

Healthcare Reform: Hopes and Uncertainties Abound

Many have found it helpful to think of the new health reform law as a blueprint. It's a thoroughly crafted guide for how we are to build, or at least heavily re-model, the health care delivery system in the U.S. But like many building plans, there are those who like it and are ready to break ground right now, and those who want the whole thing scrapped and the architect fired.



Those who like the plan see its great potential for expanding coverage to millions of uninsured Americans; for improving the quality of health care delivery; for lowering costs through new efficiencies and collaborations; and for improving the health status of individuals and communities. Those who aren't happy with the new law see it as further complicating an already complicated delivery system; a burden on our strained economy; a possible threat to some of our moral principles; and a step toward inferior, socialized medicine.

While this blueprint is quite thorough and seems to address much of what our ministry hopes can be accomplished through such a comprehensive law, many of the details that will need to be ironed out cannot be known until construction actually begins. Much the same way a contractor has to periodically make changes to a building plan because what appears on paper does not account for any number of unforeseen challenges.

Changes are Expected

What we end up with five or 10 years from now may not match the newly enacted law we have today. Everyone in D.C. is fully aware of this reality, and it is nothing new. Most major laws are enacted with one ideal in mind, but when it comes time to put them into action, stakeholders realize that some aspects need to be changed, abandoned even, in order to make the whole thing work.

We remain hopeful about the prospects of getting better coverage and care for millions more people and for improvements in quality and efficiency. We also know, however, that this is going to be quite a challenge for healthcare providers, especially as we try to navigate our way through new regulations and funding cuts.

Health reform is extremely complex and much of it has not even been ironed out yet, and this, understandably, makes some people wary, distrustful and fearful. The legislation remains highly politicized, and will no doubt be a popular topic

with the elections coming up in November. With the continuing discussions and debates, prudence requires critical thinking, thoughtful analysis, and charity on our part. Our ministry's goal is to better understand and prepare for the legislation's impact on our ability to continue fulfilling our mission. And while we certainly foresee challenges for everyone in healthcare, we remain hopeful about the prospects of serving the health needs of millions more people in this country and continue being an expression of Jesus' love and healing in the communities we serve.

Please continue to visit our website, www.fhcm.org, and click on the "News and Publications" tab for helpful resources and information about health reform.

MISSION STATEMENT

The MISSION of the Franciscan Sisters of Christian Charity HealthCare Ministry is to carry out the commitment of the Sponsor to the healing mission of the Catholic Church through the provision of quality healthcare services. In a spirit of partnership of dedicated religious and lay caregivers, the Franciscan Sisters of Christian Charity HealthCare Ministry will strengthen the Sponsor's commitment by managing change, ensuring stewardship of resources and integrating mission and values.

Message from the President

Dear Friends,

Welcome to another edition of *Ministry Report*. We hope that you are having a relaxing summer and that the vagaries of the summer weather have not caused you difficulties. We have had some wonderful days here on the lakeshore, but we have also had some very hot and sticky days as well. These will, no doubt, be the days we pine for next January when it is cold and snowy. Aren't human beings interesting?

This edition of *Ministry Report* focuses on how our various member organizations communicate and instill their Catholic-Franciscan mission and heritage among their staffs. As you are no doubt aware, the number of active religious available for service in each of our organizations has decreased substantially over the past 25 years. The sponsoring congregation just does not have the number of sisters available for ministry as it once had. In some ways this is a great concern and one that we continually work at. Recruitment and retention of religious is a major priority for the sponsor.

For those of us in the healthcare ministry, however, it has uncovered a wonderful opportunity to deepen and strengthen the core mission of each of our ministries and to integrate that mission deep down into the organizations. The call to understand and fulfill the mission of each of our member organizations is not given to the sponsor alone. It belongs to all of us, no matter the role we have in the organization. From the board to senior management, middle management to the professional at the bedside, and the staff that supports them, the call of our mission is ever-present and ever-insistent. Providing competent, compassionate and holistic care is needed, wanted and expected by our communities every day and in every interaction. The old saw "no mission, no margin" certainly has some truth in it.



Sr. Laura Wolf

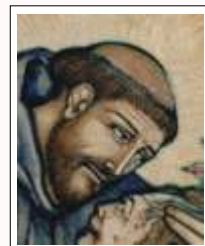
I am more convinced that our call to service has its own unique dimension. We have come to know most clearly that it is impossible to continue to serve others without the resources needed to provide the service. We have also learned that it is equally difficult to continue our ministry in our local communities without colleagues and partners who understand and share our commitment to the healing mission of Jesus Christ. One of the realities that I have found present in our leaders and staff over these past many years is the deep commitment people have to serving others. No matter their religious affiliation or their professional role, the vast majority of those with whom we work are eager to embrace a culture of service and compassion that allows them to fulfill their own personal missions as well as that of the organization. I hope you can see how diligently our organizations are working to educate, motivate and integrate their mission on all levels of the organization. These efforts will assure all of us, no matter our role and no matter the length of our service, that the mission we pursue in our local communities will be achieved and transmitted to others so that when we are gone the mission will endure. This is a challenge, not only for the sponsor, but for all of us. It encourages me to read all that has been done.

As always, we have other exciting and important activities underway in each of our markets and on the system level. From new services sites like St. Paul Recovery Inn to exciting opportunities for enrichment such as the Franciscan Leadership Pilgrimage, our system is alive and active. Thanks for all you do to participate in our mission.

God bless you all,
Sister Laura

It Starts with a Good Plan

It's time once again for the system leadership to begin drafting a new strategic plan for FSCC HealthCare Ministry. With the end of 2010 not too far off—and thus the end of our current three-year strategic plan—we can say with confidence that we have accomplished a great deal over these past few years, and have successfully overcome unforeseen challenges. Who would've thought in 2007 that our nation would face such a financial crisis less than two years later!



As we turn our sights to the future, we realize that many of the assumptions that influenced our previous planning remain the same and will also guide our planning this time around. Among the many assumptions are:

- The Franciscan Sisters of Christian Charity are committed to the healthcare ministry.
- Effective local ministry presence requires the strong performance of the local organizations. The ministry flourishes when each local organization serves with excellence.
- Effective system-wide ministry presence is assured by a structure that provides cohesion, guidance, and direction for its member organizations.
- Mission and values integration and leadership development are necessary to achieve the vision of the ministry.
- Local healthcare institutions are critical for a vibrant local economy.
- Significant pressure on our revenue sources, both government and private, will continue.
- Quality and outcomes of health services will be measured and reported with health providers held accountable for their performance.

As a first step in our planning process, CEOs from each of our ministry sites will soon meet with system leadership to begin identifying those factors that are expected to impact our organization and the communities we serve in the coming years. A possible guide for our planning is CHA's new Vision 2020 initiative, a 10-year road map for the Catholic health ministry.



Genesis Employees Live the Mission

The Catholic-Franciscan mission is woven into the mission of Genesis HealthCare System—to provide compassionate, quality healthcare. Both *compassion* and *quality* are stressed each and every day at Genesis, and employees are asked to keep that mission at the forefront of all they do. The importance of the mission is imparted to new employees during orientation, and all employees are required to recommit to our mission annually during performance reviews. Additionally, there is a mission/outreach committee that assists in keeping the organization's focus on our mission. Led by Sister Maureen Anne Shepard, the director of mission at Genesis, this group is comprised of employees who help to determine if activities at our hospital support the mission. They also lead efforts to reach out to the community, such as our Operation Feed and United Way fundraising campaigns.

Through its heritage from Good Samaritan and Bethesda hospitals, Genesis has a long-standing tradition of service to the people of Muskingum and surrounding counties. This tradition of service is about more than providing health services, though. It's also about benefitting the community we live in; helping each other to not only survive, but thrive, in these challenging times.

By reaching out to our community in a variety of ways, the Genesis mission as well as the Catholic and Franciscan mission is demonstrated every day. Our organization offers numerous activities and services free of charge or at a reduced fee to improve the overall health

of the community and to make healthcare available to those who are unable to pay, including:

- Support groups
- Community health education
- Healthcare support services, such as enrollment assistance in public programs
- Community-based clinical services
- Pastoral outreach programs
- Health professionals' education
- Guidance, support and training for students in health care fields
- Financial contributions and in-kind donations such as hours donated by staff to the community while on work time; overhead expenses of space donated to not-for-profit community groups; and donation of food, equipment and supplies
- Social service programs for vulnerable populations in the community

Genesis employees support our communities by participating in numerous activities, such as:

- Volunteering at Christ's Table, helping with meal preparation and service
- Red Cross blood drives
- Donating to the United Way
- Donating to Operation Feed
- Coordinating clothing drives for the Eastside Community Ministry and the Salvation Army
- Raising funds for the American Cancer Society through Relay for Life, Light the Night, Fools on the Roof and other activities
- Raising funds for the American Heart Association through the American Heart Walk and other activities

Genesis Wellness Program Recognized

Genesis was recently recognized as a Gold Level recipient of the American Heart Association's Start! Fit-Friendly Companies recognition program. The initiative recognizes companies throughout the nation that demonstrate progressive leadership by making the health and wellness of their employees a priority.

Genesis was recognized by the American Heart Association's Start! program for doing the following:

- Offer employees physical activity support. This includes fitness center discounts and access to the Gorsuch Fitness Trail.
- Provide and increase healthy eating options at the worksite. This includes a focus on healthy options in the cafeterias; nutritional information on the food and nutrition section of the employee intranet; and the addition of healthy snacks in the vending machines.
- Promote a wellness culture. Genesis enhanced the wellness culture with the addition of wellness nurse practitioner Cathy Blair. Recent wellness projects have included the tobacco-free initiative, Weight Watchers classes at Genesis, and the free health risk assessment available to all employees.



▲ Several Genesis employees were on hand recently to receive a special reward from Weight Watchers to Genesis for outstanding weight loss. In the photo are (left to right) Lora Rowe, Weight Watchers; Dawn Dailey, Genesis Children's Center; Linda Holmes, Weight Watchers; Stephanie Dinan, women's and children's services; Cathy Blair, wellness nurse practitioner; Sheri Lacy, corporate communications; and Pam Preston, Weight Watchers. The four Genesis employees pictured represent more than 239 pounds lost over the past year with the Genesis Weight Watchers program, just one of several wellness initiatives at Genesis.



▲ Genesis employees join together to provide free heart-health screenings, education and information during the annual Day of Dance event, held at a local mall.



St. Joseph's Christian Environment is Greatly Appreciated

Employees of St. Joseph's Retirement Community go through an initial employee orientation which educates them on our rich history and expected standards of service, as well as ongoing customer service training aimed at reinforcing our standards of service. However, our day-to-day culture is often shaped by more subtle means. Daily Mass for our residents with our in-house priest in our beautiful chapel, opening employee meetings with a prayer, and the presence of the Franciscan Sisters of Christian Charity in our facility imbue our daily activities with a way of conducting business that you do not find in many for-profit companies.

Our culture is most evident in the way our staff members care for our residents and work with each other. Our staff truly does try to live and promote the healing mission of Jesus

Christ. Knowing that Jesus is who we are to emulate helps create a more caring culture than those in businesses which are not faith-based and just strive to provide "good customer service."

When a resident develops needs that are outside our level of care and must move onto a nursing home environment, this often means a move to the local nursing home which is owned by a corporate chain. Family members of the resident often comment that they wished their loved one could stay in a Christian environment like ours. Our staff members project the caring, Christian attitudes which make up daily life here. Families and residents recognize that there is a difference and a great benefit to being cared for in this faith-based atmosphere.



▲ Sister Sharon Paul serves a St. Joseph's resident during St. Joseph's annual Wine & Roses Dinner. Sister Sharon has provided transportation and pastoral care at St. Joseph's for the past seven years. She is known throughout West Point as the "Nun on the Run."



St. Francis Grows at St. Paul Elder Services

While signs of St. Francis of Assisi are all around St. Paul Elder Services, associates still sometimes ask, "Why? What's the connection?" It seems that many of our colleagues need to know the connection between themselves, SPES, and St. Francis. They see signs of Francis around them, but don't always get the connection.

The Mission and Heritage Pilgrimage to the FHCM office and Holy Family Convent is a standard of St. Paul Elder Services. New management and associates, both long-term and recently hired, are given the opportunity to take part in this inspiring pilgrimage to get the flavor of our Franciscan sponsors' history, life, and ministry. We try to make it pilgrimage-like with prayer, song, and conversation on the bus ride. The participants are taught the song, "The Franciscan Way" as we travel to Manitowoc. Their rendition of the song always brings a smile to the staff at FHCM! Associates are always amazed at the

history of Holy Family Convent and the beauty of the building and surroundings.

For the past two years, the focus of the mission component of Anniversary Day has been the life of Francis (2009) and subsequently the mission and ministry of the Franciscan Sisters of Christian Charity (2010). At the end of Anniversary Day, during a service in chapel, associates make a recommitment of their intention to allow the spirit of Francis to live in their ministry within our St. Paul community. Each is randomly given a card that has a paraphrase of a segment of the Peace Prayer. One's card might say "May I always be an instrument of peace at St. Paul Elder Services. Rather than seeking to receive, I will try to give." Another's might read "May I always be an instrument of peace at St. Paul Elder Services. I will try to accept and give forgiveness when wrong has occurred," or "May I always be an



▲ Brother Francis meets Brother Francis in Saint Francis Lounge.

instrument of peace at St. Paul Elder Services. Rather than seeking to control, I will try to share." Each associate is asked to stand and proclaim the words of his/her card, a message that may offer a challenge to the associate or affirm what is already a goal.

Our core values of dignity, respect, compassion, hospitality and stewardship of resources are introduced at every associate orientation and are then evaluated yearly by each associate. These truly Franciscan values make our associates' and clients' lives more fruitful and rich. Amazingly, stewardship of resources always turns out to be the most difficult to experience in our lives. Thus, we continue to explore ways to increase our awareness and practice of good stewardship.

In the words of the song, "I know what makes me happy," may we continue to grow in the spirit of the Franciscan Way.

Introducing the Recovery Inn

St. Paul Elder Services recently celebrated the "Premier Opening" of the Recovery Inn, a partnership of Orthopedic & Sports Institute of the Fox Valley and SPES. Located in Appleton, Wis., Recovery Inn will be a one-stop-shop for people needing orthopedic surgery and after-care, including a full range of rehabilitation services. Pictured here is Lisa Nebel, DPT, director of Therapy Services at St. Paul Elder Services, leading a blessing ceremony of the new Recovery Inn therapy space.



Holy Family Memorial

Submitted by Sister Barbara Belinske,
Director of Mission

Mission Opportunities Abound at Holy Family Memorial

The Catholic-Franciscan mission and heritage is communicated early in the hiring process at Holy Family Memorial (HFM). It begins with pre-hire forms, interview questions, and it intensifies during the orientation process. Information about the mission is presented in employee and volunteer orientation, and it emphasizes the reason for the existence of Holy Family Memorial. The mission is our identity; it is who we are. The reason that mission remains before the eyes of those hired is because it is intensified through the



explanation of our values—stewardship, excellence, respect, compassionate care, and Christian environment. During orientation the AIDET program, *Key Words at Key Times*, is used to demonstrate the use of its strengths in conjunction with the HFM values in the work environment.

Examples are given on how we demonstrate them to those we serve. Through continual practice, HFM's values are woven throughout our network, strengthening the fabric of who we are.

Orientation of new hires and volunteers also addresses the sponsors of HFM, the Franciscan Sisters of Christian Charity (FSCC). A video presentation gives the history of the sisters stating that education was the catalyst that led to working with the Manitowoc community to provide healthcare. It explains the growth of the community and the great need for healthcare for boat crews entering Manitowoc by way of Lake Michigan. Care was needed for crew members and the community. Leaders in town asked the sisters to work with them and the first hospital became a reality.

An opportunity to learn more about the sponsors is available to employees twice a year. A unique program, "Heritage and Mission," involves a tour of the FSCC HealthCare Ministry office in Manitowoc. The office oversees the four health ministries that belong to the system. They view pictures and learn important facts. From that office they drive to Holy Family Convent, the home of the Franciscan Sisters. They are greeted and welcomed by the local director of the convent and introduced to the archivist. She explains the beginnings of the congregation, welcomes their questions, and takes them on a tour of the Motherhouse. They visit the main parts, stop at the chapels which hold a remarkable history of artisans, and end up in the Heritage Room that houses artifacts dating to the beginnings of the community. Their visit ends with time to enjoy refreshments before they take leave of the convent.

Each HFM network leadership meeting begins with a member presenting a prayer or reflection, as well as reporting a Mission Moment they observed. A mission moment is an action they observed exemplifying one of HFM's values. Leaders carry out the same agenda in their departments.

The Spirituality Work Group invited the HFM network to submit comments on what encompasses a truly Christian community of healthcare workers. Winning submissions were read over the intercom each noon of Spirituality Week with the name of the writer and the department. The others were published in the monthly issue of HFM's newsletter, the *Insider*.



▲ A recent HFM new employee orientation group. Pictured from left are: back row, Kathleen Alpert, Volunteer Services; Christine Holschback, procedures assistant; Andrew Nowak, pharmacist; front row, Leslie Bolander, RN; and Victoria Backhaus, Volunteer Services.



Mission, Vision, Values Taught and Lived at Franciscan Care Services

We at Franciscan Care Services (FCS) are very proud of our heritage. Our more than 100-year legacy of commitment to meeting the elder and healthcare needs of the West Point area continues today through our staff, volunteers and boards. We strive to instill in employees our mission, vision and values from the moment they are hired and continue this formation throughout their entire career.

Their introduction to our mission, vision and values happens during new employee orientation. Chaplin Vince Maly and Director of Mission Sr. Mary Beth Prinz conduct our employee orientations with a number of other staff members providing support. During the initial phase, a number of topics are shared with new employees.

History and Heritage

New employees are exposed to St. Francis and his guiding principles of being Gospel- and Christ-centered, seeing God as a loving father, seeing others as brothers and sisters, being joy-filled, and emulating other followers who try to live his spirit. Further, the history of Franciscan Sisters of Christian Charity (FSCC) is presented, including our founding in West Point by Monsignor Joseph Ruesing and the sisters call to serve here beginning in 1905. The FSCC video *Heritage of Hope* is also shared with the employees at this time. The entire history of service and the various important historical items such as facilities, programs, and enhancements to care in the West Point area is given during this period.

Sponsorship

The employees are presented with information that discusses the FSCC sponsorship, the Franciscan HealthCare Ministry and the ministry of the Catholic Church. Information is given about all of our various health care organizations. We try to have the employees understand our role in *the healing ministry of Jesus Christ*.

Mission, Vision and Values

The employees are introduced to the mission, vision and values and get a chance to discuss them and how they apply to our workplace and success. We also share the U.S. bishops' *Ethical and Religious Directives for Catholic Health Care Services* which are very comprehensive.

Beyond Orientation

Another exciting program we have in place is *Servant Living and Leadership*. This is our way of "bringing it all together" within the organization. It is a tangible and understandable concept that interweaves the teachings of Jesus Christ with our mission and helps participants understand why we serve. Our CEO, Ron Briggs, led the initial meetings with the administrative staff and then shared it with the department managers and all other employees. We continue to have follow-up programs and have done activities like displaying posters that highlight the various tenants throughout the facilities. We have also integrated the

principles into our employee evaluations. An employee recognition award for "Servant Living" is awarded quarterly and annually.



▲ Recipients of the quarterly "Servant Living" award, pictured from left, are Teresa Tietz, Medicare reimbursement specialist; Laura Ritter, RN; and Carla Corwine, EKG/Lifeline coordinator. Dave Ridder, RN, another recipient, is not pictured.



◀ Laura Ritter, RN, Dinklage Medical Clinic, is a quarterly winner of our "Servant Living" award and also recipient of our "Employee of the Year" award.

Construction Update

Construction crews are making a push to get the basement floor done so steel erection can begin in earnest. June storms and subsequent flooding dealt a serious setback to progress. Crews have overcome this with a dewatering system that will remain in place even after the building is complete. The foundation and some of the inner basement walls are taking shape, as is the elevator shaft area. A sidewalk has also been completed between St. Joseph's Retirement Community and St. Francis Memorial to make walking travel easier for staff and residents.



Pilgrims Walk on Holy Ground in Francis' Homeland

The fifth pilgrimage sponsored by FHCM took place in May, with 28 people traveling to Assisi and Rome to visit numerous sacred sites that remain important to the legacies of Saints Francis and Clare, as well as to Franciscans around the world today. Pilgrims, who represented each of our healthcare ministries, as well as Silver Lake College and FSCC's Motherhouse in Manitowoc, participated in daily liturgies, informative lectures, tours, and quiet time for reflection and exploration. The pilgrimage is an important way for associates of the sisters' sponsored ministries to better understand and more deeply engage the roots of our Franciscan heritage.



Front row from left, Dave Vraney, Tess Vraney, Al Vierling, Taryn Vierling, Colleen McConnaha, Julie Hass, Jean Meiergerd, Lisa Nebel, Charmaine Berchmans, Dalene White, Sister Laura Wolf, Kitty Peeters, Berry Senso, Marcia Donlin, Sister Carla Riach.

Back row from left, Fr. John Petrikovic (Staff), James McDonald, Lisa McDonald, Scott McConnaha, Brian Hass, Arlene Langhorst, Trevor Nebel, Bob Berchmans, Perry White, Brian Reimers, Lou Reimers, Jim Donlin, Sister Mary Elizabeth Imler (staff).

Not pictured: Jay and Mary Streu.

CHA Assembly in Denver is Time of Renewal, Recommitment

Leaders from each of our ministry sites, as well as from the FHCM system office, joined more than 800 of their Catholic healthcare colleagues in Denver for CHA's annual Assembly June 13-15. As expected, health reform was topic number one, with many talks focusing on ways our ministry can succeed in the new environment. Our own Sister Laura took center stage to be part of a panel discussion following a keynote presentation by well-known economist Uwe Reinhardt from Princeton University. Pictured with her are, from left, Kevin Lofton, CEO of Denver-based Catholic Health Initiatives, and Joseph Swedish, CEO of Trinity Health, based in Novi, Mich. Many Assembly materials, including photos and videos, are available at www.chausa.org.



GENESIS HEALTHCARE WELCOMES NEW BOARD CHAIR

Mike Bennett, a native of Zanesville, Ohio, said he is proud to be a part of Genesis Healthcare. "I am humbled to serve with so many dedicated members of our community, from all walks of life, dedicated to providing quality healthcare for the people of Zanesville, Muskingum County and the surrounding region."

The youngest of five children, Bennett's sister and two oldest brothers also live in Zanesville. Another brother lives in Washington State. Their parents passed away in 1998. His wife, Jessica, is a teacher at Nashport Elementary School in the Tri-Valley School District. They have two children, Presten and Jayleen, who will both enter the fourth grade this fall.

Following graduation from Muskingum College, Bennett accepted a position with the Legislative Service Commission in Columbus, Ohio, and then went on to work at the Ohio State House for five years. He returned to Zanesville in the late 1980s to work for the Zanesville-Muskingum County Chamber of Commerce. In 1992, he joined The Longaberger Company, and has been there since. He serves as their vice president of corporate affairs. "As Chamber of Commerce president, I worked closely with Tom Barone, then President of Good Samaritan before the creation of Genesis, and saw the important work that the hospital and the sisters do in our community. I appreciate their ministry in southeast Ohio."

Apart from work and his service to Genesis, Bennett said he is "hopelessly addicted" to golf, and is an avid Ohio State Buckeye football fan. "Game day in Columbus on a crisp autumn afternoon is a lot of fun," he noted.

A member of the Genesis Board since 2001, Bennett said his personal experiences with care at Genesis give him an enhanced appreciation for the organization's vital role. "Like many of my colleagues, I have been in our urgent care center with a child who is hurting and watched dedicated doctors make a scary situation better as they healed the pain. I have seen wonderful nurses comfort an older adult through difficult times of transition and provide compassionate care and a friendly smile. Genesis is all about helping people."

When asked about Genesis' contribution to the community, Bennett didn't hesitate. "Quality healthcare, first and foremost. Quality care, closer to home. Genesis is also vitally important to our community and region as a leading employer and a very important part of our local economy." As far as the future is concerned, he expects Genesis to keep pace in an ever-changing healthcare environment, "but never losing sight of our mission to heal the sick and help those in need."



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