

Mission Integration and Outcomes

2016 Report



Franciscan Sisters of Christian Charity Sponsored Ministries, Inc.

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Introduction

In the Church there is a diversity of ministry but a oneness of mission.

Decree on the Apostolate of the Laity, Vatican Council II, 1965

The purpose of this *Mission Integration and Outcomes* report is to give an accounting of how our identity as Catholic, Franciscan ministries is being promoted and lived throughout the Franciscan Sisters of Christian Charities Sponsored Ministries. This report is a significant way to demonstrate that we are who we profess to be as ministries of the church.

The report from each of our ministry sites is broken into four main parts

1. An introductory message from the president/CEO and director(s) of mission and pastoral care
2. Examples of how Catholic ethical and social teaching principles are “lived” throughout the organization
3. An account of staff and employee engagement around mission
4. A summary of the organization’s community benefit report

Some aspects of our mission work can be conveyed with statistics and checklists, but a more complete picture of how we’re doing comes best through narratives. That’s why the biggest portion of each ministry’s report is devoted to describing how Catholic ethical and social teaching principles are “lived” throughout the organization. For the sake of consistency, leaders at each organization were asked to describe how they fulfilled the following ten commitments and principles over the past year:

1. Solidarity with the poor and vulnerable
2. Holistic care
3. Compassionate care
4. Respect for human dignity
5. Common good
6. Stewardship of resources
7. Spirituality in the workplace
8. Care of creation
9. Commitment to the community
10. Acting in communion with the church

For the sake of uniqueness, they were asked to pair these commitments and principles with themes contained in their own strategic plans. This process served two main purposes. First, it forced participants to look beyond the sometimes obvious operational areas for examples of mission fulfillment. Second, it broadened the conversation into areas and departments that might not otherwise talk much about how they contribute to the mission.

A report like this certainly cannot capture every “mission moment.” It does, however, paint a broad and thorough picture of just how alive mission is at each of our institutions and in our system as a whole. Improvements to this process will no doubt be made in the years to come, but we at FSCCM are proud of the results of this *Mission Integration and Outcomes* report.

System Office Mission Activities

Mission comes alive through the work of our sponsored ministry organizations, as is evident on the following pages. System office personnel work hard to assist the ministry organizations in developing and promoting a sense of common mission and upholding our identity as Catholic ministries sponsored by the Franciscan Sisters of Christian Charity. The work we do at the system office takes on many forms and is carried out by several people. While not exhaustive, the following list is meant to serve as a representation of how the system office supports our ministry organizations in their efforts to promote our sponsor's vital mission.

- Mission-focused education programs (such as LEP and Trustee Forum) for our organizations' trustees and leadership teams
- Recognition awards—Sister Martin Flavin Franciscan Ministry Award and Sister Ritarose Stahl Award—to honor and celebrate leaders who exemplify a commitment to our mission
- Franciscan pilgrimage to Assisi and Rome to deepen participants' understanding of our Franciscan heritage
- Stewardship of resources, including socially responsible investing, maintenance of the Franciscan Outreach Fund, donations to social service and crisis-relief organizations, and ongoing financial support of a healthy snacks program at St. Francis of Assisi preschool in Greenwood, Miss.
- Advocacy work with elected officials and relevant industry organizations to protect and promote our not-for-profit and religious-sponsored ministries
- Involvement in and support of organizations (such as the Catholic Health Association, National Association of Catholic Chaplains, Association of Catholic Colleges and Universities) that bring a unified voice to the many similar ministries with which we work
- Continued interactions with local bishops and diocesan officials to preserve church relations
- Communication vehicles (such as our website, quarterly newsletter, annual report) that provide a platform for promoting our mission
- Serve as a resource to member organizations when ethical issues arise
- Assist member organizations in the provision of spiritual care services
- Evaluate and recommend mission-related education programming at member organizations
- Meeting prayers and proper acknowledgement of religious holidays and feasts at the system office
- Support the process of Sister-placement throughout the ministry organizations
- Maintain good communication and working relationship with the leadership team of our sponsoring congregation, the Franciscan Sisters of Christian Charity

Franciscan Care Services West Point, Nebraska



Franciscan Care Service's strategic plan is expressed through the following six strategic themes:

1. **People**
2. **Service**
3. **Community**
4. **Growth**
5. **Quality and Patient Safety**
6. **Finance**

Franciscan Care Services

Message from the President and Director of Mission



Jerry Wordekemper
President and CEO

Our Mission is vital to our organization's purpose and the focus of our day-to-day decision-making process. From the beginning of their employment, our employees start to understand the mission through our two-hour orientation process and then one hour annually. Throughout the year, our Mission Committee continuously explores different ideas and new activities to reinforce the mission. I am very proud of how engaged committee members are in promoting our mission and spreading it throughout the organization. One event that engaged a lot of employees was our showing of the movie "Finding Dory." A glow-in-the-dark bracelet that says "Jesus is the Light of the World" was given to all who were interested. Before the movie, a short video titled "Unsung Hero" was shown. It's a story about a young man who selflessly gives to others. A discussion relating how our employees give themselves selflessly to others followed. Keeping in mind our mission, a new program was implemented through our Employee Wellness Committee to promote a healthier workforce. They developed a program that offers a free laboratory panel and health coaching to set personal wellness goals. We have made great strides in fulfilling our commitment to our mission and with the dedication and engagement of our committee and everyone else at Franciscan Care will, without a doubt, continue in 2017.



Sister Joy Rose
Director of Mission

The Mission Committee's goal for 2016 was that it "may be a vibrant known Franciscan presence." To bring the spirit of Franciscan Services alive, the Mission Committee spearheaded a "Take off your hat to SFMH day" during Hospital Week. A mission and values in-service was given to all employees during their work anniversary month. The theme centered around being grateful for all the service that the employees provide on behalf of Franciscan Care, and the way in which they do it, by keeping our mission—To Live and Promote the Healing Mission of Jesus Christ—in mind. We had employees who have worked at Franciscan Care Services for the span of 1 to 51 years. A blessing of the hands ceremony was incorporated where each employee blessed the hands of the staff member next to them. Our Christmas cookie decorating event was much appreciated. Each participating family was provided with two-dozen unfrosted Christmas cookies for them to decorate. We are truly blessed to have the priests from St. Mary's Catholic Church celebrating Mass in the hospital chapel several times a month. This allows employees and patients to attend liturgy during the week. Over 200 Mission Moment certificates were given out in 2016. There were weekly prayer and discussion groups held during Lent and Advent; daily Holy Communion visits provided by staff and volunteers to the patients; Ash Wednesday services in our chapel; expanded employee participation in praying over the intercom each morning; and Advent and Lenten daily reflections on our intranet site, where our Mission Statement is now prominently displayed.

Franciscan Care Services

Integration of Commitments and Principles

Strategic Theme: People

Spirituality in the Workplace

This year, a one-hour mission and values in-service was given to all employees during their anniversary-of-hire month. The theme centered around being grateful for all the service that the employees provide for Franciscan Care, selflessly keeping our mission “to Live and Promote the Healing Mission of Jesus Christ” in mind. We have employees who have worked at FCS for the span of one to 51 years. A “Blessing of the Hands” ceremony was also incorporated into the hour, having each employee bless the hands of the staff member sitting next to them. Lunch was provided and the employees could just talk and get to know each other. All but two FCS employees attended.

A team building activity for employees family members was a showing of the movie *Finding Dory*. More than 200 people attended. Before the movie, a short reflective video was shown titled “Unsung Hero.” This is a story about a young man who selflessly gives to others. We discussed how employees give of themselves selflessly to others by working at FCS. Everyone was offered a glow-in-the-dark bracelet that says “Jesus is the Light of the World.”

Acting in Communion with the Church

Whenever possible, with the help of our local parish priest, we have a Catholic Mass in the hospital chapel for patients, staff and anyone else who would like to attend. Daily Mass is celebrated at St. Joseph’s Retirement Community. Eucharist is available for our Catholic patients.

We abide by the *Ethical and Religious Directives for Catholic Health Care Services* and have conducted education sessions around some of the ERD topics. Our CEO meets annually with the archbishop and we celebrate religious feasts and holidays throughout the year.

Franciscan Care Services

Integration of Commitments and Principles

Strategic Theme: Service

Commitment to the Community

Franciscan Care has collaborated again with the Elkhorn Logan Valley Public Health Department to complete a health needs assessment for the citizens of our service area. A group of stakeholders gathered to discuss public health survey data, to share concerns and strengths of our community, and to identify priorities that we can work on together to improve the health status of all people in Cuming County. The four main priority areas identified were:

1. Obesity
2. Access to Care
3. Cancer Prevention and Screening
4. Standard Motor Vehicular Safety

Our implementation plan includes several goals that formed the foundation to support the four priority areas listed above. Those goals include: 1) Offering opportunities for community citizens to participate in activities that promote healthy and safe living; 2) Marketing to better inform the public about what public health is and what services are available in the area; 3) Increasing collaboration and partnerships with other organizations in the community; and 4) Maintaining a formal quality improvement process throughout health department operations and programs.

Holistic Care

The creation of a business health team was the result of area businesses requesting preventative employee health programs. The Business Health and Wellness Program was developed to provide quality comprehensive health care services customized to meet the individual needs of area employers. We believe healthy employees are an asset to our community and exhibit improved job performance and morale, decreased absenteeism and employment turnover, and reduction in the use of health care benefits and worker's compensation claims. Our Health care team is committed to providing clear communication and efficient coordination of services to prevent fragmentation of care. The business health program has demonstrated steady growth. We hired a business health coordinator, developed a comprehensive company drug testing program, developed a business health registry, implemented an onsite nursing program, introduced the health coaching concept to employers, initiated multiple preventative evaluation services and provided a resource center for employee health needs. Presently, the Business Health and Wellness Program provides services to 215 businesses within our area. We continue to make significant strides in improving our relationships with local business and industries.

Franciscan Care Services

Integration of Commitments and Principles

Strategic Theme: Community

Solidarity with the Poor

Franciscan Care Services worked with one of its community banks, F&M Bank, to develop a patient repayment loan program to give patients another option when they could not afford to follow our standard payment schedule. This program allows patients to extend their payment schedule in order to make it more financially feasible for them and more likely to make regular and consistent payments based on what they can afford. Through F&M Bank, the individual receives a low-interest loan with repayment terms that are acceptable to them. This program has produced positive outcomes already. The program has been up and running since March 2016 and has had 11 patients participating in it. The repayment loan program has provided a total of \$70,214 in loans so far. Since the program has been in place, Franciscan Care Services has had only one loan that was returned for non-payment.

Stewardship of Resources

In order to best serve the community's needs, Franciscan Care Services has to always be mindful of how to responsibly steward its limited resources. While it was determined that a new nursing home was needed for the community, setting it up legally needed careful consideration because of potential costs. Through FCS's investigation and consulting with system leadership, accounting firms and attorneys, it was determined, after careful review, that the best solution for all entities was to establish a separate corporation for the new nursing home. With the new nursing home under the Franciscan Care Services umbrella, FCS would have incurred a significant financial hit to its bottom line annually due to cost reporting requirements. Thus, it made financial sense to separate the two entities instead of keeping them as one. FCS worked with the Omaha-based law firm of Baird Holm to establish articles of incorporation and corporate by-laws. The new corporation is called St. Joseph's Elder Services and was approved by our system board in December 2016. The articles of incorporation were filed with the State of Nebraska and were approved on January 4, 2017. A board of directors for St. Joseph's Elder Services has established and their first meeting was January 18, 2016.

Franciscan Care Services

Integration of Commitments and Principles

Strategic Theme: Growth

Commitment to the Community

In an effort to expand our reach and enhance the way we communicate our services and important health information, we created a new communications coordinator position. This new employee will help us expand our marketing efforts, especially through the use of social media. Our social media platform has steadily grown 45 percent over the past year. This growth is tied to an increase of social media posts, both paid and unpaid. Paid Facebook advertisements have allowed us to target a specific audience and customize our advertisements based on that target audience. We have also worked on updating our print media. Creating new advertisements creates a buzz in our small community and encourages people to talk about the new things we are doing at FCS. We have also started to update the billboards in our surrounding communities to really highlight the new advances in technologies our facility boasts. The communications coordinator has also started planning a new design for our website. The rollout for the new website is projected to be early in 2017. This updated website design will promote our satellite clinics in addition to highlighting services and increased functionality of the site. We believe this will help us reach more people and better serve our community's needs.

Holistic Care

Technological advances present opportunities for us to expand and improve the care we provide to our patients. In an effort to offer more comprehensive care that makes a holistic approach easier and more efficient, we are looking for ways to improve our electronic medical record (EMR) system. An IT Strategic Committee has been formed and is tasked with evaluating our options for an EMR package that would be best for our outpatient clinics. The committee includes two physicians and other key internal stakeholders to ensure that we choose a product that meets the needs of our physicians and staff, but also comes with tools to ensure that we are able to provide excellent and quality care for our patients. The package chosen must also assist us in meeting all government regulations and initiatives.

Franciscan Care Services

Integration of Commitments and Principles

Strategic Theme: Quality and Patient Safety

Respect for Human Dignity

Quality of care is affected by many things. One important factor is the level of engagement and happiness of the care providers. At FCS we look carefully at turnover rates, salary surveys and “just wages,” benefits and retention strategies. In 2016, we utilized the Clifton Strengths Finder for administration and department manager positions. Performance criteria utilized these indicators for completing a self-assessment. Examples of these self-assessments include questions that refer back to our Servant Living Principles. We used a tool called “Team Player Attributes” utilizing the TRUSTED acronym: Team player (makes me and others better), Responsive and Respectful, Understanding (listens and learns without judgment), Safe (easy to approach; invites my opinion), Talented (knowledge, judgment, proficiency), Executes (gets things done; gets results), Dedicated (work ethic). We also looked back at our Franciscan Care Services mission and values statements that are driven by Respect, Integrity, Honesty and Compassion. We used all of this to respond to self-assessment questions to assure continued focus on our FCS Servant Living identity and the respect with which we treat our employees and one another.

Compassionate Care

The compassion we show to our patients goes beyond the care they receive in our facilities. It extends even to our interactions with them after they go home. We had received complaints about how patient satisfaction surveys were conducted, especially related to how the caller was hard to understand. In late 2015, we evaluated several companies that complete patient satisfaction surveys. At the same time, we also wanted to qualify for CMS’s star rating system on Hospital Compare because we were eager to show our level of quality. Being a part of the Alegant CAH Network, it was decided that we would stay with HealthStream for our surveys. At the beginning of 2016, however, we switched from telephone surveys to mail surveys to see if there would be an increase in the number of responses. We experienced almost immediate favorable results. We were able to reach the magic 100 responses in the first three quarters of 2016 to qualify for the star rating. Each quarter the comments that are written on the survey are reported to us. Any negative or positive comments can be followed up on and any changes needed can be made in an effort to improve our quality.

Franciscan Care Services

Integration of Commitments and Principles

Strategic Theme: Finance

Stewardship of Resources

The process of the feasibility study for adding a nursing home in West Point started in fall 2015. We consulted with ARI, Inc., for financial projections as well as on the location, size and number of beds for our service area. We completed our financial feasibility study in early 2016. At the completion of that study, it was approved by our FCS board to proceed with the project pending system board approval. In February 2016, the Sponsored Ministries Board approved the conceptual design of the process. We developed an initial design for the nursing home with the architect firm HBA and construction management firms MS Construction and Beckenhauer Construction. When that design was estimated for construction it was priced significantly out of our range. At that time, our team went back to the drawing board, adjusted our construction management agreement and now we have a great design and a more financially feasible project. Due to the redesign, the project is scheduled to start in the Spring of 2017.

Common Good

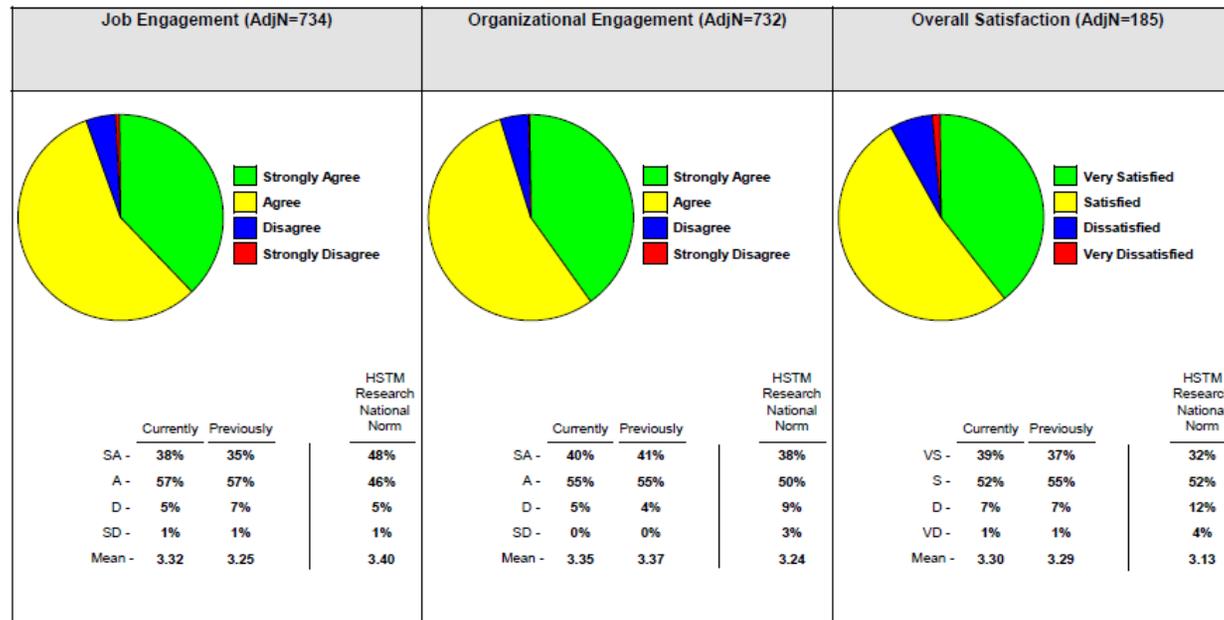
Accountable Care Organizations (ACOs) can provide many benefits to patients, providers and communities. If working properly, care is made more efficient, cost-effective, and the quality increases. In 2016, we evaluated UniNet and the Enhanced Health Network to see if there would be any value for Franciscan Care Services to join either health network. We had previously been a part of the UniNet ACO, but opted out when they were going with a shared-risk payment model with which we were not comfortable. We still, however, are contracted with UniNet to assist us in our insurance contracts. We were also an affiliate member of the Enhanced Health Network for a small membership fee. This level of membership allowed us to attend network meetings and also participate in some of the preferred vendor pricing. In 2017, they increased the membership fee substantially and were phasing out affiliate members by requiring them to become associate members. We chose to not renew our agreement. In fall 2016, we agreed to be a member of the Nebraska Purchasing Group (NPG) ACO. We recently learned that CMS accept our application and FCS, along with eight other critical access hospitals, make up this new ACO that will better serve our communities.

Franciscan Care Services

Staff and Employee Engagement

Employee Engagement and Satisfaction Survey Highlights

While FCS's employee engagement and satisfaction scores are above national norms in most categories, the organization will develop goals to help improve the overall job engagement, organizational engagement, and overall satisfaction of all employees to continue our mission of serving the residents of northeast Nebraska. The graph below reflects a summary of the survey completed in 2016.



The 2017 goals to be developed will be directly relate to the three categories listed above and include efforts to improve in key areas as suggested by employee surveyor HealthStream: increase efforts to keep good employees, provide opportunities for job-related growth and development, and enhance how well administrators understand the needs of their departments.

Franciscan Care Services

Staff and Employee Engagement

Mission Activities Aimed at Employee Development and Engagement

The Goal for the Mission Committee in 2016: “That the Mission Committee may be a vibrant known Franciscan presence.” The Mission Committee increased FCS mission activities throughout 2016. Some of the activities were for employees and families and some activities were just for employees. This brings about a spirit of carrying out our mission “To Live and Promote the Healing Mission of Jesus Christ.” Every employee is encouraged to be a “Mission Leader” not only within FCS but also to the larger community. The increase and level of participation in mission activities is reflected on the following graphs.

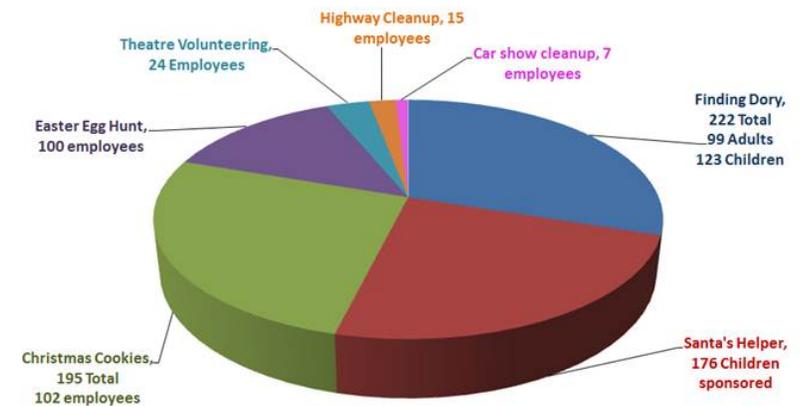
Previous year Activities



2016 Activities



Activity Participation



Franciscan Care Services Community Benefit Report Summary

Benefits for the Poor

Traditional Charity Care	125 patients	\$434,104
Unpaid Costs of Medicaid	857 patients	<u>215,674</u>
Total Quantifiable Benefits		\$649,778
Percent of Total Expenses		2.04%

Benefits for the Broader Community

Community Health Improvement & Community Benefit Operations	3,661 persons	\$ 204,825
Health Professions Education	58 persons	103,849
Subsidized Health Services	8,543 persons	825,184
Community Building Activities	8,233 persons	<u>61,910</u>
Total Quantifiable Benefits		\$1,195,768
Percent of Total Expenses		3.74%
TOTAL QUANTIFIABLE COMMUNITY BENEFITS		\$1,845,546
PERCENT OF EXPENSES		5.78%

Other Benefits

Unpaid Costs of Medicare	2,257 patients	\$ 582,348
Unpaid Costs of Bad Debts	1,100 patients	<u>714,934</u>
Total Benefits		\$3,142,828
Percent of Total Expenses		9.84%



Educating our community: The 3rd Annual Health Fair was held in March 2016 and served 184 participants. Greatly reduced-cost lab tests were available along with numerous health information booths, blood pressure screenings, a sobriety simulator, and weight loss information. Franciscan Care hosted the event in conjunction with Elkhorn Logan Valley Public Health Department and other area health professionals.

Fun and fitness: Approximately 145 people participated in the 8th Annual Fourth of July Fun Run sponsored by St. Francis Memorial Hospital. Participants signed up for a 1.5 mile or 3 mile distance and began the race at 7:00 a.m. on a cloudy, rainy morning in front of the Nielsen Center in West Point. The course went through the fairgrounds and around the surrounding streets before it ended back at the Nielsen Center. All participants received a T-shirt and bottle of water provided by the hospital. This event was a great success.



Genesis HealthCare System Zanesville, Ohio



Genesis HealthCare's strategic plan is expressed through the following five strategic themes:

1. **People**
2. **Quality**
3. **Operational Excellence**
4. **Growth**
5. **Finance**

Genesis HealthCare System

Message from the President



Matthew Perry
President and CEO

2016 was a very rewarding year for Genesis HealthCare. With the help of our Board of Directors, community leaders, physician leaders, and champions from our management team, we developed our strategic plan to support the fulfillment of our mission in this region. Through their work, we created Genesis 2020: Our Journey to Inspired Care, identifying eight key initiative areas that will guide us into the future of Genesis HealthCare and further our commitment to serving the residents of Southeast Ohio. Our focus will include increased access for all, including primary care growth; creating new and more comprehensive community partnerships that will tackle the challenges that impact the health of our community, including the rising occurrence of opiate addiction; furthering our work in population health management for at-risk and high-risk individuals; and becoming the first-choice employer to assure we are recruiting and retaining a highly engaged team of employees to meet the needs of our patients. Additionally, in staying true to our mission, we are committed to bringing health care to underserved areas through our regionalization strategies. Our first step in this strategy will be to bring emergency services to Perry County where health care options have been limited or non-existent. The dedication of our leadership, physicians, community leaders and our more than 3,000-strong team of employees, Genesis will see our mission furthered in the community as we move forward on our journey to truly inspired care.

Genesis HealthCare System

Message from the Directors of Mission and Spiritual Care



Sister Maureen
Anne Shepard
Director of Mission

Genesis employees in 2016 were engaged in living more deeply the mission, vision and values in their daily responsibilities, community benefits, and through outreach, social, and recognition activities. The Genesis mission is to provide compassionate quality health care; the vision is to be committed to a health care team whose care exceeds the expectations of our patients and community; and the values are compassion, trust, innovation, and excellence. The expansion of new employee orientation provided time for a greater understanding of the mission, vision, and values and ways to live them. The members of the Mission Champions Committee set practical goals for themselves and their co-workers to achieve. They engaged their co-workers in outreach projects, including Operation Feed, United Way Campaign, and Red Cross Blood Drives. The Mission Champions recognized the years of service of their co-workers through the Service Awards program. They organized some family fun events, including a day at Cedar Point amusement park, movie night at a local theater, Breakfast with Santa, and bus trips to New York. In addition, the community benefit consultant engaged leaders and staff in the development and implementation of the 2016-2018 Community Benefit Strategy. More directors and managers began the Serving Leader journey through participation in serving leader cohorts. Both clinical and non-clinical staff regularly visit St. Francis Chapel for prayer and reflection. Truly, Genesis leaders and staff are the face of our mission, vision, and values!



Rev. Victoria
Kumorowski
Director of Spiritual
Care

In 2016, the chaplains, administrative assistant, and volunteers of the Genesis Spiritual Care Department were a vital part of the healing care team. The five chaplains were each assigned to cover specific areas in the hospital that allowed them to use their own special talents and gifts. They each cultivated good relationships with the other staff members on their respective units, and they made themselves available to provide spiritual and emotional care to employees as well as to patients and family members. In addition to her administrative duties, the administrative assistant, who is a notary, helped patients and community members execute advanced directives. Spiritual Care volunteers visited with patients and volunteer Eucharistic ministers distributed communion to Catholic patients each day. In 2016, the Spiritual Care Department worked with the Volunteer Department to establish the No One Dies Alone Program and 17 volunteers were trained to sit with dying patients who are alone or whose family members need a break. The department also hosted a reception for CEO Matt Perry and local clergy and held its annual Memorial Service which was attended by more than 170 family members whose loved ones had died in the hospital over the last year.

Genesis HealthCare System

Integration of Commitments and Principles

Strategic Theme: People

Compassionate Care

The mission of Genesis is “to provide compassionate quality health care.” Compassion may be described as identifying and responding to the needs of others. At Genesis, compassion begins with our employees. In addition to wages and insurance benefits, Genesis employees have the opportunity to participate in a generous educational assistance program to further their education, the EAP (Employee Assistance Program) that provides help in crisis situations, an adoption benefit of \$5,000 toward the expense of adopting a child, and discounts in the pharmacy and cafeteria.

At times, employees experience emotional distress. In 2016, Code Lavender was piloted successfully in Women’s and Children’s Services. Code Lavender consists of a multidisciplinary rapid response team which is called upon when an individual employee or a team has reached their emotional limit. The rapid response team consists of unit/department manager or campus coordinator, chaplain, trained counselors, dietary personnel, and public safety officers. The debriefing continues for 24-72 hours depending upon the reason for the code. The death of a patient or staff member, a major trauma, an ethical dilemma in patient care, a significant clinical mistake, and difficult encounter with a patient, family or team may trigger the calling of Code Lavender.

Spirituality in the Workplace

Spirituality in the workplace motivates employees to provide compassionate, quality health care. Genesis personnel are encouraged to utilize the chapel and contact spiritual care when they face a challenge in their professional or personal lives. St. Francis Chapel provides a warm, quiet place for employees of all faiths to reflect as the need arises. In 2016, a weekly Mass continued to be offered in the chapel. On Ash Wednesday, a Mass and two prayer services are offered. The chaplains in the Spiritual Care Department nurture both employees and patients through the broadcast of daily reflections and counseling for an individual or a team.

In 2016, Hospice offered the blessing of hands to recognize staff for their work with the dying. Hospice staff identify the spiritual needs of each patient through open discussion with patients and families. At COOR (Center for Occupational and Outpatient Rehabilitation), co-workers pray with one another. Training in cultural diversity provides opportunities for employees to understand the spiritual needs of co-workers and patients of different cultures. The Compassion Gift Program and PTO donations are two sources of evidence of spirituality in the workplace. In the Compassion Gift Program, employees assist co-workers in need at Christmas time. PTO donations are made anonymously to co-workers in need.

Genesis HealthCare System

Integration of Commitments and Principles

Strategic Theme: Quality

Holistic Care

Genesis' patient- and family-centered care addresses the whole person. Chaplains, palliative care physicians and nurses, case managers, dietitians, therapists and personnel in other ancillary services collaborate to meet the needs of patients. Interdisciplinary teams are formed and multidisciplinary rounds are conducted.

Hospice addresses the needs of patients through weekly interdisciplinary team meetings of nurses, case managers, chaplains, social workers, music therapist, nutritionist, pharmacist and physician. Also, Hospice developed a Palliative Home Program for patients who are unable to go to outpatient clinics due to hardships such as finding transportation, suffering weakness, and having difficulty in breathing.

In 2016, a concerted effort was made to model Genesis centers of excellence on our cancer services center where the building, processes, and personnel are focused on the needs of the patients. Physicians, clinical and non-clinical personnel, resource counselors, and chaplains are available to meet with patients and collaborate to address the patients' financial and spiritual needs.

Respect for Human Dignity

Genesis demonstrates respect for human dignity by safeguarding the privacy of patients and ensuring the confidentiality of patient information. Private rooms are utilized to respect the patients' privacy. In 2016, the unit 3 West reported that they became more aware of their patient population and of biases within themselves in order to treat all patients with respect. They provided privacy to patients by pulling curtains and closing doors when needed. Population Health and Wellness accommodated learning barriers by providing a variety of options for patients. Annually, employees receive training regarding privacy and confidentiality of health care information. Corporate Integrity conducts HIPAA audits regularly on access to patient records.

No Pass Zone continues to be an essential component of Genesis' patient- and family-centered care. Each employee is responsible for (N) never passing by call lights, (O) observing patients' privacy, (P) providing patients with what they are requesting, (A) accessing someone who can if employee is not qualified, (S) safety first; never putting patients at risk, and (S) smiling and using the AIDET (Acknowledge, Introduce, Duration, Explanation, and Thank You) process during patient encounters.

Genesis HealthCare System

Integration of Commitments and Principles

Strategic Theme: Operational Excellence

Solidarity with the Poor and Vulnerable

Genesis shows solidarity with the poor and vulnerable by a compassionate attitude toward patients regardless of their socioeconomic status. Genesis provides charity care and financial discounts and collaborates with the federally qualified Muskingum Valley Health Center to provide access to health care for the poor and uninsured. Mission-driven outreach projects such as the United Way Campaign, Operation Feed, Fruit for Charity, and Red Cross Blood Drives support community initiatives for the poor. Through Patient Experience and the Providence Fund, Genesis provides cab, bus, and gas vouchers, meal tickets, and discounted hotel prices for patients and families in need. In 2016, fundraising was used to support cost of care for hospice patients who were unable to pay for items such as heaters and food. Case Management assisted patients in need with prescription coverage as well as other financial needs. Public Safety transported patients in need to their homes and/or bus stop after they were discharged. The Observation Unit produced bags of hats, gloves, and other items for the homeless when they were discharged. Population Health and Wellness focused on flexibility in scheduling to meet patients' needs in setting up transportation and used less expensive alternative therapies. The Genesis staff often went above and beyond in providing clothes and other essentials for the indigent and homeless.

Care of Creation

Genesis provides compassionate care for the natural environment. In 2016, respect and care for the environment was a guiding principle in the razing of Good Samaritan Hospital and the restoration of surrounding parking lots to green spaces. In addition, Genesis focused on keeping the new facility of Genesis Hospital user friendly and safe. Personnel took care of their surroundings and kept their areas clean and safe. Genesis continued to show respect for creation through its recycling program, the use of "green" supplies and products, and the initiative to go paperless through increasing use of technology.

In October 2016, Genesis became the first hospital in Southeastern Ohio to utilize a germ-zapping robot that uses ultraviolet light technology, instead of harsh chemicals, to quickly destroy hard-to-kill bugs in hard-to-clean places. The robot, which can disinfect a patient or procedure room in five minutes cycles, is used in operating rooms, critical care, and emergency department at Genesis.

Genesis HealthCare System

Integration of Commitments and Principles

Strategic Theme: Growth

Acting in Communion with the Church

Genesis acts in communion with the Catholic Church in three main ways. First, Genesis abides by the *Ethical and Religious Directives* by providing holistic, quality health care for people in the community. Second, the Franciscan Sisters of Christian Charity, as sponsor and co-owner of Genesis, ensure that Genesis is in communion with the church. Two sisters serve on the Genesis Board of Directors. A sister serves as the director of mission. A sister serves as a chaplain. Two sisters serve as sponsor presence volunteers.

Third, Genesis provides for the spiritual needs of personnel and patients and their families through ecumenical collaboration with area churches and faiths. Pastors of area Catholic parishes provide the sacramental ministry for patients, families, and employees. In 2016, Masses continued to be offered on a weekly basis in the hospital's St. Francis Chapel. Parish Eucharistic ministers provided daily Communion to patients. Leaders and ministers of various faiths come to visit and pray with their members in the hospital and are given Genesis ID badges to recognize their service as part of the Genesis team.

Commitment to the Community

Genesis' commitment to the community focuses on providing access to health care for the six counties in its service area. Two of the 2016 Strategic Initiatives demonstrated how Genesis enhanced its commitment to the community: development of new strategic plan for Genesis HealthCare System and development of an inclusive patient-centered orthopedic joint replacement center of excellence program. These two strategic initiatives were accomplished in 2016.

In addition, TeleHealth Services was launched in Morgan County to allow patients to stay closer to home for services. The 2016-2018 Community Benefit Implementation Strategy was developed and began to be implemented by the Genesis service lines in collaboration with community entities.

Genesis HealthCare System

Integration of Commitments and Principles

Strategic Theme: Finance

Stewardship of Resources

Genesis strives to fulfill its mission through using its resources wisely. In 2016, Genesis increased its cash flow margin. The Genesis Foundation provided additional funds for Care Innovation, which focuses on programs and services for addressing patient and community needs.

Genesis departments developed and implemented budgets that were cost-effective as well as provided compassionate, quality care. To be cost-effective, Hospice reviewed medications of patients daily and contracted with more than one DME (Durable Medical Equipment) provider. Public Safety reduced overtime hours by 62% through creative scheduling and teamwork and provided the same uninterrupted services. Inpatient Rehab monitored its processes and changed them if they were not cost-effective. Population Health and Wellness developed partnerships with organizations (pharmaceutical companies) and departments to combine resources to provide the continuum of care for patients. Our Center of Occupational and Outpatient Rehab monitored supplies. 3 West educated staff in supply usage and availability of resources within the facility for staff, patients, and family members.

Common Good

Genesis focuses on the common good both within the organization and within the community it serves. As a viable health care provider and the largest employer in Muskingum County, Genesis continued to offer competitive wages and benefits, promote a work/life balance through the PTO program, be a wellness and disease management resource for employers in the area, and provide immunizations for 4,000 people in 2016.

DASH (Daily Awareness and Safety Huddle), initiated in October of 2015, became hardwired into the daily operations of Genesis Hospital in 2016. Every morning at 9:00, managers, directors and members of the Senior Leadership Team gather to share information on previous and current day activity specific to their departments. The purpose of these daily meetings is to promote situational awareness of current issues across all departments that have the potential to impact the safety and quality of care for our patients. Shared communication and quick solutions to issues are two of the benefits of DASH.

Genesis HealthCare System

Staff and Employee Engagement

A hospital-based employee engagement survey was conducted in the 4th quarter of 2016. Five of the mission and values responses of “agree” and “strongly agree” either met or exceeded the benchmarks of the Advisory Board for the 75th percentile. During the second quarter of 2017, the director of mission will conduct focus groups to determine the meaning of the lower score regarding “Over the past year I have never been asked to do something that compromises my values.”

Survey Statement	GHS Employee Response	Advisory Board Benchmark
I believe in my organization’s mission.	89.1	85.9
I understand how my daily work contributes to the organization’s mission.	88.0	85.6
I have good personal relationships with co-workers in my department.	87.2	85.9
Over the past year I have never been asked to do something that compromises my values.	74.2	77.6
The actions of executives in my organization reflect our mission and values.	68.4	64.8
My organization gives back to the community.	78.1	78.8

Mission Activities Aimed at Employee Development and Engagement

In 2016, New Employee Orientation was expanded to two days with a session on living the Genesis mission and values on each of the days. Our Serving Leader program, initiated in 2012, is a journey for leaders that begins with models and frameworks of serving leaders. Serving leaders are recognized for making the people around them better. Serving leader models and frameworks include compassionate presence, proactive vs. reactive responses, drama to empowerment, and asset-based thinking. Serving leadership embraces the teachings of both Jesus and St. Francis. In 2016, four cohorts for directors and manager were offered and received positive reviews.

Genesis HealthCare System

Staff and Employee Engagement

Mission Activities Aimed at Employee Development and Engagement (continued)

In 2016, the employee committees (Mission, Outreach, Social Activities, and Recognition) were restructured into one committee: The Mission Champions Committee, which expanded its role in promoting the Genesis mission and values. Representatives from clinical and non-clinical departments of Genesis Hospital, Physician Services, and Northside Pharmacies serve on the Mission Champions Committee. The committee met every other month and promoted the living of the mission and values by establishing goals based on the Genesis mission and values. The committee planned and implemented outreach projects, including Red Cross Blood Drives, Operation Feed Campaign, Fruit for Charity, and Compassion Gift Box. The committee enlisted the assistance of other employees in planning and implementing the annual service awards celebration for the employees who have been at Genesis for 5, 10, 15, 20, 25, 30, 35, 40, and 45 years. The Mission Champions provided employees with the Family Fun Day at the Cedar Point amusement park and Breakfast with Santa, as well as bus trips to New York.

Genesis HealthCare System Community Benefit Report Summary

Benefits for the Poor

Charity Care	2,700+ patients	\$ 1,368,000
Unpaid Costs of Medicare and Medicaid		<u>28,859,000</u>
Total		\$30,227,000

Benefits for the Broader Community

Community Benefit Services	78,000+ persons	\$ 2,455,000
TOTAL QUANTIFIABLE COMMUNITY BENEFITS		\$32,682,000
PERCENT OF EXPENSES		9.5%



Walk With a Doc is a free event that offers everyone in the area the opportunity to get some exercise and also ask a local physician general health questions. Each month a physician offers fitness tips and health advice and then leads the 30-40 minute walk. Walking 30 minutes a day can reduce the risk of heart disease, improve blood pressure and blood sugar levels, maintain body weight and lower the risk of obesity.

Working with law enforcement: Genesis Behavioral Health and Genesis Emergency & Trauma Services provided crisis intervention team training for 22 public safety officers in 2016. The crisis intervention training and education for law enforcement personnel is offered yearly to help officers handle incidents involving people with mental illness and/or substance abuse problems. Officers also learn about behavioral health, medications, symptoms and ways to help people with substance abuse problems get treatment. We also participate in national Drug Take Back Day in the spring and the fall. Prescription and over-the-counter pills and medications can be dropped off to be properly disposed. Disposing of these drugs helps get prescription painkillers out of circulation.



Holy Family Memorial Manitowoc, Wisconsin



Holy Family Memorial's strategic plan is expressed through the following four strategic themes:

1. **Culture of Inspired Caring and Innovation**
2. **Consumer Transparency**
3. **Operational Excellence**
4. **Community Engagement**

Holy Family Memorial

Message from the President and Director of Mission and Pastoral Care



Mark P. Herzog
President and CEO

On October 26, 2016, Holy Family Memorial held its annual retreat at our Sponsor's home, Holy Family Convent in Manitowoc. The retreat was titled "A Trilogy in Three Parts: the Making of a County; the Making of a Hospital; and the Making of a Catholic Identity." After the Catholic identity presentation, the speaker asked of the leaders the following questions: In what ways does Holy Family Memorial demonstrate that it is a ministry of the church? How does Holy Family Memorial show itself as an agent of transformation in our community? One of our newer leaders jumped quickly to the microphone and stated clearly, "Our Right Care Model!" What an amazing and 'spot on' insightful answer! Exactly! HFM's RIGHT CARE MODEL[®] core beliefs are:

- The most effective evidence based approach possible
- The most cost effective, safest, highest quality and greatest value
- Achieve the greatest long-term benefit to the patient and society while minimizing physical and financial risk

An example of Right Care follows: Using the Right Care Model over a 10-year period, HFM has transformed its care resulting in 45% decreased need for hospitalizations; a 24% decreased need for outpatient procedures and a 20% increased need for clinic visits. Every time Right Care prevents an inpatient hospital stay, a bill of \$25,000 plus, is avoided! Yes, this is our Mission and a dynamic element of our Catholic identity. We have our patients' and their families' best interest and outcomes at heart. Other examples of our successful efforts of integrating the mission and experiencing positive outcomes are provided in this report. Enjoy!



Sister Rochelle
Kerkhof
Director of Mission
and Pastoral Care

During the Extraordinary Jubilee Year of Mercy, the Mission and Employee Health departments co-sponsored quarterly Spiritual Wellness Challenges incorporating the Corporal and Spiritual Works of Mercy with the Keys for Health wellness challenges of 2016:

- Quarter 1: *Clothe the Naked*—49 large boxes of gently used clothing donated to local homeless shelters.
- Quarter 2: *Give Drink to the Thirsty*—200 plastic water bottles of specific size and quality to people in the small village of Maiuni, Kenya, for carrying water from the community cistern to school, the fields, and home.
- Quarter 3: *Comfort the Afflicted*—84 employees brought comfort to others by reaching out to them in thoughtful and considerate ways relieving suffering and distress.
- Quarter 4: *Feed the Hungry*—Employees donated over 600 lbs. of canned goods and perishable food items to non-profit social outreach agencies enabling the poor to be fed for Thanksgiving.

A recent benchmarking exercise, in which the HFM Pastoral Care group compared its capabilities and services to its peers discovered that, in many ways, HFM Pastoral Care is exceeding its peers in serving patients, family, staff, and the community at large. We are grateful for all the good works we are able to accomplish in the name of Holy Family Memorial!

Holy Family Memorial

Integration of Commitments and Principles

Strategic Theme: Culture of Inspired Caring and Innovation

Spirituality in the Workplace

The principle of promoting spirituality in the workplace has been demonstrated in a unique way through our piloted Code Lavender program. Code Lavender is a formalized rapid response program designed to support staff members during times of high stress. When a stressful event occurs, staff may initiate a Code Lavender, and a multi-disciplinary team which may include Pastoral Care, Social Work, and Nursing, coordinates and provides support for staff during high-stress times such as the death of a patient, death of a co-worker, and difficult encounters with patients and/or their families. A Code Lavender was called for Home Care and Hospice as well as Human Resources and was received with overwhelmingly positive feedback. The program will be formally launched to the entire HFM network in 2017 during Health Care Week by the Code Lavender Team.

Compassionate Care

Holy Family Memorial holds Compassionate Care as a core value. Compassionate Care must extend not only to patients and families, but also, to our co-workers and volunteers demonstrating empathetic communication and respect for all. HFM realized that to support ideal relationships and to effectively serve patients, the internal focus on the patient experience must be strengthened. A Patient Experience Steering Committee was chartered in 2016 and focuses on uniting initiatives that improve the patient experience and increase staff capacity for compassionate care toward each other as well as our patients and their families. In other words, The Patient Experience Steering Committee is working to drive the culture of inspired caring through network-wide performance improvement initiatives and to increase internal compassionate care practices among employees and volunteers. These ends will be accomplished through oversight, coordination, and acceleration of network improvement efforts which meet the strategic goals of the organization.

Holy Family Memorial

Integration of Commitments and Principles

Strategic Theme: Consumer Transparency

Respect for Human Dignity

In October 2016, HFM instituted the use of CG-CAHPS, an outpatient patient experience tool used nationwide. This tool allows us to truly, objectively compare ourselves with other clinics regarding patient experience. Much of the 4th quarter 2016 and 1st quarter 2017 data will be used by HFM to set appropriate benchmarks for 2017 and beyond.

Work continues to bundle billing for orthopedic surgeries. Bundled billing gives consumers an understanding of what the full, comprehensive costs (inclusive of inpatient stay and rehabilitation) will be for a procedure. HFM's commitment to bundled billing will also better prepare us for when/if CMS adopts this model long-term. Patients are now also able to call our 'Price Estimate Hotline' for a proactive bill quote. Additionally, HFM continues to offer the Online Billing Manager which allows patients 24/7 access to view all account details and pay their bills online.

Holistic Care

Surgery can be a scary experience for patients and their families. In November 2016, Holy Family Memorial began offering the EASE application during major surgeries. EASE (Electronic Access to Surgical Events) is a HIPAA compliant communication platform that enables clinicians to send updates on the status of patients undergoing procedures via texts with photos and videos. Families feel like they never left their loved one's side. This new app is for surgical patients so their family and friends can get real time updates directly from the OR while they are in surgery. Family members can receive real-time updates even if they are out of state. HFM's Survey Data reported that 99% Strongly Agree that their experience with EASE showed a level of commitment to transparency and better communication by this hospital; 96% of those surveyed stated that their experience with EASE demonstrated compassion and caring towards family members. Holy Family Memorial is the first in the state of Wisconsin to have EASE!

Holy Family Memorial

Integration of Commitments and Principles

Strategic Theme: Operational Excellence

Stewardship of Resources

Stewardship is one of Holy Family Memorial's core values. One way we supported and promoted this value in 2016 was by moving forward with a three-campus concept for HFM in Manitowoc County. This effort will reduce our overall infrastructure costs by having fewer buildings to support, thus reducing utilities and overhead. The new HFM Lakefront Campus is scheduled to open in June 2017. In addition, a number of clinics will relocate to further accomplish this consolidation goal. According to HFM Chief Operating Officer and Executive Vice President Jane Curran-Meuli, "The HFM Lakefront Campus is the result of HFM's purposeful emphasis on consolidating health care campuses to create excellent customer experiences and at the same time deliver value to the community by lowering costs."

In April 2017, HFM will transition its electronic health record system to Cerner Millennium. This monumental change, which was worked on throughout 2016, will improve safety, quality, patient experience and decision support. To further increase stewardship, Holy Family Memorial is centralizing such processes as insurance authorization, registration, and scheduling. These enhancements will also elevate the patient experience.

Care of Creation

Holy Family Memorial's commitment to green initiatives that are safer and healthier for patients, employees and community has helped HFM reduce its carbon footprint. Focus on Energy applauds HFM for its sustainability efforts and presented Holy Family Memorial with an energy grant for \$167,710 after installing a new energy efficient boiler system at HFM Medical Center.

By completing this project, HFM expects to save more than 207,000 therms annually. Environmentally, this project will save over 1,211 tons of carbon dioxide equivalents from being released into the atmosphere. That is comparable to 231 passenger vehicles removed from the road or the energy not used in 100 homes for one year. HFM expects also to benefit from a \$116,000 annual savings on its energy bill.

From 2009 to 2015, HFM saved 2,000,000 kWh and 280,000 therms, as recorded by Focus on Energy grants. That is 7.5 million miles *not* driven by the average car, or 80 times around the world. Since 2009, Focus on Energy has awarded more than \$330,000 in grants to Holy Family Memorial for their energy conservation efforts.

Holy Family Memorial

Integration of Commitments and Principles

Strategic Theme: Community Engagement

Commitment to the Community

Throughout 2016, HFM continued moving forward with our commitment to the health and safety of our community. HFM's partnership with community organizations such as Healthiest Manitowoc County has helped to successfully reach out and educate community members on important health topics like injury prevention, increasing physical activity, and improving nutrition. Deaths from falls in our county have decreased from 36.9/100,000 to 28.2/100,000. HFM employee healthy weight score increased to 15%. In 2016, HFM had a presence at our local farmers market providing education on all aspects of a healthy lifestyle. HFM also hosted and facilitated community education presentations to community leaders and service groups to bring awareness and understanding of population health and how they could make a positive difference.

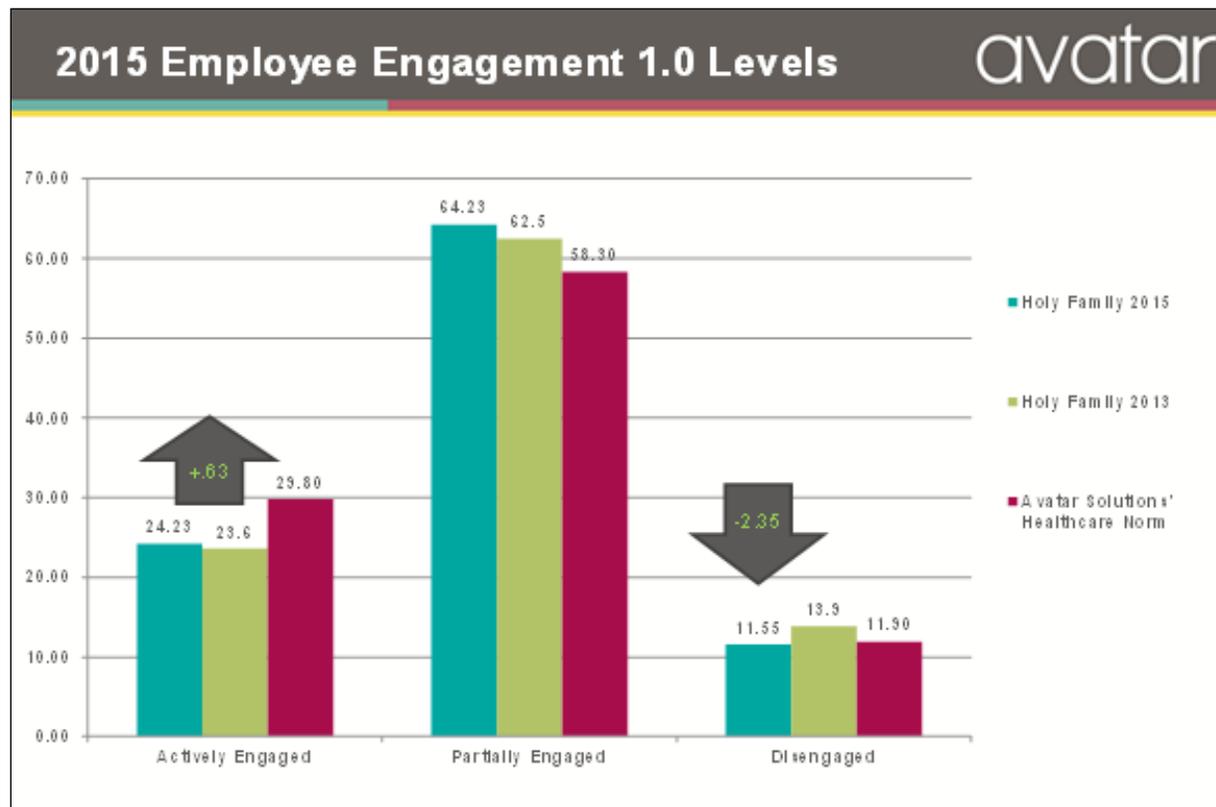
Solidarity with the Poor and Vulnerable

Health literacy is recognized as a necessary element to population health. Gender, age, race/ethnicity, and level of education are factors that influence health literacy and affect an individual's capacity to access, understand, and apply the basic health information needed to navigate the health care system and make appropriate health care decisions. The cost of low health literacy in the state of Wisconsin is approximately \$3.4 to \$7.6 billion annually. HFM employees have provided leadership in organizing a county-wide Health Literacy Task Force. Accomplishments realized through the efforts of the group include:

- Health literacy website completed and linked to the Healthiest Manitowoc County website.
- Five "Navigate Your Healthcare" classes and 10 "Know How to Read Your Prescription" classes offered throughout the area.
- HFM donated more than \$2,000 community benefit dollars toward the Health Literacy Task Force's initiatives.
- Developed informational pamphlet for agencies and community members' engagement and further understanding of health literacy importance.
- The task force developed 2017 goals which will further extend initiatives aimed at greater community involvement and participation in the Health Literacy Task Force.

Holy Family Memorial Staff and Employee Engagement

HFM's cultural shaping efforts continue to provide increased positive outcomes validated by Avatar Solutions survey results. HFM realized a .63 increase in actively engaged employees and a 2.35 decrease in disengaged employees over their previous survey of 2013. The Pride Survey is administered bi-annually.



Holy Family Memorial

Staff and Employee Engagement

Mission Activities Aimed at Employee Development and Engagement

Employee Appreciation Events

- Christmas holiday socials are hosted by senior leaders and administrative directors at each campus site annually, which includes a grand array of food and beverages and a gift certificate for each employee.
- Welcome teas and retirement teas are held for new providers and leaders and retiring employees who meet the criteria of service years.
- Appreciation awards are used to recognize outstanding employee performance and efforts by department leaders.
- Comprehensive benefit package is offered to employees proportionate to their services.
- Health Care Week and Pride Week offer employee events, treats, discount theme-days and fun activities.
- Positrons (employee donor club) provide employee members with various discounted bus trips and cultural or sporting events.
- The Inspired Caring Award of recognition is awarded quarterly for employees and volunteers.

Anniversary Month Events

- HFM's internal communication tool, Intralink publishes, The Weekly Bulletin featuring employees who are celebrating their anniversary each month as a network-wide recognition.
- Department leaders organize a recognition event within their department to recognize each employee's special anniversary days when they occur throughout the year.
- The Network Leadership monthly meeting has a standing agenda item: *A Great Place to Work?* This is a time for recognizing special year anniversaries of network leaders and includes a slide photo of the leader and their anniversary service year.
- Inspired Caring Teams, formed across department lines, host quarterly events for staff participation in a variety of ways: department lunches, surprise celebrations, potlucks, personal cards, and additional gifts from the organization.

Holy Family Memorial Community Benefit Report Summary

Benefits for the Poor

Community Care	673 encounters	\$ 244,000
Unpaid Costs of Public Programs		
Medicaid - Inpatient	380 days	979,000
Medicaid – Outpatient	32,102 visits	<u>8,118,000</u>
Total Quantifiable Benefits		\$9,341,000
Percent of Total Expenses		7.8%

Benefits for the Broader Community

Community Health Improvement & Community Benefit Operations	9,196 persons	\$ 195,000
Health Professions Education	466 persons	177,000
Cash and In-Kind Contributions	290 persons	111,000
Community Building Activities	1,064 persons	<u>47,000</u>
Total Quantifiable Benefits		\$ 530,000
Percent of Total Expenses		0.44%
TOTAL QUANTIFIABLE COMMUNITY BENEFITS		\$9,871,000
PERCENT OF EXPENSES		8.3%

Benefits for the Elderly

Unpaid Costs of Medicare		
Inpatient	1,570 days	\$ 2,218,000
Outpatient	106,772 visits	<u>10,379,000</u>
Quantifiable Benefits		\$12,597,000
Percent of Expenses		10.5%
Grand Total Benefits		\$22,467,000
		18.8%



Immunization: Our quality improvement program known as AFIX (Assessment, Feedback, Incentives, eXchange) was used to raise immunization rates. HFM partnered with Manitowoc County Health Department to complete a successful campaign for raising awareness regarding increasing adolescent immunizations rates. Wisconsin’s Immunization Registry was consulted to ensure additional vaccines were offered while patients were in a provider’s office.

Getting fit: HFM partnered with local community agencies and fitness centers to spearhead Lean on the Lakeshore, a community wide weight-loss challenge. The 2nd annual event had 250 participants and more than 1,300 total pounds in collective weight was lost. Nearly \$9,000 of HFM’s community benefit contributions were used to provide healthy food, physical activity and wellness programs for individuals in need. HFM’s Maritime Marathon hosted 441 runners from over 35 states and several foreign countries. 150 volunteers helped support the race, which strives to make a positive impact on the Manitowoc-Two Rivers community by promoting a healthy lifestyle. This event continues to grow and serves as a qualifier marathon for larger national events, including the Boston Marathon.



St. Paul Elder Services Kaukauna, Wisconsin



St. Paul Elder Services' strategic plan is expressed through the following five strategic goals:

1. **Be the employer of choice for individuals with a passion for service to others and a desire for professional engagement**
2. **Be the provider of mission-driven centers of excellence in memory care, post-acute care, palliative care, and mental health**
3. **Lead in the development and provision of innovative, sustainable home- and community-based programs to serve individuals, and support their families and care partners, in their preferred residence**
4. **Transition our brand to reflect the breadth of our services and promote strong, positive community recognition**
5. **Pursue collaboration with like-minded organizations to provide comprehensive services in the changing health care environment**

St. Paul Elder Services

Message from the President and Director of Mission and Spiritual Care



Sondra Norder
President and CEO

Throughout 2016, we heard positive feedback from many visitors to St. Paul Elder Services, ranging from the folks in the neighborhood who join us for daily Mass, to community leaders, to prospective employees, to Bishop David Ricken of the Green Bay Diocese. The feedback has had a consistent theme: the mission at St. Paul Elder Services is palpable. It is evident when one walks through the doors, encounters our hospitable staff, sees our fulfilled residents, and feels Jesus' healing presence all around. There is nothing more motivating to our team than to be validated in this way. While we all feel some sense of a calling to be here, and we all embrace the "why we do what we do," to be noticed for exemplifying our mission, vision, and values makes us want to continue to integrate our mission all the more. We constantly ask ourselves, how else can we enrich the lives of those we serve? How else can we promote the dignity of all human life, particularly the lives of older adults and the elderly? How else can we do this sacred work in new and innovative ways? How can we continue to meet the expectations of excellence that this community has of us? In this year's Mission Integration and Outcomes Report, we are pleased to highlight some of the ways we have challenged ourselves to recognize our mission in each and every moment we enjoy, each and every program we provide, and each and every decision we make. We appreciate the continuous support we receive from this community, our Board of Directors, and our Sponsor, as we answer the call to give all that we have to the noticeably mission-integrated culture at St. Paul Elder Services.



Sister Delores
Wisnicky
Director of Mission
and Spiritual Care

Mission challenges us to be our best. It requires focus and a vision that points to Jesus, Mary and Joseph. The Lord had an incredible view of life, broad and whole; loving all, no matter what. We judge so easily, so readily, too quickly. There is much suffering in our world. In *The Book of Joy*, Archbishop Tutu and the Dalai Lama tell us there is no beauty without suffering. Suffering is very much a part of life. In our ministry at St. Paul Elder Services, we provide support and try to ease the suffering of the frail and vulnerable. We walk with them. We listen and, in some ways, become part of them. They become a part of us. As people leave us and go home to Heaven, we have a departure ceremony. We pray Psalm 23 and put a departure quilt over the body as a sign of wrapping them with our love and prayers. They walked with us in life, so now we walk with them one last time. As we walk we sing Amazing Grace. At the door, we raise our hand in blessing. *May the Lord bless you and keep you. May the Lord smile upon you and be gracious to you. May the Lord give you peace!* (Numbers 6:24-26) It is a powerful service to witness and be a part of. Many families express deep gratitude for this act of love for their family member! Staff members make an effort to be a part of it. We offer an invitation over the PA system, so all know. We thank God for the gift of their life, their faith, their love. They leave footprints of love on our hearts. Many people have come in need of our Providence Fund. Stories of pain, suffering and turmoil color peoples' lives. Their faith touches mine. We are very connected as brothers and sisters. Many people have given to the Fund, knowing it is helping people in need. Mission is very strong here at SPES and I am humbled to a part of this holy ministry.

St. Paul Elder Services

Integration of Commitments and Principles

Strategic Goal: Be the employer of choice for individuals with a passion for service to others and a desire for professional engagement

Spirituality in the Workplace

Spirituality is vital to our Mission. We had two associates who were outstanding examples of living life fully, trusting in the Lord each day. They left us for the next life and their impact on us has been great. Many stories of how they prayed are left with us. We did not hear them complain or say a negative word about anyone. We are blessed for having known Karen Gedman and Carol Berg. Karen's husband shared that she had been preparing for this day, she spent an hour with her Bible every morning. We have Carol's favorite prayer.

We have stories from our residents and their families, too. One family member shared how in chapel she feels there is a barrage of angels present. Her son hadn't been going to church and is now attending here. She feels the love, peace and comfort of the Lord. It is amazing to see God's hand working here, when we are open to what God wants to do. He leads us. We look to him to guide us. Many people ask for prayers and we pray for them. It is holy work.

Stewardship of Resources

Beginning in 2013, SPES embarked on a journey of reinvesting and transforming our main campus. The first phase of the journey included renovating St. Paul Home and St. Paul Villa as well as expanding the COR area with the beds from Recovery Inn. As the first phase of the project was completed at the end of 2015 on time and at budget, we were able to start phase two, the construction of St. Paul Manor, immediately following the completion of phase one. By completing phase one on budget and starting construction of St. Paul Manor on time, it allowed SPES to complete the lower level of St. Paul Manor into what is now known as The Memory Care Resource Center. The Memory Care Resource Center is a one-of-a-kind place devoted to supporting those diagnosed with dementia and the people who care for them.

St. Paul Elder Services

Integration of Commitments and Principles

Strategic Goal: Be the provider of mission-driven centers of excellence in memory care, post-acute care, palliative care, and mental health

Solidarity with the Poor and Vulnerable

Corinne Sieker, our former director of nursing, experienced significant family issues as both her mother and sister suffered health difficulties requiring hospitalization and rehabilitation. The significant health issues threatened the finances of both her mother and sister, especially Corinne's sister whose insurance wouldn't cover the rehabilitation related and needed for a full recovery. SPES admitted her mother and then her sister, even though SPES didn't have a contract with Corinne's sister's insurance. SPES covered the cost of her care through SPES' Charity Care program. Not only did admitting her provide the care she needed, it also gave the opportunity for Corinne to offer family support to both her mother and sister right here at SPES. In addition, SPES made a \$500 donation to Corinne's sister to help with the financial burdens of her health issues. In appreciation for the care and support that SPES gave her family, Corinne nominated SPES for the Annual Compassionate Employer Award, presented by Kaukauna-based Community Benefit Tree and New North B2B magazine. SPES was selected as the award winner.

Holistic Care

We have long been a leader in true person-centered care, and we have continued to improve our capabilities in individualizing care and service plans through the use of alternative therapies, volunteers, technology, and community engagement. We assess all those we serve for not only medical needs, but mental health needs, spiritual needs, needs for a sense of belonging and purpose, and relationship needs. We regularly employ massage therapy, aromatherapy, and pet therapy to round out the care plans of those who might benefit. We have focused intensely on reduction of psychotropic medication and have been very successful in doing so by determining the root cause of each person's actions. We are putting a new focus on "trauma-informed care planning" for those who may have had trauma in their lives. We have completely eliminated the use of "personal alarms," which are known to negatively impact dignity.

St. Paul Elder Services

Integration of Commitments and Principles

Strategic Goal: Lead in the development and provision of innovative, sustainable home- and community-based programs to serve individuals, and support their families and care partners, in their preferred residence

Compassionate Care

We are studying the needs of our current SPES residents, tenants, and clients, as well as the needs of the community, to determine what services we might be missing, what might need to be expanded or improved, and what might require some re-deployment of resources, so that we can provide the most compassionate care possible in the setting of each individual's choice. We put a strong focus on sharing our dementia care expertise with the care partners of those who are living in the community, to provide them the support they need to continue to do the very difficult work of caring for their loved ones.

Respect for Human Dignity

Recognizing that over 70% of persons living with dementia reside in the community, rather than in residential or skilled nursing facilities, we continue to develop and expand innovative community-based programs and services to support persons living with dementia and their care partners in their preferred residence. Identifying that each person living with dementia and their care partners have unique, evolving needs due to the progressive nature of dementia, our Passages Program offers a continuum of services from diagnosis to end-of-life care. Over the past year, our Passages Program growth matches this trend and desire for persons living with dementia to reside in their preferred residence by the expansion of services in our Community Outreach Program as evidenced by an almost 25% increase of persons living with dementia using our transportation services, an increase of persons attending our Club Gabriel adult day services, and an almost 5% increase of St. Paul at Home supportive home care members living with dementia. Our newly opened Memory Care Resource Center is home to support groups, home-based technology services, education and consultation services, creative engagement programs, Memory Café, and lending library which all serve as respectful, innovative avenues to support persons living with dementia and their care partners in their preferred residence.

St. Paul Elder Services

Integration of Commitments and Principles

Strategic Goal: Transition our brand to reflect the breadth of our services and promote strong, positive community recognition

Acting in Communion with the Church

The Catholic Church is very much a part of our life here at St. Paul Elder Services. Prayer and the sacraments sustain us. We gather at the altar to be nourished and fed by the Bread of Life. Many people are so grateful to our resident Capuchin Franciscan Friars for the spirituality they share with us. Many with dementia will come to the chapel, sing with us, and smile. The comfort and love they long for is witnessed in a profound way. Our Capuchin priests preside at Mass. They share and teach the Gospel message. The Capuchins have acted in communion with the church for a long time. They take their teaching role to heart and genuinely love the church. Our volunteers assist us in so many ways, so residents are able to come to Mass. They help transport our residents to Mass, they lead the rosary, and they do in-room communion distribution. Our Capuchins listen to confessions and anoint our residents. We pray for our world, that we live as brothers and sisters, and that we are all connected in love and peace. We pray for leaders to work for justice. Jesus loved without counting the cost, may we follow his footprints. Pope Francis shows us how to accept all people. May the Lord help us help the vulnerable, the frail, the lonely and the forgotten.

Care of Creation

We have continued our efforts at “going green” by writing goals for each department to reduce waste and save energy, and have started a technology assessment and road-mapping process that will allow us to continue to automate processes that were paper-intensive in the past. We continue to challenge our staff to care for Mother Earth by helping to keep our grounds free from litter, holding drawings for gift cards for those who assist with our efforts. We focus on our value of stewardship of resources so that we are only using just what we need, and using the right products and equipment that are appropriate for this type of setting. We have obtained a share in a local food cooperative from which we get deliveries of locally grown produce, and continue to explore the idea of having our own campus garden from which to grow fresh produce for resident meals. We continue to promote our pet therapy program and incorporate the love of animals into the care plans of those who enjoy their company. We hope to promote our efforts so that the community can recognize all that we do to care for creation.

St. Paul Elder Services

Integration of Commitments and Principles

Strategic Goal: Pursue collaboration with like-minded organizations to provide comprehensive services in the changing health care environment

Common Good

In 2016, we collaborated with RecoverHealth to begin offering home therapy services to patients living in the community and to those discharging from our rehabilitation unit. That partnership aids in successful transition to home because of the relationships already established between patients and therapists during an inpatient stay, thereby reducing the potential for hospital readmission. We have continued to collaborate with the Fox Valley Memory Project to bring meaningful, exciting, and cutting-edge programs to those living with dementia in the community and their care partners, and we continue to seek more formal ways to collaborate on increasing access to services, particularly to those in the rural areas surrounding the Fox Valley. We also continue to collaborate with the Center for Suicide Awareness to provide supportive mental health and substance abuse services to our patients, residents, and employees, which has complemented our programming and our culture very nicely, adding a holistic touch to our customer service approach.

Commitment to the Community

Through our newly opened Memory Care Resource Center, we are building upon current collaborative relationships with other organizations, including the Neuroscience Group, the Fox Valley Memory Project, the Center for Suicide Awareness, the Aging and Disability Resource Center, and the Alzheimer's Association. These relationships help us provide care management, counseling and education, and other supportive services to older and at-risk adults by bringing together social workers and other health professionals whose primary focus is on linking those living in the community with memory impairment, depression, anxiety, and/or substance abuse issues with helpful resources. The resources help ensure basic living needs are met and that lack of education, finances, or the stigma of dementia, poverty, or mental health challenges are not a barrier to maintaining social and financial independence. We work with the Community Benefit Tree to determine if any of the beneficiaries they are working with who have medical crises could benefit from any of our services, programs, or equipment. We have put a strong focus on our community-based initiatives, providing blood pressure screenings and flu shot clinics, hosting blood drives, allowing other non-profits to use our meeting spaces rent-free, and maximizing our capacity for student learners to get their required experiences here.

St. Paul Elder Services

Staff and Employee Engagement

Employee Engagement and Satisfaction Survey Highlights

Employee Satisfaction			Recommend SPES as a Place to Work		
<i>Goal: A minimum of 80% of responses from associate survey fall into “met” or “exceeded” or “far exceeded” category related to overall satisfaction.</i>			<i>Goal: A minimum of 80% of responses from associate survey fall into “probably yes” or “definitely yes” category related to recommending SPES as a place to work.</i>		
	2016	2015		2016	2015
Q1	86%	88%	Q1	83%	86%
Q2	85%	79%	Q2	82%	82%
Q3	88%	81%	Q3	77%	83%
Q4	85%	75%	Q4	75%	74%

Mission Activities Aimed at Employee Development and Engagement

Employee Appreciation: We continue to recognize our employees on their birthdays by mailing cards to them that our whole management team has personally signed. They are well-received and often mentioned in our associate survey comments. Our Mission Committee is instrumental in planning and providing meals to our employees on a quarterly basis. Employees received t-shirts printed with our ongoing theme: “Keep Calm, Mission On.” That theme carried through to our Associate Appreciation Banquet, where we honored those with service milestones as well as presented the SPES award to Becky Reichelt. This award is given to one associate annually who exemplifies the “Selfless Pursuit of Exceptional Service.” Our new hires receive a personal welcome card from our president, Sondra Norder, and a welcome gift, including a free meal at our Coffee Grind café.

“Be The One” and Mission Moments: A new program called “Be The One” was developed by our COO, Becky Reichelt. Managers are encouraged to recognize employees doing what they do best, exhibiting our core values and mission. They receive a handwritten card that acknowledges them for living the mission. Cards are hand delivered and often times include a hug. Cards have been very well-received by staff and reinforce for them the importance of their role in serving those in need and in carrying out our mission. Some examples include recognizing a housekeeper who takes pride in the work she does daily, or an RN who shined in what could have been a very difficult situation. Many random acts of kindness have been recognized as well.

Staff meetings have been restructured with an emphasis on mission. Meetings start with mission moments where staff members verbalize moments where they felt that our mission made their job important. Many touching examples from staff have been shared regarding how their “moment” enriched the life of someone they served. It reminds all staff about those moments that make a difference in someone else’s world and why they do what they do.

St. Paul Elder Services Community Benefit Report Summary

Benefits for the Poor

Charity Care	11 Resident Days	\$ 71,291
Unpaid Costs of Public Programs		
Medicaid	29,877 Resident Days	2,186,164
Family Care	5,779 Resident Days	<u>253,767</u>
Total		\$2,511,222

Benefits for the Broader Community

Community Outreach	8 Types	\$ 204,696
Cash/In-Kind Donations	7 Groups	100,289
Providence Fund Grants		<u>18,470</u>
Total		\$ 323,455

TOTAL QUANTIFIABLE COMMUNITY BENEFITS	\$2,834,677
PERCENT OF EXPENSES	15.7%

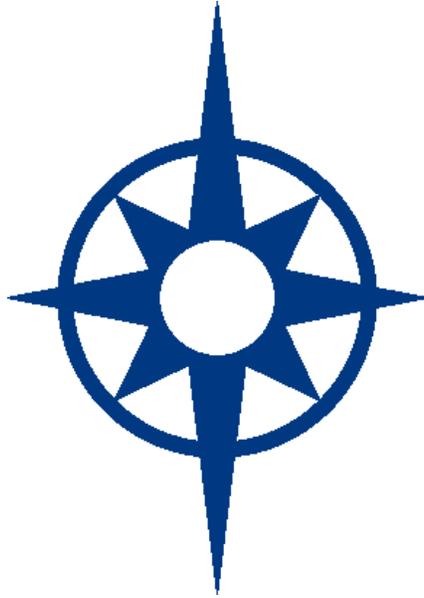


Food for the Poor: During Lent, we collected food and personal items to assist those who are struggling with basic necessities. Through the generosity of others, we were able to make a difference in many lives, as we collected over 793 items for the “Freedom From Hunger Food Pantry,” a local, non-government-funded food pantry. By sharing what we have, we strengthen and mend the spirits of those in need.

Lending a Hand: Established by the Franciscan Sisters of Christian Charity, the St. Paul Elder Services’ Providence Fund is a resource available to members of the St. Paul family—residents, families of residents, associates—who are experiencing financial difficulty. Often in response to unexpected emergencies, we have provided Providence Fund grants to help associates recover from fire and storm damage, to cover security deposits for families who are otherwise at risk of homelessness, and to provide for basic needs such as groceries and gas. We know that by linking people with the resources they need to overcome their temporary challenges, they are relieved of the barriers that prevent them from weaving healthy and sustainable changes into their lives. We are blessed to help others experience a sense of belonging when they may otherwise have nowhere to turn.



Silver Lake College of the Holy Family Manitowoc, Wisconsin



Silver Lake College's strategic plan is expressed through the following six strategic themes:

1. **Academic Excellence**
2. **Enrollment and Financial Stability**
3. **Mission Integration**
4. **Community Outreach**
5. **Quality Student Services and Business Operations**
6. **Enhanced Campus Environment**

Silver Lake College of the Holy Family

Message from the President and Executive Director of Mission Integration



Dr. Chris Domes
President

The College continues to achieve the goals laid out in the Foundations for the Future Plan. The strategic pillars and the key initiatives continue to strengthen our Catholic, Franciscan mission. Beginning with the 2016-17 academic year, the college community officially adopted the Work College Model, making it the first Catholic college in the nation to embrace this approach to educating the whole student. The college also joined the National Association of Intercollegiate Athletics and will field both women's softball and women's soccer next fall. In addition, the first cohort of students enrolled in the Bachelor of Science in nursing and the college announced a new master's in Leadership and Organizational Development program. All of these initiatives and programs are pointing Silver Lake College toward a bright future. The mission, values, and culture of the institution are being strengthened every day. We are sending our graduates into the world to serve in profound life-giving ways. Our vision ensures that we are "educating the whole person" and our mission anchors this work in our Catholic, Franciscan tradition.



Sister Lorita Gaffney
Executive Director of
Mission Integration

In addition to the mission principles below that were assigned to the strategic pillar groups at Silver Lake College, each year we celebrate and focus on one of the four Franciscan values that the college has embraced. This year, *peacemaking* is the value of focus. A peace garden is located by the Clare Hall entrance. Sister Mariella Erdmann designed and created four peace poles for this garden. Generous benefactors also provided the resources for another peaceful garden—the Lawler Reflection Garden—located to the west of the Heritage Room. Throughout 2016, the college community adopted five cultural principles with concrete practices that give "flesh" to the Franciscan values. At the fall orientation program for employees, each person received a card with specific cultural practices that pertain most to the theme of peacemaking. These reminders are being used by faculty and staff alike. Annually, a Freddy Spirit Award is presented to selected students and staff who demonstrate excellence in the practice of Franciscan values on campus and in the community. This year, the Association of Franciscan Colleges and Universities has released an instrument, approved by all the Franciscan college presidents, for assessing mission in Franciscan Catholic Higher Education. We will be looking at this instrument for implementation in the coming academic year.

Silver Lake College of the Holy Family

Integration of Commitments and Principles

Strategic Theme: Academic Excellence

Respect for Human Dignity

There are several examples of human respect within the realms of academia this year. Most notable is the program entitled Walk in Our Shoes to which the entire SLC community was invited to participate in March 2017. Originating in the School of Education, this program is a Latino simulation experience designed to help participants understand what it is like to live as a Latino in our community. It includes role-playing around issues facing Latinos, cultural sensitivity and awareness, as well as opportunities to be a catalyst for change.

Junior-level nursing students participate in clinical practicums demonstrating the values of compassion and care of the elderly. Psychology students had discussions that explored a variety of different cultures and subcultures (Holocaust, runaways, riots in Oklahoma, etc.). Two of the faculty conducted the Faculty Teaching Collaborative this academic year. Topics included racial/ethnic diversity, sexual orientation, gender, age, and socioeconomic status. Faculty members who have attended sessions appreciated the opportunity to discuss these sensitive issues as well as their impact within the classroom.

Care of Creation

Students in Creative Writing and a course on Synthesis and Servant Leadership spent time observing and writing near Silver Lake on campus, providing a renewed appreciation of nature. Many chose poems written near the lake for their midterm portfolio. These poems reveal not only a fresh use of language, imagery, and poetic techniques, but also a keen recognition of the importance of connecting with nature. Students discussed the concept of *haecceitas* (*this-ness*) as it applies to humans and all aspects of creation. Through poetry experiments, students celebrated the *this-ness* of trees, plants, landforms and other elements. Reading Gerard Manley Hopkins, Lorine Niedecker, and St. Francis' Cantic of the Creatures, gave students in LAS 401 examples of how poets engage with and respect creation. Students in the same course read *I Am Malala*, and they researched the social justice issues involved. Though most touch on human respect, they could also see a strong connection to care for creation. In two economics courses, the instructor lectured on the interconnectedness of the human family, Maslow's hierarchy of needs, the Golden Rule, and the Franciscan Values of the college. In a discussion that followed, there were opportunities to clarify these values and their connection to economics topics, specifically consumer behavior.

Silver Lake College of the Holy Family

Integration of Commitments and Principles

Strategic Theme: Enrollment and Financial Stability

Solidarity with the Poor and Vulnerable

The Enrollment Team and Finance Office at Silver Lake College work hard at providing access to services for students in need. A student living off campus notified the President's Office that her roommates didn't pay their portion of the electric bill, and the utility company had disconnected power. Through collaboration of the Financial Services and President's Office, it was mutually agreed to advance the student the funds to have the power turned back on and have the student pay back the college. A couple days later, the student reappeared in the President's Office with the \$150 that was loaned to her and her roommates. When asked if repaying this so quickly caused a financial burden, the student replied that she wouldn't buy groceries for the week. Since this was not an appropriate scenario for a young student to be in, a payment plan was established. She was also meet regularly with the president's assistant to set up and review a monthly budget. This event provided an educational opportunity for the student to learn from and remain in control of her finances with the assistance provided by the team. Examples like this abound at Silver Lake College.

Holistic Care

To retain students from warmer climates and provide them warmth in the winter months, the college organized a winter clothing drive. Faculty and staff were generous in donating slightly used or new outer wear of all kinds. More than 25 students benefited from these donations. There was also a drive for donations of business attire for students applying for internships. Additionally, there is an annual United Way Campaign at the college. Donated funds help provide a variety of services throughout the county.

Now In its second year, all freshmen are members of a learning community. As a cohort, they are given specific tools and assistance to thrive academically, personally, and physically as college students. Counseling services are provided weekly, and spiritual assistance is offered by way of Bible study, liturgical services, and service opportunities. In general, the college community offers wrap-around student support wherever there is need. This includes things such as transportation, assistance with airfare, and housing for parents arriving for graduation. The Benevolent Fund, provided by the Franciscan Sisters of Christian Charity, offers financial support for a variety of emergency needs of students and employees.

Silver Lake College of the Holy Family

Integration of Commitments and Principles

Strategic Theme: Mission Integration

Spirituality in the Workplace

Being mindful of the presence of God and his goodness in our lives is fostered at Silver Lake College. Following are some examples of how we do this. The Mission Office offered room blessings and a small San Damiano crucifix to students living in Clare Hall. The mission director also met with all the freshmen students in their learning communities to talk briefly about mission, about why there are Franciscan Sisters at the college, and how the Franciscan values are imbedded into their experiences within a learning community. The director of mission integration offers an orientation program for new faculty and staff that includes the *Heritage of Hope* video on the history and mission of the Franciscan Sisters. A similar mission orientation is given to new board members. Dr. Domes opens all meetings with a prayer. The Mission Office provided a prayer for the following programs: matriculation ceremony for new freshmen, faculty welcome day, three CEO Breakfast programs, dedications, and commencement, to name a few. A special blessing was offered when Room 249 (a former guest room) at the college was dedicated in honor of Gwendolyn Brooks, a black poet and author who was provided Franciscan hospitality at the college 50 years ago when she was denied housing in Manitowoc.

Acting in Communion with the Church

The following are some examples of how Silver Lake College demonstrates its presence as a ministry of the Catholic Church. A Freshman student, with the support of the entire college community, planned and conducted an extensive celebration in honor of Our Lady of Guadalupe which included a rosary novena, a procession of roses, benediction, and Spanish Mass. Silver Lake College supported three freshmen students to attend Focus SEEK in San Antonio. This program aims to deepen the spirituality of Catholic youth. These students will hopefully be part of the Spirituality Leadership Team we intend to develop on campus. Upon student request, Lenten devotions of the Stations of the Cross followed by adoration and benediction were scheduled in the chapel on Saturday mornings of Lent. The College offers weekly Sunday Mass, monthly college Masses, Bible study twice a week, monthly Mass in honor of Our Lady of Guadalupe, and opportunities for the Sacrament of Reconciliation and Liturgy of the Hours. The Franciscan Tradition holds a sacramental view of the world and of the human person as a reflection of God's overflowing goodness. In practice this means celebrating diversity as an expression of God's goodness, emphasizing responsibility for creation, honoring the dignity of every creature, and providing opportunities to contemplate and communicate the reality of God's abundant goodness and beauty.

Silver Lake College of the Holy Family

Integration of Commitments and Principles

Strategic Theme: Community Outreach

Common Good

As mentioned above, staff members, students, and community members donated to a family in need over the holidays. Three staff members delivered the gifts and donations to the family home in De Pere, Wis. The Student Development Department at Silver Lake College partnered with Hope House of Manitowoc County to promote “The Help for the Homeless Hygiene Drive.” The drive extended for a month and ended in March 2017. Flyers were posted on campus giving the list of needed items and drop-box locations for the donations. Several stores and businesses in Manitowoc contributed to this Hygiene Drive.

The Silver Lake College nursing staff and students hosted Nursing Case Conference: A Hospice Journey. This was presented by a hospice lead specialist at Holy Family Memorial Hospital in Manitowoc. Students learned about hospice services provided at HFM, but more importantly, how the entire hospice interdisciplinary team plays a role in providing quality of life for patients and families during the end-of-life journey.

Commitment to the Community

This has been the third year of the CEO Breakfast Series, an opportunity to bring business leaders and aspiring business leaders to the college. Not only is the college committed to educating future employees, but we are committed to strengthening our community by showcasing speakers at this breakfast who are exceptional leaders. The college currently has a robust internship program for placing students within various community businesses, and this becomes more important for students within the SLC Works Program. The internship program illustrates our commitment to supporting the community businesses and enterprises by immersing our students into their processes and providing opportunities for feedback from them to better prepare our students for the workforce, an important goal for a Work College. Silver Lake College recently hired a director for the SLC Works Program; enhancing networking opportunities with the community holds a high priority for this person. The college participates in the annual United Way Campaign, contributing financial resources to the Manitowoc Community. The college participates in the Chamber of Commerce and its goal of supporting businesses in Manitowoc. Last fall, art students painted a mural at LaDeDa Book Store in Manitowoc, a way to connect SLC students with the community.

Silver Lake College of the Holy Family

Integration of Commitments and Principles

Strategic Theme: Quality Student Services and Business Operations

Respect for Human Dignity

Residential Life provided a variety of different celebrations this year in which respect for human dignity was a strong emphasis. September-October was Hispanic Heritage month. In November, we celebrated Italian History. February was Black History Month. Women's History was the theme for March. There was a Martin Luther King celebration on January 16th. Prior to the national elections, there were discussion tables on various issues, and after the election similar discussions for debriefing as well as safety for immigrants. As was mentioned in last year's report, the Academic Concerns Committee addresses student issues that arise, including the Early Alert System for addressing academic concerns early on. Behavioral concerns, roommate conflicts and group interventions are all topics of this committee. The Residential Life director meets monthly with the dorm RAs to discuss concerns and issues that may arise. Each year, students in good academic standing are invited to become Presidential Student Ambassadors. These students represent the mission of the college at high-profile events to which college personnel and the public are invited. Students in these positions, as well as those assisting with the annual Scholarship Gala, are assisted by the college and the Benevolent Fund for purchasing appropriate business attire.

Compassionate Care

There are many opportunities to express compassion on campus. Mentioned earlier was the involvement of the entire college community to help a very needy family, not only with clothing and toys for their children, but also a variety of supplies for their expected triplets. The "Help for the Homeless Drive" mentioned earlier is another example of compassion to the needy. The Mission Office dispenses funds from the Benevolent Fund provided by the Franciscan Sisters of Christian Charity to students, faculty, and staff in specific need. At this time in the 2016-2017 school year, \$4,600 have been donated to the fund by the Sisters, and about \$2,300 has been dispensed to students for textbooks, clothing, and personal needs as an expression of compassionate care. All of the beneficiaries expressed gratitude for this assistance. Dr. Domes sends cards of sympathy and celebration to board members, donors, and other friends of the college. Each month, memorials are sent to the families of deceased members and friends of the college community, and these memorials are remembered at the monthly memorial Masses. The names of those remembered are listed in a special book on display in the SLC Chapel. College personnel are attentive to attending funeral services and celebratory events of employees and students. Student Services provides transportation for students needing assistance to get home, or to attend events not accessible by bus service.

Silver Lake College of the Holy Family

Integration of Commitments and Principles

Strategic Theme: Enhanced Campus Environment

Common Good

In regards to Campus Environment, Mimi's Cafe continues to be an excellent resource for students, staff and faculty, offering a place to interact socially. It's exciting to always see people using this space. The Academic Resource Center (ARC) promotes the common good by offering complimentary coffee and treats during a study night before midterm and final exams called Coffee & Cram. At the beginning of final exam week, there is a "finals feast" where faculty and staff serve a full breakfast to the students in the cafeteria. Our food service provider also prepares culturally relevant meal options in honor of special occasions like Thanksgiving dinner prior to Thanksgiving break, a Mexican meal in honor of the Feast of Our lady of Guadalupe, and Christmas dinner the last week of the semester. Utilizing students as hosts and servers at donor events such as the President's Society Dinner, CEO Breakfasts, and Gala provides great networking opportunities for students.

Our five cultural principles—collaboration, communication, excellence, innovation, and stewardship—are kept before us in many different ways as frequent reminders of how they help us contribute to the common good. Campus posters, table-tents, and individual cards are just some of the ways we draw attention to our Franciscan Values.

Stewardship of Resources

The Mission Office, through the generosity of the Franciscan Sisters of Christian Charity, dispensed over \$2,000 to students in need. Most of these funds were used to buy textbooks and clothing. The Biology Honor Society (Tri Beta) continues its commitment to the Adopt-a-Highway Program, and cleans 1.5 miles of highway near the college twice a year. As we continue developing the cultural attributes for our institution, being innovative in using our resources is central to that effort. This was evident in the three major renovation projects accomplished on campus in 2016. The third floor west end of campus underwent a major renovation to accommodate the new nursing program. Care was taken to stay within budget and to use resources wisely. Some furniture was recycled from other parts of the building. The same care was taken in using donor funds for the renovation of the patio and the creation of a reflection garden. In two of the cases, labor done by our own staff allowed the project to be completed under budget. For renovation of offices and other spaces within the campus, recycling of materials where possible is a great stewarding of resources. Care has been taken in the past couple years to beautify the campus grounds with potted plants, shrubs, and trees. Sodexo provides a grounds-keeper to maintain the outdoor campus environment.

Silver Lake College of the Holy Family

Staff and Employee Engagement

Employee satisfaction survey: In the spring of 2015, Silver Lake College employees took the *Modern Think Higher Education Insight Survey* put out by The Chronicle of Higher Education. Results were presented in the 2015 Mission Integration and Outcomes Report. There was no employee satisfaction/engagement survey conducted in 2016 at Silver Lake College. The *Modern Think* survey is being administered again in 2017, the results of which will be available for the 2017 report.

Mission Activities Aimed at Employee Development and Engagement

Following are four examples of programs at Silver Lake College that address mission competency in some way: Employee and Board of Trustee orientation programs, leadership development for administration and staff, the comprehensive preparation for the Higher Learning Commission visit, and the presentation of Franciscan crosses to students and graduates.

- The Mission Office provides a specific mission orientation to new faculty and staff. There is a full-day orientation for new Board of Trustee members that includes the history, mission, and values of the Franciscan sisters of Christian Charity and Silver Lake College. The Mission Director is part of the interview team in many cases, particularly when hiring in leadership. Once on duty, the mission director meets new employees to orient them on the history of the Franciscan Sisters of Christian Charity, the meaning of sponsorship by the congregation, the Franciscan heritage and intellectual tradition, and the role of the college as a Franciscan institution of higher education. At the opening of the fall semester, the Employee Welcome Day includes a prayer service on the Franciscan value theme for that year.
- In 2016, SLC administration hired a team of leadership experts, Leadership Arlington, to assist employees in exercising effective leadership skills in their respective management roles at the college. Included in this process was the development and implementation of defined cultural principles that all employees embrace.
- The Higher Learning Commission will make an accreditation visit to Silver Lake College in October 2017. In preparation for this important visit, all of the faculty and staff have been gathering assessment data, compiling compliance documents, and drafting assurance documents required by the visitation team. Criteria for accreditation include mission, integrity, evaluation of teaching and learning, and institutional effectiveness.
- At the matriculation ceremony for new students, each is presented with a Tau Cross, and at the Baccalaureate Mass prior to commencement, each is presented with a San Damiano Crucifix. The meaning and significances of these crosses are given prior to the presentation of each.

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