

the **Re** program

Mission

Values

Goals

Strategies

Initiatives

Councils

OUR MISSION

To further the healing ministry of Jesus by continually improving the health and well-being of all people, especially the poor, in the communities we serve.

VISION

We take risks to bring new ideas into a practical and concrete reality. We use innovation and creativity to improve the health of the communities we serve and to sustain and grow our health care ministry.

JUSTICE

We are a voice for the voiceless. We advocate for the most vulnerable and act responsibly on their behalf. We are wise stewards of our resources, striving to make health care affordable in our communities.

PRESENCE

We believe our words and actions need to be in harmony to build trusting relationships. We treat others with dignity and respect so each person feels important and worthwhile. We engage people in decisions that affect them.

SERVICE

We provide excellent service, care and value.

QUALITY

Top 10% Performance in Quality Outcomes and Patient Safety

SERVICE

Top 25% Performance in Patient Satisfaction

CULTURE

Top 25% Performance in Employee and Provider Engagement

GROWTH

Grow Primary Care Patient Panel Size by 3%

AFFORDABILITY

Reduce Manageable Costs by 10% (reflecting volumes)

Expand our primary care market presence and perfect the Patient Centered Medical Home Model.

The foundation of any growth within our system is to increase the primary care patient panel. We've chosen a Patient Centered Medical Home Model as a method to ensure the best care and help reduce the overall cost of health care.

Optimize the deployment of primary, secondary, and tertiary care services across our geography. Delivering the right care at the right place is what our patients expect from Ministry. As a visible organization, we need to determine what services we should provide, and where, to offer the best care that meets the needs of our communities, now and in the future.

Accelerate a culture of performance excellence to drive quality, service and financial performance. Now is the time to redouble our efforts toward continuous improvement throughout our system to drive improved outcomes and lower costs.

Improve care across our continuum of delivery sites. We need to do a better job of transitioning our patients between different levels of clinical care throughout our system (clinic, inpatient, outpatient, home care). This will improve patient outcomes, satisfaction and reduce costs.

Improve patient value through the acceptance of shared financial risk. As health care reform takes place, it is important that we develop ways to reward improved healthy outcomes. Sharing the risk (cost and benefit) of providing care between payers and providers is key.

MUST DO, CAN'T FAILS

are the initiatives we undertake to achieve our strategies and meet our goals.

These Must Do, Can't Fails are implemented in three to six months, and are submitted and prioritized on a quarterly basis.

Must Do, Can't Fails are selected by our strategic councils and prioritized based on strategic impact and available resources.

For more information about our strategic planning process or to submit a Must Do, Can't Fail for consideration, visit:

ministryhealth.org/strategicplan

 MINISTRY HEALTH CARE

Five strategic councils have been developed to provide oversight and direction. Each council has three core responsibilities:

- 1) Achievement of organizational goals
- 2) Oversight of current Must Do, Can't Fails
- 3) Recommendation of future Must Do, Can't Fails

Below is a list of the five councils and their leaders:

QUALITY COUNCIL

Stew Watson, MD
President, Ministry Medical Group

SERVICE COUNCIL

Manica Hill
Regional Vice President, Northern Region
Jeffrey Francis
Chief Financial and Administrative Officer

CULTURE COUNCIL

Sister Lois Bush
Senior Vice President, Mission and Culture Integration

GROWTH COUNCIL

Ban Mahorek
Senior Vice President and General Counsel

INNOVATION & AFFORDABILITY COUNCIL

Dan Neufelder
Senior Vice President, Hospital Operations
Sheila Jenkins
President, Network Health



Affinity
HEALTH SYSTEM

Personalized Care

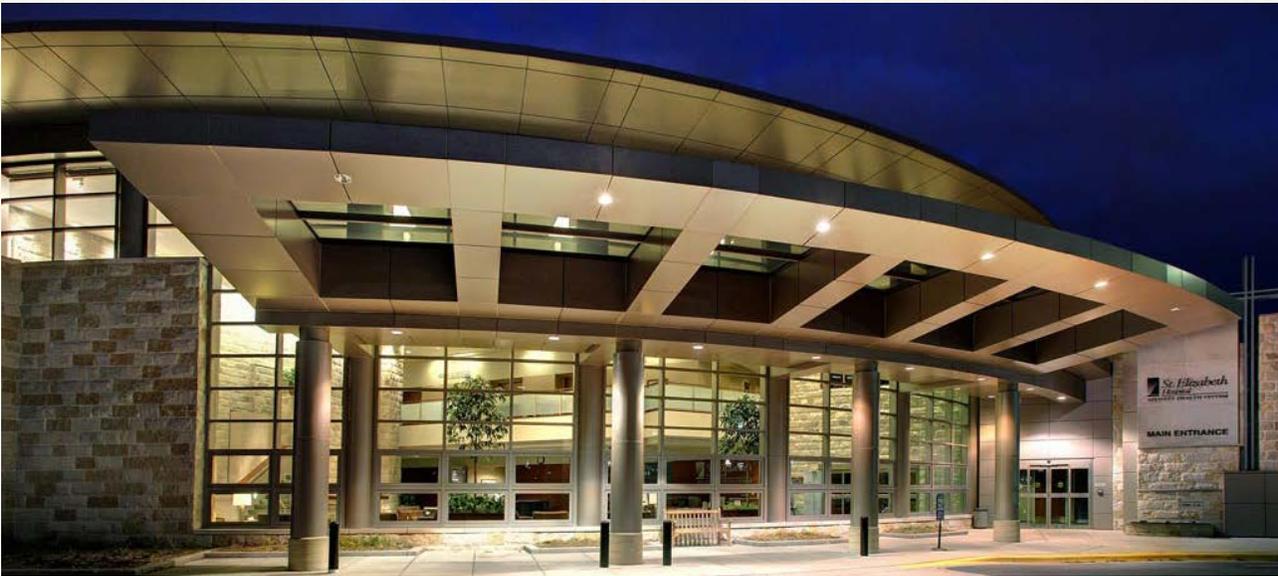


GREEN TIER

Advantage: Business Advantage: Environment

Annual Report 2013

Affinity Health System
St. Elizabeth Hospital
1506 South Oneida Street
Appleton, WI 54915



A PROGRAM INITIATED BY AFFINITY HEALTH SYSTEM
FOR GREATER ENVIRONMENTAL RESPONSIBILITY

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Executive Summary

Rethink Stewardship

Affinity Health System has long history of **stewardship** since its inception when two groups of sisters came to Northeastern Wisconsin and established St. Elizabeth Hospital and Mercy Medical Center. The sisters believed just as the organization does today, *“We believe the wise use of our resources today ensures our ability to continue our mission tomorrow.”* The value of stewardship at Affinity Health System is powerful. It reiterates a heritage and commitment to sustainability – our dedication to **people, planet** and our **prosperity**. In a world where decreasing resources battle an increasing population, the challenge becomes about efficiency; doing more with less without sacrificing exceptional quality.

Placing **stewardship** into healthcare, an industry criticized for waste, is a recipe for sustainable development. It is no surprise this value at Affinity Health System is shaking off the negative industry perceptions by producing real outcomes by promoting a culture of continuous improvement where the promise of **personalized care** is center stage, to obtaining the highest number of LEED certifications (Leadership in Energy and Environmental Design), and deploying one of the nation’s first environmental management system (ISO 14001). The result is the on-going construction of LEED facilities (14 to date); Energy Star rated hospitals, and a pursuit of continuous improvement with the implementation of an Environmental Management System.

The natural direction of Affinity Health System parallels the **Green Tier** program. Placing an organization’s people and impact to planet is priority, creates a positive correlation to prosperity. During 2013, Affinity Health System embarked its Green Tier commitments that included:

- Implementation of ISO 14001 EMS
- Continuation of sustainable building projects
- Use of recycled paper products wherever possible
- Reduction solid waste and hazardous waste
- Reduction of energy consumption
- Education to workforce of sustainable practices and activities



Rethink Deployment

Recognizing the level of difficulty to educate a large workforce that is both technical and constantly engaged in their duties to deliver **personalized care**, deployment of an environmental management system entailed the development of an identity.

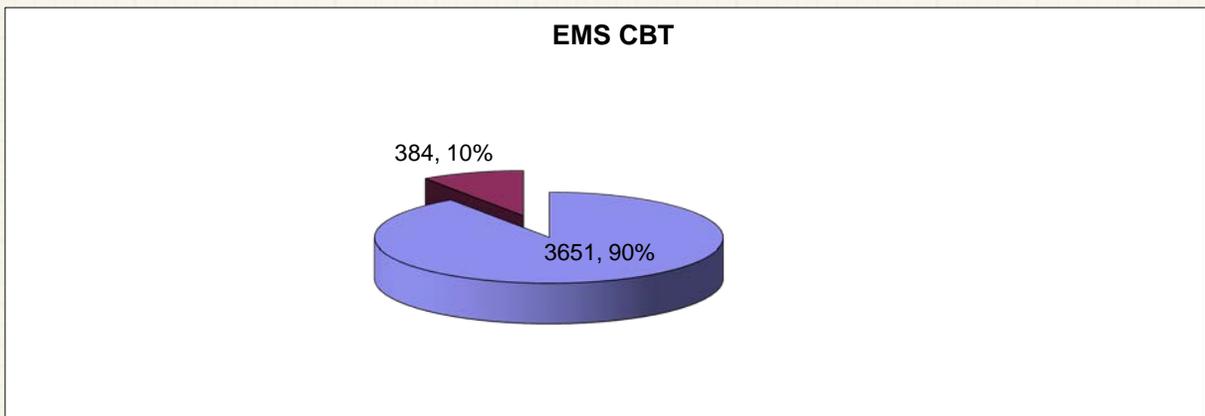


Re is the prefix in the English language that means “again” to indicate repetition or restoration. **Re** is the creative identity for Affinity Health System’s environmental management system. It helps us eliminate environmental waste and enables us to **Reduce** and **Rethink** the way we impact our planet through a systematic process where healthcare activities and services and their respective impacts are measured. Using lean tools and the talent of staff at Affinity Health System, reducing waste to landfills and lessening the ecological footprint of healthcare operations are just a handful of the exciting outcomes of this robust program.

Educate Workforce

During Oct 1st through December 31st 2011, environmental management system awareness training had been rolled out to the entire organization. The content created was to engage clinical and non-clinical staff in understanding the role they played in regard to environmental impact. This module yielded good satisfaction and 91% of the organization was exposed to this initiative.

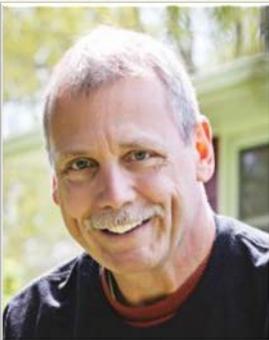
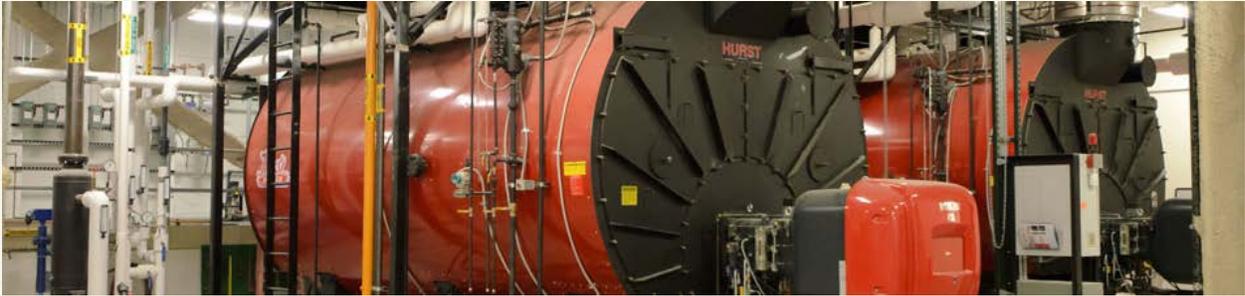
12 Minutes of Content, 5 Minute Quiz



Objectives and Accomplishments

In addition to the commitments laid out to Green Tier, St. Elizabeth Hospital set out for the following goals in 2013:

30% Energy Reduction



“To offset rising costs of energy, usage and CO2 emissions which **ultimately impact our patients and the people in the community**, the energy team at St. Elizabeth Hospital is charged with a 30% energy reduction goal. With the tremendous work gone into effect including upgrades to boilers and chillers, the facility hit 22% of the reduction goal as of December 2013.”

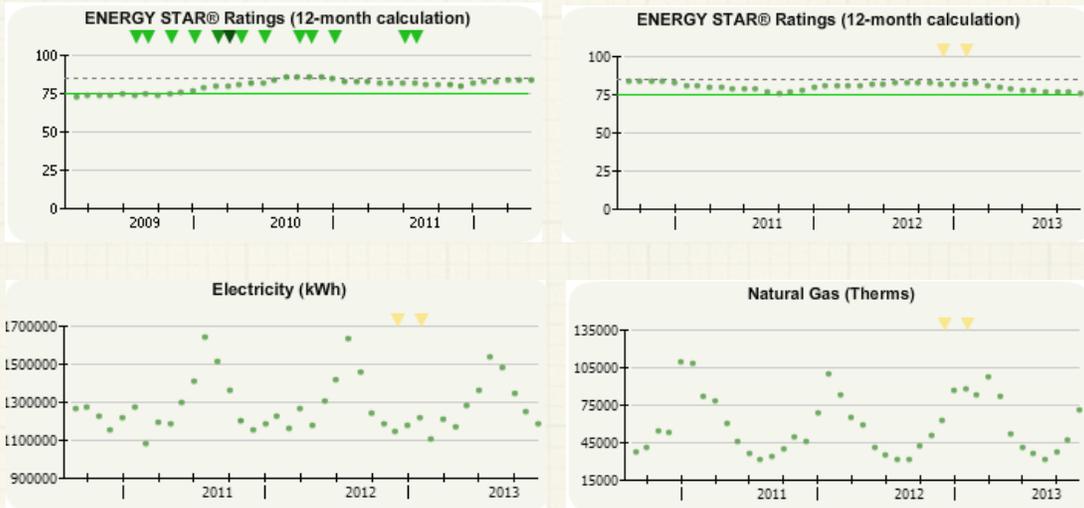
- **Steve Kappell, Director of Facilities Services**

Deconstruction and Debris Recycling above 75%

During renovation of St. Elizabeth’s Emergency Department, 66.69% of materials from carpet tiles, rubber, ceiling tiles, rubble, plastics, and tires to cardboard was recycled and diverted away from the landfill from existing space. Over 6,746 tons of concrete, metal and asphalt were recycled in the total project resulting in a total deconstruction debris recycling for the Emergency Department **89.93%**.



Energy Star Performance (75/100)



St. Elizabeth Hospital, since earning its EPA Energy Star label and recognition in 2009, has been striving to remain in a competitive benchmarked position with the highest performance in 2010 of 86/100. In 2013, the facility struggled to retain this score as more systems demanded energy (new Emergency Department, Cancer Center, Women and Families, and the new patient bed tower). The score subsequently fell into 77/100 due primarily to the demand from construction of the 90 patient room bed tower (pictured below) which is anticipated to open its doors to the community in December 2014. More than 265,000 square feet of this space is unaccounted for in the Energy Star score. The score is anticipated to rise back onto the 80s once the portfolio adds the new addition of this space formally.



Pharmaceutical Waste Reduction

St. Elizabeth Hospital staff in 2011 among pharmacy and environmental services measured pharmaceutical waste to ensure that the facility was a small quantity generator as regulations in the industry left many facilities to select small quantity generator by default. Generating .71 lbs a month and well below the 2.2 lbs months of p-listed waste, the team understands the difficulty of reducing the waste in this stream as much of it deals with proper procedures and the supply chain. For example, a vendor supplying glass vials for specimen changed to plastics which could not be recycled and added weight. The department continually searches for methods of reduction and was praised by the EPA in March 2012 for having a robust electronic disposal system (EMAR).

Drill and Test Spill Response

The facility and associates have also implemented a 5s (sort, straighten, sweep, standardize, sustain) projects around hazmat incidences to ensure that response time in spill and hazardous instances are within desirable range (under five minutes). The previous benchmark was closer to twenty minutes. Formal procedures and standard work was created around visual management to make the process as intuitive as possible.

A formal spill drilled was tested in April 2013 in a state-wide coordination with 911 operators, local police and fire department. A debrief was held with the hospital's associates and managers for lessons learned and takeaways. The drill was then conducted at two other Affinity Health System Hospitals after St. Elizabeth Hospital.



Install Electric Charging Station & LEDs



“With the energy saved from LEDs and heating controls in our parking ramp, we were able to **install an electric vehicle charge station free to patients, associates and visitors** through a grant in California. Over 9,000 miles of driving have been offset already!”

- Iqbal Mian, Sustainability Team Leader



“St. Elizabeth Hospital is pursuing a Solar PV array after we installed LEDs in our parking ramp and in our stairwells within the hospital. The lower wattage offers us reduction in emissions and better output of light quality that increase night time safety to our associates, patients and visitors.

- Mike Perry, Director of Performance Excellence

