Montgomery, Traffas Receive First Patricia A. Cahill Leadership Initiative Grants

Catholic Health Initiatives has presented the first two grants from the Patricia A. Cahill Leadership Initiative. Diane Traffas, OP, vice president of mission, and Allen Montgomery, vice president of legal services, will use their grants to engage in advanced education to enhance their job performance and their personal growth.

The Patricia A. Cahill Leadership Initiative offers Catholic Health Initiatives’ leaders the opportunity to take time away from their jobs to pursue educational study, research and writing or community service. It is named for Pat Cahill, retired president and chief executive officer of Catholic Health Initiatives, in honor of her commitment to leadership development.

Montgomery has qualified to participate in a Minister’s Study-Leave Program at Oxford University in England. He will also volunteer with Habitat for Humanity and attend the Baptist World Alliance and World Congress. He plans to pursue these activities during a three-month leave in the summer or fall of 2005. “I’m very honored to be selected,” said Montgomery. “Given Pat’s emphasis on leadership development, I can’t think of a more fitting legacy for her. This initiative also demonstrates Catholic Health Initiatives’ progressive commitment to develop, nurture and sustain leaders.”

Sister Diane will attend the Foundations for Servant Leadership Program at Viterbo University, LaCrosse, Wis., during the fall 2004 and spring 2005 semesters. The program explores the characteristics of a servant leader. “I look at this gift as an opportunity to tap into and reorient myself to one of the significant dimensions of living life fully — that of being a servant leader,” she said. “As inspired as I have always been by Pat Cahill’s powerful witness to optimal living, I am gratified to be the recipient of a grant in her name and in her honor.”

Market-based chief executive officers and national office vice presidents, senior vice presidents and executive vice presidents with at least five years of service to Catholic Health Initiatives are eligible to apply for grants. The grants are available to fund up to six months of advanced study, research, writing, community service or a combination of those activities. Applications are reviewed by a committee of national executives, members of the Board of Stewardship Trustees and Members of the Civil Corporation.

For more information, contact Peggy Martin, OP, senior vice president of sponsorship and governance, at peggymartin@catholichealth.net.
**NEWS BRIEF**

**Swedish Receives Career Service Award, Selected to Lead Trinity Health**

Joseph Swedish, president and chief executive officer of Centura Health, Denver, Colo., has resigned from Centura and accepted the position of president and chief executive officer of Trinity Health of Novi, Mich., the nation’s fourth-largest Catholic health system. Jay Picerno, currently executive vice president of Centura Health, will serve as interim president and chief executive officer. Swedish also received the Colorado Career Service Award from the American College for Healthcare Executives.

**Catholic Health Initiatives Quality Conference to be Held in February; Registration Deadline January 3**

Catholic Health Initiatives will hold its annual Quality Conference, “Reaching for Excellence,” February 2–4, 2005, at the Plaza San Antonio Marriott Hotel in San Antonio, Texas. The conference is designed for market-based quality and performance improvement directors, JCAHO coordinators, clinical leaders, administrators, physicians, nurses, pharmacists and other clinicians who are interested in key issues concerning patient safety.

The registration deadline is January 3. For more information or to register, visit Catholic Health Initiatives’ intranet at home.catholichealth.net under the clinical header. For assistance, contact Lura Magee at luramagee@catholichealth.net or Lorie Padilla at loriepadilla@catholichealth.net.

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**Dear Catholic Health Initiatives Family:**

As we approach the end of 2004, I believe we can look back on an exciting year in which Catholic Health Initiatives continued to mature. The gradual integration of our diverse local operations has required time and dedication from many leaders throughout our organization. Clearly, we still have much to accomplish, but I thank all of you for the good ideas and hard work that have brought us to this point.

The season of Jesus’ birth is a time for thankfulness, celebration and reflection. I think we have much to celebrate: for example, the updating of our strategic plan, which will guide us through the next few years; the establishment of our National Information Technology Center, which will help us realize the benefits of Catholic Health Initiatives’ considerable size and scope; and the fellowship we enjoyed at our National Leadership Conference.

As we work together to continue the progress of Catholic Health Initiatives, some things — such as our Core Values — remain the same. A lot of other things change as needed to meet the requirements of our patients, communities and colleagues. You will see changes in Initiatives starting with the January 2005 issue. Initiatives will have a new format to provide you with a more informative and engaging source of system news. In addition, each issue will focus on one of Catholic Health Initiatives’ core strategies, starting with the People strategy. I hope you will enjoy the updated Initiatives.

I wish each of you a happy and blessed Christmas, with time to enjoy your loved ones and the glories of this beautiful and joyous season.

Kevin E. Lofton, FACHE
President and Chief Executive Officer
Market-based Organizations Receive Commitment to Excellence Awards

Several market-based organizations were recently honored with Commitment to Excellence Awards from The Jackson Organization, a health care market research company based in Columbia, Md., that administers patient and employee satisfaction measurement for Catholic Health Initiatives. “The awards mean that these market-based organizations are ‘top of class’ in employee and patient satisfaction,” said Susan Allmond, director of customer loyalty measurement for Catholic Health Initiatives.

### Inpatient Satisfaction

**Small Hospitals (less than 100 beds)**
- First Place: Albany Area Hospital and Medical Center, Albany, Minn.
- Second Place: St. Mary’s Healthcare Center, Pierre, S.D.

**Medium Hospitals (100 to 249 beds)**
- First Place: St. Joseph’s Hospital and Health Center, Dickinson, N.D.
- Second Place: Saint Elizabeth Regional Medical Center, Lincoln, Neb.

**Most Improved**
- Albany Area Hospital and Medical Center, Albany, Minn.

### Outpatient Satisfaction

**Small Hospitals (less than 100 beds)**
- First Place: St. Mary’s Healthcare Center, Pierre, S.D.
- Second Place: Mercy Medical Center, Roseburg, Ore.

**Medium Hospitals (100 to 249 beds)**
- First Place: Saint Francis Medical Center, Grand Island, Neb.
- Second Place: Mercy Medical Center, Roseburg, Ore.

**Most Improved**
- St. Joseph Medical Center, Tacoma, Wash.

### Emergency Patient Satisfaction

**Small Hospitals (less than 100 beds)**
- First Place: Summit Medical Center, Frisco, Colo. (part of Centura Health)
- Second Place: Oakes Community Hospital, Oakes, N.D.

**Medium Hospitals (100 to 249 beds)**
- First Place: St. Joseph’s Hospital and Health Center, Dickinson, N.D.
- Second Place: Saint Elizabeth Regional Medical Center, Lincoln, Neb.

**Most Improved**
- CARITAS Health Services, Louisville, Ky.

Catholic Health Initiatives also recognized market-based organizations with significantly higher-than-average performance in patient satisfaction during the 2004 fiscal year. The following market-based organizations were recognized at Catholic Health Initiatives’ National Leadership Conference in September:

- St. Mary’s Healthcare Center, Pierre, S.D.
- Good Samaritan Health Center, Merrill, Wis.
- Oakes Community Hospital, Oakes, N.D.
- Berea Hospital, Berea, Ky.
- Mercy Medical Center, Williston, N.D.
- St. Joseph Medical Center, Towson, Md.
- St. Mary’s Hospital, Nebraska City, Neb.
- Lisbon Area Hospital, Lisbon, N.D.
- St. Joseph’s Hospital and Health Center, Dickinson, N.D.
- Saint Elizabeth Regional Medical Center, Lincoln, Neb.
- LakeWood Health Center, Baudette, Minn.
- Memorial North Park Hospital, Chattanooga, Tenn.
- Parker Adventist Hospital, Parker, Colo.
- Memorial Hospital, Chattanooga, Tenn.
- Saint Francis Medical Center, Grand Island, Neb.
- Saint Joseph Hospital, Lexington, Ky.
Catholic Health Initiatives’ effort to help market-based organizations and national offices become employers of choice in their markets, Our Values at Work, has been reinforced by the introduction of a new tool kit.

The initiative is rooted in the Core Values of Catholic Health Initiatives, according to Michael Fordyce, chief administrative officer. “During the past two years, market-based and national leaders have worked together to articulate our People Strategy, which focuses on using our distinctive organizational culture to create the work community of choice in every market we serve,” he said. “Our research affirmed that our Core Values of Reverence, Integrity, Compassion and Excellence are the most meaningful element of our culture and our employees’ work experience. Therefore, defining the attributes of a work community of choice meant articulating how we live our values at work.”

The result is the Catholic Health Initiatives Employee Covenant, the cornerstone of Our Values at Work. “The Employee Covenant describes the guiding principles of the employee experience within Catholic Health Initiatives and its market-based organizations,” said Fordyce. “It outlines what employees can expect from Catholic Health Initiatives and its market-based organizations, and what is expected of employees as part of a values-based work community. The Covenant joins Catholic Health Initiatives and its employees together in a way that enables all employees to reach their full potential.”

Alignment with Cultural Attributes, Customer Satisfaction Programs

The Employee Covenant aligns closely with Catholic Health Initiatives’ distinctive organizational cultural attributes and market-based customer satisfaction programs, which are also based on the organization’s Core Values.

“For example, the Employee Covenant calls employees to ‘honor the dignity of all persons in mind, body and spirit,’” said Fordyce. “Several of our cultural attributes — including diversity, holistic approach and sensitivity — identify how these behaviors align with and advance the organization’s Mission and Core Values. The attributes of our distinctive culture and the guiding principles of the Employee Covenant reflect and reinforce each other.”

By defining the guiding principles of the employee experience within Catholic Health Initiatives, the Covenant also provides a foundation for expectations of the customer experience. “Many customer-focused programs contain behavior standards that define what employees do to serve patients, residents and each other in the spirit of our Core Values,” said Fordyce. “These programs are another outward expression of our guiding principles.”

Catholic Health Initiatives Introduces Work Community of Choice Tool Kit

Our Values at Work

What is a Work Community of Choice?

The Catholic Health Initiatives People Strategy states that the organization, through its distinctive culture, will become the work community of choice in every market it serves. This means that Catholic Health Initiatives, its market-based organizations and national offices are perceived as desirable places to work by employees, patients and members of the community.

This concept was introduced soon after the formation of Catholic Health Initiatives through a document called “Catholic Health Initiatives Work Community Guidelines,” which was the first statement of Catholic Health Initiatives’ guiding principles in its relationship with employees.

Together, as a values-driven work community, we can fulfill our mission to bring new life, energy and viability to our health care ministry today and into the future.
Tool Kit Provides Comprehensive Resources

The Employee Covenant will be introduced as market-based organizations and the national offices implement the resources in the new Work Community of Choice Tool Kit developed by the Catholic Health Initiatives Human Resources Group together with the Work Community of Choice Advisory Committee. This comprehensive set of resources, designed to help bring Our Values at Work to life, was distributed to market-based human resource leaders in late October. The tool kit will help human resource leaders and their teams:

- Implement the Catholic Health Initiatives Employee Covenant.
- Assess and align human resource systems and programs.
- Assure the integration of work community of choice activities with organizational culture and customer satisfaction initiatives.
- Identify critical success factors.
- Develop a work community of choice action plan.

“The tool kit is intended to grow and change as all of us progress on this journey,” said Fordyce. “As we progress, new sections of the tool kit will be developed and existing sections enhanced.”

Members of Catholic Health Initiatives’ national human resources group are available to help market-based leaders customize elements of the tool kit to meet their needs.

“As leaders within Catholic Health Initiatives, we all have a vital role to play in living Our Values at Work,” said Fordyce. “It is essential that we uphold the principles outlined in the Employee Covenant and create work communities that practice our Core Values and enable all employees to excel.”

For more information about Our Values at Work and the Work Community of Choice Tool Kit, contact Nancy Etzelmiller or Dan Clark, vice presidents of human resources, at nancyetzelmiller@catholichealth.net or danclark@catholichealth.net.
MARKET-BASED INITIATIVES

Core Strategy: People

TriHealth Among the Best Companies for Working Mothers

*Working Mother* magazine has named TriHealth, Cincinnati, Ohio, one of the nation’s 100 Best Companies for Working Mothers for 2004. The 19th annual list recognized TriHealth for efforts to foster health and well being for working parents. TriHealth was the only hospital system in the state of Ohio to be included. For more information, contact Joe Kelley of TriHealth at 513/569-6702.

Saint Francis in Grand Island Collaborates with Physicians, Nebraska Heart Institute

Saint Francis Medical Center, Grand Island, Neb., has signed an agreement with area physicians and the Nebraska Heart Institute, Lincoln, Neb., to provide cardiology services. The agreement is the first in the United States to include primary care physicians in management of a subspecialty medical program. The Heart Hospital@Saint Francis is managed by a board comprised of representatives of each of the three parties signing the agreement. For more information, contact Bob Bonnell of Saint Francis at 308/398-5824.

Core Strategy: Quality

RxAssist Program at St. Anthony in Denver Receives Funds to Help Medicare Beneficiaries

The RxAssist Program of St. Anthony Hospitals, Denver, Colo., has been awarded funds to help Medicare beneficiaries with limited incomes enroll in the new Medicare-approved prescription drug discount card program and receive $600 in prescription drug credits. RxAssist is one of more than 100 community-based organizations to receive a total of approximately $4 million from the Centers for Medicare & Medicaid Services and the Administration on Aging. The recipients of the money will help seniors and people with disabilities take advantage of Medicare-approved drug discount cards. For more information, contact Allison Weimar of St. Anthony at 303/899-9581.

St. John’s in Joplin Offers New Procedure to Reduce Stroke Risk

Heart surgeons at St. John’s Medical Center are offering a new, less-invasive treatment option to prevent the risk of stroke in patients with carotid artery disease. The treatment, called carotid artery stenting, has been demonstrated to have a lower rate of death, myocardial infarction and stroke in high-risk patients than traditional surgery. For more information, contact Robin McAlester of St. John’s at rmcalest@sjmc.org.

Core Strategy: Performance

Four Market-Based Organizations Win Consumer Choice Awards

Four of Catholic Health Initiatives’ market-based organizations have won 2004/2005 Consumer Choice Awards from the National Research Corporation. The awards recognize the hospitals most preferred by consumers in 140 major markets around the United States. The award-winning hospitals include Memorial Hospital, Chattanooga, Tenn.; Mercy Medical Center, Des Moines, Iowa; Saint Joseph Hospital, Lexington, Ky.; and St. Joseph Medical Center, Tacoma, Wash.

Core Strategy: Growth

St. Vincent Opens New Heart Center in Little Rock

St. Vincent Health System, Little Rock, Ark., has opened its new $10 million, 100-bed Jack Stephens Heart Center. The center, named in honor of a Little Rock resident who donated $2.5 million to the project, consolidates St. Vincent Infirmary Medical Center’s cardiology services and includes new equipment to diagnose and treat heart problems.

St. Anthony’s in Morrilton Receives Critical Access Designation

St. Anthony’s Healthcare Center, Morrilton, Ark., was designated a critical access hospital, effective October 1. Critical access status means that the hospital can receive reimbursement for the entire cost of treating Medicare beneficiaries. Critical Access Hospitals must be located in rural areas and are limited to 25 beds and an average length of stay of 96 hours.

Market-Based Organizations Help Provide Health Care Coverage to Children

The 2003 annual report of Children’s Health Matters recognized 50 of Catholic Health Initiatives’ local health care facilities and community health service organizations for their efforts to enroll children in Medicaid and state public health insurance programs. During that year, the combined efforts of the sponsors of Children’s Health Matters resulted in the enrollment of a significant number of children, though more than eight million uninsured children remain in the United States.

Catholic Health Initiatives sponsors Children’s Health Matters along with six other Catholic organizations. “The active involvement of our local organizations in Children’s Health Matters continues to increase and is well-evidenced in the annual report,” said Colleen Scanlon, RN, JD, senior vice president of advocacy for Catholic Health Initiatives. “While there is always more to do, we should be proud of our accomplishments to date and commend all involved.”

For more information about Children’s Health Matters, visit www.childrenshealthmatters.org.
Bone and Joint Center Opens at CARITAS in Louisville

CARITAS Health Services, Louisville, Ky., has opened a new, $1.5 million inpatient center for orthopedic surgery. The CARITAS Bone and Joint Center includes 14 private rooms with wheelchair-accessible baths and showers; a therapy gym; and a community room where patients share meals and receive education.

Major Expansion Announced by Saint Francis in Grand Island

Saint Francis Medical Center, Grand Island, Neb., has announced the start of a $67 million construction project, which will take place during the next three years. The organization will begin construction on a new, nine-story tower for patient rooms in early 2005. After the tower’s completion, scheduled for 2007, Saint Francis will also renovate its existing patient care areas. For more information, contact Bob Bonnell of Saint Francis at 308/398-5824.

Good Samaritan in Dayton Starts Construction of New Patient Care Tower

Good Samaritan Hospital, Dayton, Ohio, broke ground for a 10-story patient care tower, the largest part of its five-year, $122 million renovation and expansion project. The $63 million tower, which will house nearly 90 beds, is expected to be complete in 2007. The entire project will add 175,000 square feet to the hospital and renovate another 75,000 square feet.

Good Samaritan in Kearney Expands Telemedicine Program

With the help of a $344,456 grant from the U.S. Department of Health and Human Services, Good Samaritan Health Systems, Kearney, Neb., will add five new sites in Nebraska and Kansas to its telemedicine program. The program currently provides consultation, treatment and educational opportunities at 18 sites in hospitals across Nebraska, with more than 9,000 clinical consultations since 1995.

Centura Health in Denver Acquires Copper Mountain Clinic

Centura Health, based in Denver, Colo., has added the Copper Mountain Clinic to its St. Anthony Hospitals family, which also includes three other mountain community health care facilities in Frisco, Granby and Winter Park. The clinic, to be named St. Anthony Copper Mountain Clinic, is open from November 1 to April 30. The clinic sees approximately 4,300 patients each year for ski-related accidents, high-altitude sickness and other illnesses and injuries. For more information, contact Bev Lilly of Centura Health at bevlilly@centura.org.

Finney County Health Coalition Sets Health Priorities for Garden City

The Finney County Health Coalition, spearheaded by St. Catherine Hospital, Garden City, Kan., held its first public meeting to identify three priority health issues in the community. More than 40 people attended and selected parenting classes, smoke-free public places and more public transportation as the three priorities. The coalition offered door prizes, such as restaurant coupons and health club memberships, to attract attendees, and had a Spanish interpreter on hand.

Mansfield of St. Vincent in Little Rock Receives Maureen Reagan Award

The Alzheimer’s Association of Arkansas honored Stephen Mansfield, president and chief executive officer of St. Vincent Health System, Little Rock, Ark., with its Maureen Reagan Award. The award is given in recognition of leadership and outstanding contributions to the fight against Alzheimer’s disease. In announcing the award, the association emphasized Mansfield’s leadership and St. Vincent’s tradition of excellence in establishing the best diagnostic capability for Alzheimer’s disease in Arkansas.

Illick to Lead Pueblo S.E.T. for Well-Being

Cynthia Illick has been named executive director for Pueblo S.E.T. for Well-Being, a community health services organization in Pueblo, Colo. Prior to joining Catholic Health Initiatives, Illick was executive director of marketing and public relations for Santa Fe Community College, Santa Fe, N.M. She has a master’s degree in communication management from Syracuse University, Syracuse, N.Y., and a bachelor’s degree from the University of Southern Colorado, Pueblo, Colo.

Brinkley of Memorial in Chattanooga Honored for Exceptional Leadership

Ruth Brinkley, president and chief executive officer of Memorial Health Care System, Chattanooga, Tenn., received the Senior Healthcare Executive Award from the National Association of Health Service Executives (NAHSE). The award recognizes her outstanding leadership and overall contribution to the health care industry. NAHSE is a non-profit association of African-American health care executives that promotes the development of African-American health care leaders and quality health care services for minority and underserved communities.

Steadham Resigns from St. Catherine in Garden City

Mark Steadham resigned his position as president and chief executive officer of St. Catherine Hospital, Garden City, Kan., effective December 1. The St. Catherine Board of Directors will identify interim leadership and develop a transition plan.
But the angel said to them, “Do not be afraid. I bring you good news of great joy that will be for all the people. Today in the city of David a Savior has been born to you who is Messiah and Lord.”

Luke 2:9–11