Mission Integration and Outcomes

2015 Report

Franciscan Sisters of Christian Charity Sponsored Ministries, Inc.
Introduction

In the Church there is a diversity of ministry but a oneness of mission.  
Decree on the Apostolate of the Laity, Vatican Council II, 1965

From 2000 to 2014, the Franciscan Sisters of Christian Charity Sponsored Ministries (FSCCM) used a “Mission and Values Audit” (MVA) process to gather and report mission effectiveness throughout the system. While the MVA conveyed valuable information, 14 years is a long time to use such a tool in an arena where other organizations are continually changing and improving their mission reporting processes. Following requests from several leaders in our system, and after consultations with other organizations and input from executives and mission leaders at each of our ministry sites, this Mission Integration and Outcomes report was designed.

The report from each of our ministry sites is broken into four main parts
1. An introductory message from the president/CEO and director(s) of mission and pastoral care
2. Examples of how Catholic ethical and social teaching principles are “lived” throughout the organization
3. An account of staff and employee engagement around mission
4. A summary of the organization’s community benefit report

Some aspects of our mission work can be conveyed with statistics and checklists, but a more complete picture of how we’re doing comes best through narratives. That’s why the biggest portion of each ministry’s report is devoted to describing how Catholic ethical and social teaching principles are “lived” throughout the organization. For the sake of consistency, leaders at each organization were asked to describe how they fulfilled the following ten commitments and principles over the past year:

1. Solidarity with the poor and vulnerable
2. Holistic care
3. Compassionate care
4. Respect for human dignity
5. Common good
6. Stewardship of resources
7. Spirituality in the workplace
8. Care of creation
9. Commitment to the community
10. Acting in communion with the church

For the sake of uniqueness, they were asked to pair these commitments and principles with themes contained in their own strategic plans. This process served two main purposes. First, it forced participants to look beyond the sometimes obvious operational areas for examples of mission fulfillment. Second, it broadened the conversation into areas and departments that might not otherwise talk much about how they contribute to the mission.

A report like this certainly cannot capture every “mission moment.” It does, however, paint a broad and thorough picture of just how alive mission is at each of our institutions and in our system as a whole. Improvements to this process will no doubt be made in the years to come, but we at FSCCM are proud of the results of this inaugural Mission Integration and Outcomes report.
Franciscan Care Services
West Point, Nebraska

Franciscan Care Service’s strategic plan is expressed through the following six strategic themes:

1. People
2. Service
3. Community
4. Growth
5. Quality and Patient Safety
6. Finance
Franciscan Care Services
Message from the President and Director of Mission

Our mission is vital to our purpose and the focus of our day-to-day decision-making. From the very beginning, our employees begin understanding the mission through orientation and ongoing mission education. Throughout the year, our Mission Committee explores different ideas and new activities to reinforce our mission. I am very proud of how this committee promotes our mission throughout the organization. The St. Francis Memorial Hospital Auxiliary is also a proud supporter of our mission by providing free popcorn to employees who receive a “Mission Moment,” which recognizes those who are observed doing mission activities. One new event that engaged a lot of employee was December’s “fun Fridays.” Every Friday there was a theme and giveaway that reflected on our mission. Our stated mission, to promote the healing mission of Jesus Christ, was brought to life through the implementation of a falls program at St. Joseph’s Retirement Community, with the goal of reducing falls and keeping residents in their homes. Another major project that was started in 2015 was identifying the need for a quality nursing home in West Point. Despite the challenges of undertaking such a venture, we feel strongly that there is a need for a quality, well-run nursing home in West Point. We want to provide the elderly with the care they deserve. Through these and many other examples contained in this report, it is clear that we have made great strides in meeting our mission. I am proud of Franciscan Care Services’ continued commitment to this community.

Many programs and activities were implemented in 2015 to promote the mission and values of Franciscan Care Services (FCS). Every new employee is given a two-hour mission/values orientation and all other employees an annual mission/values workshop. This encourages employees to get to know each other as well as taking a step back to slow down and remember why we do what we do. Throughout the year, FCS offers meals to employees and spouses/significant others on the feasts of St. Francis and St. Joseph and during Hospital Week to promote fellowship and goodwill. Free popcorn day is held every other month; the smell brings everyone, even patients and family members, to the cafeteria for a bag. Many other committees throughout FCS conduct activities with our mission and values in mind. The Wellness Committee collected cans of food for the West Point Food Pantry. Santa’s Helpers provided gifts for children and families. To recognize employees who demonstrate our mission, a “Mission Moment” certificate and gift from the Auxiliary is given. Pope Francis’ Laudato Si is the spring board for some other new projects, including a plant swap in the spring and fall and a farmers market held every month in the cafeteria.

In Pastoral Care, Chaplain Mary Jo “Mitch” Shemek has encouraged employees to join in the morning prayer broadcast over the PA system as well as being eucharistic ministers to patients. Employees are beginning to volunteer to pray before meetings and even our local Presbyterian minister said he was impressed with the employees’ readiness to pray and display the FCS mission to our patients and visitors. Staff members are ready participants in receiving ashes on Ash Wednesday and join small reflection groups during Advent and Lent. Through our mission and pastoral care activities, it is clear that the healing mission of Jesus Christ is alive and well at Franciscan Care Service.
Franciscan Care Services
Integration of Commitments and Principles

Strategic Theme: People

Spirituality in the Workplace

The Bishops Synod on the Family encourages and guides Franciscan Care Services’ (FCS) activities for staff and families. To strengthen the family life of employees we’ve had fun family activities: A bowling afternoon with over 100 employees and children, a Family picnic in the park with over 240 attending, and an Easter egg hunt at St. Joseph Retirement Community with FCS families participating. We are well aware that strong family ties give strength to the world and our organization. The Mission Committee promoted “fun Fridays” in Advent, encouraging staff and employees to understand that our work is a ministry and we all have the responsibility to show forth our mission, to live and promote the healing mission of Jesus Christ. To continue to fan the flames of our workplace spirituality, weekly reflections occurred during Lent and Advent with Chaplain Mitch over the lunch hour. When priests in the area are available, we have Mass in the afternoons in the hospital chapel for patients’ families and employees. We have an annual mission and values in-service that reminds and strengthens the real reason that we are a Catholic ministry providing service to all of God’s people.

Respect for Human Dignity

Franciscan Care Services administration works closely with the Nebraska Hospital Association to ensure that quality labor market information is available to provide health care wage and salary data for every position within the hospital, retirement facility and clinics. This data is collected from participating Nebraska hospitals and health care systems twice a year to ensure that the most up-to-date data is available to keep our organization competitive within the health care market. Over 100 positions are analyzed based on hire rate, 25th percentile, mid-point, 75th percentile and maximum salary ranges. Our goal for salary comparisons is to have our wages within the 50th to 75th percentile range in all positions. Our wages are compared to our entire state, not just critical access hospitals. We have found through hiring and exit interviews that our hourly rates are competitive with our neighboring large hospitals in Fremont and Norfolk. We feel this goal meets our commitment to respecting human dignity and we are proud that we don’t use minimum wage for our lowest paid workers. Employee wages are always tied to performance which is also tied to our job descriptions of which the first essential function listed is to “Integrate the Servant Living Principles into day to day decisions and actions.”
Franciscan Care Services
Integration of Commitments and Principles

Strategic Theme: Service

Holistic Care
Franciscan Care Services promotes employee wellness. This year, we participated in the Take 10 program through our local health department. We had 36 employees participate. This program measures blood pressure and BMI. There was a slight decrease in BMI and a slight increase in blood pressure at the conclusion of the program. Every month, we try to have a wellness challenge for our employees. We focus on healthy eating and increased exercise. An exercise and wellness program has been initiated at St. Joseph Retirement Community two times a week. All employees and spouses are welcome to use the Wimmer Rehabilitation Wellness Center free of charge. A calorie count is posted for all Cafeteria menu items. Individual consultations are always available and welcomed for employees with our registered dietitian. Our medical staff is supportive of nutrition initiatives. We keep all results confidential while encouraging some fun competition.

Compassionate Care
Compassionate care goes beyond care that is received in our clinics and hospital; it is aimed the whole person wherever he/she may be. Our community experienced the tragic deaths of three high school students within a short period of time. None of them were wearing seatbelts. These tragedies inspired our desire to extend compassion in the community in a way that would help prevent the same losses from reoccurring again. The hospital, along with other local businesses, made contributions to our area schools to be used for reinforcing the importance of seatbelts. The schools did two projects; the first was to encourage participants to take a selfie of themselves wearing a seatbelt and post it on Facebook. The second initiative was a contest where students made videos about seatbelt safety. All videos were shown throughout the school and there was a prize for the best video.
Franciscan Care Services
Integration of Commitments and Principles

Strategic Theme: Community

Acting in Communion with the Church

No Sisters were teaching at West Point’s Guardian Angels or Catholic Central schools in 2015. The four sisters stationed in West Point were providing volunteer and staff services at Franciscan Care Services. Because of this, the Franciscan Sisters administration felt that the present St. Mary’s convent was too large for just four sisters to live in and gave the challenge to the FCS leadership team to find a suitable home for them. After many meetings with St. Mary’s Pastor Fr. Gerry Gondering, it was decided that the sisters should move out of the convent building instead of renovating it. The Sisters toured nine homes in the area and it was decided, in collaboration with St. Mary’s, the FCS Board of Directors, Franciscan Sisters administration, and the FSCCM system office that the home across the ally from the old convent was best suited for the sister’s needs. If there ever comes a time when sisters are no longer present in West Point, the property can easily be sold or FCS could put it to another use like student housing, parking lot, senior living, etc. St. Mary’s Parish is using the old convent for meetings, retreats and youth group events. It has been renamed the St. Francis Activity Center.

Care of Creation

In keeping with the times, FCS is very aware of Pope Francis Encyclical Laudato Si (On Care for our Common Home). In October 2015, the Ethics Committee reviewed two articles that focused on Laudato Si, climate change, and Catholic health care. St. Francis Hospital is very mindful of the pope’s ecological message when purchasing equipment. A new data center was set up that reduces our annual energy cost in that area by 27 percent. It also optimizes the use of space, service and IT management. The IT Department is contracting with a company to dispose of computers instead of throwing them in the West Point landfill. Surgery has purchased two Neptune suction devices that flush the equipment in a way that allows the fluids to be contained with no use of disposable canisters or red bags. This makes body fluid disposal safer for staff and better for the environment. Surgery continues to clean and reuse surgical towels to reduce waste. A new steam sterilizer was purchase that decreases the amount of water and time for sterilization of equipment. Central Supply is recycling all reusable batteries as well as printer toner cartridges. This year, through the efforts of the Mission Committee, any employee can use the shredding bins for personal information. All employees continue to recycle newspaper, aluminum cans and plastic bottles.
Franciscan Care Services
Integration of Commitments and Principles

Strategic Theme: Growth

Commitment to the Community

Natalie Tymkowych, MD, has been integrated into the clinic, hospital and community very successfully. Regarded by patients and staff as extremely capable and conscientious, Dr. Tymkowych has worked hard to become a successful staff and community member. She takes advantage of every opportunity to interact at our functions and events like chamber banquets, community offerings, bazaars, fundraisers, the fair and many other events. Her practice began in the Dinklage Medical Clinic, but she has expanded her practice into Hooper every week. Hooper went without a clinic for three years and Dr. Tymkowych is part of our effort to serve that community and help retain and attract economic benefits. None of our medical staff members began clinic before 8:30 am, and she saw an opportunity to help families with working parents get into the clinic as soon as possible so she began seeing patients at 8:00 am. Our medical staff also worked immediately to include her in decision making, including an overhaul of our weekend call scheduling. We also selected a nurse to work primarily with her to ease her transition from residency into a practice. Dr. Tymkowych has helped FCS maintain its important role in the care of our community.

Common Good

Franciscan Care Services is diligently getting the word out that we not only provide cutting-edge medical services, but we provide our care in a spirit of mercy, collaboration, respect for the dignity of the human person, care for the poor and attention to the common good. This is manifested by our fundraiser for “The Bridge,” a shelter for abused women and children. We offered a lunch of soup and asked for a freewill offering, with all proceeds going to the shelter. Another activity that honors the common good is our Christmas Santa’s Helper program. It is a program where gift ideas for needy children are put on a tree in the main hospital lobby and employees and visitors can pick a child’s name and bring in an unwrapped gift. In 2015, we served 186 children and 61 families. Additionally, our IT department now has FCS on Facebook. Many of our activities and events for the community are posted, such as a Rely for Life book fair fundraiser, St. Joseph Retirement Community having a comfort dog come for a visit, and the Therapy Department starting a new free Parkinson’s program. These are just a few example of how we as Catholic health care ministry promote the healing Mission of Jesus.
Franciscan Care Services
Integration of Commitments and Principles

Strategic Theme: Quality and Patient Safety

Commitment to the Community

Franciscan Care Services demonstrates its commitment to the community by meeting quality reporting requirements established in the American Recovery and Reinvestment Act of 2009, which includes attestation of meaningful use of electronic health records so we can continue participating in the Medicare & Medicaid Electronic Health Record (EHR) Incentive Program. Obtaining this goal wouldn’t be possible without a collaborative effort on the part of various FCS departments. By working together, our staff assures our patients are recipients of evidence-based quality care that leads to the best outcomes. Some examples include drug-allergy alerts, a fall risk assessment that has been built into the HER, and clinical decision support that will remind our providers if an important aspect of care hasn’t been addressed. Also, new to our patients is access to their health records via a secure patient portal. By allowing patients access to their records we demonstrate our willingness to partner with them in their care.

Holistic Care

In an effort to enhance and broaden the services we provide to the people in our community, and with an interest in going beyond episodic care to help the whole person with his/her health and overall wellbeing, we have determined the need for an additional health coach in the clinic as well as the increased need for a nurse in our Business Health department. To meet these needs, we hired a full-time health coach in our clinic who is also spending time in Business Health, providing population health to contracted businesses and on-site nursing to their employees. Our health coaches continue to increase their chronic disease management tracking, most recently to include our COPD patients. We have also participated with Nebraska Medicaid, BCBS, Aetna, Coventry, and Optum in population health quality measure programs. Our mission at FCS is patient-centered health care while promoting the healing mission of Jesus. An important way we do this is by treating the whole person through such services as health coaches and our Business Health offerings.
Franciscan Care Services
Integration of Commitments and Principles

Strategic Theme: Finance

Solidarity with the Poor and Vulnerable

Franciscan Care Services administration, medical staff, and board members have been approached numerous times by community members about **opening a new nursing home**. While there is already a nursing home in West Point, it does not meet the needs of the community. Many West Point residents have chosen to move to nursing homes in other towns. As part of our mission, we feel it is our responsibility to look at possibly building a nursing home. We first completed a market survey to better understand the need for nursing home beds in our area. The survey results told us that the market doesn’t need more beds. Despite this, we strongly feel that there is a need for a quality, well run nursing home in West Point. If our elderly are experiencing problems accessing a quality nursing home right here in the community, we can no longer defer this problem to another provider. We want to provide the vulnerable elderly with the care they deserve. A financial feasibility study did not offer favorable results, but if our own financial assumptions are correct, we will show a profit from the nursing home within three years after opening. These projections were included in our five year long-range financial plan, which shows that with careful stewardship of our resources, we can run a nursing home with a positive bottom line. More importantly, however, we want to offer a home to our elders that honors their dignity as persons.

Stewardship of Resources

An important part of our financial stewardship is using our resources to the best of our ability. One way we do this in our laboratory department which has implemented a **Kanban card system for inventory tracking**. This was a two-part project. First we went through our entire inventory and reduced the waste. Anything that doesn’t add value to the process is considered waste. After that, we created cards for everything in the lab that is orderable. The cards include when to reorder the product, the part number, company we order from, what department it’s used in, and a picture of the actual product. The system balances between having an overabundance of certain inventory and not enough. The plan thus far has helped the lab save a significant amount of money in overnight shipping costs and expiring-out supplies, which creates waste. Having the right amount of supplies on hand benefits our customers and the entire organization. Each department plays a role in Franciscan Care Services’ finances, so this project has ultimately helped our entire organization. Franciscan Care Services has implemented **Lean Six Sigma** in many of its areas. There have been a number of employees trained in Lean and many projects have been completed.
Mission Activities Aimed at Employee Development and Engagement

- Mission reflections published in “The Link,” a monthly employee newsletter. Themes have included living with grateful hearts; making the Gospel the core of our day-to-day doings and being; tending to the hungry, the thirsty, the stranger, the naked, and the sick; God works through us; everyone’s role in showing hospitality, kindness and compassion to those we serve.

- Employee performance is rated in part on how well he/she integrates the principles of servant leadership/servant living into daily decisions and actions. Managers are encouraged to discuss the Servant Living Principles with all employees during their annual reviews.

- Exemplary employees are recognized with “Mission Moments” certificates and a gift when they are observed living the mission.
Franciscan Care Services  
Community Benefit Report Summary

Benefits for the Poor

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<thead>
<tr>
<th>Service</th>
<th>Patients</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional Charity Care</td>
<td>118</td>
<td>$355,407</td>
</tr>
<tr>
<td>Unpaid Costs of Medicaid</td>
<td>735</td>
<td>$216,314</td>
</tr>
</tbody>
</table>

Total Quantifiable Benefits: $571,721  
Percent of Total Expenses: 1.83%

Benefits for the Broader Community

<table>
<thead>
<tr>
<th>Service</th>
<th>Participants</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Health Improvement &amp; Community Benefit Operations</td>
<td>2,534 persons</td>
<td>$167,578</td>
</tr>
<tr>
<td>Health Professions Education</td>
<td>152 persons</td>
<td>$106,450</td>
</tr>
<tr>
<td>Subsidized Health Services</td>
<td>9,203 persons</td>
<td>$817,832</td>
</tr>
<tr>
<td>Community Building Activities</td>
<td>6,388 persons</td>
<td>$55,984</td>
</tr>
</tbody>
</table>

Total Quantifiable Benefits: $1,147,844  
Percent of Total Expenses: 3.68%

TOTAL QUANTIFIABLE COMMUNITY BENEFITS: $1,719,565  
PERCENT OF EXPENSES: 5.51%

Other Benefits

<table>
<thead>
<tr>
<th>Service</th>
<th>Patients</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unpaid Costs of Medicare</td>
<td>2,048</td>
<td>$413,850</td>
</tr>
<tr>
<td>Unpaid Costs of Bad Debts</td>
<td>1,409</td>
<td>$624,899</td>
</tr>
</tbody>
</table>

Total Benefits: $2,758,314  
Percent of Total Expenses: 8.85%

An annual breakfast is served by employees and prepared by Franciscan Care Services dietary staff to local veterans in the St. Joseph Retirement Community lower level every year on Veterans Day. This is just one way to honor our local heroes and let them know how much they are appreciated for their service to our country. This event was attended by approximately 90 veterans and spouses in 2015.

Throughout the year, Franciscan Care Services provided car seat check-ups at no charge to the community. These checks were conducted by licensed technicians. This service is available to anyone wishing to have their child’s car safety seat checked for accurate positioning and appropriate size for the child’s age and weight. In 2015, these events were held in West Point and also by appointment at St. Francis Memorial Hospital. 150 community members took advantage of this service. Car seats were also provided to those who needed them and couldn’t afford them.
Genesis HealthCare’s strategic plan is expressed through the following five strategic themes:

1. People
2. Quality
3. Operational Excellence
4. Growth
5. Finance
2015 was certainly a transformative year for Genesis HealthCare. With the opening and transition into our new Genesis hospital we took a major step forward to ensuring the long-term fulfillment of our mission. From the very beginning, the new hospital project was never about a building; it was about creating the highest quality, patient-centered environment for us to live our mission of providing compassionate high quality health care to the residents of Southeast Ohio every day. I am particularly proud of the enormous additional work, effort and dedication it took by all 3,000+ employees of Genesis to make the new hospital a reality for our community. Even with all the change and financial stress of 2015, Genesis remained steadfastly committed to programs and services that serve the poorest and most disadvantaged in our community. In an era where many health systems are closing or scaling back certain clinical programming, commitments to their staff and reducing their support of community partnerships, Genesis has remained true to our mission. In fact, through the dedicated work of our staff and our leadership team, we have increased our collaboration with other community partners, all with a focus on having an even larger impact toward meeting our community’s health needs. In 2016 we will be implementing and strengthening additional initiatives to address our community’s health needs and to further our mission: population health management programming, collaborating on a community health worker grant proposal, employer focused wellness and disease management programming, just to name a few. The entire leadership team has also rededicated itself to supporting and engaging our 3,000+ employees to make Genesis an outstanding place to work and to deliver on our promise of becoming a truly patient and family centered health system.
The transition to Genesis Hospital in 2015 was a time to enliven and strengthen the Franciscan presence. A major part of the mission ministry was answering questions about sisters’ presence at the new Genesis Hospital; bringing hope to employees, graduates of the Good Samaritan School of Nursing, and persons in the community mourning the loss of Good Samaritan Hospital; and creating a welcoming hospitable presence. The Genesis history wall and the plaque for St. Francis Chapel at Genesis Hospital preserve the history of the Franciscan Sisters health care ministry. The chapel is designed to provide a quiet, reflective space for patients, families, and staff. Each Tuesday, Mass is celebrated in the chapel. Employees and patients in need of the Providence Fund benefit from the easily accessible location of the mission office. A team of employees revised the Genesis Owners’ Manual on living the mission, vision, and values. A community benefit consultant was hired and, in collaboration with Genesis service lines and community agencies, conducted and published the 2015 Community Health Needs Assessment. In 2016, more opportunities await to be a joyful presence and to engage employees in living more deeply the mission, vision and values in their daily responsibilities, including community benefit, outreach, social, and recognition activities.

In 2015, the Spiritual Care Department provided spiritual and emotional support for patients, family members, and staff while moving to its new location at Genesis Hospital. On behalf of the Ethics Committee, it also offered clinical ethics consultation services. The department staff helped patients, family members, and members of the community execute advanced directives. The staff also counseled employees with personal problems. During the spring, summer, and fall of 2015, the department worked with the Education Department and the Behavioral Health Department to sponsor a free seminar for all Genesis employees entitled “Cultural Transformation: Dealing with Stress and Burnout Through Change Management.” The seminar was designed to help each employee understand the significance of his or her own presence at Genesis and to encourage them to work together to create a healing environment within the new Genesis Hospital. In April, the department held its Annual Memorial Service for the last time in the Good Samaritan Hospital chapel. In 2016, we will be helping to establish the No One Dies Alone Program at Genesis. We are also expanding our coverage to provide chaplain services on a referral basis to all of the physician offices in our local community, as well as to the outpatient clinics.
Genesis HealthCare System
Integration of Commitments and Principles

Strategic Theme: People

Compassionate Care

The mission of Genesis is “to provide compassionate quality health care.” Compassion may be described as identifying and responding to the needs of others. In 2015, Genesis conducted a pulse surveys to receive feedback from employees. Meaningful recognition, stress, and safety in parking lots during inclement weather were three identified needs. Actions taken to address the need for meaningful recognition were to schedule no meetings from 8:00 to 10:00 am so leaders would have time to round with staff. Sessions on dealing with stress and burnout were offered to employees by the Spiritual Care Department and Behavioral Health. A decision was made to provide a shuttle for the employee parking lots during inclement weather.

Wellness is a recognized need for employees. A wellness program has been developed. In 2015, the disease management component of the wellness program has provided employees with education as well as free meters and discounted prices on medications. In addition, employees receive other benefits like educational assistance to further their education, EAP (Employee Assistance Program) to provide help in crisis situations, an adoption benefit of $5,000 toward the expense of adopting a child, and discounts in the pharmacy and cafeteria.

Spirituality in the Workplace

Spirituality in the workplace motivates employees to provide compassionate quality health care. The Spiritual Care Department provides daily reflections and counseling to nurture both employees and patients emotionally and spiritually. St. Francis Chapel provides a warm, quiet place for employees to reflect as the need arises. Weekly Mass is offered in the chapel.

Training in cultural diversity provides opportunities for employees to understand the spiritual needs of co-workers and patients of different cultures. The Compassion Gift Program and PTO donations are two sources of evidence of spirituality in the workplace. In the Compassion Gift Program, employees assist co-workers in need at Christmas time. PTO donations are made anonymously to co-workers in need.
Holistic Care

Genesis provides compassionate care for the whole person. Patient-centered care is one of our strategic initiatives. We offer palliative care services and in 2015 an additional physician was hired to meet patient needs. The Cancer Center is an outstanding example of holistic care; all aspects of the center are focused on the needs of the patients. Physicians offer a variety of treatment options depending upon the patient needs and requests. Resource counselors and chaplains are available to meet with patients to address their financial and spiritual needs. Through the intentional design of facility, processes, and personnel, patients receive the services needed in one place. Our hospice services also provide excellent, compassionate holistic care in both inpatient and outpatient settings.

Respect for Human Dignity

Genesis demonstrates respect for human dignity in safeguarding the privacy of patients and ensuring the confidentiality of patient information. Private rooms are integral in the new facility. Employees have annual training regarding privacy and confidentiality of health care information. Corporate Integrity personnel conduct HIPAA audits regularly on access to patient records. The Cancer Center has chemotherapy pods that provide privacy and comfort for each patient.

The concept of “No Pass Zone” is in the process of being imbedded in the Genesis culture. The No Pass Zone is an easy way to remember it’s everyone’s responsibility to provide an exceptional experience for patients, families, visitors, and colleagues. It doesn’t matter what one’s job is – nurse, physician, support staff, office worker, leadership member, etc., everyone should follow the guidelines of the No Pass Zone, which include: Offer everyone a friendly smile and “hello;” see trash, pick it up; someone looks lost, ask if they need help; never pass by a call light; can’t provide the patient what he/she needs, find someone who can.
Genesis HealthCare System
Integration of Commitments and Principles

Strategic Theme: Operational Excellence

Solidarity with the Poor and Vulnerable

Genesis provides compassionate quality health care to the poor. Financially, Genesis provides **charity care and financial discounts** to patients who cannot otherwise afford health care services. Genesis **collaborates with the Muskingum Valley Health Center**, a federally qualified health center to provide access to health care for the poor and uninsured. The **Providence Fund assists employees** and patients in paying non-medical expenses in times of crisis. **Mission-driven outreach projects** such as the United Way Campaign, Operation Feed, Fruit for Charity, and Red Cross Blood Drives support community initiatives for the poor.

Care of Creation

Genesis provides compassionate care for the natural environment. In 2015, Genesis Hospital opened. **Courtyards and natural lighting**, integral parts of the hospital design, create a natural, healing environment. Genesis also shows respect for creation through its **recycling program**, the use of “green” **supplies** and products, and the **initiative to go paperless** through increasing uses of technology.
Genesis HealthCare System
Integration of Commitments and Principles

Strategic Theme: Growth

Acting in Communion with the Church

Genesis acts in communion with the church. In accord with Part I of the Ethical and Religious Directives for Catholic Health Care Services, which focuses on Catholic health care’s social responsibility, Genesis provides quality, compassionate health care for the community. In fact, the church and Genesis share the commitment to serve people in the community.

The Franciscan Sisters of Christian Charity, as sponsor and co-owner of Genesis, ensure that Genesis is in communion with the church. Two Sisters serve on the Genesis Board of Directors. A Sister serves as the Director of Mission. A Sister serves as chaplain. Two Sisters serve as sponsor presence volunteers.

Genesis collaborates with the pastors of area Catholic parishes in providing the sacramental ministry for patients, families, and employees. In 2015, Masses began to be offered on a weekly basis in St. Francis Chapel at the hospital.

Commitment to the Community

Genesis’ commitment to the community focuses on providing access to health care for the six counties in its service area. Three of the 2015 Strategic Initiatives demonstrate this commitment:

1. Development of coordinated strategies between hospital service lines and physician practice to optimize access and throughput for key patient populations
2. Creation of regional clinical programs
3. Development and approval of integration strategy to assure that the Coshocton community has access to needed health care services and levels of care

Resulting actions include hiring of Delphi Group for orthopedics and hiring of physicians with specialties in rheumatology, endocrinology, breast cancer surgery, and palliative care. A community benefit consultant has also been hired. Genesis has a level 3 trauma designation, which is a major advantage for our community. Genesis’ electronic medical record system (EPIC and My Chart) has been shared with the community.
Stewardship of Resources

Genesis strives to fulfill its mission through using its resources wisely. In 2015, the completion of Genesis Hospital decreased the amount invested in the upkeep of two separate facilities and allows for investment of more resources in state-of-the-art diagnostics technology, recruitment of physicians, education and other benefits for employees, and assessment of patient satisfaction through PSI. In addition, the Genesis Foundation is providing funds for Care Innovation, programs and services for addressing patient and community needs.

Common Good

Genesis focuses on the common good through its population health initiatives. A 2015 strategic initiative is to create and implement a population health strategy. As a result, care coordinators are present in three primary care offices. A case management position is in the Emergency Department. Genesis, as a viable health care provider and the largest employer in Muskingum County, offers competitive wages and benefits, promotes a work/life balance through the PTO program, is a wellness and disease management resource for employers in the area, and provides immunizations for 4,000 people.
An employee engagement survey was conducted in 2014 and the results served as the basis for subsequent pulse surveys in areas of concern in 2015. The mission and values responses of “agree” and “strongly agree” either met or exceeded the benchmarks of the Advisory Board for the 75th percentile. The number one strength from the survey was the employee understanding of how his/her daily work contributes to the Genesis mission.

### Survey Statement

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<thead>
<tr>
<th>Survey Statement</th>
<th>GHS Employee Response</th>
<th>Advisory Board Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I believe in my organization’s mission.</td>
<td>88.4</td>
<td>85.4</td>
</tr>
<tr>
<td>I understand how my daily work contributes to the organization’s mission.</td>
<td>87.5</td>
<td>81.8</td>
</tr>
<tr>
<td>I have good personal relationships with co-workers in my department.</td>
<td>85.4</td>
<td>85.2</td>
</tr>
<tr>
<td>Over the past year I have never been asked to do something that compromises my values.</td>
<td>82.1</td>
<td>77.6</td>
</tr>
<tr>
<td>The actions of executives in my organization reflect our mission and values.</td>
<td>67.7</td>
<td>63.7</td>
</tr>
<tr>
<td>My organization gives back to the community.</td>
<td>76.8</td>
<td>77.4</td>
</tr>
</tbody>
</table>

### Mission Activities Aimed at Employee Development and Engagement

Our Serving Leader program, initiated in 2012, is a journey for leaders that begins with models and frameworks of serving leaders. Serving leaders are recognized for making the people around them better. Serving leaders’ models and frameworks include compassionate presence, proactive vs. reactive responses, drama to empowerment, and asset-based thinking. Serving leadership embraces the lifestyle of both Jesus and St. Francis. As of 2015, most of Genesis directors and managers have completed the initial five-sessions of the serving leader journey. Also in 2015, a pilot program of serving leader practices was offered for coordinators.

The 2015 Mission Committee and its teams were instrumental in developing a deeper sense of mission during the time before, of, and after the transition to Genesis Hospital. The Mission Committee, composed of members from various departments, were responsible for planning and implementing the outreach projects of the Red Cross blood drives, United Way campaign, Fruit for Charity, and Compassion Gift Box.
Mission Activities Aimed at Employee Development and Engagement (continued)
The Mission Champions team is composed of representatives from clinical and non-clinical departments of Genesis Hospital, Physician Services, and Northside Pharmacies. The team meets quarterly and establishes goals based upon the Genesis Mission and Values for each quarter. The team assisted in implementing Octoberfest to celebrate the employees’ contributions to the transition to Genesis Hospital. The Service Awards team planned and implemented the annual service awards celebration for the employees who are celebrating employment anniversaries at Genesis. The Social Activities team provided employees with the Family Fun Day at the Columbus Zoo and Breakfast with Santa, as well as bus trips to New York.

To assist employees during the stress of transitioning to Genesis Hospital, Spiritual Care and Education Services provided the seminar “Cultural Transformation: Dealing with Stress and Burnout Through Change Management.” During the session, participants discussed the importance of relationship with self and how it affects the individual as well as interpersonal relationships with others, explored how relationships with others affect all members of the health care team, identified the issues of combining a diverse collection of people with different life stories to create a healing environment during this time of transformative change, and saw the significance of how teamwork among a group of diverse individuals can affect a shared purpose or goal.
**Benefits for the Poor**

<table>
<thead>
<tr>
<th>Service</th>
<th>Number</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional Charity Care</td>
<td>8,620</td>
<td>$3,416,000</td>
</tr>
<tr>
<td>Unpaid Costs of Medicare and Medicaid</td>
<td></td>
<td>19,129,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$22,545,000</strong></td>
</tr>
</tbody>
</table>

**Benefits for the Broader Community**

<table>
<thead>
<tr>
<th>Service</th>
<th>Number</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Benefit Services</td>
<td>59,211</td>
<td>$1,549,000</td>
</tr>
<tr>
<td><strong>TOTAL QUANTIFIABLE COMMUNITY BENEFITS</strong></td>
<td></td>
<td><strong>$24,094,000</strong></td>
</tr>
<tr>
<td><strong>PERCENT OF EXPENSES</strong></td>
<td></td>
<td>7.3%</td>
</tr>
</tbody>
</table>

The NurseLine is a free phone service available 24/7 to answer general health questions or help with inquiries such as finding a doctor. Registered nurses in our community staff the NurseLine. The nurses have experience with emergency medicine and are specially trained to assist callers in a variety of ways.

Genesis provides ThinkFirst injury prevention programs at no cost throughout our area. ThinkFirst helps high risk-individuals such as children, teens and young adults learn to reduce their risk for injury. A new addition to the program is the driving simulator. The hands-on activity shows the consequences of distracted or impaired driving. During the presentations, Genesis Emergency & Trauma Services staff talks to the students about the importance of focusing on driving when they are behind the wheel. The simulator was used in more than 55 events including a science fair experiment, pre-prom programs, and during presentations with sheriffs’ departments and state highway patrols. More than 10,560 people were reached as part of the presentations.
Holy Family Memorial’s strategic plan is expressed through the following four strategic themes:

1. Culture of Inspired Caring and Innovation
2. Consumer Transparency
3. Operational Excellence
4. Community Engagement
As Holy Family Memorial tapped into its energy to create the new Strategic Plan for 2015-2017, it initiated a comprehensive process of gaining feedback from all HFM key stakeholders during the latter half of 2014. It reflected meaningfully with the Board of Directors in order to continue the organization’s move toward the second curve and its desire to fulfill the expectations and match the priorities of our employees, board members, patients and Sponsor. This heartfelt process resulted in funneling all of the input into what resulted as the four Strategic Themes: 1) Culture of Inspired Caring and Innovation, 2) Consumer Transparency, 3) Operational Excellence, and 4) Community Engagement. It is with joy that I share with you the marvelous mission integration work that has been accomplished by our employees and their leaders during 2015. Each strategy within this document is supported by two of the universal commitments and principals of the Gospel, the ministry of Catholic health care and our Sponsor, the Franciscan Sisters of Christian Charity.

Inspired by Bishop David Ricken’s “Disciples on the Way” spirituality initiative of 2015, we created an educational series of presentations for our HFM employees and volunteers titled Prayer across Faith Traditions as a way of enhancing participants’ spirituality and understanding of the diverse faith traditions in our community. Presentations covered aspects of Judaism, Islam, and Orthodox Christianity. Further promoting a sense of spirituality, HFM joined other local Catholic parishes, health care and education institutions during 2015 in promoting our Green Bay diocesan Holy Hours. HFM Chaplain and Deacon John Vincent led these services on the first Tuesday of each month in the hospital chapel. Sacramental encounters in 2015 numbered into the thousands: 2,589 HFM patients received Holy Communion; 1,298 patients received the Anointing of the Sick; 312 Masses were video-taped by volunteers and broadcast through closed circuit TV to patient rooms; and 12 Holy Hours with Benediction were conducted with average attendance between 6-18 participants.

Our Pastoral Care staff has been busy and demonstrably effective in serving patients’ needs. In 2015, our staff spent 36 percent of its time serving in-patient units and 45 percent of its time serving outpatient units. When patients and family members were surveyed about whether they benefited from HFM’s spiritual and pastoral care service, 70 percent of the 286 in-patient respondents and 80 percent of the 319 outpatient respondents answered “strongly agree.”

Our Network Leadership Retreat presenter in 2015 was Sister Kathleen Warren, author of *Daring to Cross the Threshold: Francis of Assisi Encounters Sultan Malek al-Kamil*. Sister Kathy broadened leaders’ understanding of Francis’ attitude and world view regarding peace-making efforts during the Crusades of his day. These very same principles can be applied to our era with every level of relationship.
Holy Family Memorial
Integration of Commitments and Principles

Strategic Theme: Culture of Inspired Caring and Innovation

Spirituality in the Workplace

How we communicate with one another, allocate resources and recognize above-and-beyond efforts is crucial as HFM identifies and develops internal culture-shaping programs which promote work as being of a ministry. One example of these programs implemented in 2015 is the “Always Inspired” Teams. “Always Inspired” Teams, spanning multiple departments with a representative from each, meet regularly to plan stimulating events which promote the exceptional experience and employee engagement. Examples of activities planned by these groups include adopting a family in need from Manitowoc’s Hope House shelter, various recognition activities to call out positive behaviors within each department, assembling cookie bags for our nursing staff on Nurses Day and supporting food drives for local pantries.

Holistic Care

Holy Family Memorial’s network-wide wellness program, Keys to Health, focuses on mind, body and spirit as it engages employees to live a healthy, balanced life. Promoting positive lifestyle changes in employees is an extension of the culture of inspired caring and innovation. Smoking, for example, is one area where we try to have a positive impact. Smoking is a major contributor to many chronic health conditions which impact well-being and livelihood. In 2009, HFM became smoke-free, offering free smoking cessation classes to its employees. In 2014, health risk assessment (HRA) results were used to determine employee health insurance premiums. If an employee was not nicotine free in 2014, their 2015 health insurance premium was negatively impacted. These efforts helped reduce HFM’s smoking rate to 10 percent, well below the national rate of 17 percent. Another measure of success in the wellness programming is improved HRA average scores. In 2011, the average was 72.4. In 2015, it was 77.5. All HFM wellness initiatives have helped to maintain health insurance premiums at the same rate for nine out of the past ten years. In 2015, 36 percent of eligible employees earned monetary rewards through participation in the Keys to Health program.
Holy Family Memorial
Integration of Commitments and Principles

Strategic Theme: Consumer Transparency

Respect for Human Dignity

A Strategic Theme Team focusing on consumer transparency was initiated in 2015. **Consumer transparency** at Holy Family Memorial is defined as having a clear understanding of the quality, cost of the health care services, and, most importantly, creating an experience that demonstrates compassionate care. Our goals reflect the need for our patients to know the cost and quality of their care prior to receiving it. We have made progress towards this goal and are currently providing to our patients who have planned surgeries a price estimate prior to their procedure. Quality information is clear and understandable and is posted on Holy Family Memorial’s website. The Strategic Theme Team goal is to have price quotes available for all services on demand within the next two years. In this way, we are showing respect to our patients and their families.

Compassionate Care

**Consumer Transparency** includes having a clear understanding of one’s personal health and what to expect from health care visits. Through consumers’ feedback from those who understand patients’ needs, a Consumer Concierge role has been created to assist patients in navigating through our system. If one needs help understanding a bill, making appointments or understanding diagnoses, HFM is positioned to provide assistance whenever needed assuring a friendly, compassionate experience.

Other consumer transparency initiatives that exhibit compassion include **“My Personal HFM Medical Record.”** Patients can view their medical information and email their provider directly through this portal; questions and concerns can be quickly and confidentially addressed. Currently, 8,000 people are registered portal users. Our **HFM Right Now E-visits** also began in 2015. Patients are treated for common health issues in the comfort of their homes at nominal fees. So far, 80 people have utilized this service. **Direct Lab Access** enables patients to request specific lab tests at minimal cost without a provider’s order. Immediate test results aid patients in monitoring their health outcomes. HFM also offers **same-day appointments** for patients’ general medical needs, illnesses or injuries. Simply call an HFM provider’s office to schedule an appointment for that same day.
Holy Family Memorial
Integration of Commitments and Principles

Strategic Theme: Operational Excellence

Stewardship of Resources

Stewardship is one of Holy Family Memorial’s core values. One way we supported and promoted this value in 2015 was by moving forward with plans for a three-campus concept for HFM in Manitowoc County. This effort will reduce our overall infrastructure costs by having fewer buildings to support, thus reducing utilities and overhead. The network conducted a thorough input process to determine what would best serve our patients while being good stewards of our limited resources. The end result is a plan to consolidate all network sites at our Western Ave. campus, Harbor Town, and a soon-to-be-built third location in Two Rivers to be known as the HFM Lakefront campus. The design phase is also looking at efficiency options that will control costs through strategic layout and innovative patient flow while allowing for planned future expansion as needed.

Care of Creation

Holy Family Memorial also values the environment and demonstrated this in 2015 with the creation of the Patient and Family Advisory Council. This team consists of patients, family members and HFM caregivers who meet to create an open and safe setting in which clinicians, staff members, patients and families can work together to improve the quality and safety of care, as well as help guide the appropriate utilization of resources and impact on the environment at HFM. A Patient and Family Advisory Council will serve as a formal mechanism allowing patients and families to be actively involved in policy and program development, decision making, and evaluation of programs and services. Collaboration with patient and family advisors will help provide care and services based on their input rather than our assumptions. They can provide insight into HFM’s strengths and weaknesses while providing more meaningful feedback on care and services than what is collected through traditional survey methods. Thus far, the council has been most successful and has provided helpful guidance on things like HFM Right Now, orthopedic services and marketing messaging.
Holy Family Memorial Integration of Commitments and Principles

Strategic Theme: Community Engagement

Commitment to the Community

Among our values at Holy Family Memorial is a commitment to the well-being, health and safety of all members of our community. HFM supported this value in various ways throughout 2015. The Community Engagement Theme Team has held forums to educate community leaders and persons of influence on what population health is and how it impacts our economy, workforce and overall growth and health of Manitowoc County. The forums were deemed successful with input from over 75 people helping to determine next steps on our journey of improving population health.

HFM has partnered with county health care providers and organizations to form the Manitowoc County Falls Prevention Coalition to focus on the reduction of deaths related to falls in our county. The goal is to create awareness and programs for prevention throughout the community as well as creating criteria for identifying at-risk HFM patients and integrating processes for improvement. This goal has been very successful as evidenced by a reduction in Manitowoc County deaths from falls of 36.9 death per 100,000 in 2013, to 25 death per 100,000 in 2014.

Also, In an effort to encourage literacy, we have seen success with the Reach out and Read program which shares books with patients and families at HFM Pediatrics.

Solidarity with the Poor and Vulnerable

Holy Family Memorial continues to reach out to those in greatest need and at highest risk in our community. We are collaborating with Silver Lake College and Lakeshore Technology College to fully plan Health Achievers, a program that targets young families to improve their likelihood of life success and well-being through coaching, referral to community resources and follow-up. This program focuses on social, economic and behavioral issues that impact total health. The program was fully planned in 2015 for execution in 2016.

Through the Health Literacy initiative, HFM is partnering with community members and school systems to improve access and health outcomes by simplifying terminology and processes in the health care system.

Ensuring community health by improving immunization rates for children and adolescents at all economic levels is also a continued focus for HFM. A significant increase in the immunization rate has been noted from 35.8 percent in 2013, to a 42 percent immunization rate in 2014.
## Holy Family Memorial
### Staff and Employee Engagement

#### Provider Survey

<table>
<thead>
<tr>
<th>Statement</th>
<th>2015 Provider % Favorable</th>
<th>2013 Provider % Favorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>I believe that HFM’s core values drive the decisions that are made.</td>
<td>79</td>
<td>64</td>
</tr>
<tr>
<td>HFM sets a clear direction based on the strategy/mission of the organization.</td>
<td>72</td>
<td>73</td>
</tr>
<tr>
<td>I support the strategy / mission of HFM.</td>
<td>88</td>
<td>89</td>
</tr>
</tbody>
</table>

#### Employee Survey

<table>
<thead>
<tr>
<th>Statement</th>
<th>2015 Employee % Favorable</th>
<th>2013 Employee % Favorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall, I am satisfied with my job.</td>
<td>79</td>
<td>66</td>
</tr>
<tr>
<td>I can explain HFM’s mission to others.</td>
<td>84</td>
<td>--</td>
</tr>
<tr>
<td>Employees who work here understand HFM’s strategy and mission.</td>
<td>76</td>
<td>67</td>
</tr>
</tbody>
</table>

**Note:** The HFM Pride Survey outcomes were released February 2016. Teams of employees and providers are assembling to address areas for opportunity. Overall, the percentage of survey participants, favorable responses and engaged team members increased.

#### Employee Appreciation Events
- Holiday socials hosted by senior leaders and administrative directors during which time an array of food and beverages are provided to all employees at each network campus. An individual gift is given to each employee.
- Welcome and retirement teas are held for new providers and leaders as well as for retiring employees who meet service-year requirements.
- Appreciation Awards, from time to time, are given to all employees.
- Comprehensive benefit package for all employees proportionate to their services.
- Employee picnic open to all HFM employees and their family.
- Health Care Week and Pride Week events include treats, discounts, and theme-days.
- Inspired Caring Award, quarterly recognition for nominated winners.

#### Employee Anniversary Month Events
- Intralink recognition with pictures of anniversary personnel.
- Gift catalogue for selecting gift of choice.
- Departments honor employee anniversaries in a variety of ways: lunches, surprise celebrations, personal cards, and gifts.
### Benefits for the Poor

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Care</td>
<td>1,010 encounters</td>
<td>$566,000</td>
</tr>
<tr>
<td>Unpaid Costs of Public Programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medicaid - Inpatient</td>
<td>395 days</td>
<td>$2,032,000</td>
</tr>
<tr>
<td>Medicaid – Outpatient</td>
<td>33,145 visits</td>
<td>$8,970,000</td>
</tr>
<tr>
<td><strong>Total Quantifiable Benefits</strong></td>
<td></td>
<td><strong>$11,568,000</strong></td>
</tr>
<tr>
<td><strong>Percent of Total Expenses</strong></td>
<td></td>
<td><strong>9.1%</strong></td>
</tr>
</tbody>
</table>

### Benefits for the Broader Community

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Health Improvement &amp;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Benefit Operations</td>
<td>5,576 persons</td>
<td>$114,000</td>
</tr>
<tr>
<td>Health Professions Education</td>
<td>474 persons</td>
<td>$155,000</td>
</tr>
<tr>
<td>Cash and In-Kind Contributions</td>
<td>440 persons</td>
<td>$126,000</td>
</tr>
<tr>
<td>Community Building Activities</td>
<td>522 persons</td>
<td>$17,000</td>
</tr>
<tr>
<td><strong>Total Quantifiable Benefits</strong></td>
<td></td>
<td><strong>$412,000</strong></td>
</tr>
<tr>
<td><strong>Percent of Total Expenses</strong></td>
<td></td>
<td><strong>0.34%</strong></td>
</tr>
<tr>
<td><strong>TOTAL QUANTIFIABLE COMMUNITY BENEFITS</strong></td>
<td></td>
<td><strong>$11,980,000</strong></td>
</tr>
<tr>
<td><strong>PERCENT OF EXPENSES</strong></td>
<td></td>
<td><strong>9.9%</strong></td>
</tr>
</tbody>
</table>

### Benefits for the Elderly

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unpaid Costs of Medicare</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inpatient</td>
<td>1,697 days</td>
<td>$6,462,000</td>
</tr>
<tr>
<td>Outpatient</td>
<td>107,111 visits</td>
<td>$6,690,000</td>
</tr>
<tr>
<td><strong>Quantifiable Benefits</strong></td>
<td></td>
<td><strong>$13,153,000</strong></td>
</tr>
<tr>
<td><strong>Percent of Expenses</strong></td>
<td></td>
<td><strong>10.9%</strong></td>
</tr>
<tr>
<td><strong>Grand Total Benefits</strong></td>
<td></td>
<td><strong>$25,133,000</strong></td>
</tr>
<tr>
<td><strong>Percent of Expenses</strong></td>
<td></td>
<td><strong>20.8%</strong></td>
</tr>
</tbody>
</table>

Holy Family Memorial offers a very special outreach to the community and offers in-home visits for labs so that those who are not able to come in easily can still receive great care within their own home. Diagnostic patient assistant, Melody Shiroda, has been visiting patients in their homes for the last four years. She says the bottom line is having the gratification of the patients that say, “Oh, I’m so glad you were able to come. What would I do without you?”

Nine Holy Family Memorial employees recently volunteered to work with Rebuilding Together Manitowoc County and Philippi Quality Construction to build an accessible ramp for a local homeowner who has a son battling multiple sclerosis. Because of the ramp, this young man is now able to get in and out of his own home without needing help up and down the stairs. Devon loves being able to go outside on his own! Jerry Miller, HFM Project Coordinator, has organized a group from HFM for the last 10 years to help with Rebuilding Together Manitowoc County’s annual spring event. “Our mission isn’t just a statement,” said Miller. “It’s a way of doing our work within the walls at Holy Family Memorial and how we can also serve this local community. Giving our time for this one day each year allows HFM employees to bond as well as help families with the needed repairs to make their homes a better place to live.”
St. Paul Elder Services
Kaukauna, Wisconsin

St. Paul Elder Services’ strategic plan is expressed through the following five strategic themes:

1. **Foster and support a culture that promotes the integration of mission, vision and values**
2. **Ensure sound resource management**
3. **Further enhance programs that complement the ministry and fulfill unmet needs within our community**
4. **Ensure excellence of operations**
5. **Strengthen SPES’s presence and portfolio**
“We are a Catholic, Franciscan-sponsored community dedicated to enriching the life experience. Our mission and ministry flow from the gospel values of dignity, compassion, respect, hospitality, and stewardship.” Those are St. Paul Elder Services’ Mission and Values statements, and they are truly what guide us in all that we do. For 73 years, we have been blessed to journey with older adults through their later years and the ends of their lives, which we feel is such sacred work. We are called to enrich lives in physical, emotional, spiritual, and social ways, and by the very nature of the work of caring for others, our mission is undeniably present. At St. Paul Elder Services, we cherish all life, and see the gifts in each person we serve and in each person we work with. We treat all people, no matter their abilities, status, or backgrounds, as though they were our own family members, and strive to provide them the best care possible. Our commitment to quality is unwavering, and our quality outcomes are a mark of our mission integration. The growth in our services and programs illustrates our firm belief in providing for what the community needs. Our employees are deeply appreciated by us and by those they touch day in and day out; we strive to enrich their lives as well through meaningful engagement and opportunity. Within this Mission Integration and Outcomes Report, we are proud to share in more detail the many ways in which we further our Mission and the overall healing ministry of Jesus. Blessings to all those who support and share in that ministry.

I have come to see the beauty of mission and the people who want to serve. We have a strong Franciscan presence here. The chapel was enlarged because so many want to come to liturgy. Memorial services have been overflowing. Our new chapel windows speak of the beauty and love of God for us. They bring comfort and care. A daughter came out of a wing where her father had been. He had gone home to Heaven very quickly. She spoke of the staff very highly. She said, “God couldn’t have taken better care of my father.” Wow, what a powerful statement! What affirmation she is giving! We aim at giving the best care possible. People come in great need. We listen, support and give from our Providence fund. Some have struggled for a long time. What sees them through? Who carries them? I believe our Lord, Jesus Christ carries them. They may have no strength themselves. Jesus bears it all and we may meet them in their need. We can make a difference for good. We can lighten someone’s burden. Mission is an important part of our church. Being connected to the church is critical. Jesus mandated us to go out and share the “Good News.” People hunger to know God and the great love He has for us. We strive to share that in each spiritual visit. I had a social worker intern working on his master’s with me. We worked several months together. He struggled with going into rooms where people were actively dying. I shared with him that dying is as natural as breathing, as natural as the birth of a child. We would process visits together. His faith was very strong and was grateful to be working in this setting. He added much compassion and empathy to our department. It has been an amazing year of God’s goodness and grace. We thank you, Lord for leading us.
St. Paul Elder Services
Integration of Commitments and Principles

Strategic Theme: Foster and Support a Culture that Promotes the Integration of Mission, Vision and Values

Acting in Communion with the Church

Many people come to St. Paul Elder Services because they want to live in a place where daily Mass is available. They come to Mass seeking God’s comfort and grace. Faith is part of our identity; it’s who we are. Lutheran services are also provided every week. We respect all faiths. People come in great need. We act knowing that Jesus is present in each person we meet. Saint Francis cared for the leper, the poor. We care for elderly, those suffering from dementia, those who are frail or in need. The Lord Jesus continues to lead us today to care for all who come to us for comfort and healing. Our role as a ministry of the church not only draws people to us, it shapes who we are. Through provision of the sacraments, offering opportunities for prayer and spiritual growth, abiding by the moral and ethical teachings of our church, and being guided by our Gospel call to serve one another, St. Paul Elder Services stands as witness to the goodness of God.

Spirituality in the Workplace

Spirituality is critical for bringing our mission to life. We walk with people as they journey home to Heaven. Prayer and asking the Lord’s guidance is the only way to proceed. We can’t go very far without the Lord’s help. He leads us and he puts us where we need to be. Someone needs us and we are found. Our meetings begin with prayer, a reflection or a simple moment of quiet. We need to know our connection with the Divine. The Lord began this holy ministry. If we want to be relevant, we need to be grounded in that truth. People get lost easily by being pulled in many directions. The Lord Jesus has told us, he is the Way, the Truth, and the Light. He cares about every detail of our lives. He wants us to be intimately connected to us. He wants us to know him, to love all and to live as his disciples caring for the poor and forgotten. We can make a difference for good here. We can keep calm and carry on, by living our mission daily and by keeping these spiritual truths at the forefront of every encounter we have with colleagues and those we serve.
St. Paul Elder Services
Integration of Commitments and Principles

Strategic Theme: Ensure Sound Resource Management

Stewardship of Resources
Starting In 2013, we embarked on a journey of reinvesting and committing to our main campus and the Kaukauna community. Difficult decisions of moving out of Recovery Inn and selling the original Manor property were made with the approval and guidance of our Board of Directors. Months of planning and collaborating with many people from different organizations led to the transformation of the newly renovated St. Paul Home and Villa, which rivals any new facility in terms of appearance and functionality. During our journey, there were challenges as well as learning opportunities, but with the dedication of our staff we were able to overcome with limited interruptions to the people we serve, as evidenced by our 5-Star rating once again. As we have completed the first phase of our transformation at the end of 2015, we have come in at budget and on time which has allowed us to start phase two (CBRF building) immediately following the completion of phase one. This has helped ensure that we are getting the lowest cost for the construction and earliest completion date as we expand our campus and the people we serve.

Solidarity with the Poor and Vulnerable
One of the most compassionate and caring programs the Franciscan Sisters of Christian Charity brought to St. Paul Elder Services was our Providence Fund program. A fund was established from donations of people in the St. Paul family to help out others in the St. Paul Family with their financial challenges and unexpected emergencies. The Providence Fund assists people in their time of need and doing it with dignity and respect. As striving to be the employer of choice in the Fox Valley area, the Providence Fund offers a unique and caring benefit that other employers don’t offer. This helps strengthen St. Paul’s commitment to its employees and the community. Here’s an example of how the Providence Fund has benefitted one of our own: An employee has had to take time off of work over the last two years to help care for her parents, as both were experiencing serious health conditions. Because of her sacrifice, the employee got behind in paying her family bills and received a disconnect notice for one of her utilities. The Providence Fund payed the utility bill and provided her with some gas and grocery cards to help make ends meet and see her through this challenging time.
St. Paul Elder Services
Integration of Commitments and Principles

Strategic Theme: Further Enhance Programs that Complement the Ministry and Fulfill Unmet Needs within our Community

Common Good
Our primary focus in terms of enhancing programming has been on our Passages memory and dementia care capabilities. This year, we planned a significant dementia training opportunity in conjunction with the Wisconsin Alliance for Quality Aging, which focused on cutting-edge approaches to the care of those living with dementia. A number of our staff members were able to attend in person and we will be adapting this program for further all-staff training. This year, we also wrote a grant to be able to provide “Grandcare” technology in the homes of our St. Paul at Home clients, many of whom are living with dementia. This telehealth-type system promotes safety and independence and offers a means of communication and leisure as well. Clinically in St. Paul Home, we have eliminated the use of personal alarms and drastically reduced the use of anti-psychotic medication for all residents, which reduces noise and unnecessary stimulation, improves quality of life, and promotes a very individualized care plan for each resident. We have also increased our transportation capabilities to help those in need of our services get to and from our campus.

Care of Creation
We continue to embrace the Eden philosophy and with our recent renovations have added plants to all residential common areas, added more windows for natural lighting, and moved birds and fish and upgraded their habitats to make them more accessible and enjoyable. We also added a dog back into our residents’ home, who will become therapy certified when she is old enough. Our efforts to eliminate personal alarms saves tremendously on the waste and disposal of batteries. Our reduction of antipsychotics reduces the production and environmental waste of these substances. Our addition of the Grandcare telehealth systems allows staff and families to check on loved ones remotely versus traveling in gas vehicles to check in. Our increase in transportation services reduces families’ individual car transports of clients.
St. Paul Elder Services
Integration of Commitments and Principles

Strategic Theme: Ensure Excellence of Operations

Holistic Care

Providing care and support that embraces the complete person (physical, cognitive, psychosocial, and spiritual) is the foundation of SPES’ person-centered philosophy of care. In 2015, multiple initiatives were enhanced to provide our associates with the foundation for providing holistic care and support. As a result of our renovation process, **SMART cards are now prominently displayed in each resident’s room to assist the staff in using life story details as they engage in meeting the needs of the residents.** Knowing a resident’s interests, lifestyle, and spiritual connections directs our associates in providing holistic vs. task-focused care. Additionally, a renewed focus on using holistic engagements to improve the quality of life for those we serve has afforded us good clinical outcomes: decreased the use of antipsychotic medication, eliminated the use of invasive personal alarms, and decreased the number of falls through the use of innovative programs. Some of these programs include **restorative exercise, aromatherapy and massage therapy, drum circle initiative, Music & Memories, memory care quilt creation, and an expansion of social engagement destinations throughout the campus.**

Compassionate Care

As one of our core values, **compassion continues to be a consistent quality described by residents, family members, volunteers, and visitors** about our dedicated associates. Following are a few of those testimonies as shared by family members:

- “I want to thank all of the staff and caregivers that helped my brother to be comfortable for his last few days. The support I received was exceptional. On the day he passed, extra care was given to him and those of us that were with him. This care went above and beyond my expectations.”
- “I am writing to convey our deep gratitude for the loving care of your staff. I know that Dad made the best decision when he chose to live at St. Paul’s. You made such a positive connection with him and we will always be grateful to that.”
- “Thank you all of the incredible care to our mom. You always went above and beyond for her and for all of us. You will never know the lasting impact that you all had on us. We will never forget you.”

Additionally, 98.7 percent of our residents, patients, tenants, and clients surveyed state that “staff is hospitable and treats them with dignity and respect.”
St. Paul Elder Services
Integration of Commitments and Principles

Strategic Theme: Strengthen SPES’s Presence and Portfolio

Commitment to the Community

Within the past year, our most significant achievement in this area has been the groundbreaking on a new memory care assisted living facility, St. Paul Manor, and memory care resource center. St. Paul Manor is being added to the SPES campus as a direct result of the need for additional, high-quality memory care assisted living, as evidenced by both market study and anecdotal request by community stakeholders. The lower level of St. Paul Manor, the St. Paul Memory Care Resource Center, will centralize all of our community support groups, social programs, and educational offerings, all of which are provided as a means of helping those living with dementia and their caregivers stay safe in their own homes. With our rehab expansion, we physically connected our facility to the Kaukauna Clinic in an effort to demonstrate our professional connection to the primary care providers of so many community members. With an improved relationship with the Kaukauna Clinic, we were also able to partner with them for lab services for our campus. Earlier this year, we extended an offer to the Center for Suicide Awareness to relocate to our campus, and we have already begun to collaborate with the center on educational sessions designed for the elderly and their caregivers who are living with mental health challenges. We have held two open houses in an effort to make the community more aware of the resources that we offer to a wide range of patients, residents, and clients.

Respect for Human Dignity

Our efforts to strengthen our presence and portfolio show our utmost respect for human dignity, with our work and initiatives focusing on helping people live independently at home or in the least restrictive settings, improving quality of life, providing support during the most difficult life situations and challenges, making managing the health care system as easy as possible, and furthering the healing ministry of Jesus Christ.
Mission Activities Aimed at Employee Development and Engagement

Employees participate in an annual Anniversary Day which has a two-fold purpose. First, it serves to ensure our employees are completing mandatory educational requirements. Second, it helps reaffirm their commitment to St. Paul Elder Services’ mission and core values. Education topics range from HIPAA to resident rights to memory care to hospice. The day starts with a session from our director of Spiritual Care centering on our mission and core values. Employees have found it to be a very meaningful session. Some of our best-loved sessions are when our residents, tenants or family members are invited to speak to our employees about the difficulty of transitioning from their homes to an elder care setting. The day ends with a commitment ceremony which reaffirms to our employees their purpose at SPES and how important they are to the people we serve. It also gives SPES leadership the opportunity to thank them for all they do to provide compassionate care in a dignified and respectful manner.

Our annual Employee Appreciation Banquet honors those employees who have reached 5-year increments in their tenure with our organization. This year’s theme was “Keep Calm and Mission On.” The banquet includes the announcement of the SPES (Selfless Pursuit of Exceptional Service) Award honoree. This award honors one employee who consistently exemplifies our core values and mission by enriching the lives of all he/she comes in contact with and in so doing provides outstanding quality services. The honoree receives a monetary gift as well as a $500 donation to the charity of his/her choice.

Quarterly, our Mission Committee organizes a meal for all of our employees. In addition, a birthday lunch is provided to our employees quarterly. Additionally, birthday cards, signed by the full management team, are sent to all employees. These have been well received by our employees.

The Associate Appreciation Fund is used for individuals during very joyful and/or challenging times in their life; weddings, births, graduations, deaths, etc. Employees receive a card and gift of money from their SPES colleagues.

<table>
<thead>
<tr>
<th>Employee Satisfaction</th>
<th>Recommend SPES as a Place to Work</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal:</strong> A minimum of 80% of responses from associate survey fall into “excellent” or “good” category related to overall satisfaction.</td>
<td><strong>Goal:</strong> A minimum of 80% of responses from associate survey fall into “excellent” or “good” category related to recommendation of SPES as a place to work.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>2014</td>
</tr>
<tr>
<td>Q1</td>
<td>88%</td>
</tr>
<tr>
<td>Q2</td>
<td>79%</td>
</tr>
<tr>
<td>Q3</td>
<td>81%</td>
</tr>
<tr>
<td>Q4</td>
<td>75%</td>
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St. Paul Elder Services
Community Benefit Report Summary

Benefits for the Poor

<table>
<thead>
<tr>
<th>Service</th>
<th>Units</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional Charity Care</td>
<td>10</td>
<td>$5,141</td>
</tr>
<tr>
<td>Unpaid Costs of Public Programs/Medicaid</td>
<td>27,101</td>
<td>$1,536,438</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>$1,541,579</td>
</tr>
</tbody>
</table>

Benefits for the Broader Community

<table>
<thead>
<tr>
<th>Service</th>
<th>Units</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Outreach</td>
<td>8</td>
<td>$185,844</td>
</tr>
<tr>
<td>Cash/In-Kind Donations</td>
<td>7 Groups</td>
<td>34,747</td>
</tr>
<tr>
<td>Providence Fund Grants</td>
<td></td>
<td>15,295</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>$235,886</td>
</tr>
</tbody>
</table>

TOTAL QUANTIFIABLE COMMUNITY BENEFITS $1,777,465
PERCENT OF EXPENSES 10.8%

We had a beautiful collection of 75 jackets for our 2015 clothing drive. Some of the jackets were given to our adopt-a-family program at Christmas. Others were donated to Harbor House. There were 58 brightly colored new hats, mittens, and scarves that were distributed as well. We assisted eight families at Christmastime, thanks to the generous donations from our associates and volunteers.

St. Paul Elder Services’ Angel Association is proud of its 250 volunteers. In 2015, volunteer hours totaled 21,637, which is the equivalent of 10.4 full-time employees. On a daily basis, this totals 60 volunteer hours. Our volunteers play a very instrumental role in enriching the life experience for the people we serve. They can always be found throughout our campus as well as in the community sharing their many talents and gifts. As a forest provides its own beauty and diversity for us to appreciate, we celebrate our many volunteers and the time they so graciously give doing all the little extras that make the St. Paul “forest” so very unique and special.
Silver Lake College of the Holy Family
Manitowoc, Wisconsin

Silver Lake College’s strategic plan is expressed through the following six strategic themes:

1. Academic Excellence
2. Enrollment and Financial Stability
3. Mission Integration
4. Community Outreach
5. Quality Student Services and Business Operations
6. Enhanced Campus Environment
Silver Lake College of the Holy Family
Message from the President and Executive Director of Mission Integration

Silver Lake College of the Holy Family celebrates its 80th anniversary. This is a significant milestone for the college and in my third year as president I am keenly aware of the importance of this moment for this very special place. The Franciscan Sisters of Christian Charity set in motion eight decades ago a dream to begin a college to educate the women from their community to serve the church and the world. Today at Silver Lake College of the Holy Family students and families discover an institution of higher education committed to the founding mission of educating the whole person – mind, body, and spirit. The education a student receives today is solidly rooted in the Catholic tradition and framed by those enduring Franciscan values. The liberal arts and practical career preparation are the hallmarks of our academic enterprise. At the heart of our work is a commitment to solid academics, professional and leadership development, and providing our students the opportunity to grow spiritually, culturally and personally. We are preparing students for successful lives in the 21st Century. Our students are armed as lifelong learners to adapt to an ever-changing professional landscape. During my presidency we have remained focused on three guiding principles – remain diligent to the college’s core values and mission, stay ever focused on the people we serve, and finally, always be keenly aware of how to respond and adapt to constant change.

In assuming the role of mission director several months ago, I noted at the top of the “Job Description” the following: Help faculty and staff to integrate into their courses, curriculum, educational processes, and extra-curricular activities an understanding of mission, Franciscan values, and our identity as a Catholic liberal arts college. After being totally overwhelmed by the magnitude of this charge, I settled into the daily operations of this office, and began to notice mission integration happening both on the cabinet level, in departments, and in individual lives. On the cabinet level, Dr. Domes lives and breathes the mission in everything he says and does. Mission principles are core to all the current work being done in developing and articulating the cultural attributes of Silver Lake College. In speaking with individuals and department managers concerning the mission principles being practiced, it is evident in the report that follows that on every level of the institution the mission and Franciscan values are practiced. This past year, the Ministry and Mission office has focused a lot on the liturgy experience at Silver Lake College. We have been working hard to improve the worship experience of our students, faculty, and staff. Not only does this include the physical worship spaces, but also the spiritual experiences offered. We also offered the “Spring Training Program” for Lent 2016. All of our events were themed around sports and the idea of “going for home,” and being “a champion of faith.” It was well received by the student body. Looking to the future, we are continuing to modify our liturgy program by offering new ways for students to get involved, new ministries, and the overall way we approach the liturgy.
Silver Lake College of the Holy Family
Integration of Commitments and Principles

Strategic Theme: Academic Excellence

Respect for Human Dignity
The current Freshmen class was divided into three learning communities associated with three of their classes – art, history, and biology. An underlying theme for all of them was the human body, as well as a special project that included the principle of human respect. In preparing for an October presentation by guest speaker Kathy Warren, OSF, on Francis and the Sultan, one instructor provided background information to the students related to the social structure of medieval Assisi and St. Francis’ radical stance of reverence for the individual.

The Social Services Program in Manitowoc sponsored a workshop to give testimony that all children can succeed if they have someone to believe in them. Silver Lake College helped sponsor this event by providing Endries Hall free of charge for the Antwon Fischer movie and talk at which Antwon himself was present. Students, staff, and the community were invited. Students in the Social Work Training Certificate program are especially focused on respect for human dignity due to the mandate by the National Association of Social workers’ code of ethics to uphold this value as a core value of the profession. Students have to review and apply the code of ethics to many papers and exams, as well as integrate the material during their experimental learning as part of their Social Work Career Experience Internship.

Care of Creation
Faculty and students reflect on the theme of care of creation in multiple ways that demonstrate both their appreciation for the environment as well as the necessity to steward our resources wisely. Those studying invertebrate biology learn the important role invertebrates play in food chains within ecosystems. Students in Science and Discovery focus on energy use and their carbon footprint. The biological honor society, Tri Beta, commits twice a year to clean 1.5 miles of Highway 151 as part of the Adopt-A-Highway program. Students enrolled in the Science and Math Methods course participated in a series of elementary level lessons at the Maritime Museum that dealt with topics like invasive species, properties of water, and environmental citizenship. Students in the Early Childhood Math and Science Methods course took children on a nature walk during which they modeled excitement and a genuine appreciation of the beauty and diversity in the outdoor setting and asked questions that built on the child’s natural curiosity. A sociology professor presented “Nature as Healer” in her Stress Management class. This presentation focused on the connection between humans and the natural world, and posits that increased recognition and appreciation of this connection would increase our concern for the planet. It also discusses the fact that humans are an essential part of creation, and that we need to care for ourselves and each other.
Strategic Theme: Enrollment and Financial Stability

Solidarity with the Poor and Vulnerable

The enrollment team at Silver Lake College works hard at provide access to services for students in need, particularly first-time college students. The enrollment team attends the Wisconsin Education Fairs and College Fairs. Students are bused to these at no expense to parents or families. Students in Upward Bound and College Possible programs are also bussed to these fairs. Admissions personnel work with these programs in Milwaukee and the Twin Cities. These programs serve first-generation college-bound students, many of whom come from poorer families. For admissions visiting days, the admissions team will go and pick up students if they have no transportation, or contact other prospective student families from the same area to coordinate rides to campus. Since many students are on their own and have little guidance from parents or counselors here, we try to be explicit and transparent as possible with cost and expectations. We provide provisional admission to students needing academic support. The college has an active Admissions Committee that reviews marginal applicants individually and thoroughly in order to assess special circumstances and the possibility of success. We offer an affordability grant to students unable to pay so as to reduce the amount of loans they will need. The annual Gala is a major fundraiser and its revenue is primarily for student scholarships.

Holistic Care

The services provided at our Ariens Family Welcome Center address all the needs of the students beginning with letting them know we care. If a student owes money and is struggling to pay, the Financial Aid Office provides help by way of financial education and advice. We try to assist them in reducing excessive debt. The secretary for Academic Affairs informs students about the Benevolent Fund to help with their school book expenses. She enjoys helping students and being able to pay for their drinks at Mimi’s Café from time to time when buying her own. She believes helping out, even a little bit, helps the students and lets them know we care. There are many factors that determine student success and retention. There is a Student Concerns Committee as well as an Early Alert system in place to address student behaviors that may jeopardize their academic success and personal growth. A specific person is also assigned to Student Development, and there is a counselor on campus several days a week. All freshmen are members of a Learning Community. As a cohort, these students are given specific tools and assistance to thrive academically, personally, and physically. Spiritual assistance is offered by way of Bible study, liturgical services, service opportunities and one-on-one conversations.
Compassionate Care

There are many opportunities to express compassion on campus. Here are some examples: Two staff members transported and sat with a young man in the hospital awaiting knee surgery as he had no other family nearby to accompany him. The Mission Office dispenses money from the Benevolent Fund (provided by the Franciscan Sisters of Christian Charity) to students, faculty, and staff in specific need. This year, over $11,000 was provided for textbooks, clothing, car rental, and personal needs. All of the beneficiaries expressed gratitude for this assistance. A faculty advisor stated that she met weekly with a student on academic probation to assess her progress toward her academic goals. As a mentor, she practiced active listening and showed interest in the student’s progress. Many of the students have been coming to see the counselor this year. The secretary in Academic Affairs expressed that the counselor does a wonderful job and has seen the benefits in the students thereafter. Dr. Domes regularly sends cards of sympathy and celebration to friends of the college. Members of the college community are attentive to attending funeral services and celebratory events of employees and students. Student Services provides transportation for students needing assistance to get home, to go shopping, or to attend religious services in the area.

Spirituality in the Workplace

Being mindful of the presence of God and His goodness in our lives, the following provide some notable examples of this over the past year: The Mission Office offered room blessings and a small San Damiano Crucifix to students living in the Clare Hall dorm. There were 18 students who asked for this blessing. The mission director also met with all the freshmen students in their Learning Communities to talk briefly about mission, about why there are Franciscan Sisters at the college, and how the Franciscan values are imbedded into their experiences within a learning community. The four Franciscan values (compassion, community, peacemaking, and reverence for creation) were celebrated collectively in the orientation program for faculty and staff, and the Heritage of Hope video was shown to faculty and staff on Founders’ Day for the Franciscan Sisters. Dr. Domes opens all meetings with a prayer. The Mission Office provided prayers for several events. An English professor quoted that her students are comfortable referring to their relationship with God in the classroom. One student delivered a narrative speech on how several tragedies allowed her family to become closer to God. The mission director met with parents at the Two Rivers Parish Coffee Shop to talk about the history and charism of the Franciscan Sisters of Christian Charity and their ministries.
Silver Lake College of the Holy Family
Integration of Commitments and Principles

Strategic Theme: Community Outreach

Common Good
As part of the Look Ahead Lakers outreach program, 60 Silver Lake College students, faculty, and staff volunteered their time in October to help 143 fifth-grade students from Franklin and Jefferson Elementary Schools explore and learn about college. This program includes a campus visit as well as follow-up with our college student mentors. Fourteen students and staff members practice reading with about 40 second- and third-grade students at Franklin and Jefferson Elementary Schools for 45 minutes before school twice a week. High school seniors from three Manitowoc County high schools learned about college planning during “My College, My Way” presentations which were co-led by SLC. My College, My Way is a collaborative effort among SLC, Lakeshore Technical College, and UW-Manitowoc to better prepare high school students for college planning.

As a result of the learning communities initiative, a faculty member noticed increased team spirit in the college classroom. Her Public Speaking students collaborate with one another in a respectful, encouraging manner. This is a spirit that will extend into greater community. In October, we also hosted retired Congressmen Tom Petri and Dave Obey in a joint effort with UW Manitowoc. The two congressmen had a public discussion on civility in politics.

Commitment to the Community
This has been the second year of the CEO Breakfast Series, an opportunity to bring business leaders and aspiring business leaders to the college. Not only is the college committed to educating future employees, but we are committed to strengthening our community by showcasing exceptional leaders at this event. The college currently has a robust internship program for placing students within various community businesses, and this will increase as we launch the Work College program in the Fall of 2016. In October, we hosted a WAICU group of counselors from Wisconsin. They received a tour of the campus at the end of event. Silver Lake College also hosted two sustainability sales (sales of old equipment and furniture). Items were sold to staff, faculty and the community. Some items are being donated to charity. Our president, Dr. Domes, is active in the United Way and the college participates in that organization’s annual campaign. The college also participates in the Chamber of Commerce and its goal of supporting the businesses in Manitowoc. The internship program not only promotes the common good, but illustrates our commitment to supporting the community businesses and enterprises by immersing our students into their processes and providing opportunities for feedback from them to better prepare our students for the workforce – a goal in our becoming a Work College.
Respect for Human Dignity

Respect for human dignity—of all races and faiths—was a strong message in guest speaker Kathy Warren’s presentation on Francis and the Sultan in October. Our continual witness to respect for human dignity was noted as follows: One of the work study students had a seizure in the art hall and the academic dean sat on the floor with the girl while waiting for the ambulance, and another dean did his best to find something to block the area, reroute foot traffic, and keep onlookers away, giving the student some privacy. At the Welcome Center, the staff and students take care to assist with any need requested. In January, Student Services sponsored a program called “Sex Signals” which focused on personal relationships, sexual assault, and bystander interventions. Residential Life has policies for visitation, quiet, and other community standards that insure safety and respect for all students in the residential community. The film “Dear White People” was shown to the residence hall students for discussion and reflection on diversity issues. The Academic Concerns Committee addresses student issues that arise, including the Early Alert System for addressing academic concerns. Behavioral concerns, roommate conflicts and group interventions are all topics of this committee. The residential life director meets monthly with the RAs to discuss concerns and issues so they may be addressed promptly.

Acting in Communion with the Church

The Association of Catholic Colleges and Universities has offered a guide to facilitate campus discussions on Catholic identity. The guide asks that institutions “strive to integrate its Catholic mission and founding charism in all aspects of its campus life, addressing the academic, social, and spiritual development of the entire community.” We attempt to do this in a number of ways: An orientation program for new employees on the history and mission of the college; weekly opportunities for liturgy and penance; morning prayer twice weekly; weekly Bible study; and alternative spring break service trips, including to our sponsor’s Native American missions in Arizona. Individual discussions with students include things like family issues, the role of their spiritual life, opportunities for worship, and how these influence happiness and success in college. The Association of Franciscan Colleges and Universities lists characteristics of a Franciscan Education. One of them states that “the Franciscan Tradition holds a sacramental view of the world and of the human person as a reflection of god’s overflowing goodness.” In practice, this means celebrating diversity as an expression of God’s goodness, emphasizing responsibility for creation, honoring the dignity of every creature, and providing opportunities to contemplate and communicate the reality of God’s abundant goodness and beauty.
Silver Lake College of the Holy Family
Integration of Commitments and Principles

Strategic Theme: Enhanced Campus Environment

Common Good

Mimi’s Cafe has been an excellent resource for students, staff and faculty, offering a place to socialize and build community. It’s exciting to always see people enjoying this space. Through the Art Department, we display art shows in our campus galleries. The library has promoted the common good by offering complimentary coffee and treats during a study night before the break. We hired Leadership Arlington to assist the cabinet and middle managers toward greater ownership of college processes for which they are responsible. Leadership Arlington is also guiding the cabinet, faculty and staff in defining the culture of Silver Lake College. To this end, we have drafted a list of what we are now calling “cultural principles” that will help us define behaviors expected of college students and employees. Ultimately, these behaviors will be part of employee interviews and evaluations. In response to a need for more structure and communications, we have designated a “Solutions Room” in the building. Personnel and committees can use the space to work through challenges and identify creative solutions. An aspect of the common good is an appreciation of the college’s history as it impacts current operations. The Heritage Room near the Welcome Center provides a rich picture of the college’s history and the contributions of the Franciscan sisters of Christian Charity. Sodexho has given us an expert grounds keeper who has done an excellent job in enhancing the landscaping on the campus property.

Stewardship of Resources

The Mission Office, through the generosity of the Franciscan Sisters of Christian Charity, dispensed over $11,000 to students and faculty in need of assistance. While most of these funds went toward the purchase of textbooks, assistance was also granted for car rental, hygiene supplies, and clothing. We are holding three sustainability sales this year to rid the campus of unused furniture, machinery and other items that may be of use to others. The college may be living on a very tight budget, but this allows us in a united way to purchase only what we need and to be creative in using our resources in the most efficient manner. Students are also encouraged to carefully use the resources they have. For instance, students in two of the computer classes researched options for properly recycling electronic devices. Students are encouraged to print back-to-back when possible. As we continue developing the cultural attributes for our institution, being mindful of and innovative in how we use our resources is critical.
In the spring of 2015, Silver Lake College employees took the *Modern Think Higher Education Insight Survey* put out by The Chronicle of Higher Education. Results below represent a 74.4% response rate. Question responses were given on a scale ranging from “strongly agree” to “strongly disagree.”

<table>
<thead>
<tr>
<th>Question Topics</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction/Support</td>
<td>73%</td>
<td>70%</td>
</tr>
<tr>
<td>Teaching Environment</td>
<td>59%</td>
<td>59%</td>
</tr>
<tr>
<td>Professional Development</td>
<td>74%</td>
<td>69%</td>
</tr>
<tr>
<td>Compensation, Benefits, Work/Life Balance</td>
<td>52%</td>
<td>55%</td>
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<tr>
<td>Facilities</td>
<td>72%</td>
<td>71%</td>
</tr>
<tr>
<td>Policies, Resources and Efficiency</td>
<td>54%</td>
<td>55%</td>
</tr>
<tr>
<td>Shared Governance</td>
<td>66%</td>
<td>70%</td>
</tr>
<tr>
<td>Pride</td>
<td>81%</td>
<td>84%</td>
</tr>
<tr>
<td>Supervisors/Department Chairs</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td>Senior Leadership</td>
<td>73%</td>
<td>73%</td>
</tr>
<tr>
<td>Faculty, Administration &amp; Staff Relations</td>
<td>58%</td>
<td>63%</td>
</tr>
<tr>
<td>Communication</td>
<td>64%</td>
<td>62%</td>
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<tr>
<td>Collaboration</td>
<td>65%</td>
<td>62%</td>
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<tr>
<td>Fairness</td>
<td>67%</td>
<td>61%</td>
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<tr>
<td>Respect and Appreciation</td>
<td>60%</td>
<td>60%</td>
</tr>
<tr>
<td>Survey Average</td>
<td>66%</td>
<td>66%</td>
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**Key**

<table>
<thead>
<tr>
<th>Category</th>
<th>Range</th>
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<tbody>
<tr>
<td>Poor</td>
<td>0 – 44%</td>
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<tr>
<td>Warrants Attention</td>
<td>45 – 54%</td>
</tr>
<tr>
<td>Fair to Mediocre</td>
<td>55 – 64%</td>
</tr>
<tr>
<td>Good</td>
<td>65 – 74%</td>
</tr>
<tr>
<td>Very Good to Excellent</td>
<td>75 – 100%</td>
</tr>
</tbody>
</table>
Mission Activities Aimed at Employee Development and Engagement

There are several programs and activities at Silver Lake College where mission development and engagement among employees is addressed in some way. Here is a sampling:

- The Mission Office provides a specific mission orientation to new employees. The mission director is part of the interview team in many cases, particularly when hiring in leadership. The mission director meets new employees to orient them on the history of the Franciscan Sisters of Christian Charity, the meaning of sponsorship by the congregation, the Franciscan heritage and intellectual tradition, and the role of the college as a Franciscan institution of higher education. At the opening of the Fall semester, the Employee Welcome Day includes a prayer service on the Franciscan Value theme for the year.

- At the annual Christmas party for employees and volunteers, there is a Service Award given to employees who have given multiple years of service to the college. Gratitude is expressed for their service and witness to the values and mission of the college.

- At the end of each academic year, Silver Lake College of the Holy Family presents to members of the college community the Freddy Award. This award has been part of Silver Lake’s tradition since 1976 when it was first instituted by Sister Thomas More Bertels, a faculty member and a member of the sponsor, the Franciscan Sisters of Christian Charity. One of the core values of Silver Lake College is community. It is a pivotal virtue not only here but also in the wider Franciscan tradition. It supports our mission statement which reads, in part, “Silver Lake College is a dynamic learning community . . . offered in an environment of mutual respect and concern for persons based on the Franciscan Catholic tradition.” This award is open to junior or senior students and one faculty or staff person per year who exemplify community building qualities such as fidelity to the Silver Lake College mission, respect for others, collaboration, courtesy, enthusiasm for school programs, responsibility for discerning and responding to the needs of others, servant leadership, and a spirit of yielding to the common good rather than selfish consideration.
Franciscan Sisters of Christian Charity
Sponsored Ministries, Inc.

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