures and evacuation plans in preparation for possible power and water supply outages. Staff completed several training sessions for full-building evacuation and then was put to the test when a mock power outage was announced. Clinical and non-clinical employees transported mock patients down several flights of stairs to the ground floor while an Incident Command Team comprised of members of Rush management and administrative teams worked by the bluish light cast by hand-crank camping lanterns.

Wisconsin

Wheaton Franciscan Healthcare in Southeast Wisconsin has once again been named a Top Milwaukee Workplace by The Business Journal's Top Milwaukee Workplaces awards program.

The award recognizes our commitment to assessing and improving our organization as an employer.

Wheaton was selected as a winner in the large company category (1,001+ employees), based on the benefits we

offer as well as the responses more than 500 associates provided on their employee surveys, enabling us to attain a high overall survey score.



Franciscan Ministries, Inc.'s Villa St. Clare has been awarded a grant of \$20,000 from the Wisconsin Housing and Economic Development Authority (WHEDA). The grant application was selected through the Persons-in-Crisis Housing Program, Permanent Housing Category which held a grant competition attracting 96 applications representing \$2.2 million in requests. Forty-five organizations will share \$500,000 in available grant funds to create or improve approximately 1,024 beds/units statewide. These funds will be used to repair a weakened foundational footing at Villa St. Clare.

The Pavlic Center at Wheaton Franciscan-Elmbrook Memorial, Dr. Norwood Anderson's Wheaton Franciscan Cancer Care office at WFH-Wauwatosa, and the Wheaton Franciscan Medical Group office at 13950 West Capitol Drive in Brookfield were each recently awarded **gold awards from the American Society of Interior Designers (ASID)**. ASID chapters across the



An oncology bay at Dr. Anderson's Cancer Care office.

United States and Canada hold yearly awards competitions. Jurors use a scorecard to judge each project based on certain criteria including: appropriateness of design solution, functional use of space, innovation and creative use of space, scale and proportion, color composition, and how design elements effectively solve the design challenge. Interior design for the projects was provided by Eppstein Uhen Architects in Milwaukee.



The YMCA of Metropolitan Milwaukee and Wheaton Franciscan Healthcare celebrated **the opening of the YMCA Healthy Lifestyle Village in Brown Deer, WI, at a special Blessing/Ribbon Cutting event June 17.** The Village is a collaboration between the two organizations and is the first of its kind in the area. It offers joint programming including health screenings, community health and wellness education, outpatient therapy and rehabilitation, aquatic rehabilitation programming, stress management, and shared use of fitness equipment.

Wheaton Franciscan – St. Joseph Campus Foundation recently received a \$10,000 grant from the Catholic Community Foundation to support the St. Joseph Baby Safe Haven efforts. St. Joseph initiated a formal Baby Safe Haven program in 2004 to prevent infanticide and unsafe abandonment of newborns. The program works in accordance with the Wisconsin infant safe haven law. Since 2004, 16 babies have been born at or brought to the Baby Safe Haven Program at St. Joseph. Twelve of the 16 have been left since February 2008, including three in a single week.

A YMCA Day Camp opened for business at Wheaton Franciscan Healthcare – Franklin, June 15.

The day camp is for children ages 4 through 12. When a major industrial fire in Cudahy forced the evacuation of the South Shore YMCA Day Camp, more than 100 campers were transferred to the WFH – Franklin camp. WFMG Pediatrician Sanjeev Shukla talked to the campers about smoke inhalation, and Safety Officer Adam Perez discussed fire safety.



A new program called *Type 2 Diabetes BASICS* launched at WFH-Wauwatosa in May and is rolling out to all other Wheaton locations in Southeast Wisconsin that provide diabetes education. *Type 2 Diabetes BASICS* is a comprehensive, standardized diabetes education curriculum developed by the International Diabetes Center (IDC).

US News and World Report recently rated Lakeshore Manor in Racine among the Best Nursing Homes in America. Of more than 15,000 rated, Lakeshore Manor received a five-star overall rating and the notable title of being one of the Best in America. The magazine rates the nursing homes on a five-point scale looking at health inspections, nurse staffing, and quality measures.

Wheaton Franciscan Cancer Care – All Saints has been granted a three-year/full accreditation designation by the National Accreditation Program for Breast Centers (NAPBC), a program administered by the American College of Surgeons. All Saints represents one of only 10 breast centers currently in Wisconsin to achieve this recognition. Accreditation by the NAPBC is only given to those centers that have voluntarily committed to provide the highest level of quality breast care and that undergo a rigorous evaluation process and review of their performance. During the survey process, the center must demonstrate compliance with standards established by the NAPBC for treating women who are diagnosed with the full spectrum of breast disease. The standards include proficiency in the areas of center leadership, clinical management, research, community outreach, professional education, and quality improvement.

Wheaton Franciscan-All Saints and other Wheaton facilities throughout Southeast Wisconsin took part in “Exercise Red Dragon,” the U.S. Department of Homeland Defense’s first-ever



full-scale major chemical decontamination exercise with military and civilian participants in

realistic environments. The purpose of the exercise was to test the military and area hospitals’ ability to coordinate, communicate, and continue patient care in a large-scale incident. Three thousand soldiers from the 415th Chemical Brigade of the U.S. Army Reserve Unit, hospital staff at nine area hospitals, and community first responders participated in the exercise.

Affinity Health System’s Mercy Medical Center has earned the Gold Seal of Approval™ from The Joint Commission for Primary Stroke Centers. Mercy Medical Center earned this distinction after the Joint Commission conducted an on-site review. The Joint Commission’s Primary Stroke Center Certification is based on the recommendations for primary stroke centers published by the Brain Attack Coalition and the American Stroke Association’s statements/guidelines for stroke care. The Joint Commission launched the program - the nation’s first - in 2003.

Affinity Health System’s St. Elizabeth Hospital Laboratory and Mercy Medical Center, have been awarded accreditation by the Accreditation Committee of the College of American Pathologists (CAP) based on the results of recent on-site inspections. During the CAP accreditation process, inspectors examine the laboratory’s records and quality control of procedures for the preceding two years. CAP inspectors also examine the entire staff’s qualifications, laboratory equipment, facilities, safety record, and overall management of the laboratory.

United Hospital System donated \$15,000 to the Scout Leaders Rescue Squad solvent. The Scout Leaders Rescue Squad is an all-volunteer rescue agency, which has operated since 1930, consisting of sixteen trained emergency medical technicians, operating two ambulances, a mobile first aid step van, an off-road rescue vehicle and a 16-foot dive rescue boat.



Photo courtesy of Kenosha News

The squad provides EMS services for local events, and pairs with the Kenosha Fire Department and the Sheriff's Department to help with dive operations and other rescue activities. Most of the money will go to pay the group's insurance premiums.

United Hospital System has been awarded accreditation by the Commission on Laboratory Accreditation of the College of American Pathologists (CAP), based on the results of a recent on-site inspection. Inspectors examine the records and quality control of the laboratory for the preceding two years, as well as the education and qualifications of the total staff, the adequacy of the facilities, the equipment, laboratory safety, and laboratory management to determine how well the laboratory is serving the patient.

EHR wins VIP Award

Wheaton Franciscan Healthcare has received a 2009 VIP Award from McKesson Technology Solutions for our success in using information technology (IT) to enhance patient safety across nine hospitals and more than 60 physician offices. The VIP Awards are presented annually to organizations that demonstrate vision, innovation and performance in the use of health care IT.

Wheaton is one of five health care organizations selected this year by a panel of judges – who are considered experts in the field of health care IT use – to receive the award. In honor of our achievements, the System will receive a \$10,000 grant from McKesson.

“Our goal with the EHR initiative was to facilitate easy access to the clinical information physicians and other practitioners need to provide the best care possible,” said John Oliverio, President and CEO. “The EHR helped us achieve that goal.”

Using the clinical applications, the organization not only has connected and standardized care, but also is improving productivity and quality, avoiding medication errors, and reducing costs. Over five years, financial benefits related to the initiative are expected to total more than \$70 million.



John Oliverio with Sunny Sanyal, President, McKesson Provider Technologies, at the Executive Leadership Summit VIP award ceremony.

Our People

Fr. Paul McManus, Chaplain at Covenant Medical Center, retired from full-time ministry on July 14. For the past 14 years, Father McManus has made Covenant his home and welcomed thousands of patients and associates into his family. He was ordained June 5, 1965.



Angela Fuller, PA-C, of Covenant Clinic – Family Practice has been recognized as a Distinguished Fellow of the American Academy of Physician Assistants. This honor entitles Fuller to use the initials DFAAPA, or Distinguished Fellow of the American Academy of Physician



Assistants, after her name. Fuller earned the recognition for her outstanding contributions to patient care and the health care profession during her 32 years as a physician assistant. Fuller received her Masters Degree in Health Care Administration in 2000.

Suzanne Burt and Debbie Tyler, Human Resources representatives at Covenant Medical Center, have each earned certification as a Senior Professional in Human Resources (SPHR). The certification, awarded by the HR Certification Institute, signifies that Burt and

Tyler possess the theoretical knowledge and practical experience in human resource management necessary to pass a rigorous examination demonstrating a mastery of the body of knowledge in the field. The HR Certification Institute is the credentialing body for human resource professionals and is affiliated with the Society for Human Resource Management (SHRM), the world's largest organization dedicated exclusively to the human resource profession.

Richard (Rick) Dowdle has joined Wheaton Franciscan Healthcare as Director of Medical Group Revenue Operations. Rick is responsible for revenue cycle functions for WFMG and serves on all process improvement teams. Most recently Rick was with ACS Bowers, and has extensive knowledge and expertise in developing and executing health care strategies. Rick holds a Masters of Science Degree in Health Services Administration and a Bachelor of Arts Degree in Business Administration.



Karen Zeka, Administrative Director of Health Information Management, will take on the expanded role as leader of Transcription Services for Southeast Wisconsin. Karen has been with Wheaton Franciscan Healthcare since 1989, and began her career as Supervisor of Medical Records and Transcription at Elmbrook Memorial .



Dr. Robert Kohl has joined St. Elizabeth Hospital. Dr. Kohl is a radiation oncologist, Board Certified by the American Board of

Radiology in Therapeutic Radiology. He is proficient in all treatment modalities and has also conducted extensive research. Dr. Kohl completed his residency at Henry Ford Medical Center in Detroit and earned his medical degree from Des Moines University - College of Osteopathic Medicine.

Joint venture specialty hospital opens in Southeast Wisconsin

Midwest Orthopedic Specialty Hospital (MOSH) opened on August 1, following State of Wisconsin licensure, July 31.

Twenty-four independent physicians and Wheaton Franciscan Healthcare joined to create a

separately-licensed hospital on the second floor of Wheaton Franciscan

Healthcare – Franklin. The new hospital includes 16 inpatient beds, six day surgery beds, six surgical suites, four procedure rooms, and nine recovery room beds with capacity for expansion. MOSH will lease ancillary services, such as Radiology, Lab and Rehabilitation Services, from WFH-Franklin.

Patient services previously on the second floor of Wheaton Franciscan Healthcare – Franklin have been relocated to the third floor of the facility and are now open. The fifth floor operating suites will open in September.

midwest orthopedic
SPECIALTY HOSPITAL

The physicians and staff have a vision to set the benchmark for care as the premier

orthopedic specialty hospital in the Midwest. Results of current local and national patient surveys demonstrate that patient satisfaction is highest in the specialty hospital environment.

(inner)Views

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Wheaton Franciscan Healthcare is committed to living out the healing ministry of Jesus by providing exceptional and compassionate health care service that promotes the dignity and well being of the people we serve.

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