Support for 100,000 Lives Campaign

Catholic Health Initiatives and its senior leadership team strongly endorse the objectives of the 100,000 Lives Campaign created by the Institute for Healthcare Improvement. This initiative aims to use proven health care improvement methods to avoid 100,000 deaths between December 14, 2004, and June 14, 2006.

IHI hopes to enlist up to 2,000 hospitals in the campaign, which promotes six changes in health care practice:

- Deploy rapid response teams to examine patients at the first sign of decline.
- Deliver reliable, evidence-based care for acute myocardial infarction.
- Prevent adverse drug events by implementing medication reconciliation.
- Prevent central line infections by delivering five interdependent, scientifically grounded steps (the “central line bundle”).
- Prevent surgical site infections by delivering the correct perioperative antibiotics, maintaining glucose levels and avoiding shaving hair at the surgical site.
- Prevent ventilator-associated pneumonia by implementing five interdependent, scientifically grounded steps (the “ventilator bundle”).

Hospitals that enroll must commit to implementing some or all of the changes and reporting results. More information and a list of participants is available at www.ihi.org/IHI/Programs/Campaign/.
A publication for the participating congregations, leadership, physicians and staff of Catholic Health Initiatives

**Initiatives**

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**Core Strategy: Quality**

The Road to Quality is STEEEP

Committed to being a recognized leader in clinical quality, safety and customer loyalty, Catholic Health Initiatives has identified key indicators of quality care, collectively known as STEEEP: Safe, Timely, Effective, Efficient, Equitable and Person-Centered care. The concept of person-centered care is particularly essential. “It expands the focus to the patient as a whole person, inclusive of his or her family and community,” said John Anderson, MD, chief medical officer for Catholic Health Initiatives.

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**Saint Francis Named Finalist for McGaw Prize**

Saint Francis Medical Center, Grand Island, Neb., was named a finalist for the prestigious 2004 Foster G. McGaw Prize for excellence in community service. “Saint Francis Medical Center is an excellent example of the wonderful results that can be achieved through partnering with other community groups to invest in people and help them improve their lives,” said Susan Manilow, chair of the prize committee.

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**Support for 100,000 Lives Campaign**

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**CATHOLIC HEALTH INITIATIVES™**

A spirit of innovation, a legacy of care.
Saint Francis Medical Center, Grand Island, Neb., was named a finalist for the prestigious 2004 Foster G. McGaw Prize for excellence in community service by the American Hospital Association and other sponsors.

As a finalist for the prize, which honors health care organizations that provide programs to promote community health and well-being, Saint Francis will receive $10,000. The winner of the 2004 Foster G. McGaw prize was Henry Ford Health System of Michigan.

“Saint Francis Medical Center is providing strong leadership and energy to improving the overall health and well-being of its community, including addressing economic and social issues that impact good health,” said Susan Manilow, chair of the prize committee. “It is an excellent example of the wonderful results that can be achieved through partnering with other community groups to invest in people and help them improve their lives.”

Saint Francis’ community health initiatives include:

- Growing Our Own Health Professionals. These hospital-sponsored, collaborative programs address the need for health care workers and improve the economic status of low-income individuals through exposure to health care careers, innovative training programs and financial assistance.

- Student Wellness Center at Grand Island Senior High School. This collaboration created a primary-care clinic that offers medical, mental health and substance abuse services to students at one of Nebraska’s largest high schools.

- Parish Nursing. This program trains registered nurses to deliver holistic care to faith communities and develop teams that focus on improving the health of their church families.

- Supportive Care of the Dying. Saint Francis created this coalition of agencies and individuals to better meet the needs of central Nebraskans at the end of life.

- Hispanic Health Outreach. Saint Francis designed this collection of communication vehicles, programs and services to meet the needs of the region’s burgeoning Hispanic population.

“I am extremely proud of the Saint Francis employees who participate in our outreach programs, as well as our partner organizations throughout the community,” said Michael Gloor, president and chief executive officer of Saint Francis. “Saint Francis Medical Center will continue to develop innovative ways to meet our community’s needs and advocate for systemic changes in health care that improve the well-being of all.”

Saint Francis Named Finalist for McGaw Prize

The Foster G. McGaw Prize, first awarded in 1986, recognizes health care organizations that display a continuous commitment to making communities healthier and more vital. The award is named for Foster G. McGaw, who founded the American Hospital Supply Corporation in 1922 and is renowned for his philanthropic activities in health care.

“The 2004 Foster G. McGaw Prize winner and finalists are truly inspirational organizations,” said Susan Manilow, chair of the Foster G. McGaw Prize Committee. “Their outstanding community programs are significantly improving the health and quality of life of the people they serve.”

The annual award is sponsored by the American Hospital Association, the Baxter International Foundation and the Cardinal Health Foundation.

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Students at Grand Island Senior High School can prepare for careers in health care through a medical pathway program created by Saint Francis Medical Center. Instructor Sue Beaty, APRN (second from left) watched students (left to right) Virgilio (Alex) Villeda, Cassandra Hopkins, Amber Moreno, Erica Guerrero and Josefina Cuevas practice care techniques on a “patient” in the school’s Virtual Hospital setting.
See What’s New at Inside CHI

Inside CHI, Catholic Health Initiatives’ system-wide intranet, has been enhanced to provide a new, easier way to access national and local system news; find national resources for personal and professional development; advance patient care; and collaborate with colleagues across the system.

Inside CHI now includes:

- News and information from market-based organizations and Catholic Health Initiatives.
- Learning Center – Resources include the LEAD program for managers and executives, as well as corporate education programs for all Catholic Health Initiatives employees.
- Clinical resources for national quality and patient safety initiatives.
- Practice in Action – Lessons from Annual Planning Reviews, including a “Good Practices” database.
- CHI Communities – The opportunity to collaborate with others in the nationwide Catholic Health Initiatives community.

Inside CHI will continually add content and tools to support each of the organization’s core strategies: People, Information, Quality, Performance and Growth.

Inside CHI is located at http://home.catholichealth.net. For assistance, contact CHI Customer Support at 866/236-0441 or chicustomersupport@catholichealth.net.

Record Attendance at Quality Conference

The conference, held February 2–4 in San Antonio, Texas, began with an update from Joint Commission on Accreditation of Healthcare Organizations (JCAHO) surveyors Kenneth Dale Brown, MSN, RN, and Stephen Dorman, MD. They discussed changes in the survey process for 2005 and problematic standards, among other topics.

The second day was devoted to presentations by national staff and market-based leaders, who discussed engaging leaders in quality and patient safety; peer review; knowledge transfer; information technology and patient safety; and pharmacy.

The final day of the conference featured Sandra Murray, MA, of Corporate Transformation Concepts, who discussed the use of data to bring about measurable improvements in quality care.

“This conference has evolved from a single focus on JCAHO preparedness to a comprehensive look at quality initiatives within Catholic Health Initiatives and the health care industry,” said John Anderson, MD, chief medical officer for Catholic Health Initiatives. “This year’s conference provided significant resources for quality initiatives throughout our system.”
Through its core strategy of Quality, Catholic Health Initiatives is committed to being a recognized leader in clinical quality, safety and customer loyalty. To help guide the organization toward its quality objectives, Catholic Health Initiatives’ National Clinical Services Group has adopted the definition of quality care created by the Institute of Medicine:

“Quality care is the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge.”

Just as important as the definition are six domains promoted by the Clinical Services Group as key indicators of quality care. Each of these indicators, collectively known by the acronym STEEEP, contribute to care that is:

- Safe
- Timely
- Effective
- Efficient
- Equitable
- Person Centered

In particular, the concept of person-centered care is essential to Catholic Health Initiatives’ quality strategy. “It is different from patient-focused care, which takes a narrower view of the health needs of an individual,” said John Anderson, MD, chief medical officer for Catholic Health Initiatives. “Person-centered care expands that focus to the patient as a whole person, inclusive of his or her family and community.”

In its hospitals and other care organizations, Catholic Health Initiatives’ market-based chief executive officers are advancing the development of person-centered care. “Market-based chief executives attend to the entire business of their facilities and services, with models for clinical care as just one aspect of overall operations,” said Anderson. “Catholic Health Initiatives intends to help chief executives focus more intensively on the clinical enterprise, including quality care, safety and service excellence. Initiatives such as CHI Connect will help by eliminating some of the time that chief executives must now spend managing the details of human resource, finance, supply chain and information technology programs.”

Market-based chief executives agree that a focus on quality care is critical to local market success. “Among a market-based chief executive officer’s responsibilities, quality assurance and improvement are just as important as financial performance,” said Gary Rowe, president and chief executive officer of St. John’s Regional
Medical Center, Joplin, Mo. “At St. John’s, quality improvement starts with our board. Our board reviews quality and patient safety outcomes in addition to its oversight of operations, strategy and mission.”

St. John’s board receives regular reports that compare the organization to national benchmarks for clinical quality. “We compare our performance to national and Catholic Health Initiatives benchmarks for clinical excellence,” said Rowe. “Where we achieve excellence, we celebrate and maintain it. Where we do not, it’s our job to ensure that our staff and physicians, using a team approach, develop work plans designed to reach specific goals.”

Joseph Wilczek, president and chief executive officer of Franciscan Health System, Tacoma, Wash., sees middle managers as a foundation for quality assurance. The three-hospital network scrutinizes a variety of clinical quality indicators as part of its daily management processes. “Our managers make sure we do the right things — for example, giving aspirin to heart patients as they go home,” said Wilczek.

To ensure that managers have the skills needed to solve problems that can affect quality, Franciscan Health System provides them with high-level training. More than two dozen of the organization’s managers have completed health care management training provided by The Advisory Board, Washington, D.C.

Wilczek also hosts an annual one-day retreat at which more than 300 managers focus on developing the skills to build a better organization. “Most recently we had Brian Bagley, the lead researcher on the book Good to Great, as a guest speaker,” said Wilczek. “He gave us a lot to talk about regarding the principles discussed in the book, such as having the right people in place to drive quality improvement.”

While market-based organizations have different ways of determining and reaching quality goals, Rowe noted that quality is a common commitment throughout the system. “There’s a lot of movement surrounding quality assurance within Catholic Health Initiatives,” he said. “We all can learn from each other.”

Catholic Health Initiatives’ hospitals regularly appear on lists of the “best” hospitals in the country as determined by organizations that support clinical quality and service excellence. Recent recognitions include:

- CARITAS Medical Center, Louisville, Ky. 2005 Distinguished Hospital Award for Clinical Excellence from HealthGrades
- Flaget Memorial Hospital, Bardstown, Ky. 100 Top Hospitals Award for 2004 from Solucient (new — see p.6)
- Good Samaritan Hospital, Dayton, Ohio 2005 Distinguished Hospital Award for Clinical Excellence from HealthGrades
- Memorial Hospital, Chattanooga, Tenn. 2005 Distinguished Hospital Award for Clinical Excellence from HealthGrades
- Mercy Medical Center, Des Moines, Iowa 100 Top Hospitals-Cardiovascular Benchmarks for Success Award for 2004 from Solucient
- 2005 Distinguished Hospital Award for Clinical Excellence from HealthGrades
- Mercy Medical Center, Roseburg, Ore. 2005 Distinguished Hospital Award for Clinical Excellence from HealthGrades
- Penrose-St. Francis Health System, Colorado Springs, Colo. 100 Top Hospitals Award for 2003 from Solucient
- 100 Top Hospitals-Cardiovascular Benchmarks Award for 2004 from Solucient
- 2005 Distinguished Hospital Award for Clinical Excellence from HealthGrades
- Saint Elizabeth Regional Medical Center, Lincoln, Neb. 100 Top Hospitals Award for 2003 and 2004 from Solucient (new — see p.6)
- Saint Joseph HealthCare, Lexington, Ky. J.D. Power and Associates Distinguished Hospital Program
- St. Clare Hospital, Lakewood, Wash. 100 Top Hospitals Award for 2003 from Solucient
- St. Francis Hospital, Federal Way, Wash. 100 Top Hospitals Award for 2003 from Solucient
- St. John’s Regional Medical Center, Joplin, Mo. 2004 Distinguished Hospital Award for Patient Safety from HealthGrades
- St. Joseph Medical Center, Towson, Md. 100 Top Hospitals-Cardiovascular Benchmarks Award for 2004 from Solucient

Parents-to-be prepare for childbirth and build networks of peer support in community education classes at St. Vincent Infirmary Medical Center, Little Rock, Ark.
Three Market-based Organizations Named to 100 Top Hospitals® List
Flaget Memorial Hospital, Bardstown, Ky.; Memorial Hospital, Chattanooga, Tenn.; and Saint Elizabeth Regional Medical Center, Lincoln, Neb., have been named to the list of 100 Top Hospitals® for 2004 by Solucient. The 100 benchmark hospitals had higher survival rates, lower complication rates and lower expenses than their peers. Solucient’s study also found that the 100 Top Hospitals treated sicker patients with fewer staff, yet had better patient outcomes. On average, salary and benefits were $1,900 per year higher per full-time staff member and patients were released nearly half a day earlier than at peer hospitals. For more information, visit www.100tophospitals.com.

Middleton and Biegert Publish Article on Genetics
An article titled “Planning for the Age of Genetics” by Carl Middleton, DMin, vice president of theology and ethics, and Mary Elise Biegert, director of communications services for Catholic Health Initiatives, appeared in the January/February 2005 issue of Health Progress, a publication of the Catholic Health Association. The article discussed how and why Catholic health care facilities have a unique opportunity to apply spiritual values and ethical principles to the issues that surround genetic testing. The article is available via the Catholic Health Association Web site, www.chausa.org.

Saint Joseph in Lexington Offers New Treatment for Heart Arrhythmia
Saint Joseph Hospital, Lexington, Ky., is the first hospital in the state to perform a new treatment for heart arrhythmia that freezes heart cells in order to restore normal rhythm. The treatment, catheter cryoblation, uses a cold method to destroy certain heart cells that cause irregular heartbeat, rather than the hot method used in traditional ablation. “This new approach to ablation actually minimizes discomfort and reduces risk of complications,” said Michael Antimisiaris, MD. “Cryoblation also provides an improved ‘mapping’ system that provides excellent detail of the problem area to physicians as they work.” For more information, contact Jeff Murphy of Saint Joseph at jmurphy@sjhlex.org.

Mercy Foundation at St. John’s in Joplin Approves Grants
The Mercy Regional Health Foundation at St. John’s Regional Medical Center, Joplin, Mo., approved grants of $14,389 for health service equipment and nursing education. Grant recipients include the Volunteer Fire Department in Duernweg, Mo.; the Civil Air Patrol in Lamar, Mo.; and the St. John’s Trauma and Emergency Department. For more information, contact the Mercy Regional Health Foundation at 417/625-2266.

Alegent Health Contributes to Tsunami Relief
Alegent Health, Omaha, Neb., has provided a corporate gift of $10,000 to the Sri Lanka Relief Fund to aid relief efforts for people affected by the tsunami in southern Asia and eastern Africa. The Sri Lanka Relief Fund was co-founded by Gamini Soori, MD, chief of staff at Bergan Mercy Medical Center in Omaha, who was visiting Sri Lanka when the tsunami hit. In addition to the corporate gift, Alegent Health employees donated more than $2,200, and raised more than $20,000 through a sell-back of paid time off.
Krein of Mercy in Devils Lake Recognized for 31 Years of Service

Mercy Medical Center, Roseburg, Ore., has established a Graduate Medical Education Program in partnership with Western University/College of Osteopathic Medicine of the Pacific (WU/COMP). The medical student clerkship program, to begin in June 2005, will enable Mercy physicians to assist in training new physicians. As adjunct faculty members of WU/COMP, Mercy’s medical staff will mentor third- and fourth-year medical students during their core clinical clerkships. The clerkships will offer the students inpatient, outpatient and clinic-based learning opportunities. For more information, contact Kathleen Nickel of Mercy at kathleennickel@chiwest.com.

Lanik of Saint Elizabeth in Lincoln Celebrates 30 Years of Service

Robert Lanik, president and chief executive officer of Saint Elizabeth Health Systems, Lincoln, Neb., has been recognized by Catholic Health Initiatives for 30 years of service to Saint Elizabeth. Lanik joined Saint Elizabeth as director of cost analysis, and was named chief financial officer in 1975. He has served as chief executive officer since 1984.

Fresolone of Mercy in Roseburg Marks 35 Years as a Fellow

Victor Fresolone, president and chief executive officer of Mercy Medical Center, Roseburg, Ore., celebrated his 35th anniversary as a fellow of the American College of Healthcare Executives (ACHE). Only 10 percent of ACHE’s 30,000 affiliates are fellows, and all fellows must pass the Board of Governors Examination in Healthcare Management.

Woods Named to Lead Saint Joseph in Lexington

Eugene Woods has been named president and chief executive officer of Saint Joseph HealthCare, Lexington, Ky. Woods will join Saint Joseph in early May. He is currently senior vice president and chief operating officer of Washington Hospital Center, a 907-bed acute care teaching hospital based in Washington, D.C. A fellow of the American College of Healthcare Executives, Woods has master’s degrees in health administration and business administration and a bachelor’s degree in health administration/planning from Pennsylvania State University.

Brawner of St. Mary’s in Nebraska City Named Trustee of the Year

The Nebraska Hospital Association named Margaret Brawner, president of the Board of Trustees of St. Mary’s Hospital, Nebraska City, Neb., the 2005 Trustee of the Year. The annual award recognizes hospital trustees who make outstanding contributions to the overall quality of health care services provided to their communities and the viability and future vision of their organizations. Brawner has been a member of St. Mary’s board since 1978.

Wakefield Elected to Institute of Medicine

Mary Wakefield, PhD, director of the Center for Rural Health at the University of North Dakota and a member of the Catholic Health Initiatives Board of Stewardship Trustees, has been elected to the Institute of Medicine (IOM) of the National Academies. The IOM provides advice on health issues, primarily to U.S. government agencies. One of 65 new members, Wakefield is the only IOM member in North Dakota. Originally from Devils Lake, N.D., Wakefield spent many years in Washington, D.C. working in the political and academic areas. She has presented nationally and internationally on public policy and strategies to influence the policy making and political processes.

George Resigns from Catholic Health Initiatives

Vicki George, RN, PhD, has resigned as senior vice president and chief nursing officer for Catholic Health Initiatives. John Anderson, MD, senior vice president and chief medical officer, and members of the National Clinical Services Group are serving as interim system-level contacts for market-based nursing leaders while a search process is initiated.