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Putting Excellence *In Action*

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Amy G. Adams, Administrative Director | Karen L. Johnson, Editor

Excellence *In Action*

2010 REPORT TO THE COMMUNITY



St. Francis

We care for life.





Putting Excellence *In Action*

Our goal is to meet or exceed best practice standards and national benchmarks for excellence in care. We do this by partnering with our physicians and embracing teamwork as we strive daily to better serve you, our patients.

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Letter *from the Chair*

*A*t St. Francis, we strive to put excellence into action for one purpose: to provide our patients and our community with an unsurpassed quality of clinical care and safety as well as exceptional service.

Toward that end, we seek to achieve and exceed best practice levels in all areas. We are pleased and proud of what we have accomplished. In 2010, St. Francis became the first hospital in Georgia to receive Acute Coronary Syndrome disease-specific certification. In fact, we exceeded the 90-minute national standard for opening up a heart attack patient's blocked artery by 23 minutes. On average, a heart attack patient coming to St. Francis receives a potentially lifesaving stent in only 67 minutes from the time they reach our door.

St. Francis continues to be the hospital of choice for stroke patients as well. Early in 2010, we earned the American Heart Association and American Stroke Association's Get With the Guidelines®-Stroke (GWTG-Stroke) Silver Performance Award for meeting specific criteria for 12 consecutive months. Then, just after year-end, we earned a GWTG Gold Performance Award for adhering to the same criteria for another 12 months—a total of 24 consecutive months.

You will read all about these achievements in this year's community report. Our accomplishments are the result of teamwork and collaboration, and we want to thank our outstanding physicians—the power behind our partnerships—as well as our highly-skilled associates for their dedication and diligent efforts to improve quality and safety.

In addition to striving for best practice levels for clinical care, we are also working to positively impact our community's health through extensive education and outreach programs. Last year, St. Francis donated more than \$10 million in free care, free screenings and

free community education. Many of our dedicated physicians and surgeons donated their time to educate our community through discussing lifestyle changes that help prevent disease. Now, we hope to move a step further by evaluating these programs' impact on our community's health. You will hear more about this trend and our efforts in the coming year.

Good health is the result of both prevention and quality care, and all of us have a role to play. At St. Francis, we want to help you, and all of our community, take better care of yourself. However, we will continue to be here for you with an outstanding level of care when you need us.

I wish you a year of good health. Thank you for your support as we continue seeking excellence in our commitment to world-class health care.

Sincerely,



Martha S. Bickerstaff
Chair, St. Francis Hospital Board of Trustees



P.S. Be sure to visit www.wecareforlife.com to watch physician lectures on various health topics, including tips on taking better care of your health.

Excellence *in Action*

At St. Francis, we pursue the highest standards of excellence in patient care. Last year, we put excellence into action by implementing new protocols to improve the care of cardiac and stroke patients and raise the bar on patient safety.



As our region's leading heart hospital and the first hospital in Georgia to receive Acute Coronary Syndrome disease-specific certification from The Joint Commission, St. Francis meets or exceeds national thresholds for the care of heart attack patients. Of special note is a reduction in the time from when a heart patient arrives at the hospital to the time their blocked artery is opened. Known as door-to-balloon time, St. Francis' 2010 average was 67 minutes as compared to the national standard of 90 minutes set by American College of Cardiologists. According to Hospital Compare, 82 percent of patients nationally have their blocked artery successfully opened within 90 minutes; St. Francis exceeds the national average with 89.4 percent of the hospital's heart attack patients having their blocked artery successfully opened within 90 minutes.

In October, the National Association of Healthcare Quality recognized St. Francis with a first place award for "Meeting New Thresholds in Acute Myocardial Infarction (AMI) Care" during the organization's annual convention.

393
heart attack patients

239
open heart surgeries

793
angioplasty/stent procedures

Roy Lee didn't know he was having a heart attack. He just knew he felt terrible. Not wanting to take any chances, his daughter called 9-1-1. She also called his cardiologist, Dr. Rajinder Chhokar, to let her know Columbus EMS was transporting her father to St. Francis' Emergency Department.

Within only 35 minutes of Lee's arrival, Dr. Chhokar had inserted a stent to open his artery, which was 100 percent blocked.

"Everything went great," says Lee. "Everyone, from the ambulance to the hospital staff and my doctor, was absolutely professional. That's the best you can ask for. I've been doing fine since then."

▼ *Cardiologist Rajinder Chhokar, MD, inserted a stent to open up Roy Lee's blocked artery within 35 minutes after he arrived at St. Francis.*

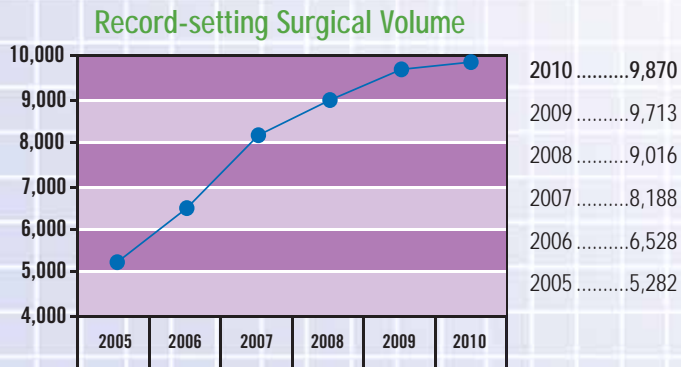


Excellence in Action

St. Francis continues to be the hospital of choice in Columbus for stroke patients. Early last year, the hospital achieved the American Stroke Association's (ASA) *Get With the Guidelines*[®]-Stroke (*GWTC-Stroke*) Silver Performance Award for adhering to the organization's strict stroke care guidelines for the previous 12 months. Just beyond year-end, St. Francis received word the hospital had earned *GWTC-Stroke* Gold status. To achieve this level of recognition, St. Francis adhered to *GWTC-Stroke's* acute indicators and core measures for stroke care 85 percent of the time and complied with six of 10 *GWTC-Stroke* quality measures 75 percent of the time for two consecutive 12-month periods. Stroke continues as the nation's third leading cause of death, and St. Francis treated 496 stroke patients last year.

As the result of implementing a new blood management safety approach in cardiac surgery, St. Francis has achieved best practice levels for its mortality rate and surgical re-exploration rate for open heart surgery. "A proper blood management system ensures the best possible surgical care," said Georgia Hospital Association President Joseph Parker. "We applaud St. Francis Hospital for its leadership in this critical area and its commitment to providing the safest care possible for its patients." St. Francis received a 2010 Partnership for Health and Accountability Quality and Patient Safety Award for implementing the new approach. The project, entitled "Implementing a Blood Management Program to Improve Patient Safety," won a third place award in the *Greater Than 300 Beds* category.

4 **St. Francis has earned a *Get With the Guidelines*[®]-Stroke Gold Achievement Award from the American Stroke Association.**



▲ Surgical volumes at St. Francis have almost doubled since 2005.

St. Francis constantly seeks ways to improve patient safety. That's why in early 2010, the hospital contracted with internationally renowned health care consultants, LifeWings™, to provide on-site Crew Resource Management training for physicians and staff. Based on safety lessons learned in the aviation industry, the training focuses on best practices in hospital safety. Now, all St. Francis surgical teams complete briefings prior to procedures. At that time, each team member discusses the procedure, his or her role and any concerns about the patient. "The goal of the briefings is to get everyone talking when there isn't a problem so they'll be more likely to speak up to prevent a problem from occurring," says Jeff Travis, MD, a cardiothoracic surgeon and St. Francis' chief of surgery. St. Francis has also made surgery safer for patients by instituting a pre-surgical safety checklist that OR teams complete prior to all surgical procedures. Studies have shown that the use of checklists can significantly reduce errors.



Excellence *in Action*

Designated as a

Blue Distinction®

Center for Spine Surgery



An Independent Licensee of the
Blue Cross and Blue Shield Association

Designated as a

Blue Distinction®

Center for Knee and
Hip Replacement



An Independent Licensee of the
Blue Cross and Blue Shield Association

Other 2010 patient safety and clinical quality achievements were:

- Earning Blue Cross Blue Shield Blue Distinction Centers for Spine Surgery and Knee and Hip Replacement as well as Aetna Institute of Quality of Orthopaedic Care Spine Surgery.
- Decreasing readmissions and mortality related to congestive heart failure.
- Earning recognition from the American Society for Gastrointestinal Endoscopy (ASGE) for the safety and quality of the hospital's endoscopy services. The unit is one of only 215 nationally to receive this seal of approval, receiving recognition for adhering to ASGE's quality guidelines and the Centers for Disease Control's infection control guidelines.
- Receiving three-year accreditation for magnetic resonance imaging (MRI) services and nuclear medicine from the American College of Radiology (ACR) in December; St. Francis is the only hospital in Columbus to have achieved ACR accreditation for MRI services.
- Achieving 416 straight days without a case of ventilator-associated pneumonia as of August.
- Falling below the national average of .8 percent for surgical site infection rate; St. Francis' rate is .53 percent.
- Reducing patient falls to best practice levels by increasing the frequency of rounding.
- Achieving a 74 percent reduction in central-line associated bloodstream infections since October 2009.
- Adding state-of-the-art hyperbaric chambers—the BARA-MED XD Monoplace—at the St. Francis Wound Care and Hyperbaric Center.
- Progressing toward the full implementation of electronic patient records.



Two Statewide Awards

St. Francis earned two statewide awards from the Georgia Hospital Association/Partnership for Health and Accountability (GHA/PHA). First, the hospital received a third place award in the *Greater Than 300 Beds* category for "Implementing a Blood Management Safety Program to Improve Patient Safety."

St. Francis also became the only hospital in Georgia to receive a fourth consecutive PHA Circle of Excellence award. St. Francis won the award for winning a PHA patient safety award in 2010 and for earning four or more PHA patient safety awards within the last five years.

pha
For A Healthy Georgia

Partnering *for Excellence*

Teamwork, collaboration and partnership continue to pave the way on St. Francis' journey to world-class health care. While state-of-the-art technology and a world-class facility—including more private rooms—are a vital part of our future vision, we recognize the importance of continually recruiting top physicians who are experts in their fields.

Last year, our community was fortunate to have several outstanding specialists join St. Francis' multidisciplinary team of physicians on the hospital's staff. Together, they represent the power behind our partnerships.

Expanding Cancer Surgical Services

A great need has existed in Columbus for a more holistic approach to cancer surgery. Last year, two of Columbus' sons returned to help fill this need, joining the St. Francis Center for Surgical Care last summer. They are board-certified surgeons John Adams, MD, and S.A. (Andy) Roddenbery V, MD.

Dr. Adams specializes in diagnostic and therapeutic colonoscopy; endo rectal ultrasound for the staging of rectal cancers and the diagnosis of anal sphincter injuries; sphincter preserving surgery for low rectal cancers; restorative proctocolectomy for ulcerative colitis; and the surgical management of Crohn's disease and anal fistula. Dr. Roddenbery, a general surgeon, also specializes in treating all types of abdominal tumors, liver tumors and pancreatic cancer.

The two are now a part of the Center for Surgical Care's highly skilled surgical team that also includes Dr. Michael Borkat, Dr. James Majors, Dr. Charles Scarborough, Dr. William Taylor and Dr. Luther Wolff Jr. Together, these surgeons provide our community with a wide array of surgical services, including cancer surgery to surgically treat many other diseases.

▼ *The surgical team at the St. Francis Center for Surgical Care has expanded to serve the growing need for surgical services in Columbus. The team includes (L-R) Dr. Luther Wolff Jr., Dr. John Adams, Dr. James Majors, Dr. Charles Scarborough, Dr. Michael Borkat, Dr. Andy Roddenbery and Dr. William Taylor.*

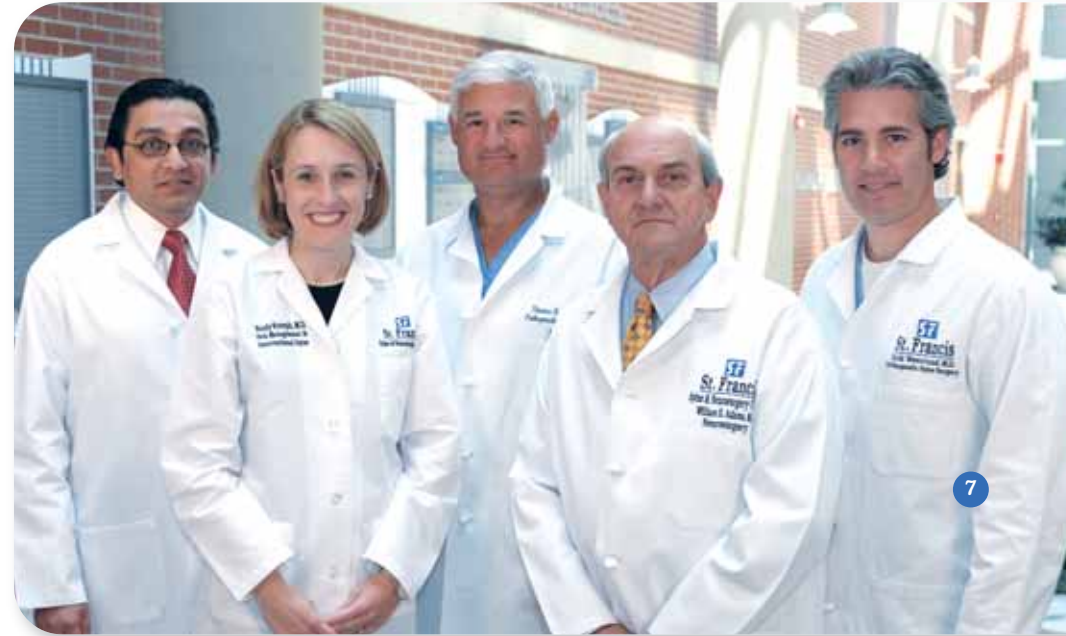


Partnering *for Excellence*

Relieving Pain

Patients with back and neck pain coming to the St. Francis Spine and Neurosurgery Center are fortunate to have access to Brady Rumph, MD, a pain management specialist. Having earned her medical degree from the Emory University School of Medicine, Atlanta, Ga., Dr. Rumph, completed an internship, a residency in anesthesiology and a fellowship in pain management at Emory.

▶ (Second from L) Dr. Brady Rumph joins fellow specialists (L-R) Dr. Atif Iqbal, Dr. Thomas Walsh, Dr. William Adams and Dr. Erik Westerlund at the St. Francis Spine and Neurosurgery Center.



Managing Hospital Medicine

St. Francis' new director of hospital medicine, Carlos Perez, MD, came to St. Francis via Encinitas, Calif., where he was previously the chair of internal medicine and the pharmacy and therapeutics committee at Scripps Encinitas Hospital. He was also the lead hospitalist with Encinitas Hospitalist Associates.

A board-certified internal medicine physician, Dr. Perez completed an internship and residency in internal medicine at Northwestern University, Chicago, Ill. He earned his medical degree from Wayne State University, Detroit, Mich.

◀ St. Francis director of hospital medicine Dr. Carlos Perez came to St. Francis from Scripps Encinitas Hospital in Encinitas, Calif.

Partnering *for Excellence*

Growing OB/GYN Services

Four outstanding OB/GYN specialists joined St. Francis in 2010, forming OB/GYN Physician Partners. Catalina Aranas, MD, has practiced OB/GYN medicine in Columbus for more than 30 years, earning a well-deserved reputation for excellence and compassionate patient care.

The husband-wife team of O. Lawrence Stitt, MD, and Ifeyinwa Stitt, MD, bring a high level of skill as well as previous experience to enhance both new and existing services. Drs. Stitt and Stitt serve women through their private practices as well as underserved women at the Trinity Center for Women.

Sylvester McRae, MD, brings a wealth of experience to OB/GYN services at St. Francis, drawing on 25 years of private practice experience in Columbus.

These four physicians join St. Francis' already outstanding team of OB/GYN physicians, OB/GYN Associates in partnership with St. Francis.

▶ *The newest St. Francis OB/GYN Physician Partner is Dr. Sylvester McRae, who brings 25 years of private practice experience.*



▶ (L-R) Dr. Catalina Aranas, Dr. Ifeyinwa Stitt and Dr. O. Lawrence Stitt joined St. Francis in 2010, forming OB/GYN Physician Partners.

Specializing in Geriatric and Substance Abuse Treatment

Highly experienced in geriatric psychiatry and substance abuse, psychiatrist Rizwan Khan, DO, joined The Bradley Center in August. Dr. Khan completed a residency in psychiatry at the Medical College of Georgia, Augusta, Ga., after earning his degree in osteopathic medicine from the Nova Southeastern College of Osteopathic Medicine, Ft. Lauderdale-Davie, Fla. He was the top ranked resident on the 2007, 2008 and 2009 PRITE examinations.

▶ *Dr. Rizwan Khan specializes in geriatric psychiatry and substance abuse at The Bradley Center.*



Moving Toward *a World-Class Facility*

T Excellence in action can be seen in all aspects of operations at St. Francis, including the hospital's progress toward making way for two new clinical towers and completing renovations of the main facility.

Preparations to make room for St. Francis' largest ever expansion project have been ongoing. Construction of a new loading dock was completed on the hospital's east side. Departments housed in the hospital's former School of Nursing building were moved to other facilities last year. By late fall, the building was empty, and demolition began just after the new year.

Renovation of the main hospital continued with the September opening of St. Francis' new 3 North unit, featuring private and semi-private rooms, hardwood floors and flat screen televisions. Also in September, St. Francis opened a new state-of-the-art Electrophysiology (EP) Clinic. By November, 2 North renovations were also completed.

▼ *St. Francis School of Nursing graduates Gwen Myers, RN, and Margarita Callahan, RN, help President and CEO Robert Granger remove items from a time capsule hidden for more than 50 years.*



Looking Back

Before tearing down the School of Nursing building, St. Francis paused to look back in history with the opening of a time capsule hidden within the building's walls. On hand for the occasion were two of the school's graduates, Gwen Myers, RN, and Margarita Callahan, RN. Tears came as they helped President and CEO Robert Granger remove prayers, crucifixes, photos and publications from the capsule.

Myers recalls the well-rounded education she received.

"We were taught not only excellent nursing skills, but



▶ *Approximately 150 St. Francis staff, physicians and community members gather to see the time capsule's contents revealed.*

also etiquette, how to talk and walk," she says.

Callahan remembers the rigorous schedule. "We went to mass at 5:30 a.m. Then, breakfast, and then to work in the units until supper, except on the days we attended morning classes at Columbus College," she explains. Callahan became a pediatric nurse at Cobb Memorial Hospital in Phenix City, and later the hospital's school of nursing director. Myers still works at St. Francis.

Approximately 150 staff, physicians and others attended the December 9 event. The school operated from 1959-1969, closing when Columbus College opened its School of Nursing.

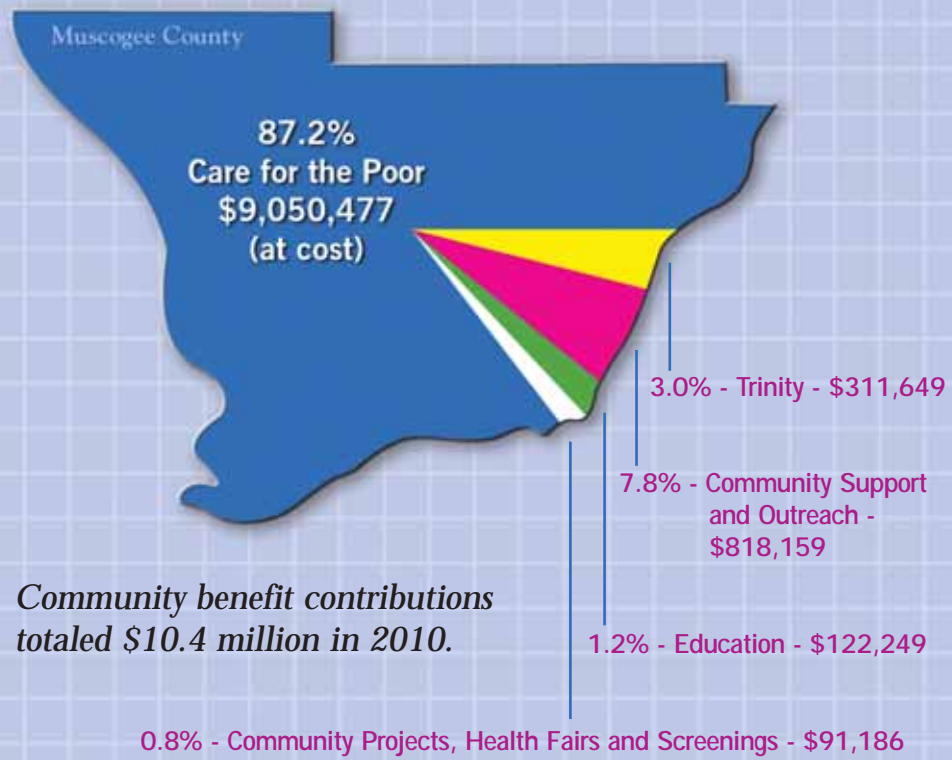
▶ *Construction crews clear the site that was once home to St. Francis Hospital's School of Nursing. Construction to build two new clinical towers, one of which will include a state-of-the-art dedicated cardiovascular-surgical unit.*



Many Hands, *One Mission*

We live out our mission every day at St. Francis Hospital through our associates, our providers and our volunteers. For more than 60 years, we have been dedicated to improving the lives of the people of our community. We provide free care, subsidized care, community programs and a variety of other activities that reach out and touch the lives of our neighbors. Our goal at St. Francis is to meet the area's growing health care needs through community benefit contributions. This is done in many different ways. In 2010 St. Francis gave back \$10.4 million for the benefit of our community. Those dollars translate into 20,641 lives touched by the work we are doing.

10



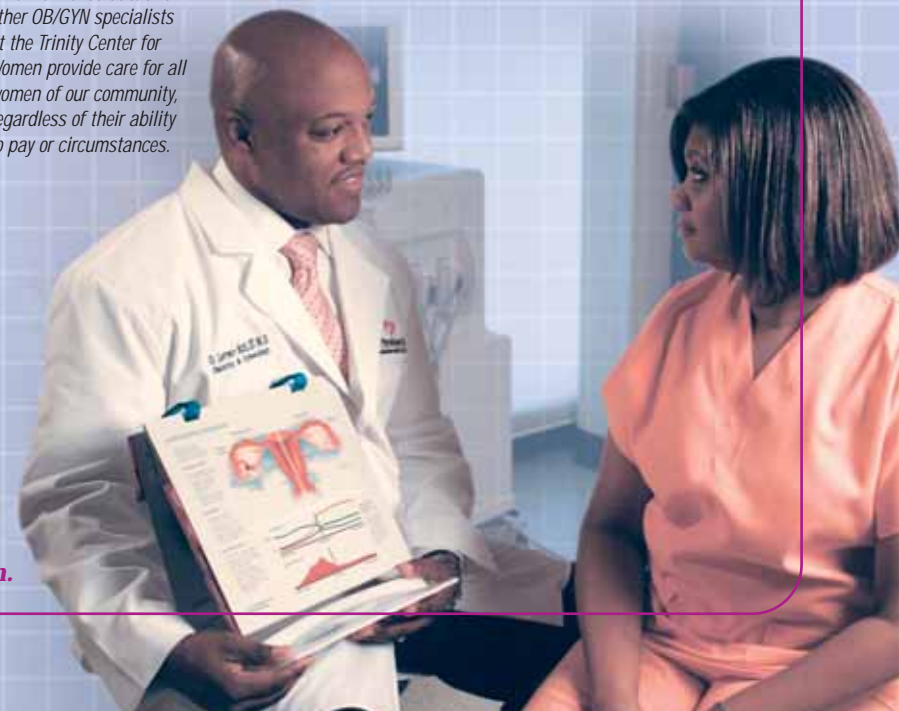
Community benefit contributions totaled \$10.4 million in 2010.

\$9,362,126

Improving Health by Serving Those in Need

- St. Francis Hospital provided \$9,050,477 worth of health care services to the underserved in our community in 2010.
- The Trinity Center for Women provided care to 1,822 women in 2010. The Trinity Center serves all the women of our community, including those who are unable to afford obstetrical and gynecologic services or who lack access to these services for other reasons.
- The Trinity Center for Women provided \$311,649 in unfunded care.

▶ *Dr. O. Lawrence Stitt and other OB/GYN specialists at the Trinity Center for Women provide care for all women of our community, regardless of their ability to pay or circumstances.*



Visit www.wecareforlife.com to watch a video about the Trinity Center for Women.

Many Hands, *One Mission*

Improving Health Through Outreach **\$818,159**

- The St. Francis Auxiliary provided 10 health care scholarships to students.
- More than 50 associates teamed up to walk in the American Heart Association's annual Start! Heart Walk and raised more than \$7,000.
- The St. Francis Cancer Relay team raised \$19,645 as part of its Relay for Life participation.
- St. Francis supported more than 115 community organizations through donations to their events and fundraisers.
- Associates touched the lives of more than 525 local school children through our Partner-in-Education programs.
- SafetyCab provided 605 safe rides home to partygoers during the 2010 holiday season.



▲ St. Francis nurses explain the importance of hand hygiene and what an infection control nurse does at Eddy Middle School's Career Day.

▼ St. Francis associates warm-up for the American Heart Association's annual Start! Heart Walk.



▶ Mission Awareness Team volunteers deliver Easter baskets to Open Door Community Home as part of the group's annual Adopt-a-Bunny project.



Many Hands, *One Mission*

Improving Health Through Education **\$122,249**

- St. Francis provided 1,803 seniors in our community with free education classes as part of the hospital's Primetime Seniors program. These included physician lectures, CPR training, AARP Driver Safety courses and other disease-specific educational series.
- The hospital utilized the local media to provide health education via physician interviews.



◀ Primetime Seniors took advantage of free flu shots at a Primetime Seniors Health Fair in September.

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"I enjoy speaking at St. Francis Community Outreach Programs because I feel they are an invaluable tool for our local population. Patient and community education has always been a priority for me. Outreach programs are a way for us to show the community we are committed to reaching out and offering them free access to physician programs. It's a medical forum like no other and is truly a vital part of our community."

– Dr. Troy Espiritu, podiatrist

"The Columbus physicians who lecture at community education programs are doing an outstanding job. Now, it's up to us to do our part."

– Marian Johnson,
Primetime Seniors member



▶ St. Francis associates hosted a Christmas party for Columbus Gardens residents, giving away Christmas bags filled with donated goodies. The effort was part of St. Francis' annual Stockings for Seniors project.



Many Hands, *One Mission*

Improving Health Through Health Fairs and Screenings **\$91,186**

- Associates donated a record 2,000 pounds of food to the Mission Awareness Team's annual Brown Bag of Columbus food drive.
- St. Francis hosted its third annual Primetime Seniors Health Fair and gave away 298 free flu shots to help improve the health of the seniors in our community.
- Volunteers provided stroke screenings, hearing screenings, blood pressure checks and carotid screenings at more than 30 health fairs and events in the community.
- Mission Columbus Clinic sees more than 200 patients in an effort to provide care to those who do not have a primary care physician. St. Francis supports Mission Columbus with a full-time nurse and with physician volunteers as well as by donating supplies.



"I love volunteering at St. Francis' community health fairs! Our free carotid ultrasound screenings can easily identify plaque formation. By offering this test, we can diagnose a patient before they have a stroke. It feels good to be able to offer free access to the people in our community. We have saved lives through these programs."

– Kari Balkcum, Vascular Lab

▼ *Volunteers deliver a record 2,000 pounds of food donated by St. Francis associates to Brown Bag of Columbus.*



▲ *Lisa Smith, RN, diabetes educator, offers blood glucose screenings at an Aflac Health Fair.*

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2010 BOARD OF TRUSTEES

2010 *Financials*

Financial Summary

Total Patient Revenue	\$249,365,702
Less Expenses	\$248,364,450
Operating Surplus	\$1,001,252

Unfunded Care

Care for the Poor at cost	\$9,050,477
Trinity Center	\$311,649

Activity Report: Selected Highlights

Inpatient Admissions	11,443
Emergency Visits	51,127
Surgeries (inpatient and outpatient)	9,870

Operational Profile

Licensed Beds	376
Associates (Full-and Part-time)	1,952
Medical Staff	309
Auxiliary Volunteer Hours	27,000

A Special Thank You

To Those Who Support Our Mission

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