



Patient Experience Tells Our Story

St. Luke's Annual Report 2016

THE PATIENT. ABOVE ALL ELSE.®



“Patient experience takes into account everything patients encounter and tells a story of how St. Luke’s is doing in caring for our patients. Understanding and responding to patients’ needs, from the patient’s perspective, is the cornerstone of the patient experience...”

In November 2016, St. Luke’s marked its 135th anniversary of service to our patients and communities. From our humble beginnings of a two-bed hospital above a blacksmith shop to the comprehensive health system we are today, we are grateful for the opportunity to serve our region.

Each day our mission, The Patient Above All Else, is being bolstered by our expanding Patient Experience Program, a key organizational strategy at St. Luke’s. Patient experience takes into account everything patients encounter and tells a story of how St. Luke’s is doing in caring for our patients. Understanding and responding to patients’ needs, from the patient’s perspective, is the cornerstone of the patient experience and assists us in improving the health care experience, from registration to clinic visits, to hospital and outpatient services, to cleanliness, wayfinding and so much more. Great patient experience and satisfaction scores also serve as markers for Medicare reimbursement, which is no small thing in the healthcare world of today. At St. Luke’s, we strive for the patient experience to always show coordinated actions and collaborative efforts to ensure the desired patient outcomes, including satisfaction with the entire experience.

After a busy year of remodeling in St. Luke’s Birthing Center, the first new suite was used for patient care on September 16, 2016, and soon after, four more suites were opened. The beautiful renovation brings an upscale, home-like, comfortable feel to soon-to-be-moms and their families. This project continues until all rooms on the unit are remodeled. The investment in St. Luke’s Birthing Center provides beautiful, serene surroundings to go with compassionate, expert staff. We are hopeful the investment also provides the impetus for patients to receive ongoing care within St. Luke’s.

In 2016, St. Luke’s was honored as the only Minnesota hospital to receive the Mission: Lifeline® Gold Plus Receiving Quality Achievement Award from the American Heart Association for care of patients suffering severe heart attacks. This award is achieved through teamwork and application of nationally recognized clinical guidelines established by Mission: Lifeline. St. Luke’s has received Mission: Lifeline awards for the past three years.

Everyone at St. Luke’s is working hard to serve our patients, families, visitors and communities. We have extraordinary employees and volunteers who truly live our mission—*The Patient. Above All Else.*—and whose commitment to that mission is unwavering, serving with compassion and respect for all.

Sincerely,



A handwritten signature in black ink that reads "John Strange".

John Strange
President and CEO



A handwritten signature in black ink that reads "Jesse Frye".

Jesse Frye
Board Chair

Our Mission

The Patient. Above All Else.

Our Values

The patient comes first.

Quality is our expectation.

People make it happen.

Everyone is treated with respect.

St. Luke's Celebrates 135 Years of Service **1881–2016**



On November 18, 2016, St. Luke's reached its 135th Anniversary. In 1881, members of St. Paul's Episcopal Church in Duluth decided they needed to do something to help during the typhoid fever epidemic and, in October that year, the church solicited funds and materials for the founding of a 'charitable cottage hospital.' St. Luke's Hospital opened on November 18, located above an old blacksmith shop, with two beds and a staff of one. The rest is history, with St. Luke's playing an instrumental and vital role in providing health services throughout 135 years—and still going strong with state-of-the-art technologies, expanding services and the best medical staff and employees any health system could ever want. Year after year, our mission leads each of us in putting the patient above all else.



In January, St. Luke's new PACU and Sterile Processing Department hosted an Open House on St. Luke's Hospital's fourth floor. The \$4 million renovation includes a spacious post anesthesia care unit for patient recovery, three additional private recovery rooms and a state-of-the-art sterile processing department. The areas are attached by a sterile skyway to Surgical & Procedural Care in Building A.



St. Luke's Interventional Pain Management

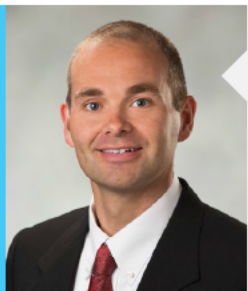
St. Luke's Interventional Pain Management clinic opened in March. St. Luke's welcomed Dr. Kathryn Thompson to St. Luke's Anesthesia Associates and as medical director of the clinic. Interventional Pain Management is available to improve overall function and quality of life for our patients. St. Luke's Interventional Pain Management is consultative and, throughout the process, the primary care provider remains front and center. Dr. Thompson works to set patients on an effective pain management regimen.



Kim Terhaar was promoted to the position of St. Luke's Vice President of Strategy & Innovation. Kim brings a depth and breadth of experience to this new position. She joined St. Luke's in 2002 as Clinic Manager for Miller Creek Medical Clinic and Manager of Specialty Clinics, then became St. Luke's Director of Clinic Operations & Lake View in 2007, and was named to her new role as Vice President in 2016.



Miller Creek Medical Clinic eagerly hosted a groundbreaking ceremony for its new clinic building in June. Plans for the new single-story facility included a 20,000 square foot building to accommodate expanded services. A convenient covered drop-off area to welcome clinic patients accompanies ample parking. Medical services provided at the clinic include family medicine, ophthalmology, orthopedics, obstetrics, rehabilitation and urgent care.



Greg Ruberg was promoted to President/CEO of Lake View Hospital and St. Luke's Vice President. Since July 2014, he served as Administrator of Lake View Hospital. Greg joined Lake View in 1998, serving in the positions of Director of Rehabilitation Services and Director of Rehabilitation/Nutrition Services and Risk Management. In his new role as President/CEO of Lake View Hospital and St. Luke's VP, he continues to oversee the day-to-day operations of Lake View Hospital, as well as serving on St. Luke's Executive Team, working as part of senior leadership on a variety of initiatives.



Michael Boeselager was named St. Luke's Vice President of Support Services. Mike joined St. Luke's in 2006 as Director of Materials Management and, in 2014, he also became Director of Hospitality Services. As Vice President of Support Services, Mike oversees the departments of facility development, facility management, hospitality services, materials management, chaplaincy, pharmacy, rehab services and volunteer services.



St. Luke's expanded St. Luke's Q Care Express Clinic services to Mount Royal Medical Clinic. Q Care has been seeing patients inside Cub Foods for nearly ten years, and this quick, convenient health care model opened in a second location to better serve area residents and visitors to our community



After a full year of planning, then construction and interior design, the first new suite in St. Luke's Birthing Center renovation was used for patient care on September 16, 2016. Then, in November, four more completely renovated birthing suites were unveiled. The new Birthing Center is designed to make soon-to-be-moms and their families feel relaxed and at ease. The suites combine an upscale hotel feel with home-like comforts for expectant moms to feel at home while they're also surrounded by medical professionals who they know and trust. This project continues until all rooms on the unit are remodeled.



St. Luke's made the decision to transition to a new accrediting organization. St. Luke's is required to be accredited by a Medicare-certified hospital accreditation organization; and after an in-depth evaluation process, DNV GL Healthcare, a world-leader in accreditation, was chosen to replace The Joint Commission accreditation services. DNV GL is the new accreditation standard for hospitals committed to advancing safety and quality of care, and integrating ISO 9001 compliance with the Medicare Conditions of Participation (COPs). DNV GL consultants were at St. Luke's at the end of 2016 for a baseline survey to evaluate our processes and work on development plans to innovate and continuously improve.

In Memoriam



St. Luke's grieved the loss of Ron Franzen, former St. Luke's Vice President of Support Services, who died on December 22, 2016. He served St. Luke's from 1995 until he retired in September, 2016. Ron was an incredible person who was loved by so many. His smile, positivity and energy were contagious. Ron was a tireless advocate for St. Luke's during his 21 years of service. He oversaw several departments including pharmacy, hospitality services, physical therapy, lab, X-ray, facility development, volunteer services and chaplaincy. He was integral to tremendous growth during his tenure, including helping acquire Mariner Medical Clinic in the mid-1990s, making it the first clinic in St. Luke's now-comprehensive health system. He also led the way for creating many new services, including the development of St. Luke's Inpatient Rehabilitation Unit and the addition of a PET scanner. He was also central to planning and overseeing countless building projects including construction of several neighborhood clinics, St. Luke's Medical Office Pavilion, St. Luke's Lakeview Building, St. Luke's Building A and the expansion of St. Luke's Surgical and Procedural Care. His vision for St. Luke's was never limited by what was; he always focused on the potential for growth. Ron's laugh and joy is missed, and we honor Ron and his dedication to the patients and staff of St. Luke's.

Certifications/Awards



St. Luke's received the Mission: Lifeline® Gold Plus Receiving Quality Achievement Award for implementing specific quality improvement measures outlined by the American Heart Association for the treatment of patients who suffer severe heart attacks.

St. Luke's Home Care was named a 2016 HHCAHPS Honors recipient by HEALTHCAREfirst, a leading provider of Web-based home health and hospice software, billing and coding services, and advanced analytics. HHCAHPS Honors is a prestigious award recognizing home health agencies that continuously provide quality care as measured from the patient's point of view.



St. Luke's Birthing Center was recognized by the National Safe Sleep Hospital Certification Program as a Silver Safe Sleep Leader for its commitment to best practices and education on infant safe sleep. St. Luke's is the first hospital in Minnesota to receive the title.

St. Luke's Hospital and Lake View Hospital were among a select group of hospitals nationally recognized for promoting enrollment in state organ donor registries for organ, eye and tissue donation. The hospitals earned the recognition through a campaign sponsored by the U.S. Department of Health and Human Services' Health Resources and Services Administration (HRSA). St. Luke's partnered with LifeSource, an organ procurement organization, and Minnesota Lions Eye Bank on the campaign.

St. Luke's was recognized as a Breastfeeding Friendly Business by the Northland Breastfeeding Coalition, providing support to any mom who is nursing, including employees and visitors.

Board of Directors

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Treasurer

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Secretary

Jeff Borling

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Chief of Staff

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Marlene David

Jesse Frye
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Amanda Imes

Brian Murphy
Vice Chair

Bryce Nixon

Jake Powell, MD

Yvonne Prettner-Solon

John Strange

Aimee VanStraaten, MD

Ruth Westra, DO

Executive Team

John Strange
President and Chief Executive Officer

Sandra Barkley
Vice President of Clinics

Michael Boeselager
Vice President of Support Services

Sue Hamel
Vice President and Chief Nursing Officer

Eric Lohn
*Vice President and Chief Financial Officer,
St. Luke's; Chief Financial Officer, Lake View*

Gary Peterson, MD
*Vice President of Medical Affairs and
Chief Medical Officer*

Kimberlie Terhaar
Vice President of Strategy & Innovation

Medical Staff Organization

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Chief of Staff

Vacant
Immediate Past Chief of Staff

Timothy Kleinschmidt, MD
Chief of Staff Elect

Cynthia Weaver, MD
Secretary

Medical Department Chairs

Jake Powell, MD
Medicine

Claire Mallof, MD
OB-GYN

Mark Eginton, MD
Surgery

Amanda Webb, MD
Pediatrics

Nicholas VanDeelen, MD
Emergency Medicine

David Baldes, MD
Psychiatry

Anne Whitworth, MD
Family Medicine

NEW
MEDICAL
STAFF

Expanding our medical staff to advance the quality of patient care



Rebekah Beach, MD
St. Luke's Urology Associates



Robert Bejnarowicz, DO
St. Luke's Neurosurgery Associates



Leslie Cavazos, MD
St. Luke's Physical Medicine &
Rehabilitation Associates



Donna Ceglar, MD
St. Luke's Emergency Services



Leif Christianson, MD
St. Luke's Cardiology Associates



Jesse Coenen, MD
St. Luke's Medical Arts Clinic



Elisabeth Gibbons, MD
Denfeld Medical Clinic



Rachel Gordon, MD
St. Luke's Internal Medicine
Associates



Judith Grimmond, MD
St. Luke's Psychiatry Associates



Like He, MD
St. Luke's Medical Arts Clinic



Megan Hoel, MD
Mariner Medical Clinic



John Hseih, MD
Hospitalist



Josh Larson, MD
St. Luke's Surgical Associates



Sara Lund, MD
St. Luke's Infectious Disease
Associates



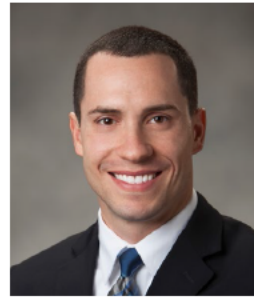
Jeffrey Munro, DO
St. Luke's Cardiology Associates



Anna Perelshteyn, MD
St. Luke's Oncology & Hematology
Associates



Shawn Pritchard, MD
Hospitalist



David Ruta, MD
St. Luke's Orthopedics &
Sports Medicine



Michalene Stevermer, DO
St. Luke's Psychiatry Associates



John Styliaras, MD
St. Luke's Neurosurgery Associates



Harmony Tyner, MD
St. Luke's Infectious Disease
Associates



Jennifer Witt, MD
St. Luke's Surgical Associates



Susan Yankovich, MD
St. Luke's Internal Medicine
Associates



Ashley Chesney, PA-C
St. Luke's Gastroenterology
Associates



Lindsay Johnson, NP
Q Care



Kaitlin Larson, PA-C
St. Luke's Neurosurgery Associates



Chloe Miller, NP

St. Luke's Gastroenterology
Associates

Diagnostic, therapeutic and specialty services to better serve the growing needs of our community

Hospitals

-
- St. Luke's Hospital
 - Lake View Hospital
-

Regional Centers

-
- St. Luke's Regional Cancer Center
 - St. Luke's Regional Heart & Vascular Center
 - St. Luke's Regional Trauma Center
-

Medical & Surgical Services

- Acute Inpatient Rehabilitation
- Acute Renal Dialysis
- Allergy and Immunology
- Anesthesiology
- Birthing Center
- Cardiology
- Cardiothoracic Surgery
- Colorectal Surgery
- Complex Valve Clinic
- Critical Care Medicine
- da Vinci® Robotic-Assisted Surgery
- Dermatology
- Endovascular Thrombectomy
- Emergency Medicine/Trauma Care
- Foot and Ankle Surgery
- Endocrinology
- Gastroenterology
- General Surgery
- Hybrid Operating Room
- Hyperbaric Chamber
- Infectious Disease
- Internal Medicine
- Interventional Radiology
- LASIK Surgery
- Mental Health
- Mohs Surgery
- Nephrology
- Neurology
- Neurosurgery
- Obstetrics & Gynecology with da Vinci® Surgery (*Minimally Invasive Robotic-Assisted Surgery*)
- Occupational Medicine
- Oncology/Hematology
- Ophthalmology
- Oral and Maxillofacial Surgery
- Orthopedic Surgery
- Otolaryngology
- Palliative Care Program
- Pathology
- Pediatrics
- Psychiatry
- Physical Medicine and Rehabilitation
- Plastic Surgery
- Skin Care Services (non-surgical)
- Sleep Medicine
- Podiatry
- Primary Care
- Pulmonary Medicine
- Radiation Oncology
- Radiology
- Rheumatology
- Sports Medicine
- Travel Medicine
- Urology with da Vinci® Surgery (*Minimally Invasive Robotic-Assisted Surgery*)
- Vascular Surgery
- VATS (*Video Assisted Thoracoscopic Surgery*)
- Weight Loss Essentials (*Medical and Surgical*)
- Wound, Ostomy & Continence Services

Diagnostic & Therapeutic Services

- Acupuncture
- Anticoagulation Clinic
- Biofeedback/Neurofeedback
- Breast Center
- Capsule Endoscopy
- Cardiac Angioplasty
- Cardiac Diagnostics
- Cardiac Rehabilitation
- Cardiology Device Clinic
- Cardiology Lipid and Cardiometabolic Disorders Clinic
- Chemotherapy
- Complex Valve Clinic
- Coronary CT Angiography (Computed Tomography)
- CT, Low Dose for Lung Cancer Screening
- CT Scanning
- 3D and 4D Conformal Radiation
- Diabetes Care
- Electrophysiology
- Endoscopic Vein Harvesting
- Endoscopy/Proctoscopy/Colonoscopy
- EECP® (Enhanced External Counterpulsation)
- Guided Imagery
- Hand Therapy
- Hearing Assessments – Lake View Medical Clinic
- Heart Failure Clinic
- Hypnosis
- IMRT (Intensity-Modulated Radiation Therapy)
- Infusion Therapy
- Laboratory
- Lithotripsy
- Lymphedema Services
- Mammography (Digital 2D and 3D)
- Mental Health
- MRI (Magnetic Resonance Imaging)
- Neurological Screening/Diagnostics
- Neuromuscular Electrical Stimulation (NMES)
- Nutrition Counseling
- Occupational Therapy (Adult and Pediatric)
- Osteoporosis Screening (DEXA Scan and Heel Ultrasound)
- Ostomy/Continence/Wound Care
- PACE (Professionally Assisted Customized Exercise)
- Pain Management
- Pelvic Floor Therapy
- PET Imaging (Positron Emission Tomography)
- Pharmacy
- Physical Therapy (Adult and Pediatric)
- Psychological Services
- Pulmonary Rehabilitation
- Radiation Therapy
- Radio-Frequency Ablation
- Radiology
- Rehabilitation (Inpatient and Outpatient)
- Respiratory Therapy
- Saebo Rehabilitation (Stroke and Neurological Injury)
- Sleep Disorders Center
- Speech Therapy (Adult and Pediatric)
- Spring Forest Qigong for patients
- Stereotactic Radiosurgery
- Stroke Program
- TMD Services
- Ultrasound
- Vascular Services
- Vestibular Rehabilitation Therapy
- Vision Rehabilitation Program
- VNUS Closure for Varicose Veins
- Women's Heart Clinic
- Yoga for patients

Community & Regional Services

-
- Childbirth Education
 - Child Car Seat Safety Clinics
(Partnership with the Duluth Fire Department and KBJR-TV)
 - Clinical Experience Affiliations
 - Community Health Education
 - Continuing Education Programs
(Health Professionals, Physicians and EMS)
 - CPR Training
 - Diabetes Education
 - Driving Evaluation and Training Program
(through Occupational Therapy Services)
 - Fall Prevention Program
 - Family Practice Residency Program
(Joint Sponsorship)
 - First Aid Classes
 - Home Care
 - Home Telemonitoring
 - Hospice Duluth®
 - Injury Prevention Programs
(TraumaRoo, EN CARE, Think First)
 - Joint Replacement Pre-Surgery Class
 - Kids Can Cope
 - Life Link III Air Medical Transport
 - Living Well with Chronic Conditions Workshop
 - Medical Home
 - Osteoporosis Program
 - Outpatient Surgery Center – Mariner Medical Clinic
 - Outreach Education
 - Pavilion Surgery Center
 - Physician Outreach Education
 - Physical Therapy & Fitness Center
(Partnerships with St. Ann's Residence, Duluth, MN, and William Kelly High School, Silver Bay, MN)
 - Pilates
 - Support Groups
 - Telemedicine
 - Whiteside Institute for Clinical Research
(In collaboration with the University of Minnesota Medical School, Duluth)
-

Primary Care

- Bay Area Medical Clinic, Silver Bay, MN*
- Chequamegon Clinic, Ashland, WI*
- Denfeld Medical Clinic, Duluth, MN*
- Hibbing Family Medical Clinic, Hibbing, MN
- Lake View Medical Clinic, Two Harbors, MN*
- Laurentian Medical Clinic, Mountain Iron, MN
- Lester River Medical Clinic, Duluth, MN*
- Mariner Medical Clinic, Superior, WI*
- Miller Creek Medical Clinic, Hermantown, MN*
- Mount Royal Medical Clinic, Duluth, MN*
- P.S. Rudie Medical Clinic, Duluth, MN*
- St. Luke's Medical Arts Clinic, Duluth, MN
- St. Luke's Internal Medicine Associates, Duluth, MN*
- St. Luke's Pediatric Associates, Duluth, MN*

* Certified Health Care Home

Specialty Care

All specialty clinics are located in Duluth, Minnesota. Many of the specialists visit St. Luke's primary care clinics on a consulting basis.

- St. Luke's Advanced Wound Care & Hyperbaric Center
- St. Luke's Allergy & Immunology Associates
- St. Luke's Anesthesia Associates
- St. Luke's Cardiology Associates
- St. Luke's Cardiothoracic Surgery Associates
- St. Luke's Dermatology Associates
- St. Luke's Ear, Nose & Throat Associates
- St. Luke's Emergency Services
- St. Luke's Endocrinology Associates
- St. Luke's Gastroenterology Associates
- St. Luke's Infectious Disease Associates
- St. Luke's International Travel Health Center
- St. Luke's Interventional Pain Management
- St. Luke's Neurology Associates
- St. Luke's Neurosurgery Associates
- St. Luke's Obstetrics & Gynecology Associates
- St. Luke's Occupational Health Clinic
- St. Luke's Oncology & Hematology Associates
- St. Luke's Ophthalmology Associates
- St. Luke's Orthopedics & Sports Medicine
- St. Luke's Surgical Associates
- St. Luke's Physical Medicine & Rehab Associates
- St. Luke's Plastic Surgery Associates
- St. Luke's Psychiatry Associates
- St. Luke's Pulmonary Medicine Associates
- St. Luke's Radiation Oncology Associates
- St. Luke's Rheumatology Associates
- St. Luke's Urology Associates
- St. Luke's Vascular Surgery Associates

Urgent Care

Urgent Care services for minor, but urgent, injuries and illnesses are offered at six locations.

- St. Luke's Hospital, Duluth, MN
 - Denfeld Medical Clinic, Duluth, MN
 - Lake View Hospital, Two Harbors, MN
 - Laurentian Medical Clinic, Mountain Iron, MN
 - Mariner Medical Clinic, Superior, WI
 - Miller Creek Medical Clinic, Hermantown, MN
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Q Care

St. Luke's Express Clinics

Q Care Express Clinics, offers convenient, walk-in care for minor health concerns for people of all ages. Staffed by a physician assistant or nurse practitioner, the clinic provides basic diagnostic services and prescriptions for treatment, as well as some on-site lab testing.

- Cub Foods, Duluth, MN
 - Mount Royal Medical Clinic, Duluth, MN
-

Pharmacies

-
- Lake View Pharmacy
 - Northland Pharmacy
-
-

Summary of Revenues (in thousands)

	St. Luke's	Lake View
Patient Services Revenue	\$998,221	\$23,758
Deductions from Revenue:		
Contractual/Other	\$590,617	\$8,078
Patient Financial Assistance	\$2,503	\$312
Bad Debt	\$6,190	\$303
Other Revenue	\$20,961	\$562
Total Revenues Received	\$419,872	\$15,627

Summary of Revenue Uses (in thousands)

	St. Luke's	Lake View
Salaries/Benefits	\$252,648	\$7,222
Depreciation & Interest	\$15,992	\$928
Other Operating Expenses & Reinvestment	\$151,232	\$7,477
Total Revenue Uses	\$419,872	\$15,627

2016 Statistical Highlights

	St. Luke's	Lake View
Admissions	11,236	278
Births	785	–
Patient Days	57,147	2,623
Emergency/Urgent Care Visits	78,285	4,397
Outpatient Registrations	147,429	10,750
Occupancy Percentage	55%	45%
Number of Surgeries	10,273	25
Home Health/Hospice Visits	27,897	–
Clinic Visits	607,427	22,776