



# 2014

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*a defining year*

REPORT TO THE COMMUNITY

SAINT FRANCIS HEALTH SYSTEM



## 2 0 1 4   R E P O R T   T O   T H E   C O M M U N I T Y

THE MISSION OF SAINT FRANCIS HEALTH SYSTEM:

To extend the presence and healing  
ministry of Christ in all we do



**mis·sion**

\ 'mi-shən \

noun

A specific task with which a person or group is charged

## A MESSAGE FROM THE CHAIRMAN



When considering the Saint Francis Health System, there are several words that come to mind.

Foremost on the list is “community.” Throughout Saint Francis’ history, not a single action has been taken or initiative implemented, without first considering how it would best benefit the health and well-being of those in the community. In essence, serving the people of this community and ensuring they have access to excellent healthcare is the reason why Saint Francis Health System is in existence.

Another word synonymous with Saint Francis is “mission.” I know without question that if my grandmother and grandfather, Natalie Overall and William Kelly Warren, Sr., could see what has been accomplished as a result of their vision, they would be so proud of this organization— as my family is today. So, it is with great pride and appreciation that I’d like to acknowledge everyone at Saint Francis Health System for their vital part in making it the mission-driven healthcare organization it is today. I’d especially like to express my thanks to everyone at Saint Francis who carries that vision forward and helps ensure that the extension of Christ’s healing ministry is always first and foremost.

“Future” is another word that has been identified closely with the Saint Francis Health System since the commitment my grandparents made so many years ago. As a result of their beneficence, Tulsa has a health system focused on providing leading-edge healthcare for many generations to come. As time has revealed, this commitment has become our enduring pledge to the community and has expanded to encompass the surrounding region.

We sincerely thank you for entrusting your health to Saint Francis Health System. As we recount fiscal year 2014, we also look forward to the years ahead with confidence and hope. We look to continue our partnership with our fellow community members. And as we progress, we must keep in mind Thomas Jefferson’s words, “Do you want to know who you are? Don’t ask. Act! Action will delineate and define you.” It is my hope that our actions, both unseen and widely publicized, define us well. For 54 years Saint Francis has been a Catholic, locally owned, mission-driven organization that strives to meet the healthcare needs of this community—now and for generations to come.

A handwritten signature in dark ink, appearing to read 'John-Kelly C. Warren'.

**JOHN-KELLY C. WARREN**

*Chairman, Saint Francis Health System Board of Directors*

## A MESSAGE FROM THE PRESIDENT



Saint Francis Health System had a great 2014. As noted in this annual report to the community, the ways the organization has provided benefit to the community this year were numerous. There have been new buildings, new computer systems, new initiatives and new doctors—however, as has always been the case, it is the extension of our mission by the women and men of Saint Francis that is our principal concern and the metric of which I am most proud.

This year a total of \$74,444,870 was returned to our community through charity and uncompensated care, programmatic subsidization, donations to nonprofit agencies and support of the area's educational institutions. As Tulsa's only locally owned and operated health system, when we have funds available it is both our responsibility and our privilege to give back to the community. I do not see Saint Francis as just a healthcare provider in this region; I see it as a bellwether for the city. A strong Saint Francis contributes to a strong Tulsa. With over 8,500 employees and almost a two billion dollar regional economic impact—what happens at and because of Saint Francis affects Tulsa in more ways than just bedside care.

Today's healthcare environment has prompted hospitals and care providers to shift from a volume-based approach (payments based on the number of patients seen) to a value-based paradigm (payments based on the quality and outcome of care provided). This shift has caused us to step back and reevaluate many of the assumptions we have held for years. We have emerged

from this exercise in introspection with a clearer picture of what we need to be in terms of quality and value. While both have always been of paramount importance to the system, even greater emphasis is now being attributed to these two concepts by numerous governmental and other third party agencies.

I believe any success we have been fortunate enough to experience is rooted in our willingness to embrace productive change and in our ability to effectively adapt and respond to the evolution occurring within our industry. Most important to our future is an unwavering adherence to our mission and values, ensuring that our strategy and direction will continue to be aligned with our ultimate purpose.

I remain optimistic that if we plan and manage for the hard times and remain nimble as we are faced with challenges, Saint Francis will be well-positioned to care for the healthcare needs of our region for many generations to come.

It is with some pride that I share with you a synopsis of our key initiatives and accomplishments this year. And on behalf of the women and men of Saint Francis, I thank you for your continued support and trust in our organization.

My best regards,

A handwritten signature in black ink, appearing to read 'Jake Henry Jr.', written in a cursive, flowing style.

JAKE HENRY JR.

*President and Chief Executive Officer, Saint Francis Health System*



**pur·pose**

\ 'pər-pəs \

noun

The reason why something is done or  
used; the aim or intention of something

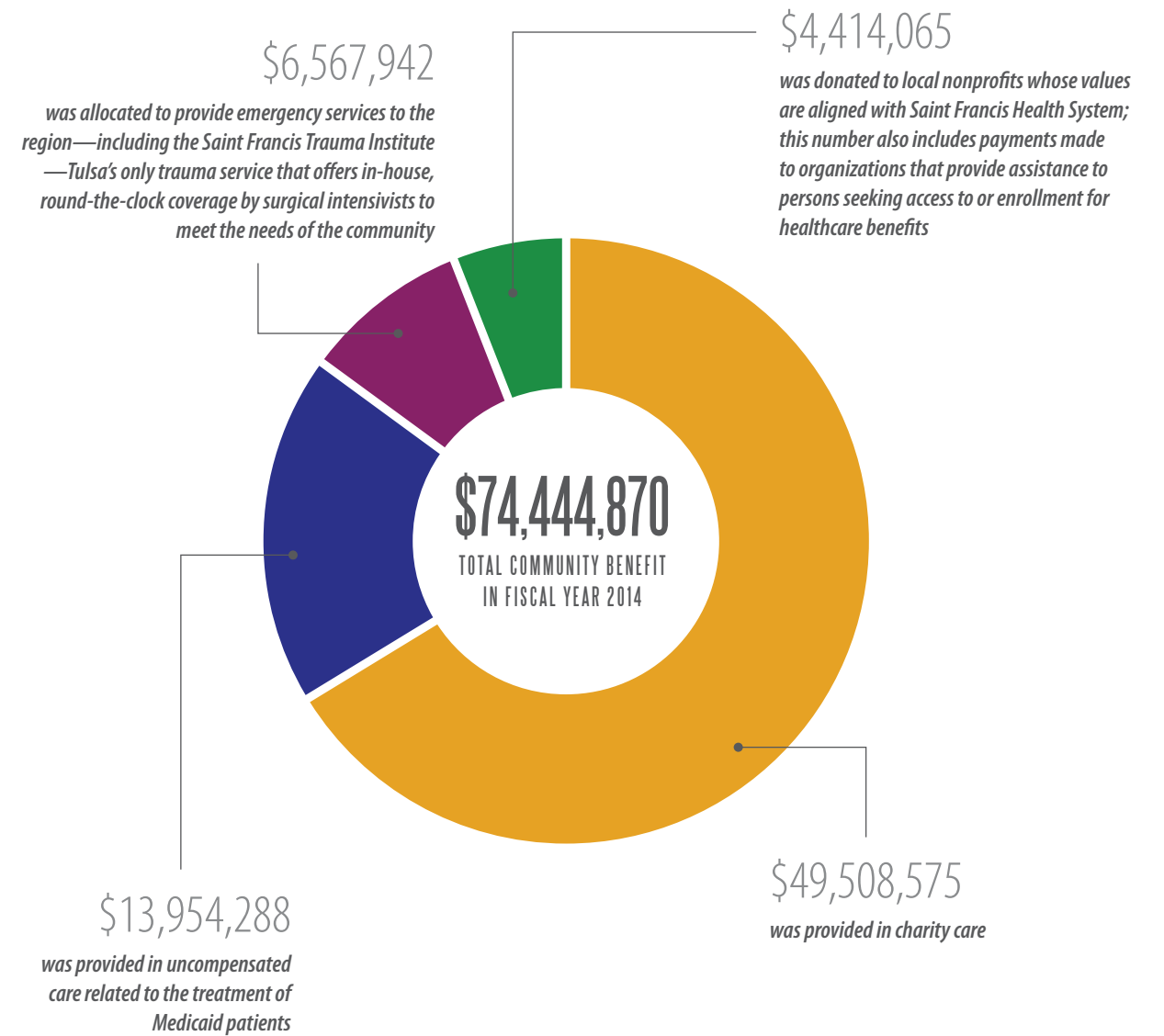


*a defining year*

## COMMUNITY BENEFIT

Community benefit is defined by the Catholic Health Association as programs and services designed to improve health in communities and increase access to healthcare. As is true with all Catholic healthcare organizations, Saint Francis Health System is fully committed to these ideals.

Saint Francis Health System reinvests its earnings after expenses back into the community with its mission in mind: To extend the presence and healing ministry of Christ. Providing access to quality healthcare for those in greatest need is fundamental to the mission of Saint Francis Health System.





*innovation*

**in·no·va·tion**

\,i-nə-'vā-shən\

noun

the act or process of introducing new  
ideas, devices or methods



## TRAUMA EMERGENCY CENTER

The new Saint Francis Hospital Trauma Emergency Center and patient tower were built with the future in mind. As a result, the hospital's critical care capacity and acute care access have been increased, and the bar for clinical excellence in an emergency setting has been raised in the Tulsa community.

This expansion, the largest in Saint Francis' 54-year history, allows the hospital to offer its patients the highest level of care in the most clinically advanced environment in eastern Oklahoma.

125,028

*combined total number of ER visits during fiscal year 2014  
at Saint Francis Hospital and Saint Francis Hospital South*





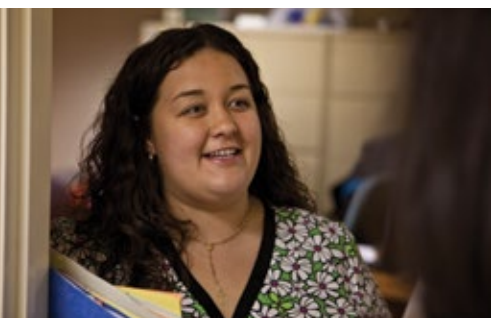
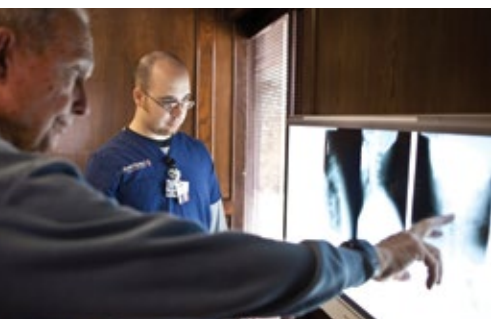
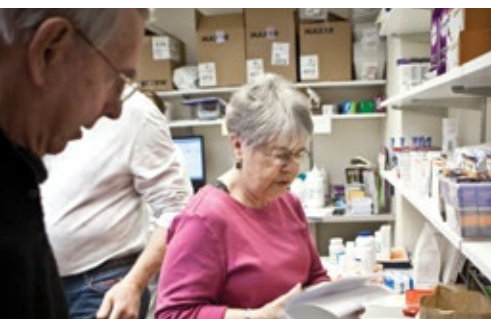
*benevolence*

**be·nev·o·lence**

\bə-ˈnev-lən(t)s, -ˈne-və-\

noun

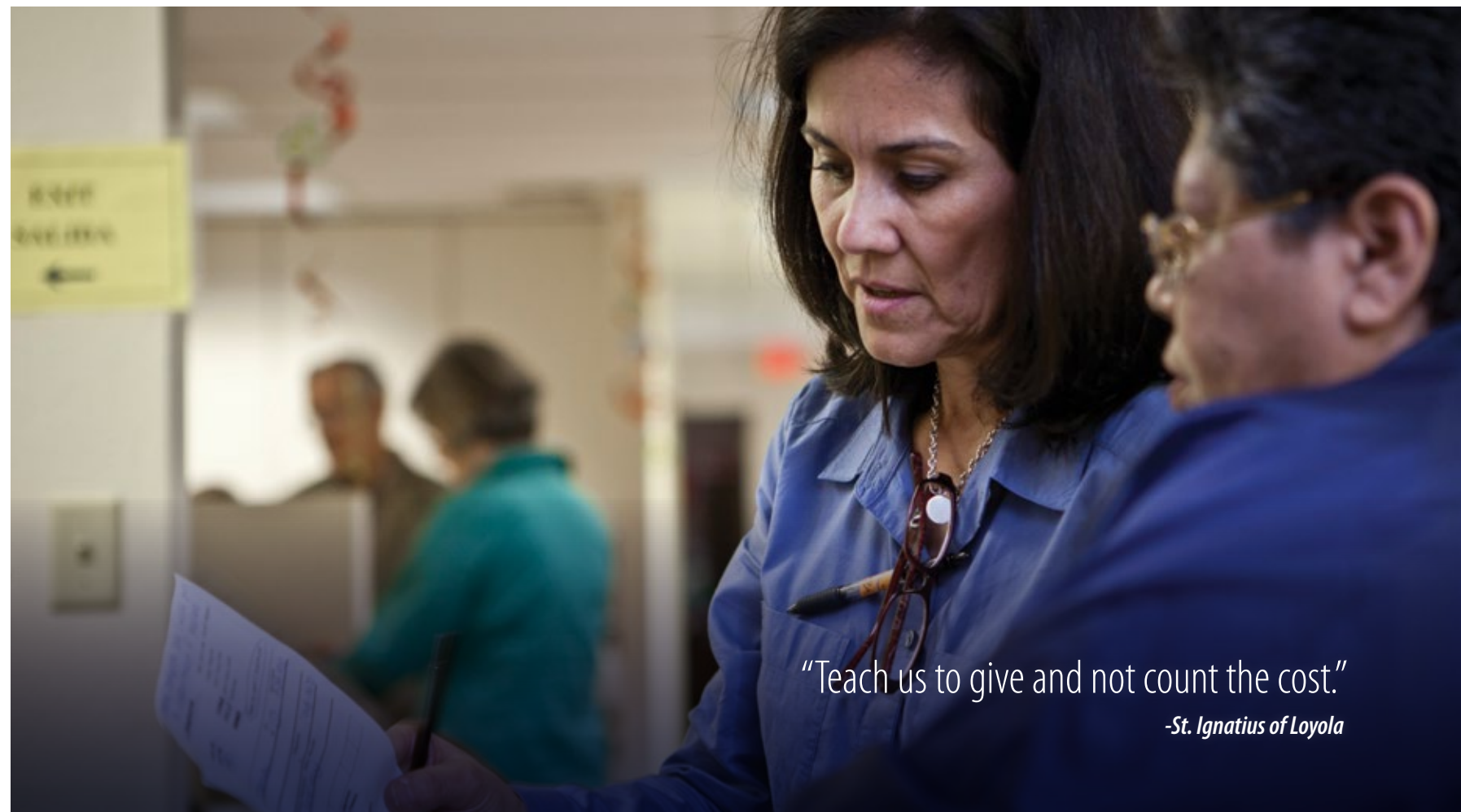
disposition to do good; an act of  
kindness; a generous gift



## XAVIER MEDICAL CLINIC

The Xavier Medical Clinic, operated by Saint Francis Health System, offers the resources of volunteer physicians, pharmacists, nurses and other healthcare professionals to women, children and men who are uninsured or underserved. In fiscal year 2014, Xavier Medical Clinic received 5,145 patient visits and the Xavier Pregnancy Program assisted 482 women, resulting in 379 births at Saint Francis Hospital.

Because of its dedicated and caring staff, Xavier Clinic is able to reach a group that might otherwise avoid or have difficulties accessing basic healthcare services.



“Teach us to give and not count the cost.”

-St. Ignatius of Loyola





**tech·nol·o·gy**

\tek-'nä-lə-jē\

noun

Science or knowledge put into practical  
use to solve problems





*a defining year*

## EPIC: ONE PATIENT, ONE RECORD

In 2014, the healthcare industry's leading electronic health record software, Epic, was implemented across the health system. While the business implications and enhancement to Saint Francis Health System's clinical process are profound, what is truly significant is the difference this technology makes in the lives of patients.

With Epic, communication between physicians, nurses and other hospital staff is more efficient through the creation of a single patient record updated in real time. In addition, Saint Francis' healthcare providers are able to access information during the course of care and easily order treatments based on best practices. This, in turn, results in improved patient services, outcomes and overall healthcare quality.

Over 400

*extra support staff on campus during Epic go-live*

Over 13,500

*hours of Epic classroom training provided to health system employees and medical staff*

Over 46,000

*patients have registered for Epic's patient portal, MyChart*



**lo•cal**

\ 'lō-kəl \

adjective

belonging or relating to a particular area  
or neighborhood



LOCAL

Locally owned, locally operated—these are four powerful words. These words serve as a constant reminder that northeastern Oklahoma is where Saint Francis calls home. As such, Saint Francis is committed to doing whatever it can to improve the lives of Oklahomans—today, tomorrow and for generations to come.

Saint Francis furthers its goal of bettering the community through partnerships with community and faith-based organizations to foster education and collaborative initiatives that promote health and wellness. In fiscal year 2014, Saint Francis Health System provided **\$2,653,027** in support of local and regional nonprofit organizations.

SUPPORTED ORGANIZATIONS INCLUDE:

Alzheimer’s Association	Family and Children’s Services	Roman Catholic Diocese of Tulsa
American Cancer Society	Gatesway Foundation	Ronald McDonald House
American Heart Association	Laureate Institute for Brain Research	Tulsa Area United Way
Bishop Kelley High School	Mental Health Association Oklahoma	Tulsa YWCA



Saint Francis Health System had a  
\$1,969,235,660 impact on the Tulsa regional economy.  
*(Source: Tulsa Regional Chamber)*



**well·ness**

\ 'wel-nəs \

noun

The quality or state of being healthy in  
body and mind





*As the healthcare industry moves into an era where the focus will be on keeping patients healthy, as opposed to treating them only when they are sick. This shift means a greater emphasis will be placed on outpatient care and access for both medical and psychological services.*



## WARREN CLINIC & LAUREATE PSYCHIATRIC CLINIC AND HOSPITAL

### WARREN CLINIC

Warren Clinic continues its goal of expanding the base of the available primary care physicians in eastern Oklahoma. In fiscal year 2014, Warren Clinic recruited 35 new providers to be able to more readily meet the healthcare needs of our community. These physicians range from primary care to advanced surgical specialists.

Warren Clinic's 70 locations across the region stand as visible representations of Saint Francis' commitment to the health and well-being of the communities it serves.

#### AT A GLANCE:

861,219  
outpatient visits

357  
providers

(Includes physicians and non-physician providers)

51,804  
Warren Clinic  
Urgent Care visits

### LAUREATE PSYCHIATRIC CLINIC AND HOSPITAL

Since opening in 1989 Laureate has been a leader in mental health treatment, advocacy and research both locally and nationally. Laureate offers a full continuum of psychiatric services including outpatient care; intensive outpatient programs; partial hospitalization and residential treatment through the eating disorders program; inpatient care; and emergency psychiatric assessment and stabilization.

#### AT A GLANCE:

77,717  
outpatient visits

60  
providers

(Includes physicians, non-physician providers and licensed mental health clinicians)

4,054  
Clinical Assessment  
Department visits



**qual·i·ty**

\ 'kwä-lə-tē \

noun

The standard of something as measured against other things of a similar kind; the degree of excellence of something



## PATIENT EXPERIENCE

Saint Francis' commitment to quality and patient safety is rooted in the organization's value of excellence. Working together to continuously improve quality and safety for its patients is one way the women and men of Saint Francis work to extend the presence and healing ministry of Christ.

Saint Francis Health System was the recipient of the following quality awards from Professional Research Consultants in 2014:

- Saint Francis Hospital received a Five-star Award (top 10 percent nationally) for the childbirth program and a Four-star Award (top 25 percent nationally) for inpatient care at The Children's Hospital at Saint Francis.
- Saint Francis Hospital South's second floor inpatient unit received a Five-star Award for inpatient medical/surgical services and Four-star awards for emergency department, outpatient services and overall inpatient services.



**ed·u·ca·tion**

\,e-jə-'kā-shən\

noun

The knowledge or skill obtained or  
developed by a learning process



## EDUCATION

Saint Francis Health System is committed to education. To this end, Saint Francis seeks out opportunities to provide, promote and support educational advancement—for both its employees and the community at large.

The system's commitment to service excellence and high-quality care is supported by its offering of numerous educational programs and courses to employees throughout the year.

323,858

*hours of classroom training was provided in 2014 to employees across the health system by the department of education*

Saint Francis' commitment to education extends beyond the walls of the health system. To help assure the future of well-trained healthcare providers in the region, Saint Francis works with local educational institutions to provide supervised clinical rotations for students in nursing, pharmacy, surgical and radiology technology and various allied health disciplines.

Additionally, Saint Francis serves as the primary teaching hospital for the pediatric residency programs of The University of Oklahoma (OU) and Oklahoma State University (OSU); as well as OU's psychiatry program and OSU's cardiology fellowship.

*a defining year*



Over the past five years Saint Francis has donated \$14,051,800 to support local colleges and universities.



pre·ven·tion

\pri-'ven(t)-shən\

noun

The action of stopping something from happening or arising

## HEALTH SCREENINGS AND PREVENTION

An integral part of providing excellent healthcare for fellow community members—of all ages—is the promotion of fitness and healthy lifestyles. Providing children and their families with the guidance they need to engage in healthier behaviors is one of the many goals set by Saint Francis to improve the lives of those living in our community.

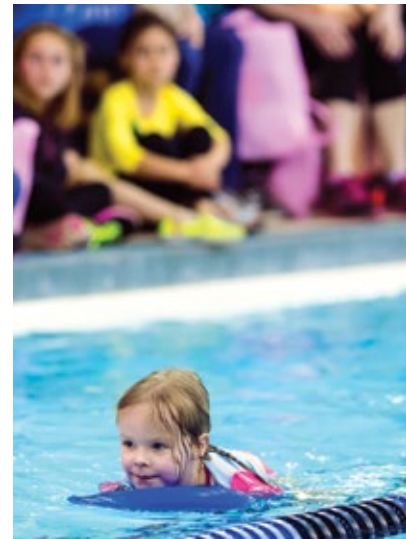
Saint Francis Health System sponsored a number of health screenings and fitness events within the last fiscal year including:

- The inaugural Health Zone Kids [mini] Triathlon, which attracted over 100 young athletes throughout the community, was launched to promote the health and wellness of the community's younger generation, as well as introduce them to the benefits of physical fitness and a healthy lifestyle.
- The Health Zone's annual Health and Wellness Expo, which was free and open to the public, provided cholesterol, blood pressure, hearing and body composition screenings.
- Saint Francis Tulsa Tough, the much anticipated three-day cycling festival, was also designed to promote fitness, as well as to showcase the spirit of Tulsa.
- Saint Francis Medical Town Hall events were hosted to educate the public about medical advancements and health topics. These free and open to the public events featured physician lecturers representing multiple specialties.



Train up a child in the way he should go, and when he is old, he will not depart from it.

-Proverbs 22:6





**com•mu•ni•ty**

\kə-ˈmyü-nə-tē\

noun

A group of people living in the same place or having a particular characteristic in common





Mobile Neonatal Intensive Care Unit

## OUTREACH

Assuring that people have access to quality healthcare in eastern Oklahoma is a core tenet at Saint Francis Health System. As such, Saint Francis Health System initiated regional outreach endeavors during fiscal year 2014 which included:

- Over 600 visits to regional providers in 55 communities across eastern Oklahoma, southwestern Missouri and northwestern. The purpose of these visits was to provide information on the health system's varied offerings, educational materials and assistance with referral management including introduction to EpicCare Link, a new web-based application intended to help providers who are not within Saint Francis Health System stay connected to their patients.
- More than 180 visits to 53 regional hospital facilities to provide information, education and, when needed, a linkage to the health system.
- Additionally, over 100 visits to 40 local and regional first responder departments and fire departments to offer educational opportunities.
- Saint Francis neonatologists, pediatric intensivists and pediatric specialists provided educational outreach to more than 15 regional hospitals and hundreds of pediatric and family medicine providers through a monthly tele-health education series; on-site clinically focused presentations; and continuous availability of specialty consults via the Saint Francis Access Center.
- The 35th annual Saint Francis Trauma Symposium was held at Saint Francis Hospital and included over 70 physicians and 350 other practitioners including nursing, EMS, advanced practice practitioners, pharmacists, residents and medical students from Tulsa and the region.



**ser·vice**

\ 'sər-vəs \

noun

The action of providing something that  
is needed or wanted





Good actions give strength to ourselves  
and inspire good actions in others.

-Plato

## EMPLOYEES

The 8,500 women and men of Saint Francis are what make this organization the community leader and preferred healthcare employer in the region. In return for their service and commitment to excellence, Saint Francis supports its employees with a comprehensive benefit package, competitive salaries and opportunities for continuing education and professional advancement.

\$544,448,541  
was provided in fiscal year 2014 to Saint Francis  
Health System employees in salaries, bonuses,  
tuition reimbursement and medical/dental benefits



## TRUSTEES

William K. Warren, Jr.

The Most Reverend Edward J. Slattery

Judy Kishner

## BOARD OF DIRECTORS

John-Kelly C. Warren, *Chairman*

Judy Kishner, *Vice-Chair*

Jake Henry Jr.

Michael Case

Michael Cooke, J.D.

Brent Dennis, M.D.

William R. Lissau

Charles McEntee, M.D.

Sanjay Meshri

Scott Thompson

Debbie Zinke

## EXECUTIVE COUNCIL

Jake Henry Jr.

*President and Chief Executive Officer, Saint Francis Health System*

Barry Steichen

*Executive Vice President/Chief Operating Officer, Saint Francis Health System*

Tom Neff

*Senior Vice President/Strategic Planning and*

*Corporate Business Development, Saint Francis Health System*

Eric Schick

*Senior Vice President/Chief Financial Officer, Saint Francis Health System*

Mark Frost, M.D.

*Senior Vice President/Medical Affairs, Saint Francis Health System*

Lynn Sund

*Administrator, Saint Francis Hospital and*

*Chief Nurse Executive/Senior Vice President, Saint Francis Health System*

David Weil

*Administrator, Saint Francis Hospital South and*

*Senior Vice President, Saint Francis Health System*

William Schloss

*Administrator, Laureate Psychiatric Clinic and Hospital and*

*Senior Vice President, Saint Francis Health System*

Eli Smith

*Vice President/Operations, Warren Clinic*

*a defining year*

## **MISSION**

*To extend the presence and healing ministry  
of Christ in all we do*

## **VISION**

*Saint Francis Health System will collaborate with  
others who share its values to be the regional leader  
in the delivery of quality Catholic healthcare services*

## **VALUES**

### **EXCELLENCE**

*Promoting high standards of service and performance*

### **DIGNITY**

*Respecting each person as an inherently valuable  
member of the human community and as a  
unique expression of life*

### **JUSTICE**

*Advocating for systems and structures that are attuned  
to the needs of the vulnerable and disadvantaged  
and that promote a sense of community among all persons*

### **INTEGRITY**

*Encouraging honesty, consistency and predictability  
in all relationships*

### **STEWARDSHIP**

*Ensuring prudent use of talents and resources  
in a collaborative manner*