As we begin our second decade of service as Catholic Health Initiatives, we are thankful for your presence in our healing ministry and pray you will be blessed with a peaceful new year.

Merry Christmas
Initiatives

Mission and Ministry Fund 2007 Grant Cycle Underway

The fiscal year 2007 grant application cycle for the Mission and Ministry Fund is underway, with grants to be awarded July 1, 2007. “The Mission and Ministry Fund is a hallmark of Catholic Health Initiatives’ spirit of innovation and dedication to creating healthy communities,” said Kevin Lofton, president and chief executive officer. “I am enormously proud of the work that so many in our Catholic Health Initiatives family are doing to advance our mission and vision.”

LEAD Provides Resources for Interviewing

Some market-based organizations are creating hiring guides using behavioral interview questions from the Audition module of Catholic Health Initiatives’ Leadership Education and Development (LEAD) program. “Behavioral interviewing utilizes questions that help determine whether a candidate is the right fit for a job by drawing out past experiences and creating a picture of his or her competencies,” said Mary Steuber, LEAD training manager.

Catholic Health Initiatives’ Hospitals to Mentor Others

In response to a request from the Institute for Healthcare Improvement, several Catholic Health Initiatives hospitals have applied or have already been approved to serve as mentor hospitals. “For IHI to approach Catholic Health Initiatives and encourage our hospitals to serve as mentors is a great recognition,” said Mary Osborne, director of clinical performance improvement. “Mentor hospitals are willing to go above and beyond to share their expertise and help other hospitals improve patient care.”
Catholic Health Initiatives Recognized by NAHSE, Mercy-Des Moines by NAACP

The National Association of Health Services Executives (NAHSE) presented Catholic Health Initiatives with its inaugural Outstanding Organization of the Year Award during NAHSE’s 21st Annual Educational Conference, Business Meeting and Exhibition held October 12–14 in Baltimore, Md. The award recognizes Catholic Health Initiatives’ contributions to the health care industry, leadership role in advancing the cause of diversity in health care management and continued partnership with NAHSE.

Mercy Medical Center-Des Moines, Des Moines, Iowa, received the 2006 Merit Employer of the Year Award from the Des Moines Branch of the National Association for the Advancement of Colored People (NAACP) during the group’s annual Freedom Fund banquet on November 11. The event, attended by more than 600 people, included a keynote address by Kevin Lofton, president and chief executive officer of Catholic Health Initiatives. Mercy was selected for the award based on the organization’s demonstrated commitment to diversity.

(From left) Kirk Norris, chief executive officer of the Iowa Hospital Association; Iowa Governor Tom Vilsack; Kevin Lofton, president and chief executive officer of Catholic Health Initiatives; and David Vellinga, president and chief executive officer of Mercy Medical Center-Des Moines, gathered with 600 others at the NAACP’s Freedom Fund banquet in Des Moines, Iowa, November 11. Lofton served as the keynote speaker for the evening.

Four Hospitals Receive Consumer Choice Awards

Four of Catholic Health Initiatives’ hospitals received the 2006/2007 Consumer Choice Award from National Research Corporation. The award honors hospitals that consumers choose as having the highest quality and image in each of 186 markets across the country. The recognized hospitals include:

- Memorial Hospital, Chattanooga, Tenn.
- Mercy Medical Center-Des Moines, Des Moines, Iowa
- Penrose-St. Francis Health Services, Colorado Springs, Colo.
- St. Joseph Medical Center, Tacoma, Wash.

“Consumers play an increasing role in selecting their health care facilities and services,” said Michael Hays, chief executive officer of National Research Corporation, Lincoln, Neb. “As more health care quality information is made publicly available, we expect this trend to increase. We are pleased to honor these facilities for their dedication to quality health care in the eyes of their patients.”
Mission and Ministry Fund 2007 Grant Cycle Underway

The fiscal year 2007 grant application cycle for Catholic Health Initiatives’ Mission and Ministry Fund is underway, with grants to be awarded July 1, 2007.

“The Mission and Ministry Fund is a hallmark of Catholic Health Initiatives’ spirit of innovation and dedication to creating healthy communities,” said Kevin Lofton, president and chief executive officer of Catholic Health Initiatives. “I am enormously proud of the work that so many in our Catholic Health Initiatives family are doing to advance our mission and vision.”

Since its creation in 1996, Catholic Health Initiatives has awarded 175 Mission and Ministry Fund grants, totaling approximately $21 million. All grants are now funded by earnings on the Fund’s principal of more than $100 million, most of which was contributed by Catholic Health Initiatives’ market-based organizations during the system’s first decade.

The Mission and Ministry Fund awards planning grants, which enable communities to establish broad-based coalitions to build community health capacity; and project grants, which enable applicants to collaborate with others to address specific community health needs.

All of the information necessary to apply for a Mission and Ministry Fund grant, including definitions, criteria and forms, is available via the Catholic Health Initiatives Web site, www.catholichealth-initiatives.org; click Building Healthy Communities, then click Mission and Ministry Fund. Applications for all grants are due March 1, 2007.

For more information, contact Tom Kopfensteiner, senior vice president of mission for Catholic Health Initiatives, at tomkopfensteiner@catholichealth.net.

Mission and Ministry Fund

Catholic Health Initiatives’ Hospitals Recognized for Specialty Excellence

Several Catholic Health Initiatives hospitals received Specialty Excellence Awards for 2007 from HealthGrades, a national health care rating company based in Golden, Colo. The awards are given to hospitals that are in the top 10 percent nationwide for a particular specialty as determined by HealthGrades’ study of 40 million Medicare patient outcomes from 2003 to 2005. Catholic Health Initiatives’ hospitals that received awards include:

- Alegent Health-Bergan Mercy Medical Center, Omaha, Neb., for joint replacement surgery and pulmonary services.
- Central Kansas Medical Center, Great Bend, Kan., for joint replacement surgery.
- Good Samaritan Hospital, Dayton, Ohio, for pulmonary and stroke services.
- Marymount Medical Center, London, Ky., for pulmonary services.
- Memorial Health Care System, Chattanooga, Tenn., for cardiac, cardiac surgery and joint replacement surgery.
- Mercy Capitol, Des Moines, Iowa, for pulmonary services.
- Mercy Medical Center-Des Moines, Des Moines, Iowa, for pulmonary services.
- Mercy Medical Center, Roseburg, Ore., for gastrointestinal and pulmonary services.
- Penrose-St. Francis Health Services, Colorado Springs, Colo., for critical care, gastrointestinal and pulmonary services.
- St. John’s Regional Medical Center, Joplin, Mo., for joint replacement surgery.
- St. Joseph Medical Center, Tacoma, Wash., for critical care and orthopedic services.
- St. Vincent Health System, Little Rock, Ark., for joint replacement surgery and orthopedic services.
- Sts. Mary & Elizabeth Hospital, Louisville, Ky., for pulmonary services.
In a continuation of its 100,000 Lives Campaign to avoid preventable hospital deaths, the Institute for Healthcare Improvement (IHI) is selecting “mentor hospitals” that can help other health care providers improve patient care. In response to a request from IHI, several Catholic Health Initiatives’ hospitals have applied or have already been approved to serve as mentor hospitals.

“For IHI to approach Catholic Health Initiatives and encourage our hospitals to serve as mentors is a great recognition,” said Mary Osborne, director of clinical performance improvement for Catholic Health Initiatives. “Mentor hospitals are willing to go above and beyond to share their expertise and help other hospitals improve patient care.”

The Campaign Continues
The 100,000 Lives Campaign is a nationwide initiative to reduce morbidity and mortality in American health care. The campaign’s initial goal, supported by Catholic Health Initiatives, was to save 100,000 lives in the 18 months from December 2004 to June 2006. Catholic Health Initiatives reduced mortality 6.25 percent during this time, the equivalent of 450 lives saved, exceeding its system-wide projection.

The campaign promoted hospital implementation of six interventions proven to reduce mortality:

- Deployment of rapid response teams at the first sign of patient decline.
- Delivery of reliable, evidence-based care for acute myocardial infarction to prevent deaths from heart attack.
- Prevention of adverse drug events through medication reconciliation.
- Prevention of central line infections through a series of interdependent, scientifically grounded steps called the “central line bundle.”
- Prevention of surgical site infections through reliable delivery of the correct perioperative antibiotics at the proper time.
- Prevention of ventilator-associated pneumonia (VAP) through a series of interdependent, scientifically grounded steps, including the “ventilator bundle.”

With the participation of more than 3,000 hospitals, including hospitals throughout the Catholic Health Initiatives system, IHI calculated 122,300 lives saved as of June 14, 2006. While this achievement represented a milestone, IHI is continuing the campaign to reduce morbidity and mortality by encouraging all U.S. hospitals to adopt all six interventions.

“We know from our experience within Catholic Health Initiatives that productive learning occurs when hospitals share their best practices, challenges and success stories directly with one another,” said Osborne. “To help facilitate this sharing of best practices on a broader scale, IHI is creating a network of mentor hospitals. These hospitals have demonstrated success in at least one of the interventions promoted by the 100,000 Lives Campaign and are...
Saint Elizabeth Shares Expertise

Saint Elizabeth Regional Medical Center, Lincoln, Neb., is one Catholic Health Initiatives hospital that has already been selected as an IHI mentor hospital. Saint Elizabeth staff members are ready to share their expertise and advice for two of the recommended interventions: prevention of central line infections and prevention of ventilator-associated pneumonia.

“Our Saint Elizabeth associates really embraced the 100,000 Lives Campaign right from the beginning,” said Kim Moore, vice president of nursing services. “The campaign provided an excellent goal that our associates could rally around. It made preventing infections not just about prevention, but about saving lives.”

By implementing tools from IHI’s “bundles” for ventilator-associated pneumonia and central line infections, the Saint Elizabeth staff has virtually eliminated both within the hospital. “We had been working hard for years to achieve a higher level of infection control, but without the results we really desired,” said Lori Snyder-Sloan, infection control and safety coordinator. “We like the IHI bundles — as do our surgeons and other clinicians — because they are evidence-based and data-driven.”

As of November 2006, Saint Elizabeth had achieved more than 365 days with no ventilator-associated pneumonia in its Birth Center, and more than 250 days without any central line infections. Saint Elizabeth’s Burn Center has achieved 165 days and 49 days, respectively.

“Every day, we let associates know where we stand by publishing our progress in our newsletter,” said Snyder-Sloan. “We have excellent support for implementing the interventions and achieving this extremely high level of quality in patient care.”

Zero Tolerance for Infection

Implementation of the IHI interventions has also

(continued on page 6)
fostered a significant cultural change at Saint Elizabeth. “A zero-tolerance approach to infections has evolved here,” said Moore. “If we have a patient on the bubble for developing an infection, I’ll often hear our associates talking about what they can do to prevent it. Everyone wants to maintain our results for the good of our patients.”

Barb George, director of the critical care unit at Saint Elizabeth, sees a competitive spirit among staff members who are determined to maintain results. “We’ve become more assertive and confident about asking our physicians to try new ways to prevent infections and to wean patients off ventilators,” she said. “It’s a total group effort on our unit, and it’s the right thing to do for the patients.”

With Saint Elizabeth’s employees so engaged in the process, Pat Hoidal, director of performance improvement for Saint Elizabeth, is looking forward to a new phase of activity inspired by the 100,000 Lives Campaign. “With the evolution of our zero tolerance for infection, our emergency room staff is beginning to look at new methods of treatment for sepsis,” she said. “I think the IHI has been impressed with how the interventions have become part of Saint Elizabeth’s culture, and how they are spreading to new areas of the hospital. And, it all ties in with Catholic Health Initiatives’ focus on person-centered care: doing whatever is right to achieve a quality outcome for each individual in our care.”

“We didn’t become involved in the 100,000 Lives Campaign with the goal of becoming a mentor hospital,” said Moore. “But, we are very excited about the leap we have made from providing ‘better than average’ care toward providing ‘perfect’ care. We are always ready to share what we have learned with our Catholic Health Initiatives colleagues and all other health care providers who strive, as we do, to improve.”

For more information about Saint Elizabeth’s achievements in prevention of ventilator-associated pneumonia and central line infections, contact Kim Moore at kmoore@stez.org.

For more information about applying to become an IHI mentor hospital, contact Mary Osborne at maryosborne@catholichealth.net.

Institute for Healthcare Improvement Taps Catholic Health Initiatives’ Hospitals to Serve as Mentors (continued from page 5)
Catholic Health Initiatives has recently approved or renewed three loans through its Direct Community Investment Program. The program provides no- or low-interest loans to community organizations that provide disadvantaged populations in the U.S. and abroad with access to health care, housing, food and employment. The program has committed $30 million in loans, and seeks to lend a total of two percent of the assets of Catholic Health Initiatives’ Operating Investment program, or $83 million.

The three most recent loans:

**SosteNica**  
*Serves Nicaragua*  
*Loan Amount: $150,000*

SosteNica, a loan fund based in Nicaragua, focuses on sustainable community development. Its loan programs are designed to strengthen communities while ensuring that their culture and way of life are preserved. SosteNica lends to the productive poor of Nicaragua, including small farmers and microenterprises, which do not typically have access to capital. Typical borrowers include small corner grocery store owners, tortilla makers, leather tanners and farmers. The loan represents the renewal of a $50,000 loan made in 2000 and an additional investment of $100,000.

**Oikocredit USA**  
*Serves low-income individuals in Asia, Africa and Latin America*  
*Loan Amount: $500,000*

Oikocredit is an international community development financial institution based in the Netherlands, with a fundraising subsidiary in the U.S. The objective of Oikocredit is to mobilize resources to raise the standard of living in developing countries throughout the world. Its mission is to provide credit to people who are poor in Asia, Africa and Latin America by lending money to cooperatives and microcredit banks. Oikocredit has made loans to almost 500 cooperatives and microfinance institutions in 67 countries.

**Stadium Place**  
*Baltimore, Md.*  
*Loan Amount: $500,000*

Stadium Place is a 400-unit development in Baltimore that provides affordable housing with quality health care to more than 500 senior residents, along with recreation, day care and wellness programs for the entire urban community through a full-service YMCA. Stadium Place serves the needs of a racially and economically diverse community and is a compassionate response to the lack of affordable housing and health care for seniors, as well as the need for youth development in the urban environment.

LEAD Provides Resources for Interviewing Guides

To help hire the right people for the right jobs, Catholic Health Initiatives’ market-based organizations are integrating elements of the LEAD (Leadership Education and Development) program into their hiring practices. For example, some market-based organizations are creating hiring guides using behavioral interview questions from the Audition module of LEAD.

The Audition module teaches participants to use behavioral interviewing to determine whether a candidate:
- Can do the job (has the competencies needed).
- Will do the job (is motivated to perform).
- Will fit with the culture (is suited to the work community).

“Job skills are often objectively measured during traditional interviewing,” said Mary Steuber, LEAD training manager for Catholic Health Initiatives. “Behavioral interviewing utilizes questions that help determine whether a candidate is the right fit for a job by drawing out past experiences and creating a picture of his or her competencies.”

For example, an interviewer might ask a candidate to describe a time that she faced a difficult customer service situation and how she handled the situation. “The interviewer should keep asking probing questions until the candidate provides a complete picture of the situation, what she did and the outcome,” said Steuber. “This can provide an excellent picture of the candidate’s abilities. It also encourages candidates to do most of the talking during their interviews, which is how it should be.”

Ann Weiss, management development coordinator at Mercy Medical Center-Des Moines, Des Moines, Iowa, includes behavioral interview questions from Audition in an interview guide used by managers at the medical center. “We took each individual behavioral interview question from Audition and put it on a single page, along with a rating scale for the answers and probing questions for the managers to ask,” she said. “The interview guide is available on our intranet, so managers can access it easily, look through the pages and print out only the ones they want to use for a specific interview.”

While Mercy’s managers are not required to use the interview guide, usage is high. “We ask managers to complete an on-line form that shows us which interview questions they used,” said Weiss. “From that feedback, we can see that use of the interview guide is widespread.” Mercy’s interview guide also includes a brief review of how managers can prepare for and conduct interviews, which is particularly helpful to managers who interview job candidates infrequently.

Managers at St. Joseph Medical Center, Towson, Md., also use an online, Audition-based interview guide. “We keep adding information to the guide,” said Joy Goldman, director of leadership and organizational development for St. Joseph. “The questions from Audition are especially appropriate for mid-level managers, but may not work as well for other groups of employees. So, some of our managers use our guide as inspiration to create their own interview guides for different types of positions. We try to collect all of those guides and include them in our on-line resources, so that other hiring managers don’t have to start from scratch.”

For more information about Audition and behavioral interviewing, contact Mary Steuber at marysteuber@catholichealth.net.
TriHealth, Cincinnati, Ohio, is on the 2006 list of the 100 Best Companies for Working Mothers compiled by Working Mother magazine. This is the third consecutive year that TriHealth has appeared on the list. “TriHealth is exceptional for its continuing commitment to working mothers, and we salute them for making the 100 Best for the third consecutive year,” said Carol Evans, chief executive officer of Working Mother Media. In surveying the companies that applied for this year’s list, Working Mother gave particular weight to questions in two areas: flexible scheduling, a critical benefit for working mothers; and leave time, which allows parents to take time off work to bond with newborns or to be at home with children during their most formative years. “I am proud of the national stature this award gives TriHealth; however, the greatest reward is the opportunity to work with people who cherish innovative ways to enable our employees to achieve career fulfillment and quality family life,” said John Prout, president and chief executive officer of TriHealth.

Mercy Medical Center, Roseburg, Ore., awarded 29 scholarships to first- and second-year nursing students at Umpqua Community College for the 2006–2007 academic year. The scholarships, which totaled $48,000, were awarded through Mercy’s Nursing Workforce Diversity Grant, a program funded by the U.S. Department of Health and Human Services. “The grant monies are intended to help disadvantaged students enter and graduate from nursing school,” explained Renee Coen, director of the diversity grant program. “Our hope is that they will remain in the community and provide medical care to the people of Douglas County.” Four of the second-year students who received scholarships are already working at Mercy. Scholarship recipients are selected based on academic achievement and financial need. For more information, contact Kathleen Nickel of Mercy at 541/677-2423.

Alegent Health, Omaha, Neb., has banned all tobacco use inside and outside its owned and leased properties, including company vehicles, effective November 16. Alegent Health and Methodist Health System of Omaha jointly announced the formation of the Tobacco Free for Health Coalition a year ago, pledging to be tobacco free by November 16, 2006. “As a health care leader in the community, Alegent Health feels it is our moral obligation to stand firm on our pledge to not allow harmful behaviors like smoking to take place on our properties.” Since January, Alegent Health has offered tobacco cessation classes and alternatives to tobacco while on campus for both employees and the public. All employees have received training on the new policy and how to address issues that might arise. For more information, contact Lora Ullerich of Alegent Health at 402/398-6604.

Wellmark Blue Cross and Blue Shield of Iowa named Mercy Medical Center-Des Moines a Blue Distinction CenterSM for cardiac care and Mercy Capitol, also in Des Moines, a Blue Distinction CenterSM for bariatric surgery. Blue Distinction is a nationwide program that seeks to create greater health care transparency to enable consumers to make more informed health care decisions and to collaborate with providers to improve quality outcomes and affordability. For more information, contact Gregg Lagan of Mercy at 515/247-3050.

Catholic Health Initiatives’ 2007 Quality Conference, “Reaching for Excellence,” will be held at the Hilton New Orleans Riverside, New Orleans, La., April 10–12. The conference is for quality managers, JCAHO coordinators, clinical and administrative leaders, nurses, physicians, pharmacists and others who want to know more about key quality and patient safety issues. Participants can select from three educational tracks: regulatory, patient safety and clinical care. Program details and online registration will be available via Catholic Health Initiatives’ intranet, Inside CHI. For more information, contact Lorie Padilla, loriepadilla@catholichealth.net, or Lura Magee, luramagee@catholichealth.net.
Memorial Named a Top Hospital by Leapfrog Group

Memorial Hospital, Chattanooga, Tenn., is on the first list of top U.S. hospitals published by The Leapfrog Group, which promotes breakthrough improvement in the safety, quality and affordability of health care. The list, which includes 50 hospitals and nine children’s hospitals, results from the Leapfrog Hospital Quality and Safety Survey. The survey collects data from hospitals on their progress toward implementing practices in categories such as computerized physician order entry and physician staffing in intensive care units.

Mercy in Durango Participates in Artificial Disc Implant Study

Mercy Regional Medical Center, Durango, Colo., is one of only 25 centers in the nation where patients are undergoing a spine procedure involving implantation of an artificial disc. The Food and Drug Administration-approved clinical study focuses on patients with degenerative disc disease or herniated discs in the cervical spine, comprised of the seven vertebrae at the top of the spine. In the new procedure, diseased or herniated discs are replaced with artificial cervical discs made of cobalt chromium metal. The artificial disc implant is designed to alleviate pain and other symptoms and to preserve a patient’s disc height and the spine’s normal range of motion. “As the only hospital in the Intermountain West currently participating in this clinical trial, Mercy is proud to be a regional venue for such an innovative procedure,” said Kirk Dignum, president and chief executive officer of Mercy. For more information, contact David Bruzzese of Mercy at davidbruzeze@mercydurango.org.

Lab at Mercy Receives Sentry Award

The microbiology laboratory at Mercy Regional Medical Center, Durango, Colo., received the 2006 Sentry Award from the Colorado Department of Public Health and Environment. The award recognized the lab’s accurate and timely detection of biologic agents of infection, reporting of significant laboratory findings and referral of biologic pathogens and specimens. For more information, contact David Bruzzese of Mercy at davidbruzeze@mercydurango.org.

St. Anthony Summit Earns Level III Trauma Designation

St. Anthony Summit Medical Center, Frisco, Colo., earned a Level III trauma designation after a review conducted by the Designation Review Committee from the State of Colorado Department of Public Health and Environment. Previously, the medical center held a Level IV trauma designation since 1998. St. Anthony Summit Medical Center now has the highest trauma designation in its community, providing surgical, anesthesia and critical care services 24 hours a day, seven days a week. For more information, contact Bev Lilly of St. Anthony Hospitals at bevlilly@centura.org.

Saint Francis Medical Center Receives International Quality Award

The International Quality and Productivity Center (IPQC) awarded Saint Francis Medical Center, Grand Island, Neb., second place in the Best Overall Recruiting and Staffing Organization of the Year category, part of the 2006 Recruiting & Staffing Best in Class Awards. IPQC created the awards program to honor, recognize and promote innovative best practices in workforce management and planning. For more information, contact Bob Bonnell of Saint Francis at bbonnell@sfmtc-gi.org.

100 Top Hospitals: Cardiovascular List Includes Four from Catholic Health Initiatives

Four of Catholic Health Initiatives’ hospitals are on the 2006 list of 100 Top Hospitals®: Cardiovascular Benchmarks for Success, published by Solucient. They are:

- Good Samaritan Hospital, Dayton, Ohio
- Memorial Health Care System, Chattanooga, Tenn.
- St. Anthony Central Hospital, Denver, Colo.
- St. John’s Regional Medical Center, Joplin, Mo.

Solucient’s Cardiovascular Benchmarks for Success study identifies hospitals that are best at managing cardiac disease and treating heart attacks. The 2006 study found that if all hospitals performed at the level of the 100 Top Cardiovascular Hospitals, survival rates would increase by more than 8,000 patients each year, and more than 575 additional patients could be complication-free. The data for the study comes from the two most recent years of data from public sources, including the Medicare Provider Analysis and Review data set, the Medicare Cost Report and the CMS Hospital Compare data set.
**St. John’s Foundation Awards Grants**

St. John’s Mercy Regional Foundation, Joplin, Mo., awarded grants totaling $11,950 in October. The grants included fund raising assistance and grants of up to $1,500, if needed, awarded to Unified School District #508, Baxter Springs, Kan., and Unified School District #404, Riverton, Kan., for the purchase of defibrillators. The volunteer fire department in Galena, Kan., received a $1,050 matching grant to purchase a defibrillator for its rescue unit. Children’s Haven of Southwest Missouri received $1,900 for medical supplies and training, and the Mercy Discovery Center at St. John’s received $6,000. For more information, contact Merle Allen of the Foundation at 417/625-2266.

**St. Francis Receives Largest-Ever Gift**

St. Francis Medical Center, Breckenridge, Minn., received a $125,000 donation, the largest in its history, from Perry and Karen Engstrom. The donation to the St. Francis Healthcare and Wellness Foundation Board’s Greatest Needs Fund will help the hospital purchase medical equipment and grow the endowment fund. Perry Engstrom is a semi-retired surgeon and Karen Engstrom is the former director of medical records at St. Francis. The hospital will name an operating room in honor of the couple.

**Growth**

**Mercy in Nampa Purchases Land for New Hospital**

Mercy Medical Center, Nampa, Idaho, has purchased 60 acres of land, with plans to build a new hospital on the site during the next decade. “Mercy has undertaken an extensive assessment of what health care services are needed now and in the future in order to serve our rapidly growing community,” said Joe Messmer, president and chief executive officer of Mercy. “We are excited with the potential this land purchase offers Mercy Medical Center as we plan for the future.”

**Memorial Announces Expansion and Renovation Project**

Memorial Hospital, Chattanooga, Tenn., announced plans for a $320 million expansion and renovation project to be completed during the next five years. The project will include a five-story addition to the hospital that will house larger patient rooms, updated surgical facilities and other services, as well as space for parking and medical offices. Memorial has filed a request for state approval of the plans. For more information, contact Karen Sloan of Memorial at karen_sloan@memorial.org.

**St. Joseph Health Ministries Partners with Counseling Center**

St. Joseph Health Ministries, Lancaster, Pa., announced a partnership with Samaritan Counseling Center of Lancaster to enhance the services both organizations provide to congregations in Lancaster County. While both organizations have experience providing programs and services for congregational health, St. Joseph Health Ministries focused on parish nursing, with an emphasis on physical health, and Samaritan Counseling Center focused on clergy and lay leadership, with an emphasis on emotional and mental health issues. “Both organizations see an increase in the needs of clergy, lay leaders and parish nurses,” said Jennifer Thompson, president and executive director of St. Joseph Health Ministries. “We believe it is important to bring our two organizations together to offer resources for the spiritual renewal of health ministry teams and parish nurses, as well as programs and services for the broader community.” For more information, contact Jennifer Thompson at jenniferthompson@catholichealth.net.

**Hospital to Explore Joining Franciscan Health System**

The Board of Directors of Enumclaw Regional Hospital, Enumclaw, Wash., approved a letter of intent to formally begin discussions with Franciscan Health System, Tacoma, Wash., to explore the possibility of the nonprofit community hospital joining the Franciscan organization. “This is an exciting possibility for our hospital and the community,” said Steve Moergeli, Enumclaw Regional Hospital trustee and chair of the board’s Affiliation Committee. Through the affiliation, the existing hospital, which has 38 beds and is a critical access hospital, would be replaced by a new, 90,000-square
foot facility. “Our organizations share a commitment to excellence that could be the cornerstone for a strong partnership that would benefit the community for generations to come,” said Joe Wilczek, president and chief executive officer of Franciscan Health System. A formal affiliation will require approval by the boards of both organizations as well as the association membership of Enumclaw Hospital. The organizations will spend the coming months working together to determine how the partnership could be structured. For more information, contact Gale Robinette of Franciscan at galerobinette@fhshealth.org.

**Saint Joseph HealthCare Breaks Ground for New Facility**

Kentucky Governor Ernie Fletcher joined the leaders of Saint Joseph HealthCare, Lexington, Ky., and local dignitaries at a groundbreaking ceremony on October 26 for Saint Joseph Jessamine, which will be the first medical facility of its kind in Jessamine County, Ky. Saint Joseph Jessamine, scheduled to open in 2008, will provide 24-hour emergency services, with diagnostic imaging to include CT, general X-ray and ultrasound, as well as laboratory services. The facility, which will have space for several physician offices, will be built to hospital standards and code so that inpatient hospital beds can be added in the future. For more information, contact Jeff Murphy of Saint Joseph at jmurphy@sjhlex.org.

**St. Joseph Community Health Featured in PBS Series**

St. Joseph Community Health, Albuquerque, N.M., is one of the organizations featured in a national, four-part PBS series titled “Remaking American Medicine, Health Care for the 21st Century.” The series addresses critical health issues facing Americans today, including chronic diseases such as diabetes. St. Joseph Community Health is featured in part three of the series, titled “The Stealth Epidemic,” which focuses on St. Joseph’s unique approach to diabetes prevention. St. Joseph’s Diabetes Education Workshop teaches people how small changes in diet and lifestyle can make a huge impact on preventing or controlling diabetes.

**TriHealth Makes Land Purchase**

In response to population growth and overall community needs, TriHealth, Cincinnati, Ohio, announced that it has purchased 15 acres of land as part of a long-term growth strategy. The land, located in Butler County, Ohio, was purchased from Cincinnati Children’s Hospital Medical Center for $3.6 million. The property gives TriHealth the ability to build a medical facility in Liberty Township, where the population is expected to more than double to 86,000 by the year 2030. “This land offers us the flexibility to study the needs of patient in this region and develop a long-term plan that will address the community needs well into the future,” said John Prout, president and chief...
executive officer of TriHealth. Development of the land is expected to begin within 18 to 24 months. Preliminary plans for the facility include adult ambulatory services with a full array of outpatient services, as well as primary and specialty care physician offices. For more information, contact Joe Kelley of TriHealth at joe_kelley@trihealth.com.

St. Joseph in Reading Dedicates New Campus

More than 800 community, religious, business and political leaders attended a blessing, dedication and ribbon-cutting ceremony at the new St. Joseph Medical Center campus in Bern Township, just outside Reading, Pa. The ceremony included a blessing by Edward Cullen, bishop of the diocese of Allentown; a dedication by Sister Francis Ann Harper, chief executive officer of St. Joseph Hospital from 1977 to 1990; and remarks by John Hannon, board chair of St. Joseph Regional Health Network, and John Morahan, president and chief executive officer. The $150 million facility, which took two and a half years to construct, includes 179 private rooms and 212 total rooms. An evidence-based, patient-centered design provides easy access to all services while improving the care, safety and comfort of patients. The hospital has state-of-the-art diagnostic and treatment areas for its Heart Institute and Cancer Center, as well as pulmonary medicine, orthopedic services, women’s services and vascular services. In addition, the hospital has smaller nurses’ stations located closer to patient rooms, new and expanded operating suites, an expanded emergency department designed to shorten waiting times and many other features. “Many years of planning, preparation, advocacy and sheer tenacity led to the realization of this great medical center,” said Hannon. “And as we gather today, we celebrate more than the completion of this project: we commemorate the continuation of a healing mission — one driven by Reverence, Integrity, Compassion and Excellence.” The new hospital officially welcomed its first patients on November 5. St. Joseph will donate its former campus on 12th Street in downtown Reading to the Reading School District, which plans to renovate the site to serve as a junior high school that will accommodate more than 3,000 students.
Strategic Initiatives

Announcements

Saint Joseph Receives ASHP Best Practices Award
Saint Joseph HealthCare, Lexington, Ky., received a 2006 Best Practices Award in Health System Pharmacy from the American Society of Health-System Pharmacists (ASHP). ASHP’s award program is a national competition that recognizes innovation and outstanding leadership in health system pharmacy. Saint Joseph received the award for reducing anticoagulant-related adverse events through an interdisciplinary project that included a clinical pharmacist-managed anticoagulant therapy consult service.

Koppelman Named Chief Executive for St. Joseph’s in Park Rapids
Benjamin Koppelman has been named chief executive officer of St. Joseph’s Area Health Services, Park Rapids, Minn., effective in early January 2007. Koppelman is currently administrator for Albany Area Hospital and Medical Center, Albany, Minn. He has a bachelor’s degree in hospital administration from Concordia College, Moorhead, Minn., and a master’s degree in health care administration from the University of Minnesota.

Mercy in Roseburg Announces New Linus Oakes Administrator
Berta Dargen, EdD, has been named the new administrator of Linus Oakes Retirement Center, Roseburg, Ore. Dargen has more than 30 years of experience in higher education, most recently at Umpqua Community College, where she served as director of institutional research and planning. She holds a bachelor’s degree in child development and family relations, a master’s of education degree in adult education and a doctor of education degree in higher education administration.

Loveless of Memorial Named to RN Panel of Judges
Sandy Loveless, clinical manager for Memorial Home Health, Chattanooga, Tenn., has been selected by the National Council of State Boards of Nursing to serve on the RN Panel of Judges. The panel evaluates RN tests to ensure that the questions are appropriate for new graduates based on their academic coursework and clinical knowledge. Loveless is one of only 11 judges chosen nationwide this year, and is the only representative from the field of home care.

Mercy-Des Moines Receives Friend of Nursing Award
Mercy Medical Center-Des Moines, Des Moines, Iowa, received the 2006 Friend of Nursing Award from the Iowa Nurses Association. The award recognizes the medical center for its support of nursing education, specifically for helping organize and pay for classes that enable nurses to earn master’s and doctorate degrees.

Bowman Named Vice President, Mission Integration
Alan Bowman has been named vice president, mission integration for Catholic Health Initiatives. He will work with Deborah Lee-Eddie, senior vice president of operations, to assure that the mission infrastructure, including pastoral care, ethics and health community initiatives, is operative in the market-based organizations within Lee-Eddie’s group. He will also develop mission performance plans in collaboration with market-based organization chief executive officers and assist in the development of mission leaders. Bowman joined Catholic Health Initiatives in May 2003 as director, spiritual development. He holds a master of divinity degree from the University of Notre Dame, South Bend, Ind., and a master’s degree in business administration from Indiana Wesleyan University, Marion, Ind.
Moran Named Vice President, Strategic Planning
Tim Moran has been promoted to the position of vice president, strategic planning and alignment for Catholic Health Initiatives. He will be responsible for coordinating the strategic planning process for Catholic Health Initiatives and promoting the alignment of the organization’s strategic plan, national priorities and market-based organization strategic plans. Moran joined Catholic Health Initiatives in 2000 as director, customer and market strategy.

Vanous Named Vice President, Benefits
Nada Vanous has been promoted to the position of vice president, benefits for Catholic Health Initiatives. She will be responsible for the delivery of a strategy that helps promote a healthy work community for Catholic Health Initiatives’ employees and their families. Her day-to-day responsibilities will include oversight of system health and welfare and retirement programs. Vanous holds a juris doctor degree from Charles University, Prague, Czechoslovakia. She joined Catholic Health Initiatives in 2001 as director, health and welfare benefit plans.

Catholic Health Initiatives to Open New Central Business Office
Catholic Health Initiatives will open its new Central Business Office in Fargo, N.D., effective January 2, 2007. This Central Business Office, which will serve Catholic Health Initiatives’ market-based organizations in Minnesota and North Dakota, is located at:

4816 Amber Valley Parkway
Suite 105
Fargo, ND 58104
Phone 701/237-8100

Finance Group Announces New Roles for Staff
The Finance Group of Catholic Health Initiatives has made some changes in structure to enhance responsiveness to strategic needs, programs and priorities. Doug Wickerham, vice president of financial services, has expanded his role to become part of the new Catholic Health Initiatives transaction team, which focuses on new market growth at the system level as well as the development of new national business lines. Dave Fantz will focus on oversight of the financial application implementation aspects of the CHI Connect project. He will also serve as the Finance Group liaison for financial policy and internal controls to the CHI Connect support centers and will oversee the financial management needs of several national groups. Fantz’s new title will be vice president, financial services. Joe Pedley, director of taxation and interim director of CHI Connect finance, will assume the new position of director, CHI Connect finance implementations. Catholic Health Initiatives will recruit a new director of taxation, and a national search is also underway for a new vice president of financial management.