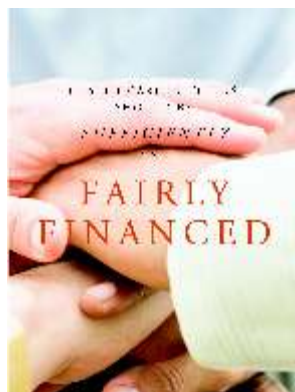


Healthcare Reform Continues to Move Forward

Although Congress is in recess until September, the push for healthcare reform is not slowing down. Senators and representatives will be talking about it back in their home states; congressional staffers will continue working on it in Washington; lobbyists, special interest groups, and industry representatives will keep getting their messages out; and the president is sure to maintain his focus on reform.

The sheer complexity of this legislation, combined with lengthy debates and discussions about how best to craft such sweeping reform, has extended President Obama's original timetable. Despite this, hope remains on Capitol Hill for getting something done by the end of the year, a deadline that is still seen by many as aggressive considering the enormity of what they are trying to accomplish.



Next Steps

When Congress reconvenes on Sept. 7, a special committee in each chamber will begin compiling the different versions of health reform legislation into two bills, one for the House and one for the Senate. Both chambers will debate, amend, and then vote for their respective bills. Once each chamber approves its bill, a *conference committee* of senators and

representatives will have the difficult task of molding the separate House and Senate bills into one piece of legislation. When the conference committee is satisfied, the new bill, with all its amendments and revisions, goes back to each chamber for a vote. Once both chambers approve the new bill, it goes to the president for his consideration. He can sign it into law or veto it, asking for further changes.

Will all this happen by year's end? Many believe it's quite possible, which is why our advocacy voice is as important now as ever.

Back to Our Principles

When the prospects of healthcare reform started gaining steam, the Catholic Health Association, in consultation with many Catholic healthcare organizations, drafted "Our Vision for U.S. Health Care." Many of you are familiar with this document, but it might be a good idea to reacquaint ourselves with the set of principles we want to be upheld in future legislation.

We believe that healthcare in the U.S. should be

- available and accessible to everyone, paying special attention to the poor and vulnerable
- health and prevention oriented, with the goal of enhancing the health status of communities
- sufficiently and fairly financed
- transparent and consensus-driven in allocation of resources, and organized for cost-effective care and administration
- patient centered and designed to address needs at all stages of life, from conception to natural death
- safe, effective and designed to deliver the greatest possible quality



As legislation inches closer to becoming finalized, it's important that we continue measuring it against these important principles. For those areas where reform reflects our values, tell your legislators that you are pleased. And for those areas where our values might be threatened, voice your concern. Senators and representatives won't fully understand the impact of a potential law unless they hear from the people and organizations that will be directly affected.

The FHCM system office has been actively engaged in the advocacy process, but your own legislators would rather hear directly from you. Many of the tools and resources we use here are available to you on our website. Please visit www.fhcm.org, click on the News and Publications tab, and then select Healthcare Reform. The time to be involved in this history-making effort is right now. For the sake of Catholic healthcare, our system and ministry organizations, the people we employ, and most importantly, the people we serve, let's make sure that our voice is heard.

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,

Greetings to you on this beautiful summer afternoon. I hope you are all enjoying this wonderful season. We have had a busy and productive summer and yet have had some time away to recoup and rest up. I hope that you can report a similar experience.



Sr. Laura Wolf

As we are preparing this document, the long awaited health reform legislation continues to be debated and amended in Congress. It appears that there will be a long and difficult road ahead for all involved as our nation struggles with the plan and its costs. It is one of those situations that can be viewed as a no-winner. If we pass legislation that we cannot afford, the impact will be challenging. If we are unsuccessful in finding a compromise, we will be saddled with the status quo which is no better. Your input into the reform process will be important. We will continue to try to keep you up to date on issues as they arise. Please check our web site (www.FHCM.org) for information and helpful strategies.

This issue of the Ministry Report continues our series of articles on the impact of the economic downturn on our communities. This month, we have asked our member institutions to report what they have done and are doing to support their own employees during this difficult time. I hope you find the resulting articles both inspiring and interesting. Sometime we tend to forget that we are the largest employer in our markets and that our organizations are both complex and key to the local economy. We have highly compensated leaders and we have people who are entry level in their compensation and benefits. Both important parts of our teams are facing some very challenging times. It is great to see the efforts underway to help all our employees deal with the downturn with dignity and compassion.

In June, several of us attended CHA's Catholic Health Assembly in New Orleans. As always, it was wonderful to see friends from across the country who, like all of us in this System, are working so hard to bring healing and love to the many people who seek our care. These remain challenging times for the healthcare ministry, and it was reassuring to speak with colleagues who are not only experiencing some of the same difficulties as we, but are resolute in finding creative ways to continue our vital mission. Brother Dan Sulmasy, OFM, a doctor and fellow Franciscan, spoke quite powerfully about our need to recommit ourselves to the foundation upon which our ministry stands. There is more about his inspiring words on the last page. This assembly marked the end of my tenure as a CHA board member. I am proud to have served and pray that my contribution somehow furthered our ministry's mission. I remain ever grateful to the leadership and guidance CHA provides to all of us in Catholic healthcare, and it is my hope that you, too, appreciate what this organization accomplishes on our behalf.

God bless you all,
Sister Laura

We Can't Wait

In response to an invitation from the Catholic Health Association, FHCM office staff added their collective voice to the call for meaningful healthcare reform. As part of a grassroots advocacy effort to build support and inspire involvement, CHA produced a YouTube video titled "I Can't Wait for Health Reform." The video, featuring photos of many children, families, healthcare professionals and patients, conveys the message that America can wait no longer for a healthcare system that serves everyone and that respects the dignity of all human life.

Though the video is complete, CHA is still asking people and organizations to submit their own "I can't wait" photos. A gallery on the CHA website is updated regularly. To see the video, photo gallery and for information on how to contribute to this important project, visit www.catholichealthcare.us.



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Health and Wellness Support for Employees at St. Paul Elder Services

Submitted by Kay Fitzgerald,
CIO/Director of Human Resources

St. Paul Elder Services has undertaken a wellness initiative this year for its associates. SPES's relationship competencies for 2009 are centered on wellness. A different wellness subject is discussed monthly at departmental meetings. Topics have ranged from stressors (what can be changed?), to the benefits of exercise, as well as having fun at work. Employees are also encouraged to use the Employee Assistance Program which provides support to those who are experiencing coping difficulties in their lives.

Wellness classes are also held on a monthly basis. The classes are voluntary and cover a wide variety of topics. SPES started out the year with a healthy cooking class which gave the opportunity for those employees attending to sample a

low-fat, delicious meal which was prepared during the class. Employees attending the February class learned about proper body mechanics, and March's class centered on understanding HRA results. HRAs (Health Risk Assessments) are provided free to employees on an annual basis. Other presentations have centered on understanding food labels and preventive care.

Future classes will include conflict management, exercise and stretching, and managing the holidays. Members from SPES's management team help in presenting the classes. Employee comments have been positive; they have found the classes to be enjoyable as well as informational. Organization leaders look forward to continuing their commitment to employees, helping them reach their personal goals in the areas of health and wellness.



The healthy eating cooking class earlier this year was taught by Marsha and Allan Anthony.

Marsha Anthony, at left, receives assistance from Kay Fitzgerald.

SPES Employees Have a Place to Turn for Help

Submitted by Sister Dorothy Wagner, Director of Mission/Spiritual Care

A message to new associates at orientation is: "If you find yourself in financial trouble, don't go to a payday loan establishment. Come and talk with us and we'll see what we can do to get you through the troubling time." This not only involves gifts or loans from SPES's Providence Fund, but it can also include help in making connections with FISC (Financial Information & Service Center, Inc., a program of Goodwill Industries of North Central Wisconsin), St. Vincent de Paul, Catholic Social Services or other agencies.

Here's an example of how SPES has been able to help: One associate with a young child was facing disconnection of utilities by public service. The associate had been working hard to stay on the budget plan, but with unexpected bills, they

found themselves unable to pay a large bill and subsequently received a notice of disconnection. This person sought help from the Providence Fund manager. After various avenues of assistance were investigated, it was decided that the most sensible solution was for a Providence Fund check, for the minimum amount, to be issued.

As SPES works with associates, leaders always keep the principle of "the dignity of the person" before them, helping and challenging them to accomplish what they can in their financial or emotional dilemmas. Confidentiality is of utmost importance, and the "gift" is given with no strings (or ribbons) attached. A letter recently received conveying gratitude for assistance appears in the box on the right.

Dear Mission Committee members,

I would like to take this opportunity to thank you for the generous gift you all have given me and allowing me to continue the Aquatic Exercise Classes. Due to my condition, Myotonic Dystrophy Type II (a type of Muscular Dystrophy), I have recently become unable to work and just started on disability and my income has become 60 percent of what it was before. We also have our house up for sale because we will be having problems making our house payments, too. But that's another story.

The Aquatic Exercise Classes, even though I've only been attending them for a short time, have been very beneficial for me already. One of the several effects of my disease is muscle tightness so exercising for me is very difficult because it hurts to move normally, let alone to exercise. The warm water allows my muscles to relax a bit and thus not hurt any more than usual when I'm exercising. And I don't hurt after, which is a big plus!

Again, your gift will be put to great use and allow me to continue for several more two-month sessions and for that I cannot thank you enough. Thanks to all of you at the Mission Committee and God bless you all!

Genesis Helps Its Own

We all know these are financially troubling times, and as 2008 unfolded, many people struggled to make ends meet. Christmas is one of those times of the year that is particularly hard for families as they try to give their children and loved ones a few gifts while still meeting all of their financial obligations.

Last year, Genesis HealthCare System recognized the hardship that the holidays placed on many of its employees and decided to take action. The Genesis Mission and Outreach Committee developed the Compassion Gift Box Program so employees could help their co-workers. The result was a real lesson in giving and showed quite clearly that Genesis employees not only demonstrate compassion for patients but for each other as well.

Employees who needed help utilized a form found on the employee intranet and sent it to Sister Maureen Anne Shepard, director of mission, who then met with the employees personally to get information about ages of children, clothing sizes and gift preferences. Each family member was assigned a number to protect his or her privacy. Co-workers also recommended employees who were in need, knowing there were some who would not ask for help themselves.

Twice a week, Sister Maureen Anne sent out a list, identified only by number, of the individuals who needed help. Co-workers chose employees and their families by number and then went shopping. Some co-workers banded

together in groups and pooled their money, while others individually chose people on the list.

Gifts were delivered to the environmental services offices at Genesis-Good Samaritan and Genesis-Bethesda. There were items of every shape, color and size, from toys to bikes, CD players to clothes. It was apparent that no one asked for too much. For example, if a large item such as a child's bike was requested, there were no other gifts on that person's list. Many of the requests were obviously much-needed items, such as clothing and personal supplies. In December, the gifts were distributed to very grateful employees and families in a confidential manner, with Sister Maureen Anne and a few members of the human resources department on hand to help.



What started as a program of co-workers helping co-workers developed into much more, as many physicians joined the effort and donated money and gifts to make sure everyone received something. More than 46 families and 170 people were able to celebrate the holidays with a little more joy because of the compassion Genesis employees and physicians have for one another.

A New Member of the Team – the da Vinci® Surgical System

Genesis recently added another member to its healthcare team – the *da Vinci® Surgical System*. This is a sophisticated robotic platform that enables surgeons to perform complex procedures with a minimally invasive approach, using 1-2 cm incisions. Genesis is the first in its region to have this new technology.

Initially, the system will be used by Dr. Gregory LaNouette, urologist, to perform prostatectomies (the removal of cancerous prostate glands and related structures). Prostatectomy using the robotic system is the fastest growing and most popular treatment option for localized prostate cancer. And now men living in Genesis' community can get this treatment without having to travel long distances.

The system will eventually be used for specific urological, general, gynecological, and cardiothoracic surgeries – not replacing the surgical team, but offering state-of-the-art technology to further improve patients' experiences and outcomes.



Dr. Gregory LaNouette sits at the physician console of the da Vinci® Surgical System

Moving Ahead in Technology at Genesis

Genesis is committed to enhancing technology as the organization works toward its mission of providing compassionate, quality health care to people in the community. That commitment has been highly visible this year with several technological advancements.

The recent additions of a 64-slice CT (computed tomography) scanner and a new MRI (magnetic resonance imaging) system have opened up new possibilities in the area of radiology and imaging.

The new CT scanner provides quicker scanning times and adds a higher level of detail to the three-dimensional images. The difference between a 16-slice, still in use for routine testing, and a 64-slice scanner comes down to the number of detectors it uses: the more detectors, the greater the level of detail in the scanned image.

continued next page

In addition, the new scanner creates images much faster than the 16-slice unit. For example, a chest scan used to take between 30 and 40 seconds. The 64-slice scanner can gather a high-resolution image of a heart, brain or a pair of lungs in about five seconds. A scan of the whole body takes about 30 seconds.

Genesis' new MRI system has advanced software that processes image data in various ways, such as three-dimensionally, to enhance the quality of the study and visualize smaller and more subtle abnormalities in the body. This is especially valuable for vascular, neurological (head/spine), and abdominal imaging studies.

Breast biopsies are just one example of how this technology is better for the patient. When a breast abnormality can only be seen on a magnetic resonance study, caregivers can now perform a minimally invasive MRI-guided biopsy with a thin needle. This prevents the need for an open biopsy in surgery, resulting in a shorter procedure time, and less discomfort and quicker recovery for the patient.



Submitted by Laura Fielding,
Administrative Director, Organizational Development

Helping the Best Stay at Holy Family Memorial

Change is constant in the world of healthcare, and with the current focus on healthcare reform, we know it will continue. Though change can be challenging, it is essential that HFM always look to the future and position itself to strategically meet the needs of this changing world. Healthcare is a fiercely competitive business, and while HFM will never stray from its mission, reality calls the organization to think hard about “the business end” of things.

This hard thinking many times leads to difficult decisions affecting employees and their jobs. Because HFM values and respects employees and their work, the organization created a re-deployment plan to retain and provide meaningful work for employees who are committed to growing with the organization and who also demonstrate positive role-model performance and behaviors. This plan provides a “job coach” from Human Resources to a qualifying employee when material job changes or hour reductions occur due to business necessity. The job coach and employee work through a “career transition” work plan that includes preferred consideration for available positions and/or reasonable training to assist with job placement.

This plan was put to practical use when a decision was made to outsource HFM’s linen services to Hospital Sisters Health System. This was decided after an extensive cost/benefit analysis determined

it would be a more efficient and effective way to provide linen services. This change directly impacted a staff of eight highly dedicated, hard working employees. After they were informed of the decision, they were assured the organization would work with each of them to create a path that would best meet each of their needs through re-deployment.

Within days, they each met with a job coach from Human Resources to discuss their preferences and abilities and to prioritize their choices. Available positions were put “on hold” for their consideration. Within weeks, five of the employees were offered and accepted positions. One employee was quoted as saying, “Be assured that I will continue to be a valuable, caring, and responsible employee who is thankful for every opportunity that I have been given by HFM.” One employee chose to retire after many years of service and another decided he was not interested in any of the available options and chose to move on.

This plan was successful in allowing HFM to retain exceptional employees and place them in positions throughout the network, including Plant Operations, Food Service, and Housekeeping. Though these employees were sad to leave Linen Services, they understood and respected the need to change and expressed gratitude for the opportunities the re-deployment plan created for them.

As HFM looks to make necessary changes, administrators are excited to have a re-deployment plan that will assist the organization with keeping dedicated, positive employees who are essential for the future.



Kim Rasmussen was re-deployed to Plant Operations where she now works as a groundskeeper.



Following her re-deployment, Zeola Owens is now working as a food service assistant in the Food Service Department.



Leading by Serving is How it's Done at FCS

During late July, Franciscan Care Services' CEO Ron Briggs will present a series of one-hour programs on servant leadership and servant living to all FCS employees. The program is intended to help create and nurture a culture of *caring for each other*. A few months ago, Mr. Briggs conducted a similar program for managers and the administrative team. Materials used to develop the program were provided by the Catholic Health Association.

Robert Greenleaf, former CEO of AT&T, published his essay *The Servant as Leader* in 1970, introducing the term "servant leadership." Greenleaf described servant leadership in this manner: "It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. . . . The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, *while being served*, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?"

The essence of a servant leader is described by a set of ten characteristics:

- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualization
- Foresight
- Stewardship
- Commitment to the growth of others
- Building community

Unlike leadership approaches with a top-down, hierarchical style, servant leadership emphasizes collaboration, trust, empathy, and the ethical use of power. At heart, the individual is a servant first, making the conscious decision to lead in order to better serve others, not to increase his or her own power. The objective is to enhance the growth of individuals in the organization and increase teamwork and personal involvement. More information about servant leadership can be found at www.greenleaf.org.

Employee Wellness

Submitted by Kristi Dinslage,
Exercise Specialist

ISPY Wellness was this quarter's wellness program offered to FCS employees. The 52 employees who chose to participate were randomly put into teams of three. Each week, they were given individual challenges to spark change in diet, exercise, and other wellness habits. As the seven weeks progressed, the challenges became harder and the daily points worth more. There were also weekly I SPY clues distributed so participants could try to figure out which member of the Wellness Team the clue led to, pick up a health tip from them, and then submit it for bonus points. Points were tallied and the team with the highest total won.

FCS Honors its Employees

FCSC held its Employee Awards Banquet on June 25. The Dietary staff at FCS prepared a very special gourmet meal for attendees and Ron Briggs emceed the event. Employees who have achieved years of service levels, retirees, and FCS's "Caring Kind" employees were all honored. Brenda Wisnieski was named employee of the year and will attend the "Caring Kind" banquet at the Nebraska Hospital Association's Caring Kind Luncheon. Other Caring Kind recipients were Janet Reiman, Carol Franzluebbbers, and Jane Stratman. Retirees included Lois Schultz, Marlys Schroeder, Marjorie Schlautman, and Joan Wolken.



Pictured here are employees who were recently honored for 30 or more years of service at FCS.



Brenda Wisnieski, transcriptionist at FCS's Dinklage Medical Clinic, was named this year's employee of the year at the recent Employee Awards Banquet.

Alleviating Some Economic Hardships

Submitted by Terri Ridder, HR Director

FCSC values its employees immensely, and recognizes that many employees are currently experiencing financial challenges. In the past few months, FCS was able to renew its health insurance plan without any increase in premiums for employees. The organization has also been able to reduce dental insurance costs and the voluntary life insurance program has had the total amount of available coverage raised and the premiums reduced.

There are also some new offerings for employees: A new long-term care insurance program, with premiums paid by FCS; a 50 percent increase to the "Wellness Preventative Benefit"; and employees are now able to take single or family vision insurance at a minimal cost.

Catholic Health Assembly Inspires and Reenergizes the Ministry's Work

The 2009 Catholic Health Assembly, held June 7-9 in New Orleans, drew nearly 800 leaders from throughout the Catholic health ministry. Attendees, including 16 trustees and associates from FHCM's system office and member organizations, spent these few days reconnecting, sharing ideas, and recommitting themselves to the healing mission of the church. The assembly theme this year was "In Our Hands: Changing Ourselves, Our Communities, Our Nation."

Among the keynote speakers was Franciscan Brother Daniel Sulmasy, OFM, MD, Ph.D. Brother Sulmasy, a professor of medicine and medical ethics at the University of Chicago, implored the audience to "return to a conception of the whole healthcare project as an enterprise based squarely upon love." Lamenting the fact that the industry, reflecting shifts in societal thinking, has become too focused on the business aspects of healthcare, Brother Sulmasy said "everyone we encounter is now regarded as a customer, someone we serve ultimately only because it is in our self-

interest to serve her. We are compelled to look for measurable business outcomes in everything we do."

Acknowledging the challenges that go with trying to balance fidelity to the mission with remaining competitive and viable, Brother Sulmasy cautioned the crowd against allowing economic or market pressures to be the sole basis for decision making. "Now is exactly the right time [for the ministry to return to its Gospel-based roots]. Precisely when the going is toughest and we are frantically busy putting out so many fires that we think we have no time for spirituality in the workplace is exactly the time in which we must return to fundamentals."

Sandy Huffaker Jr. © CHA



Some assembly participants took a guided tour of areas affected by Hurricane Katrina, witnessing the progress and ongoing challenges in the areas of housing and healthcare. From Franciscan Care Services, West Point, Neb., tour attendees included, from left, Brian Reimers, board member; Mike Graybeal, board chair; at far right, Ron Briggs, president and CEO; and not pictured, Bill Kreikemeier, board member.

Changes in the FHCM Finance Department

Robert Kelps, FHCM's director of finance since 2003, retired July 1. Prior to joining the system office, Mr. Kelps served as director of finance and director of physician services at Holy Family Memorial in Manitowoc, Wis.



Before that, he held the position of CFO at St. Nicholas Hospital in Sheboygan, Wis., for twenty years.

"Although we will all miss Bob, he has worked hard all of his career and has earned the opportunity to enjoy more time with his family and pursue some of the good life, such as spending extended time in warmer climates giving advice to aspiring major league baseball players," said Jim Vopat, FHCM's senior vice president of finance. Bob is a dedicated Milwaukee Brewers fan and looks forward to traveling to Arizona to observe the team's spring training.

Replacing Mr. Kelps is Barbara Kane, FHCM's new senior accountant. Ms. Kane comes to the system office from Schneider Finance, Inc., a subsidiary of Schneider National, Inc., where she worked as a Portfolio Manager and built and developed a \$40 million commercial loan portfolio held as an investment for Schneider National. Her customers there ranged in size from \$30,000 to \$2.5 million and hailed from more than a dozen countries. She also performed controllership functions for Schneider Finance.



A native of Green Bay, Wis., Ms. Kane is a CPA and holds a bachelor's degree in accounting from the University of Wisconsin-Green Bay and an MBA from the University of Wisconsin-Oshkosh. Prior to her time at Schneider, she was the controller at various organizations,

and before that, she was an audit manager for Bank One Corporation, now JPMorgan Chase.

Outside of work, Ms. Kane enjoys traveling to historic places, taking cooking classes, and keeping the algae out of her backyard koi pond, which she said sometimes feels like a science project. She also serves as the board vice president of the Friends of the Brown County Library and co-director of its primary fundraiser, a six-day, semiannual used book sale with more than 100,000 books and media.

Ms. Kane said that her "bucket list" includes attending a live performance of every Tony award-winning best musical. "So far, I've seen 35 of 61," she said. She would also like to find and visit the Irish birthplace of her great-grandmother, Mary Maloney Keane. "I only know that she came to the U.S. around 1883 with her parents and her brother. The family then had a passel more kids and her father became the proprietor of a saloon in Oconto, Wis."



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Holy Family Memorial Welcomes New Board Chair



Jay Streu

Jay Streu, installed as Holy Family Memorial's board chair on March 25, said he looks forward to helping HFM position itself to be successful in the healthcare environment after reform measures go into effect. "We need to work to control healthcare costs without compromising the medical needs of the patient," he said. "We will also continue to focus

on improving the quality and effectiveness of care provided to HFM patients through technology, lean healthcare initiatives, changes in organizational structure, and other means as deemed appropriate."

Streu and his wife, Mary Lester Streu, live in Two Rivers, Wis., the same town where he grew up and attended Holy Redeemer grade school until it closed after his fourth-grade year. Their sons, David and Ryan, graduates of Roncalli Catholic High School in Manitowoc, Wis., are both studying engineering at Purdue University in Indiana.

In 1980, Streu received a bachelor's degree in accounting. He is also a CPA. The first five years of his career were spent at Arthur Young and Company, an international

accounting firm, in their Milwaukee office. He spent the next 10 years at Allen-Bradley, Inc. (now known as Rockwell Automation) in various positions with increasing responsibilities. In 1994, he took the position of vice president of sales and marketing at Eggers Industries, Inc., in Two Rivers. In 2000, he was named president and CEO of Eggers.

Now in his sixth year on the HFM board, Streu said his decision to serve here was driven by a desire to give back to the community and serve in a meaningful way with a not-for-profit organization.

Streu's commitment to the community is quite compatible with Holy Family Memorial. "HFM means a tremendous amount to Manitowoc County in several different ways," he

said. "First and foremost, it has long been known as an organization that is deeply committed to all residents of this area in providing high quality health care in a Christian environment." He added that he is impressed with HFM employees' efforts to give back to the community through charity care, sponsoring community programs, and by taking leadership positions in various civic groups and organizations.

Among his hopes for HFM, Streu said he wants "to continue the direction set forth by past Board Chairman Will Casey in focusing on improving the financial performance of the network, and to continue to expand the HFM brand in the lakeshore region."