



**ST. LUKE'S  
HOSPITAL**  
IOWA HEALTH SYSTEM

# Report to the Community: When it matters most



## St. Luke's named one of the nation's 100 Top Hospitals

St. Luke's Hospital is one of only two hospitals in the state named one of the nation's 100 Top Hospitals by Thomson Reuters, the nation's leading source of healthcare information. The award recognizes hospitals that have achieved excellence in quality of care, operational efficiency, financial performance and growth. This is the third time St. Luke's has received this distinction. According to Thomson Reuters, it is difficult to be selected as a national benchmark hospital every year. Research has shown hospitals that win this award three or more times have particularly high levels of performance over many years. ♦

## First Iowa hospital to earn prestigious honor

St. Luke's earned the state's highest honor for innovation and performance excellence. The hospital was named a "Gold Level" recipient in the 2010 Iowa Recognition for Performance Excellence (IRPE) program. St. Luke's is the first hospital in the state to achieve the "Gold Level." There are only three other "Gold Level" recipients in the program's history.

IRPE is a state program utilizing the national Baldrige Award criteria for performance excellence. The Baldrige Award is the only formal recognition of performance excellence of both public and private U.S. organizations given by the President of the United States.

"This honor is a big deal to us," said Ted Townsend, St. Luke's president and CEO. "Our main goal is improving the organization. We are a big believer that applying the Baldrige approach has aided our pursuit in achieving excellence in healthcare for the patients and communities we serve."

St. Luke's looks to continue its journey of improvement and performance excellence by pursuing the national Baldrige Award. ♦

## St. Luke's earns cancer accreditation

The cancer program at St. Luke's earned a three-year approval with commendation from the Commission on Cancer (CoC) of the American College of Surgeons. Only one in four hospitals across the United States receive this honor. In 2009, St. Luke's cared for nearly 50 percent of Linn County cancer patients that were treated at a Cedar Rapids hospital.

Established in 1922 by the American College of Surgeons, the Commission on Cancer is a group of professional organizations dedicated to improving survival rates and quality of life for cancer patients.

"This prestigious designation affirms St. Luke's ongoing pledge to our patients and families to provide quality cancer care," said Ted Townsend, St. Luke's president and CEO.

"St. Luke's is dedicated to offering patients the very best cancer care," said Dr. Robert Brimmer, Physicians' Clinic of Iowa, P.C., general surgeon and Cancer Liaison Physician for the cancer care program at St. Luke's. "Recognition by the Commission on Cancer affirms the quality of this comprehensive and multidisciplinary program along with the spirit and efforts of many dedicated staff." ♦



Robert Brimmer, MD  
Physicians' Clinic  
of Iowa, P.C.,  
cancer surgeon



## When it matters most: Healthcare professionals that set standards

Dear friends,

St. Luke's and the Cedar Rapids community have much to be proud of. Cedar Rapids has been identified as one of a handful of communities in the nation providing high-quality, low-cost healthcare by the Institute for Healthcare Improvement and in conjunction with other healthcare providers St. Luke's is helping create a regional medical destination with the formation of the MedQuarter Regional Medical District in downtown Cedar Rapids.



Randy Easton

But that's just scratching the surface as far as St. Luke's is concerned. St. Luke's was recognized again as a Top 100 Hospital in the United States; was named a 2010/2011 Consumer Choice award winner; received the "Excellence Through Insight" award; was named the top Hospitalist program by Cogent; received the Gold Performance Achievement award from the American Heart Association; our cancer program earned a three-year approval with commendation from the Commission on Cancer (CoC) of the American College of Surgeons; and a first for any hospital in Iowa, St. Luke's received a Gold Award from the Iowa Recognition for Performance Excellence (IRPE).



Ted Townsend

We are proud and humbled to be recognized locally, regionally and nationally for the work we are doing in Cedar Rapids and the surrounding area. As a community hospital, it is our mission to provide the best healthcare possible and our pride extends especially to our staff and doctors who are the reason we earn these honors. We want you to know that St. Luke's is YOUR hospital to turn to when it matters most.

Randy Easton, Chairman,  
Board of Directors

Ted Townsend,  
St. Luke's President and CEO

## When it matters most: Nationally recognized

### St. Luke's part of Nobel Prize winner's research

Cedar Rapids is one of four communities chosen to participate in a research and analysis project led by a Nobel Prize winner.

Elinor Ostrom, the 2009 co-recipient of the Nobel Prize in Economic Sciences, and a team of researchers was awarded a grant to explore applying Ostrom's theories and ideas to health and healthcare. Specifically applying methods of institutional analysis, as developed by Ostrom, to the common resource pools most critically involved in the health system.

"In healthcare most have been taught there are only two ways to run an economy," said Ted Townsend, St. Luke's president and CEO. "Either the 'market' can best manage the distribution of limited resources or if that doesn't work government can step in. But there may be a third choice, working together and successfully collaborating to manage such 'common pooled resources' (CPRs) to the community's best interest versus their own."

The hope is this analysis can help Americans become healthier while paying lower, and more sustainable, costs for high-quality healthcare. ♦

Ted Townsend, St. Luke's CEO; Tim Charles, Mercy CEO and Don Berwick, MD, Centers for Medicare and Medicaid Services administrator tour St. Luke's ER in May 2010.

### Cedar Rapids – a healthcare model for the nation

St. Luke's and Cedar Rapids leaders were invited to Washington, DC twice in 2010 to lead efforts in redesigning healthcare.

Hospital leaders along with Dr. James Levett, chief medical officer for Physicians' Clinic of Iowa were invited to the nation's capital by Dr. Donald Berwick, administrator of the Centers for Medicare and Medicaid Services (CMS) and former president and CEO of the Institute for Healthcare Improvement (IHI).

Dr. Berwick singled out Cedar Rapids and 12 other regions and invited them to help create a healthcare model, which would create better health and care, at a lower cost. St. Luke's and the other regions were chosen because they were identified as successful healthcare models for achieving high-quality care at significantly reduced costs. ♦



### Creating a regional medical destination

Cedar Rapids' recognition as one of the top cities in the nation delivering high-quality, low-cost healthcare by the Institute for Health Care Improvement fueled a desire to continue medical excellence and develop a medical destination similar to other progressive communities.

The result of this vision is the Medical District also referred to as the MedQuarter Regional Medical District. This is the result of Vision Cedar Rapids 2007 and the 2009 Neighborhood Planning Process, which developed districts to grow downtown Cedar Rapids. A medical district is a revitalization partnership committed to promoting a dynamic urban medical community to improve the quality of life and advocate for new businesses and jobs in the Medical District.

Richard Pankey, co-chair of the MedQuarter Steering Committee and owner of Riley's Cafe, which is located in the Medical District, said the MedQuarter will provide a measurable economic boost and help revitalize downtown Cedar Rapids.

Physicians' Clinic of Iowa (PCI), the largest physician specialty group in Cedar Rapids, is building a new Medical Mall in the heart of the Medical District.

The goal of the Medical District is to create a medical destination where high-quality, low-cost healthcare is delivered in one central location creating ease of access for patients.

The Medical Mall's groundbreaking is set for later this spring with completion scheduled for early 2013. ♦

**MedQUARTER**  
Regional Medical District

# When it matters most: Community care

## Habitat for Humanity

For the third straight year St. Luke's and Habitat for Humanity teamed up to complete work on homes in Cedar Rapids.

As one of Cedar Rapids' largest employers the hospital and its employees continued to give back to the community through St. Luke's "We Care. We Build." project, which started after the 2008 flood.

Last year nearly 300 St. Luke's employees, auxiliaries, volunteers, relatives and friends volunteered for the effort. ♦



## Life-saving donation

St. Luke's is Cedar Rapids' heart hospital so it's only fitting St. Luke's Health Care Foundation donated enough automated external defibrillators (AEDs) to outfit all of the police cars in the city.

An AED is a portable electronic device that automatically diagnoses a potentially life-threatening heart rhythm. It treats individuals through defibrillation and assists in reestablishing an effective rhythm.

St. Luke's made the donation to the Cedar Rapids Police Department as part of the "Heart Safe Community" program.

"We are very grateful for this generous donation," said Greg Graham, Cedar Rapids police chief. "Police officers often are the first to arrive at the scene of an emergency. Having AEDs in all of our police vehicles is sure to save lives."

In 2002, as part of its "Heart Safe Community" program, St. Luke's donated 20 AEDs to some of Cedar Rapids' largest public facilities. ♦

## Supporting cancer survivors

Thanks to advances in technology, early screening and treatment – more and more Iowans are not only surviving cancer but thriving after diagnosis.

To help support cancer survivors St. Luke's created the Cook Cancer Wellness Program to improve their quality of life by providing free physical, nutritional and psychosocial support.

Cook Cancer Wellness Program services are provided free of charge to any cancer patient, at any point during or after treatment.

Ann Bromley, cancer survivor participating in the St. Luke's Cook Cancer Wellness program with Matt Schultz, exercise specialist.



Breast cancer survivor Ann Bromley of Marion is one of the 179 community members who took advantage of the program last year.

"I primarily take advantage of the exercise portion of the program," said Bromley. It's a wonderful resource to me and has provided me with great support."

To make a contribution to the Cook Cancer Wellness Program call St. Luke's Foundation 319/369-7716. ♦

## Community benefit

St. Luke's is committed to giving back to the community. The hospital contributes to the Cedar Rapids area by donating time and resources to community improvement, education, public health and other initiatives; by providing care and support to those in need; and by carrying out education and community programs that benefit people everywhere.

In addition, St. Luke's and our employees support – through volunteer hours and monetary contributions – a number of organizations. These organizations, agencies and events serve the entire community, including;

- American Heart Association
- American Cancer Society
- American Lung Association
- American Diabetes Association
- Big Brothers Big Sisters
- Gems of Hope
- Healthy Linn Care Network
- Juvenile Diabetes Research Foundation
- March of Dimes
- United Way
- Variety: The Children's Charity
- Waypoint ♦

## St. Luke's Dental Health Center helps those in need

There are many more smiles in eastern Iowa thanks to St. Luke's Dental Health Center. Since its opening in 1976 the goals have remained the same – to provide quality, low-cost, dental services to infants, children and adolescents in need of financial assistance and developmentally disabled adults. It's a mission that has served over 120,000 individuals in its 35 years of service.

"We provide routine dental care with an emphasis on prevention and education," said Rhys Jones, DDS, MS, director of St. Luke's Dental Health Center. "There is a definite need for these services in eastern Iowa. Last year, we provided dental care to 4,200 patients – most of them children, which amounted to about \$800,000 worth of work."



Dr. Jones has run the center for nearly 30 years. "St. Luke's Dental Health Center offers so many services," said Dr. Jones. "We provide fluoride, sealants and have a dental hygienist outreach program supported by the

United Way, which allows us to help children beyond Cedar Rapids."

Since the 2008 flood, St. Luke's Dental Health Center has seen about a 20 percent increase in need for its services.

To keep up with community needs St. Luke's Health Care Foundation spear-headed a fundraising campaign "Spark a Smile" to raise money to pay for the clinics expansion, renovation and equipment updates. The total cost of the project was \$630,000. The project added 1,000 square feet, an operatory room, digital X-ray equipment, a consultation room, office space and replaced outdated equipment.

Additionally St. Luke's Dental Health Center staff volunteered for the Iowa Mission of Mercy Dental Program that took place last year at the U.S. Cellular Center. St. Luke's Hospital assisted with sterilization, disposed of used sharps, provided tooth brushes, floss, blood pressure cuffs and also helped with language interpretation needs. ♦



Rhys Jones, DDS, MS, director, St. Luke's Dental Health Center

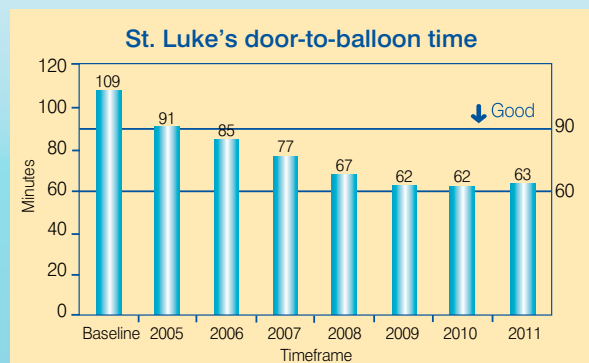
Rob Thompson, senior dental student from the University of Iowa, examines a young patient in the newly renovated Dental Health Center.

# When it matters most: Quality and safety

## Opening heart blockages within 90 minutes

Once a heart attack begins, fast treatment is the key to a successful recovery. The more quickly a blocked artery is opened and blood flow to the heart is restored, the less permanent damage occurs to the heart muscle.

The national benchmark is called "door-to-balloon time." Research shows that inserting a balloon catheter into the affected artery to open the artery with angioplasty or other intervention should occur within 90 minutes after a patient's arrival to the hospital. This timetable saves lives and leads to better patient outcomes.

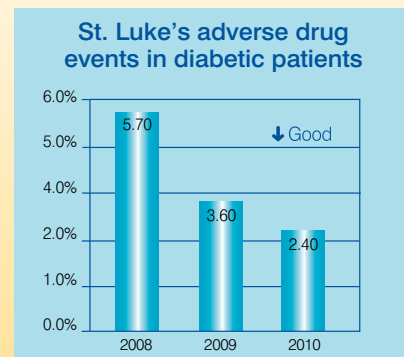


St. Luke's tracks "door-to-balloon time" to ensure we are providing care as quickly as possible. The average "door-to-balloon time" at St. Luke's is 63 minutes. St. Luke's fastest reported time is 24 minutes.

## Reduce adverse drug events involving insulin

Diabetic patients who use insulin are at risk of suffering adverse drug events (ADEs) if their insulin care is not carefully managed.

Low blood sugar episodes can be sudden, severe and may lead to other complications. St. Luke's takes a team approach to care for these patients in an effort to reduce the risk of an ADE.



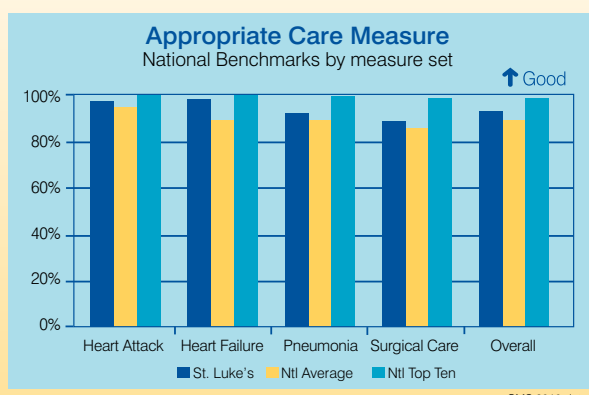
The adverse drug event is for diabetic patients who take insulin and experience low blood sugar and require treatment.

Some safeguards St. Luke's put in place to prevent AEDs in insulin dependent diabetic patients:

- Developed a set of standardized doctor's orders for all patients
- Created a diabetes management guidebook for healthcare providers
- Provided ongoing education for doctors and nurses through newsletters, presentations and online learning
- Established treatments for diabetic patients with low blood sugar prior to surgery and during the hospital stay

## The right care, at the right time

There are many steps involved in the care of each patient. One way to measure hospital quality is to look at the number of patients in which all of the steps were done for a patient with a specific condition, within a set amount of time. The results are grouped into a single score. The Center for Medicare & Medicaid Services (CMS) monitors that score and calls it an Appropriate Care Measure (ACM).

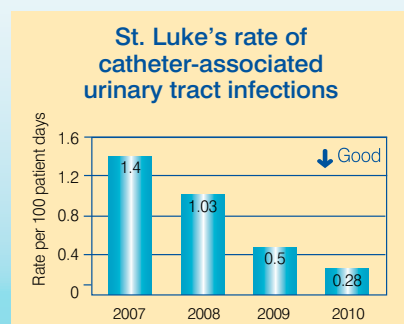


ACMs include four topic-specific scores: heart attack, heart failure, pneumonia and surgical care, as well as an overall ACM score.

St. Luke's performs better than the national average and near the top ten percent of hospitals.

## St. Luke's achieves near zero infection rate

Urinary-tract infections (UTIs) are the most common type of healthcare-associated infection, accounting for more than 30 percent of healthcare-associated infections reported by acute care hospitals. According to the Centers for Disease Control and Prevention (CDC) virtually all healthcare-associated UTIs are caused by insertion of catheters into the bladder. These catheter-associated urinary tract infections (CAUTIs) may be linked to other health issues, hospital costs and length of stay. The good news is that many CAUTIs may be prevented with infection prevention measures.



Efforts to reduce CAUTIs have been ongoing since 2007. St. Luke's has developed and implemented more than a dozen action items to decrease CAUTIs including:

- Inserting catheters only when needed
- Following strict catheter care guidelines
- Removing catheters when no longer needed

## A minimally invasive approach to diagnosing lung cancer



J. David Cowden, MD  
Respiratory and Critical  
Care Associates

St. Luke's has a new tool to identify and, in some cases, treat cancer and other medical concerns within the maze of the lungs' airways.

St. Luke's acquired the i-Logic™ inReach System from superDimension®, which uses Electromagnetic Navigation Bronchoscopy (ENB) to provide minimally invasive access to lesions deep in the lungs as well as lymph nodes. The i-Logic System takes advantage of natural airway access and enables doctors to locate small lung lesions for diagnostic testing and potential treatment without surgery.

In addition to allowing access to lesions for biopsy purposes, the i-Logic system is also an invaluable resource in treating lung masses that have already been diagnosed as cancerous.

Pulmonologist Dr. J. David Cowden, Respiratory and Critical Care Associates, performs the outpatient procedure at St. Luke's. "We are very excited to have the ENB system exclusively as part of our multidisciplinary cancer program at St. Luke's," said Dr. Cowden. "The early diagnosis of lung cancer for patients at high risk is a clear unmet need in our community." ♦

## Improving patient care through Adaptive Design

There are changes taking place at St. Luke's Hospital aimed at providing ideal patient care. The process that's making it happen is called Adaptive Design. It's a structured problem-solving approach that uses tools to test and validate healthcare methods.

Adaptive Design was created by Dr. John Kenagy, a vascular surgeon who sought to change healthcare after he broke his neck in a fall. As a patient, Dr. Kenagy became frustrated with the current system and believed it wasn't serving people as well as it could. His research and teaching focused on innovative companies who adapted and changed. He eventually took his research into hospitals. He created Adaptive Design, which is based on principals of lean improvement and the Toyota Production System.

"Healthcare is much more complex than building cars, but the principals they use for process improvement can be applied to the medical field," said Carmen Kinrade, RN, MSN, St. Luke's director of nursing operations. "Using Adaptive Design is about making a lean improvement and changing the culture of the hospital so the improvement process is not a one time event, but re-examined for continuous improvement."



Carmen Kinrade, RN, MSN, director  
St. Luke's Nursing Operations

A study by Dr. Kenagy discovered that on average the amount of nursing time spent on actual patient care is only 33 percent, 40 percent is spent on problem solving and 27 percent is devoted to administrative tasks.

"That's not ideal patient care," said Kinrade. "Our ideal care statement is the patient gets what they want and need safely, without waste. We may not be giving ideal care if we are spending that little time with our patients."

Adaptive Design encourages nurses and doctors to solve the small problems first and then the work will eventually lead to big improvements and will hopefully prevent the particular issue from happening again. ♦

## Joint Commission Certification earned by four St. Luke's programs

By demonstrating compliance with The Joint Commission's national standards for healthcare quality and safety, St. Luke's Hospital has earned The Joint Commission's Gold Seal of Approval™ in four areas.

The four disease-specific care programs include; Stroke, Total Hip and Knee and Advanced Heart Failure. Joint Commission reviewers did not identify any requirements for improvement for any of the programs.

The accreditation award demonstrates St. Luke's dedication to complying with The Joint Commission's state-of-the-art standards on a continuous basis. ♦

## St. Luke's achieves Chest Pain Center Accreditation

St. Luke's has received Chest Pain Center Accreditation from the Society of Chest Pain Centers, an international organization dedicated to eliminating heart disease as the leading cause of death worldwide.

Hospitals that have received the accreditation have achieved a higher level of expertise in dealing with patients who arrive with symptoms of a heart attack.

To earn the accreditation, St. Luke's was evaluated by the Society of Chest Pain Centers on its ability to assess, diagnose and treat patients who may be experiencing a heart attack. ♦



## Win an iPad

We hope you have enjoyed reading St. Luke's 2010 Report to the Community. We invite you to go to our web site [stlukescr.org](http://stlukescr.org) and take a brief survey.

As our way of saying thanks, each completed survey will be entered to win an iPad in a random drawing in May.



Holly Bruns with  
daughter Anna  
in St. Luke's NICU.

## Advanced newborn intensive care

According to new state guidelines St. Luke's is now considered a Level II Regional Neonatology Center, a more advanced category – up from a Level II Regional Center.

What this designation means is that St. Luke's manages high-risk pregnancies and babies under 34 weeks gestation (40 weeks is full term); St. Luke's Newborn Intensive Care Unit (NICU) cares for babies 23 weeks gestation and up.

"With this designation the Iowa Department of Public Health is recognizing what we have been doing for a long time: a strong commitment in terms of our manpower, experience, training and technology in providing the best neonatal care available anywhere," said Dr. Dennis Rosenblum, St. Luke's NICU medical director.

The bottom line? Babies cared for at St. Luke's will have the best care available in Cedar Rapids. ♦

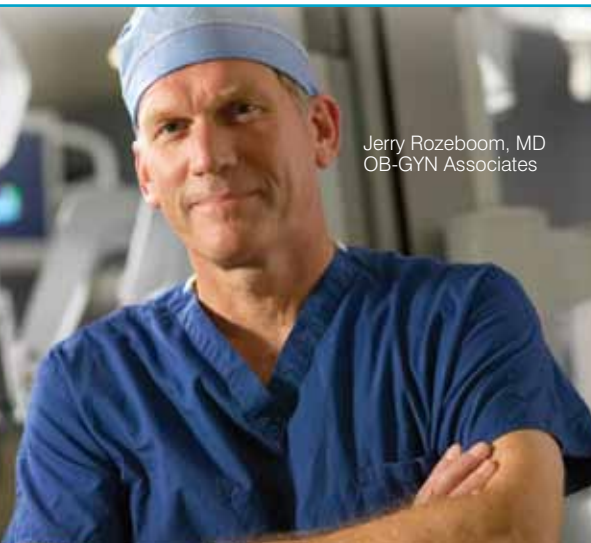
## Iowa's robotic surgery leader

Experience matters when it comes to choosing where to have robotic surgery and St. Luke's is Iowa's robotic surgery leader. That's because more robotic surgery cases are performed at St. Luke's than any other hospital in the state.

"St. Luke's is a designated Robotic Epicenter for gynecologic surgery," said Dr. Jerry Rozeboom, OB-GYN Associates. "This means I work with surgeons from all over the country to teach them the latest techniques in gynecologic robotic surgery at St. Luke's. It's an honor to earn this designation. Very few hospitals in the U.S. are robotic surgery teaching hospitals."

When Central City resident Dee Dee Silver was diagnosed with uterine cancer she chose robotic surgery at St. Luke's to help win her cancer fight.

"It's amazing surgery," Silver said. "If I had any surgery to do again and robotic surgery was available I would do it again in a heart beat." ♦



Jerry Rozeboom, MD  
OB-GYN Associates

# 2010 Top accomplishments

### January

- St. Luke's installs special robotic surgery console for training surgeons
- St. Luke's vaccinates thousands for H1N1

### February

- Cedar Rapids Police department receive automated external defibrillator donations from St. Luke's Health Care Foundation
- St. Luke's earns award for overall physician satisfaction

### March

- St. Luke's Hospitalist team honored with practice of the year award
- St. Luke's designated a Blue Distinction Center for knee and hip replacement
- St. Luke's named one of the nation's 100 Top Hospitals

### April

- Four St. Luke's nurses honored as "100 Great Iowa Nurses"

### May

- Hospice offers online support group

### June

- Joint Commission Certification earned by four St. Luke's hospital programs
- St. Luke's sponsors Marion Farmer's Market

### July

- Thirteen St. Luke's volunteers awarded at 27th Annual Governor's Volunteer Awards

### August

- St. Luke's achieves new status as Accredited Chest Pain Center
- St. Luke's and Coe College grand opening of new steam plant

### September

- Celebrity Chef Art Smith featured at St. Luke's event

### October

- St. Luke's leaders recognized with awards at Iowa Hospital Association's annual meeting
- St. Luke's earns Consumer Choice Award from National Research Corporation

### November

- St. Luke's named LIVESTRONG® Community Impact Project Award recipient
- St. Luke's cancer program accredited by Commission on Cancer of the American College of Surgeons

### December

- St. Luke's earns Iowa Recognition for Performance Excellence gold award

# When it matters most: Physician partners

## Urgent Care opens at St. Luke's Marion Campus



St. Luke's Marion Campus expanded its network of patient services with the opening of an Urgent Care clinic last spring.

Marion Urgent Care offers patients the convenience of walk-in care for minor illnesses and injuries without having to schedule an appointment. Marion Urgent Care is located on the St. Luke's Marion Campus at 2996 7th Avenue in Marion, within the Marion Family Practice office.

St. Luke's Imaging Services, Therapy Plus and Breast and Bone Health also have clinics at the Marion Campus. These services offer X-rays, digital mammography and outpatient physical and occupational therapy.

St. Luke's has two other Urgent Care clinics; Bowman Woods, 6911 C Ave NE and Westside, 2375 Edgewood Road SW in Cedar Rapids.

Urgent Care wait times are online at [stlukescr.org](http://stlukescr.org).

## St. Luke's, Cardiologists, L.C. join forces

Cardiologists, L.C. joined St. Luke's Hospital in an effort to bring the finest in heart care to eastern Iowans.

In the new partnership, Cardiologists, P.C. has been renamed Cardiologists, L.C. It is the oldest and largest cardiology practice in Cedar Rapids.



Todd Langager, MD, Cardiologists, L.C., president

"After a long history of working closely together to provide outstanding cardiovascular services to the region, this official partnership allows our practice and St. Luke's heart and vascular programs to advance to a new level – bringing great opportunity for new programs, services and quality initiatives for the benefit of all heart patients," said Dr. Todd Langager, president, Cardiologists, L.C.

Cardiologists, L.C. retained its current office locations throughout eastern Iowa. The group's 16 doctors continue to see patients at both St. Luke's and Mercy Medical Center.

## Heart care on your schedule. Evening hours.

Cardiologists, L.C. (CLC) now offers evening hours to better serve their patients' busy schedules.

CLC started scheduling evening appointments for patient convenience. CLC offers a full spectrum of advanced cardiovascular services, from prevention and diagnostics through treatment and cardiac rehabilitation.



## Iowa Health System in Top 100

The Iowa Health System (IHS) is among the top healthcare systems in the nation. St. Luke's is a senior affiliate of IHS.

The ranking is based on clinical quality and efficiency, according to results of Thomson Reuter's 100 Top Hospitals: Health System Benchmarks Study. All health systems in the United States with two or more short-term, general, non-federal hospitals – a total of 255 – were assessed for the annual study.

"The positive results for St. Luke's and IHS reveal that our vision of delivering the best outcome for every patient every time has been embraced across



Bill Leaver, president and CEO Iowa Health System

our health system," IHS president and CEO Bill Leaver said. "While the numbers show we are achieving objectives for safety and quality care, it is the sharing of best practices, striving for innovation and the tremendous cooperation among all of our partners that is driving our success."

The best-performing systems in the study, including IHS, had 16 percent lower mortality, 18 percent fewer medical complications and 16 percent fewer patient safety incidents. The study used 2007-2009 data from two databases: Medicare Provider Analysis and Review and the Centers for Medicare & Medicaid Services Hospital Compare.

## 2010 Financial overview

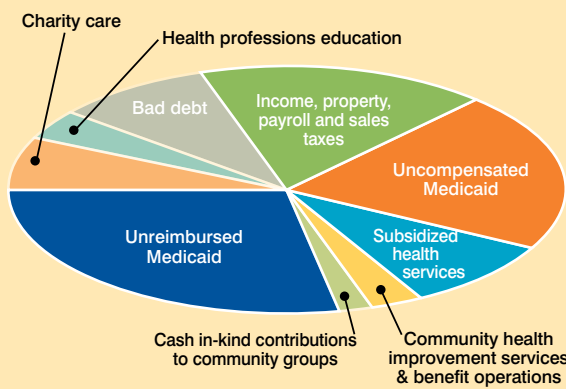
**St. Luke's Healthcare provided \$62 MILLION** of charity care, community benefit, other uncompensated care and taxes in 2010.

That is 18.2 percent of St. Luke's annual expenses.

St. Luke's is committed to providing the highest level medical care to improve patients' lives, regardless of their ability to pay. We are focused on strengthening the quality of life and well-being in our communities through sponsorships, in-kind donations, volunteer activities, innovative medicine and unparalleled passion and commitment to our patients. Examples of free services and programs provided include health screenings, support groups, counseling and immunizations.

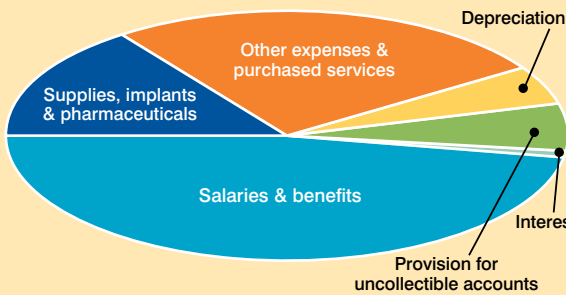
### \$62,248,774 in community support

Charity care	\$4,121,945
Uncompensated Medicaid	\$13,158,128
Community health improvement services and community benefit operations	\$1,376,917
Health professions education	\$2,511,349
Subsidized health services	\$5,610,758
Cash in-kind contributions to community groups	\$1,954,511
Bad debt	\$5,762,555
Unreimbursed Medicare*	\$17,342,011
Income, property, payroll and sales taxes	\$10,410,600
<b>Total community support</b>	<b>\$62,248,774</b>



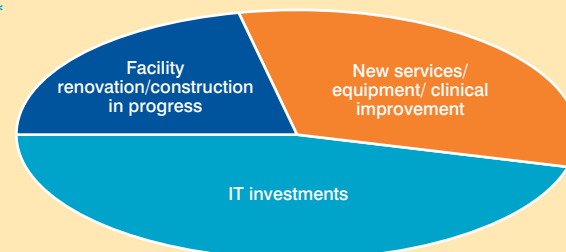
### \$341,546,000 in operating costs\*\*

Salaries & benefits	\$160,786,000
Supplies, implants & pharmaceuticals	\$51,902,000
Other expenses & purchased services	\$88,072,000
Depreciation	\$17,743,000
Interest	\$4,167,000
Provisions for uncollectible accounts***	\$18,876,000
<b>Total operating costs</b>	<b>\$341,546,000</b>



### \$27,983,126 reinvested in the community\*\*

Facility renovation/construction in progress	\$6,120,510
New services/equipment/clinical improvement	\$9,079,448
IT investment	\$12,783,168
<b>Total reinvestments</b>	<b>\$27,983,126</b>



\*2009 data  
\*\*Operating costs associated with St. Luke's Physicians & Clinics not included.  
\*\*\*Provisions for uncollectible accounts are expenses incurred when a patient is unwilling to pay.

## St. Luke's Hospital Administration

Ted Townsend,  
President & Chief Executive Officer

John Sheehan,  
Executive Vice President & Chief Operating Officer

Charles Schauburger, MD  
Vice President, Chief Medical Officer

Michelle Niermann,  
Vice President, Operations

Mary Ann Osborn,  
Vice President, Chief Clinical Officer

Milt Aunan  
Vice President, Chief Financial Officer



Donald Linder, MD  
St. Luke's ER

## When it matters most: Patient and family experience

Patients are giving St. Luke's a thumbs-up based on recent patient satisfaction surveys. The surveys were so positive that Press Ganey Associates named St. Luke's Emergency Department a 2010 Top Improver Award Winner. Press Ganey partners with more than 10,000 healthcare facilities – including over 50 percent of U.S. hospitals – to measure and improve the quality of care.

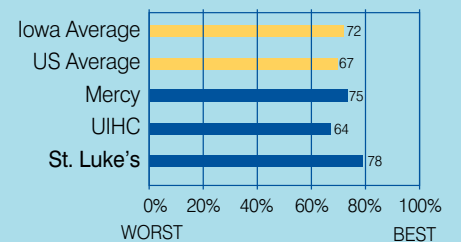
In 2010 St. Luke's Emergency Department was listed in the top five percent for patient satisfaction by Press Ganey compared to hospitals that see a similar number of patients.

Excellent customer service is also seen at outpatient locations like St. Luke's Pain Clinic. The Pain Clinic was ranked in the top one percent by Press Ganey for patient satisfaction in 2010.

Another way patient satisfaction is measured is with a tool created by the federal government in 2008. It's called HCAHPS, which is an acronym for Hospital Consumer Assessment of Healthcare Providers and Systems. HCAHPS is a 27-question survey of adult hospital patients. The survey was developed to provide consumers, purchasers and providers with reliable comparative information about healthcare quality.

After answering all other questions on the survey, patients answered a separate question that asked for an overall rating of the hospital. Ratings were on a scale from 0 to 10, where "0" means "worst hospital possible" and "10" means "best hospital possible."

### How do patients rate the hospital overall?



Bars tell the percent of patients who gave their hospital a rating of 9 or 10 on a scale from 0 (lowest) to 10 (highest). These results are from patients who had overnight hospital stays from April 2009 through March 2010. Find the information at [hospitalcompare.hhs.gov](http://hospitalcompare.hhs.gov).

## 2010 Service record

### St. Luke's Hospital

Admissions	18,513
ER visits	52,598
Employees	2,857
Surgeries	22,849
Open-heart procedures	272
Robotic-assisted surgeries	417
Cardiac rehabilitation visits	14,987
Heart catheterizations	1,425
Electrophysiology lab procedures	1,840
Behavioral health admissions	3,406
Births	2,610
Newborn Intensive Care admissions	235
Lifeguard flights	217
Family Health Center visits	6,268
Dental Health Center visits	3,269
Diabetes Education visits	8,168
Physical Medicine & Rehab outpatient visits	52,525
Volunteer hours	111,511
Auxiliary members	436

### St. Luke's Physicians & Clinics

Patient visits	312,848
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### Care Facilities

Living Center admissions	252
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### Jones Regional Medical Center

Admissions	496
Outpatient visits	49,328

### Continuing Care Hospital at St. Luke's (LTACH)

Admissions	165
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